



Schulich
School of Business
Executive Education Centre

Register for
an Upcoming
Session:

TBA

Certificate in Strategic Enterprise Solutions

Developing Your Enterprise Analysis, Solutions Generation and Consulting Skills

Equip yourself with the practical concepts, processes, tools and skills to move enterprise-level strategies and initiatives forward in a senior leadership or advisory role.

Our Participants Say it Best:

"A very intense and useful education, applicable across sectors. This body of knowledge will raise the bar in the business community."

G. Murray, Senior Planner Client Program,
Ontario Realty Corporation

"Excellent and focused course, applicable to changing industries. I highly recommend it."

N. Jabrani, Manufacturing Optimization,
Maple Leaf Foods

"Excellent course facilitated by fantastic instructors providing tools and frameworks that will enable me to support my organization's growth."

C. Lim, Business Relationship Lead,
Ministry of Government Services

"The program brought forth the importance of soft skills with an appreciation of a strong practical foundation."

L. Perroni, Manager, Corporate Applications,
Region of Durham

SEEC Moments of Insight include:

Working with key approaches and tools to advance enterprise capabilities and solutions, aligned with strategy.

Moving enterprise strategies and projects forward from both a consulting and enterprise analysis perspective.

Anticipating and addressing organizational change considerations in mobilizing enterprise initiatives.



35 PDUs* 35 CDUs

Register Today / Complete Details

<http://seec.online/12411>



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Certificate in Strategic Enterprise Solutions

What You Will Learn

How does your enterprise respond effectively to a major opportunity, threat or change in industry conditions?

How can you contribute to identifying and advancing key initiatives?

This program focuses on **bridging enterprise-level planning and direction-setting, with strong internal and external analysis, innovation and consulting to help transform the enterprise.** It prepares you to **identify and justify initiatives in support of your organization's strategic goals**, as well as to **get buy-in from various stakeholders and manage organizational change**, in order to move relevant projects forward.

You can **discuss enterprise analysis, solutions development and consulting techniques as they apply to your own strategic challenges and organizational projects** during the program. Benefit from the experience of instructors who are seasoned leaders in these fields.

Who Should Attend

This program is recommended for leaders and professionals with a **minimum of five years of business experience and an understanding of business analysis or project fundamentals**, seeking to acquire the approaches, tools and techniques to operate successfully at a more senior, strategic level within their organization. The program is ideal for:

- Directors, managers, department heads and supervisors
- Internal and external management/business consultants
- Program and project managers
- Senior business analysts
- IT, systems and networking professionals
- HR specialists
- Audit and finance specialists
- Senior account executives and client service specialists who work with client organizations using a consultative approach to develop enterprise-wide solutions

Learn the skill set to play a senior role in enterprise-wide change.

1. Use enterprise analysis techniques to **identify profitable enterprise opportunities**
2. Package and present a **compelling rationale** for your enterprise solution
3. Use consulting skills to **get buy-in from executive leadership**
4. Build the alignment needed to **move initiatives forward** at the enterprise level
5. Apply your consulting skills to **financial, competitive and organizational goals**
6. Effectively **apply key approaches and frameworks**, such as business model analysis
7. **Select and prioritize** initiatives and projects
8. Learn approaches for **stakeholder analysis** and effective management of stakeholders **across and beyond the organization**
9. Understand **the role of change management** in delivering the intended enterprise solutions and organizational benefits
10. **Leverage culture** to propel strategic initiatives and enterprise solutions
11. Acquire tools and techniques for **ideation, innovation and solution generation**
12. Access **lessons learned** from the front line of successful enterprise initiatives
13. Apply enterprise analysis, solution generation and consulting techniques to **your own strategic challenges and organizational projects**

Special Program Feature

A team-based case study will be used throughout to facilitate and reinforce the application of the approaches, tools and techniques covered.



*Receive 35 PDUs towards your PMI® Continuing Certification Requirements
• Technical: 11.75 • Leadership: 11.75
• Strategic and Business Management: 11.5

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Become a master at advancing innovative enterprise strategies and projects.

Overview of Program Content

Strategic Enterprise Solutions

- Context for enterprise analysis (EA)
- Overview of enterprise consulting process and required skills

Strategy and Enterprise Analysis

- Key strategy frameworks
- Understanding the relationship between enterprise analysis and business strategy

Strategic Positioning and the Enterprise

- The holistic and long-term view
- Aligning the operating model in support of current or changed strategy

Industry Analysis

- Frameworks for strategic analysis such as Five Forces and Value Discipline
- Applying the frameworks to a case study and to learner business problems

Enterprise Consulting Approaches

- Effective consulting skills and approaches
- Bridging the client relationship, leveraging culture and facilitating change
- Diagnosing and clarifying the situation
- Managing and engaging stakeholders

Selling the Enterprise Solution

- Building the business case for a strategic enterprise solution
- Crafting the case for change to motivate stakeholders

Achieving Enterprise Value

- Enterprise business case tactics and tools
- Measuring success in enterprise initiatives

