

Strategic Planning for Success in Turbulent Times

- Developing Dual Strategies for Today's Survival & Tomorrow's Market Leadership

Renewing strategy to achieve strategic success in today's turbulent environment is the top agenda item of Management Team.

During a downturn, managers are overwhelmed by fire-fighting and implementing quick tactical measures to ensure survival. However, what truly brings value to the organization, is the clarity in strategy to both preserve value for today and renew organizational growth for tomorrow.

Strategy is key in building organizational resilience and achieving both near-term profit making & long-term market leadership. It pays off handsomely for management team to review and renew their strategies in both good and challenging times.

As competent Management Team, you would have excellent grasp of your business **operational fundamentals**, but it is the in-depth understanding of **STRATEGIC fundamentals** that will give you the extra edge.

Your role is to take upon yourself a never-ending Strategic Journey in "Strategic Planning", "Strategic Implementation" and "Strategic Learning". You must provide the leadership to effectively adapt and renew your organization to align with the ever-changing market environment for today's profit making and tomorrow's growth. Each successful renewal and rediscovery brings about a breakthrough performance, greater success and rewards.



Strategic Planning
"Initiates & Drives Corporate Vision and Strategy"

Strategic Implementation
"Aligns, Mobilizes & Achieves Results"

Strategic Learning
"Inspires, Enables & Energizes Learning and Innovation"

Ansoff specializes in helping companies transform strategically in turbulent environment.

In this 2-day workshop, we will leverage on Ansoff knowledge-based Strategic Management System to help you think deeper about your dual strategies in these challenging times.

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- Developing Dual Strategies for Today's Survival & Tomorrow's Market Leadership

Benefits

This is an awareness workshop based on Ansoff's interactive and knowledge-based "Integrated Strategic Management System".

It uses a combination of our framework and practical experience to facilitate participants gain deeper understanding of the role and process of Strategic Management. Participants will also gain insights in developing dual strategies in turbulent times which you are currently facing.

Specifically, participants will gain deeper understanding of:-

- Ansoff Strategic Management methodology in turbulent environment. Rigorous Ansoff methodology going beyond SWOT.
- Apply Ansoff methodology in the logistics and transport industry to review opportunities and threats and develop strategic options.
- What it takes to achieve organization's strategic success in short and long-term?
- Your expanded leadership roles in managing a soft landing and exploiting opportunities for market leadership.

Approach

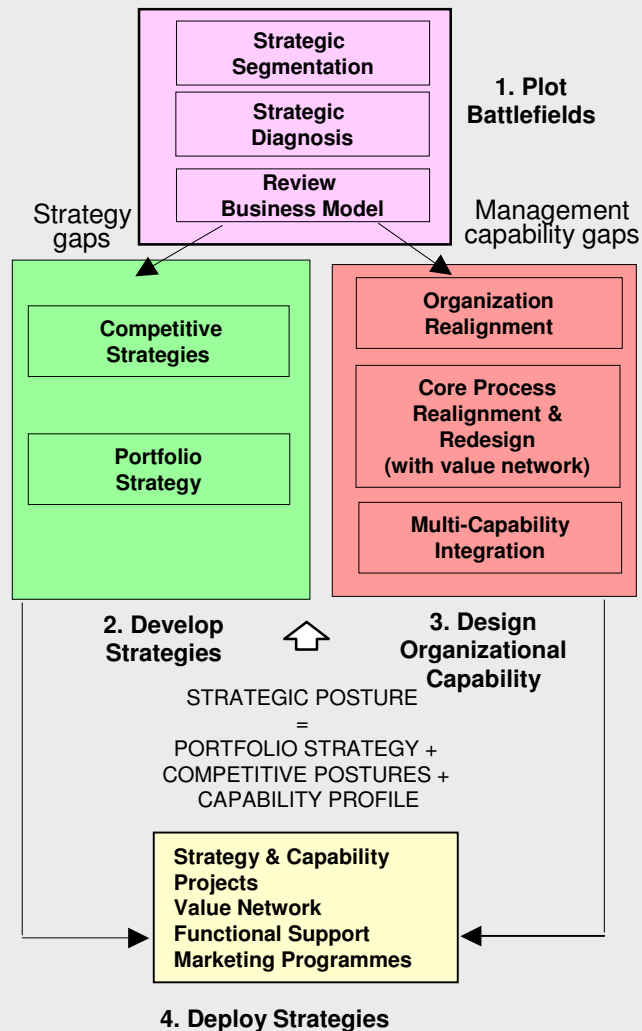
This workshop is highly interactive and issue driven to achieve maximum benefits and shared learning.

