

STRATEGIC PLANNING & IMPLEMENTATION



International School
Of Management

— UNLOCKING KNOWLEDGE —

INTRODUCTION



Businesses can be likened to a mix of risks and opportunities emerging in no particular or constant order and occurring in a rapidly changing environment, which all together poses enormous threat to the stability and predictability of decision making for businesses. As a result, business leaders are faced with the challenge of making difficult decisions on a wide range of issues vital to achieving the goals and objectives of their organizations.

Decisions such as who should be targeted as customers, what products or services should be offered to the chosen customers, what activities are necessary to achieve desired goals are often difficult to make without setting robust plans based on sound and logical assumptions. In reaching these decisions, business leaders are involved in strategic thinking, strategic planning, and strategic management. This course provides organisation leaders with the basic tools of strategic planning and management.

This course introduces the student to the importance, as well as the actual mechanics, of developing a business plan for both new and existing business organizations, whether it is a social enterprise or an organization that depends on profit maximization. The course will emphasize developing a business plan which can integrate the organization's mission into its corporate strategy.

In this strategic planning course, students would gain an understanding of the relationships between strategy, planning and execution, and learn how to develop a strategic mindset, improve their analytical skills, and apply creative planning to current challenges. There's much confusion and controversy surrounding business strategy. Where is the magic pathway to success for organisations? How do we optimize our strategy to use least resources to achieve our objectives? What are the variables and how do we juggle them when so much always seems to be changing? Using case studies and drawing on the ideas and models of leaders in the field, this strategic planning course will debunk the myths and illustrate how good strategies are formed (and why bad ones remain embedded)

LEARNING OUTCOMES

This course is designed to enable students develop skills and competencies that should result in the following learning outcomes:

- Need and Opportunity Analyses
- Articulating Vision and crafting Mission
- Build competitive edge for business
- Think both long term and short term
- Have a clear structure for the strategic thinking process
- Make better business decisions by using a range of analysis tools
- Review objectives and plans in the context of a changing business environment
- Turn strategies into practical proposals for change
- Produce and present a change plan
- Successfully plan for new ventures and strategies
- Identify and resolve business problems
- Recognize and exploit commercial opportunities
- Avoid wasting time on unrealistic objectives
- Engage other people in change management

RELEVANCE

This programme will benefit anyone who is, or will be, taking responsibility for initiating or driving businesses forward. It will also benefit finance or support staff members who want to build on specialist skills and gain a more complete view of how to develop a successful strategic plan. Typical roles will be:

- Senior Management
- General/Operational Management
- Product/Service Management
- Financial Executives
- Marketing Executives

COURSE OUTLINE

A. Why bother with strategic thinking?

- Debate about the nature of business and the role of strategic thinking
- Introduction to strategic thinking frameworks
- Case study in achieving profitable growth
- Short business simulation to illustrate the complexity of decision-making and outcomes.

B. Core differentiation strategies

- Use of an Ansoff Matrix to identify the potential routes for profitable growth
- Review of core differentiation strategies (referencing the work of Porter)

C. Vision Mission and Values

- Discussion around the use of these within business. Discussion around their practical application, how to define them, how to use them

D. Strategic Map Model

- Introduction to the Strategic Map Model which helps to summarize the strategic agenda followed by practical work on the framework. Participants reflect on real data to review the business over the last three years

E. Competitive Edge

- Participants will use the strategic map model to present a strategic summary of the business and to highlight strengths and potential weaknesses in the company's historic business

F. Defining Investment Priorities

- Discussion around market attractiveness factors to determine preferences for growth and expansion and construction of a Directional Policy Matrix (a variation of the Boston Box)

G. Competitive Position

- Use and application of the competitive compass to identify customer needs and

how to compare your offer to the best competitors

- Use and application of the core and peripheral services model
- Case studies on differentiation
- Practical work on differentiation

H. Environmental Changes

- Introduction to the nature of environmental analysis
- Use and application of Porters five forces model
- Use and application of the PEST analysis tool
- Practical work to identify strengths and weaknesses
- Use of the Strategic Force Field Model to summarize the level of change in the environment and how this compares to the level of change being driven within the business

I. Presenting the Change Plans, Pulling everything together into a plan

- Participants to ideally work in small groups and to focus on a particular part of the business
- Understanding what to include in a presentation on strategy using the strategic map templates
- Preparation of a board level business plan

J. Leading people through change

- How to engage people on the journey
- Overcoming resistance
- How to ensure the plans have the greatest chances of success
- Use and application of the change leadership model

REGISTRATION & ENQUIRIES

Duration : 2 days

Registration : N10, 000 (non-refundable)

Tuition : N120, 000

FOR FURTHER ENQUIRIES, PLEASE CONTACT:

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