

A 2-DAY PRACTICAL MASTERCLASS

MAKING YOUR STRATEGY WORK

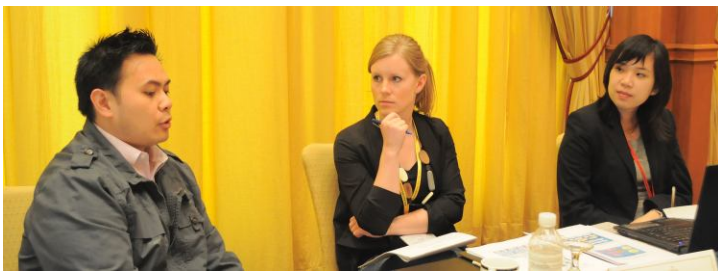
EFFECTIVE STRATEGY EXECUTION

13th (Mon) & 14th (Tue) February 2012 - Hotel Mulia Senayan, Jakarta Indonesia

SCENARIO PLANNING: TOOLS & PRACTICALITIES

16th (Thur) & 17th (Fri) February 2012, Royal Plaza on Scotts Hotel – Singapore

20th (Mon) & 21st (Tue) February 2012, Diamond Hotel – Manila Philippines



The challenge of successful execution of strategy is one of, and arguably **the** most important, the challenges that face senior management in any organisation, regardless of ownership or industry sector. ***It applies equally to public sector non-profit as to commercial profit-centred businesses.***

This unique 2-day event focuses on the processes and disciplines necessary to support strategy execution. The focus is strategy **execution**, NOT strategy planning. Strategy execution only works if you have two key components

- A coherent, explicit and measurable business strategy, translated into more detailed business plans / budgets.
- The overall management culture and disciplines of change management, communication, accountability and performance to support successful execution of the chosen strategy(s).



Who will Benefit:

**CEOs, General Managers, Directors, VPs,
Corporate Development Managers,
Project Managers, Operations Managers
Business Development Managers
Strategy Managers, Finance Managers
Business Performance Managers
Business Process Re-engineering Managers
Planning Managers**

Organised by:



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Making Your Strategy Work: Effective Strategy Execution

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Organisations can create all the strategy they want but it does not matter unless they implement it. Without effective execution, no business strategy can succeed. Unfortunately, most managers are not aware of ways to overcoming the difficult organizational obstacles that stand in their way.

Drawing on his vast experience, Alan will shed powerful new light on why businesses fail to deliver on even their most promising strategies. He will also offer a systematic road map for strategy development and execution that encompasses every key success factor: Organisational structure, coordination, information sharing, controls, change management and the role of influence in a company.

By attending this course, you will:

- Understand the importance of setting explicit objectives to provide clear direction for your organisation
- Learn how to develop realistic and competitive strategies that will enable your organization to achieve its chosen objectives.
- Identify the current challenges in implementing strategy
- Manage the impact of unexpected adverse factors that will threaten to derail existing business plans
- Develop operational plans, budgets and supporting action programmes – the specific building blocjs of strategy implementation
- Learn how to undertake relevant “strategic analysis” preparation prior to establishing a future business strategy
- Manage the “softer” issues of communication, buy-in and willingness to change – factors that are crucial to successful strategy execution
- Create a firm basis for regular monitoring of strategic progress using the relevant management techniques



About the Trainer: Mr Alan Fell, Managing Director - Alan Fell Consultancy, UK

Alan Fell is a highly experienced UK-based specialist in Corporate Performance Management having spent 30 years involved in a wide range of corporate performance management disciplines – both in policy formulation and practical application roles – and more recently as both international consultant and trainer.

Alan's experiences cover an extensive range of strategic and financial management activities – from investment appraisal to budgeting, cost management to strategic planning and execution, profit contribution analysis, capital management and the Balanced Scorecard. For much of his working life he worked at a major UK bank: in his most recent line management role he was Head of Planning & Finance for a major business division with 3,000 staff.

