

Corporate Renewal Solutions

Strategy Workshops

Corporate Renewal Solutions

November 2009

Restoring and sustaining corporate value



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



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

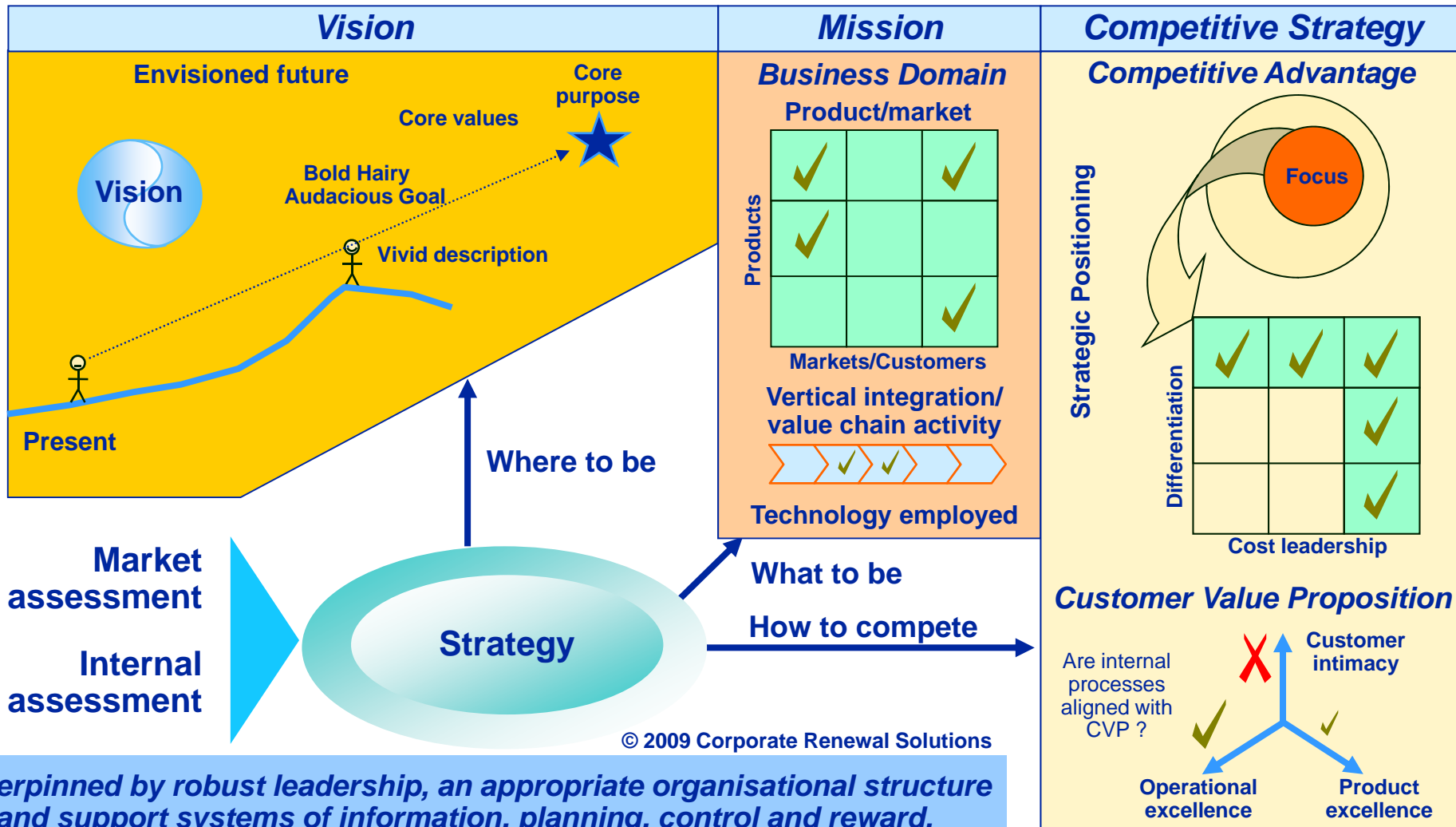
Workshop handout pack:

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

CRS Strategic Planning Workshops:

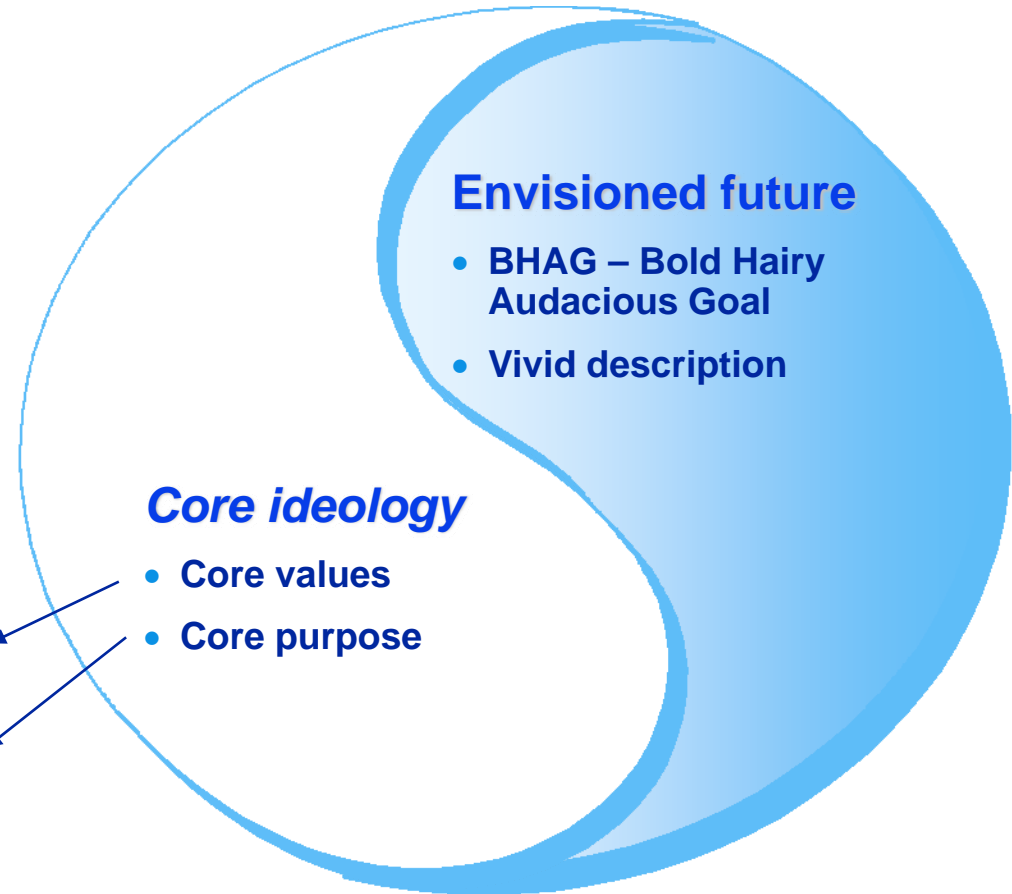
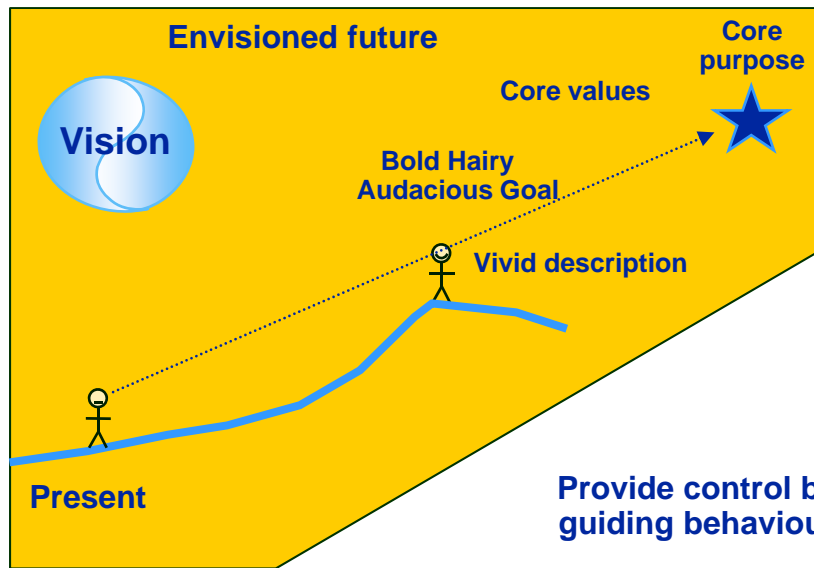
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Where and what does the business wish to be, and how will it compete?



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

Articulating a Vision:



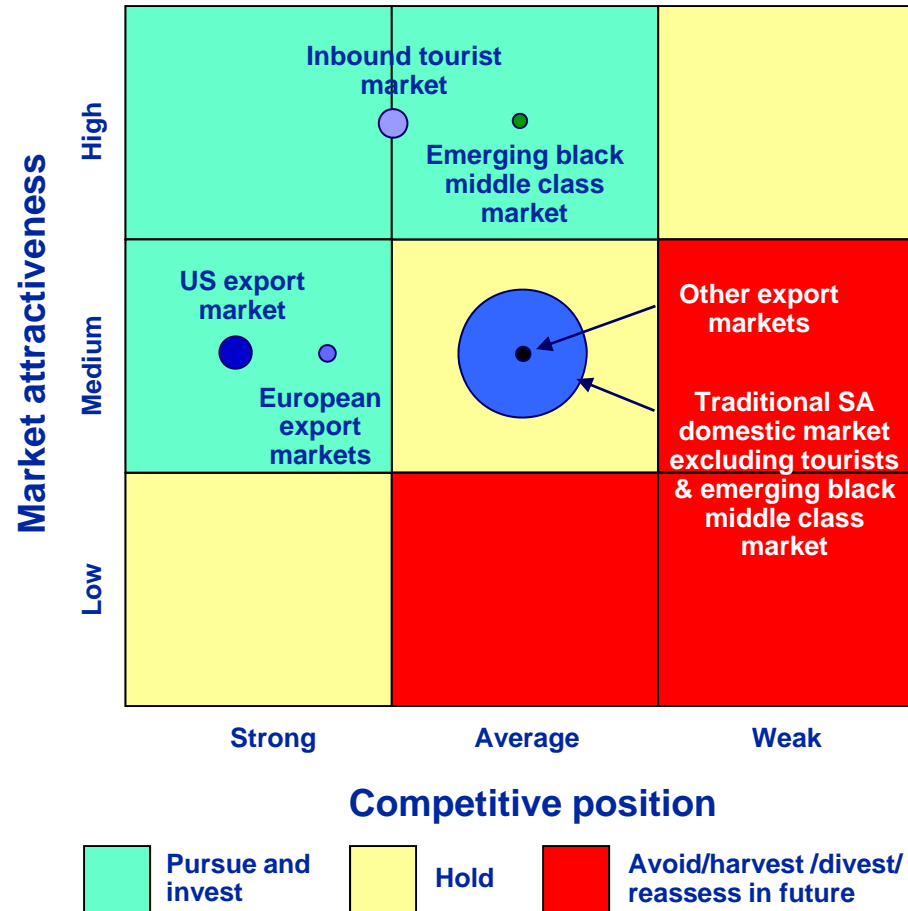
Provide control by
guiding behaviour

Articulates the
reason for being of
an organisation

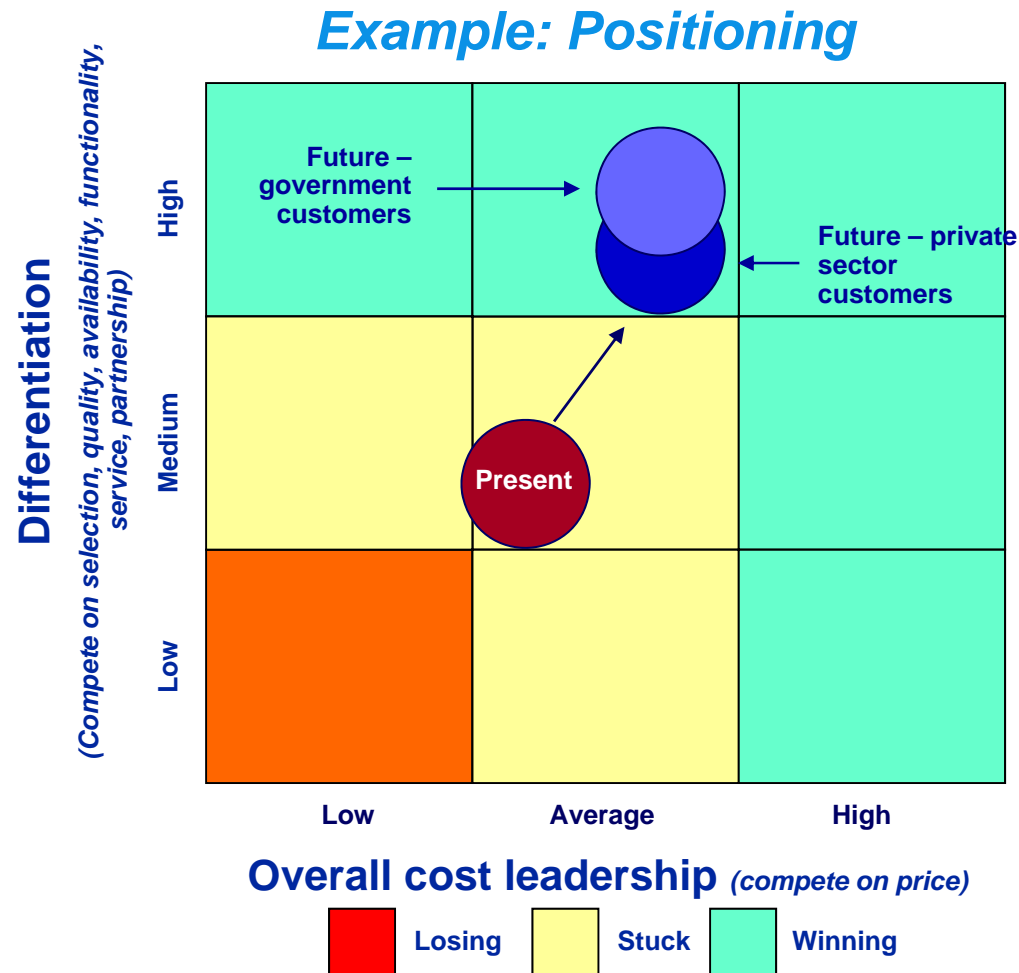
Bron: J Collins and J Porras - HBR Sep-Oct 1996

