

# ***Corporate Renewal Solutions***

## ***Strategy Workshops***

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**Corporate Renewal Solutions**

**November 2009**

***Restoring and sustaining corporate value***



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## ***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	Disadvantages
<b>Cold facilitation</b>	<ul style="list-style-type: none"> <li>• Purely process-driven</li> <li>• 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</li> <li>• Facilitator not expected to add value other than pure facilitation</li> </ul>	<ul style="list-style-type: none"> <li>• Workshop: 1 – 2 days</li> <li>• Workshop summary and recommendations (optional): 1 day</li> </ul>	<ul style="list-style-type: none"> <li>• Least expensive</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitator not familiar with client's situation</li> <li>• Facilitator not adding value other than pure facilitation</li> </ul>
<b>Informed facilitation</b>	<ul style="list-style-type: none"> <li>• Client furnishes facilitator with CRS client strategic information pack beforehand</li> </ul>	<ul style="list-style-type: none"> <li>• Preparation: 1 – 2 days</li> <li>• Workshop: 1 – 2 days</li> <li>• Workshop summary and recommendations: 1 - 2 days</li> </ul>	<ul style="list-style-type: none"> <li>• Better workshop structuring in line with strategic needs</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitator's content value-add limited to interpreting what client provides</li> </ul>
<b>Workshop as part of strategy work</b>	<ul style="list-style-type: none"> <li>• Facilitator assesses client's strategic situation beforehand by means of focus interviews and desk research</li> <li>• Facilitator acts as formal strategic advisor</li> </ul>	<ul style="list-style-type: none"> <li>• Preparation: 3 - 5 days</li> <li>• Workshop: 1 – 2 days</li> <li>• Strategy report: 2 - 3 days</li> </ul>	<ul style="list-style-type: none"> <li>• Most effective option</li> <li>• Full set of strategic planning toolkits can be applied</li> <li>• Best for subsequent strategy implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Most expensive option</li> </ul>

*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. Also see [Strategy Workshops](#) on our web site.*

# 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	Preparation pack	Study material pack	Workshop handout pack	Workshop summary and recommendations (Powerpoint format)	Detailed strategic plan (Powerpoint format)
Cold facilitation	X	?	?	✓	?	X
Informed facilitation	?	✓	✓	✓	✓	X
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:

