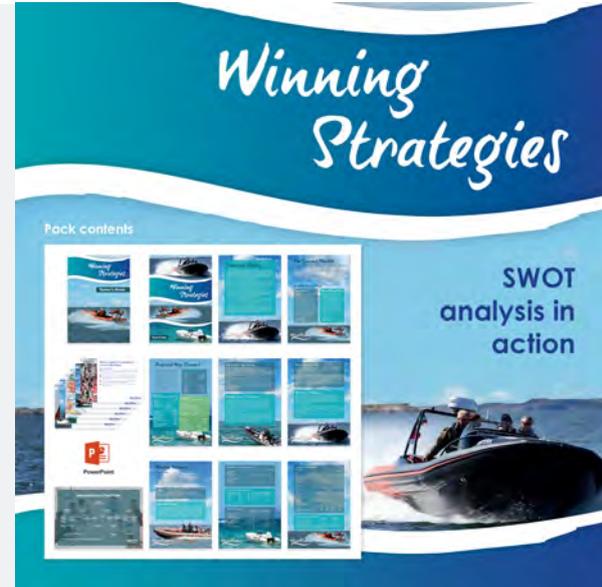


Winning Strategies

FACTSHEET

Teams conduct a **SWOT** analysis to investigate what's wrong at *WaveRiders* - and select a strategy for turning fortunes around.

-  **1-2 hours + debrief**
-  **1-24** (up to 4 teams of 1-6 per team)
-  **For staff at any level**
-  **No computer required**
-  **595 ex VAT**



Learning objectives

-  To use financial data to analyse an organisation
-  To conduct a SWOT analysis
-  To work with facts
-  To think strategically about the market
-  To work as a management team on key decisions
-  The value of good presentation skills

About the activity

WaveRiders make inflatable dinghies for the leisure and military markets. With business performance in freefall, teams must use their analytical and strategic skills - and common sense - to find a viable future for this sinking company.

Teams assess company files in the form of a Team Folder: sales history, production levels, staffing and organisation, staff comments, P&L Accounts, Balance Sheets etc. Analysis of the data by the joint efforts of the team gives them an overview - and a SWOT analysis establishes more accurately the current position of the business.

Teams then propose a strategy for the future. They may decide the answer to the company's problems lie in marketing, or the workforce, or even the product itself. They receive six Strategy Cards, each pointing to a different way forward. It's their job to identify the one that best fits their own findings - and be ready to defend their choice. (You may also ask teams to prepare P&L projections.)

Teams take turns to explain their proposals (making this business activity ideal for practising presentation skills). The Trainer's Notes explain the pros and cons of each Strategy Card and identifies the best one.

Pack contents

-  Trainer's Notes
-  PowerPoint Presentation
-  Datacard Sets
-  Team Folders containing:
 -  company history
 -  current market
 -  financial records
 -  internal comments 1
 -  internal comments 2
 -  market research
 -  sales history & personnel data
 -  five-year summaries
 -  organisation structure

Ideally suited to

General Management programmes and for getting to grips with the basics of strategy.

Also ideal for individual assessment of candidates for middle/senior management.



Winning Strategies

FACTSHEET

Customer reviews

“ *Excellent.* Used in recruitment and assessment to *demonstrate behaviours* against a company framework.

Joanne Williamson, Training Manager, Stena Line

“ An *excellent* hands-on activity for Managers and Heads of - to get to grips with the *basics of strategy*.

Glenda Bennett, Consultant



Trainer's role (full guidance supplied in Trainer's notes)

- Briefly introduce the activity and organise the group into teams.
- Issue Team Folders and allow up to 50 minutes to study the material, identify the important information and conduct a SWOT analysis.
- Observe the teams in action but do not get involved in the activity.
- After the allotted time, issue the Strategy Cards describing possible ways forward for the company.
- Allow 10 minutes for teams to decide which Cards best represents their views and to list the reasons for their choice.
- Allow more time if you want teams to give presentations on the key points identified in their SWOT analysis and their reasons for their choice of strategy.
- Lead a Debrief and listen to contributions from each team.
- Use the PowerPoint presentation to consolidate the learning.

Northgate says...

Winning Strategies makes a great, hands-on introduction to SWOT analysis. Can teams identify strengths and weaknesses at WaveRiders, as well as the existing opportunities and threats?

Next step: using the findings to make the right decisions about the future.

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