Business Strategy Formulation and Management

Course Venue: Germany - Munich

Course Date: From 29/11/2026 To 03/12/2026

Course Fees: 6950 GBP

Introduction

Sustainable business success depends on the ability to formulate effective strategies, allocate resources wisely, execute with discipline, and measure financial performance. In an increasingly competitive and uncertain business environment, leaders must align strategic ambition with operational excellence and financial value creation. This intensive five-day executive programme provides participants with practical frameworks for strategic thinking, competitive positioning, business model innovation, strategic execution, and financial performance management.
Drawing inspiration from globally recognised executive education approaches, including themes associated with INSEAD’s Business Strategy and Financial Performance

programmes, the course equips leaders to develop strategies that create long-term value.

Learning Objectives
By the end of the programme participants will be able to:

- Understand the principles of strategic management
- Analyse competitive environments and industry dynamics
- Formulate sustainable business strategies
- Align strategy with financial performance objectives
- Evaluate business models and sources of competitive advantage
- Make strategic investment and resource allocation decisions
- Apply financial metrics to strategic decision-making
- Lead successful strategy implementation
- Manage organisational change during strategic transformation
- Measure and improve strategic performance

Who Should Attend

- CEOs
- Managing Directors
- General Managers
- Strategy Directors
- Business Unit Leaders
- Finance Directors
- Senior Executives
- Government Leaders
- Public Sector Managers
- Entrepreneurs
- Corporate Planning Professionals

Contents

Day One- Strategic Thinking and Competitive Advantage

Module 1
Foundations of Business Strategy

- Evolution of strategic management
- Strategic thinking versus strategic planning
- Vision, mission, and organisational purpose
- Creating long-term value

Module 2
Understanding Competitive Environment

- Industry structure analysis
- Competitive forces
- Market attractiveness
- Customer value creation
- Strategic positioning

Module 3
Strategic Analysis Tools

- SWOT Analysis
- PESTLE Analysis
- Value Chain Analysis
- VRIO Framework
- Stakeholder Analysis

Workshop
Participants assess their organisation’s current strategic position and identify key strategic
opportunities.

Day Two

Strategy Formulation
Module 4
Building Competitive Advantage

- Cost leadership
- Differentiation strategies
- Focus strategies
- Blue Ocean thinking
- Innovation-led growth

Module 5
Business Models and Value Creation

- Business model design
- Value proposition development
- Revenue models
- Digital transformation strategies

- Platform business models

Workshop
Teams develop strategic options for a case-study organisation and evaluate their feasibility
Day Three

Strategy and Financial Performance

Module 7
Financial Foundations for Strategy

- Reading financial statements
- Profitability drivers
- Cash flow and liquidity
- Cost structures
- Capital allocation

Module 8
Strategic Investment Decisions

- Investment appraisal
- Return on investment (ROI)
- Net Present Value (NPV)
- Internal Rate of Return (IRR)
- Risk-adjusted decision-making

Module 9
Measuring Strategic Performance

- Financial KPIs
- Economic Value Added (EVA)
- Balanced Scorecard
- Shareholder value
- Performance dashboards

Workshop
Participants analyse a company’s financial performance and recommend strategic improvements
Day Four
Strategy Execution and Organisational Performance
Module 10

From Strategy to Execution

- Strategic implementation
- Programme and portfolio management
- Resource allocation
- Governance structures
- Execution roadmaps

Module 11
Leading Strategic Change

- Change management principles
- Organisational culture
- Leadership during transformation
- Managing resistance
- Stakeholder engagement

Module 12
Strategic Risk and Resilience

- Enterprise risk management
- Scenario analysis
- Business continuity
- Crisis leadership
- Building organisational resilience

Workshop
Participants design a strategic implementation plan with governance, milestones, KPIs, and risk mitigation measures.
Day Five

Strategic Leadership and Long-Term Value Creation
Module 13
Strategy in a Global Environment

- Global competition
- Geopolitical risks
- Sustainability and ESG considerations
- Digital disruption
- Emerging markets

Module 14

Strategic Decision-Making

- Executive judgement
- Cognitive biases
- Data-driven decision-making
- Ethical leadership
- Strategic governance

Module 15
The Future of Strategy

- Artificial Intelligence in strategy
- Predictive analytics
- Strategic agility
- Continuous innovation
- Future-ready organisations

Capstone Strategy SimulatioN
Participants work in teams to:

- Conduct a full strategic analysis
- Develop a business strategy
- Evaluate financial implications
- Present implementation plans
- Defend recommendations before an executive panel

Practical Activities
Throughout the programme participants will complete:

- Industry analysis exercises
- Competitive strategy workshops
- Business model design sessions
- Financial performance analysis
- Investment appraisal exercises
- Scenario storytelling
- Strategy execution planning
- Strategic risk assessments
- Executive simulations
- Team presentations
- Peer reviews

Case Studies

- Apple: Innovation and Competitive Advantage
- Amazon: Business Model Evolution
- Netflix: Strategic Transformation
- IKEA: Global Growth Strategy
- Microsoft: Digital Reinvention
- Tesla: Innovation and Market Disruption
- Unilever: Sustainable Value Creation
- Starbucks: International Expansion Strategy

Learning Methods

- Executive lectures
- Case study analysis
- Interactive discussions
- Group workshops
- Financial simulations
- Strategy laboratories
- Executive coaching
- Team presentations
- Action learning