

SAVE UP TO 40% WITH  
CUSTOMISED INHOUSE TRAINING  
See inside



Two separately bookable seminars

www.conferenz.co.nz

# Strategic Foresight, Trends Analysis and Evaluation

Make sense of your environment through effective strategic analysis

➔ 24th and 25th March 2010, Duxton Hotel, Auckland | 12th and 13th April 2010, Duxton Hotel, Wellington

## ➔ KEY LEARNING OUTCOMES

- Be able to link strategic thinking, decision making and planning
- Gain an understanding of foresight and how it can be used within your organisation
- Learn to use foresight, scenario and futures tools to assist in strategy development and implementation
- Understand the forces that are shaping the future for your organisation or industry
- Apply foresight to successful policy and planning
- Have a range of tools to overcome obstacles

# Linking Strategy to Corporate Success

Every delegate will receive a complimentary copy of Stephen's book - "The Strategy Pathfinder"

➔ 21st and 22nd April 2010, Rydges Hotel, Auckland | 28th and 29th April 2010, Museum Hotel, Wellington

## ➔ KEY LEARNING OUTCOMES

- Gain an innovative introduction to what good strategy has come to be about
- Understand essential pathways through the strategy jungle
- Experience real-life case illustrations drawn from Africa, the Americas, Asia, Europe and Oceania to bring out key strategy themes
- Understand classic frameworks and the latest thinking combined into a toolkit with which to approach and structure any strategic scenario
- Gain an understanding of the language and theories often used by consultants and recent business graduates to enable you to better manage and constructively critique their recommendations
- Develop a focus not just on designing strategy but on communicating strategy and involving others in the process of developing clear strategies in your organisation
- Discover the ability to become an active 'producer' of your own unique strategies, rather than a passive consumer of others' ideas

## ➔ TRAINERS:

**Kevin Oldham**, Director,  
NEXT Corporation

**Stephen Cummings**, Professor,  
Victoria University



NZ's leading business training experience

**Conferenz**  
Management Training

REGISTER TODAY! Phone (09) 912 3616 | Fax (09) 912 3617 | Internet www.conferenz.co.nz | Email register@conferenz.co.nz

# Seminar One: Strategic Foresight, Trends Analysis and Evaluation

Make sense of your environment through effective strategic analysis

➔ 24th and 25th March 2010, Duxton Hotel, Auckland | 12th and 13th April 2010, Duxton Hotel, Wellington

## Introduction to Strategic Foresight

- Overview and objectives of course
- What is strategic foresight
- Elements of strategic foresight
- **Case studies:** The use of foresight around the world (Nokia, Shell)

## Introducing foresight tools for strategic management

## Strategy & Intellectual Architectures

- Key Strategic Concepts
  - Horizons
  - Mental Models
  - Strategic Architecture
- **Case Study** – Pitney Bowes

## Horizon/Environmental Scanning Scanning and Trendspotting

- PESTE/STEEP Analysis
- Understanding environmental scanning
- Lead indicators
- Tipping points
- **Case Study:** Using Foresight to Engage Gen Y in a Caribbean Island Nation State

## Future Awareness

- Foresight research
- Understanding weak signals of change
- Evaluating information effectively
- Technology roadmapping
- Wildcard Events
- Applying foresight to risk management and contingency planning
- **Case Study** - The Law of Unintended Consequences

## Scenarios and scenario planning

- Understanding trends and megatrends
- What are scenarios?
  - Policy Scenarios
  - Macro Scenarios
  - Advocacy Scenarios
  - Supply/Demand Scenarios
  - Company Competitive Position Scenarios
- **Case Study:** Energy Sector in New Zealand

## Strategic Planning

- Components of a strategic plan
  - Foresight plans
  - Strategic planning alignment

- Operational integration plan

## Putting Strategy into Practice

- What differentiates strategy from forecasting and planning?
- What differentiates good strategy from great strategy?

## Making it Real - Putting Strategy into Practice

- How to get engagement
- The “burning platform”
- Tools to overcome blocks
- Using simulations to break down silo thinking
- Developing the roadmap
- Implementation and review

## Pulling it all together

FutureSim Exercise - simulation of a real world issue.

## Gold Nuggets

- Round up of key learning using the Gold Nuggets tool.

## Foresight and change

## ABOUT YOUR COURSE TRAINER:

**Kevin Oldham, Director, NEXT CORPORATATION**



Kevin has a proven track record of success in innovation, business development and management.

Kevin holds a Master of Engineering (Canterbury) and Bachelor of Engineering (1st class honours, Canterbury). He has also completed the Executive Development Programme, Cornell University, NY, 1998. He is a Director of NEXT Corporation and a member of the Institute of Directors.

