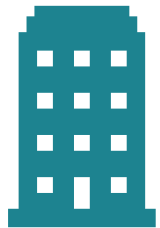


How Organizations Work from Inside?

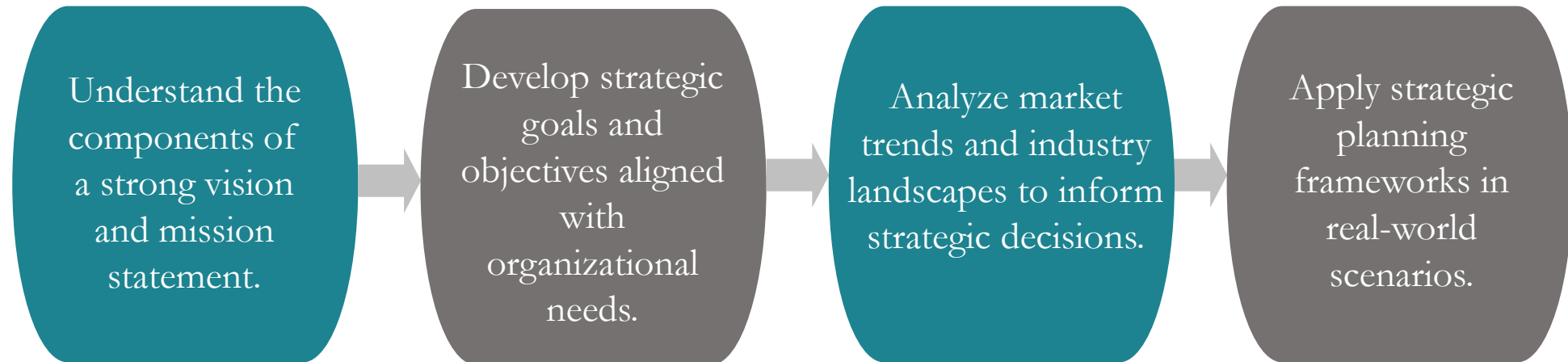


Module 1:
Develop Vision and Strategy

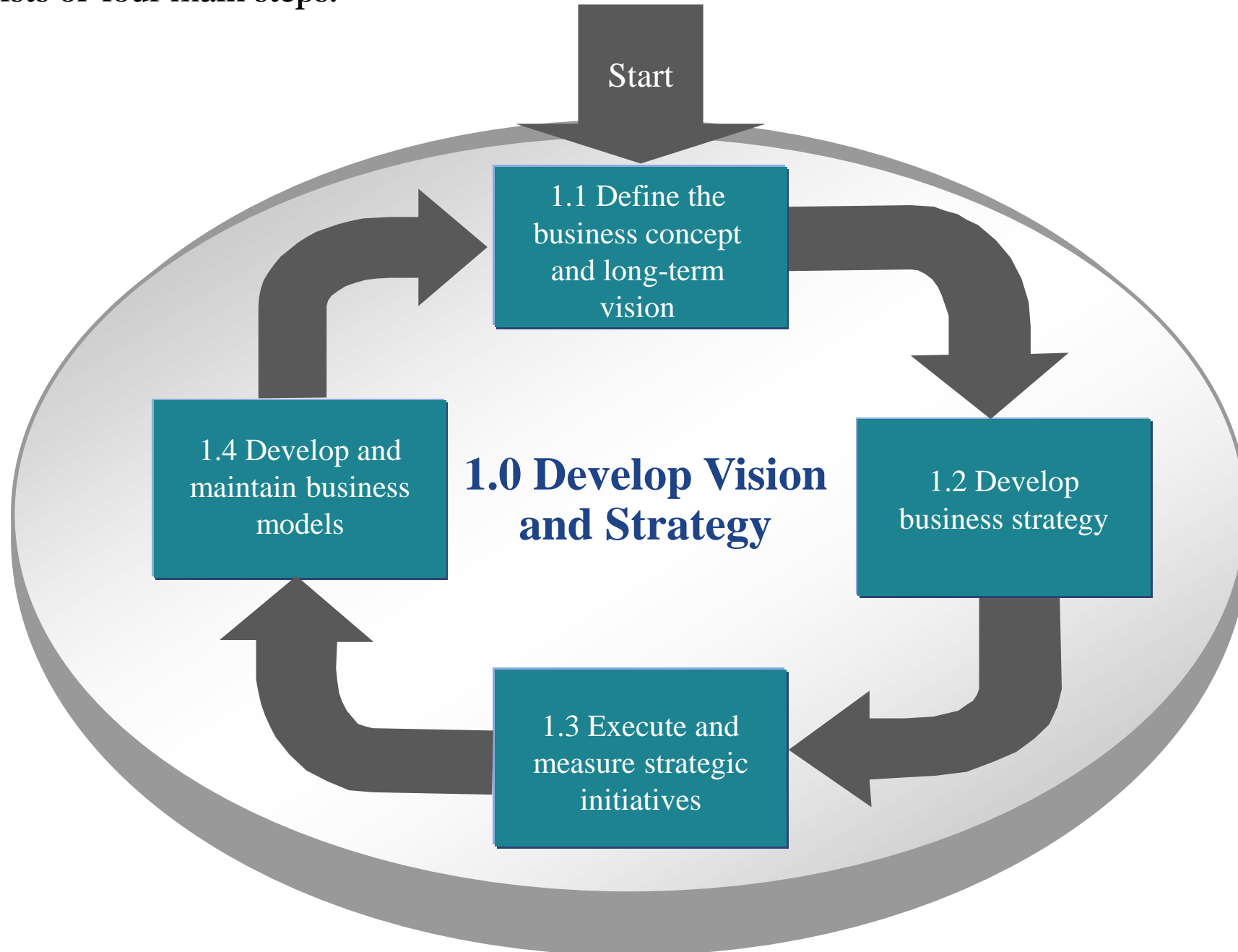
Module Overview

This module equips participants with the knowledge and skills necessary to create a compelling vision and strategy for an organization. It covers the strategic planning process, market analysis, and how to align the vision with business objectives.

Learning Objectives

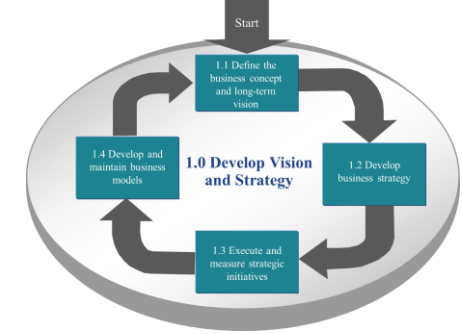


This part of the module outlines the high-level process of developing a vision and strategy for a business. It consists of four main steps:



1.1 Define the business concept and long-term vision

It can be broken down into five key sub-activities, each of which plays a critical role in shaping the overall direction and future success of the business:



1.1.1 Assess the external environment

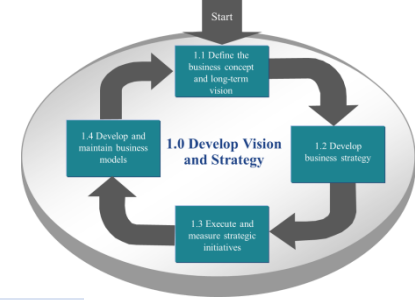
1.1.2 Survey market and determine customer needs and wants

1.1.3 Assess the internal environment

1.1.4 Establish strategic vision

1.1.5 Conduct organization restructuring opportunities

1.1 Define the business concept and long-term vision



1.1.1 Assess the external environment

1.1.2 Survey market and determine customer needs and wants

1.1.3 Assess the internal environment

1.1.4 Establish strategic vision

1.1.5 Conduct organization restructuring opportunities

Objective

To analyze and understand external factors that may influence the business, including market trends, competitive landscape, regulatory environment, and socio-economic conditions. This understanding will help shape the business concept and align the long-term vision with external opportunities and threats.

