Corporate Renewal Solutions

Strategy Workshops

Corporate Renewal Solutions

January 2007

Sustaining and restoring corporate value

CRS
Corporate Renewal Solutions

CRS Strategic Planning Workshops:

- **Workshop objectives**
- **Types of workshops offered**
- **Workshop logic**
- **Typical workshop programme**
- **About us**

Our strategic planning workshops have 3 main objectives

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Our workshops are geared to serve as the first step towards effective strategy implementation.

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Based on client needs, we offer 3 types of strategic planning workshops

Workshop type	Nature	Duration	Advantages	Disadvan-tages
Cold facilitation	• Purely process-driven • Recommended only for clients with which CRS has an ongoing relationship and of which CRS has a thorough understanding, or strategically sophisticated clients, or client-prescribed set format • Facilitator not expected to add value other than pure facilitation	• Workshop: 1 – 2 days • Workshop summary and recommendations (optional): 1 day	• Least expensive	• Facilitator not familiar with client's situation • Facilitator not adding value other than pure facilitation
Informed facilitation	• Client furnishes facilitator with CRS client strategic information pack beforehand	• Preparation: 1 – 2 days • Workshop: 1 – 2 days • Workshop summary and recommendations: 1 - 2 days	• Better workshop structuring in line with strategic needs	• Facilitator's content value-add limited to interpreting what client provides
Workshop as part of strategy work	• Facilitator assesses client's strategic situation beforehand by means of focus interviews and desk research • Facilitator acts as formal strategic advisor	• Preparation: 3 - 5 days • Workshop: 1 – 2 days • Strategy report: 2 - 3 days	• Most effective option • Full set of strategic planning toolkits can be applied • Best for subsequent strategy implementation	• Most expensive option

Out strategic planning workshop rates are based on number of days spent, and number of delegates attending. Discuss your specific requirements with us to enable us to quote.

Client/CRS inputs and CRS deliverables depend on the type of workshop selected

Workshop type	Prior client inputs		Client preparation		CRS Workshop material	CRS deliverables	
	Client strategic information pack	Past strategic planning documents	Preparation pack	Study material pack	Workshop handout pack	Workshop summary and recommendations (Powerpoint format)	Detailed strategic plan (Powerpoint format)
Cold facilitation	✗	?	?	?	✓	?	✗
Informed facilitation	?	✓	✓	✓	✓	✓	✗
Workshop as part of strategy work	✓	✓	✓	✓	✓	✓	✓

Client information pack:

- Provided by client to CRS prior to the workshop
- Based on CRS information requirements
- Consists of basic strategic and marketing information requests to pre-populate strategic planning models

Client preparation pack:

- Provided by CRS to client prior to the workshop
- Topics for pre-preparation

Client study material pack:

- Provided by CRS to client prior to the workshop
- Typically relevant Harvard Business Review articles
- Visioning principles
- Balanced Scorecard and strategy map principles

Workshop handout pack:

- Handed out at workshop
- Workshop agenda and objectives
- Content material and strategy principles
- Pre-populated models as inputs for discussion

