

# THE IN-HOUSE TRAINING COMPANY

## Business strategy and decision-making

### Overview

A one-day workshop for directors (and those aspiring to Board positions) who are responsible for, or contribute in a significant way to, the development of business strategy and the effective allocation of resources. The purpose of the workshop is to ensure that all the participants are able to prepare effective and credible business strategies by considering:

- the business and the environment in which it operates
- the strategic options available to the business
- resource allocation and the performance evaluation methods associated with the development and implementation of business strategy

The workshop is practical and pragmatic, with worked examples and an integrative case study. It is equally appropriate to private and quoted companies.

### Training objectives

At the end of this workshop each participant will have:

- A clear understanding of what business strategy is, how it serves as a basis for preparation of the business plan and how it relates to the corporate strategy of the whole organisation
- Knowledge of the conceptual models which can be used to analyse opportunities and threats to the business and the strengths and weaknesses of organisation
- Knowledge of the appropriate techniques for developing strategic options and making appropriate strategic choices
- A critical appreciation of the basis of resource allocation and performance evaluation of the business

### Audience

This workshop has been designed primarily for recently-appointed directors (and those aspiring to a board position), although there are clear benefits to having the entire board take part.

### Format

A practical and pragmatic one-day workshop, featuring examples and case study work to ensure an appropriate balance between the practical and the theoretical.

### Special features

This workshop can be adapted to reflect your current internal strategic decision-making processes, whether to ensure compliance with them or to offer an opportunity to review and improve them.

### The expert trainer

David is a consultant and trainer in corporate governance. He is a Senior Lecturer in Strategic Management and Corporate Governance at Wolverhampton Business School and was formerly Programme Director with IoD Director Development West Midlands (and was also a member of the Executive Committee and the Council of the Institute of Directors in Birmingham).

For sixteen of the twenty-five years he spent in manufacturing industry before joining the Business School in 1992, David held board level appointments, including nine years as Managing Director. He has experience of serving on the boards of a family company, of subsidiary companies within a UK plc and a foreign owned multinational, where he was a member of the European Management Group. Originally a market researcher, he has experience of setting up overseas joint ventures and has held personal responsibility for company disposals and acquisitions in the UK. He has wide experience of doing business in Europe.

His extensive practical experience is complemented by his academic work. He is visiting lecturer at two other Business Schools and lectures throughout the UK and abroad, recently in Russia, Hong Kong, the Caribbean and throughout Europe. He is also conducting doctoral research into the role of the non-executive director in private companies and has published on the role of company directors and the effectiveness of boards, especially in the context of family businesses and closely-held companies.

David is a very accomplished trainer, as the feedback from course participants shows:

- 'Relaxed style but good engagement'
- 'Well balanced and easy to follow'
- 'Excellent – very thought-provoking'
- 'Lots of opportunity to discuss content of the course'
- 'Input will stimulate board discussion'
- 'Really enjoyable – participative humorous style with obvious depth of knowledge to back it up'
- 'Great pace – very inclusive style – good examples'
- 'Good balance of quiz, case studies, video and notes'
- 'Delivered a very complex subject extremely effectively'
- 'More than met my objectives'
- 'Brilliant course'

## Course outline

### 1 Business strategy and industry analysis

- The hierarchy of strategies
- The structure of business strategy
- Analysis of industries
- Competition and competitors
- *Introducing the case study*

### 2 Markets, customers and market driven strategies

- The analysis of markets, customers and generic market strategies
- *Integrative case study: identifying opportunities and threats*

### 3 Resources, competencies and competitive advantage

- The analysis of financial resources, people and operations
- Knowledge and innovation
- Competencies
- Adding value and competitive advantage
- *Integrative case study: identifying strengths and weaknesses*

### 4 Finding the way forward

- Developing strategic options and allocating resources
- Evaluation and performance management

### 5 Review

- Case study review
- Course review
- Actions
- Close