



Strathmore Business School

**Strategy in Action**  
Executive Education



# Introduction

**Strategy in Action is Strathmore Business School's flagship strategy program, aimed at the leaders of today and tomorrow.**

We have gathered a teaching team of international repute to design a leading-edge course that demonstrates the transformative power of good strategy. Strategy is a subject that must be addressed by every business leader - yet it is often misunderstood and applied badly. This program is aimed at building leadership capacity in Africa by imparting powerful and practical knowledge in a key discipline.

Strategy in Action will cut through jargon and unnecessary theory, and will impart what you really need to know about strategy. It is devised by expert practitioners who will tell you what really works - and how to do it. The program will steer you away from producing dull strategic

plans that are never implemented. Instead, Strategy in Action will provide you with the practical skills you need as a leader, to understand and deploy a 'living' strategy framework that transforms your organisation.

Strategy in Action is designed for the East African context, and will impart techniques and methods that are proven in this part of the world. The curriculum is informed by leading consultants and Chief Executive Officers. It is a unique opportunity to attend a world-class course in a local setting.

This is a prestigious program which will be held just once a year, with a small number of participants. It is aimed squarely at business leaders from leading corporations, and will impart the knowledge and skills they will need to guide their organisations to a new level.



## Objectives

- Understand the essential elements of business strategy - what it is, and what it is not
- Analyse industries - their fundamental economics and evolutionary paths
- Apply strategic thinking at country level - the competitiveness of nations
- Assess competitors and devise winning competitive moves
- Focus on people - the only true source of enduring advantage
- Understand the role of leadership in strategy, and how to place strategy in an ethical framework
- Measure the impact of strategy on shareholder value
- Design a practical program to devise and execute strategy on an ongoing basis - not as a one-off event.

## From The Dean



Dr. Edward Mungai

If we want to take Africa away from the throes of instability and poverty we must first define clear local and international business strategies. This is a responsibility and an imperative for those of us who want to take the reins of leadership.

Africa's global competitiveness depends on scaling-up private enterprises and their relationship with public administration. If free, responsible and knowledgeable enterprise in Africa takes leadership of economic growth, I have no doubt we will make it. It starts from you and how you are reinventing your strategy given the global opportunities presenting themselves. At SBS we are going to give you that competitive edge 'brewed in the African pot' to help you position your organisation on the world stage.

***"We want to show you what strategy really is, and how its power can transform your enterprise..."***

## From The Course Leader



Mr. Sunny Bindra

Strategy is one of the most misunderstood and misapplied words of our time. Every leader has a strategy - but few can articulate it to others and share it so that it can be built up and enhanced. So many times, strategies become no more than the formulaic application of common tools and techniques. Or are crystallised into tedious and voluminous 'strategic plans' that are nothing more than shelfware. Clearly, a mind shift is needed, and the team behind Strategy in Action has worked hard to assemble a program that focuses on essentials and emphasizes execution.

We want to show you what strategy really is, how its power can transform your enterprise, and how to make it happen and produce real results. Best of all, we are focusing on strategy in the local regional setting, using real examples built up from years of interaction with top-performing companies. We have assembled an excellent team of teachers and practitioners to impart this knowledge, and look forward to having your company on what should be a very enjoyable and thought-provoking course.

## Participant mix

Strategy in Action is designed for senior-level executives of leading corporations who are responsible for setting strategic direction in their companies. Participants will be a mix of chief executives, directors and senior officers. It will benefit those in a leadership position today as well as those who will take up the reins tomorrow.

## Faculty Team

Every edition of the Strategy in Action program will be taught by a uniquely assembled team of teachers, practitioners and experts. In every course held, we promise to invite a leading international professor of strategy from one of our global academic partners such as IESE Business School and many others. We will also deploy a range of local faculty with deep knowledge of the conditions and context of emerging markets.

## Special Features

Strategy in Action will cover some very special features as part of its unique and innovative delivery:

- Strategy in Action is not a dry teaching program: it is a lively forum for interaction with powerful ideas. Prepare to be challenged and stretched.
- The programme will culminate in a special interactive event: a CEO Roundtable where invited top business leaders will bring their real, on-the-ground experiences in strategy to the course, and will participate in an open discussion.
- Strategy in Action continues even after the course ends. The Program Leader will host a follow-up session a few weeks after the course to discuss practical experience in applying the techniques taught.



# Program Delivery

Strategy in Action is an intensive five-day program held once a year. Strategy in Action will deploy a mix of delivery techniques. There will be a series of brief, punchy lectures to impart the key knowledge modules. These will be coupled with in-depth examination of real and relevant case studies. A variety of interesting and appropriate video shows will also be used.

