



# STRATEGIC MANAGEMENT

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Strategic analysis  
Strategic goals and action plans  
Strategy programming and budgeting  
Management by objectives  
Strategy monitoring  
Managing special projects  
Workshops for the management staff  
Support for business and administration

offer

**D**espite the rapidly growing maturity of enterprises in the field of management, there are still many misunderstandings about the meaning of the terms "strategy" and "strategic management". Everything urgent and important is usually labeled "strategic", but in many cases it has nothing to do with strategy. The lack of knowledge or its deficiency are the main reasons for the failure of many organizations trying to implement a strategic management system.

The consulting services offered consist in providing methodical support covering the following stages: conducting strategic analyses, setting and cascading goals, preparing strategic action plans, monitoring the degree of implementation of the strategy and its updating. The offer has been divided into three parts due to the differences between the business sector and public administration – governmental and self-governmental.

The addressees of the offered services are three main groups of clients:

- enterprises – corporations and large, medium and small companies,
- government administration units – central and voivodeship,
- local government units – commune, poviat and regional.

Although enterprises and public administration units are fundamentally different from each other, the basic rules of management in both cases are identical. The main differences concern: customer characteristics, environmental conditions, products and services, sources of income, rules for financing tasks, transparency of proceedings and motivation on the part of management and operational employees.

The aim of the consulting services offered is to ensure efficient organization of the strategic planning process, as well as objectivity of the formulated conclusions and recommendations regarding the stage of implementing strategic plans. Establishing cooperation with an external consultant allows you to avoid methodological errors, waste of time and money, and also allows you to achieve a better understanding of the essence of strategic management and acquire valuable, structured knowledge and practical skills in this field.

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# Strategic management in business

The aim of the service is to provide methodical consulting assistance and instructional training in the field of strategic management for managers and employees of corporations, as well as for large, medium and small companies. A part of the support offered is moderation of the strategic planning process and assistance in the implementation of the strategic management system.

## Analyzing development conditions of the company

### Cooperation goals

Preparing and conducting analyzes of the impact of macroeconomic and competitive factors on the company's current and future operations. Preparing and conducting analyzes of the internal conditions of the company's development in order to identify problem areas and take appropriate corrective actions. Preparing the company to update its strategy at the corporate, business and functional level.

### Range of services

- Determining the decision-making and analytical needs of the company
- Determining the subject and geographical scope of the analyses
- Preparation of the analytical and workshop tools
- Identifying primary and secondary data sources
- Collecting and systematizing data
- Assessment of the value of data and the risk of misinformation
- Moderation of analytical works and workshops
- Formulation of conclusions and recommendations
- Development of the final report and presentation materials
- Analyzes of the company's macro-environment

#### Identifying macroeconomic factors influencing operations of the company

- Analysis of the political, legal and regulatory environment
- Analysis of economic factors on a macro and local scale
- Analysis of the social conditions of the company's operation
- Analysis of technological factors and trends on a macro scale
- Analysis of the company's location conditions
- Forecasting the impact of macroeconomic factors
- Formulation of conclusions and recommendations
- Analysis of the company's competitive environment

#### Analysis of the company's ownership structure

- Identifying strategic business units
- Analysis of the structure of the company's product portfolios
- Analysis of the sector and industries in which the company operates
- Analysis of the competitive forces of companies operating in the industry
- Analysis of the bargaining power of customers and suppliers
- Analysis of the bargaining power of product substitutes
- Analysis of the company's key success factors

Analyzes of the internal conditions of the company's development

- Company stakeholder analysis
- Analysis of legal and regulatory aspects
- Analysis of the company's financial situation
- Analysis of the product portfolio and marketing strategies
- Analysis of the quality of property and technological resources
- Analysis of internal organizational conditions
- Analysis of the company's operational efficiency
- Analysis of the quality of the company's human capital
- Aggregation of strengths, weaknesses, opportunities and threats
- Cause and effect relationships analysis

### Benefits for the customer

- Realistic forecasts of changes in the company's environment
- Reliable basis for decision making
- Reduction of the risk of property and financial losses
- Correct identification of valuable data
- Methodically correct analytical process
- Characteristics of the company's relationship with the macro-environment
- Forecasts of the influence of macro-environment factors
- Characteristics of the company's competitive position
- Structured knowledge of products and markets
- Identified problem areas
- Strategy update recommendations
- Experience and higher organizational culture

## Formulation of strategic goals and action plans

### Cooperation goals

Providing professional support in the strategic planning process including: assessment of external and internal conditions for the company's development; formulating (updating) the company's development vision and mission; setting realistic strategic goals and formulating alternative operating strategies at the corporate, business and functional levels of the company. Preparing the management staff to participate in the process of forming the company's development strategy and their effective implementation. Dissemination of information about new goals and directions of activities.