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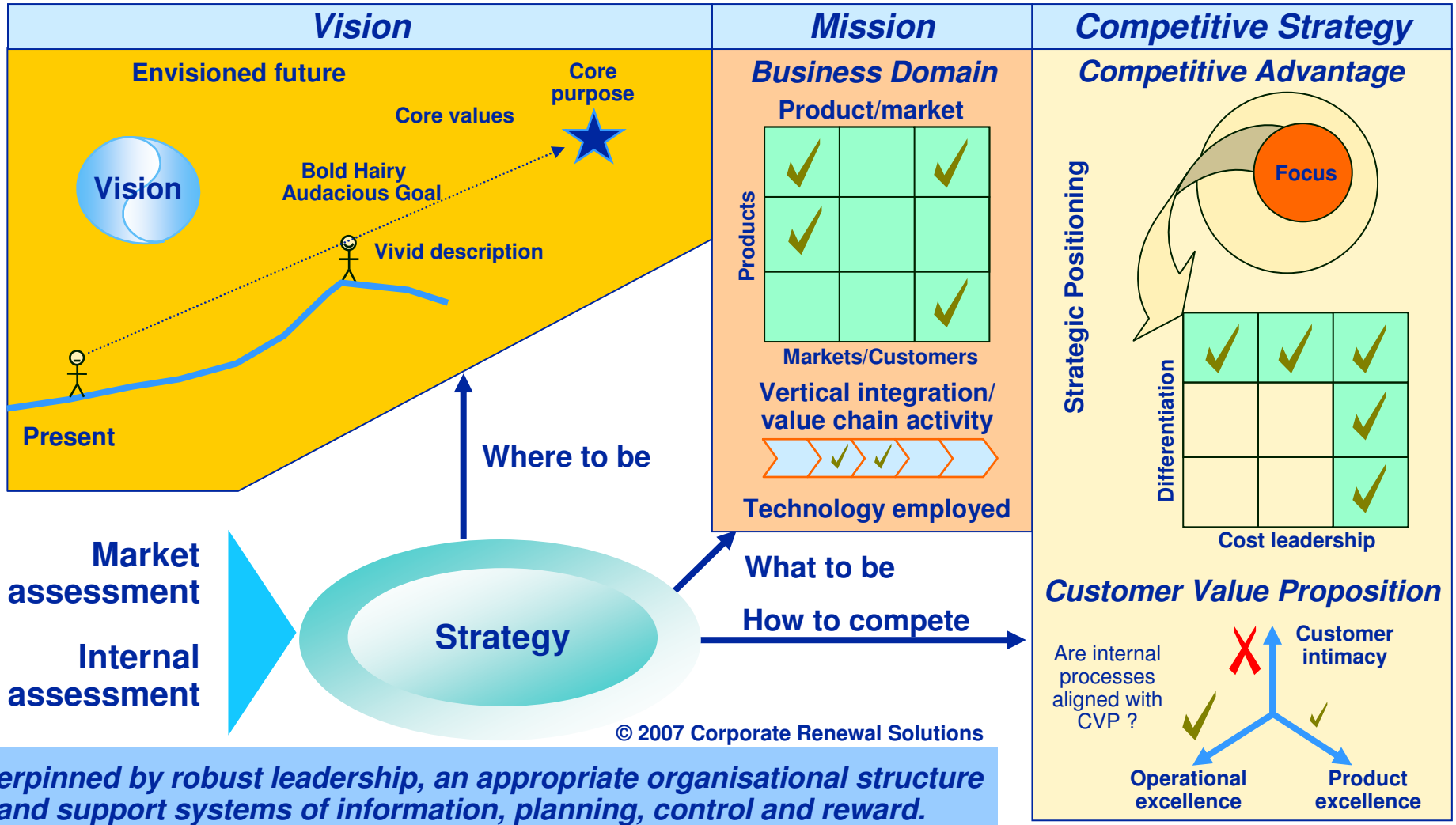
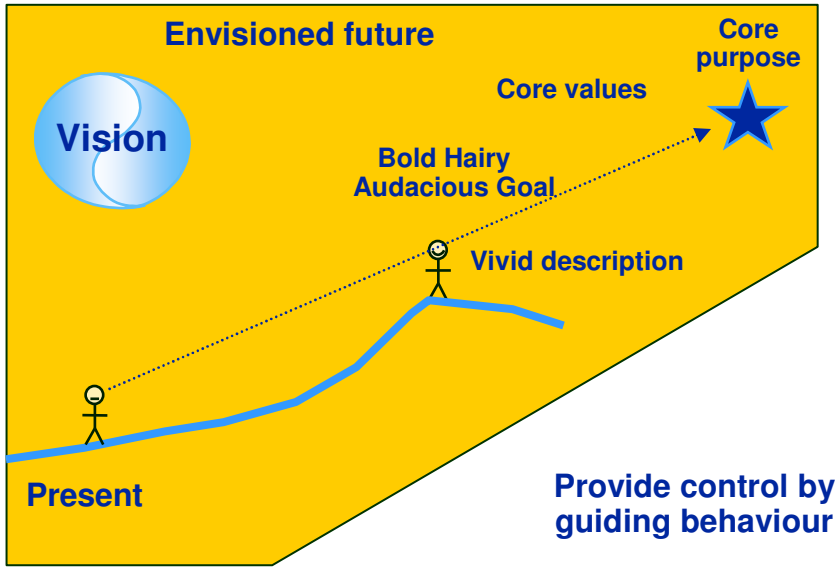
Where and what does the business wish to be, and how will it compete?



