



Bottom-Line Business Acumen

Strategic Business Leadership

Objective:

For current and future executives, middle and general managers who must learn to run a business with a broader, enterprise-wide perspective.

Strategic Business Leadership features a **realistic computer simulation of a stand-alone business** modeling funds, people, products, equipment and other assets. As a team, participants make decisions implementing strategies and departmental policies they set within strict time limits. These decisions are then analyzed by the computer simulation giving immediate feedback on results, so participants learn the way adults learn best - from the consequences of their own decisions. Smart moves, blown opportunities and mistakes happen, recreating the uncertainty and risk that surround real world decision making.

Learning Model - instead of relying on lectures and case studies, participants work in small, cross-functional business teams, **rotating roles in Marketing, Operations, Finance, Research and Human Resources**. They are briefed on the business with operations, financial, competitive, product and performance data. On a collaborative basis, they define the business they are in and differentiate it from the competition. As a team, they develop strategic, business and profit plans for their business.

Participants **learn how to position their company to beat the competition or rise above their industry peers**, based on strategic choices: (1) become the service leader, (2) spend more on sales and marketing, (3) become the low price producer, (4) become the quality leader, or (5) become the technology leader by developing new products.

OPTIONAL Firms can schedule an additional half day session in which participants prepare and present proposals to improve the real business. They select an area - sales, marketing, operations, finance, research or human resources - to improve upon. They then develop a plan to define a business or product, develop a stronger brand identity or sales message, explore new advertising media or improve productivity, service or quality and so on.

Key Learning Points:

- Identify the roles and responsibilities of a General (Business) Manager
- Define what business you are in and differentiate your business from the competition
- Identify the role, function, concerns and priorities of each core process: Marketing, Operations, Finance, Research and Human Resources
- Develop and implement a strategic plan and a long-term point of view
- Identify profit and market share drivers; make “trade-off” decisions together with a cross-functional business team before the competition does
- Read basic financial reports, prepare spreadsheets and apply financial models; analyze business problems, find windows of opportunity and evaluate alternatives; run “what if scenarios” and gauge the business’s financial health.
- Assess risks and select the best business decisions under constantly changing conditions
- Improve customer service, quality performance and productivity
- Manage current group as a profit-focused business unit
- Tolerate ambiguity and create structure for the organization. Increase creativity, decisiveness and risk-taking

Recommended for:

Current and future Executives, Trainees and Middle Managers. Valuable for developing those who have grown to senior positions in just one company function and who perform well in their current job assignment but need to acquire a broad, corporate-wide perspective.

Prerequisite: Bottom-Line Business Acumen Course and five years as a manager

Length: 3 Days

FS#317 v7-26-10