



*Training Course:  
Strategy Building and Sustaining Competitive  
Advantage*

*3 - 7 May 2027  
Barcelona (Spain)*

## Training Course: Strategy Building and Sustaining Competitive Advantage

Training Course code: LS1128 From: 3 - 7 May 2027 Venue: Barcelona (Spain) - Training Course Fees: 5775 € Euro

### Introduction

Why do some companies appear to have little difficulty in growing and changing whilst other companies decline and even collapse? Why do companies fail in markets that are showing considerable growth? Why is it that in many businesses 80% of the total available profits are earned by just the top 3 or 4 companies?

The answer is simple and straightforward - but it is not easy. Companies that grow and change are companies that know how to build robust strategies that secure and sustain competitive advantage. The concepts of strategy and competitive advantage are at the very heart of business success. This has always been the case. The big challenge in the 21st century is that almost all businesses are becoming more complex, more competitive and more international

This course focuses on these two central and vital concepts - strategy and competitive advantage. The course is relevant to managers in every part of the organization because increasingly managers need to understand how their part of the business contributes to these two important issues - building a robust strategy and sustaining competitive advantage

The principal highlights of the course are

- Introduction to leading-edge thinking and best practice in strategy building
- Guidance in developing ourselves from operational to strategic managers
- DVD presentations by world-class scholars and practitioners
- Case studies for classwork and discussion
- Case presentations based on the personal experience of the course leader

### Objectives

The central objectives of this course are as follows:

- To ensure that participants understand the concepts of strategy and strategic management
- To understand the main frameworks within which robust strategies can be created
- To understand the linkage between strategy building and implementation
- To understand the meaning of the concept of competitive advantage
- To ensure that strategy is changed and developed to create a sustained level of high performance

- To enable participants to understand how their specialist parts of the organization contribute to strategy building and achieving sustainable competitive advantage

## Target Audience

- Senior Managers - Those responsible for overseeing strategic direction, decision-making, and operational effectiveness.
- Middle Managers - Individuals looking to enhance their understanding of strategy development and its impact on their department or team.
- Project Managers - Professionals handling strategic initiatives and seeking to understand how to align project goals with overarching business strategies.
- Team Leaders - Leaders responsible for guiding teams and ensuring that they contribute to broader organizational goals.
- Entrepreneurs and Business Owners - Individuals looking to build or sustain competitive advantages for their businesses.
- Consultants and Business Analysts - Professionals who work in strategy development or competitive analysis and wish to deepen their understanding of strategic frameworks.
- HR Professionals - Those involved in organizational strategy and leadership development.

## Outlines

### Day 1: Business Strategy, Strategic Management, and Strategic Choice

- Generic Competitive Strategies
- Structural Analysis of Industries and Companies
- "Competitive Positioning" versus "Blue Ocean" approaches
- How value migrates over Time
- Customer Selection and the Principle of Differentiated Customer Engagement
- The Integrated Supply-Demand Chain as the Basis of 21st Century Strategic Thinking
- Choice and Complexity - The Fundamental Problem in Strategic Thinking and Planning
- Mini-Case on Strategic Choice

### Day 2: How to Build a Robust Strategy

- The Interface of External and Internal Analysis: Trade-Offs and Balance
- The Concept of Shareholder Value and its Relationship to Strategic Planning
- Financial and Non-Financial Aspects of Strategy, Objectives and Mechanisms

- Advanced Application of the “Balanced Scorecard” Principles
- Diagnosing Strategic Problems and Opportunities
- Strategic Choice - Offensive versus Defensive Strategic Programmes
- How to Build and Use the “5-page Strategy Framework”
- Mini-Case on Strategic Choice

### Day 3: The Concept of Competitive Advantage and the Ways of Securing Competitive Advantage

- Review of the tools used so far
- Competitive Advantage through Cost Leadership
- Competitive Advantage through Product/Service Differentiation
- Competitive Advantage through Differentiation of the Business Model
- Combining Cost Leadership with Differentiation: Singapore Airlines Mini-Case
- Balancing Cost Leadership and Differentiation in Delivering Value to Customers
- Introduction and Briefing for the main Case Study
- First-phase group work on the main Case Study

### Day 4: Strategic Risk and Global Strategic Management

- Identifying and Assessing Risk and Uncertainty
- Tools and Techniques in Managing Risk and Uncertainty
- The Essence of Globalization and Global Business Strategy
- Globalization - Managing the Strategic shift from between National/International/Global phases
- Globalization - Managing Organizational Change and the Human Resource dimension
- How to Build and Manage a Strategic Planning team
- Managing the Interface of Strategy and Global Operations
- Second-phase work on the main Case Study

### Day 5: Building Tomorrow’s Organization out of Today’s Organization

- Final-phase work on the main Case Study

- Group Presentations of the main Case Study
- Strategic Renewal: The Life-Cycle Principle Applied to Business Strategy
- The Importance of Vision and Values in Driving Strategic Development and Organizational Change
- The Senior Executive as Strategic Leader and Communicator
- The Senior Executive as Coach and Mentor - Getting Strategic Thinking into all Levels of Management
- Conclusions 1 - Building Tomorrow's Organisation out of Today's organization
- Conclusions 2 - The Corporate and Individual Value of Strategic Thinking

## Registration form on the Training Course: Strategy Building and Sustaining Competitive Advantage

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Complete & Mail or fax to Global Horizon Training Center (GHTC) at the address given below

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### Person Responsible for Training and Development

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### Payment Method

- ☐ Please find enclosed a cheque made payable to Global Horizon
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