

# Strategy Essentials

## 1 Value of the course to practicing managers

Business activity without a clear overall objective may achieve short-term benefits, but is not sustainable in the long run. This course will help delegates to define achievable overall goals for their businesses and tie them to executable actions and thus give them the tools to create sustainable businesses.

It will also help managers in charge of strategy to become trusted advisors to their business leaders by providing them with tools to use in a strategic consulting capacity.

## 2 Practical outcomes

At the end of this course, delegates will:

- Have the tools to develop their own strategy-making process.
- Understand the difference between business, unit, and operational strategies.
- Have the tools to cascade strategy from overall objectives to day-to-day operations.
- Have an elementary grasp of the dynamics of a fast-moving and uncertain environment and how to undertake strategy development in this environment.

## 3 Course Content

Throughout the course, a case study based on the telecoms environment in the region will be used to bring home the lessons learnt.

### 3.1 Day 1 – The basics

- Introductions and course objectives. Checking delegates' expectations.
- What is strategy? Different schools of thought on what strategy is about.
- Classroom discussion on delegate prework that has made them think about what strategy is about in their context.
- Levels of strategy – corporate, business and functional. Their purpose and their content.
- The basics of any strategy-making process – goals, the environment, analysing resources and capabilities, organisation structure.
- Some key strategy frameworks (Porter 5 forces, SWOT, PESTLE, etc.)

### 3.2 Day 2 – Doing strategy in a fast-moving and uncertain environment

- Strategy in a disruptive and uncertain environment – dimensions of a sustainable strategy.
- Managing risk and uncertainty
- Strategy dynamics, the use of systems thinking
- Scenario planning
- Making strategic decisions in an uncertain and complex environment
- Tools for documenting and executing strategy. VMOST, Hoshin, Balanced Scorecard.
- Final in-depth exercise to bring home the concepts outlined above.