STRATEGY BOOTCAMP

OVERVIEW

The Strategy Bootcamp provides analysts in corporate or BU strategy roles, or in Business Development, with the basic tools and techniques required to perform their role. Individuals in this role often have limited training in Strategy – if, for example, they have been brought in from another part of the business. Even those with some training may want to refresh and fill out what they covered some time previously on an MBA or executive training program.

The first two days' cover many of the basic tools of strategy, the third day covers some finance and how to develop a business case and the final day covers communication, portfolio strategies, strategy under uncertainty and the first steps in implementing strategy.

A unique aspect of the Bootcamp is the ability to mix with participants from other companies. The tutors (Rebecca Homkes, Jo Whitehead, Stephen Bungay and David Smith) are all experienced teachers and consultants, who are involved in working with, supporting and researching Strategy functions – as well as their broader teaching, consulting and research activities.

Participants are required to read a couple of articles and case studies as preparation and to review some videos on strategy. We can offer a pre-course webinar to help people get the most out of their preparation. On the program people will receive a copy of *What You Need to Know about Strategy* which provides a simple, usable but robust process for analysing and developing business strategies.

DAYS ONE AND TWO: BASIC STRATEGY TOOLS

Introduction to Strategy concepts, Tools and Frameworks

We briefly review basic questions such as: What is strategy? What is the process for designing a strategy? What makes it tricky? What can you do to make it easier? We introduce the framework for the program: six strategy questions, covered by the pre-program videos, so we can progress rapidly on to the application of specific tools. We discuss how it is possible to have a short strategy process (focusing rapidly on the issues and options) or a more thorough, rigorous process (doing a lot of work on diagnosing the situation) and when each of these approaches are most appropriate.

Structured thinking; Identifying and prioritising issues

We start with a simple approach to strategy. The way an organisation or team defines the strategic issue defines the options they will consider. Therefore, it is vital to define the right issue. We provide a structured approach to doing this. A group exercise allows participants to apply this approach to the organisation of one member of the group. Having defined this organisation's primary strategic issue, they generate options which they then evaluate to select the best option. The tools covered are: brainstorming issues, prioritising issues and structuring them into an issue tree, using the issue

tree to structure the collection of data and data analysis, vision-led versus situation-driven options, prioritising options using an option/criteria table.

Designing a strategy

A case study about a coffee shop chain is used to go through the entire strategy design process, from evaluating the external environment, through to identifying options and picking the best one.

- We start by segmenting the coffee shop market and understanding how and why different segments vary in their size, growth and profit potential. We use the Who, What, How framework to generate alternative ways to segment the business and some custom designed tools to select useful segmentations.
- We use Porter's five forces and an Attractiveness/ Advantage matrix to analyse different segments of the market.
- We identify the main issues facing the business, to generate and evaluate the options for the company.
- We use the Value curve to generate some alternative Customer value propositions and the idea of Vision-led strategy to generate a broad range of distinctive options.
- We use an Options versus Criteria decision grid to evaluate the options carefully.
- We finish by learning what actually happened and the lessons for strategists.

Application to own organisation

In this session, each group will apply the strategy tools they used on the coffee shop case, to one of the group's organisations. The tools need some practice to make sure that participants can use them on their return to their own organisations.

Building Competitive advantage

We discuss the drivers of competitive advantage and each group uses a simple but powerful tool to evaluate the competitive advantage of one participant's organisation. The tool also structures a debate about what the organisation should be doing to address weaknesses, build on strengths, and adapt to expected changes.

DAY THREE: FINANCIAL TOOLS AND CREATING A BUSINESS CASE

We examine how we can use financial techniques to help us to make better business decisions.

Risk and return

All complex business decisions embody risk; but what is risk? We will explore exactly what we mean by risk and how it relates to the returns we are required to achieve. We will see how we use these insights in setting performance targets and making business decisions.

Company valuation

The role of a company board is to maximise the returns to shareholders. This is achieved through combination of the provision of dividends and capital growth. Capital growth means growing the value of the company which in turn means we have to understand how to value the company. This

also provides a further link between strategy and finance. The optimal strategy to pursue is the one which results in the highest value of the company. But how do we know what the company is worth? This session explores four different ways of valuing a company. We will learn how to apply these four different methodologies and which one is appropriate in which circumstances. We focus in particular on the role of NPV.

Building a business case

The final exercise of the day is to apply the tools and techniques covered during the program so far to building a business case. First, we will rehearse the elements of a compelling business case and see how each of the components should be addressed. Then we will apply this approach to the Coffee shop case study that we worked on earlier in the week. Using the strategy tools and the financial techniques that we are now familiar with, syndicate groups will be challenged to select and financially evaluate an appropriate strategy for the case study. The groups will then be asked to prepare and present a compelling business case to the board. The presentations will be evaluated and feedback provided to each of the syndicate groups.

DAY FOUR: SKILLS OF THE STRATEGIST

This day covers some important skills that strategists need to perform their roles – whether in a corporate, divisional or business development role.

Simplifying and communicating a complex story

We use the pyramid principle to help participants write better slides and presentations. We will use various examples to do this, including the presentations from the previous days' business cases.

Corporate Strategy, Portfolio reviews and Adjacencies

We introduce three lenses into corporate strategy (from our 2014 book on corporate strategy) and apply them to a case study:

- Business logic (how attractive are the businesses; do they have competitive advantage in attractive markets?)
- Value added logic (is the current owner able to add more value to the businesses than other owners?)
- Capital markets logic (Are potential acquisitions reasonably priced? Could current businesses be sold at a significant premium to their current NPV?)

These three logics can be used when evaluating the current portfolio or when analyzing adjacencies. We also discuss a variety of tools used to identify potential adjacencies.

We mention further topics in corporate strategy that are covered by our one day seminar on the topic.

Developing and implementing strategy under uncertainty

We conclude with a session on implementing strategy under uncertainty, based on the ASMC

thinking we have, and are, developing, and mention further topics that are covered by our one day seminar on this topic.

DRAFT TIMETABLE

Day One	Time (subject to adjustment)
Start	10.00
Drinks	17.30
Welcome dinner	19.00
Day Two	
Start	09.00
Drinks	17.00
Optional dinner (self-pay)	19.00
Day Three	
Start	09.00
Drinks	17.00
Optional dinner (self-pay)	19.00
Day Four	
Start	09.00
Finish	16.00

OTHER ADMINISTRATIVE DETAILS

The program will be based at DeVere Holborn Bars, 138-142 Holborn, London, EC1N 2NQ https://www.phcompany.com/de-vere/holborn-bars/ . In the event of us having to move this location (for example, due to a change in the expected numbers), another site in Central London will be used.

Participants will be responsible for arranging and funding their own accommodation. Breakfast and lunch will be provided. Drinks will be provided after each day to help participants network. One formal dinner will be included. On the other evenings, we will nominate and book a table at a local restaurant where participants, who chose to attend, will pay for their own meal.