Underpinned by robust leadership, an appropriate organisational structure and support systems of information, planning, control and reward.

A well conceived vision includes a core ideology and an envisioned future

Articulating a Vision:



Envisioned future

- BHAG – Bold Hairy Audacious Goal
- Vivid description

Core ideology

- Core values
- Core purpose

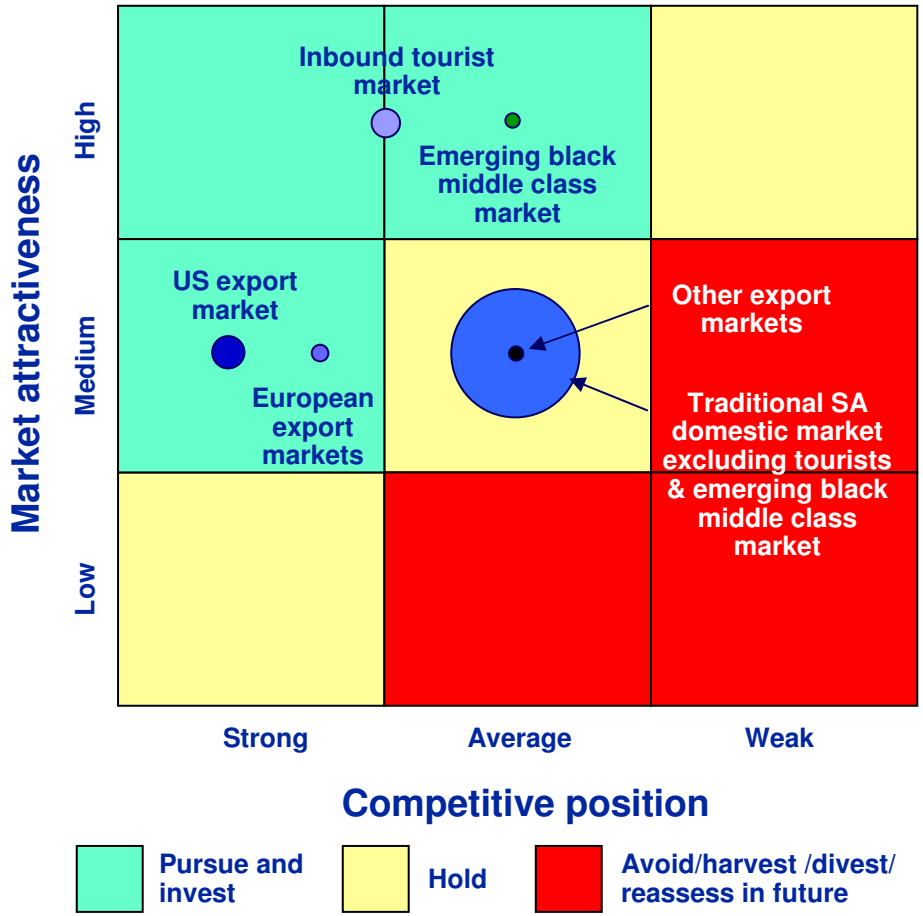
Provide control by guiding behaviour

Articulates the reason for being of an organisation

Bron: J Collins and J Porras - HBR Sep-Oct 1996

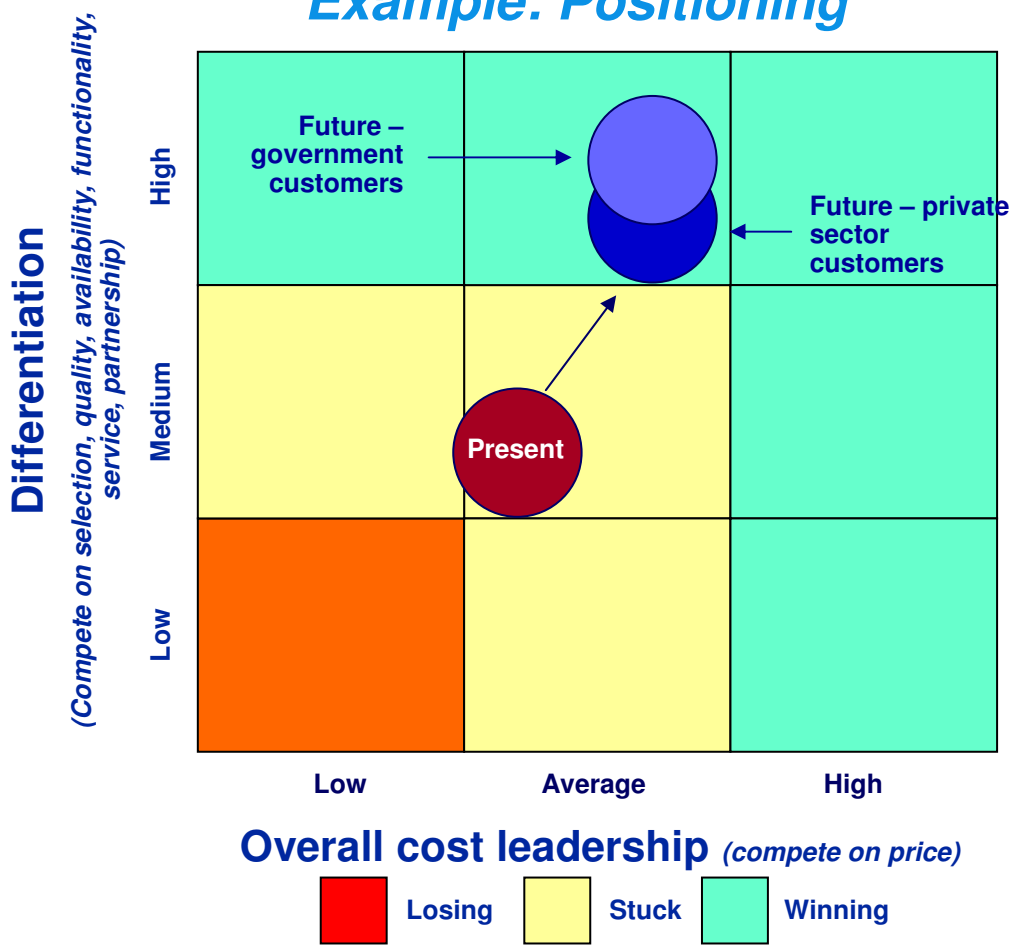
The mission is made explicit by means of market segmentation and targeting

Example: Market Segmentation and Targeting



A positioning strategy for competitive advantage informs the customer value proposition

Example: Positioning



In line with the latest developments in strategic planning, we workshop the client's customer value proposition as input to the Customer Perspective of the Balanced Scorecard

Customer Value Propositions

Customer value attributes		Customer value propositions		
Differentiator / Benchmark standard		Operational excellence	Customer intimacy	Product /service leadership
Product / service attributes	Price			
	Quality			
	Availability			
	Selection			
	Functionality			
Partnership attributes	Service			
	Partnership			
Image	Brand	Value for money	Trusted brand	Best in class

How will the business get there ?