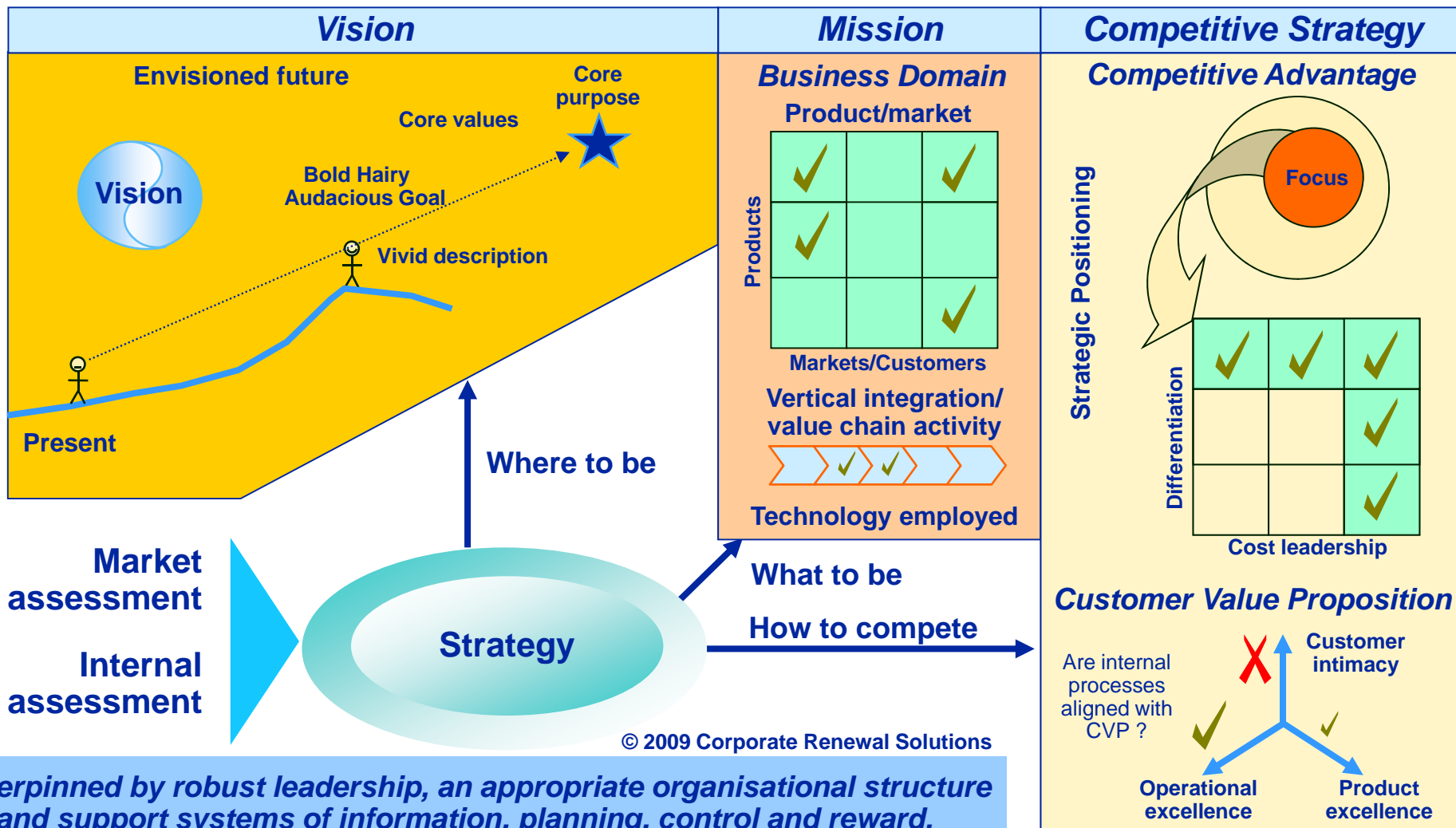
- Handed out at workshop
- Workshop agenda and objectives
- Content material and strategy principles
- Pre-populated models as inputs for discussion

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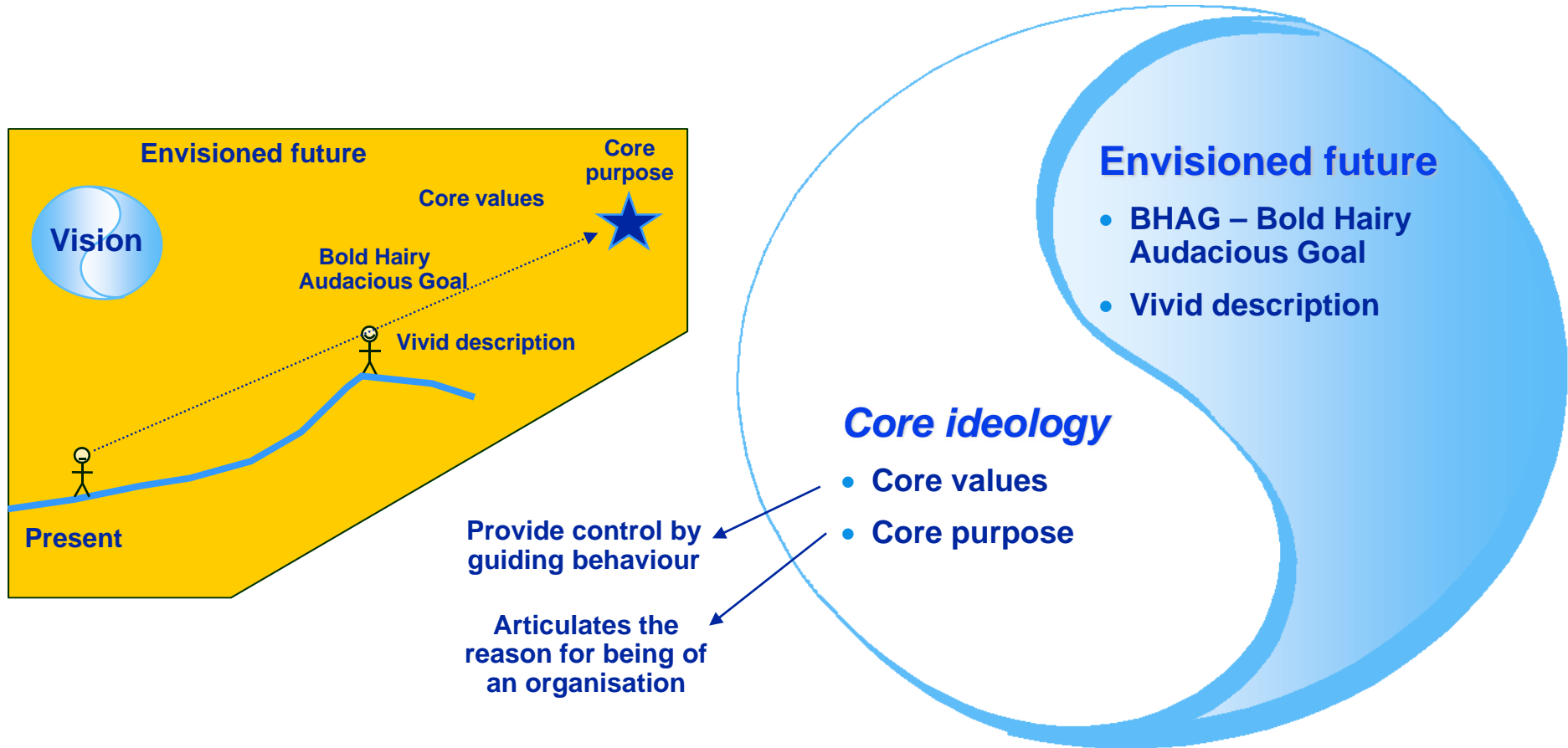
# Where and what does the business wish to be, and how will it compete?





