

Workshop 1 – Industry Dynamics Program

Presented by Professor Jamie Anderson

Overview

The Strategy in Action Program provides participants with an understanding of advanced concepts in business strategy. The program has been designed to enhance participants' effectiveness in their current roles by improving understanding of industry change, competitive strategy, innovation and strategy implementation. Participants are provided with tools and frameworks that can enable their organization to achieve sustainable competitive advantage across its diverse spectrum of markets.

Format

The workshop can be delivered as a continuous three day event.

Objectives

- To enable participants to gain advanced concepts in strategic management in the mobile industry, and to be able to appreciate the dynamics impacting their firm's future growth.
- To provide a strategy vocabulary to enable participants to discuss strategy topics at the executive level within their company, and to develop strategic capabilities and industry insight for managers who are responsible for delivering future growth.
- To enhance participants' effectiveness in their current roles by improving understanding of broader strategy concepts such as segmentation, differentiation, regulatory issues, technology and business model evolution.

Target Audience

Executives, managing directors and senior functional managers who want to access leading strategic thinking for the mobile telecommunications sector. The program is highly relevant for executives and managers working in customer or stakeholder-facing roles such as marketing, business development, regulatory and corporate affairs. It is also relevant for operations managers interested in how the interrelationship between technology strategy and competitive strategy will evolve in the future.

Program Outline

- Industry analysis and understanding the dynamic drivers of change in the mobile industry: competition, customers, technology and regulation.
- Global case studies from mobile network operators in developed and developing markets.
- Future business model evolution in mobile: Understanding segment strategies, low-cost strategies, focused competition, industry convergence.
- Effective strategy development and implementation - aligning market, strategy and corporate culture.
- Optional: Route to market strategies to serve consumers in complex operating environments such as conflict zones, urban slums and deep rural areas of developing markets.

Pre-requisites

As part of the customization of the program content, program faculty will conduct interviews with members of the senior management team.

Workshop 2 - Strategy Workout

Presented by Professor Jamie Anderson

Overview

The 'Strategy Workout' is a customized strategy workshop designed for the management teams of mobile telecommunications companies. The purpose of the workshop is to support senior country-level management in clarifying strategic direction, and moving from strategy to implementation through the articulation of key success factors and action plans.

Format

The workshop can be delivered as a continuous two-day event or divided into two one-day sessions.

Objectives

- To provide a structured process for country management teams to clarify strategic objectives in alignment with broader objectives.
- To provide customized strategy inputs based on the specific needs of an individual operating company – for example market defense strategy, route to market strategies, competitive strategy, segmentation strategy, MVNO strategies.
- To move from the articulation of vision and mission for the business towards the articulation of key success factors in the short-, medium- and long-term.
- To develop specific action plans towards the achievement of key success factors, and to drive accountability for all actions agreed by the management team.

Target Audience

The workshop is designed specifically for the CEO, COO, CFO and senior functional management team of an individual mobile telecoms operating company.

Program Outline

- Industry analysis and understanding the dynamic drivers of change in the mobile industry: analysis of local market. Global best practices from mobile network operators: customization of content based on the specific needs of the local market.
- Visioning exercise to clarify the medium- and long-term goals of the operating company in alignment with broader strategy objectives.
- Key success factor analysis and articulation of activities that need to be undertaken to move the company towards achieving its vision and mission.
- Action planning and development of goals and milestones towards strategy implementation.

Pre-requisites

As part of the customization of the program content, program faculty will conduct interviews with members of the senior management team.

Workshop 3 - Managing within the International Telecoms Firm

Presented by Professor Jamie Anderson

Overview

This session explores the interaction of core strategy and country context. It addresses the organizational challenges that companies experience in managing internationally, and how companies should distribute roles and responsibilities between headquarters and subsidiaries. The session focuses on global strategy choices being made through headquarter- subsidiary negotiations that define the roles of country managers and corporate business managers.

Format

The workshop can be delivered as a full-day event.

Objectives

- To deepen understanding of the challenges of developing global strategies in an international telecommunications firm.
- To illustrate the need for global telecoms companies to expand beyond a narrow source of competitive advantage to a portfolio of strategic competencies.
- To discuss the evolution of organizational models in an increasingly global business environment.
- To appreciate global strategy choices through headquarter- subsidiary negotiations that define the roles of country managers and corporate business managers.

Target Audience

The workshop is designed specifically for the CEO, COO, CFO and senior functional management team of an individual mobile telecoms operating company.

Workshop Outline

- A brief history of the evolution of global strategy and headquarters-subsidiary relationships – examples from the telecommunications sector.
- Understanding different approaches to global organization and the spectrum of management models between centralized and decentralized structures.
- The complexities of allocating roles between headquarters and operating companies in a global business. .
- Managing in a global business – skills and capabilities for success in international matrixed organizations.

Pre-requisites

As part of the customization of the program content, program faculty will conduct interviews with members of the senior management team.

Workshop 4 – Driving Successful Change in the Telecommunications Firm

Presented by Professor Jamie Anderson

Overview

This session addresses the process of change in the established telecommunications firm. The telecommunications industry is one of the most dynamic sectors, requiring management to be able to drive continuous renewal of products, processes and people. The session explores the barriers to change within the established firm, and successful approaches for achieving change by drawing on case studies from within the telecommunications and technology sectors.

Format

The workshop can be delivered as a full-day event.

Objectives

- To explore the challenges of driving change and renewal in the established telecommunications firm.
- To appreciate when a firm should change its strategy.
- To understand the role that structures, processes, and culture play in aligning critical constituencies to the change process.
- To enable managers to identify and address barriers to change.

Target Audience

The workshop is designed specifically for the CEO, COO, CFO and senior functional management team of an individual mobile telecoms operating company.

Workshop Outline

- Why great companies stumble – the difference between financial and strategic health. Case studies from the telecommunications industry.
- Understanding the context of change for the established telecoms firm.
- Understanding the levers for achieving change – people, process and structure.
- Appreciating the linkages between structures, processes and culture in impacting the change process.
- Dealing with resistance to change.

Pre-requisites

As part of the customization of the program content, program faculty will conduct interviews with members of the senior management team.

Workshop 5 – Digital Transformations in the Telecoms, Media and Entertainment Industries

Presented by Professor Jamie Anderson

Overview

Despite the attention on the topic of industry transformations paid by academics, business people and the press, the extent and the nature of these transformations and the consequent strategic implications remain substantially misunderstood. This session goes beyond the traditional industry-centred approach to gain insights on value chain digital transformations - and on the implications for corporate strategy – for the telecommunications, media and technology industries.

Format

The workshop can be delivered as a full-day event.

Objectives

- To provide participants with a full appreciation of the trends, emerging value chain, strategic imperatives and capabilities needed to succeed in a converged world.
- To provide participants with a full appreciation of the main similarities and differences of the impact of digital convergence on telecommunications firms in Italy, Western Europe and the USA.

Target Audience

The workshop is designed specifically for the CEO, COO, CFO and senior functional management team of an individual mobile telecoms operating company.

Workshop Outline

- Understanding the new extended value chain in the digital world: implications for telecommunications firms.
- Trends, strategic imperatives and capabilities needed to succeed in the digital world: lessons from Western Europe and the USA
- Comparison between Western Europe, the USA and the developing markets

Pre-requisites

As part of the customization of the program content, program faculty will conduct interviews with members of the senior management team.