

Business Planning and Strategy

Introduction

Shape and guide the overall business objectives of your organisation by leveraging proven analytical techniques. In this training course, you learn to formulate, execute, and monitor the strategic planning for your organisation by assessing your current business environment, identifying strategic options for competitive advantage, and applying strategy processes at the organisational and departmental level.

Objectives

By the end of this course participants will be able to:

- Formulate and execute strategic plans to meet objectives
- Apply strategy planning processes at an organisational and department level
- Assess the business environment through SWOT analysis
- Identify strategic options for long-term competitive advantage
- Implement strategies to deliver results

Content

A sample of what is covered includes:

Defining strategy

- Components of strategy
- Discovering why strategies fail
- Clarifying your organisation's mission, vision and core competencies

The benefits of strategic planning

- The need for strategic planning
- Assessing tools and processes for strategic planning

Ensuring organisational capabilities are appropriate for the strategic environment

- Analysing how competitive and other environmental factors shape strategy
- Determining the impact of operating and remote environments
- Assessing the external environment for individual departments
- Identifying your customers and their needs

Assessing external forces

- Analysing your operating and external environment
- Initiating a SWOT analysis
- Prioritising opportunities and threats
- Categorising the external environment with checklists

Auditing internal capabilities

- Identifying strengths by business function
- Recognising vulnerabilities
- Expanding the SWOT analysis

Evaluating factors for choosing strategy

- Mapping strategies to product or market life cycle
- Aligning strategies with capabilities of the organisation
- Choosing strategies to meet stakeholder expectations

Selecting appropriate strategic models

- Identifying sources of competitive advantage
- Implications of growth and diversification strategies
- Global strategies for sourcing, operations and marketing

Considering strategic planning approaches

- Issue-centric, Entrepreneurial and Holistic planning
- Assessing organisational readiness

Building the plan

- Key components of a strategic plan
- Operationalising the strategic plan
- Identifying opportunities with portfolio management and gap analysis techniques

Linking strategy to actions

- Aligning strategy with six key organisational factors
- Identifying gaps between current and needed capabilities
- Establishing appropriate objectives and milestones
- Managing culture, human resources, skills, processes and structure for strategy execution
- Initiating programmes and projects for implementing strategy

Managing stakeholder expectations

- Establishing effective communication mechanisms
- Aligning culture to strategic direction
- Linking rewards to performance
- Managing the inevitable change

Maximising results with applied processes

- Connecting people to the execution of strategy
- Establishing and maintaining communications
- Designing effective information systems
- Organising to execute in line with strategy

Establishing Key Performance Indicators (KPIs)

- Setting up metrics to measure performance
- Monitoring progress with dashboards
- Deploying Balanced Scorecards

Dimensions of strategic control

- Detecting changes in assumptions
- Coping with a dynamic environment
- Adjusting for unanticipated events

