CONCEPT

Strategic Planning and Strategy Execution: From Strategic Plan to Execution Roadmap

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Technical depth: Conceptual · **Practical mode:** Case study

Introduction

Many organisations invest months in a strategic plan that is approved, published and then disconnected from budgets, initiatives and management meetings, so performance drifts while the plan stays unchanged. The gap usually lies in weak option evaluation, too many unfunded initiatives and no governance routine linking strategy to operations. This Core Concept course takes executives through the full cycle, from analysis and choice to strategy maps, initiative portfolios, funding and review meetings, using the Execution Premium management system and established planning tools. Participants leave with a Strategic Plan and Execution Roadmap for their organisation.

Course Objectives

- Lead a structured strategic planning cycle that moves from environmental and internal analysis to agreed direction
- Generate and evaluate strategic options with TOWS, Ansoff and portfolio tools against suitability, acceptability and feasibility
- Translate chosen strategy into objectives, KPIs and targets on a Balanced Scorecard strategy map
- Prioritise and fund a strategic initiative portfolio and align it with budgets and business unit plans
- Govern execution through an Office of Strategy Management, review meetings and a strategic risk register
- Produce a Strategic Plan and Execution Roadmap ready for board approval

Target Audience

- Executives who lead the corporate or institutional strategic planning cycle
- Heads of strategy, planning and performance management functions
- Heads of business units responsible for aligning unit plans with corporate strategy
- Finance executives who link strategic priorities to budgets and resource allocation
- Heads of transformation and programme offices who govern strategic initiatives
- Board and executive committee members who approve and monitor strategic plans

Course Outline

Day 1: The Strategy Management Cycle and Strategic Analysis

- Execution Premium Six-Stage Strategy Management System
- Mission, Vision and Values Statement Review Criteria
- External Environment Analysis with PESTLE and Industry Attractiveness Assessment
- Internal Capability Analysis with Porter's Value Chain and McKinsey 7-S
- Stakeholder Expectations Mapping with the Mendelow Matrix

Day 2: Strategic Options, Choice and Planning Models

- TOWS Matrix for Strategic Option Generation
- Ansoff Growth Matrix and BCG Portfolio Analysis
- Option Evaluation with Suitability, Acceptability and Feasibility Criteria
- Balanced Scorecard Strategy Map Construction
- ISO 9004:2018 Self-Assessment for Sustained Organisational Success

Day 3: Translating Strategy into Plans and Resources

- Strategic Objectives, KPIs and Targets Using SMART Criteria
- Strategic Initiative Portfolio Prioritisation Scoring Model
- STRATEX Funding and Budget Alignment
- Business Unit Plan Alignment through Hoshin Catchball
- Annual Operating Plan and RACI Accountability Matrix

Day 4: Execution Governance, Risk and Adaptation

- Office of Strategy Management Roles and Governance Charter
- Strategy Review and Operational Review Meeting Cadence
- Strategic Risk Register Linked to Objectives under ISO 31000:2018
- Initiative Overload Diagnosis Using a Capacity Heat Map
- Strategy Refresh Triggers and Rolling Forecast Adaptation

Day 5: Case Work and the Strategic Plan and Execution Roadmap

- Diversified Group Case Study: Portfolio Choices and Objective Setting
- Healthcare Provider Case Study: Stalled Execution Diagnosis
- Strategy Map and Initiative Portfolio Build for an Own Organisation
- Strategic Plan and Execution Roadmap Drafting
- Executive Panel Review and Roadmap Defence

Skills You Will Gain

- Strategic Analysis
- Strategic Option Evaluation
- Strategy Mapping
- Initiative Portfolio Management
- Strategy-to-Budget Alignment
- Strategy Review Governance
- Strategic Risk Oversight
- Adaptive Planning

Why Attend This Course

- Return to work with a Strategic Plan and Execution Roadmap for your organisation, already challenged by an executive panel
- Cut an overloaded initiative list down to a funded portfolio that the organisation can actually deliver
- Run strategy review meetings that change decisions instead of reporting the past
- Compare planning and execution practice with executives from other sectors and countries

Conclusion

A strategic plan matters only if it shapes budgets, initiatives and the decisions taken in management meetings. This course moves from the strategy management cycle and strategic analysis, through option generation and strategy maps, to KPIs, initiative portfolios, funding, review cadence and strategic risk. The final day turns that material into a Strategic Plan and Execution Roadmap that participants take back to their board, giving them a connected and defensible route from strategic intent to measurable delivery.