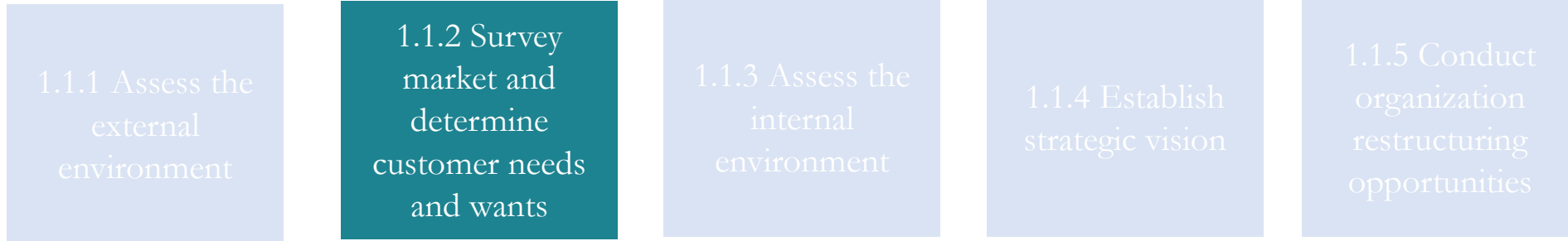
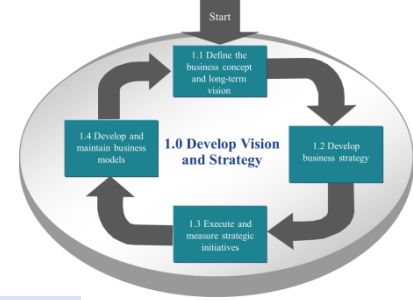
Activities

- Conduct a PESTEL (Political, Economic, Social, Technological, Environmental, and Legal) analysis to identify external factors affecting the industry.
- Perform a competitive analysis to assess the strengths and weaknesses of key competitors.
- Evaluate market trends to understand customer needs, preferences, and potential changes in demand.
- Identify key opportunities and threats in the external environment that could impact the business.
- Engage with industry experts, stakeholders, and thought leaders to gain insights into future trends and developments.

Output

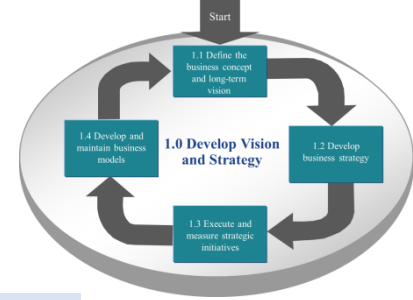
A comprehensive report detailing the external environment, including a summary of the PESTEL analysis, competitive analysis, and market trends.
 Identification of key opportunities and threats that will inform the business concept and long-term vision.
 Strategic recommendations on how to align the business concept with external opportunities and mitigate potential risks.

1.1 Define the business concept and long-term vision



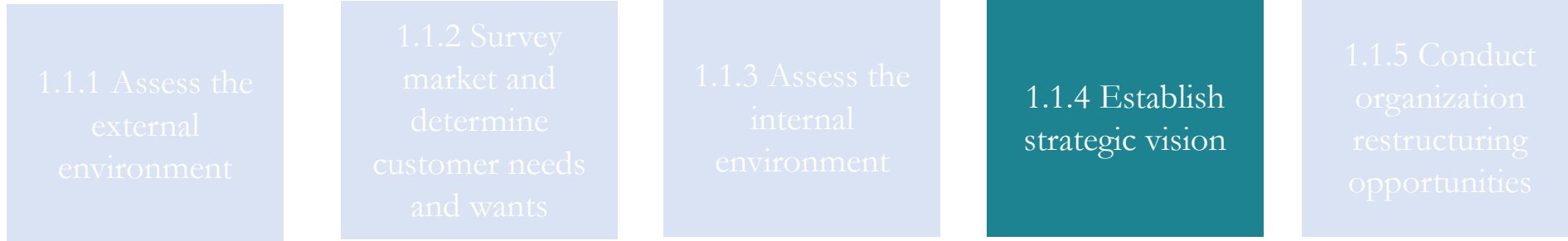
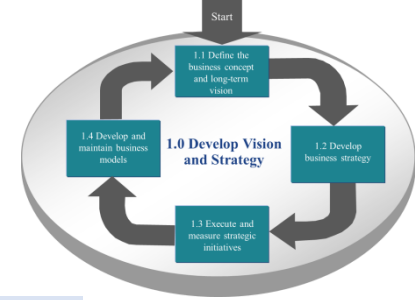
Objective	Activities	Output
<p>Understand and anticipate customer needs and market demand. The goal is to gather detailed insights into what customers want and expect from the business, identifying key market trends and potential gaps that can be leveraged to shape the business concept and vision.</p>	<ul style="list-style-type: none"> • Conduct Market Research: Use various research methods such as surveys, interviews, focus groups, and data analysis to collect information on customer preferences, behaviors, and unmet needs. Analyze competitor offerings and market positioning to identify opportunities. • Analyze Customer Feedback: Gather feedback from existing customers through channels like social media, customer service interactions, and feedback forms to understand their pain points and desires. • Segment the Market: Divide the market into different segments based on demographics, psychographics, and buying behavior to tailor your approach to different customer groups. • Forecast Market Trends: Use data analysis and industry reports to predict future market trends, ensuring that the business stays ahead of emerging customer needs. 	<p>Comprehensive Market Insights Report: A detailed report summarizing the key findings from the market research, customer feedback, and trend analysis. Identification of primary customer segments and their specific needs. Actionable recommendations for aligning the business concept and long-term vision with market demands.</p>

1.1 Define the business concept and long-term vision



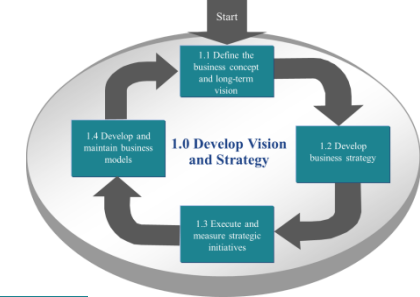
Objective	Activities	Output
<p>Evaluate the company’s strengths, weaknesses, resources, and internal processes. The goal is to align the business concept with what the company is truly capable of, identifying areas for growth and improvement.</p>	<ul style="list-style-type: none"> • SWOT Analysis: Identify internal strengths and weaknesses that impact strategy. • Resource Audit: Review financial, human, and technological resources to determine where the company is strong and where it needs support. • Cultural and Leadership Assessment: Gauge employee engagement and leadership alignment with strategic goals. • Operational Review: Analyze workflows and processes to spot inefficiencies and areas for improvement. • Benchmarking: Compare internal performance against industry standards to identify gaps. 	<ul style="list-style-type: none"> • Internal Environment Report: Summarizes key strengths, weaknesses, and areas for improvement. • Gap Analysis and Action Plan: Provides a clear roadmap to align resources, culture, and capabilities with strategic goals.