### Range of services

- Assessment of the company's current and future business model
- Evaluation of changes in the macroeconomic environment of the company
- Evaluation of technology development trends and relations with suppliers
- Assessment of the prospects for the development of the industry and the market
- Assessment of the sources of the company's competitive advantage
- Assessment of the current corporate strategy
- Assessment of current marketing strategies
- Assessment of current technological strategies
- Designation of areas of concentration of strategic activities
- Formulating recommendations regarding:
  - the field, size and diversification of activities,
  - expansion to new markets and new sales channels,
  - mergers, acquisitions and strategic alliances and agreements,
  - product positioning, development and differentiation,
  - quality and technological policy,
  - pricing policy, market communication and brand management,

- sales policy and after-sales service,
- sources and principles of financing activities,
- supply and distribution,
- business licensing and other regulatory aspects,
- management organization,
- risk management.
- Support in establishing core ethical values
- Support in formulating vision and mission statements
- Support in setting the main and intermediate strategic goals
- Support in setting correlated operational metrics
- Support in formulating corporate and business strategies
- Support in updating the marketing and technology strategy
- Support in formulating strategies at the functional level
- Support in testing established operating strategies
- Developing a plan for internal and external communication
- Preparation of training and strategic workshops

### Benefits for the customer

- Objectivity in formulating assessments and recommendations
- Better understanding of the company's business model and its environment
- Methodical support in the strategic planning process
- A clear vision of development and the mission of the company
- Clear, realistic and measurable strategic goals
- Clear, realistic strategies for action
- Reduction of the risk of random decisions, losses and bankruptcy
- Rational allocation of the company's capital and human resources
- Solid foundations for implementing development strategies
- Saving time and money
- Improving strategic planning skills
- Effective communication and engagement around the strategy
- Higher organizational culture and better cooperation

## Strategy programming and budgeting

Programming projects of strategic importance for the company, including identification of the individual and repeatable action plans, as well as developing assumptions for their implementation. Implementation of a system for calculating and budgeting the costs of implementing strategic tasks and controlling them in annual and long-term financial plans. Harmonization of the budgetary procedure with the strategic planning procedure. Preparing the company for the efficient and effective implementation of the development strategy by specifying strategic intentions at the levels of tactical and operational management.

### Range of services

- Analyzing the content of corporate strategy and business strategies
- Analyzing the content of the strategy at the functional level
- Identifying consistent and repeatable action plans
- Classifying projects and setting priorities for their implementation
- Analyzing existing project management procedures
- Analyzing existing project budgeting procedures
- Calculating the costs of strategic tasks using the *bottom-up method*
- Top-down budgeting of strategic projects
- Determining sources of financing strategic tasks
- Forecasting revenues from internal and external sources
- Development of feasibility studies and project initiation documentation

- Planning projects and organizing project teams
- Developing a plan of human resources in projects and programs
- Analyzing risks and setting risk management rules
- Separation of strategic budget and operational budget
- Analyzing the existing budget procedure
- Harmonizing strategic and operational planning procedures
- Developing the rules for monitoring and reporting the implementation of tasks
- Implementation of mechanisms for ongoing control of the strategic budget
- Development of a human capital management plan
- Development of a change management plan

### Benefits for the customer

- Realistic plans to implement the company's development strategy
- Classification of action plans, priorities and schedules
- Developed feasibility studies for projects and programs
- Developed documentation initiating projects
- Developed project plans and established project teams
- Established sources and principles of financing strategic tasks
- Transparent separation of operational and strategic budget
- Realistic annual and multi-year financial plans
- Consistent business planning and budgeting procedures
- Long-term financial forecasts
- Strategy and budget monitoring mechanisms implemented
- Saving time and money

## Management by objectives and strategy monitoring

### Cooperation goals

Implementation of a system ensuring the achievement of long-term, strategic goals of the company by linking them to the tasks performed at individual workstations. Mapping and cascading strategic goals in four perspectives: organizational, process, product and financial. Establishment of correlated strategic operational metrics and balanced scorecards. Introduction of management by objectives procedures to the quality management system. Implementation of tools to monitor the degree of implementation of the company's development strategy.