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

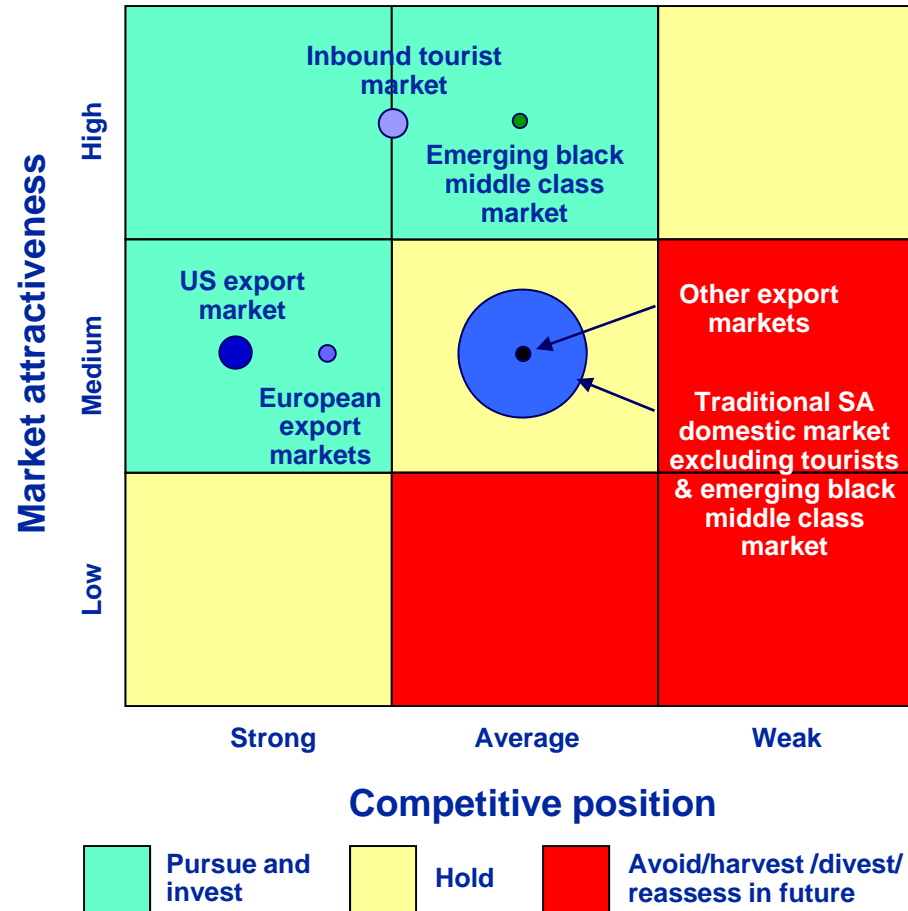
## Articulating a Vision:



