



Inspiring business

**“We have already scheduled in our strategy meeting and will be utilising the models worked on during the course as the basis for all discussion.”**

**Paul Foster**

*Project director, Ener-g Holdings plc*

**Director's Role in  
Strategy and Marketing  
3-day modular award**



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## IoD modular awards

Modular awards cover the key areas of governance, leadership, finance and strategy. Each award contributes to the **IoD Certificate in Company Direction** and can also be taken as a stand-alone course.

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## Course overview

**A carefully planned strategy is crucial to the success of every organisation. This intensive course reveals how to create and manage effective company-wide strategies that generate value for your business and its customers.**

**This course provides an introduction to the main approaches to strategic direction and marketing within the organisation, and will assist you in your role of leading the strategic process and preparing for implementation.**

## Learning objectives

- Gain a clear understanding of the director's role in the development of an effective strategy
- Examine how your board formulates, implements and monitors its business and marketing strategies
- Appreciate the strategic importance of a clear purpose as provided by vision, mission and values
- Conduct an effective situation appraisal and evaluate the relationship between the internal and external environments of the organisation
- Understand the means by which strategic options may be generated and evaluated to arrive at the strategy that will deliver the vision

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**“We look at the emotional intelligence of leaders – we want you to look at yourself and think about the sort of leader you want to be”**

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## Course topics include:

### Strategy and the board

- Value creation process for customers and other stakeholders. The importance of competitive advantage
- Strategy perspectives and definitions, relationship between strategy and tactics
- Vision, development and utilisation of vision in the pursuit of strategic goals
- Mission and strategy, defining real value creation and competition
- Values as a basis for strategy creation and evaluation
- Strategy in relation to governance, effective challenge, leadership, role of measurement
- Relationship between the corporation and the strategic business unit (SBU)
- Nature of strategic thinking in a changing environment; and pitfalls

### Strategic analysis

- A process which will provide directors with relevant and timely information to support strategic decision making in a changing world
- Appropriate tools to identify and evaluate likely causes of change, opportunity and threat in the broad-scale environment. Strategic anticipation
- Market analysis, trends and segments, critical success factors as the basis of competition
- Customer needs and problem identification, purchase behaviour
- Competitor identification and analysis, competitive position
- Internal capability evaluation, resources, systems, structure, culture, the achievement of agility
- Role of value networks, supply chain, collaboration and competitive advantage
- Stakeholder management with respect to strategic decisions. Reputation management
- The use of the business model, relationship between the organisation and its external environment at all levels, SWOT, and scenarios

### Formulating strategy

- Risk appetite and strategy, risk, opportunity, capability and return. Risk ownership
- Strategy and circumstance, drivers of strategy, strategic gap analysis. Objectives and strategy
- Generation of strategy options. Analysis, creativity and innovation
- Achievement of competitive advantage. Balance short and long term aims/performance
- Strategy development models and their use in the strategic process, product/market asset management
- Strategic decision making, systematic, rigorous, inclusive evaluation
- Tests of good strategy, the importance of trade-offs. The importance of sustainability and corporate responsibility in the implementation process

### Preparing for implementation

- The director and implementation. Decisions required to implement strategy, role of business plans, sub-strategies, overview functional areas, integration of tactics
- Capability gap analysis. Internal, outsourcing, alliances and partnerships, mergers and acquisitions.
- Corporate parenting
- Strategic implementation of the value proposition via brand management and the marketing mix
- Risk, identifying risks and opportunities, sources of uncertainty. Managing risk, mitigation/enhancement. Preventive and contingent action. Role of CSFs and KPIs
- Controlling strategy, evaluating marketing strategy, generic evaluation

## Why train with the IoD?

- Meet course leaders and guest speakers with unique experience from within the boardroom and wider business community
- Experience an interactive workshop approach with real-world case studies, practical examples and scenarios
- Take advantage of opportunities for focused peer-learning and networking
- Access cutting-edge content underpinned by a solid foundation of professional research and theory
- Achieve an understanding of best practice and practical application in the workplace

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