Strategic Planning Process: Execution and Review

29 November – 10 December 2026
Kuwait City (Kuwait)



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The strategic planning process is the ordered sequence of analysis, choice, execution and review by which an organisation sets its direction and turns it into funded, measurable work. This 2-week course is for middle and senior managers who lead planning, and it closes with a costed strategic plan that links scenario-tested choices to initiatives, budgets, KPIs and a performance review calendar.

Introduction

The course rests on three frameworks. The Balanced Scorecard is a performance framework that links objectives across financial, customer, internal process and learning perspectives. Porter's Five Forces is a model for judging the competitive pressure in an industry. Scenario planning is a method for testing a strategy against several plausible futures rather than one forecast. The level is practitioner: delegates already take part in planning and now need to run the whole cycle, from analysis through execution to performance review. Teaching uses case studies from manufacturing, healthcare and public services, built into one plan across the two weeks.

Course Objectives

- Distinguish strategic thinking from strategic planning and apply each at the right stage of the planning cycle
- Apply Porter's Five Forces, SWOT and value chain analysis to judge an organisation's competitive position
- Compare Porter's generic strategies and select the one that fits an organisation's capabilities and market
- Interpret scenario results to test whether a chosen strategy holds under several plausible futures
- Justify strategic initiatives and their budgets against Balanced Scorecard objectives, KPIs and SMART targets
- Define a performance review cycle that separates monitoring of execution from periodic strategic review



Target Audience

- Managers who lead business-unit or departmental planning and must decide which strategic objectives their unit adopts
- Strategy and planning officers who coordinate the organisation's plan and must judge which scenarios it should prepare for
- Finance and budgeting leads who allocate resources to initiatives and must choose which initiatives receive funding first
- Performance management staff who own KPIs and dashboards and must decide which measures signal that a strategy needs revision
- Project and transformation managers who deliver initiatives and must judge when an execution problem calls for a change of plan

Course Outline

Day 1: Strategic Thinking vs Planning and the Planning Cycle

- Elements of Strategic Planning: Direction, Choices, Resources and Measures in One Cycle
- Strategic Thinking vs Strategic Planning: Divergent Insight Compared With Structured Sequencing
- Strategy Safari: Ten Schools of Strategy Formation and What Each Assumes
- Strategic Management Process: Stages From Analysis Through Execution to Review
- Benefits and Myths of Strategic Planning: Separating Evidence From Common Misconceptions

Day 2: Analysing the External and Internal Environment

- Porter's Five Forces: Rating Rivalry, Entry, Substitutes, Buyer and Supplier Power
- External Environment Scan: Tracking Economic, Social, Technological and Legal Trends
- SWOT Analysis vs Five Forces: Organisation-Level Factors Compared With Industry-Level Pressure
- Value Creation: Identifying Purpose and the Value Delivered to Stakeholders
- Internal Capability Review: Assessing Resources, Skills and Processes Against Strategic Needs

Day 3: Vision, Mission and Values as Strategic Direction

- Vision Statement vs Mission Statement: Future Ambition Compared With Present Purpose
- Mission Drafting Criteria: Scope, Customers and Distinctive Contribution in Plain Words
- Organisational Values: Principles That Shape Which Strategic Options Are Acceptable
- Strategic Ambition Setting: Linking Vision to Long-Term Measurable Intent
- Communicating Direction: Cascading Vision, Mission and Values Across Teams and Units

Day 4: Competitive Strategy and Strategic Choice

- Competitive Strategy Goals: Defining Where to Compete and How to Win
- Cost Leadership vs Differentiation vs Focus: Porter's Generic Strategies Compared
- Value Chain Analysis: Locating Activities Where Industry Innovation Creates Margin
- Sustainable Competitive Advantage: Testing Whether Rivals Can Copy an Advantage
- Strategic Option Evaluation: Scoring Choices on Suitability, Feasibility and Acceptability



Day 5: Scenario Planning and Strategic Uncertainty

- Forecasting vs Scenario Planning: Single Projection Compared With Several Plausible Futures
- Driving Forces and Critical Uncertainties: Selecting the Two Axes of a Scenario Matrix
- Scenario Narratives: Writing Internally Consistent Stories for Each Future
- Strategy Stress Testing: Checking Each Strategic Option Against Every Scenario
- Early Warning Indicators: Signals Showing Which Scenario Is Unfolding