During a previous economic downturn in the UK, Alan was directly responsible for leading a cost reduction programme that led to the downsizing of the organisation by 18,000 jobs. He understands the real practicalities of operating in difficult economic situations. For the past 13 years he has operated as an independent management consultant and trainer, concentrating on a range of strategic and financial performance management disciplines, with a special emphasis on:

a) Budgeting / Cost Management b) Strategy Planning and Execution

supported by the Balanced Scorecard. Alan is a highly experienced conference and seminar leader, having facilitated well over 200 events in the last 13 years across the UK, Europe, Middle East, Far East, South Africa and the USA. He is a regular visitor to the Far East where he has presented at a variety of management - training seminars in various locations.

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Workshop timing: Registrations at 08:30

Workshop starts at 09:00

Morning Coffee Break 10:30 – 10:45

Lunch at 12:00 – 13:00

Afternoon Coffee Break 15:00 – 15:15

Workshop ends at 17:00

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DAY 1

SESSION 1 – The Big Picture

It is critical to set the big picture before delving into detail. This first session aims to set the very necessary context within which we then develop and execute our chosen business strategies.

- Overall introduction to the course
- Terminology and jargon – what exactly is “strategy”
- The “Strategy Focused Organisation” and how to use this best practice framework
- Strategic Analysis : the need to undertake realistic and thoughtful strategic analysis to support decision making within the planning process, including -
 - SWOT and PEST
 - Porter’s 5 Forces
 - Competitor analysis
- Setting the big picture - the importance of reviewing and confirming / updating the Vision, Mission and Values of the organisation.
- Setting the specific, measurable overall SMART objectives (goals) of the business. The rest of the planning process and the subsequent day-to-day activities of the business should ultimately be focused upon achieving those SMART objectives, so it is crucial to get this stage right.
- How to achieve realism in overall corporate goals: the validation process

SESSION 2 – Business Strategies and Operational Plans to enable the achievement of objectives

Strategy is all about making choices – which route should we take to reach our overall objectives / destinations? What are the operational building blocks of that strategy?

*Note – this session is **not** intended to cover the basic methodologies of strategy development and selection (“strategic planning”) instead it is focused on the need to have clearly articulated strategies that are then translated into shorter-term operational plans / budgets – enabling alignment at all points of the organisation to the achievement of the chosen strategy.*

- Strategy Mapping – understanding the inherent cause-and effect of business strategy
 - Concept, examples and benefits
 - Providing the linkage between objectives and performance measurement
 - Using strategy mapping to engage management in the strategy formulation process – and thereby to widen strategy ownership
 - Strategy maps as a valuable communication tool for the strategy of the business
- Translating the Strategy into measurable terms – the route to operational planning
 - How to establish carefully chosen Key Performance Indicators (KPIs) , with appropriate performance targets that explicitly set out the strategy into measurable performance standards, not just words.
- Cascading of Strategy and KPI targets within the organization
 - how to ensure effective alignment between operational and support units
 - how to ensure effective product and process alignment across the organisation
- Developing “action steps” – the individual building blocks of making strategy happen.
 - How to document the action steps in order to ensure, as far as is practicable, that the total of actions steps will achieve the desired performance level for the strategy
 - How to ensure effective alignment between operational and support units
 - How to ensure effective product and process alignment across the organisation
- Budgets – translating the business plans into financial budgets and ensuring effective alignment between strategy and budget
 - A recent survey suggested that up to 60% of budgets are not aligned with strategy: how do we avoid that fundamental failure of business planning ?

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DAY 2

SESSION 3 – Managing the Common Barriers.

Managing the common barriers to successful execution. Organisations are typically poor at explicitly managing these common barriers – no wonder that surveys tell us more than 70% of strategies are not executed successfully

- Communication – often quoted as the # 1 barrier.
 - Why are organisations so bad at this?
 - Creating a structured communication process – good intention is not enough
 - Communicating “7 x 7”
- Leadership – the importance is understood but remains challenging
 - Leadership versus management
 - Measuring leadership
 - Developing and retaining future leaders
- Change management
 - Measuring and acting upon the establishment of a successful change management behaviour. Getting beyond the “change is a threat” mentality.
 - Creating a “road map” of initiatives to support the creation of change management capability throughout the organisation.
- Creating a sustainable performance culture (and minimising excuses ...)
 - Aligning compensation with strategy execution: an easy concept but usually flawed in how it is implemented
 - Building a team culture through a carefully designed incentive system
- Accountability – if everyone is accountable for something, then in reality no-one is accountable. Explicit accountability at all levels is an essential component of strategy execution. We explore how this can best be achieved in practice.

