

# Reinventing Strategy – The Strategy Pathfinder

Discover a toolkit with which to structure strategic problems and plan innovative pathways to success

Prince Hotel, Kuala Lumpur

18th & 19th February 2009

***“The underlying principles of strategy are enduring, regardless of technology or the pace of change”***

Michael Porter

Revamping your Strategic approaches to form a renewed shift towards better efficiency and results



## Your international course trainer:

**Dr Duncan Angwin** Associate Professor in Strategy  
Marketing and Strategic Management Group, Warwick  
Business School

### Author

- *The Strategy Pathfinder*, (2006) Blackwells Publishers, Oxford
- *Images of Mergers and Acquisitions*' (2007) with Blackwells Publishers, Oxford
- *Implementing Successful Post-Acquisition Management* (2000) Financial Times and Prentice Hall

**Gain value from this unequalled interactive event. By attending this two-day course, you will be able to:**

- **Gain** an innovative perspective to what good strategy has come to be about
- **Understand** essential pathways through the strategy jungle
- **Experience** real-life case illustrations drawn from Africa, the Americas, Asia, Europe and Oceania to bring out key strategy themes
- **Understand** classic frameworks and the latest thinking combined into a toolkit with which to approach and structure any strategic situation
- **Gain** an understanding of the language and theories often used by consultants and recent business graduates to enable you to better manage and constructively critique their recommendations
- **Develop** a focus not just on designing strategy but on communicating strategy and involving others in the process of developing clear strategies in your organisation
- **Discover** the ability to become an active 'producer' of your own unique strategies, rather than a passive consumer of others' ideas

Endorser



**\*Early Bird & Group Discounts**  
Ask about our savings

## The Strategy Pathfinder Book Reviews:

*“Do we really need another book on strategy? Well ‘The Strategy Pathfinder’ is one with an attitude! Its effective use of an impressively broad range of micro-cases that cover the main concepts of business strategy give a succinct and very practical approach to the subject.”*

**Peter Hagström**  
Stockholm School of Economics.

*“The Strategy Pathfinder offers a delightfully innovative, systematic and refreshing new approach to developing strategic management skills.”*

**Robert M. Grant**  
University of Georgetown, Washington

*“A unique and innovative approach to developing knowledge and capabilities in strategic management.”*

**Michael A. Hitt**  
Texas A&M University

*“A lively, dynamic, and open text that brings people into strategy making in a way that should encourage readers to pursue the ideas further for themselves.”*

**David Collis**  
Harvard Business School

*“The original design of The Strategy Pathfinder makes it a valuable companion, not just for the business school classroom, but also for the executive briefcase. Experienced executives and newcomers alike get an instant guide to the ideas and techniques they need to know.”*

**Executive Business**

**marcus evans courses are thoroughly researched and structured to provide intense and intimate professional development applicable to your organisation. Benefits include:**

Following are some opportunities that participants will receive:

- A chance to interact and network with other business professionals.
- This is a free flowing program that is adapted to meet the specific needs of the group
- Personalised one-on-one attention from an experienced instructor
- Time-tested techniques that focus on current business issues
- Strictly limited number of participants
- Provides a series of actions and techniques which can be immediately implemented in the workplace
- Practical working examples

## Pre-course questionnaire

To ensure that you gain maximum benefit from this event, a detailed questionnaire will be sent to you to establish exactly where your training needs lie. The completed forms will be analysed by the course trainer. As a result, we ensure the course is delivered at an appropriate level and that relevant issue will be addressed. The comprehensive course material will enable you to digest the subject matter in your own time.

# Wednesday 18th February 2009

## Session One

### Introduction

This session gives an overview of strategy and provides an integrating framework for thinking about strategic analysis.

- Understanding strategy
- Why the best plans are often bad strategy
- The art of communicating strategy
- Pathways to strategic advantage – Providing an integrated framework

## Session Two

### Reading the environment - Uncover powerful analytical tools

This session provides techniques for assessing the macro-environment. It focuses upon how firms need to remain closely linked with the environment to survive

**Case illustrations:** British v French 15thC and Shell

Tools/concepts covered in this session:

- Extending the PEST analysis
- Thinking the future with Scenario Planning
- Fast failing
- Icarus paradox
- Corporate agility – Responding to environmental change

## Session Three

### Stakeholders - Who are we trying to please?

This session reviews who the main stakeholders are in a firm and who influences strategy and provides techniques for managing different stakeholder groups.

