

**ET Masterclass**

From the Economic Times

WORKSHOP ON  
**ADVANCED STRATEGIC  
MANAGEMENT FOR  
CORPORATE LEADERS**

Enhance Your Skills to  
Effectively Strategize Every  
Business Move

**JUNE 17, 2022 | ONLINE**



# MASTERCLASS EXPERTS



Nigel Penny has over 30 years international experience consulting to many of the world's leading private and public sector organisations.

As an ex partner in KPMG's Australian management consulting practice and Vice President of Balanced Scorecard Collaborative, he has been at the leading edge of management thinking in the area of strategy and performance management. His pragmatic approach to improving organisational performance, not only introduces best of breed management techniques, but also focuses on developing the executive and managerial skills needed to significantly improve results.

"Business success is all about the clarity of the idea, the strength of the team, and the focus and discipline of the execution."

## **Nigel Penny**


Global Strategy Advisor

NSP Strategy Facilitation Ltd.

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# PROGRAM OUTLINE



Current business contexts are defined by intense pressures of competition, integration across global markets, new concerns about sustainability and intensification of resource conflicts around the world, technological changes including the use of information technology and massive institutional transitions/transformations. These both frame and challenge a firm's ambitions of growth requiring them to take risks as they navigate through change.

An organization involves a huge principal investment which makes strategizing an essential aspect for running successful internal operations and to get viable returns on the invested money. Realizing the fact that strategic planning is quintessential in successfully assisting a business through any sudden contingencies, organizations are promisingly adapting the strategic management process.

Strategy is a mode of thinking that leverages the power of individuals, institutions, firms, and

markets in a cohesive manner to improve the effectiveness of an organization. Hence, we can call it the exercise of power. It is a skill and a craft. Strategy is thus fundamentally about governance. Power can, of course, be sought for its own sake and therefore crafty strategists in its pursuit may deform and transform business and societal spaces and existing institutions, even while setting 'new rules of the game'. These require institutional work to be carried out that can embrace the 'social' and 'political' even as it retains the core concern with the economic calculus of a firm's strategizing.

This course, therefore, presumes that strategic action, of competition or cooperation, always is embedded in societal, institutional and regulatory contexts. Rather than looking at these as constraints, it helps if one can appreciate how wins can be crafted and power effectively leveraged working within and through these broader institutions, to the benefit of both firm and society.

# AGENDA

## **SESSION 1 : Strategic Thinking** **[10:00 AM - 11:00 AM]**

- › Foundations of Strategy
- › Strategic Thinking
- › Strategic Intelligence (Strategy Analytics)

## **SESSION 2 : Strategic Planning** **[11:15 AM - 12:15 PM]**

- › External Analysis
- › Internal Analysis
- › Corporate Strategy
- › Business Strategy
- › Operations Strategy

## **SESSION 3 : Strategy Execution** **[01:30 PM - 02:30 PM]**

- › Organizational Structure & Systems
- › Strategy Execution
- › Performance Evaluation
- › Corporate Governance & Sustainability

## **SESSION 4 : Strategy Application** **[02:45 PM - 03:45 PM]**

- › Competitive Dynamics
- › Growth & Diversification
- › Internationalization
- › Joint Ventures & Alliances
- › Mergers & Acquisitions

## **SESSION 5 : Strategic Challenges** **[04:00 PM - 05:00 PM]**

- › Business Model Disruption
- › Value Capture by Rivals and Partners
- › Mobilizing for Change

# PROGRAM HIGHLIGHTS

Advance your leadership skills, data-driven problem-solving ability, and innovation-driven capabilities


Enhance business acumen with the right set of strategies

Accelerate your leadership graph

Develop a strategic mindset to diagnose problems in the organisation and make practical recommendations

Convert conceptual learning into actual business decisions

# WHAT YOU WILL LEARN



Developing a strategic thinking mode – understanding how power is wielded and negotiated in multiple contexts, especially amidst great ‘complexity’ and institutional transformations

Understanding strategic landscapes of industries, including the interface with law and regulation, and institutional variation across nations

Understanding sustainability, resource conflicts, and its relation to strategy


Discerning the strategic significance of few contemporary developments such as outsourced models of business, vigorous use of informatics, delayering of organizations, modularization of product systems, and so on

Strategizing in a network mode – competition and cooperation; especially appreciating the role of shared assets


Economics of strategy moves, especially under decreasing and increasing returns

Managing multi-stakeholder interests and institutional frameworks thereof, especially of workforce/skill-holders and communities with various resource rights

# WHO SHOULD ATTEND

A collection of abstract geometric shapes in the top right corner, including a large light blue triangle pointing right, a smaller dark blue triangle pointing left, and several smaller triangles in light blue, dark blue, and white.

Who make critical decisions and set strategic directions for their organization

A collection of abstract geometric shapes on the left side, including a large light blue triangle pointing left, a smaller dark blue triangle pointing right, and a small white triangle pointing left.

Aspiring to move into roles that require a significant contribution to organizational growth and revenues

Who are tasked with growth objectives for their respective business units

Holding responsible positions and wish to upgrade their knowledge of aspects of strategic management

# REGISTRATION

Contact us if you have any queries. We're available from Monday to Saturday from 10:00 AM to 6:00 PM.

## NOMINATE YOUR LEADERSHIP TEAM

Access to Masterclass  
**@INR 16,000**  
Plus GST/Participant

Access to Masterclass + Recordings  
**@INR 18,000**  
Plus GST/Participant

GROUP DISCOUNT AVAILABLE!

FOR MORE INFORMATION & REGISTRATION, CONTACT

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