### Range of services

- Identifying the company's strategic goals
- Mapping of strategic goals
- Setting strategic operational metrics
- Development of a balanced scorecard system
- Harmonizing strategic goals with current operating activities
- Setting goals and tasks at individual workstations
- Implementation of procedures and instructions in the field of management by objectives
- Modifying processes and operating procedures
- Harmonization of the management by objectives system with the remuneration policy
- Implementation of task control and feedback mechanisms
- Introducing the management by objectives system into the quality management system
- Introducing appropriate changes to acts of internal law
- Developing a system for reporting the degree of strategy implementation
- Preparation of training and information meetings for employees
- Implementation of IT systems supporting management by objectives

### Benefits for the customer

- A complete system for monitoring implementation of the company's strategy
- Strategy maps presenting links between strategic goals
- A cascade of correlated strategic, tactical and operational goals
- A coherent system of strategic operational measures
- Integrated business plans with financial plans
- An effective system for setting and controlling tasks
- An effective employee motivation system
- Optimal use of resources and cost reduction
- Efficient reporting and internal communication
- Higher organizational culture

## Strategic management in government administration

### Cooperation goals

Providing methodical advisory assistance and instructional training in the field of strategic management to government administration units – central and voivodeship. Moderation of the strategic planning process and assistance in the implementation of the strategic management system. Consultative support can be provided at the level of top management (advising a state administration body) or department directors and heads of departments.

### Range of services

- Identifying stakeholders of power and government administration
- Identifying major and supporting functional areas
- Analyzing external and internal conditions of task implementation
- Setting strategic goals and designing strategic action plans
- Mapping strategies, setting metrics and creating balanced scorecards
- Budgeting strategic tasks in a long-term perspective
- Long-term programming of public investments
- Optimizing process, procedural and organizational solutions
- Drafting acts of internal law and harmonizing regulations
- Designing and implementing effective models of internal and external communication
- Planning and managing organizational change
- Management of special projects in government administration units

### Benefits for the customer

- Identified stakeholders of power and their needs and expectations
- Identified main and supporting functional areas of the unit
- Established influence of macro-environment factors on the functioning of the unit
- Correctly prepared and conducted strategic planning process
- Established realistic strategic goals and their cascade to the operational level
- Developed strategic action plans in a long-term perspective
- Correctly prepared financial plans linked to the strategic budget
- Change management plan prepared
- Established operational performance metrics
- Optimized work processes and procedures
- Optimized organizational solutions

The range of services can be scaled and adapted to the needs of a given public administration unit. Determining the scope of cooperation may be preceded by a strategic workshop session conducted with the participation of top and middle management.

# Strategic planning and programming of commune development

## Cooperation goals

Providing methodological support and training in the field of strategic management for councilors, management staff and employees of local government units – local and regional. Project management of the strategic planning of local sustainable development, as well as consulting assistance in the implementation of the strategy. The scope of the offered cooperation can be adapted to the individual needs of the client.

## Range of services

- Identifying local authority stakeholders and their needs
- Determining the composition and tasks of the commune development convention
- Analyzing the conditions of economic and social development
- Analyzing the conditions of spatial development
- Public consultations and statistical research
- Linking strategic and spatial planning
- Development of a report on the state of the municipality
- Setting strategic goals and operational metrics
- Strategy mapping and creating a strategy monitoring system
- Analyzing and forecasting the state of the municipal finances
- Budgeting strategic action plans
- Implementation of project and program management procedures
- Long-term programming of public investments
- Optimizing municipal organizational structures
- Drafting internal law acts
- Designing internal and external communication
- Planning and managing organizational change
- Monitoring and updating local development strategies

## Benefits for the customer

- Efficient organization of the strategic planning process
- Objectivity of analyzes of development conditions
- Minimizing the risk of errors and failures
- Better understanding of the essence of strategic management of the commune
- Practical knowledge in the field of strategic management of a commune
- Results of valuable analyzes of the municipal development conditions
- Better use of financial and organizational resources
- Established rational project management programs
- Strategy monitoring system implemented
- Effectively introduced organizational changes
- Reduced costs of performing municipal tasks
- Higher culture of commune management
- Public support for the intentions of the local authorities

Due to the different nature of the tasks carried out by powiat, the methodology of strategic planning in a powiat is similar to the methodology of strategic planning in government administration units.