Each day of the course will end in a reflection session where participants can exchange thoughts and ideas in a small peer group. The emphasis will be on interactive discussion throughout, and every facet of the program will promote dynamic interchange of thoughts and ideas.

*“The emphasis will be on interactive discussion throughout.”*

## Program Outline

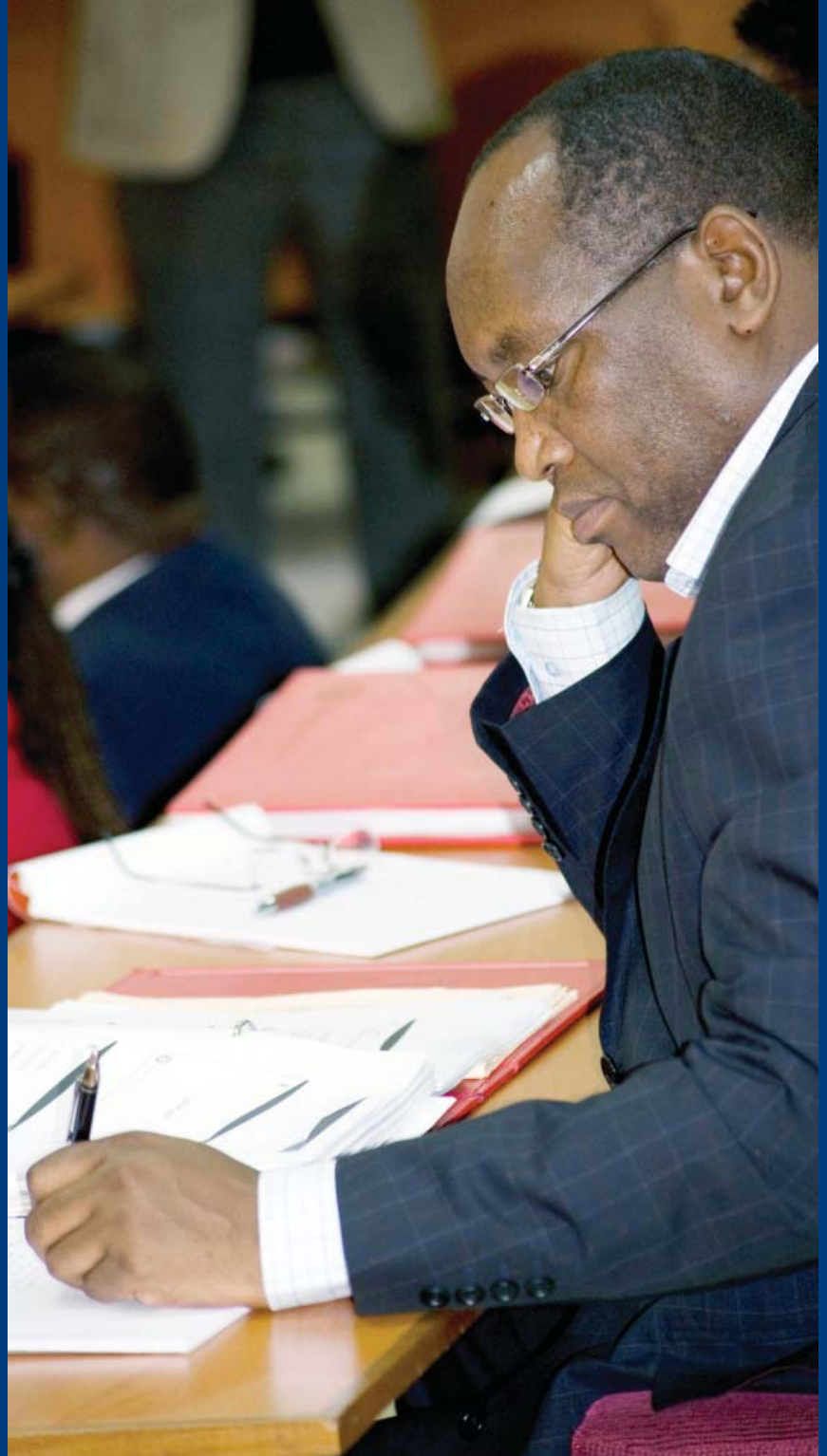
	Day 1	Day 2	Day 3	Day 4	Day 5
Morning	<p><b>What is 'Strategy'?</b> Fundamental ideas</p> <p><b>The power of purpose</b> The organisation's ethos drives strategy</p> <p><b>Distinctive capabilities</b></p>	<p><b>Competitors and positioning</b> How distinctive is your offering?</p> <p><b>Competitive moves</b> Playing to win, and playing the long game</p>	<p><b>Strategy through people</b> Building high-performance teams</p> <p><b>Strategy, organisational structure and leadership</b></p>	<p><b>From Strategy to Action: How to 'do' strategy</b> Focus and prioritisation</p> <p>Practical issues</p> <p>Strategy as a living framework</p>	<p><b>CEO Roundtable</b> Lessons from the battlefield - by top leaders</p> <p><b>Synthesis and conclusions</b> Take-home lessons</p>
Afternoon	<p><b>Industry structure and dynamics</b> How the nature of industries affects strategy, and how industries evolve over time</p>	<p><b>Strategy in emerging markets</b> How emerging-market companies are taking on established market leaders - and winning</p>	<p><b>Strategy in the multi-business firm</b> Parenting from the centre</p> <p><b>Sustainable corporate strategy</b> The long run</p>	<p><b>Strategy and shareholder value</b> Measuring the impact of strategy</p> <p><b>Leadership and ethics</b> Doing it right</p>	
	Reflection	Reflection	Reflection	Reflection	