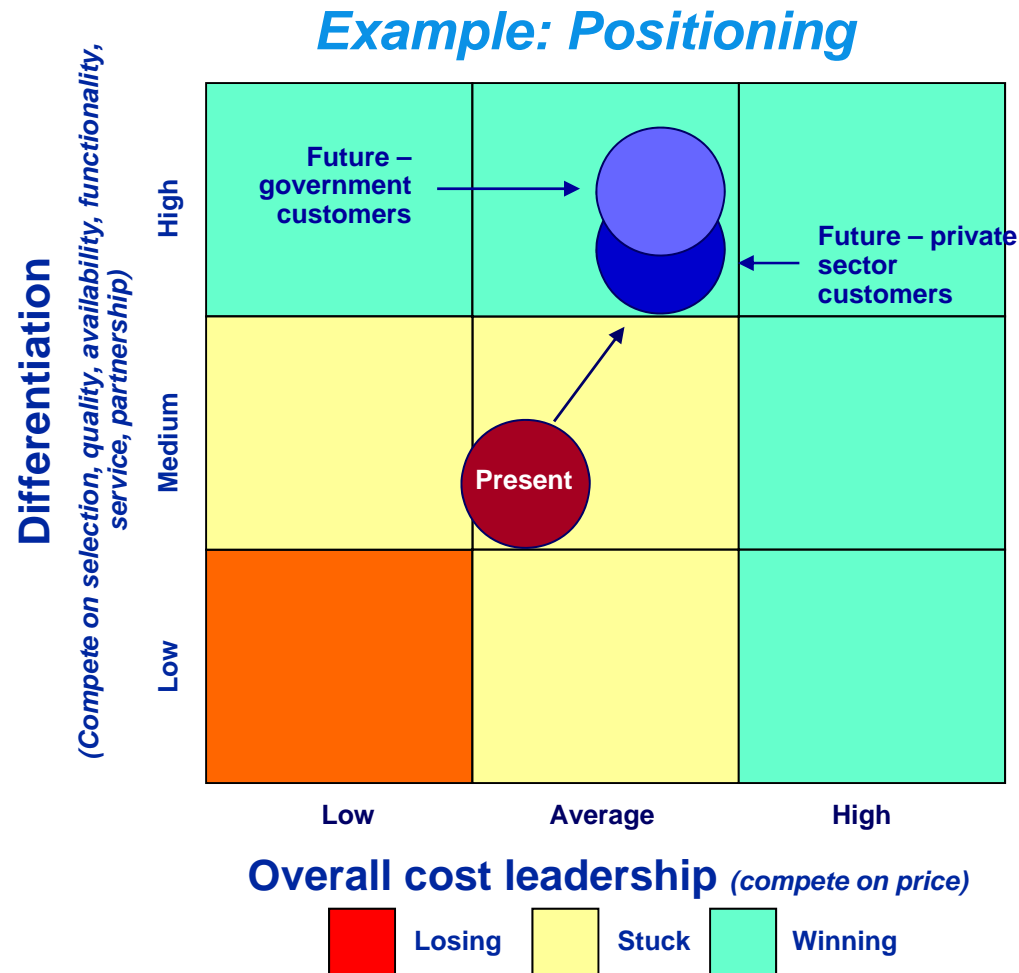
Bron: J Collins and J Porras - HBR Sep-Oct 1996

# 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



# *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		
		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
- Competitive forces
- Internal assessment
- SWOT
- Segmentation and targeting

3

### How we will get there:

- Balanced Scorecard - future translated into objectives, measures and targets
- Accountabilities
- Implementation considerations – business transformation and change management

