

Creating Competitive Advantage Programme

Programme outline

Industry dynamics and mega trends

Leaders who purposefully set out to excel are remarkably few and far between and the ones who do so in a logical and consistent way are even fewer. Strategy provides business leaders with the means to create and take control of the future and to realize their breakout potential. This session sets the scene by discussing strategy as a business process and introduces a system for ways companies can be accelerated into a growth trajectory.

- Define what a “business strategy”.
- Understand the different forces that drive the level of competition within specific industries.
- See how the wider macro-environment impacts the competitive dynamics within different industries.
- Know techniques which provide further insight into the competitive rivalry within an industry, in particular PESTEL factors.

Developing customer-centric strategies

This session focuses on customer led strategies and the ways companies can change the ‘rules of the game’ using their value proposition. We look at the capacity to deliver value using benchmarking exercises and key data points on price and value for money.

- Understand the notion of competitive strategy and customer’ perceptions.
- Explore some of the practical issues involved in constructing the customer matrix tool and value gap analysis in an international context.

Strategic assets for creating competitive advantage

This session will focus on how firms can outperform their competitors and gain sustainable competitive advantage. We explore how what is inside the firm is argued to be critical to the achievement of superior performance. Finally we consider how leaders and their teams can identify and develop those firm’s resources which provides a basis for competitive advantage.

- Understand how to use internal and external resources to the benefit your business.
- Understand resource audit and success mapping techniques.
- Understand the difficulties in identifying and developing sources of advantage through resource alignment in different structures and functions.