Kevin joined NEXT from Maunsell International consulting group where he was a senior executive and Director of Environment. Kevin brings over 25 years experience in executive management and leading professional consulting services teams in strategic planning and environmental and infrastructure project delivery.

He has proven skills in capability development and training of business personnel at all levels. He recruited, and developed a highly successful business with over 40 staff and received exceptional ratings from staff, colleagues, and managers in 360 degree feedback.

Kevin initiated innovation programmes leading to many project awards for Maunsell and progressively assumed wider responsibilities for Maunsell environmental services delivery in New Zealand, Australia and Asia. He was on the board of Meritec Limited 1997-2002 and chaired the Audit Committee from 2000-2002.

## ABOUT YOUR COURSE TRAINER:

**Stephen Cummings, Professor, VICTORIA UNIVERSITY**



Stephen Cummings is Professor of Strategy at Victoria University in Wellington, New Zealand, and Distinguished Visiting Professor at Trinity College Dublin. He is also a regular lecturer on MBA

and executive programmes at a number of other universities and institutes, including Warwick Business School, UK; Vlerick Management School, Belgium; Ecole Nationale des Pont et Chaussées, Paris; Chinese University Hong Kong; and, Ecole Hassania, Morocco.

Stephen is the author of *Recreating Strategy* (London, 2002), *Images of Strategy* (Oxford, 2003), and *The Strategy Pathfinder* (Oxford, 2007) and has developed and taught on executive programmes for corporations such as HSBC, GKN Westland, Philips, The Financial Times, Corus, Wellington City Council and Prudential.

## The book on which the programme is based: THE STRATEGY PATHFINDER

DUNCAN ANGWIN (Warwick Business School), STEPHEN CUMMINGS (Victoria University of Wellington) and CHRIS SMITH (University of Adelaide) Blackwell, Oxford 2007

## Praise for the book:

*“Do we really need another book on strategy? Well ‘The Strategy Pathfinder’ is one with an attitude! Its effective use of an impressively broad range of micro-cases that cover the main concepts of business strategy give a succinct and very practical approach to the subject.”*

- Peter Hagström, Stockholm School of Economics.

*“The Strategy Pathfinder offers a delightfully innovative, systematic and refreshing new approach to developing strategic management skills.”*

- Robert M. Grant, University of Georgetown, Washington

*“A unique and innovative approach to developing knowledge and capabilities in strategic management.”*

- Michael A. Hitt, Texas A&M University

*“A lively, dynamic, and open text that brings people into strategy making in a way that should encourage readers to pursue the ideas further for themselves.”*

- David Collis, Harvard Business School

## Seminar Two: Linking Strategy to Corporate Success

➔ 21st and 22nd April 2010, Rydges Hotel, Auckland | 28th and 29th April 2010, Museum Hotel, Wellington

Every delegate will receive a complimentary copy of Stephen's book - "The Strategy Pathfinder"

### Introduction

- Understanding strategy
- Why the best plans are often bad strategy
- The art of communicating strategy
- Pathways to strategic advantage

### Reading the environment

Organisations are subject to a wide range of influences from the outside environment. This session will investigate macro shocks outside of the influence of the organisation and their impact on your corporate strategy, their consequences, prediction tools and how you can plan for the future.

- PEST analysis
- Scenario planning
- Fast failing
- Icarus paradox
- Corporate agility
- Punctuated equilibrium
- **Case Study:** Strategy at War - British v French 15thC; British v Maori 19thC

### Stakeholders: Who are we trying to please?

This session will look at who the influences, movers and shakers are when it comes to your organisations strategy. Gain an understanding of who runs the organisation and for whom it is run and what it means for your strategic decision making.

- Stakeholder analysis
  - Who influences strategy?
  - How can different interests be managed?
- Power/interest matrix
- Public vs private ownership
- Role of the CEO
- Corporate social responsibility
- When to use consultants
- **Case Study:** Live Aid and the Lions and ticket scalping

### Surveying the Industry Terrain

This session will give you an understanding of the industry you operate in, what are its strategic drivers, where is it in its life cycle, and who you are competing with and its influences on your strategy.

- Industry margins
- Industry Structure: Perfect & imperfect competition
- Industry Forces/Porters 5 Forces
- Understanding Industry Life Cycles
- Value nets
- Co-optition/complementors
- **Case Study:** From gooseberries to kiwis to Zespri

### Corporate strategy: The big picture

Take a look at the big picture of your organisations strategy, why does your organisation exist? What business should it be in? and how can you add value to the organisation?

