

# STRATEGIC MANAGEMENT

Duration: 4 days

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**Asked «What is our company going to look like in 2 to 5 years?» hardly any manager will be able to answer «The same as today.». Dynamic economic, technological, socio-political and environmental changes in market structure and behavior constantly force managers and companies to flexibly adapt to new challenges and realities.**

Proactive management for future success thus only can be achieved, if the questions mentioned above can be answered and the answers are being accepted by owners, shareholders, management, and employees. For everyone within the organization to know, which future objectives the company strives for, which policies are being applied, and what his or her own part in the overall picture is to be, terse strategies are needed. If these strategies are to be more than just paperwork, but are to influence thinking and behavior of employees in a significant way, key personnel and opinion leaders have to be involved in the process from step one. Only this involvement turns a strategy into the process of strategic management.

It is the objective of this seminar to explain the fundamental concepts of strategic management in a systematic way. The lecturers rely on their vast experience from many strategic projects to relate to the participants the most effective instruments and methods for defining, formulating, and successfully implementing strategic concepts.

## Shaping the future

Neither surprising constraints nor so called «good opportunities» are to determine the strategic development of the company. We plan the future applying ambitious options and take proactive steps to ensure future revenues above the market standard.

## Including employees into strategic projects

We expect from our employees motivation and entrepreneurial spirit. As a prerequisite to this, we develop the future directions of the company together with our key employees and and communicate results of this process early and comprehensively. Everyone should participate, which can significantly contribute to strat-

egy development and strategy implementation.

## Courage for change

Strategic course corrections will require changes. Insistence on the status quo is usually stronger than the will to such changes. For this reason joint strategy development includes key opinion leaders into the process from the beginning in order to encourage them to actively take part in shaping the future and thus provide the new ideas with a powerful lobby.

## How to avoid the tripwire of operative results

Success is a great motivator. But success, particularly if it occurs constantly for many years makes, also makes lazy and obscures the view for threatening developments. With the strategy project, we aim to sharpen the senses, to energize us with respect to future bad times and remind us of the key factors responsible for our past success.

## Project management

Development and implementation of the strategy is a complex process. We attach great importance to effec-

tive project management and try to avoid inefficiencies and unnecessary delays. For this we apply a set of proven instruments.

The seminar brings together the latest findings in management theory with practical experience of professionals from top companies. Thus participants of the seminar learn to:

- conduct a strategic analysis as to record the status quo and define the need for action to secure the future
- identify frequent mistakes in strategic planning,
- formulate policy options available,
- determine strategies with a high probability of success
- initiate measures to strategy implementation and control.

Full course materials and «working tools» developed by SMP allow a direct implementation of the course contents. Particular attention is allotted to the topic of time and timing. We show why in a world that is turning «faster and faster» and in which much is unplanned, strategic thinking is so important.

## PARTICIPANTS

- Entrepreneurs
- Managers from the top layers of their organization
- CEO's, CFO's, managing directors.
- Members of the board
- Managing directors of important subsidiaries or business units
- Managers in positions with strategic responsibility

## MAIN TOPICS

### The St. Gallen approach to Strategic Management

- Basic concepts of strategic leadership
- Strategic management as part of the integrated approach to management
- Consequences of strategic decisions
- Achieving outstanding results through strategic competence

### Strategic analysis

- The most important analysis in strategy projects
- Analysis for defending market positions
- Analysis for developing new markets
- Unsolved customer problems as basis for new products and services
- How to cope with technological substitution and changes in market structure
- Outsourcing, strategic alliances, reducing complexity

### Effective strategies in dynamic markets

- Strategic navigation in highly competitive markets
- Managing the value drivers
- The concept of core competencies
- Time-based-Management
- Evolution small steps or visionary management for quantum leaps?
- The management of discontinuities

### Formulating strategies

- Working with strategic options
- Future market positions and portfolio-management
- Methods and instruments for formulating strategies
- How to avoid dangerous tripwires on the way into the future
- Visionary management for future success
- From strategies, that only cost money, to those that generate revenue and profit
- How to transfer strategic plans into budgets and quantitative targets

### Implementation of strategies

- Effective methods for successful implementation of strategic concepts
- Strategic indicators and strategy-controlling
- Balanced Scorecard and St. Gallen Implementation Barometer

## SESSIONS

**3014-E** 11.–14.03.2024, Berlin, DE

**3024-E** 09.–12.09.2024, Davos

### Program Fees

CHF 5900.–\* (plus 8.1% VAT)\*\*

\* Invoicing in EUR possible (subject to daily exchange rates).

\*\* country-specific VAT for seminars outside of Switzerland.

## SMP CUSTOM PROGRAMS

All Programs are available as company-specific Seminars. Please contact us: +41 71 510 92 93

## REGISTRATION, ADMINISTRATION AND ORGANIZATION

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Our paramount goal is to provide top of mind, holistic and practical management knowledge.

If possible, the content and structure of the seminar is adapted to a certain degree to the specific interests and backgrounds of the participants to foster the transfer of the provided concepts and methods into practice.

Our seminars in management education are structured as standalone modules that allow topic specific combinations. This facilitates the option to customize the programs to the individual needs of our clients.

We will gladly explain the advantages of this concept and advise you on the selection of the optimal program for you.

The following administrative references allow for a smooth process of your registration. We gladly assist you in any queries

### Certificate

After your attendance of the seminar/ completion of a program, you will receive a certificate on the last course day.

### Fees and Accommodations

Seminar fees include the cost of the seminar and the seminar materials (plus 8.1% VAT for seminars in Switzerland). Seminars outside of Switzerland are taxed according to local regulations. Not included are all hotel costs of the participant including room and board, directly payable at the hotel. Multipart seminars can be booked only as a whole. Missed seminar days or seminar parts cannot be made up at a later date (Exceptions may apply). Seminar and diploma fees are invoiced in Swiss Francs (CHF). Upon request, payment in EURO (EUR) is possible at the daily currency exchange rate.

### Change of Registration / Cancellation

Changes of registration from one seminar or diploma program to another are possible only up to 6 weeks before the start of the seminar at the cost of a CHF 400 change of reservation fee.

Cancellations are free up to 3 months before the start of a seminar or diploma program. Registered participants who cancel their registration between 3

months and 6 weeks before the start of a seminar will incur a charge of 40% of the respective seminar or diploma fee. Registered participants who cancel their registration within 30 working days of the start of the seminar or diploma program will be charged the full fee.

We recommend that participants take out cancelation insurance to cover the above seminar cancelation costs in case of illness or other unforeseen circumstances.

With your registration you accept the General Terms and Conditions of the SGMI Management Institut St. Gallen AG. For further information please got to [www.smp.ch/en/tc](http://www.smp.ch/en/tc)

### Hotel

Seminars are usually organized in hotels. You hereby benefit from a reasonably priced fixed rate. However, you are free to select your own accommodation. In any case, a daily flat rate is to be paid directly to the hotel. With the registration confirmation you will receive detailed hotel information and a room reservation sheet, which you should fill out and return to us immediately. We will then take care of the hotel reservation on your behalf. The hotel will then invoice you individually on departure.

## REGISTRATION

We welcome your registration.

Please register using the form on the corresponding product website at [www.smp.ch](http://www.smp.ch) or by e-mail to [seminare@smp.ch](mailto:seminare@smp.ch) with the corresponding product information. Thank you very much.

Registrations will be considered on a first-come, first-served basis. If there are no more places available for a seminar, you will be informed immediately. Partial attendance of multi-part programs is possible on individual basis.

We reserve the right to make minor changes to the program, provided that they are beneficial to the success of the seminar.

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