SESSION 4 – What Gets Measured Gets Managed ...

- The necessary discipline of regular and robust performance monitoring – and alignment with clear accountability at all stages
- The principal management tools ...
 - Balanced Scorecard – the global # 1 tool for strategy execution
 - The Strategy Focused Organisation (SFO) assessment model
 - The Performance Prism (a brief outline)
 - Potential use of quality models (overview)
- Balanced Scorecard
 - Overview of concept and benefits, illustrated with public and private sector examples
 - Translating a strategic and operational plan into a full Balanced Scorecard
 - Creating alignment, horizontally and vertically within the organisation through the “cascading” of Scorecards
 - The importance of reforecasting, not just looking backwards
 - “*what’s in it for me...?*” – aligning the Scorecard with compensation to encourage a genuine performance culture
 - Brief outline of the main implementation frameworks, including the Balanced Scorecard Institute’s “*9-steps to Success*”
 - Using the Scorecard – the management review process: a common weak link in strategy execution is an ineffective use of the Scorecard and the resultant lack of discipline that ensues.
- Using the SFO best practice framework to assess and develop the strategy management capability of the organisation as a whole
- **Conclusion and Next Steps**

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REGISTRATION CONTRACT

Please complete this form immediately and fax
back to **(+65) 6469 8183**

Please write in **BLOCK CAPITALS**

I. Delegate's details

1. Name: _____

Position: _____

E-mail : _____

2. Name: _____

Position: _____

E-mail : _____

3. Name: _____

Position : _____

E-mail : _____

Company : _____

Address : _____

Country/ State: _____ Postcode: _____

Nature of Business : _____

Tel : _____ Fax: _____

Company Size : 100-249 250-499 500-999 1000+

II. The Invoice should be directed to Mr/Ms (Dept):

Name: _____

Dept: _____

Tel: _____

E-mail: _____

III. Authorising Manager's details

Name : _____

Title : _____

Tel: _____

Signature : _____

Date: _____

This booking is invalid without a signature

REGISTER NOW!

2-Day Workshop Fees:

- SG\$ 1,890 (Priority Booking before 16th Jan '12)
 SG\$ 2,090 (Standard rate after 16th Jan '12)
 10% Discount for group registration of **3** delegates
or more

(Fee includes documentation, refreshment &
Lunch but **EXCLUDES** Accommodation & Bank charges)

MODE OF PAYMENT :

Payment is required within **5 working days** from the invoice
date.

SGD Bank Draft Made payable to:

KEN Knowledge International Pte Ltd

Or Telegraphic Transfer to Bank:

United Overseas Bank Limited

Clementi Branch

Account Number: 130-314-691-7

SGD Corporate Current Account

Swift Code: UOVBSGSG

(Quoting your Company Name and Inv No. As Reference)

CANCELLATIONS & SUBSTITUTIONS :

All bookings carry a 50% liability immediately after a fully
completed Registration Contract has been received by Ken
Knowledge International. All cancellations of registration must
be made in writing. Regrettably, no refund will be made for
cancellation after 1st Feb 2012. However, a complete set of
documentation will be sent to you. Substitutions are
welcomed at anytime.

NOTE:

Due to unforeseen circumstances, we may change the content
and timing of the event, speaker(s) or venue. Every effort will
be made to inform the participants of the change. KEN
Knowledge International should not be held liable for any
costs arising from this change.

HOTEL ACCOMODATION:

Accommodation is not included in the workshop
fees. To reserve accommodation at the workshop
venue, please contact Hotel Mulia Senayan, Jakarta
Indonesia at +(62) 21 574 7777

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