



Delegates are requested to bring their laptops to support their preparation and delivery of the end of course presentation of their "Execution Roadmap".

16  
CPD Hours  
Claimable

November 29 - 30, 2022 | Karachi Marriott Hotel | 9 am to 5 pm

# Strategy Execution

Excellence at Strategy in a Changing World



Course Director

## Alan Fell

"Planning is relatively easy – the difficult bit is to deliver what we have planned" – this general theme is universally recognised by business management.  
This carefully structured programme addresses directly the underlying challenges of achieving successful strategy execution.

The course structure and supporting materials are updated to reflect the many challenges in the current post-pandemic business world with attendant geo-political as well as economic sources of business turbulence.

### 4 Key Business Benefits

- Understand the key components of a successful strategy management system in a post-pandemic world
- Develop an Execution Toolkit to take back to your organisation
- Learn about the principal processes necessary to support making your strategy work
- Find out the key cultural / behavioural factors that require proactive management, and which frequently act as the # 1 blockage to successful strategy implementation



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## KEY REASONS TO ATTEND:

It is commonly accepted that 70% of organisations fail to deliver their chosen strategy – and therefore to reach their overall goals / vision.

**This remarkable failure rate reflects common every-day behaviour – we find it very easy to promise (“I’ll phone you back in 5 minutes”) but then equally easy to find an excuse for not doing so.**

But strategy execution is **not** doomed to failure. **There are steps that management can take to strengthen, significantly, their execution success rate.** Our programme focused upon these key steps grouped into the three main themes summarised below.

Our intensive and highly interactive course is arranged around 3 main themes

1) The crucial importance of having a chosen business strategy that is clearly defined, facilitates ownership and measurement, and is cascaded / aligned throughout the organisation. **Do we have a clear strategy? And how effectively do we adapt and modify that strategy as global turbulence requires? Do we have strategic agility?**

2) The key processes necessary to support successful strategy implementation / execution. Strategy execution will not happen by accident, and simply having a plan is not in itself enough. There are key management processes that can significantly help the success rate.

3) The key cultural / behavioural requirements to support (rather than to block) successful delivery of the chosen strategy. Noting Peter Drucker's famous quote – “culture eats strategy for breakfast”

## Successful STRATEGY OUTCOME / Delivering the VISION

### Themes

Ensuring we have a clear and coherent strategy, aligned throughout the organisation

**(Sessions 1 – 3)**

Implementing the key PROCESSES for strategy implementation

**(Sessions 4 – 6)**

Managing the key CULTURAL requirements for strategy implementation

**(Sessions 7 – 8)**

Our course leader Alan Fell brings 40 years of hands-on business experience, as a senior executive of a major UK bank followed by world-wide training / consulting experience.

The course combines short but wide-ranging subject matter presentations / discussions followed by a series of hands-on team or individual exercises to emphasise the theme of “learning by doing, not just listening”.

### Who Will Benefit

This course is designed for anyone who is responsible for preparing and implementing business plans and proposals. It is ideal for people who have to propose new business ideas to people in their own company – at any level such as planning, finance, accounts, development, operations, business development, strategic planning, business process re-engineering and strategy.

## Day 1 Course Outline

### SESSION 1 – Introduction plus clarifying the Vision & Goals

- Introductions, plus an overview of strategy management including terminology
- Managing strategy in a turbulent world. Does having a strategy still make sense? How do we combine long-term Goals with agility in the strategy to reach those Goals?
- Creating or refreshing the Mission, Vision and Values of the organisation
- Setting SMART Goals – measurably describing the Vision
- Having Values that genuinely describe the sought-after behaviours

### SESSION 2 – Defining the Strategy

- Using the Strategy Canvas to clarify the customer value proposition and to support alignment and communication
- Incorporating agility into our strategy. Can we respond better than our competition to the rapidly-changing business environment?
- Using the Balanced Scorecard principles to:
  - Documenting strategy through the cause-and-effect Strategy Map concept
  - Translate strategy into relevant Key Performance Indicators KPIs and associated performance targets, with regular monitoring of actual strategic performance.