Day 6: Strategic Objectives, Balanced Scorecard, KPIs and Targets

- Strategic Alignment: Linking Unit Objectives to Organisation-Wide Strategic Priorities
- Balanced Scorecard Perspectives: Financial, Customer, Internal Process and Learning Objectives
- Cause-and-Effect Mapping: Linking Scorecard Objectives Across the Four Perspectives
- Leading vs Lagging KPIs: Characteristics of Effective Measures for Each Objective
- SMART Targets: Specific, Measurable, Achievable, Relevant and Time-Bound Performance Levels

Day 7: Strategic Initiatives, Operating Plans and Budgets

- Strategic Initiatives: Defining Time-Bound Projects That Close a Performance Gap
- Initiative Prioritisation: Ranking Initiatives by Strategic Impact, Cost and Risk
- Operating Plan vs Strategic Plan: Departmental Actions Compared With Multi-Period Direction
- Initiative Budgeting: Linking Capital and Operating Spend to Strategic Objectives
- Resource Allocation and Risk Management: Assigning People, Funds and Contingencies to Initiatives

Day 8: Executing the Strategic Plan

- Execution Roadmap: Sequencing Initiatives, Milestones and Dependencies Over the Plan Period
- Leadership Role in Execution: Sponsorship, Decision Rights and Accountability for Results
- Change Management in Strategy Execution: Preparing Teams for New Priorities
- Stakeholder Communication: Engaging Staff, Boards and Partners Around Strategic Priorities
- Top-Down vs Participative Execution: Directed Rollout Compared With Shared Ownership

Day 9: Performance Management and Strategic Review

- Performance Management Cycle: Plan, Monitor, Review and Reward Stages Explained
- KPI Dashboard Reporting: Control Processes for Tracking Progress Against Targets
- Operational Review vs Strategic Review: Monthly Execution Checks Compared With Periodic Reassessment
- Feedback Loops and Employee Input: Using Staff Insight for Continuous Improvement
- Strategy Adaptation: Analysing Performance Data to Revise Objectives and Initiatives



Day 10: Case Study Practice: Completing and Presenting the Costed Strategic Plan

- Manufacturing vs Public Service Case Studies: How Strategies Were Adapted After Review
- Scenario-Tested Strategy Integration: Applying Analysis, Choice and Stress-Test Results Together
- Scorecard and Budget Assembly: Applying Objectives, KPIs and Initiative Costs to the Plan
- Peer Feedback Session: Constructive Review of Each Delegate's Draft Plan
- Strategic Plan Finalisation: Presenting the Costed Plan With Its Performance Review Calendar

Skills You Will Gain

- Strategic Environment Analysis
- Competitive Positioning
- Scenario Planning
- Balanced Scorecard Design
- KPI and Target Setting
- Initiative Prioritisation and Budgeting
- Strategy Execution Planning
- Performance Review Cycles

Why Attend This Course

- From planning around a single forecast to testing strategic options against several scenarios before committing resources
- From strategic goals that sit apart from the budget to initiatives costed and funded against scorecard objectives
- From reporting counts of activity to reading leading and lagging KPIs that show whether a strategy is working
- From a plan written once and shelved to a costed strategic plan with a performance review calendar ready for leadership

Conclusion

Strategic planning, at its core, is a repeated discipline of deciding where an organisation competes, funding that decision and checking whether it still holds. The course makes three distinctions clear: forecasting versus scenario planning, operating plans versus strategic plans, and operational review versus strategic review. It is the right choice for managers and planning staff who need the full cycle, including execution and budgets, rather than a shorter introduction to the planning steps alone.

Course FAQs

What is the strategic planning process?

The strategic planning process is the sequence through which an organisation analyses its environment, chooses a direction, funds initiatives, executes them and reviews results. Each stage feeds the next, so review findings return to analysis and the plan is revised rather than replaced.



What is the difference between forecasting and scenario planning in the strategic planning process?

Forecasting produces one expected projection, while scenario planning builds several plausible futures from critical uncertainties. Forecasts suit stable conditions; scenarios suit uncertain ones, because a strategy can then be checked against each future before resources are committed.

Which frameworks does the strategic planning process course follow?

The course follows the Balanced Scorecard for objectives and KPIs, Porter's Five Forces and generic strategies for analysis and choice, and scenario planning for testing options under uncertainty, combined in the order an organisation would use them.

Is the strategic planning process course right for a finance and budgeting lead?

Yes. Budgeting leads gain the link between strategic objectives and spending, since initiatives are prioritised, costed and tied to scorecard measures, which helps them judge funding requests against strategy rather than against the previous allocation.

What do delegates produce during the strategic planning process course?

Delegates produce a costed strategic plan containing an environment analysis, a chosen competitive strategy, scenario stress tests, Balanced Scorecard objectives with KPIs and targets, prioritised initiatives with budgets, and a calendar of performance and strategic reviews.