## Strategic workshops for the management staff

### Cooperation goals

Preparing and moderating workshop sessions for the management staff of enterprises, aimed at analyzing and making decisions on matters of strategic importance for the company. Establishing direct communication and cooperation using professional group work techniques and appropriate analytical methods. Building competencies in the field of strategic management.

### Range of services

- Identifying issues that require joint work
- Establishing the business context and objectives of the workshop session
- Development of a detailed program of the workshop session
- Preparation of appropriate analytical tools
- Preparation of the training part and presentation materials
- Preparation of workshop aids for teamwork
- Moderating plenary sessions and working groups
- Support in the course of analytical work
- Support in aggregating results and making decisions
- Support in formulating final recommendations

### Benefits for the customer

- Obtaining objective assessments and decisions on important matters
- Creating conditions for an open, substantive discussion
- Establishing better cooperation at the management level
- Holistic approach to business issues
- Acquisition of professional teamwork techniques
- Better understanding of the conditions of the company's operation
- Building a higher organizational culture

## Management of special projects

### Cooperation goals

Outsourcing of project and program management, i.e. providing professional support in planning and conducting projects of particular importance to the company (special projects). Providing consulting assistance at every stage of the project and entrusting project management to an external consultant. Representing the company in negotiations and in proceedings before regulatory authorities.

### Range of services

- Defining assumptions for projects and methods of their implementation
- Analyzing profitability and business case
- Identifying products from the project
- Project planning based on project products
- Planning and quality control in projects
- Optimizing critical paths and lead times
- Organizing the project team
- Planning the use of project resources
- Communication planning in the project
- Identifying and managing project risks
- Development and updating of project documentation
- Controlling the stages of project implementation and corrections

- Closing and accounting for the project
- Cooperation with regulatory authorities
- Negotiating multilateral agreements and contracts

### Benefits for the customer

- Efficient organization of the project process
- Correct identification of products from the project
- Project profitability monitoring (business justification)
- Professionally prepared plans and design documentation
- Optimal use of design resources
- Properly organized cooperation of project teams
- Project products delivered on time
- Reliably billed projects

## Forms of cooperation

The condition for the success of consulting projects in this area is the correct identification of the client's needs and establishing multilateral, committed cooperation, based on trust and a clear vision of goals. The principles of financing cooperation are established between the parties on the basis of detailed arrangements regarding the scope and conditions of providing consulting assistance.

Cooperation within the offered consulting support includes the following stages:

- conclusion of a confidentiality agreement,
- agreeing on the client's needs in the area of strategic management,
- formulating goals, tasks and a framework schedule for their implementation,
- determining the resources necessary to carry out the planned tasks,
- establishing the rules of communication and other detailed rules of cooperation,
- conclusion of a cooperation agreement,
- analyzing proposed problems and planning, including:
  - methodical and instructional training,
  - collecting data and diagnosing the situation,
  - determining needs, specific goals and action plans,
  - designing alternative solutions,
  - estimating costs, risks and economic justification for each of the alternatives,
  - analyzing effects of implementing the adopted solutions.
- preparation of a plan of organizational changes,
- preparation of the change management plan,
- preparation of an internal and external communication plan,
- starting to implement organizational changes,
- preparation of the final report and presentation materials.

Considering the fact that the effective implementation of the strategic management system is a long-term undertaking, requiring the introduction of numerous organizational changes while maintaining uninterrupted implementation of current operational tasks, the cooperation agreement provides the client with the possibility of consulting also after the completion of the basic tasks covered by the agreement. The possibility of using additional consultations is aimed at creating optimal conditions for obtaining the best possible effects of cooperation.

## Strategic management process framework

