

UniGov

Improving Governance Practices at Palestinian Higher Education Institutions

Making Strategy Work



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Agenda

Sunday, January 27, 2019

10.30-11.00	Introduction—Key Challenges in Strategy Development and Implementation
11.00-12.30	<i>Workshop 1: Creating a Destination Statement for the Palestinian University 2025</i>
12.30–13.15	Lunch
13.15–15.00	<i>Workshop 2</i> <ul style="list-style-type: none">– Setting Strategic Priorities– Developing Strategy for the Palestinian University 2020-2025

Why Strategies Rarely Work

1. **Inability to manage change effectively** or overcome internal resistance to change

1 Coalition of Strategists



Why Strategies Rarely Work

1. **Inability to manage change effectively** or overcome internal resistance to change
2. **Unclear articulation of the final destination:** What are we trying to achieve?

Alice's Adventures in Wonderland

Lewis Carroll (1865)

"One day Alice came to a fork in the road and saw a
Cheshire cat in a tree.
'Which road do I take?' she asked.
'Where do you want to go?' was his response.
'I don't know', Alice answered.
'Then', said the cat, 'it doesn't matter.'"

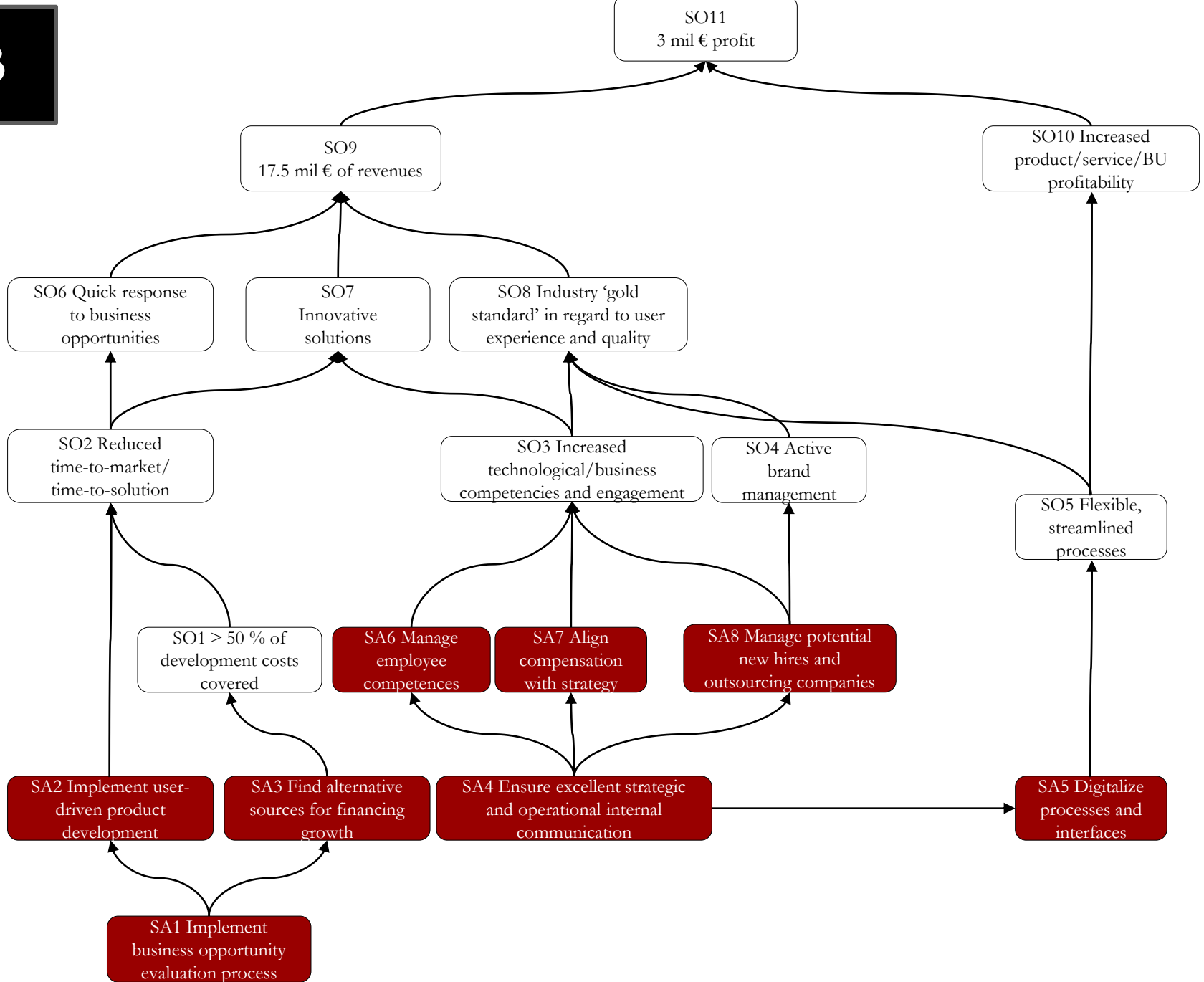


Why Strategies Rarely Work

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2. **Unclear articulation of the final destination:** What are we trying to achieve?
3. **Poor or vague strategy:** How are we going to achieve our destination?

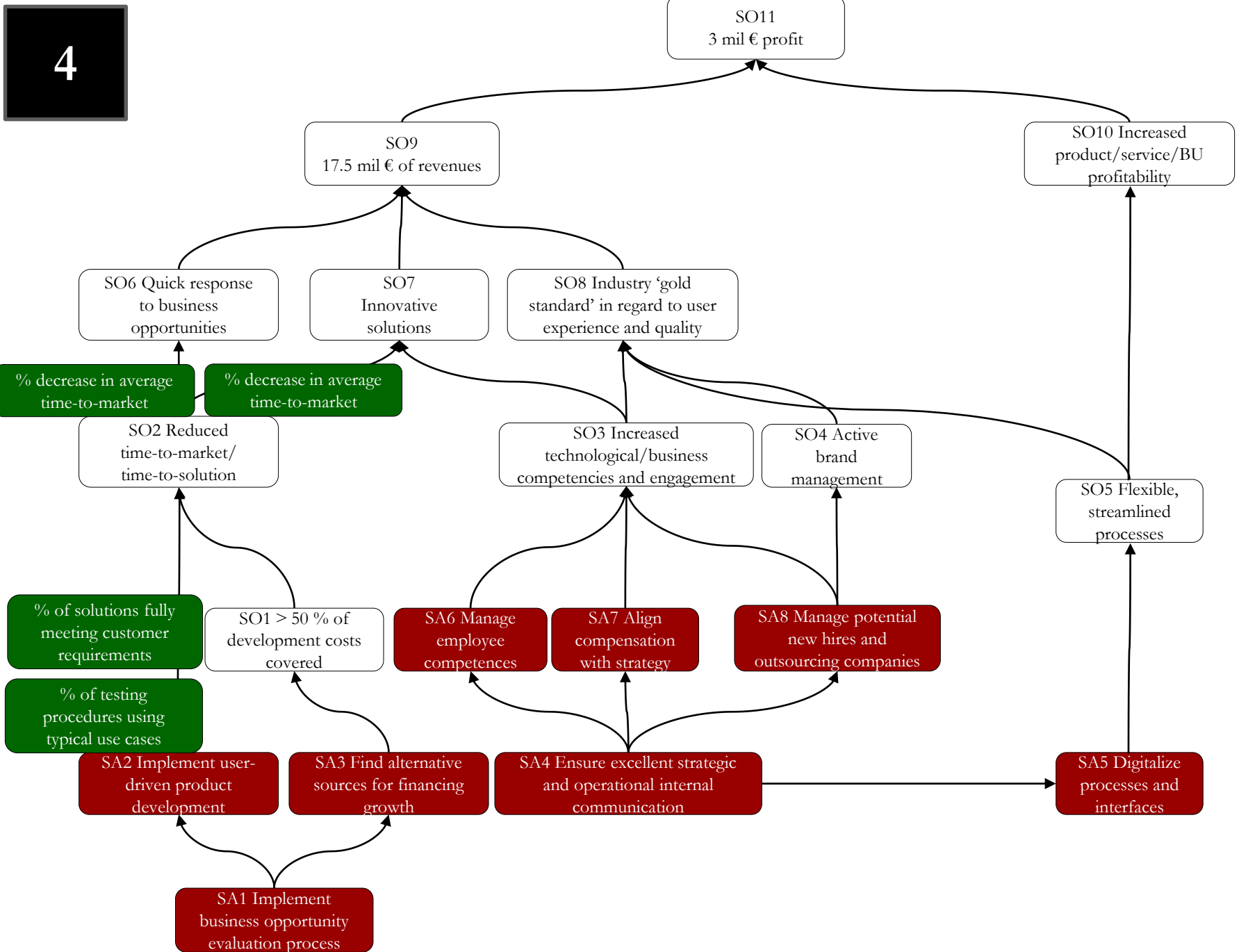
What is Strategy?

