



MARKETING
INSTITUTE OF
SINGAPORE

BUSINESS MANAGEMENT

Strategic Thinking for Developing Business Plan

Why You Should Attend This Course:

To think strategically means more than just doing a plan and trying to execute it. Companies and organisations which do a good job at thinking strategically are able to do so because of these key factors:

- 1) They have a planning process which looks at all internal and external factors which will help to develop the strategy.
- 2) They have a working environment where ideas are challenged at any level by any level.
- 3) Executives are able to see the trends affecting their business because they are highly informed from a wide variety of sources.
- 4) Have the necessary skills needed to develop and execute the direction that is needed for the organisation to succeed.

About 70% of the Fortune 1000 companies use the Balanced Scorecard to help them manage their performance. The ability to change requires great effort on the part of the company executives to spend time thinking. Thinking cannot be done on the go; it has to be a structured process, which leaves nothing out.

This course is designed to help you develop key insights into Balanced Scorecard management philosophy. Balanced Scorecard performance management principles affect not only your manufacturing operations but also other areas in Sales & Marketing, Finance, Technology and HR. Through interactive presentations, case studies and executive games, you will learn how to identify and drive Balanced Scorecard driven strategic initiatives across all these areas. You will also gain a critical understanding of Balanced Scorecard tools & best practices and how to use them collectively to drive business benefits.

Learning Outcome:

- Understand the importance of strategic planning and how to use BSC to establish a long-term plan and an annual budgetary process
- Identify the macro and micro environmental forces likely to affect the future decisions
- Create possible scenarios for each department of the organisation that reflect critical drivers, environmental forces and uncertainties in each of the decision areas identified
- Review and understand how to create strategic planning framework
- Review and revisit the vision, mission & strategic goals of the organisation, the divisions and departments
- Develop and improve the departmental strategic plans using the overall framework and approach to ensure proper alignment with the corporate-level plan
- Identify critical success factors and develop a strategy map for achieving business performance goals
- Understand the Basics of the Balanced Scorecard & its benefits
- Create and develop the strategic plan & map for the organisation & departments
- Understand Lead & Lag indicators and develop key performance indicators

Course Outline:

Understanding & Creating a Balanced Scorecard as a Framework for Business Performance Result

- Origin & Evolution of Balanced Scorecard
 - Why it is important
- Barriers to Implementing Strategy
- Benefits of a Balanced Scorecard
 - A measurement tool
 - A communication tool
 - Common pitfalls in developing & implementing Balanced Scorecard

Scenario Planning to Develop a Direction & Strategic Foundation

- What is a Strategy?
- Stages of Strategic Planning & Process
- Strategy Development & Formulation
 - Thinking, Planning & Implementation
- Strategic Thinking Model:
 - SPECCTRe Analysis: Rank the forces by importance & uncertainty
 - SWOT: An analysis of the organisation/departments capabilities dealing with these changes/challenges
 - Analysing & Modifying our mission, vision & corporate values

Date:

9–10 Apr 2012
18–19 Jun 2012

Course Fees:

S\$780.00

MIS MEMBER:
20% OFF

For Course Enquiries

Web:
www.mis.org.sg/seminars

Email:
seminars@mis.org.sg

Tel:
6327 7586 / 583/ 582

Fax:
6327 9741

51 Anson Road #03-53
Anson Centre (S)079904



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Identifying our Strategic Issues & Goals for the next 3 years

- What are Strategic Goals?
- Creating Strategic Goals that
 - have clear outcomes
 - are focused on what the customers/stakeholders expect
 - are at a strategic level
 - are manageable in numbers

Mapping Out the Strategy to Achieve Business & Operational Objectives

- Strategy Map: Cause & Effect Relationship
- Developing a Strategy Map
 - Creating Drivers & Outcomes to Match Business Model
 - Benefits of the Strategy Map
 - Balancing Financial & Non Financial: Lead & Lag
- Group work: Creating Strategy Maps for Each Department

Extending Maps into Measurements, Targets, Initiatives & Budget

- Establishing Strategic Performance Indicators
- Financial Perspective
 - Basic Strategic Themes
 - Measuring Strategic Themes
- Customer Perspective
 - Customer and Market Segment
 - Value Proposition
 - Core Customer Measures
 - Linkage with Financial Perspective
- Internal Business Process Perspective
 - Operations Management Processes
 - Customer Management Processes
 - Innovation Processes
 - Regulatory and Social Processes
 - Core Objectives and Measures
 - Linkages with Financial and Customer Perspectives
- Learning and Growth Perspective
 - Human Capital
 - Information Capital
 - Organisation Capital

Critical Success Factors for the Section & Units

- How to plan and execute the Process across the department
- Group work: Bsc Metrics for Head & Unit Head
- Setting Objectives, Targets, Initiatives & Budget
- Group work: Individual Team
 - Identify what difference we are trying to make
 - Create critical success factors
 - Ensure proper alignment with the Corporate-Departments level
- Performance Chart for Monitoring
- Key Learning Points for Implementing BSCs & Integrating with Performance Management

Trainer's Profile:

Tina McDowell has been a trainer and consultant for the past 23 years. She has helped hundreds of people realise their potential as employees for their organisations. By making her courses highly participative, she instills a certain flavour of excitement in participants to improve at their jobs. In 1997 she inspired a group of people in Union Carbide to win the Chairman's award for winning behaviours, productivity and costs saving.