1.1 Define the business concept and long-term vision



Objective	Activities	Output
<p>Define a clear and inspiring strategic vision that aligns the company's goals with market opportunities and internal strengths. The strategic vision serves as a guiding north star for the organization, setting long-term priorities and providing direction for decision-making.</p>	<ul style="list-style-type: none"> Engage leadership in shaping a vision that captures the company's long-term aspirations. Ensure the vision reflects market opportunities, internal strengths, and aligns with the company's mission. Hold alignment workshops and discussions with key stakeholders (executives, managers, etc.) to gain their input and secure buy-in. Address any concerns or differing perspectives to ensure everyone is on the same page. Develop a communication plan to share the vision with the entire organization. Use presentations, internal campaigns, and clear messaging to make sure the vision is understood and embraced by all teams. 	<p>Strategic Vision Statement: A clear and memorable vision statement that sets the direction for the next 3-5 years.</p> <p>Stakeholder Alignment Report: Documentation of stakeholder commitments and agreed-upon strategic priorities.</p> <p>Vision Communication Toolkit: Ready-to-use materials (e.g., presentations, messaging guides) for cascading the vision across the company.</p>

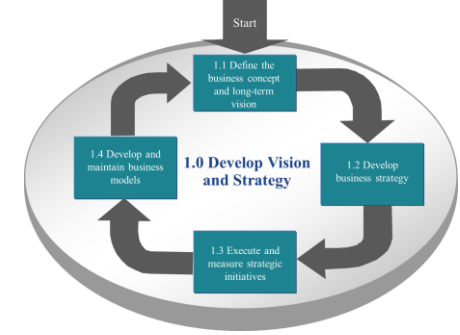
1.1 Define the business concept and long-term vision



Objective	Activities	Output
<p>Identify and implement organizational changes that align the company's structure with its strategic vision and operational needs, optimizing efficiency, flexibility, and growth potential.</p>	<ul style="list-style-type: none"> • Evaluate the current structure by reviewing the organization's setup and identifying inefficiencies or misalignments with strategic goals. • Explore restructuring options such as team realignments, new roles, or merging departments to improve overall efficiency. • Develop a detailed restructuring plan with stakeholder involvement, and implement the changes gradually to minimize disruption. • Monitor the impact and adjust the structure as needed to ensure it stays aligned with strategic objectives. 	<ul style="list-style-type: none"> • Restructuring Plan: A document outlining the organizational changes, timelines, and execution steps. • Restructured Organization Chart: A visual representation of the new structure, showing updated reporting lines and roles. • Change Management Framework: A strategy for communicating changes, managing employee concerns, and ensuring a smooth transition.

1.2 Develop business strategy

It can be broken down into nine key sub-activities, each of which plays a critical role in shaping the overall direction and future success of the business:



1.2.1 Develop overall mission statement

1.2.2 Select long-term business strategy

1.2.3 Define and evaluate strategic options to achieve the objectives

1.2.4 Coordinate and align functional and process strategies

1.2.5 Create organizational design

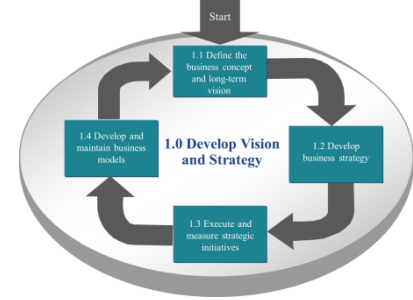
1.2.6 Develop and set organizational goals

1.2.7 Formulate business unit strategies

1.2.8 Develop Customer Experience Strategy

1.2.9 Communicate strategies internally and externally

1.2 Develop business strategy



1.2.1 Develop overall mission statement

1.2.2 Select long-term business strategy

1.2.3 Define and evaluate strategic options to achieve the objectives

1.2.4 Coordinate and align functional and process strategies

1.2.5 Create organizational design



Objective

To create a clear and inspiring mission statement that defines the organization’s core purpose, values, and goals, guiding decision-making and unifying stakeholders.

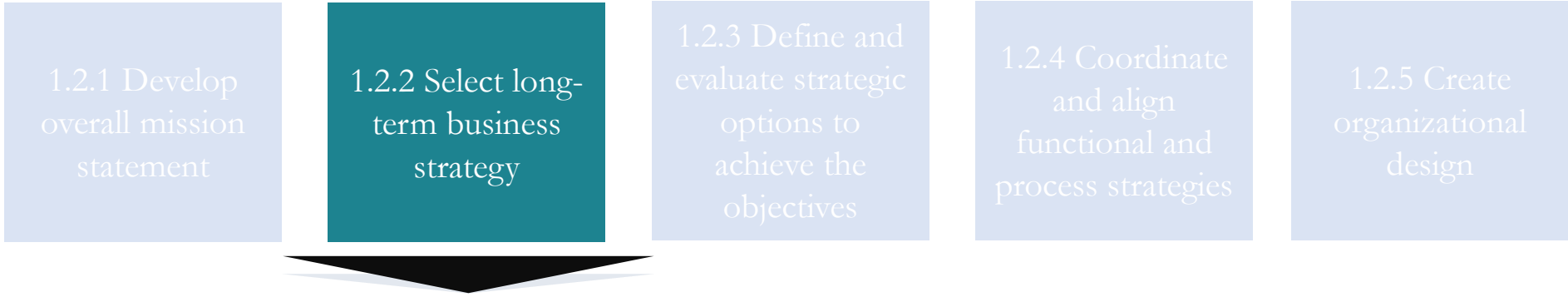
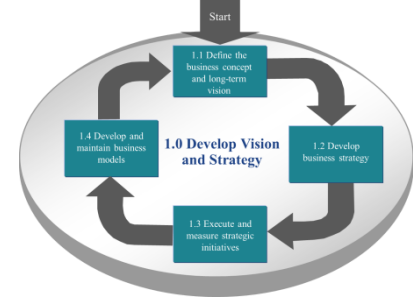
Activities

- Engage Stakeholders: Conduct workshops with leadership to discuss the organization’s purpose and values.
- Analyze and Align: Review strengths and market position to ensure alignment with long-term goals.
- Draft the Mission: Create and refine draft statements based on stakeholder input.
- Test and Refine: Gather broader organizational feedback and make necessary adjustments.
- Finalize and Communicate: Finalize the statement and implement a plan to integrate it into the company culture.

