

Corporate Strategy Execution

Moving from Strategic Blueprint into Formidable Action



Tuesday & Wednesday
June 12 & 13, 2007

Crowne Plaza Hotel
Kuala Lumpur

*“A good plan, violently executed now, is better than a perfect plan next week” ~
George S. Patton ~*

Course Facilitator:
CHRIS BLACKMAN

Founder

ASVP Group,
Australia

Strategic Planning is a core competency and in most organisations, it is handled well, as it should be; after all, you *know* your business well. What *isn't* handled well is **execution**. In fact, according to experts *90% of organisations fail to execute their strategy*. One of the fundamental reasons for failing to execute, is that the organisation has *no execution framework*.

Good results don't just happen. Key strategic objectives are delivered through **proper execution** of a range of input activities to ensure outcomes and results that meet your goals and objectives. In today's robust business environment, business leaders need to **learn how to execute a strategy successfully** and essentially get the job done.

This two-day workshop on **Corporate Strategy Execution** aims to equip business leaders to do just that; **to execute effectively**, not just on paper but in action. The two days will be studied with references and case studies from organisations that have **effectively implemented and executed with concrete results** as well as address challenges of those that have failed.

Facilitator **Chris Blackman**, will use hands-on exercises in groups or teams to ensure the valuable lessons are properly understood. The emphasis is on **practical learning**, *not* academic theories. He will aim to **transfer skills** to participants at each state, so that you will **learn, update, develop and hone your abilities** through interactive group activities.

“Chris' workshop took us through a comprehensive process which took stock of the business and market environment, and helped us **craft a detailed strategy to move forward**. Concise metrics enabled us to execute the important initiatives first, and have been a factor in our listing in the Deloitte Fast 50 companies this year.”

Craig McDonald, CEO – MailGuard,
Australia

OBJECTIVES for the workshop:

- ◆ **Learn** why execution is needed, and why it's the most important job in the organisation.
- ◆ **Understand** why 80% (400) of the Fortune 500 top US companies fail to execute properly
- ◆ **See** why metrics are key – and that measuring the right things, even if the measures are not 100% accurate – is far better than accurately measuring the wrong things
- ◆ **Hear** what the big consulting firms don't want you to know:
 - * the reasons why many Balanced Scorecard implementations have failed
 - * and how you can avoid becoming one of the casualties
- ◆ **Get** practical experience using exercises with the three key building blocks essential for effective corporate strategic execution
- ◆ **Learn** how the links between People, Process and Systems are critical to effective execution

KEY Takeaways:

- ◆ **Key tools** to be used right away post-training
- ◆ **The Strategic Plan Checklist** to measure effectiveness of your plan
- ◆ **10 steps** to effective creation & execution of your strategic plan
- ◆ **“The Strategic Few”™** for strategy planning
- ◆ Examination of common **execution models** and **criteria** for a valid model
- ◆ **Analysis of matrices & tools** that would work for your organisation
- ◆ **“The Opposite of Strategic”™** to tell which actions are time wasting and what to do about them
- ◆ **Overcome** key challenges of strategy execution

CASE STUDIES:

From his wealth of experience, Chris draws upon **real-life examples** and **detailed case studies** from companies like **HP, Compaq, Dell, Ford, Coca Cola, BHP, Ansett, Qantas, GE, Sony, Sega, News, MailGuard, Central Highland Water, Becton Dickinson** and more.

Organised by:



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PROGRAMME AGENDA

DAY ONE

◆ Strategy & Business Planning

- What is Strategy, and why do we have to plan for it? If we are already in business, do we really need a plan?
- Why do we do strategic planning? What's the point – don't we just have to react to a competitive world?
- How do we do strategic planning? Is it a job for specialists?
This section explains some of the ground rules – and makes sure anyone who is in business can start using the key tools straight after the course finishes. Group Exercise in lateral thinking: "The POW's hat"
- I've got a plan! But is it good enough? Will it work? How can you know? Using the strategic plan checklist – you can soon answer the questions: Does your organisation pass this test?