**Case illustration:** The takeover of Safeways PLC by Wm Morrisons PLC

Tools/concepts covered in this session:

- Identifying key stakeholders through Stakeholder analysis
- Using the power/interest matrix to prioritise stakeholders
- Demonstrating key differences in public vs private ownership structure
- The main constraints on CEO power
- Illustrating firm's responsibilities to society through Corporate Social Responsibility

## Session Four

### The industry terrain - What you need to know to keep ahead

Exploring the ways in which profit can be achieved in different types of industry

**Case illustration:** Silicon Valley under threat

Tools/concepts covered in this session:

- Explaining margins through the industry life cycle
- Perfect & imperfect competition – The implications of different competitive situations
- Extending the Five forces analysis of industry
- Value nets – Explaining Co-optition/complementors

## Session Five

### Corporate strategy - The big picture

Showing the key strategic questions concerning the management of large multi-business firms

**Case illustration:** The expansion of easyGroup

Tools/concepts covered in this session:

- Exploring the use of M&A
- Portfolio strategies to evaluate different businesses
- Illustrating portfolio approaches through the BCG matrix
- Diversification matrix for discovering different growth directions
- Parenting advantage to describe how the corporate centre adds value to business units

## About your course leader

**Dr Duncan Angwin** is currently an associate professor at Warwick Business School, University of Warwick; fellow of Said Business School, Oxford and has been visiting professor at other leading US, European and Australian business schools including Georgetown University, US, ENPC Paris, The University of Adelaide, EHTP, Morocco. He specialises and lectures for Strategic Management and has won many awards for teaching excellence and research. Duncan has extensive experience of engaging with business as consultant, researcher and facilitator. He is currently also the associate chair of the Strategy and Practice track at the Strategic Management Society, and member of EGOS and British Academy of Management.

Duncan has authored and published numerous articles in leading US and European journals including European Management Journal, Journal of World Business, Long Range Planning, Organization Studies and has recently launched a provocative strategy text, 'The Strategy Pathfinder' (2006) with Blackwells publishers, Oxford. He has also published in practitioner journals including Management Today and Eclectic, and national newspapers.

A former senior merchant banker in corporate finance specialising in cross-border mergers and acquisitions, Duncan lectures and consults internationally on Strategic Management as well as Mergers and Acquisitions. He was recently appointed Chair for Strategy and Practice at the Strategic Management Society conference in USA.

Duncan's primary areas of research are the practice of Strategic Management and the practice of Mergers and Acquisitions. In 2000 he published 'Implementing Successful Post-Acquisition Management' with Financial Times / Prentice Hall. In 2006, he launched 'Mergers and Acquisitions', with Blackwell publishers, Oxford which offers a richer framework for understanding M&A than is current in the literature.

Duncan works with a wide range of companies including:

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|-------------------------|----------------------|
| • AAH                   | • IAMCO              |
| • Bank of Austria       | • ICA                |
| • Baxi                  | • Jones Lang LaSalle |
| • Central Bank of Libya | • KPMG               |
| • Collinson Grant       | • McKinseys          |
| • Corus                 | • Prudential         |
| • Crown Castle          | • Robson Rhodes      |
| • Deloitte Touche       | • RHM                |
| • Dynacast              | • Severn Trent       |
| • Ernst & Young         | • TNT                |
| • Experian              | • Taylor Woodrow     |
| • Ford                  | • Vodaphone          |
| • HSBC                  | • YKK                |

## Why you cannot miss this event

The relevance of strategy to longevity of an organisation and the potential for growth is uncanny and no substance or value is of more importance than of effective deployment of strategy. In a single definition, strategy is very much a gameplan that you rely on to work and to deliver results. The element that is missing from today's corporations is the glaring lack of continuity between strategy and relativity to an organisation. How to make the strategy fit into the entire picture is the first question mark. The next is what do you do to differentiate your strategy enough to make a difference.