1. **Porter** (1980): “A broad formula for how a business is going to compete, what its goals should be, and what policies will be needed to carry out those goals.”
2. **Saloner, Shepard & Podolny** (2001): “A specification of how the firm is going to create value and get to keep some of it.”
3. **Barney** (2011): “A firm’s strategy is its theory of how to achieve high levels of performance in the markets and industries within which it is operating.”
4. **Kim & Mauborgne** (2005): “How to create uncontested market space and make the competition irrelevant.”



Why Strategies Rarely Work

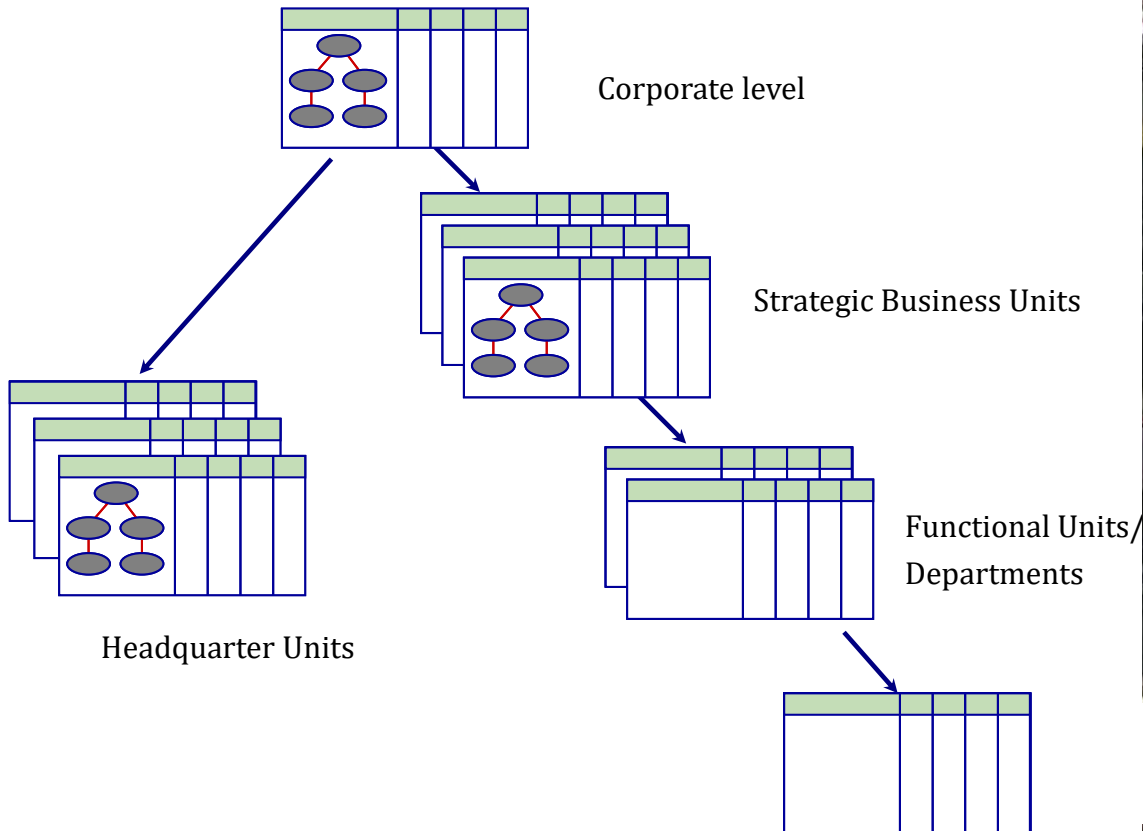
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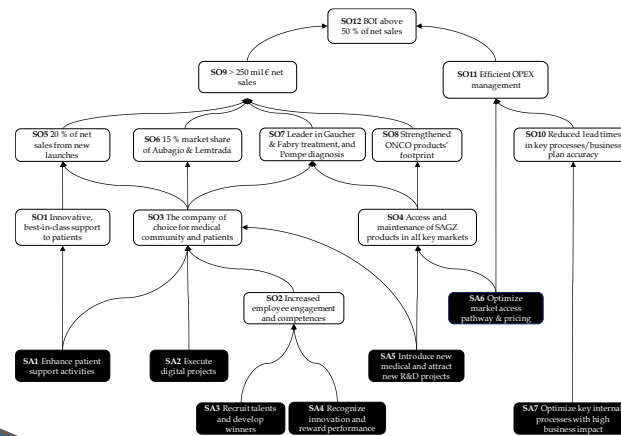
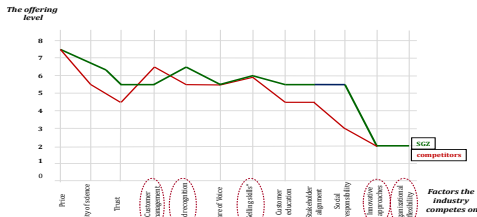
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5. **Unclear responsibility** at lower levels for implementation decisions