### SESSION 3 – Cascading Strategy and achieving an Aligned Organisation.

- The principles of cascading and alignment – vertically and horizontally throughout the organisation
- How to cascade strategy, KPIs and targets
- The sensible sequence of cascading – it requires careful phasing
- Making strategy everyone's job – alignment to each individual employee

### SESSION 4 – Strategy Co-ordination and Management: the “Strategy Office”

- Creating an effective Strategy Office (OSM – office of strategy management)
- The roles and responsibilities of a proactive OSM function: what they should, and should NOT, do ...
- Interface between Strategy Office and the Business Units
- Alignment with the PMO and Strategic HR functions

## Day 2 Course Outline

### SESSION 5 – Strategy Focused Organisation (SFO) – how good are your organisations strategy management processes?

- Using the “SFO” best practice framework to identify aspects requiring improvement – a recognised assessment methodology for strategy management
- Undertake the assessment for your organisation – and understand the weak-links to be addressed

### SESSION 6 – Effective Monitoring of Strategic Progress

- The management review process: purpose and frequency
- Who should attend: cascading the review process within the organisation?
- “Rules of engagement” – setting and enforcing the ground-rules for how the management review process should be organised to be effective (note – this is a weak link for many organisations) performance.

### SESSION 7 – Cultural overview, plus Change Management & Communication

- The overall need for cultural alignment
- Creating the understanding and urgency for change – not “resistance to change”
- Using the Kotter 8-step change model and assessing change management capability
- Communicate, communicate, communicate: creating an environment where effective communication is a way of life, not a one-off wonder

### SESSION 8 – Performance Culture and Accountability

- Creating clarity of ownership and accountability – collective and individual
- The arguments for, and against, a carrot-and-stick reward / bonus culture
- Aligning compensation to strategy implementation: the key decision points – and how to avoid the common design mistakes that negate the positive behavioural impact of a well-designed compensation scheme.



## About Course Director

### **ALAN FELL**

Director

Alan Fell Consultancy Ltd, UK

Alan Fell is a UK-based and internationally recognised & respected specialist in the subject of Strategy Management. He brings a special focus on both the development and usage of the Balanced Scorecard (the # 1 strategy management tool) and the challenges of successfully implementing the chosen strategy of the organisation.

After a successful career at senior executive level with a major UK Bank, Alan has operated as an independent management consultant and trainer for the last 27 years, helping organisations and individual training delegates to improve their strategy management capabilities. During this period, he has run well over 400 training programmes / workshops across the world.

Alan has focused primarily upon both the Middle East and Asian markets, but also covers engagements in the UK, North America and Australasia. He has been a regular business visitor to Pakistan, in long-term collaboration with TerraBiz, since 2008. His work encompasses a wide range of industry sectors. Alan has extensive experience in consulting, at executive level, with organisations as they address the challenges of successful strategy management.

Alan brings a pragmatic and disciplined approach to his subjects and carries a firm conviction of the importance of management ownership to both the processes and cultural aspects of achieving successful strategy execution.

## Hear What Delegates Have Said About This Course In The Past

**A very informed trainer. Made my concept clear. Thanking him a lot.**

*Tamim Shabbir, FCA - CFO, Al Baraka Bank*

**A very experienced & Thorough gentleman.**

*M. Hammad Anwer - Head of HR, Pak Kuwait Investment Company*

**"Alan Fell is an amazing talent who has an ability to trigger the constructive thought process during the training. This unique method was quiet helpful in learning"**

*M. Wasif - Senior Manager, Gul Ahmed Textile Mills*

**"Lot of knowledge on the subject. Alan showed us different ways of looking at strategy. Very clear and concise."**

*Sarah Ashar Hussain - Officer, Engro Polymer & Chemicals Ltd.*

**Alan Fell is a great trainer who presented this subject in a very simple and easy to understand manner. Value addition from this course is immense.**

*Salman Qutb - Group Head - HR/ Admin, MCB Islamic Bank*

## Registration Details

**Regular Tuition Fee: Rs. 175,000 +GST per participant**

Includes courseware, certificate, lunch, refreshments and business networking.

**Early Bird Discount: Rs. 140,000 +GST**

(Register & pay by October, 31, 2022)

**Group Discount: 10% Discount**

on 3 or more nominations from the same organization

(For larger groups, please send us a note at [info@terrabizgroup.com](mailto:info@terrabizgroup.com))

**15% Discount for members of  
ICAP, ICMAP, IIA and CFA Society of Pakistan**

For registration(s), send us your  
Name, Designation, Organization, Mobile, E-Mail and Postal Address  
to [register@terrabizgroup.com](mailto:register@terrabizgroup.com)

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**Terrabiz Cancellation Policy:** For cancellations made in the 7 working days to the workshop, no refunds will be given. Cancellations must be confirmed by email. Substitutions may be made at any time.