

# Beyond Consulting

partnership in special projects



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# TECHNOLOGICAL AUDIT

business theory and practice

training

**T**echnological audit is one of the forms of organizational audit. It is usually the analytical phase of a broader process of strategic management of a company or other organization. Its main goal is to identify negative phenomena and their causes inside the company and in its environment, limiting the development opportunities and building a strong competitive position of the company on the market. Each company (organization) conducts its activity using various technologies both in the sphere of basic activities (production - generating a specific value for the customer) and in the sphere of supporting activities (finance, administration, human capital management, etc.). The modernity of these technologies and related methods of work organization determines the quality of the company's operation and, consequently, the ability to offer high-quality products and services.

**There is no quality outside, without quality inside the company!**

Improving the internal efficiency of the company's operation based on innovative technological solutions and optimized solutions in the process and organizational sphere is the central point of building its competitive advantage. A technology audit is the first step in a repeating cycle (*Plan-Do-Study-Act*) on the way to achieving internal operational excellence. However, the scope of analyzes carried out as part of a technological audit is not limited to examining the internal conditions of the company's development. It also covers the phenomena occurring in the macroeconomic environment, and the analysis of competitive forces operating in the industry, in which the company operates.

## Training objectives

Introduction to the issues of technological audit, which is the basic stage of the process of strategic company management, and presentation of concepts, methods and tools appropriate for this field. Acquisition of the ability to identify negative phenomena and their causes inside the company and in its environment, limiting the possibilities of its development and building a strong competitive position on the market. The training is addressed to middle and senior management of enterprises and other organizations.

Form of training	Duration	Working methods
Open or closed	1-3 days (8-24 hours)	Lectures and workshops

After completing the program, participants will gain knowledge and skills that will allow them to:

- assimilate the terms and concepts relevant to technology audit;
- get to know the sequence of actions taken in the course of a technological audit;
- differentiate the roles and responsibilities related to participation in the audit;
- acquire the ability to cooperate with the management of the audited company;
- assimilate the rules of documenting and reporting in the process of technological audit;
- identify the key functional areas of the company and the principles of assessing their efficiency;
- identify the main stakeholder groups of the company and their impact on the decisions of the management staff employed in the audited company;
- identify elements of the company's business model and its process structure;
- understand the essence and ways of practical use of the concept of value chain, product life cycle, and portfolio analysis;
- get to know the elements of the macroeconomic and competitive environment of the company and the appropriate methods of their study;
- acquire the ability to set strategic goals, map strategies, describe goals with measures and their cascading;
- acquire the skills in designing strategic action plans, budgeting and strategy monitoring;
- make a distinction between strategies at the corporate level, autonomous economic units and at the functional level of the company;
- acquire knowledge and skills in the field of project management based on the PM-BOK and PRINCE2 methodologies;
- learn the principles and tools for managing change;
- assimilate the roles of leaders and managers in shaping the organizational order and corporate culture of the company in the period of transformation.

### Working methods

The working methods used during the training allow for easy assimilation of both theoretical content and practical skills. The lectures are clear and richly illustrated with multimedia presentations. Workshops are conducted with the help of case studies, outlines, forms and spreadsheets. Professional terminology is presented in Polish and English. The optimal size of the group of participants, allowing for comfortable and effective conduct of workshops, is 10-15 people. This reservation is irrelevant if the training is limited to the lecture part only.

# Training program

The training program consists of three parts. The content and duration of each part can be flexibly adapted to the needs of the participants. In the one-day variant, the training is limited to the lecture part only. In the two- or three-day variant, it is supplemented with practical workshops.

## Technological audit in the process of strategic company management

- Basic definitions and terminology
- Technological audit as an element of strategic company management
- Characteristics of the strategy at the functional level of the company
- Defining the company's business model
- The concept of the value chain and its practical use
- Business process and process management
- Mapping of business processes and operating procedures
- Basics of the analysis of the organizational structure of the company

## Technological audit implementation methods and tools

- Management by objectives and measures of strategy
- Analyzing the company's competitive environment (CSF, PEST, 5Forces)
- Portfolio analysis and product life cycle analysis (BCG, PLC)
- Developing a new product as a tool for building a competitive advantage
- Cause and effect analysis (SWOT, 5M)

## Technological audit in the context of organizational change management

- Project management according to the PMIBOK vs. Prince2 methodologies
- Designing organizational structures and restructuring
- Basic change management models
- Resistance and methods of managing the psychological aspects of change
- The roles of leaders and managers in change management
- Communication and shaping corporate governance

