

# Reinventing Your Business Strategy

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June 13 - 14



# Sasin

was founded on September 15, 1982 by Chulalongkorn University with the support and collaboration of Kellogg School of Management and the Wharton School. On December 5, 1987, the name "Sasin" was graciously bestowed by His Majesty King Bhumibol Adulyadej of Thailand on the occasion of His Majesty's 60th Birthday, and so, GIBA became Sasin.

Sasin's development has so far fulfilled the expectations of its founders whose vision was to establish "an educational institute of the highest order of excellence". Facilities include centrally air-conditioned study center, a special business and management library with over 6,000 volumes of textbooks and publications as well as over 80 titles of periodicals; access to Chulalongkorn University's highly advanced Computer Center and international electronic communication networks, more than 70 sets of personal computers, computer projection and audio-visual systems essential for effective learning. Academic programs currently offered are: Doctor of Philosophy in Business Administration (Ph.D.), Master of Business Administration (MBA), Master of Business Administration (Executive), Master of Science and Graduate Diploma in Human Resource Management, advanced management development programs, business and management seminars as well as business and management communication training.

## Program Overview

The world is changing. The old rules are beginning to buckle, and new standards are emerging—some still shrouded in fog, others with greater clarity. For example:

- America's historical role as the bell weather of the global economy is at risk, yet there is no readily identifiable nation that is acknowledged as the obvious replacement. Accordingly, who will oversee and referee the rules for the new world economy—and what will those rules look like?
- Will the recent meltdown of the world-wide financial sector bring a reversion to a less risky, less leveraged, and thus more difficult credit regime—and if so, where will expansion capital for business firms come from?
- Are energy prices bound to be permanently higher than in the past several years? If so, what options are available to organizations that have a heavy dependence on this commodity?
- Will the growing challenges to globalization itself result in a backlash to this movement—perhaps the single most powerful force for change in the world over the past generation?

These and other questions of equally significant stature are ones that business leaders cannot ignore. Indeed, if these leaders are to survive they need to address them head-on. And in doing so, they need to painstakingly examine their current business strategies and hold them up to the new realities and determine what needs to be changed. In short, they need to *re-invent their strategies!* A failure to do so could prove fatal.

Sasin's two-day seminar titled "*Reinventing Your Business Strategy*" will provide the forward-thinking business executive with the latest concepts and techniques that have been developed to deal with strategic analysis and renewal. We will first discuss the nature of market changes that have created so much confusion, and then will turn to the potential solutions to the problems that have emerged. For example,

- The recent spike in energy prices has devastated the American automobile manufacturers—to the point that bankruptcy resulted for some, while others might be merged out of existence. Could, for example, General Motors have better anticipated this market shift—and could it have altered its strategy before the worst of the crisis hit?
- AIG, the giant insurance firm, is clinging to life in the aftermath of the sub-prime real estate crisis. Why didn't management of this otherwise fine firm better comprehend the risks it was facing and then re-position the firm to weather the downturn, rather than allowing one small sub-unit to cause so much harm?
- Thailand has experienced an on-going series of political clashes in recent years, and they have had a significant effect on many sectors of the Thai economy. Given the premise that these political uncertainties have yet to reach their termination, is there anything that local business firms can do now to anticipate and plan for how they will best respond to such events?

In this seminar we will define a method to reinvent your organization's strategy, based first on a comprehensive analysis of what you are doing now, second on an evaluation of how the current approach might be misaligned with the new realities that are arising about you, and finally on the creation of a new direction that is better fitted to the new environment your organization is facing. The seminar will review materials in the key functions of management and show how these new concepts are assisting firms to deal with market upheaval and change; these tools include innovative thinking, scenario planning, and change management, as well as strategic analysis.

This program is designed to meet the needs of managers not only in different lines of business (such as manufacturing, service, and cross-border regional business firms), but is also of relevance to the public or non-profit sector executive who is dealing with the challenge of change in an uncertain environment and the need to recalibrate the organization's current strategy. The program will offer insight not only into the latest thinking on these current critical topics, but it will also offer an opportunity for networking with managers and executives who are facing common problems today. You will be able to share your own perspectives and experiences with others, and hear what they have done to meet the demands of change.

At the end of the program you should be better equipped to re-think and re-invent the strategies and tactics of your own organization, and re-define what you have to do to succeed in the foggy future of the current marketplace.