2

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

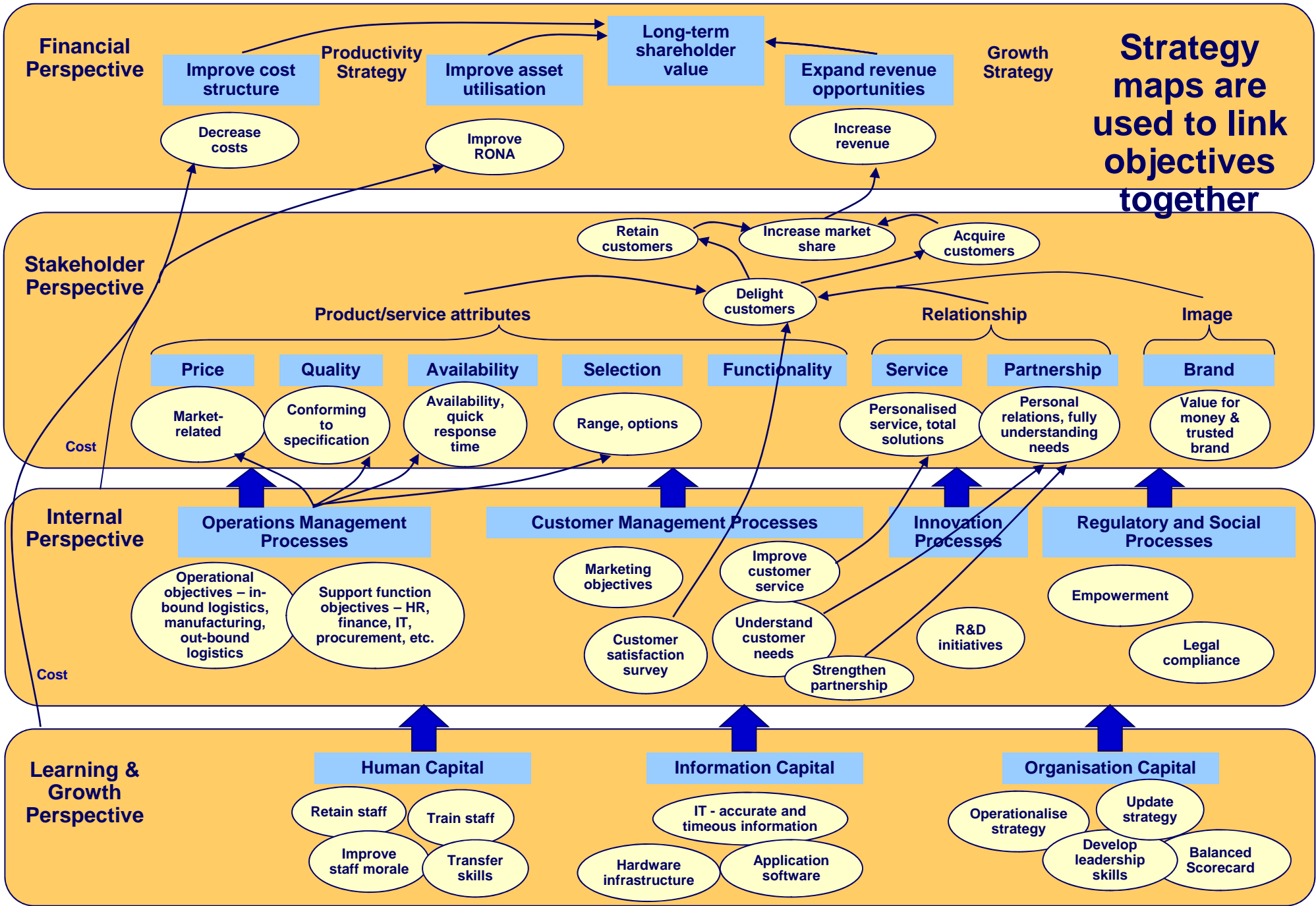
- Vision
- Mission
- Competitive strategy
- Customer value proposition
- Business model
- Value chain
- Structure