◆ Ten Steps to Creating and Executing a Robust Strategic Plan

Welcome to the organisation! Three example organisations, and you're in charge until Wednesday night. A series of modules with group exercises to reinforce the lessons learned.

• Definition of the business purpose and mission

Even if your organisation is not a business (for example, Government bodies and NFP organisations) - you need to know what you're here for, what is your life purpose. This module helps you determine how best to express your business mission and purpose.

• Vision for the Future

Every organisation needs to know where it should be looking on the horizon, and what it hopes to find when it gets there.

• Environmental scanning & analysis tools

So many matrices, so little time. Which ones will work best for your organisation?

• Internal/external analysis

Looking inward, looking outward. Look before you leap.

• Strategy mapping principles

How to put your plan on a page. How to pick "The strategic few"^{TM1}.

• Creation of a value proposition: Learning to Walk in the Customer's Shoes

People talk about adding value. Whose value is most important? This section shows how to think like a customer.

• Supporting the value proposition in the organisation from the ground up

How to make everyone who is not serving a customer, support someone who is. What makes the organisation tick, from the ground up?

• Action planning: Ownership – allocation of responsibility

This is where the work gets allocated - but to whom?

• Metrics and measures

Subjective/Objective, Leading/Lagging. Bring order to the chaos and confusion. Clarity to cut through the fog. Classifying the type of measure you will have based on the available data and why it is important.

• Looking for "The opposite of strategic"^{TM2}

Half the things that people do in an organisation are a waste of time. How to tell which actions are wasting your time, and what to do about them.

DAY TWO

◆ CSE - Making it Happen – where the rubber meets the road

- The consequences of having a great plan - but not executing it. What makes so many top executives fail?
- Examination of execution models in common usage in the local market
- Criteria for a valid execution model

◆ Critical Success Factors for Execution

- Defining and critiquing a model for corporate strategy execution

◆ Is this a Project, or a Process?

- Clarifying the differences between – and how to determine the real need for - Processes, Projects, Policies & Procedures.
- It's not just an executive thing - Cascading the plan throughout the organisation
- The importance of alignment. Getting everybody to work together.
- Frameworks of frameworks: Building the important and strategically useful frameworks into your execution framework
- How important is automation as part of the execution model? – Key steps along the road to automating the chosen framework(s).

◆ Reporting and managing the execution model

- Strategy Reviews – sometimes less is more. What is a good review timeframe, and why they may differ between organisations.
- Emotional Rescue: When the plan goes wrong, how to fix it

◆ Where to now?

Tomorrow is the first day of the rest of your life. Five ways to make sure you don't spoil the whole day. Reminders on what to do the very next day to get the best value from the two days training.

Pre-Course Questionnaire

To ensure that maximum benefits are gained from this training, a detailed pre-course questionnaire will be sent to each participant upon registration to assess specific needs. Once completed and returned, **Mr. Chris Blackman** will analyse them to ensure appropriate deliverance level and relevant issues are addressed. This information will also be used to ensure relevant case studies are presented.

CUSTOMISATION: This programme can be customised to meet your organisation's specific needs. For a detailed customised proposal, please contact Felix Perera at +603 7958 4900 (email: felix@coreventus.com)

WHO Should Attend:

- CEO, CSO, COO, Directors, Vice Presidents, General Managers, Heads, Senior Managers & Managers for:
- ◆ Strategic/Corporate Planning
 - ◆ Corporate Strategy
 - ◆ Corporate Development
 - ◆ Organisational Development
 - ◆ Business Improvement
 - ◆ Business Planning
 - ◆ Operations

Footnotes:

¹ "The strategic few" is a trademark of ASVP Group Pty Ltd

² "The opposite of strategic" is a trade mark of ASVP Group Pty Ltd

FACILITATOR'S PROFILE



CHRIS BLACKMAN, Managing Director of ASVP Group is a Strategic Management Consultant with over two decades of corporate general management experience and seven years consulting experience.