Cascading



The Strategy Development Process






Strategic Analyses



Destination Statement 2025

Code	STAKEHOLDER EXPECTATIONS
SE1	We exceed 250 mil € net sales maintaining double digit CAGR
SE2	We keep BCI above 50 % of net sales
SE3	We reached at least 10 % of the European SAGZ sales
SE4	We are the second largest BU for Sanofi CEE
SE5	20 % of net sales is coming from new launches (Cerdelga, Sanlumab, Dupilumab, Patisiran)
SE6	Our CEE market share for new launched products (Cerdelga, Sanlumab, Dupilumab) is within 5 high market shares for Europe
SE7	We are leader in Gaucher and Fabry treatment in CEE
SE8	We have increased penetration and diagnosis in Pompe to 25 % of prevalence patients
SE9	Market share of Aubagio and Lemtrada together is 25 % in treated patients
SE10	We have commercial access for new products in all key markets (Greece, Poland, the Czech Republic, Slovakia, Hungary, Croatia, Slovenia, Bulgaria, Romania)
SE11	We created access for all severe patients in Atopic Dermatitis in all CEE countries
SE12	We are a company of choice for medical community and patients
SE13	We deliver innovative, best-in-class support to patients
Code	EXTERNAL RELATIONSHIPS
ER1	We developed a 'disease management platform' (tools and solutions focused on overall disease management subject) to provide HCPs new scientific information for our products
ER2	We are providing best-in-class educational programs and solutions to HCPs in the therapeutic areas are operating in
ER3	AD is recognized by all key stakeholders as a severe disease
ER4	We are supporting each of our key products with post-marketing studies and other medical activities
ER5	SAGZ CEE is key partner for product development in Sanofi
ER6	We have established sustainable partnerships ('win-win' agreements) with payers securing price and profitability by appropriate price management
ER7	We have implemented patient support solutions for each of our products where needed
ER8	We are generally and publicly very well recognized company in specialty care
Code	PROCESSES AND CAPABILITIES
PC1	Unified CRM (Cemini) is implemented in all SAGZ CEE countries
PC2	Our investments in digital initiatives make 10 % of OPEX
PC3	We have reduced the time required for final approval per specific procedures by 50 %
PC4	Our CMEs have more flexibility in resource allocation while supporting the strategic goals of business
PC5	Our internal processes are optimized to support specialty care business model
PC6	We have best-in-class efficient patient support programs
PC7	We translate effectively medical data into daily HCP practice in CEE
PC8	We are using synergies within Sanofi to the maximum to support strategic goals
Code	ORGANIZATION AND CULTURE
OC1	Our leadership culture is based on leading by example, challenging, empowering, and ensuring dialogue
OC2	We are a winning-spirit team driven by energetic and open-minded people sharing common goals and purpose
OC3	Compensation package (salary, bonus) is aligned within the company
OC4	We reward innovation
OC5	We keep and develop the best talents
OC6	HC deployment at the CEE level enables efficient adaptation to the changing environment while keep flat organization

The Balanced Scorecard 3rd Generation Method *(2GC, UK)*

- | | | |
|--|---|----------------------------------|
| 1. Inability to manage change effectively or overcome internal resistance to change |  | Coalition of „Strategists“ |
| 2. Unclear articulation of the final destination:
What are we trying to achieve? |  | Destination Statement |
| 3. Poor or vague strategy – how are we going to achieve our destination? |  | Strategic Linkage Model |
| 4. Inadequate information sharing among individuals/units responsible |  | Performance Measures and Targets |
| 5. Unclear responsibility at lower levels for implementation decisions |  | Cascading |

Destination Statement 2025

B

In this exercise, you will **work as a team** to produce a draft of the ‚Destination Statement‘ for your University. You are writing it to describe **how you imagine the Palestinian University looks like on December 31, 2025**, assuming your strategic choices are implemented successfully.

