

# Managing Strategy

## Managing Strategy

### Our commitment

“Our courses are rich in real life, case-study material and provide ample opportunity for you to ‘try out’ the various techniques by applying them to your own business situation and experiences.”

**Nigel Penny,**  
**NSP Consulting CEO and**  
**Course Facilitator**

### What you will learn:

What is strategy and why it drives every business activity

How to assess market attractiveness

Techniques to develop practical strategies

Describing and measuring your strategy

How to prepare for strategy implementation

Aligning personal goals with strategic outcomes

Managing strategy through effective business reviews

**This course is available as a customized in-company workshop if required.**

**Shortened versions of the course are available for organizations unable to commit to a full 5-day programme.**

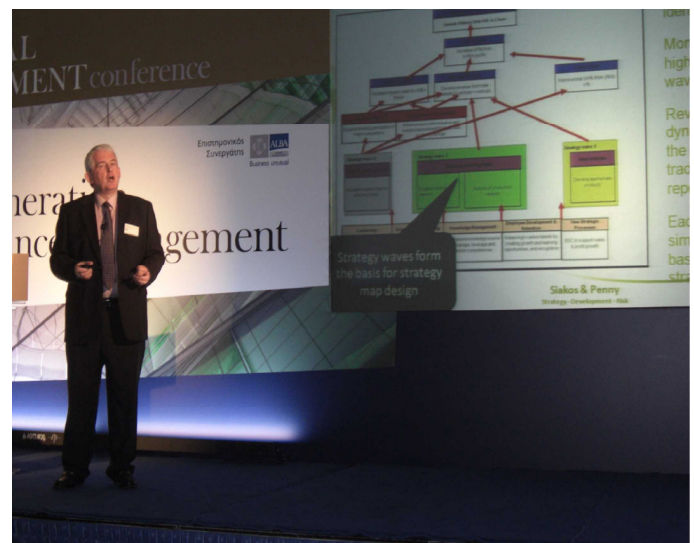
NSP Consulting can create a workshop specifically for a group of managers within your organization.

### The end-to-end process of strategy management

Strategy management is business process 1-0-1. It is the basis on which all other business activity is built.

So why do so many organizations fail to achieve their planned strategic goals?

For some organizations, strategy management fails at the first hurdle with a lack of clarity on what the organization is trying to achieve. For many other organizations, strategy fails during implementation through poor planning, resource allocation, progress monitoring or a lack of flexibility in the face of unforeseen change and opportunity.



This intensive strategy management programme takes you through the entire journey of strategy. Starting with defining the core organizational

purpose, you will be introduced to the keys tools and techniques that will help you make your strategy journey a success.

### What differentiates this programme

In a complex and fast moving business world, it is vital to have clarity of purpose — and effectiveness in execution.

The tools of strategy management are well known. But few organizations use them to best effect.

This course brings together over 30 years of practical practitioner experience to show you how to leverage

these tools to achieve your desired business results.

Pathway's strategy management training shows how key tools, techniques and approaches can be integrated to support all aspects of the strategy management journey.

The course has three clear stages.

In days 1-2, managers learn the key skills of

assessing markets and developing strategies.

On day 3, practical teaching equips you to plan and organize for successful strategy implementation.

In days 4-5, you will learn how to monitor strategy through techniques such as balanced scorecard and how new approaches to business review meetings can greatly improve and accelerate decision making.

## NSP Consulting

Strategy, Performance

Analysis, Leadership

***“Neither skill nor  
wisdom can be  
achieved without  
knowledge”***

***Democritus***

***“There is nothing  
more certain than a  
sound decision”***

***Menander***

***“ Those who think  
clearly always  
prevail”***

***Sophocles***

## Course content

### Day 1–2

#### Building your strategy

What is strategy?

A definition

The 5 steps of the strategy management process

The competitive theory of strategy design

The value innovation theory of strategy design

Where should I be competing?

Vision and mission

The need for market knowledge

Assessing market value through Porter’s 5 Forces

PESTLE analysis

Building your strategy – approaches and techniques

Formulating your BHAG

SWOT analysis

5 key questions in strategy formulation

Developing and assessing scenarios

Strategy and risk appetite

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### Day 3

#### Organizing for implementation— strategy focus

The strategy focused organization

Organizational design and the link to strategy

Developing initiatives

Aligning strategy and budgeting

Developing our human resource strategy

Frameworks for goal setting and rewards

New organizational skills - The Office of Strategy Management

## Course content (cont.)

### Days 4-5

#### Managing strategy execution

Describing your strategy with the Balanced Scorecard

- The role of the Balanced Scorecard

- Cascading the Balanced Scorecard

- Building strategy maps

- Key performance indicator design

- Setting targets

Strategic reporting

- Building next generation strategy reports

The monthly business performance review

- Innovative analysis techniques

- Running decision based meetings

- The new monthly reporting cycle

- Managing risk and opportunity

## Key features of all our programmes

- Hands-on practitioners

- Depth of knowledge

- Real life case study experiences

- Practical exercises

- Interactive discussions

- Latest thinking and approaches

- Balanced view on pros and cons

- Usable takeaways



***Breakout session at a recent workshop***

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***“Nothing good can be earned without effort”***

***Sophocles***

***“Do not try to cover up your errors with words, but to correct them through scrutiny”***

***Pythagoras***

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### Contact us at:

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## Your facilitator

Nigel Penny is a leading global expert on business management techniques. His focus is to ensure the sustainable future success of clients through effective business management processes.

Nigel has some thirty years international experience implementing consulting solutions. Between 1996 and 2002, he worked closely with David Norton and Bob Kaplan, the co-founders of the Balanced Scorecard approach, and was Vice President of the Asia practice of Balanced Scorecard Collaborative. Nigel was also partner in



charge of KPMG's performance management practice in Australia, and a member of their team developing global methodologies for Balanced Scorecard .

Nigel has facilitated strategy and business performance improvement programs in food, manufacturing, financial services, retail and utility industries.

In his early career, he was a business analyst in oil company Texaco.

He has worked in UK, USA, Europe, Asia and the Middle East and has lived in UK, USA, Singapore, Malaysia and Australia.

Nigel has an honours degree in mechanical engineering from Imperial College, London, and trained as an accountant with Peat Marwick Mitchell in the UK.