Output

- Mission Statement: A finalized, concise statement reflecting the organization’s purpose and values.
- Alignment: Unified understanding of the organization’s direction among stakeholders.
- Cultural Integration: Tools and strategies to embed the mission statement into everyday operations.

1.2 Develop business strategy



Objective

Identify and establish a sustainable competitive advantage by choosing a strategic direction that aligns with the company’s mission and long-term vision. The goal is to position the company to achieve long-term profitability, growth, and market leadership.

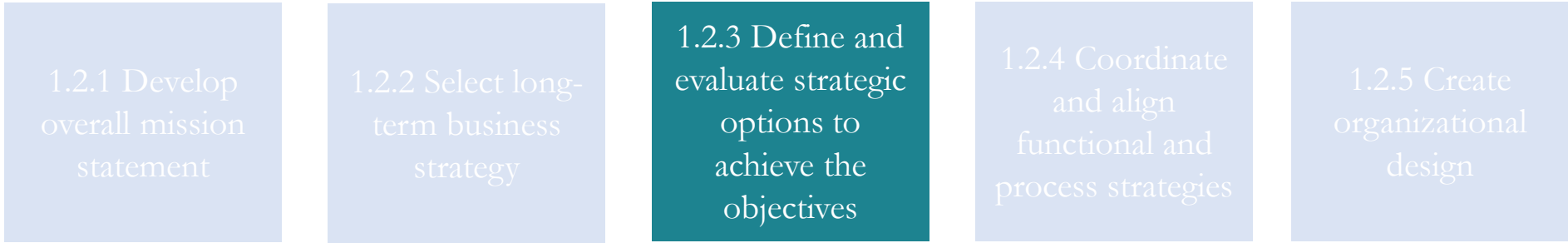
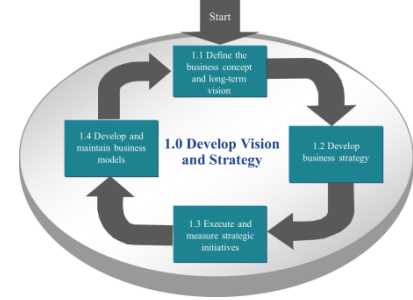
Activities

- Conduct Industry and Market Analysis: Examine industry trends, market dynamics, and competitive forces.
- Perform SWOT Analysis: Assess internal strengths and weaknesses, as well as external opportunities and threats.
- Develop Strategic Options: Brainstorm and evaluate potential strategic paths such as cost leadership, differentiation, or focus strategies.
- Resource Allocation Planning: Determine how to allocate resources effectively to support the chosen strategy.
- Risk Assessment: Identify potential risks and develop mitigation strategies.
- Stakeholder Engagement: Involve key stakeholders in strategy formulation to ensure alignment and buy-in.

Output

- A clear and actionable strategic plan that outlines the long-term business direction, including specific goals, resource allocation, and key performance indicators (KPIs) to track progress. This plan serves as a roadmap for achieving sustainable growth and competitive advantage in the market.

1.2 Develop business strategy



Objective

Identify and evaluate different strategic options that the company can pursue to achieve its long-term goals. The aim is to ensure that the chosen strategy aligns with the company’s overall mission and vision while being feasible and effective in the current market environment.

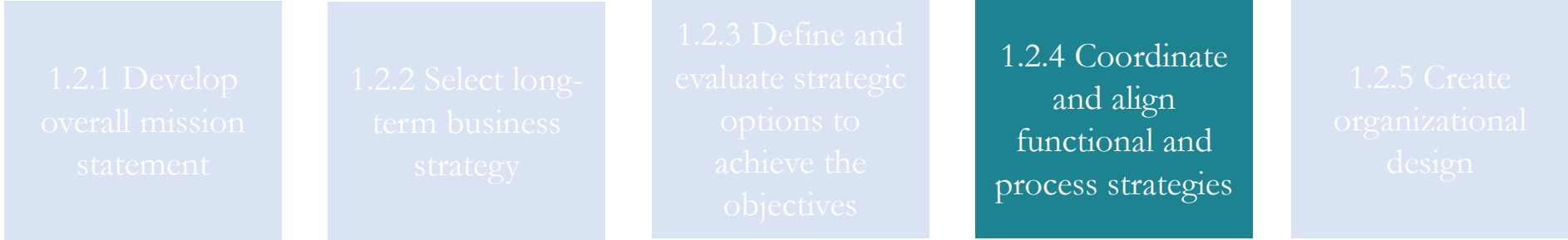
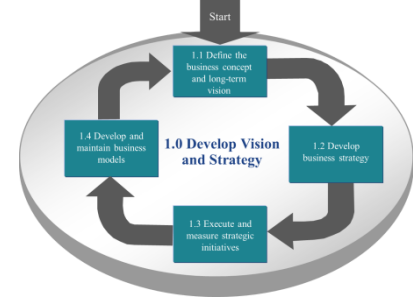
Activities

- **Generate Strategic Options:** Create a list of potential strategies, such as expanding into new markets, launching new products, or improving operational efficiency.
- **Feasibility Analysis:** Evaluate each option to see if it's practical, considering resources, time, and alignment with company goals.
- **Risk Assessment:** Identify potential risks for each strategy and consider their impact on the business.
- **Cost-Benefit Evaluation:** Compare the benefits each option could bring against its costs to determine the most value-adding strategy.
- **Engage Stakeholders:** Gather feedback from key team members and stakeholders to ensure alignment and support.

Output

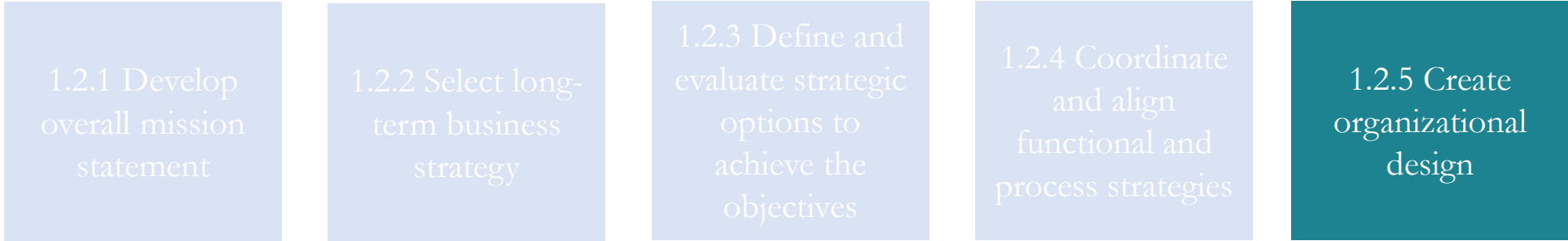
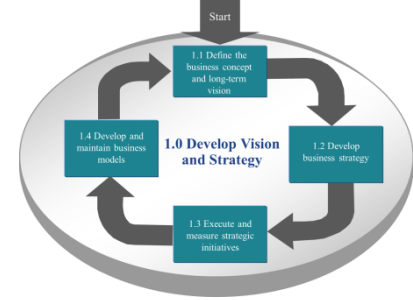
- A well-considered selection of strategic options, with clear justifications for the choices made, forming the basis for the next phase of strategic planning.

