

# Strategic Planning in a Modern Business Environment and an Integrated Facilitation Strategic Session

EY Academy of Business  
Caucasus and Central Asia

2 days | 16 academic hours  
12 CPD units | 14 CPE hours

## Training program

### Day 1. Laying The Foundation for Effective Strategic Planning

- ▶ What is a strategy? 5Ps of Henry Mintzberg: Plans, Ploys, Patterns, Positions, Perspective
- ▶ Key Aspects of Strategic Planning in a Rapidly Changing Business Environment and Reasons for “Non-Working” Strategies
- ▶ The role of the strategy and strategic planning
- ▶ The underlying reasons for unsuccessful strategies
- ▶ EY Recommendations: Five Steps Towards a More Dynamic Strategy
- ▶ How to approach strategic planning in rapidly changing turbulent business environment and ensure your strategy is dynamic
  - ▶ Understanding and applying The Johnson, Scholes and Whittington (JSW) model: a modern approach towards strategic choice, analysis and implementation
- ▶ Strategic Analysis: Increased Frequency as Key for Building a Flexible Business Model
  - ▶ Practical session on analyzing internal & external business environment of the company: PESTEL analysis, Porter's Five Forces analysis, SWOT analysis
- ▶ Strategy Implementation - Putting Strategy into Action
  - ▶ Understanding the challenges of translating strategy into actionable steps
- ▶ Practical Session - decomposing strategy into actionable components
  - ▶ Breaking down strategy using the example of your company's mission, vision, and values
  - ▶ Developing a business plan with high-level goals

- ▶ Decomposing into business objectives
- ▶ Assigning roles and responsibilities for each strategic objective
- ▶ Concluding Remarks on Day 1

### Day 2. Deep Dive into Strategic Choices and Strategic Change Management

- ▶ Strategic Choice: How to Ensure You Make the Right Strategic Choice?
- ▶ Practical Session on Using the JSW Model for Making Strategic Choice:
  - ▶ Selecting among strategic alternatives and evaluating the proposed strategy based on three criteria
- ▶ Understanding the Concept of Strategic Drift and its potential early indicators
  - ▶ How to prevent strategic drift?
  - ▶ Intrapreneurship & Entrepreneurship in the context of strategic opportunities & innovations
  - ▶ The role of adhocracy in fostering innovation.
- ▶ Interactive Session (optional): Brainstorming on how to apply intrapreneurial principles within the company
- ▶ The role of transformational leaders and importance of effective strategic change management approach. Introduction to change management frameworks
- ▶ Concluding remarks and follow-up recommendations

## Training objectives

- ▶ Introduce participants to the key aspects of strategic planning and its application in rapidly changing business environments
- ▶ Explore modern approaches to strategic analysis, choice, and implementation, including Mintzberg's 5Ps and the Johnson, Scholes, and Whittington (JSW) model
- ▶ Develop practical skills in strategic analysis, strategy formulation, and breaking strategies down into actionable steps
- ▶ Master methods for identifying and preventing strategic drift and managing change using proven frameworks
- ▶ Discuss the integration of intrapreneurship principles and innovative approaches to enhance a company's competitiveness



## Training outcomes

- ▶ A clear understanding of strategic planning
- ▶ Ability to use tools for analyzing the internal and external environment, such as PESTEL, SWOT, and Porter's Five Forces
- ▶ Flexibility in strategy implementation
- ▶ Methods to identify and prevent strategic drift
- ▶ Insight into change management
- ▶ Understanding how intrapreneurship and adhocracy can support the development and implementation of innovations within a company.
- ▶ Training materials in electronic form
- ▶ Professional recommendations from an expert trainer
- ▶ EY Academy of Business certificate

## Training process

- ▶ Lecture format with practical exercises
- ▶ Participation in group assignments, brainstorming sessions, voting, etc.
- ▶ Completion of practical tasks assisted by a tutor
- ▶ Analysis of assignment results, step-by-step monitoring of task completion

## Trainers

The training is conducted by the team of business trainers from EY Academy of Business. Trainers possess rich practical experience and international qualifications such as ACCA, ACCA DipIFR(Rus), CFA®, CIA®, CIMA®, DipIPSAS, IPMA®, MBA, MBTI®, PMP®, and others.

To request the trainer's CV and ask questions about the training, email: [academy@kz.ey.com](mailto:academy@kz.ey.com)

## Target audience

- ▶ Senior and middle managers responsible for strategy development and execution
- ▶ Business owners and entrepreneurs seeking to enhance strategic management efficiency
- ▶ Heads of functional departments involved in strategic planning and organizational changes
- ▶ Consultants and professionals in strategic management and organizational development
- ▶ Managers operating in rapidly changing markets

## Participation options

### Open Format

The training is conducted according to the schedule of EY Academy of Business from 10:00 to 17:00 with a lunch break and two coffee breaks.

### Corporate Format

The program can be adapted and conducted specifically for your company.

- ▶ Preliminary analysis of training needs, goal setting, and task definition
- ▶ Flexible approach to choosing the venue, dates, and times of training sessions
- ▶ Adaptation of training considering industry specifics
- ▶ Training results report available upon client's request



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with confidence**