Her experience includes working with senior executives, permanent secretaries in government departments and private sectors on developing strategic plan and balanced scorecard to support the National Development Plan. She also conducts assessment of senior executives to help them identify projects and development programmes before taking on key management responsibilities.

She has also done consulting work in many of the Asean countries including Singapore, Malaysia, Brunei, Thailand, Hong Kong, Indonesia, Taiwan, Korea, China, and Philippines.

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REGISTRATION FORM



EXECUTIVE DEVELOPMENT PROGRAMMES

Register online at www.mis.org.sg/seminars or fax form to 6327 9741

Register for 3 or more participants and enjoy 5% discount!

Strategic Thinking for Developing Business Plan

9–10 Apr 2012 18–19 Jun 2012 (9.00am to 5.00pm)

S\$780 (subject to 7% GST)

Includes lunch & refreshments

***Approved for SDF funding**

Please indicate if you wish to apply Yes No

Participant(s) Name	Designation	E-mail	Contact No.
1)			
2)			
3)			
Company:			
<input type="checkbox"/> Member (MIS Membership No):		<input type="checkbox"/> Non-Member	
Billing Address:			
Contact Person:		Designation:	
Tel:		E-mail:	
How did you know about this course? (You may tick more than one)		<input type="checkbox"/> e-Newsletter (pls specify sender): _____ <input type="checkbox"/> Print ad (pls specify publication): _____ <input type="checkbox"/> Received brochure through direct mail <input type="checkbox"/> Received brochure at event (pls specify): _____ <input type="checkbox"/> Search engines (pls specify): _____ <input type="checkbox"/> MIS website <input type="checkbox"/> i-Marketer portal <input type="checkbox"/> Word-of-Mouth/Recommendation (pls specify): _____ <input type="checkbox"/> Others (pls specify): _____	

Administrative Details

Registration

Register Online @ www.mis.org.sg/seminars

The fastest and most effective way to register for our courses is via our online registration form.

Register via Email or Fax

A place will be reserved for you upon receipt of your registration. Registrations should be sent at least two weeks before course commencement. A confirmation email will be sent to you two weeks before the course.

Payment

Payments are to be made in Singapore Dollars (SGD) and subjected to prevailing GST. Please make your payment either by cheque or GIRO upon receiving our invoice. All cheques should be crossed and made payable to "Marketing Institute of Singapore" with the invoice no. indicated on the back of the cheque. Any bank charges incurred as a result of bank/telegraphic transfers will have to be borne by the company. Fees are inclusive of course materials, certificate of participation, lunch & tea breaks.

MIS Member Discount

Corporate and Individual Members of MIS are entitled to **20%** discount on all Executive Development Programmes. For membership enquiries, email: membership@mis.org.sg.

Group Discount

Companies are entitled to **5%** discount for sending 3 or more participants to the same course on the same date.

Course Venue

All courses will be held at the Marketing Institute of Singapore, 51 Anson Road #03-53 Anson Centre Singapore 079904 unless otherwise stated.

SDF Training Grant (for SDF-Approved Courses)

- To apply for SDF funding, companies have to submit the training grant application for their employees on SkillsConnect within the stipulated timeline. SDF funding is subject to WDA's approval. For details, please visit www.skillsconnect.gov.sg.
- In the event that the SDF funding is rejected, the company will be liable to pay MIS the balance amount.
- Participants who wish to apply for SDF are required to indicate this on the course registration form.

Withdrawals / No-Show

For any withdrawals or cancellation, participants will be subjected to the following charges:

Notice Period	Withdrawal / Cancellation Charge
More than 14 days	No charge
Less than 14 days	25% of course fee
Less than 3 working days or No-Show	100% of course fee

Replacements from the same company are allowed.

Cancellation

Marketing Institute of Singapore reserves the right to change or cancel the course due to unforeseen circumstances.

Customised In-House Training

Courses can be custom-designed to suit your department/organisation's unique training requirements. Please contact us for enquiries. Email: seminars@mis.org.sg or call 6327 7586 / 583 / 582.

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