



2019 Boulder Microfinance Training (MFT) Course Syllabus

Course:	Planning in a Dynamic Environment: The Place of Strategy
Faculty:	Peter Lengewa
Dates:	Week 1 (July 22 – July 26)
Time:	Morning (10:30am-1:00pm)
Language:	English

Course Description

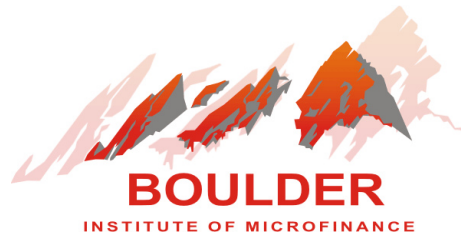
How can financial institutions thrive in an ever-changing operating environment? How can these institutions remain relevant and how do they meet shareholder expectations? How do they wade through an increasingly competitive market, with new and in some cases unconventional players? Strategic planning seeks to enable an institution to appropriately respond to customer needs, within a given operating environment, while meeting shareholder expectations and complying to legal and regulatory requirements. Though planning is important, strategy execution is a dilemma faced by many organisations. How can this be overcome?

This course explores three critical issues in strategic planning i.e. analysis, strategy formulation and execution. There will be specific emphasis on strategy execution, due consideration will be given to the role of organisation culture. The course will examine current trends in technology and how it is shaping the operations of financial institutions going forward.

This course is designed to allow participants to pick key lessons from each other on aspects that are closely related to the own operating environment as well as gain insights from presented cases and facilitator led discussions. The course is designed to allow participants to learn from aspects that are most relevant to them by use of a combination of open space, practical participant identified assignments as well as short case studies.

Objectives

The course will enable participants to examine various ways in which an institution can consider the market realities and its own internal environment in order to develop realistic plans for achieving corporate objectives. The course will enable the participants to take an in-depth look at critical issues in developing a strategy that will stand the test of unfolding market realities.



Prerequisites

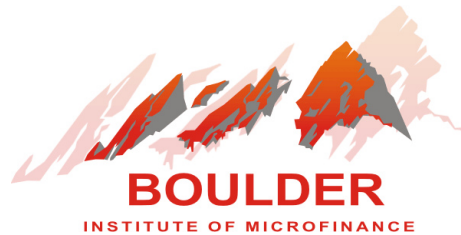
None

Audience / Participants

This course is designed for Directors and Managers of Financial Institutions and Senior Managers of development agencies.

Reading List

1. *HBR's 10 Must Reads on Strategy* (including featured article strategy & execution book)
2. Digital Financial Services: Challenges and Opportunities for Emerging Market Banks Note 42 | August 2018 – IFC
3. Customer-Centricity for Financial Inclusion – CGAP Brief 2014, Tanaya Kilara and Elisabeth Rhyne
4. *Balanced Scorecard: Measures That Drive Performance* (HBR Classic) HBR ARTICLES | Robert S. Kaplan, David P. Norton | Jul 01, 2005
5. *Can You Say What Your Strategy Is?* David J. Collis and Michael G. Rukstad HBR Article
6. *Blue Ocean Strategy: How To Create Uncontested Market Space And Make The Competition Irrelevant* by W. Chan Kim (Goodreads Author), Renée Mauborgne (Goodreads Author)
7. Wright, G., Pawlak, K., Tounitsky, W., Parrott, L., Cracknell, D., Arunachalam, R., 'Strategic Business planning for Market-led Financial Institutions Toolkit', Microsave, V. 0707, July 2007



Course Outline

Day 1	1. Setting the stage 1.1. Putting strategy in context 1.2. Key concerns for financial institutions 2018 and beyond 1.3. Has the strategy been working? 2. Maintaining the focus on the customer 2.1. Knowing the customer 2.1.1. Examining customer needs and preferences 2.1.2. What about Customer centricity in strategy
Day 2	3. The operating environment and the emerging technology disruptions 3.1. Examining relevant global issues in financial inclusion 3.2. Review of the operating environment 3.3. Appreciating Industry dynamics
Day 3	4. Responding to customer and environmental issues 4.1. Some fundamental innovation issues that affect strategy 4.2. Developing strategy statement 4.3. Identifying the critical Success factors 4.4. Internal capacity – what we need and how to acquire 4.4.1. Finance 4.4.2. Customer
Day 4	4.4. Internal capacity – what we need and how to acquire 4.4.1. Systems 4.4.2. People and culture 4.5. Exploring critical strategy dilemma, group assignment and presentation
Day 5	5. Strategy Execution and Risk <ul style="list-style-type: none"> Review of key areas of concern Exploring solutions 6. Wrap up <ul style="list-style-type: none"> Lessons and action planning Wrap up and closure