# Why Strathmore Business School

Strathmore Business School (SBS) provides its participants a world-class learning environment, where they can share and reflect on their experiences and develop new ideas that will lead their companies into a new era. SBS faculty combine high academic standards and industry standards with industry perspective. The research done and academic study is industry-based and therefore applicable to the same. SBS faculty is involved in producing local and regional business cases. A hallmark of SBS faculty is the commitment to serve the industry at the executive level, in an environment of responsibility and high ethos. Key focus is on the individual, nurturing one to be a business leader of high moral and professional integrity.

## A Unique Concept

Think for a moment about our beautiful continent-diverse in people, rich in culture and natural resources and well known for its hospitality. SBS captures these themes in one business concept: Developing Great Business Leaders. This is in perfect harmony with the founding principle of Strathmore University: that of leading society to greater development through service to all people without discrimination.



## International Character and Participation

Our key partner, IESE, has for many years been affiliated to Harvard University and linked to top universities the world over. Our research, business industry partnerships and very top international education partners help us to realize our vision. SBS provides its participants with a world-class learning environment, where they can share and reflect on their experiences and develop new ideas that will lead their companies into a new era. Our Advisory Board is composed of top Professors, CEOs and entrepreneurs. It reflects our international partnership with top business schools in Europe, Africa and USA.

# Admission

Places are limited on Strategy in Action, and admission is selective. We will choose a mix of participants based on professional achievement and organisational responsibility. We will not apply formal educational requirements, but proficiency in written and spoken English is necessary. Full commitment is expected from participants and their sponsoring organisations.



## Advisory Board

### Rt. Hon. Lynda Chalker

Baroness Chalker of Wallesley  
Former U.K. Minister of State  
for Overseas Development,  
Former Member of Parliament  
London, England

### Prof. Terry Ryan

Former Economic Secretary,  
Kenya Ministry of Finance  
Director, African Centre  
for Economic Growth  
Chairman, Strathmore University  
Governance Council  
Professor of Economics,  
Strathmore University  
Nairobi, Kenya

### Prof. John Odhiambo

Vice Chancellor and Professor  
of Mathematics and Statistics  
Strathmore University  
Nairobi, Kenya

### Prof. Xavier Santomá

Professor of Financial  
Management  
IESE Business School  
University of Navarra  
Barcelona, Spain

### Prof. Lluís Renart

Professor of Marketing  
IESE Business School  
University of Navarra  
Barcelona, Spain

### Prof. John Deighton

Harold M Brierley Professor  
of Business Administration  
Harvard Business School  
Boston, Massachusetts USA

### Prof. Laura Alfaro

Professor of Business Administration  
Harvard Business School  
Boston, Massachusetts USA

### Mrs. Kellen Kariuki, CPA

Senior HR Officer,  
Middle East & Africa Citigroup, Inc.  
South Africa

### Mr. Titus Naikuni

Managing Director  
Kenya Airways  
Nairobi, Kenya

### Mr. Sunny Bindra

Management Consultant,  
Writer and Lecturer

### Mr. Gerald Mahinda

Chief Executive Officer  
East African Breweries  
Nairobi, Kenya

### Mr. Thomas H. Pyle

Executive Director  
Strathmore University Foundation  
Princeton, New Jersey USA

### Dr. Edward Mungai

(secretary) Dean,  
Strathmore Business School  
Nairobi, Kenya

### Prof. Richard E. Leakey

Professor of Anthropology  
Stony Brook University  
Stony Brook, New York USA  
Long Island



Strathmore Business School  
Ole Sangale Road, Madaraka  
P.O. Box 59857 – 00200 Nairobi, Kenya  
Tel: +254 20 603412 / 607277 / 604036  
Cell: +254 724 256 249, 734 256 225  
Email: [info@sbs.ac.ke](mailto:info@sbs.ac.ke) Website: [www.sbs.ac.ke](http://www.sbs.ac.ke)