- Mergers and Acquisitions
- Why does the Multibusiness (M-form) structure exist?
- Portfolio management strategies
- Parenting advantage
- BCG matrix
- Diversification matrix
- **Case Study:** BMW's hits and misses

### Strategic positioning

Why do some firms in the same industry continually outperform others performing a similar role? The answer can often lie in the organisations competitive advantage and strategy. This session will give you the tools you need to determine your position relative to your competition.

- Value chain
- Generic strategy matrix
- Competitive advantage
- Strategy clock
- Resource-based view of the firm
- VRIO analysis
- **Case Study:** Stella Artois and friends

### Living strategy

This session will explain how organisational strategy is shaped as much by relationships as it is economics, and the social capital that they create. Gain an insight into the strengths and pitfalls of your organisations relationships with the outside world.

- Using Systems Thinking in your organisation
- The Knowledge Society and Learning Organisation
- Making the most of your social capital
- Using storytelling as a strategic tool
- Emergent strategies
- The Balanced scorecard approach
- **Case Study:** Honda motorcycles in the USA

### Corporate character

What makes your organisation stand out from a market of organisations offering similar products or services? This session will look at the importance of national culture, context and the drivers of your organisations culture – and the impact that they have on your strategic decision making processes.

- National culture & context
- Porter diamond
- Seven-S framework
- Cultural web
- Vision, mission & core values
- **Case Study:** Prudential and H.O.P.E

### Crossing borders: Exploring new markets

This session will examine the impact of internationalisation and globalisation on organisations and their strategy. Explore why organisations move across international boundaries, why some countries have advantages over others, methods of entry and suitable structures for internationalised organisations.

- Localization/Globalization
- Absolute advantage
- Comparative advantage
- Strategic arbitrage
- International product life-cycle
- International business structures
- **Case Study:** Italians, cell-phones, Ikea

### Guiding change

Levels of change can sometimes go beyond an organisations ability to cope. This

session will give insights into how we can measure, react to and influence change in and organisation, and its impacts on your strategy.

- Kotter's 8 steps & Conventional Models
- Other less conventional change models
- Change management needs & styles
- Understanding the instigators of change - Leadership locus
- Managing the modes of resistance to change
- Blending strategic change and continuity
- **Case Study:** Pringle knitwear

### Sustaining advantage

Sustainable advantage is about more than sustaining your competitive advantage in the market place, but also about how should a firm act as a good corporate citizen. Are your responsibilities just to share holders – or all of your stakeholders?

- Sustainable competitive advantage
- Understanding the triple bottom-line of economic, environmental and social performance
- How can your organisation be a socially responsible corporate citizen?
- Business and sustainable development
- Business ethics
- **Case Study:** Handi Ghandi Curries

### The maverick: Recreating strategy

"You don't want merely to be the best of the best – you want to be considered the only ones who do what you do" Jerry Garcia – The Grateful Dead

There is no formula to follow to become a maverick organisation, redefining the industry you operate in, but there are ways to foster a strategic maverick culture.

- S-curves
- Value innovation
- Creativity & diversity management
- Next practice
- Unique moments
- Organigraphs and value chimera
- **Case Study:** From best practice to next practice



## CUSTOMISED IN-HOUSE TRAINING

If you have a number of staff in your organisation who require training, Conferenz also offers customised in-house training solutions. Contact us now to discuss how you can SAVE UP TO 40% on public training costs.

To view a current list of all seminars visit [www.conferenz.co.nz](http://www.conferenz.co.nz) or contact Michael Earley on (09) 912 3610, email [mike@conferenz.co.nz](mailto:mike@conferenz.co.nz)



## KEEPING YOU INFORMED BY EMAIL

### Seminar Alert

To meet your training needs we are constantly scheduling new training events and repeat dates for our top courses. Keep informed of all new dates by subscribing to Seminar Alert - our training email.

### How to subscribe to this and our other email services

Visit [www.conferenz.co.nz](http://www.conferenz.co.nz) and click on the email subscription banner on the home page or call us on (09) 912 3616

Subscribe now and help us communicate with you quickly, efficiently and sustainably.

Printed on paper produced by a Third Party Certified Mill that follows stringent environmental standards and sources wood products from Certified Well Managed Forests that promote sustainable afforestation.

