



Support for the development of strategy

Added value for customer

- Systematic view of the organisation's processes beyond the operative component
- Long-term focussing of objectives, self-positioning by creating a transparent mission statement

Objective

Development of strategic positioning and determination of strategic (long-term) objectives.

Contents

- Basic strategic analysis; application of strategic instruments (SWOT analysis, portfolio analysis, competition analysis, etc.)
- Identification, definition and determination of resources
- Definition of a target profile (internal and external long-term view) taking basic management strategies into account (e. g. performance, cost, innovation, copy leader, etc.); summary in a strategy paper

Example

- Basic analysis in the organisation through interview techniques and analysis of documents
- Sector and competition analysis
- Strategy development workshop

Facilitation of an EFQM self-assessment

Added value for customer

- Introduction of an instrument for analysis of the organisation's development status on its way to excellence
- Organisation-wide identification of strengths and opportunities for improvement
- Strategic positioning of the organisation in top management
- Coordinated improvement actions with continual monitoring
- Impulse for further development beyond day-to-day business

Objective

Comprehensive identification of the strengths and potentials of the Organization on the basis of the EFQM model and systematic conclusion of improvement projects and measures.

Contents

- Methods, advantages and benefit of EFQM self-assessment are presented in a workshop
- The participants are given basic information on the objectives and structure of the EFQM model
- The criteria are presented and evaluation is explained
- Self-assessment of own organisation is performed in a facilitated workshop with identification of strengths and opportunities for improvement
- Finally, the identified areas for improvement are prioritised objectives are derived

Example

- 1st day: EFQM basics with practical exercises and definition of actions for preparation and planning of data collection and self-assessment; appointment of criteria owners and of a self-assessment team
- In between 1st and 2nd day: data collection by criteria owners
- 2nd, 3rd and 4th day: self-assessment based on data collection. Determination of strengths and opportunities for improvement for the organisation. Prioritization and derivation of objectives

Balanced Scorecard

Added value for customer

- Systematic approach to BSC implementation with experienced external experts and management awareness of the advantages of this systematic approach
- Implementation of a SWOT® analysis (strengths, weaknesses, opportunities, threats) for the organisation
- Development of the organisation's vision and mission statements as well as concrete, measurable and commonly agreed strategic objectives and measures for the organisation in a fact-based balance for the BSC perspectives
- Transfer methods for translating strategic objectives from the BSC into operative objectives
- Integration of the BSC within a comprehensive management system and continuous feedback mechanism as an integral element of BSC implementation

Objective

Installation of BSC as a strategic control instrument for the organisation.

Contents

- Structure, contents and significance of BSC
- Methods, advantages and value for strategic positioning of the organisation
- Vision / mission statements and strategic success factors for the organisation
- Perspectives and links in the BSC (financial, customer, internal business processes, learning & growth)
- Identification of strategic objectives, performance measures and promoters
- Application of supporting analysis methods (SWOT® analysis, cause-effect analysis)
- Determination of long-term objectives in a structured and systematic way
- Systematic translation of strategic objectives into operative objectives
- Integration of BSC into a comprehensive management system

Example

4-day workshop:

- BSC basics and qualification of the participants with practical exercises
- Development of the basic structure of a BSC and the organisation's vision and mission statements, strategic objectives and measures
- Selection of participating members from the organisation

Organisation of a benchmarking group

Added value for customer

- Improved assessment of own performance in comparison with competition or best-practice organisations
- External impulse for continual improvement
- Benchmarking against „best in class“ or „business excellence“ and implementation of „best practices“

Objective

Self-positioning and systematic closing of identified benchmarking gaps.

Contents

- Initiation and organisation of a benchmarking group
- Intensive exchange of experiences on selected benchmarking objects
- Presentations by participants, identification of „best practices“
- Identification of strengths and opportunities for improvement in workshops

Example

- Select suitable organisations for a benchmarking group
- Select suitable benchmarking object
- Coordinate and prepare initial group meeting
- Facilitation for benchmarking group
 - introduction to benchmarking basics
 - presentations by participants on benchmarking object
 - best practice workshops
 - identification of strengths and opportunities for improvement for each organisation
- Support for definition of objectives and planning of actions to close the benchmarking gap)
- Optional: facilitation of successive meetings on further issues

Management by objectives

Added value for customer

- Structured and systematic approach to management by objectives
- Creating awareness among management and people for the advantages and the value of comprehensive management by objectives
- Comprehensive analysis of prioritised objectives for the organisation
- Determination of concrete, measurable and commonly agreed objectives for the organisation
- Transfer methods translating strategic objectives from the Balanced Scorecard into operative objectives
- Integration of management by objectives into a comprehensive management system
- Continual monitoring of objectives as an integral element of the implementation of management by objectives

Objective

Installation of management by objectives as an operative control instrument for the organisation.

Contents

- The workshop demonstrates structure, contents and methods of management by objectives as well as its advantages and value for the operative positioning of an organisation
- The analysis of strengths and opportunities for improvement in the organisation is implemented
- A structured prioritisation process of the opportunities for improvement leads to relevant objectives
- Actions, responsibilities, dates and measures are defined for the determined objectives
- Further subjects: communication of the operative objectives to the relevant areas of the organisation
- A monitoring and controlling process for the objectives is also presented

Example

- Day 1: basics of management by objectives with practical exercises. Definition of actions for the preparation and planning of the analysis of strengths and potentials, and agreement on responsibilities.
- In between day 1 and 2: Preparation of the strengths and potentials analysis by those responsible for the objectives.
- Days 2 and 3: Presentation of the strengths and potentials analysis for the organisation. Prioritisation and definition of objectives with actions, responsibilities, dates and measures.

Workshop key-account management (KAM)

Added value for customer

- Safe and systematic approach to KAM with experienced external support
- Awareness of executives and employees for market, customers, competitors and own organisation
- Concrete, measurable, commonly agreed strategies and objectives for KAM

Objective

Installation of key-account management, including definition of strategies and objectives for KAM.

Contents

- Introduction and KAM basics
- Types of KAM
- Responsibilities and role of the KA manager
- Methods for structuring and developing KAM
- Create awareness for future business development, development of mission statements with external and internal analyses (e. g. SWOT), understand overall view and support the exchange of information
- Practical exercises
- Implement within own organisation

Example

1.5 days workshop for up to 15 participants