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

## Strategy Operationalised:



**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		
<ul style="list-style-type: none"> <li>Arrival, refreshments</li> </ul>	© 2009 Corporate Renewal Solutions	07h30 - 08h00
<ul style="list-style-type: none"> <li><b>1. Setting the scene</b></li> </ul>		
<ul style="list-style-type: none"> <li>Opening &amp; introductions</li> </ul>	Director	08h00 - 08h15
<ul style="list-style-type: none"> <li>Workshop objectives &amp; agenda review</li> </ul>	Facilitator	08h15 - 08h30
<ul style="list-style-type: none"> <li>Expectations exchange &amp; ground rules</li> </ul>	”	”
<ul style="list-style-type: none"> <li><b>2. Where we are</b></li> </ul>		
<ul style="list-style-type: none"> <li>PESTLE industry drivers <sup>1)</sup> and competitive forces <sup>2)</sup></li> </ul>	Breakout groups	08h30 - 09h30
<ul style="list-style-type: none"> <li>Threats and opportunities</li> </ul>	”	”
<p><b>Tea break</b></p>	All	09h30 - 10h00
<ul style="list-style-type: none"> <li>Strengths and weaknesses</li> </ul>	Breakout groups	10h00 - 11h00
<ul style="list-style-type: none"> <li>Segmentation and targeting</li> </ul>	Facilitator	”

<sup>1)</sup> PESTLE: political, economic, social, technological, legal & environmental industry divers



<sup>2)</sup> Competitive forces: competitor, client & supplier analysis; threat of new entry and substitution

## Strategic planning workshop agenda – Day 1 (continued)

Agenda items		
<b>3. Where we wish to go</b> © 2009 Corporate Renewal Solutions <ul style="list-style-type: none"> <li>Vision – BHAG, core purpose, core values</li> <li>Mission</li> </ul>	Facilitator ”	11h00 - 13h00 ”
<b>Lunch</b>	All	13h00 - 14h00
<ul style="list-style-type: none"> <li>Competitive strategy – positioning and customer value proposition</li> </ul>	Facilitator	14h00 - 15h30
<b>Tea break</b>	All	15h30 - 16h00
<b>4. How we will get there</b> <ul style="list-style-type: none"> <li>Balanced Scorecard and strategy map overview</li> </ul>	Facilitator	16h00 - 17h00

*End of day one*

# Strategic planning workshop agenda – Day 2

Agenda items		
<ul style="list-style-type: none"> <li>Recap of Day 1</li> </ul>	Facilitator	08h00 - 08h30
<p>© 2009 Corporate Renewal Solutions</p> <p><i>4. How we will get there (continued)</i></p>		
<ul style="list-style-type: none"> <li>Objectives, measures &amp; strategy maps per department</li> </ul>	Breakout groups	08h30 - 10h30
Tea break	All	10h30 - 11h00
<ul style="list-style-type: none"> <li>Report-back per breakout group</li> </ul>	Breakout groups	11h00 - 12h00
<ul style="list-style-type: none"> <li>Targets &amp; accountabilities per department</li> </ul>	Breakout groups	12h00 - 13h00
Lunch	All	13h00 - 14h00
<ul style="list-style-type: none"> <li>Report-back per breakout group (cont.)</li> </ul>	Breakout groups	14h00 - 15h00
Tea break	All	15h00 - 15h30
<ul style="list-style-type: none"> <li>Implementation aspects</li> </ul>	Facilitator	15h30 - 16h30
<i>5. Wrap-up</i>	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



**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

## **Your facilitator: Jan van der Walt**

- CEO: [Corporate Renewal Solutions](#)
- CEO and director: Turnaround Management Association – Southern Africa
- Member of Institute of Directors
- Member of Business Rescue Sub-Committee of the King III Commission on Governance
- DBA (Gordon Institute of Business Science) – in process, with research interest in business rescue
- MBA (Stanford Business School) - Fulbright Scholarship
- Honours B.Sc. in Operations Research (University of South Africa)
- B.Sc. Industrial Engineering degree cum laude (University of Pretoria)

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CRS Business Rescue:	<a href="http://www.business-rescue.co.za">www.business-rescue.co.za</a>
CRS Business Transformation	<a href="http://www.business-transformation.co.za">www.business-transformation.co.za</a>
CRS Turnaround Management	<a href="http://www.turnaround-management.co.za">www.turnaround-management.co.za</a>
CRS Management Consulting	<a href="http://www.management-consulting.co.za">www.management-consulting.co.za</a>