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



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

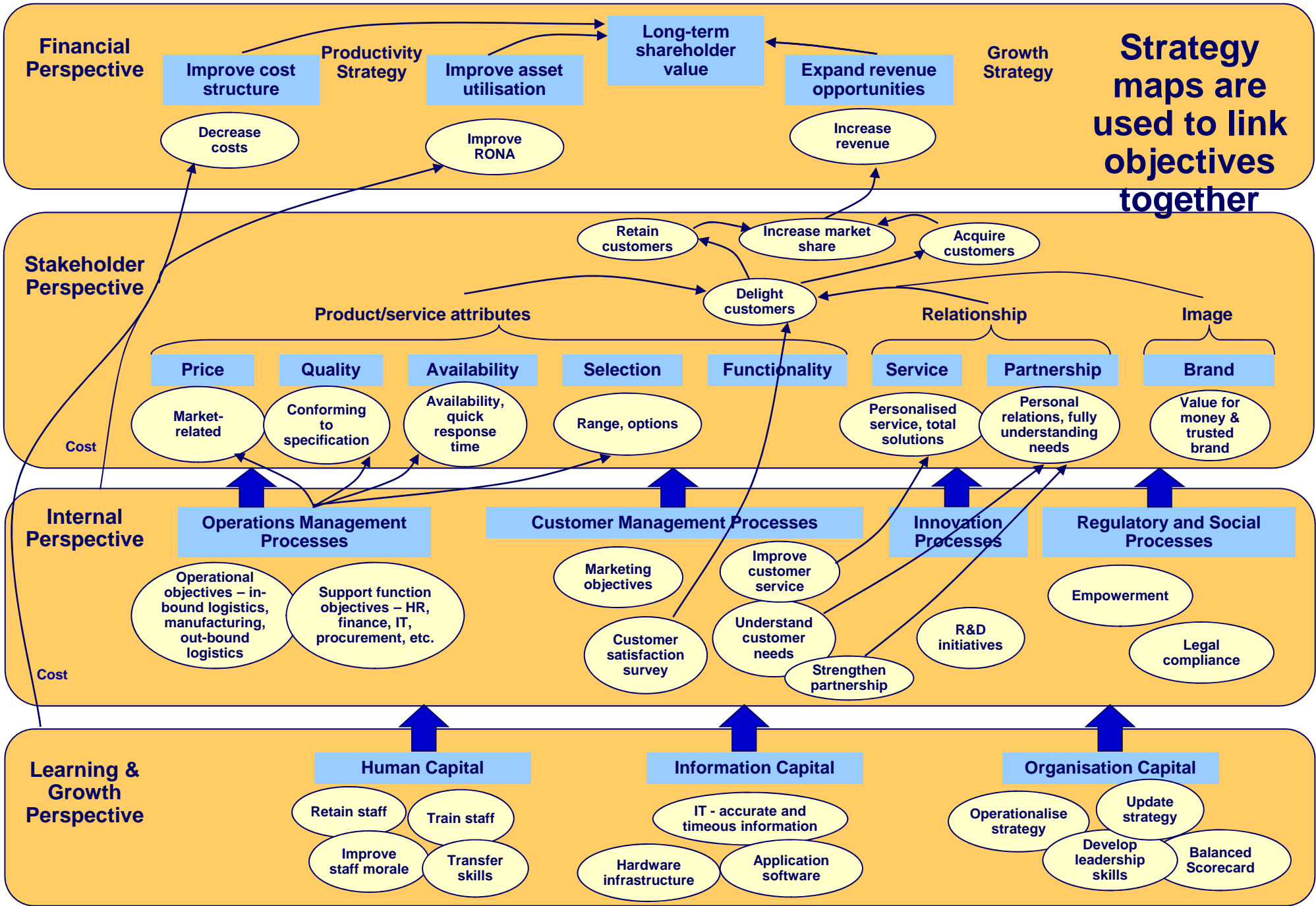
To enable implementation, the workshop translates strategy into operational terms using the Balanced Scorecard

Strategy Operationalised:



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

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

End of day one

Strategic planning workshop agenda – Day 2

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

- 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)

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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