Strategy:

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1

Where we are:

- Industry drivers
- Internal assessment
- SWOT
- Segmentation and targeting

3

How we will get there:

- Future translated into objectives
- … financial, customer, internal, and learning & growth
- Objectives translated into measures and initiatives
- Targets and timelines
- Accountabilities
- Balanced Scorecard

2

Where and what we wish to be, and how we will compete:

- Vision
- Mission
- Competitive strategy
- Customer value proposition
- Business model
- Value chain
- Structure

To enable implementation, the workshop translates strategy into operational terms using the Balanced Scorecard

Strategy Operationalised:

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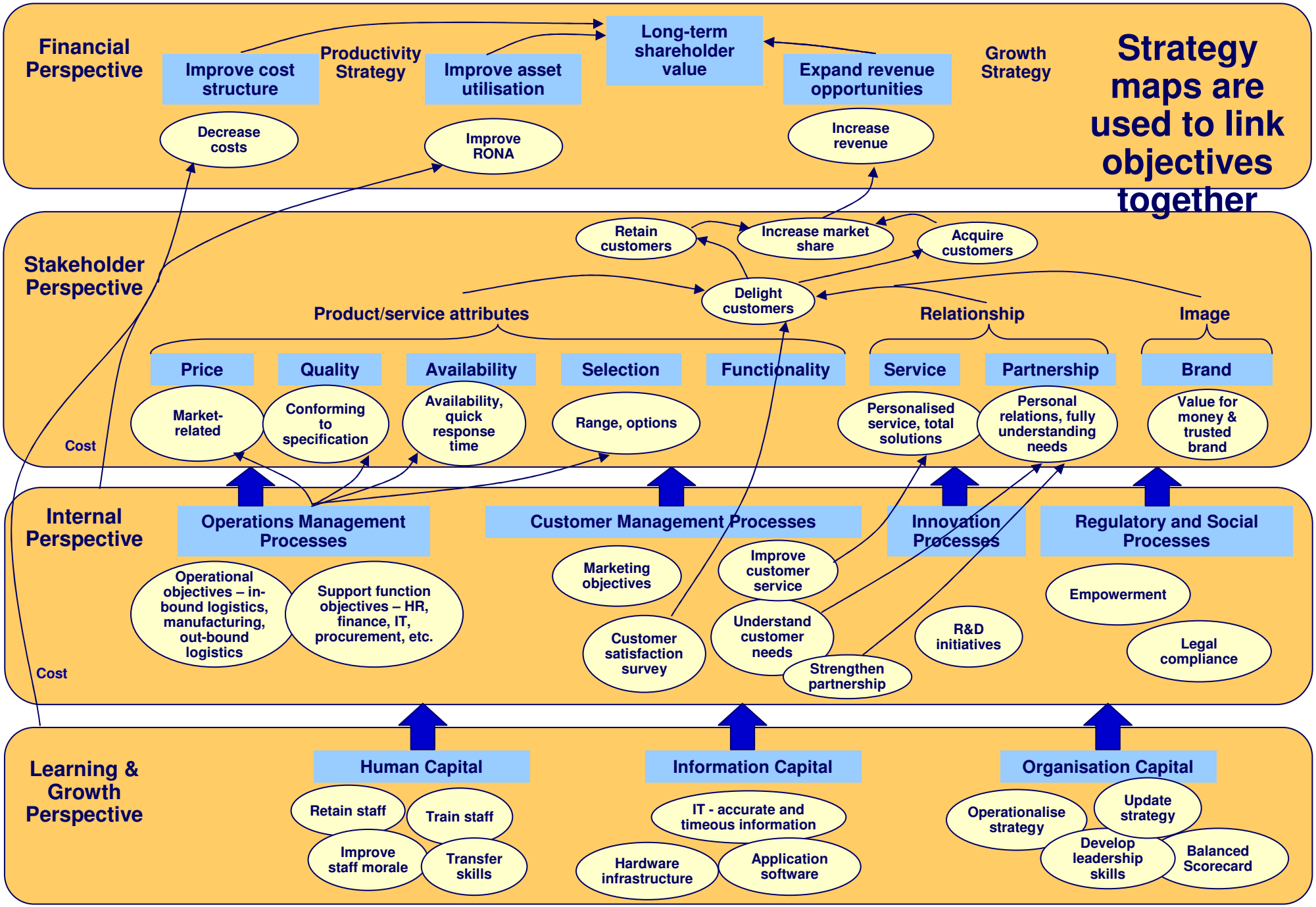