1.2 Develop business strategy



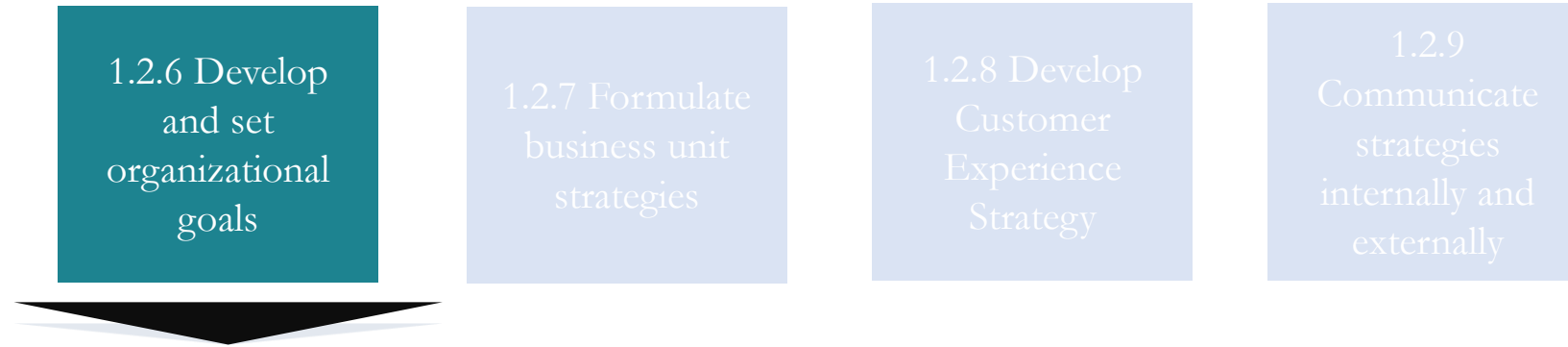
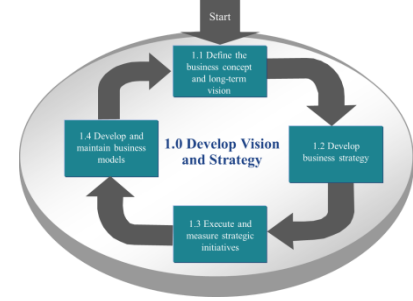
Objective	Activities	Output
<p>Ensure all functional areas and processes are aligned with the overall business strategy to maximize efficiency and effectiveness.</p>	<ul style="list-style-type: none"> • Review Functional Strategies: Assess how each department's strategy (e.g., marketing, operations, finance) aligns with the overall business goals. • Identify Gaps and Overlaps: Look for areas where functions overlap or where there are gaps in strategy execution. • Facilitate Cross-Functional Collaboration: Promote communication and collaboration between departments to ensure alignment. • Streamline Processes: Optimize processes across functions to eliminate inefficiencies and ensure they support strategic objectives. • Monitor and Adjust: Continuously monitor alignment and make necessary adjustments as the strategy evolves. 	<ul style="list-style-type: none"> • A cohesive and aligned set of functional strategies that work together seamlessly, supporting the overall business objectives and driving operational success.

1.2 Develop business strategy



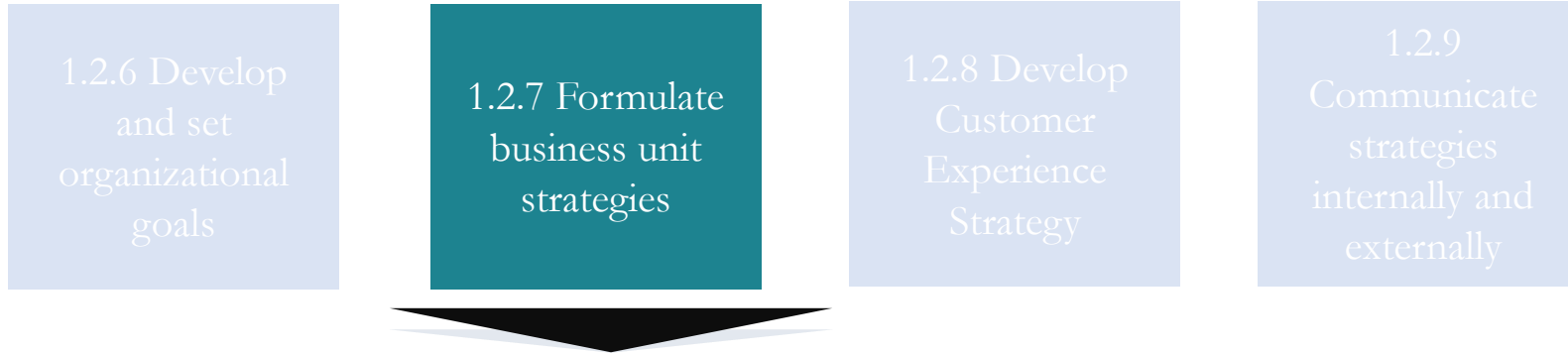
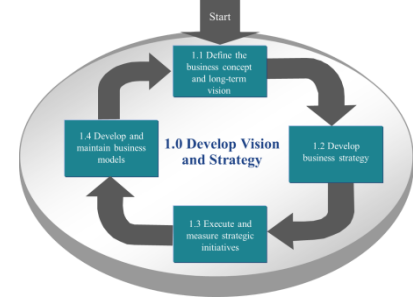
Objective	Activities	Output
<p>Design an organizational structure that supports the strategic goals and enhances operational efficiency.</p>	<ul style="list-style-type: none"> • Define Key Roles and Responsibilities: Identify the critical roles needed to execute the business strategy and clearly outline their responsibilities. • Determine Reporting Structure: Establish a hierarchy that ensures effective communication and decision-making across the organization. • Align Structure with Strategy: Ensure the organizational design supports strategic priorities, such as innovation, customer focus, or cost efficiency. • Design Workflow and Processes: Create processes that facilitate smooth operations and minimize bottlenecks, ensuring each function can execute its strategy effectively. • Incorporate Flexibility: Build in flexibility to adapt to changes in the market or business environment, allowing the organization to pivot as needed. 	<ul style="list-style-type: none"> • A strategically aligned organizational structure that defines roles, responsibilities, and processes, enabling the company to efficiently execute its strategy and adapt to future changes.

