



Corporate Strategy from Analysis to Execution

DURATION

5 days

CONTACT HOURS

30

LEVEL

Advanced

FEE PER DELEGATE

US\$1,500

Build a strategy that survives contact with the operating plan, the budget and the people who have to deliver it.

Strategy documents fail less often on analysis than on translation. This programme carries a strategy the whole way: from a defensible read of the market, through the choices that follow, into the resource allocation and operating decisions that make those choices real. Delegates work on their own organisation throughout.

Available as classroom, executive workshop, in house.

Who it is for

Strategy leads, heads of function contributing to strategy, and senior managers accountable for translating strategy into plans.

What you will be able to do

- Produce a market read that identifies where value actually accrues.
- Make explicit strategic choices, including what the organisation will not do.
- Translate choices into resource allocation and operating targets.
- Design the review cadence that keeps a strategy alive between planning cycles.

The outline

Taught across 5 days. The sections below are the curriculum rather than a day by day timetable.

SECTION 1

Reading the market honestly

Where profit sits in the value chain · Competitor behaviour and revealed strategy · Demand shifts and the difference from noise · Assumption logging

SECTION 2

Making choices

Choice as exclusion · Positioning and the cost of trying to hold two · Capability honesty · Testing a choice before committing

SECTION 3

Translation into the operating plan

Resource allocation as the real strategy · Cascading targets without distorting them · Organisational structure following the choice · Where translation usually breaks

SECTION 4

Keeping strategy alive

Review cadence and revision triggers · Distinguishing a failing plan from a failing strategy · Communicating strategy so it is usable · Retiring a strategy deliberately

What you leave with

- A one page strategic choice statement for the delegate's organisation.
- A resource allocation map showing where money and attention follow the strategy.
- A list of explicit exclusions and the reasoning behind them.
- A quarterly review structure with defined triggers for revision.

Published dates

DATES	WHERE	FEE
23 to 27 November 2026	Dubai, United Arab Emirates	US\$1,500
30 November 2026 to 4 December 2026	Lagos, Nigeria	US\$1,500
7 to 11 December 2026	Cairo, Egypt	US\$1,500
14 to 18 December 2026	Durban, South Africa	R15,000

Fees are per delegate and cover all materials. Registration is arranged by the delegate. Reg

Register or ask a question

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