

STRATEGY. WORK. PEOPLE.

Delivering Business Value

Many organizations today struggle to capture full business value from the execution of their strategy, whether due to the strategy itself, the selection of the portfolio that enables the strategy, or the actual execution of project-based work that makes the portfolio a reality. *Delivering Business Value* seeks to teach mindset and toolsets that enable all of those engaged at the strategic, portfolio, and work leadership perspectives to make decisions that create the maximum possible business value from their work. The course begins with a focus on defining value in terms of finance, strategy and business benefits and helps participants see how they contribute to creating value from their role. It then provides a primer on some finance concepts that are essential to understand for value-driven decision making.

Participants then learn to focus on the different drivers they can use to create value, leveraging financial, strategic, planning and risk concepts to fully understand the actions they can take in order to drive value. The course utilizes discussions, calculation exercises, case studies, and a business board game simulation to create an engaging and effective learning experience.



YOU WILL LEARN TO:

- Explain the fundamental principles of time value of money and financial management
- Define value creation and what drives it
- Describe the composition of financial statements and assess information from selected corporate financial statements
- Explain the importance of forecasting and create effective forecasts
- Evaluate project risk
- Incorporate intended benefits into the overall leadership of work.

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KEY TOPICS

- Business Value and Strategy
 - Defining Value
 - The Value Triangle
 - What is Project Benefits Management?
 - What Impedes Strategy Execution and Value
 - Creation? Four Cornerstones of Value Creation
 - A Case Study in Strategy and Value Creation
- Time Value of Money
 - Value Triangle Connection
 - Time Value of Money (TVM) is the Foundation of Finance
 - Why is TVM Important?
 - What Can TVM Tell Us?
 - TVM Timelines and Notation
 - The Three Rules of Time Travel
 - Only compare at the same point in time
 - Compounding
 - Discounting
 - Multiple Cash Flows
 - Annuities and Perpetuities
 - Deriving Business Value from TVM
- Financial Statement Analysis
 - Value Triangle Connection
 - Three Types of Financial Statements
 - The Cash Flow Cycle
 - Income Statement: Key Items & Ratios
 - Balance Sheet: Key Items and Ratios
 - Deriving Business Value from Financial Statement Analysis
- Value Creation
 - Value Triangle Connection
 - The Difficulty of Maintaining Value in the Marketplace
 - The Value Creation Framework
 - Spread
 - Growth
 - Competitive Advantage
 - Spread (ROIC less Cost of Capital)
 - Focus on Cash Flow, Not Earnings
 - Drivers of Valuation
 - Key Value Drivers
 - Innovation
 - Expectations
 - Clarity of Vision
 - Business Model
 - Market Opportunity
 - Competitive Advantage
 - Risk
 - Barriers to Implementation
 - 7 Deadly Investment Sins
- Forecasting
 - Value Triangle Connection
 - Capturing Value in the Project Based Work Lifecycle
 - Strategic Planning
 - NPV and Alternatives
 - Real Options Analysis
 - Deriving Business Value Through Forecasting
- Understanding Risk
 - Value Triangle Connection
 - Definition of Risk
 - Types of Risk
 - Organizational Risk Tolerance Framework
 - Key Issues for Risk Management
 - Risk and Value Horizons
 - Organizational Culture and Risk
 - Risk and Reward
 - Portfolio Risk
 - Deriving Business Value from Risk Analysis
- Zodiac Simulation
 - Business Simulation
 - Debrief

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