## Where & When

The seminar will take place at Sasin Graduate Institute of Business Administration of Chulalongkorn University, Sasa Patasala Building. The two-day program runs on June 13 - 14, 2011 from 08.45 - 16.15 hrs.

## Speaker

**Dr. Paul Tiffany** is a highly experienced business consultant and an acclaimed facilitator of management training and development programs for leading firms and organizations throughout the world. He currently serves as a Senior Lecturer at the Haas School of Business of the University of California, Berkeley, where he teaches courses in Business Policy & Strategy and International Management.



Prior to this Professor Tiffany served as a Lecturer at the Graduate School of Business, Stanford University, and also taught at The Wharton School of the University of Pennsylvania. He currently serves as a Visiting Professor at Sasin, the Graduate Institute of Business Administration of Chulalongkorn University in Thailand; IOMBA, the International Organizations MBA program at the University of Geneva; and the Columbia University School of Business in New York City. Professor Tiffany earned his undergraduate degree from Loyola University, an MBA from Harvard University, and his Ph.D. from the University of California at Berkeley (all in the US).

**Professor Tiffany** is also a well-known author. His book *The Decline of American Steel* was published by Oxford University Press in 1988, and appeared in a Japanese edition in 1989. *Business Plans for Dummies* (John Wiley & Sons), co-authored with Dr. Steven Peterson, was published in 1997 and again in 2005 in a 2<sup>nd</sup> Edition. It was a worldwide Top-Five finalist in the Booz Allen/Financial Times "Best Business Book of 1998" competition. The first edition went through fifteen printings, and was available in ten languages. Professor Tiffany is the recipient of several awards for his teaching, including the Cheit Award as the outstanding professor in the Berkeley-Columbia Executive MBA program, in both 2003 and 2004.

**Dr. Tiffany** currently leads Paul Tiffany & Associates, a multi-specialty consulting and training organization that offers management services to firms throughout the world. Recent clients have included Deutsche Post World Net (Germany), Siam Cement Group (Thailand), Thai Beverage (Thailand), Royal Bank of Scotland, Genentech, The Hartford Insurance Co., Statoil (Norway), Microsoft, Mohegan Sun Resort and Casino, US Steel, Raytheon, Toyota (Japan), Cisco Systems, Korean Management Association (Korea), Bank of America, and MinSheng Bank (China), among many others.

## Fee & Payment

The non-refundable registration fee of Baht 49,500\* per person, includes course materials, meals and refreshments. A crossed cheque payable to SASIN should accompany this registration form. We can only confirm your registration after your fees are received and cleared.

- Registration fee is corporate income tax deductible under the Royal Decree issued under the Revenue Code Governing Exemption of Taxes and Duties (No. 437) B.E. 2548 (2005).
- Early Bird Rate Baht 42,075 for participants who apply by May 13, 2011.
- 25% special discount for Sasin alumni (MBA, EMBA, HRM, ASEP, SEP).

## Cancellation Policy

Cancellation penalties will be charged using the following guidelines:

There will be no cancellation charge for registrants canceling twenty (20) or more business days prior to the scheduled date.

Participants who cancel less than twenty (20) business days but more than ten (10) business days prior to the scheduled training date will be charged 25% of the course fee.

Course cancellations ten (10) or less business days but more than five (5) business days prior to the scheduled training date will be charged 50% of the course fee.

Course cancellations made five (5) business days or less of the scheduled training date will be charged 100% of the course fee.

No-shows will be charged 100% of the registration fee.

All cancellations must be sent in writing via mail, fax, or e-mail.

Sasin reserves the right to cancel any scheduled courses due to low registrations, or for any other reason, without financial obligation. Should that become necessary, Sasin will notify registrants at least one week prior to the start day.

## Program Schedule

### DAY 1: Monday, June 13

#### Session 1: What Is Your Strategy—and Why Do You Need to Reinvent It?

- A Strange New Economic World—Where the Old Rules No Longer Apply?
- The Current Global Economic Outlook: What is Changing?, and Why It is Changing?
- Why Old Strategies Usually Fail in New Situations?