Strategy maps are used to link objectives together

Lastly, objectives, measures, target and accountability are captured for each BSC perspective of each department

Example: Financial Perspective:

Goal	Objective	Measure	Target	Review frequency	Accountability
Grow the market	Increase revenue	Turnover	R'm	Monthly	Marketing Director
Ensure effective and efficient use of resources	Adhere to cost budget	Cost	R'm	Monthly	CEO
Ensure effective and efficient use of resources	Efficient utilisation of resources	RONA	%	Monthly	Financial Director

To see how the workshop is executed in practice, see the next section for a typical workshop programme.

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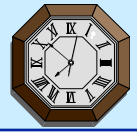
Strategic planning workshop agenda – Day 1

Agenda items		
• Arrival, refreshments		07h30 - 08h00
1. Setting the scene		
• Opening & introductions	Director	08h00 - 08h15
• Workshop objectives & agenda review	Facilitator	08h15 - 08h30
• Expectations exchange & ground rules	”	”
2. Where we are		
• PESTLE industry drivers [1] and competitive forces [2]	Breakout groups	08h30 - 09h30
• Threats and opportunities	”	”
Tea break	**All**	**09h30 - 10h00**
• Strengths and weaknesses	Breakout groups	10h00 - 11h00
• Segmentation and targeting	Facilitator	”

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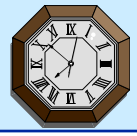
[1] PESTLE: political, economic, social, technological, legal & environmental industry divers

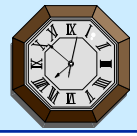
[2] Competitive forces: competitor, client & supplier analysis; threat of new entry and substitution

Strategic planning workshop agenda – Day 1 (continued)

Agenda items		
3. Where we wish to go © 2007 Corporate Renewal Solutions		
• Vision – BHAG, core purpose, core values	Facilitator	11h00 - 13h00
• Mission	”	”
Lunch	All	13h00 - 14h00
• Competitive strategy – positioning and customer value proposition	Facilitator	14h00 - 15h30
Tea break	All	15h30 - 16h00
4. How we will get there		
• Balanced Scorecard and strategy map overview	Facilitator	16h00 - 17h00

End of day one

Strategic planning workshop agenda – Day 2

Agenda items		
• Recap of Day 1	Facilitator	08h00 - 08h30
4. How we will get there (continued)		
• Objectives, measures & strategy maps per department	Breakout groups	08h30 - 10h30
Tea break	All	10h30 - 11h00
• Report-back per breakout group	Breakout groups	11h00 - 12h00
• Targets & accountabilities per department	Breakout groups	12h00 - 13h00
Lunch	All	13h00 - 14h00
• Report-back per breakout group (cont.)	Breakout groups	14h00 - 15h00
Tea break	All	15h00 - 15h30
• Implementation aspects	Facilitator	15h30 - 16h30
5. Wrap-up	Facilitator	16h30 - 17h00

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CRS strategic planning workshops in action

Since 1999

As part of strategy work in large-scale business transformation and turnaround projects

Standalone strategic planning workshops

CRS Strategic planning workshops in action (continued)

Contact us for your strategic planning workshop needs

Your facilitator: Jan van der Walt

Industry activities:

- **Strategy consulting**
- **Guest lecturer in strategy**
- **Regular presenter at conferences**
- **Regular publisher of articles**
- **Chief Operating Officer of the Turnaround Management Association – Southern Africa**

Qualifications:

- **MBA (Stanford University) where he studied with a Fulbright Scholarship and specialised in strategy**
- **Hons. B.Sc, in Operations Research (UNISA)**
- **B.Sc. (Eng) Industrial (University of Pretoria)**

CRS
Corporate Renewal Solutions

Corporate Renewal Solutions is a black economic empowered management consulting firm specialising in strategy, and strategy-driven business transformation / turnaround of underperforming and distressed businesses

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