A skilled workshop facilitator, Chris leads organisations through strategic, business, organisational and marketing planning maze, and helps teams **translate their plans into action programs that are executable, manageable, measurable and effective.**

Educated in the UK and initially qualifying as an electrical and electronics system engineer, Chris worked in technical roles for the first decade of his career and traveled the globe fixing complex, expensive systems down to micro-component level. Moving from the UK to the USA, then onward to Australia, Chris took over as MD of a small typesetting-equipment sales agency in Melbourne and **grew the business 300%** in three years before moving to a larger company where he started practising corporate strategy, with a focus on marketing, and growth by acquisition. Moving through a number of different companies, Chris developed capabilities and **skills across a wide range of industries** and the full gamut of disciplines required to run and make more profitable almost any kind of business.

A three-month consulting contract with global entertainment business, Village Roadshow, turned into a five-year sojourn in which Chris was instrumental in starting three separate businesses with dozens of outlets across several countries including Malaysia, where he was a key part of the team negotiating a complex entertainment precinct lease and operations plan at **KLCC for Tanjong Golden Village**, and negotiating leases and planning entertainment precinct operations for **Village Roadshow** at Jaya Jusco shopping centres at Bukit Raja and One Utama. Chris also started the distribution and sales business for Village, and he formed the **joint venture between Village and Japanese video-game giant Sega Enterprises.**

Chris has consulted with the firms ranging in size from global giants like **BHP and Visy Group**, through large and medium companies, to tiny start-ups. He has helped multi-billion dollar companies who needed a completely new strategic plan, and people with only a concept they wanted to be able to commercialise. He's almost certainly already had to solve any problem you might be facing today or anytime soon. And he **loves a strategic challenge!**

Chris has worked directly in the following industries:

- Strategic Management Consulting
- Commercial property development and construction
- Media, Advertising & Production
- Video game and movie theatre development and operations
- Theme park design, development & operations
- Virtual reality systems
- Computer systems and peripherals manufacturing
- Micrographics and bureau printing operations

Chris' portfolio:

Financial Services

- Equity Trustees Limited
- OFM Investment Group
- RACV
- Technology Finance Corporation, Inc.

Marketing & Manufacturing

- Becton Dickinson Australia (Corporate) & New Zealand
- Delairco Group
- Linotype Paul Ltd (UK)
- Mergenthaler Linotype Company, Inc.
- Sumi-Motherson Ltd
- Newspaper Electronics Corporation, Inc.
- World Systems, Inc.

IT, Media & Communications

- Adelaide Advertiser Ltd
- Core8 Pty Ltd
- Data Recording Instrument Co (UK)
- Herald & Weekly Times Ltd
- West Australian Newspapers Ltd

Telecommunications

- Emergency Communications Victoria

Public Sector

- Australian Council of National Trusts
- Bureau of Emergency Services

And he has consulted in the following industries:

- Financial services
- Digital information security
- Information Technology
- Business Services
- Transport & Logistics
- Energy including renewable
- Water Utilities
- Medical Devices Manufacturing and Marketing

Leisure, Entertainment & Tourism

- Sega Enterprises Ltd (Japan)
- Village Roadshow Group
- All-Star Sports Café
- Amusement Machine Operators Association (SA)
- Entertainment Development Group
- Leisure & Allied Industries
- National Amusement Machine Operators Association

Transport & Logistics

- BHP - Marine Logistics Services
- Business Express Airlines

Utilities

- Central Highland Water

Property

- Hocking Stuart
- Paul Caine Real Estate
- Real Estate Institute of Victoria (REIV)

Environment

- ECompost Pty Ltd
- Global Environment Management Australia



*We have worked jointly on several mutual client workshops with Chris, and have been impressed by his **attention to detail, innovation, and ability to get the best out of the participants.** Nobody gets left behind, while the content keeps even the quickest minds occupied.*

Rob Herrick, Managing Director – Primed Online Pty Ltd