The answer lies within and frameworks will be the first key to unlock the questions needed to progress. Strategy must be a continuous questioning effort to integrate the essentials into practical solutions in everyday life. Revamping and revolution of thought must form the basis to approach strategy. In order to achieve effectiveness in terms of execution, the planner or strategist must dig deep not only within himself/herself but around for inspiration and a desire to be daring enough to revamp strategy.

This exciting, fast paced 2-Day course on Reinventing Strategy built around real-life examples from Asia and abroad, classic frameworks and the latest thinking and research will help you engage with the strategic problems you will confront, or are confronting, in your working lives.

This new, premium series seminar offers experienced and potential executives alike an instant guide to the concepts and frameworks they need to know, providing them with a toolkit with which to structure strategic problems and discuss and communicate appropriate pathways to success. Recreating Strategy - The Strategy Pathfinder helps you create and communicate a sense of order and focus in an increasingly turbulent business environment.

## Professional In-House Courses

If you have a number of delegates with similar event needs, then you may wish to consider having a professional in-house course delivered locally on-site. Course can be tailored to specific requirements.

Please contact **Sarah Faradilla** on +603 2723 6600 or email sarahf@marcusevanski.com to discuss further possibilities.

**marcus evans** would like to thank everyone who has helped with the research and organisation of this event, particularly the course leaders, who have kindly committed and supported the event.

## Programme Schedule

### Day One & Day Two

0830	Registration and coffee
0900	Workshop commences
1030	Morning refreshments and networking break
1050	Workshop re-commences
1230	Luncheon
1330	Workshop commences
1530	Afternoon refreshments
1550	Workshop re-commences
1700	Workshop concludes

# Thursday 19th February 2009

## Session One

### Strategic positioning

This session shows the different bases of competition between firms in the same industry. Techniques are reviewed to enable firms to identify their own competitive advantage.

**Case illustration:** Ottakers versus Amazon.com

Tools/concepts covered in this session:

- Using the Value chain to show dynamic bargaining power
- Illustrating fundamental differences in the way firms may compete by using the Generic strategy matrix
- Competitive advantage – The key principles upon which firms compete
- Demonstrating the main bases for achieving competitive advantage through the Strategy Clock
- Resource-based view of the firm – The main principles upon which firms can organise capabilities for effective competition
- Using the VRIO analysis technique to allow a firm's resources to be evaluated critically against strategic criteria

## Session Two

### Living strategy - Why is it crucial?

This session adopts a more human and organic approach to understanding strategy. This approach presents different ways in which firms may organise and value their resources for competing effectively

**Case illustration:** Honda motorcycles in the USA

Tools/concepts covered in this session:

- The learning organisation
- Why knowledge is the new competitive resource in the knowledge society
- Illustrating how social capital is key for executive success
- Strategy as storytelling – Revealing how stories show key aspects of a company's strategy and culture
- Demonstrating how Balanced scorecard can provide a balanced view of a firm's strategic situation

## Session Three

### Instilling the corporate character - Why is it crucial?

This session shows how different cultures have significant effects upon firm level strategy and outcomes. Character will be shown to underpin a firm's competitive advantage.

**Case illustration:** HSBC – the world's local bank

Tools/concepts covered in this session:

- The key differences between national cultures and their implications for business
- Using the Porter diamond analytical framework for assessing country attractiveness
- Seven-S framework to organise disparate elements of the firm to enable overall assessment and alignment for corporate objectives
- Displaying the key aspects which make up a firm's core culture using the Cultural web
- Vision and mission – The key guiding principles

## Session Four

### Crossing borders - Exploring new markets

This session illustrates the drivers and obstacles of expansion into new geographic territories

**Case illustration:** Kodak in China

Tools/concepts covered in this session:

- Applying the Localisation/Globalisation matrix to illustrate different bases for competition and organisation
- Explaining how multi-national firms can be difficult alliance partners for local firms through strategic arbitrage
- International product life-cycle – Demonstrating why manufacturing firms shift location in production
- International business structures – Illustrating different ways in which large international firms may be organised

## Session Five

### Guiding change

This session shows how firms embark on strategic change and the difficulties they may face.

