

Managing and Improving Business Performance

Overview

Organizations often design business strategies with great potential, but around 70% of them fail to achieve the success they predicted and hoped for. This is because 90% of a winning strategy is in the execution; truly great companies know that successful strategy execution has two basic rules:

- Use a performance management system to link strategy and operations
- Understand and use the right tools at each stage of this framework
- This leading-edge course explains:
 - The important steps in designing and executing winning business strategies
 - How to develop a effective performance management systems
 - How to translate strategy in to key objectives to manage execution
 - The role of outstanding leadership in building great companies
 - Techniques for improving operational efficiency, including Six Sigma and TQM
 - How good companies can use these principles to become great
- Audience
 - Chief executives and Chief Operating Officers of companies and divisions
 - Financial professionals, financial controllers and management accounting managers responsible for performance management systems
 - Strategic and corporate planning managers
 - Functional heads with responsibility for executing key business strategies
 - Managers running business critical front-line and support departments
 - Managers being prepared for key operational posts in the company

Course Outline

Good to Great

- What makes an organisation great?
- Creating and delivering value to key stakeholders
- Why a great business strategy is not enough
- Linking great strategy to efficient and effective operations
- Understanding the performance management cycle
- The tools and techniques of performance management
- Developing Strategy
- What strategy is

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المؤسسة العامة للتدريب التقني والمهني
Technical and Vocational Training Corporation

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- Defining organisational vision, purpose and values
- Setting a Big Hairy Audacious Goal for your business
- Strategic analysis tools: Porter's five forces, PESTLE, SWOT and other tools
- Defining organisational competences and capabilities
- What is your competitive advantage?
- The essence of a winning business strategy
- Formulating strategy: generic strategies based on competitive advantage
- Formulating strategy: using a Strategy Clock to find a competitive position
- Formulating strategy: 'Blue Ocean' approach
- Strategy in action : understanding your business model
- Case study and exercise: using strategic analysis tools
- Translating Strategy
- Delivering shareholder value
- Key financial objectives: return on investment; profit margin; asset utilisation
- Understanding and using strategic themes and strategy maps
- Balancing stakeholder objectives
- Defining and building a balanced scorecard four your business
- Case study: defining and drawing a strategy map
- Leading companies from good to great
- Contrasting management with leadership
- Principles of outstanding leadership
- Understanding corporate culture and its role in performance
- Dealing with resistance to change
- Understanding and managing transformational change
- Planning Operations
- Converting strategic objectives in to operational objectives for budgets
- Practical tips on identifying key success factors (KSF's)
- Developing key performance indicators (KPI's)
- Using balanced scorecard to identify areas for business process improvement
- Improving operational efficiency: Six Sigma
- Improving operational efficiency: Total Quality Management (TQM)
- Improving operational efficiency: Lean processes in Toyota
- Calculating resource capacity requirements
- Implementing and preparing budgets
- Understanding and managing the drivers of return on investment: profit and asset utilization

- Understanding risk and how it affects business performance
- Case study and exercise: what can we learn from Lean in Toyota
- Improving business performance - monitoring and learning
- Designing and implementing an effective budgetary control system
- Understanding the behavioural and motivational aspects of budgeting
- Responsibility accounting, variance analysis and reporting systems
- Using balanced scorecard to monitor, manage and improve performance
- Understanding your business model: activity based cost analysis
- Strategic decision making: product and customer profitability
- Strategic approach to cost reduction
- Managing effective meetings: who - why - when - what
- Case study and exercise: designing and using dashboards to present key business metrics
- Good to Great - testing and adapting your strategy
- Criticisms of traditional budgeting and management methods
- Beyond budgeting - adaptive management processes
- Traditional forecasting methods
- Identifying your key business drivers
- Understanding risk and how it affects business performance
- Using sensitivity testing to assess the impact of risk on decision-making
- Using key business drivers for 'what-if' forecasts to model and test strategy
- Identifying and examining emerging strategies
- Using business information to update strategic analysis and strategy
- Why do good companies fail?
- Understanding and dealing with disruptive innovation
- How do companies go from good to great?
- Exercise: how can your organisation go from good to great?