The programme will be delivered in the form of 'Round Tables' to facilitate rigorous discussion. The workshop leader will facilitate interactive exchange of ideas and rich deliberation on strategic management issues.

For optimum interaction and results, the ideal size is limited to 30.

Ansoff Integrated Strategic (Posture) Planning System

Strategic Posture Planning is a strategy decision process to choose an optimal strategy and design appropriate supporting management capability to ensure company's strategic success.



Strategic Management Process – An Overview

Strategic Planning in Turbulent Environment

- Challenges
- Strategies at Different Levels

Plot the Battlefields

- Mission/Vision/Values
- Define Core Strategic Business Areas (SBAs)
- Map out Battlefields

Develop Competitive Strategies

- Develop competitive strategies of selected SBAs to achieve positional advantage in the battlefields.

Develop Portfolio Strategy

- Portfolio scope/Strategic Business Areas to focus
- Decide the competitive position to occupy

Design Organizational Capability

- Develop and organise management to support the strategy
- Identify distinctive management capabilities required to support the selected strategies

Implement Strategies

- Deploy Strategies
- Build Capabilities
- Implement Strategies

Day 1: Strategic Planning in Turbulent Environment
- How do you develop strategies for today's survival and tomorrow's growth?

Time	Description
0900 – 1030	<p>1. Strategic Diagnosis of Our New Environment – A Discovery Journey</p> <ul style="list-style-type: none"> - Strategic Success Formula - Discover what has changed in our operating environment <p><i>Group Discussion: What are the implications and challenges in turbulent environment?</i></p> <ul style="list-style-type: none"> - Dual strategies to address “today” and “tomorrow”.
1030 – 1045	Tea-Break
1045 – 1230	<p>2. Strategic Planning in Turbulent Environment - Introduction</p> <ul style="list-style-type: none"> - Strategies at different levels - Expanded concept of competition and organization model - Strategic Planning Process <p><i>Group Discussion: Developing dual strategies for today and tomorrow</i></p> <ul style="list-style-type: none"> - Today: To manage a soft landing during turbulence. - Tomorrow: To exploit opportunities to capture market leadership. <p>3. Plot the Battlefields</p> <ul style="list-style-type: none"> - Mission/Vision/Values - Define Strategic Business Areas (SBAs) - Plot Portfolio of SBAs <p><i>Group Discussion: Plotting a balanced battlefields consisting of “Low Hanging Fruits” and “Blue Oceans” for today's survival and tomorrow's growth.</i></p>
1230 – 1330	Lunch

Day 1: Strategic Planning in Turbulent Environment
- How do you develop strategies for today's survival and tomorrow's growth?