# Strategic Foresight, Trends Analysis and Evaluation

# Linking Strategy to Corporate Success



©2009 Copyright Conferenz Ltd

SEMINAR: SC092/SD014 A B C D E F G H I J K L M N O P Q R S T U V W X Y Z

## 1st Delegate

Name (Mr/Ms/Mrs/Miss/Dr) \_\_\_\_\_  
First name Last name

Position \_\_\_\_\_ Email \_\_\_\_\_

Strategic Foresight, Trends Analysis and Evaluation  Linking Strategy to Corporate Success

Select City: Auckland  Wellington

## 2nd Delegate

Name (Mr/Ms/Mrs/Miss/Dr) \_\_\_\_\_  
First name Last name

Position \_\_\_\_\_ Email \_\_\_\_\_

Strategic Foresight, Trends Analysis and Evaluation  Linking Strategy to Corporate Success

Select City: Auckland  Wellington

## 3rd Delegate

Name (Mr/Ms/Mrs/Miss/Dr) \_\_\_\_\_  
First name Last name

Position \_\_\_\_\_ Email \_\_\_\_\_

Strategic Foresight, Trends Analysis and Evaluation  Linking Strategy to Corporate Success

Select City: Auckland  Wellington

## Company Details

Company Name \_\_\_\_\_

Postal Address \_\_\_\_\_

City \_\_\_\_\_

Telephone \_\_\_\_\_ Fax \_\_\_\_\_

Approving Manager \_\_\_\_\_

Job Title \_\_\_\_\_ Email \_\_\_\_\_

Name of Booking Contact \_\_\_\_\_

Phone \_\_\_\_\_ Email \_\_\_\_\_

## Course Details

	EARLY-BIRD SAVER <small>Register &amp; Pay BEFORE date below*</small>	FULL PRICE <small>Register &amp; Pay AFTER date below*</small>
<b>Strategic Foresight, Trends Analysis and Evaluation</b>	\$1895 plus GST SAVE \$100 (3 Feb 2010)	\$1995 plus GST (3 Feb 2010)
<b>Linking Strategy to Corporate Success</b>	\$1995 plus GST SAVE \$100 (3 Mar 2010)	\$2195 plus GST (3 Mar 2010)

## TEAM DISCOUNTS

These combinations entitle you to either go on each course or you can go on one and your colleague(s) can attend the other(s). Delegates must be from the same organisation and bookings made at the same time.

**Attend any 2 seminars and save \$500,  
attend any 3 seminars save \$1000**

Conferenz is a Leading Light sponsor of:  
www.kidscan.org.nz



Conferenz is a member of the Sustainable Business Network and we constantly seek ways in which to improve business practice and minimise the effects on the environment.



## HOW TO REGISTER

### Step 1:

Phone us and we will take your registration over the telephone  
**TELEPHONE:** (09) 912 3616

OR

**REGISTER ONLINE:**  
www.conferenz.co.nz

**EMAIL:**  
register@conferenz.co.nz

OR

**FACSIMILE:** (09) 912 3617

OR

### POST:

Send your registration form to:  
 Conferenz Ltd  
 Freepost 83430, PO Box 31 506, Auckland 0741

A tax invoice will be issued upon receipt of registration. **Payment must be received before the event to secure your place.**

**Registration is for named delegate only and cannot be shared.**

## HOW TO PAY

Our preference is for you to either, direct credit or mail a crossed cheque.

Either:

- **DIRECT CREDIT**  
 Direct credit to our bank account (please supply details of remittance)  
 BANK: The National Bank, North Shore Corporate  
 ACCOUNT NAME: Conferenz Ltd  
 ACCOUNT NUMBER: 060273-0228588-25
  - **PAY BY CHEQUE**  
 Post a crossed cheque payable to Conferenz Ltd
  - **PAY BY CREDIT CARD**  
 We accept most major credit cards. Please contact our office directly on (09) 912 3616 if you wish to use this method of payment, or register online for this event at [www.conferenz.co.nz](http://www.conferenz.co.nz)
- GST.No. 66-938-654

### What happens if I have to cancel?

Should you be unable to attend, a substitute delegate is welcome. Alternatively, a full refund less \$300+GST service charge, per registrant, will be made for cancellations received in writing (letter, fax or email) up to ten working days prior to the event. Regrettably, no refund can be made less than ten working days prior to an event. Delegates are responsible for their own travel/accommodation bookings and no compensation will be made should the seminar be rescheduled or cancelled.

Please Note: Conferenz Ltd reserves the right to make any amendments that we may deem to be in the best interest of the seminar.

**PRIVACY ACT - Please Note:** Names recorded above may, from time to time, be provided to other organisations for the purpose of disseminating their product information by mail.

- I would like to change the details on my address label
- I no longer wish to receive information on future Conferenz events
- I do not want to receive information from other organisations