1.2 Develop business strategy



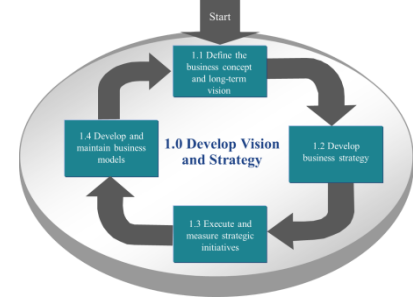
Objective	Activities	Output
<p>Establish clear and measurable goals that align with the overall strategy and drive the organization towards its long-term vision.</p>	<ul style="list-style-type: none"> • Translate Strategy into Goals: Break down the overarching business strategy into specific, actionable goals at the organizational level. • Set SMART Goals: Ensure goals are Specific, Measurable, Achievable, Relevant, and Time-bound to provide clear direction and benchmarks for success. • Align Goals Across Functions: Ensure that each department’s goals support the broader organizational objectives, fostering cross-functional alignment. • Prioritize Goals: Identify the most critical goals that will have the biggest impact on achieving the strategy, and focus resources accordingly. • Establish KPIs: Develop Key Performance Indicators (KPIs) to track progress towards each goal and make adjustments as needed. 	<ul style="list-style-type: none"> • A set of well-defined organizational goals that provide clear direction, align with the company’s strategy, and are supported by measurable KPIs to track progress and ensure accountability.

1.2 Develop business strategy



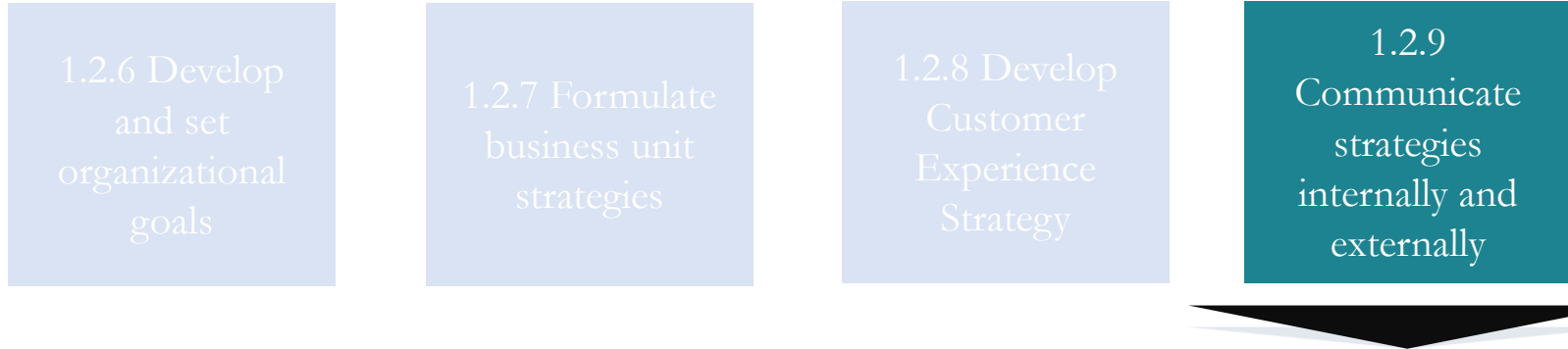
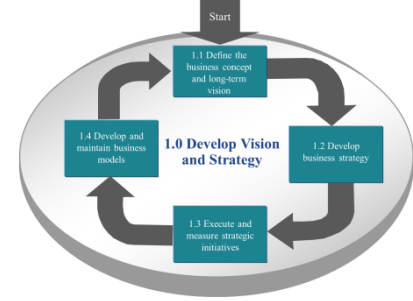
Objective	Activities	Output
<p>Develop tailored strategies for each business unit to ensure they contribute effectively to the overall organizational goals and strategy.</p>	<ul style="list-style-type: none"> • Understand Unit-Specific Context: Analyze each business unit’s market environment, strengths, weaknesses, and unique challenges. • Align with Corporate Strategy: Ensure that each business unit’s strategy is aligned with the company’s overarching strategic goals. • Set Unit-Level Objectives: Define clear objectives for each business unit that support the broader organizational goals. • Develop Customized Strategies: Formulate strategies tailored to the specific needs of each business unit, considering factors like market position, customer base, and operational capabilities. • Allocate Resources: Determine the necessary resources (e.g., budget, personnel, technology) for each unit to execute its strategy successfully. • Coordinate Across Units: Ensure strategies are not developed in isolation but are coordinated across units to leverage synergies and avoid conflicts. 	<ul style="list-style-type: none"> • A comprehensive set of business unit strategies that are aligned with the corporate strategy, clearly defined, and resource-backed, enabling each unit to effectively contribute to the company’s overall success.

1.2 Develop business strategy



Objective	Activities	Output
<p>Create a strategy that enhances the customer experience across all touchpoints, leading to increased customer satisfaction, loyalty, and business growth.</p>	<ul style="list-style-type: none"> • Map the Customer Journey: Identify and analyze all interactions customers have with the company, from initial contact through post-purchase support. • Understand Customer Needs: Gather insights through customer feedback, surveys, and data analytics to understand their needs, preferences, and pain points. • Define Experience Goals: Set clear objectives for what the customer experience should achieve, such as improving satisfaction, reducing churn, or increasing engagement. • Design Seamless Interactions: Develop processes and systems that ensure consistent and positive customer interactions across all channels (online, in-store, support). • Empower Employees: Train and equip staff with the tools and knowledge they need to deliver exceptional customer service. • Measure and Refine: Establish metrics to assess the effectiveness of the customer experience strategy and continuously refine it based on feedback and performance data. 	<ul style="list-style-type: none"> • A customer experience strategy that aligns with the company’s goals, ensuring all customer interactions are positive, consistent, and contribute to long-term loyalty and business success.

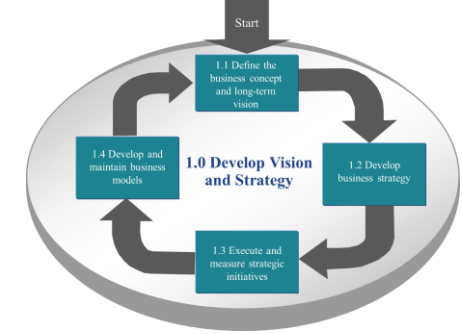
1.2 Develop business strategy



Objective	Activities	Output
<p>Effectively communicate the company’s strategies to ensure alignment, understanding, and support from both internal stakeholders and external partners.</p>	<ul style="list-style-type: none"> • Develop a Communication Plan: Outline key messages, target audiences (e.g., employees, partners, customers), and the channels to be used (e.g., meetings, emails, social media). • Tailor Messaging for Different Audiences: Craft messages that resonate with each audience, ensuring clarity and relevance. Internal communication may focus on roles and expectations, while external communication highlights benefits and value propositions. • Engage Leadership: Involve senior leaders in communicating the strategy to demonstrate commitment and set the tone for the organization. • Utilize Multiple Channels: Use a variety of communication platforms (e.g., intranet, newsletters, press releases, social media) to ensure the strategy reaches all stakeholders. • Provide Feedback Mechanisms: Encourage questions and feedback to ensure understanding and address any concerns or misunderstandings. • Monitor and Adjust: Continuously assess the effectiveness of the communication efforts and make adjustments as needed to improve clarity and impact. 	<ul style="list-style-type: none"> • A well-executed communication strategy that ensures all stakeholders, both internal and external, are informed, aligned, and engaged with the company’s strategic direction.