The Destination Statement will have four sections.

Destination Statement

– The 4 Perspectives

Stakeholder Expectations & Finance

Who are your prime Stakeholders?

What do they expect you to deliver in year X?

Think about:

- Financial performance
- 'Outcomes' required
- Legal / operational constraints

External Relationships

Which people or organisations that are outside your direct management control will directly affect your ability to achieve your stakeholders expectations?

What relationships with these groups would be help you achieve these stakeholder expectations?

Processes & Capabilities

What processes and capabilities are required to:

- Directly meet the stakeholders' expectations
- Develop the required external relationships?
- Support and maintain the organisation and culture required

Organisation & Culture

What characteristics will the organisation need to have to support the processes and capabilities required to meet stakeholder expectations?

Think about:

- The Structure
- The Size
- The skills and attitudes of the people within the organisation
- The working environment

Destination Statement FELU 2020 -

Examples

B

Key Stakeholder Expectations	External Relationships
<ul style="list-style-type: none">- FELU is an internationally reputable economics and business school with a major impact in the Slovenian and international business and institutional environments- FELU graduates are highly employable and successfully develop their business careers	<ul style="list-style-type: none">- FELU has a triple crown (EQUIS, AACSB and AMBA accreditations)- FELU Alumni is an internationally active network supporting the FELU in achieving its mission
Processes & Capabilities	Organization & Culture
<ul style="list-style-type: none">- FELU has increased the share of interdisciplinary research activities and international research teams by 50 per cent- Student workload at FELU is comparable to the best business schools in Europe	<ul style="list-style-type: none">- Organizational structure and processes enable agility in flexible development and implementation of activities- FELU respects and fairly compensates all types of work and rewards achievements in all fields- FELU has increased financial resources per student by 30 per cent

Destination Statement 2025

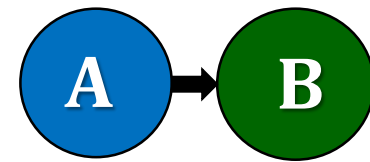
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Key Stakeholder Expectations	External Relationships
Processes & Capabilities	Organization & Culture

For each perspective, individually develop 2-3 statements describing the University in 2025:

- 7-10 words long statements
- Each statement on a separate Post-It note
- Quantify outcomes (if possible)
- Use past/present tense

Voting on the Biggest Challenges



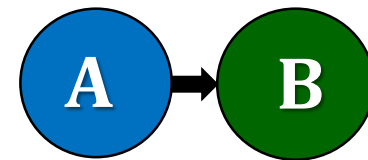
Identify those destination sentences that describe outcomes that will present you the biggest challenges over the coming 18 months

Using the 10 dots provided (5 red and 5 blue dots) vote for those sentences that:

- Describe a destination that is new to the Palestinian University (**RED**)
- Describe a destination that requires participation and collaboration of various stakeholders (**BLUE**)

Individually, place no more than 2 red or 2 blue dots on any one sentence.

Developing Strategic Activities



Split into pairs.

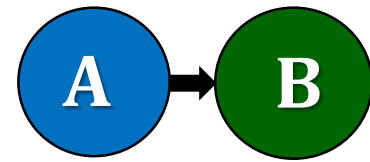
Review each of the top priorities and **discuss** what **actions** the management team can take over the next year to ensure progress is made towards achievement of the top priorities.

Actions can either be things done directly by the management team members, or delegated to others in the organization.

i.e.

- *Upgrade syllabi to stimulate critical thinking*
- *Reshape teaching methods to develop competences*

Documenting Strategic Activities



Activity Definition Form

ACTIVITY NAME

A	
OWNER:	

DESCRIPTION

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RESPONSIBLE TEAM

--

RISKS, ISSUES & DEPENDENCIES

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