#### Session 2: Strategic Reinvention: Key Issues

- First: How Well Do You Understand Your Current Strategy?
  - Undertake a critical analysis of what you are now doing: what current assets are being used, and which ones are under-utilized (including personnel)?
- Second: Know the Metrics!
  - What markers indicate that your current approach is wrong—and are they the appropriate ones? And what metrics are necessary to correctly gauge strategic success—that is, are you keeping score correctly?
- Third: Focus, Focus, Focus on the Customer!
  - What is the relationship between your new strategy and your target customer? Do you know who this is? Does the customer realize that you know? Are you truly serving this customer?
- Fourth: Stimulate Innovative Thinking in Your Organization!
  - Examine and revise as necessary the structural and behavioral factors that can produce innovative out-of-the-box solutions in your firm.

#### Session 3: Case Analysis

- Case: to-be-announced
- Small group discussion and case preparation
- Group case presentations and plenary discussion

#### Session 4: Reinvention Hurdles: What They Are... and How to Jump Them?

- Change Management and Strategic Re-Invention
- Leadership and Management Issues in Strategic Reinvention
- Change from Within or Change via External Resources: Re-tooling or New Equipment-- Which Way to Go?

### DAY 2: Tuesday, June 14

#### Session 1: The Reinvention Model: Strategy-Structure-Process Paradigm

- The Primary Variables: Why Strategic Alignment is Critical?
- Strategy First—Then Structure and Process
- Examples: Successes... and Failures (What Worked?, What Didn't?)

#### Session 2: Organizational "Culture": People, Processes... and Values

- Major Elements of Organizational Culture
- "Sociability" vs. "Solidarity"—or Task and Relationship
- Managing People and Strategic Execution Excellence

#### Session 3: Case Analysis

- Case: to be announce

#### Session 4: Strategic Reinvention: A Framework for Future Action

- How to Get Started?
- Planning to Change
- Where Do We Go From Here?

# Registration Form

## Reinventing Your Business Strategy

June 13 - 14, 2011

The application may be photocopied for additional participants. To ensure the accurate processing of your application, please type or print the information requested below.

Please check  Mr.  Ms.  Dr.

Name in full (English) \_\_\_\_\_

Name in full (Thai) \_\_\_\_\_

Nationality \_\_\_\_\_ Age \_\_\_\_\_ yrs.

Position/Title \_\_\_\_\_

Name of Organization \_\_\_\_\_

Business Address \_\_\_\_\_

Telephone \_\_\_\_\_ Fax \_\_\_\_\_

E-mail Address \_\_\_\_\_

### Education/Training

Institutions Attended \_\_\_\_\_ Major \_\_\_\_\_

\_\_\_\_\_

Degree/Cert. Conferred \_\_\_\_\_ When \_\_\_\_\_

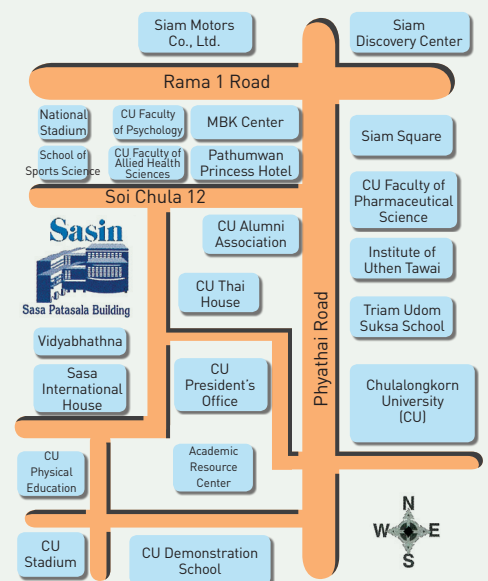
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### Please check the following

- A crossed check payable to Sasin is enclosed.
- I shall make full payment of registration fee before June 6, 2011. I understand that a confirmed reservation cannot be guaranteed prior to payment.
- Money transferred to The Siam Commercial Bank Public Co., Ltd., Siam Square Branch, Savings Deposit Account No. 038-2-04022-1 for Sasin Graduate Institute of Business Administration. Please fax pay-in-slip to 0-2216-1314
- Vegetarian meals are preferred.
- Sasin alumni (Program ..... Class.....)

Signature .....

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For further information, please contact:

### Executive Education

Sasin Graduate Institute of Business Administration of Chulalongkorn University  
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