



# STRATEGIC INSIGHTS PROGRAM

Today's fast paced, complex business environment requires leaders to effectively formulate and communicate strategic direction up, down and across the organization. Too often strategy formulation is a yearly exercise—seldom referenced and often separated from operating activities. At Insight Experience, we understand that world class leaders integrate strategic insights on a weekly, if not daily, basis and believe it is best learned by applying these concepts in a realistic, dynamic business environment and examining the results for the organization, the customer and the competitive environment.

## Program Description

The Strategic Insights Program is targeted to leaders who both formulate and execute business strategy. The program challenges participants to:

- evaluate the business environment, including customer, competitors and market dynamics
- understand core competencies
- identify gaps
- prioritize and sequence activities
- manage key stakeholders
- manage organizational change
- communicate strategic direction up, down and across the organization,
- drive accountability
- and incorporate strategic thinking into everyday tasks



Using a blend of pre-program assignments, strategic and analytical models, a multi-disciplined business simulation, instructor-led classroom discussion and post-program application activities, participants explore tools for formulating, communicating and integrating strategy with day-to-day action. The classroom event (typically 2.5-3 days) is anchored by the Strategic Insights business simulation, and includes team-based decision making, facilitated group discussion, targeted exercises and executive involvement. Participants step into the role of General Manager of an end-to-end business overseeing Sales and Marketing, Service, Production, Design, and Finance and Administration.

Teams compete directly with one another in the simulated marketplace, allowing participants to experience, first hand, the dynamic and relative nature of strategic positioning. The program encourages leaders to think about short term and long term market dynamics, choosing appropriate strategic metrics, articulating and monitoring key assumptions, evaluating organizational readiness for change and communicating strategic decisions more effectively. By integrating a rich business simulation with conceptual descriptions and real world examples, participants gain a deep understanding of many of the choices and tradeoffs they will encounter as they define market and organizational strategic direction for a complex business. They will also have an opportunity to reflect on their personal strengths and blind spots in a risk-free environment, and receive candid feedback from peers and facilitators about their leadership performance.



### Impact

As a result of participating in this session, participants will make better long-term and short-term decisions by:

- Evaluating the impacts of competitive, customer and technological changes on the marketplace and the resulting opportunities and challenges
- Experiencing the dilemmas of balancing long term strategic alignment with ongoing business performance
- Identifying and evaluating investment decisions in a resource constrained environment
- Prioritizing and sequencing activities to maximize business results over multiple time horizons
- Communicating with and engaging employees and peers – directly and indirectly – to achieve strategic goals
- Experiencing a General Manager’s perspective on running a business.

### Core Content

The Strategic Insights course presents concepts from two perspectives: Strategic and Interpersonal. Throughout the program, participants learn and apply strategic thinking to drive financial performance. Participants are prompted to consider and develop plans to support strategic decisions about where to compete, how to operate, how to differentiate themselves relative to competition, and how to sequence and prioritize investments.

In addition to the strategic market perspective, this program also reinforces a strategic perspective on organizational challenges, e.g. defining direction, aligning activities and managing change.

### Business Simulation Overview:

This computer-based business simulation challenges leaders to make decisions across business functions in a multi-product, multi-market business. Acting in the role of GM of a business unit, teams assess the current state, create a high-level strategic plan, and outline their long-term objectives for the business. With a strategic direction in place, they then develop sales forecasts, make investment decisions, manage organization and resource levels, and address specific customer, technical and competitive issues facing the business each quarter. The simulation generates full financial and organizational reports on a quarterly basis. The simulation is flexible and can be used to create a number of challenging strategic scenarios, including competitor and supplier actions; shifts in the global economic environment; and dramatic shifts in customer needs.

Participants enjoy the complex, competitive, hands on environment of the business simulation.



### Program Flexibility:

Strategic Insights Simulation can be tailored and designed for use in this program in one of two structures:

- Competitive structure—the teams will be set up as equal competitors in a market and the decisions they make will impact the performance of other teams in the session
- Comparative structure—the simulation includes computer-modeled fictitious competitors. The teams will compete with these competitors in parallel and learning debriefs will compare their relative performance

Other options for tailoring include:

- Integrating various strategic models into the curriculum
- Adding information on the client's business and or benchmark information about the competitive environment to help participants assess the state of their own business and to strengthen the links to current business opportunities and challenges
- Overlaying the quarterly decision making cycle with custom-developed business issues which parallel current client business concerns
- Integrating client-specific presentations by internal or external subject matter experts
- Reconfiguring the operating departments within the simulation to better reflect the client organization



#### Operate in Two Geographic Sectors

- Dense Sector
  - Countries with developed infrastructure: access to customer sites is readily available
  - AWC is incremental or regional source of water
- Sparse Sector
  - Underdeveloped infrastructure
  - AWC is a primary source of water for some users
- All Sectors are served from a single manufacturing facility for economies of scale, however inventories are held in local distribution centers



To learn more about the **Strategic Insights Program** or to schedule a simulation demonstration, contact [info@insight-experience.com](mailto:info@insight-experience.com).