Time	Description
1330 – 1645 (include tea break)	<p>4. Develop Competitive Strategies</p> <ul style="list-style-type: none"> - Process for developing competitive strategies <ul style="list-style-type: none"> * Environmental analysis * Evaluating own strategy and capability gaps * Choosing a course of action * Developing functional strategies and capabilities <p><i>Group Discussion</i></p> <ul style="list-style-type: none"> - <i>Strategies to:</i> <ul style="list-style-type: none"> * <i>Manage a soft landing for survival</i> * <i>Exploit opportunities for market leadership during turbulence</i> - <i>Leverage on strategic alliance to achieve speed and leveraged growth for today and tomorrow.</i> <p>5. Develop Portfolio Strategy</p> <ul style="list-style-type: none"> - Select businesses to participate - Achieve a balanced portfolio to focus resources and create synergy among different business areas. <p><i>Group Discussion</i></p> <ul style="list-style-type: none"> - <i>Portfolio Strategy to achieve coherence and synergy for “Low Hanging Fruits” and “Blue Oceans”.</i> - <i>Top Team leadership in developing dual strategies.</i>
1645 - 1700	<p>6. Summary: Day 1</p>

Day 2: Strategic Implementation in Turbulent Environment

- How do you implement strategies for today's survival and tomorrow's growth?

Time	Description
0915 – 1030	<p>1. Strategic Transformation - Introduction</p> <ul style="list-style-type: none"> - 3-stages of Strategic Transformation : Strategic Planning, Strategic Implementation, Strategic Learning - Expanded roles of CEO & Management Team in the 3-stages. <p>2. Strategic Implementation in Turbulent Environment</p> <ul style="list-style-type: none"> - Methodology Overview and Challenges <ul style="list-style-type: none"> * Manage resistance to change * Implement strategies for short-term profit making & long-term growth enhancement * Build capabilities to support short-term and long-term growth * Accordion Approach <p><i>Group Discussion: Top Team leadership in implementing the dual strategies.</i></p>
1030 – 1045	<p>Tea-Break</p>
1045 – 1230	<p>3. Strategy Deployment</p> <ul style="list-style-type: none"> - Strategy Deployment Process - Prioritize and execute strategic initiatives - The role of process/result measures - Strategy Deployment Process vs. Balanced Scorecards <p><i>Group Discussion: Challenges of deploying strategies in turbulent times.</i></p>
1230 – 1330	<p>Lunch</p>

Day 2: Strategic Implementation in Turbulent Environment

- How do you implement strategies for today's survival and tomorrow's growth?

Time	Description
1330 – 1500	<p>4. Capability Building</p> <ul style="list-style-type: none">- Organization Model- Culture- Key Managers- Systems/Processes <p><i>Group Discussion – Challenges in building dual capabilities.</i></p>
1500 – 1515	<p>Tea-Break</p>
1515 – 1630	<p>5. Strategy Implementation</p> <ul style="list-style-type: none">- Profit making programmes- Strategic development projects <p><i>Group Discussion – Challenges in balancing between today's profit and tomorrow's growth.</i></p>
1630 – 1700	<p>6. Summary of Workshop</p>

Ansoff Methodology Components



Our Mission



“Ansoff Helps Companies Grow Profitably”

- Ansoff partners you to manage profitable and sustainable growth.
- Ansoff partners you to enhance your core business and improve bottom line.
- Ansoff partners you to refocus decisively to turnaround your business.
- Ansoff partners you to enhance your leadership.

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Ansoff Asia is a member of Ansoff International, a global strategic management consulting firm specializing in strategy formulation and implementation.

For the last 15 years, Ansoff Asia has been recognized as an “Invaluable Partner for Profitable Growth” for companies in this region. The partnership has helped many companies transform and achieve sustainable growth in the global environment.

Igor Ansoff, Pioneer and Father of Strategic Management

Ansoff Asia was founded by Igor Ansoff, recognized worldwide as the Pioneer and Father in Strategic Management. Igor was the first management guru to recognize the need for strategic planning for firms operating in the increasingly complex and turbulent environment. Known worldwide for his research in three specific areas: the concept of environmental turbulence, the contingent strategic success paradigm; and real-time strategic management, Igor was sought by corporations around the world for his management theories and had consulted with hundreds of MNCs including Philips, General Electric, Gulf, IBM, Sterling Europe, and KBB in the Netherlands.