**Case illustration:** Reliant cars

Tools/concepts covered in this session:

- Kotter's 8 steps – illustrating the most widely used change model
- Demonstrating the commonalities between other change models
- Change management styles – How different types of change require different management styles
- Leadership locus – Discussing the importance of leadership in change
- Exploring the different types of resistance to change which can occur and ways to overcome them effectively
- Blending change and continuity to archive a healthy balance

## Session Six

### Sustaining advantage

This session discusses how firms need to be aware of social and environmental responsibilities for sustaining advantage.

**Case illustration:** The il Ngwesi: eco warriors of Africa

Tools/concepts covered in this session:

- Sustainable competitive advantage to understand the full implications of sustaining advantage in business
- Introducing a sustainable approach to performance evaluation by using the triple bottom-line approach
- CSR – The role and importance of social responsibility in business
- Discussing the impact that ethics can have upon business performance and management

## Session Seven

### The maverick - Recreating strategy

This final session explores new ways of thinking about strategy.

**Case illustration:** From best practice to next practice

Tools/concepts covered in this session:

- Illustrating how products and firms may be rejuvenated for advantage using S-curves and Value innovation
- Creativity & diversity management
- Next practice – What may be the next practice for managers
- Organigraphs and value chimera – Considering new ways in which firms may organise for next practice

## Who should attend

This seminar will benefit all of today's senior managers and executives who are operating in an environment where strategic direction and forward planning is essential. Whether you are looking to improve on your organisation's strategic direction or improve your own strategic management skills then don't miss out on the opportunity to attend this fantastic training experience!

Chief Officers, Directors, Vice Presidents, Senior Managers, Managers, Head of departments, consultants of:

- |  |                        |
|--|------------------------|
| • Strategic Planning                         | • Strategic Analysis   |
| • Foresight management                       | • Strategy             |
| • Corporate and Government affairs/relations | • Business analysis    |
| • Financial analysis                         | • Human Resources      |
| • Organisational Development and Planning    | • Communications       |
| • Corporate Planning and Development         | • Business development |
| • Risk & Trend analysis                      | • Risk assessment      |

From across industries

- |                                    |                              |
|------------------------------------|------------------------------|
| • Oil & Gas                        | • FMCG                       |
| • Financial Services               | • Telecommunications         |
| • Petrochemicals & Chemicals       | • Utilities                  |
| • Manufacturing                    | • Engineering & Construction |
| • Government Agencies / Ministries | • Consultancy & Services     |

## About the Endorser

Founded in 1957, **All India Management Association (AIMA)** is an autonomous body which plays a proactive role in pooling management thoughts within the country. It is a platform to develop National Managerial ethos and an organization to facilitate the furtherance of the management profession in the country. AIMA has a strong base of 58 LMAs (Local Management Associations) and 30,000 individual members. AIMA has attracted faculty from London Business School, Harvard Business School, Tuck School of Business, Effective Negotiation Services, Australia and Business Decisions, Australia to name a few. Besides these, some significant contributors to the corporate world have addressed audiences at AIMA platforms. AIMA is also a member of Asian Association of Management Organization. AAMO is a partnership of national management organization in the Asian region whose purpose is to share and actively leverage resources to enhance the achievement of their missions. For more information please visit [www.aima-ind.org](http://www.aima-ind.org)

## More testimonials

*"Global competition in pianos during the nineteenth century, internationalization of Barbie dolls, localization of HSBC -- what a varied and captivating collection of cases! Together with a concise and eclectic analytic content, and guidance on applying the analytic tools to the cases, The Strategy Pathfinder offers a delightfully innovative, systematic and refreshing new approach to developing strategic management skills."*

**Robert M. Grant**  
University of Georgetown, Washington

*"The unique micro-cases in this book will surely spark energetic discussion in the classroom. The diversity of international companies and strategic issues in the cases provides an unusually broad set of examples from which to draw."*

**Constance E. Helfat**, Dartmouth College

*"The Strategy Pathfinder represents a refreshing and engaging method for teaching strategy. The processes and cases, which define the book, provide excellent learning materials that bring a real-life experience to students."*

**Stuart Sanderson**  
Bradford University