

Orchestrating Competitive Advantage Programme

Programme outline

Industry dynamics and mega trends

Leaders who purposefully set out to excel are remarkably few and far between. 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 realise 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.
- Learn 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.

Strategy innovation

This session focuses on innovation how business systems can keep flexible. We look at the capacity to re-conceive the existing industry models and ways that create new value for customers, wrong-foot competitors and produce new wealth for all stakeholders. In this session we discuss why firms need to consider strategy innovation and introduce a number of techniques that can aid the development of competitive strategies and how to innovative these strategies.

- Development of innovative strategies that impact customer choices.
- Ways to re-organise and think about the future.

Strategic assets for creating competitive advantage

This session focuses 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.

Businesses and product portfolio management

This session focuses on portfolio management of businesses, products and services. We consider what is meant by value logics and what the role of the senior management team should be. We examine how corporate centres can add value to their portfolio of businesses/products and the concept of corporate parenting. The Corporate Parenting Matrix will be introduced as a tool to evaluate the composition of a portfolio structure.

Strategic alignment and Implementation

In this session, we get into the mind of successful CEOs and change management experts. Continuous change and planning is essential for any successful company, so this session enables you to understand various change strategies to ensure the right path using corporate culture theories. The session focuses on ways to influence the change process.

- Explore the notion of corporate culture and how it can help to facilitate strategy implementation.
- Explore the various structures, systems, control mechanisms and rituals to create change to ensure the firm implements their strategy.
- Understand that strategic planning requires teams to develop strategic priorities, initiatives, measures and actions.