1.3 Execute and measure strategic initiatives

It can be broken down into five key sub-activities, each of which plays a critical role in shaping the overall direction and future success of the business:



1.3.1 Develop strategic initiatives

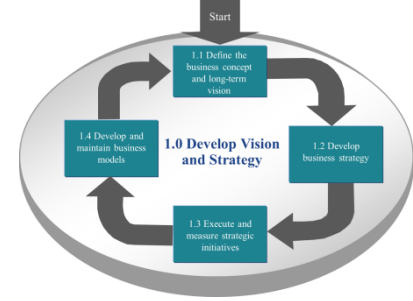
1.3.2 Evaluate strategic initiatives

1.3.3 Select strategic initiatives

1.3.4 Establish high-level measures

1.3.5 Execute strategic initiatives

1.3 Execute and measure strategic initiatives



1.3.1 Develop strategic initiatives

1.3.2 Evaluate strategic initiatives

1.3.3 Select strategic initiatives

1.3.4 Establish high-level measures

1.3.5 Execute strategic initiatives



Objective

Create actionable strategic initiatives that directly support the company's goals and overall strategy, ensuring progress towards long-term success.

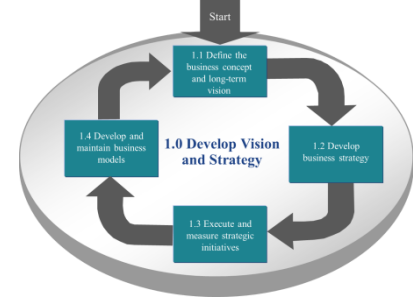
Activities

- **Identify Key Areas of Focus:** Determine the critical areas where strategic initiatives are needed, such as growth, innovation, or operational efficiency.
- **Brainstorm and Prioritize Initiatives:** Develop a list of potential initiatives and prioritize them based on impact, feasibility, and alignment with strategic goals.
- **Define Scope and Resources:** Clearly outline the scope of each initiative, including objectives, deliverables, timelines, and required resources.
- **Engage Stakeholders:** Involve relevant stakeholders to ensure initiatives are realistic, supported, and aligned with overall business objectives.
- **Develop Detailed Action Plans:** Break down each initiative into specific tasks, assign responsibilities, and set timelines for execution.

Output

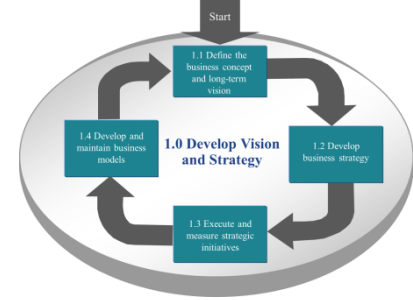
A comprehensive set of strategic initiatives, each with a clear plan of action, allocated resources, and defined responsibilities, ready to be implemented to achieve the company's strategic objectives.

1.3 Execute and measure strategic initiatives



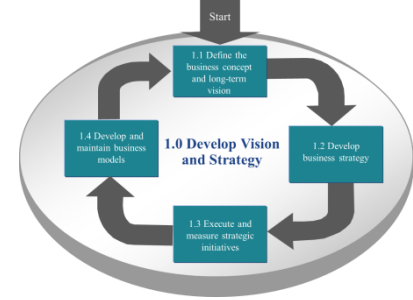
Objective	Activities	Output
<p>Assess and prioritize strategic initiatives to determine their potential impact, feasibility, and alignment with the company’s goals.</p>	<ul style="list-style-type: none"> • Develop Evaluation Criteria: Establish clear criteria for evaluating initiatives, such as strategic alignment, resource requirements, risk, and potential ROI (Return on Investment). • Conduct Feasibility Analysis: Assess the practicality of each initiative, considering factors like resources, timeline, and organizational capabilities. • Risk Assessment: Identify potential risks associated with each initiative and evaluate their likelihood and potential impact on the organization. • Impact Analysis: Evaluate the expected benefits of each initiative in terms of achieving strategic goals, competitive advantage, and overall business growth. • Prioritize Initiatives: Rank the initiatives based on their evaluations to determine which ones should be pursued immediately, which can be delayed, and which should be reconsidered. 	<p>A prioritized list of strategic initiatives, supported by a thorough evaluation process, ready to be presented for decision-making and subsequent execution.</p>

1.3 Execute and measure strategic initiatives



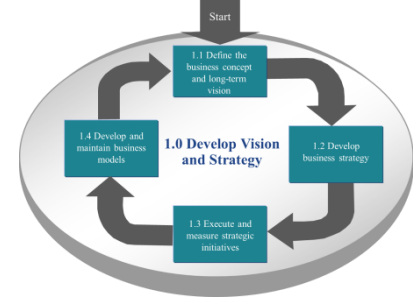
Objective	Activities	Output
<p>Choose the most impactful and feasible strategic initiatives to implement, ensuring they align with the company’s strategic goals and resources.</p>	<ul style="list-style-type: none"> • Review Evaluation Results: Analyze the outcomes from the evaluation process to identify the initiatives that offer the greatest benefit and align closely with strategic objectives. • Align with Strategic Priorities: Ensure the selected initiatives directly support the company’s top priorities and long-term vision. • Balance Resource Allocation: Consider the availability of resources, including budget, personnel, and time, to ensure the selected initiatives can be executed effectively. • Stakeholder Consultation: Engage key stakeholders in the decision-making process to validate the selection and ensure organizational support. • Finalize Selection: Officially select the initiatives to be pursued, ensuring a balanced portfolio that addresses both short-term needs and long-term goals. 	<p>A finalized list of strategic initiatives that have been carefully selected based on their alignment with the company’s strategy, feasibility, and potential impact, ready for implementation.</p>

1.3 Execute and measure strategic initiatives



Objective	Activities	Output
Define key performance indicators (KPIs) and metrics to track the progress and success of strategic initiatives at a high level.	<ul style="list-style-type: none">• Identify Key Metrics: Determine the most important metrics that will indicate the success of each strategic initiative (e.g., revenue growth, market share, customer satisfaction).• Align Measures with Goals: Ensure that each metric is directly linked to the strategic goals and objectives the initiative is meant to achieve.• Set Targets: Establish specific, measurable targets for each metric to provide clear benchmarks for success.• Develop Reporting Framework: Create a system for regularly reporting on these metrics to key stakeholders, ensuring transparency and accountability.• Review and Adjust: Periodically review the metrics and targets to ensure they remain relevant and make adjustments as needed based on changes in the business environment or strategy.	A set of high-level measures that provide clear, actionable insights into the progress and effectiveness of strategic initiatives, supporting ongoing management and decision-making.

1.3 Execute and measure strategic initiatives



Objective

Implement the selected strategic initiatives effectively to achieve the desired outcomes and advance the organization’s strategic goals.

Activities

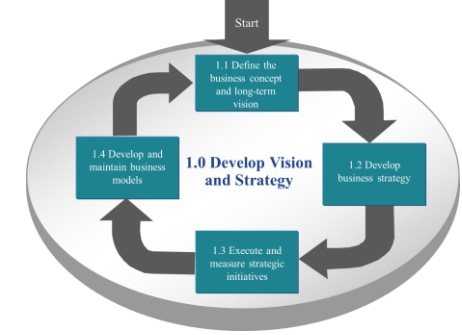
- **Develop Detailed Implementation Plans:** Break down each initiative into specific tasks, assign responsibilities, and establish timelines.
- **Allocate Resources:** Ensure that the necessary resources—such as budget, personnel, and technology—are in place to support the execution of each initiative.
- **Communicate the Plan:** Clearly communicate the initiatives, objectives, and action plans to all relevant teams and stakeholders to ensure alignment and understanding.
- **Monitor Progress:** Regularly track the execution of initiatives against the plan, using the established high-level measures and KPIs.
- **Adjust as Needed:** Be prepared to make adjustments to the plan in response to challenges, changes in the environment, or new insights gained during execution.

Output

Successfully executed strategic initiatives that align with the company’s objectives, supported by ongoing monitoring and adjustments to ensure their success.

1.4 Develop and maintain business models

It can be broken down into three key sub-activities, each of which plays a critical role in shaping the overall direction and future success of the business:

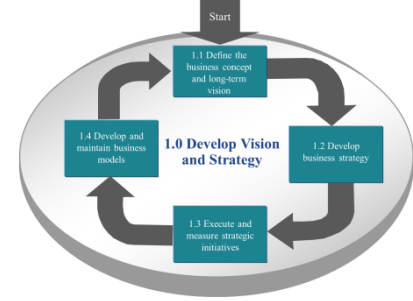


1.4.1 Develop business models

1.4.2 Maintain business models

1.4.3 Establish business model governance

1.4 Develop and maintain business models



1.4.1 Develop business models

1.4.2 Maintain business models

1.4.3 Establish business model governance

Objective

Create robust business models that effectively capture value, support the company’s strategic goals, and provide a framework for delivering products or services to the market.

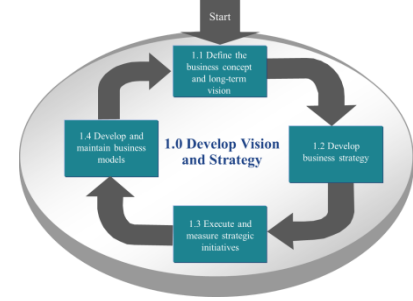
Activities

- Define Value Proposition: Clarify what unique value your product or service offers.
- Identify Revenue Streams: Determine how the business will generate income.
- Outline Cost Structure: Identify key operating costs.
- Establish Key Partnerships: Secure essential partnerships and suppliers.
- Develop Customer Segments: Tailor the model to different market segments.
- Design Key Activities and Resources: Specify the main activities and resources needed.
- Plan Distribution Channels: Decide how to deliver your product or service to customers.

Output

A comprehensive and well-structured business model that outlines how the company will create, deliver, and capture value, providing a solid foundation for sustainable business growth.

1.4 Develop and maintain business models



1.4.1 Develop business models

1.4.2 Maintain business models

1.4.3 Establish business model governance

Objective

Ensure the continuous effectiveness and relevance of business models by regularly updating and refining them to adapt to market changes and internal needs.

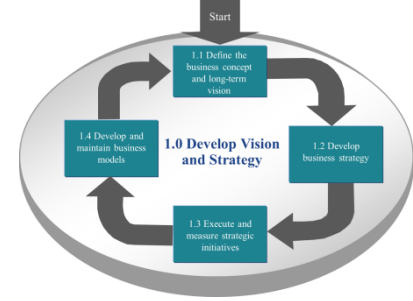
Activities

- **Monitor Performance:** Regularly track the performance of existing business models against key metrics such as revenue, profitability, and customer satisfaction.
- **Identify Areas for Improvement:** Analyze performance data to pinpoint areas where the business model may need adjustments or enhancements.
- **Update and Refine Models:** Make necessary changes to the business model, such as adjusting value propositions, revenue streams, or operational processes, to better meet market demands.
- **Incorporate Feedback:** Gather input from stakeholders, including customers, employees, and partners, to inform model adjustments.
- **Ensure Alignment with Strategy:** Continuously align the business model with the company's evolving strategy and goals.
- **Document and Communicate Changes:** Clearly document any updates to the business model and communicate these changes to all relevant stakeholders to ensure smooth implementation.

Output

A dynamic and resilient business model that remains aligned with strategic objectives, continuously adapts to market conditions, and sustains business growth and competitiveness.

1.4 Develop and maintain business models



1.4.1 Develop business models

1.4.2 Maintain business models

1.4.3 Establish business model governance

Objective

Ensure the integrity and effectiveness of business models through structured oversight and continuous alignment with strategic goals.

Activities

- **Define Governance Framework:** Set up rules, policies, and procedures for overseeing the business model's operation and evolution.
- **Assign Responsibilities:** Designate roles and accountability for managing and updating the business model.
- **Monitor Performance:** Regularly review key metrics to ensure the business model is meeting its objectives.
- **Conduct Regular Audits:** Periodically evaluate the business model for compliance with governance standards and identify areas for improvement.
- **Facilitate Continuous Improvement:** Encourage ongoing refinement of the business model based on performance data and market changes.

Output

A well-governed business model that remains aligned with strategic objectives and adapts to ensure long-term success.

Practical Exercises

Exercise 1: Crafting a Vision Statement

- Participants are provided with a hypothetical company scenario and tasked with creating a vision statement
- Group discussion on the strengths and weaknesses of each vision statement

Exercise 2: Conducting a SWOT Analysis

- Participants perform a SWOT analysis for a chosen industry or company.
- Present findings and discuss how the analysis informs strategic planning.

Exercise 3: Strategic Goal Setting

- Develop strategic goals and objectives based on a case scenario.
- Link these goals to a broader strategic vision.

Assessment

Assignment: Developing a Strategic Plan

- Participants are required to develop a strategic plan for a hypothetical company, including a vision statement, SWOT analysis, strategic goals, and an implementation plan.
- The plan will be evaluated on coherence, strategic alignment, and feasibility.

Quiz: Key Concepts in Vision and Strategy

- Multiple choice, true/false, and short answer questions
- A quiz covering key concepts such as strategic planning, vision vs. mission, and market analysis.

Group Presentation: Vision and Strategy Analysis

- In groups, participants will choose a real-world company, analyze its vision and strategy, and present their findings.
- The presentation should include recommendations for improving the company's strategic direction.