Conducting Gap Analysis

- Analyzing the gap between the current enterprise situation and the capabilities required for the desired future state

Enterprise Change Management

- Change management techniques useful for enterprise analysis
- The role of change management in supporting new initiatives and benefits realization

Anticipating Resistance

- Identifying, preparing for and managing resistance to change

Enterprise Risk Management

- Identifying, preparing for and managing risks for enterprise analysis projects

Balanced Scorecard

- Use of balanced scorecard to translate strategy into a tangible, measurable and well integrated set of projects and operations

Business Models

- Understanding and comparing current business model of the organization
- Considering alternatives for future state
- Utilizing the framework to uncover strengths, weaknesses and possible solutions

Project Portfolio Management

- Managing a set of enterprise analysis projects in an overall project portfolio to generate maximum value

Disruptive Forces

- Uncovering potential disruptions, trends and opportunities

Innovation

- Developing an understanding and a toolkit to utilize innovation to better respond to enterprise problems or opportunities
- Generating solutions to address identified challenges

Instructor Profiles

Haig Baronikian, PhD, PMP, PEng

Haig is President and Senior Consultant at eFuel Partners Inc. and has over 30 years of experience in the telecom, information technology, engineering, eLearning and eHealth fields. He has worked on enterprise initiatives within the private, public, educational and charitable sectors. Haig has held leadership positions in corporate strategy, marketing, R&D, sales engineering, PMO, systems integration and software development. He is also an active educator, speaker and the co-author of the textbook, *Leadership in Project Management: Leading People and Projects to Success*.

Michael Nettleton, CMC

Michael is an independent management consultant with over 30 years of experience consulting to domestic and international strategic enterprise initiatives. He has worked extensively with large manufacturing, service and healthcare organizations, as well as government institutions. Michael has also driven enterprise change in health and social services as a visionary community leader in long-term governance roles. A social media pioneer, he has wide experience with emerging capabilities that are changing enterprises and entire sectors.

For complete program content and additional participant testimonials, please visit us online at:



<http://seec.online/12411>

What Participants Say:

"The program brought forth the importance of soft skills with an appreciation of a strong practical foundation."

L. Perroni,
Manager, Corporate Applications,
Region of Durham



Learning shouldn't stop at the end of your formal education in high school, college or university.

Because few of us have the same job for life, we constantly have to re-invent ourselves, learn new skills and adapt to the changing marketplace and business environment. Today's professionals and executives must be able to quickly develop and fine-tune personal business skills to adapt and grow.

The Schulich Executive Education Centre is a strategic business unit of the Schulich School of Business at York University in Toronto. Our role within the school is to provide lifelong learning for the development of professionals and executives long after their full-time education has been completed and they are in the work force.

All SEEC Programs Feature:

Just-in-Time Learning for Immediate Application

Executive and Professional Development at Schulich is focused, practical and immediately applicable to the skills you need and the task at hand. Select from a wide variety of relevant management topics at SEEC today, and use the new skills and techniques you learn at the office tomorrow.

Advanced Curriculum Structure

Our programs combine a variety of modalities to ensure optimal program effectiveness, relevance and retention for adult learners. They include mini-cases, break-out sessions, simulations, role playing and other interactive events to reinforce the concepts being taught.

Outstanding Faculty

Our accomplished faculty is drawn exclusively from both practitioners and academia, and each is an acknowledged leader and innovator in their field. Their professional activities, research and work experience allow them to bring a wealth of insight and cutting-edge knowledge to the program.

Risk-Free Learning

SEEC Open Enrolment programs come backed with a 100% satisfaction guarantee.



A Lasting Memento

Participants receive a handsomely framed Certificate of Course Completion.



Upcoming Sessions & Locations

TBA

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Programs run 9:00 a.m. - 4:30 p.m. each day.

Program Tuition & Registration Details

Program Tuition: \$4,150 + applicable taxes. This includes instruction, all seminar materials, lunches, refreshments, but not hotel accommodations.

Special Team Savings: Save \$150 each when two or more team members from the same organization register for this program at the same time.

Please Note: Fees, dates, speakers and applicable taxes are subject to change. SEEC's liability is limited to reimbursement of paid tuition fees. One free transfer is permitted, provided written notice is received at least 15 days in advance of the seminar start date. Late transfer requests, less than 15 days in advance of the start date, will incur a \$100 fee. Additional transfers are \$200 each. Cancellations received in writing at least 15 days in advance of the seminar start date will receive a full refund. Written cancellations received less than 15 days prior to the seminar will be subject to a \$500 administration fee. Participants must attend all program days and fulfill all program requirements in order to receive a certificate. Complete registration details at seec.online/FAQ. HST# R119306736.

Optional Accommodation

To enhance your learning experience, participants receive a special corporate rate at the Schulich Executive Learning Centre Hotel (for programs held at the Schulich Executive Learning Centre), and area partner hotels (for programs held at The Nadal Management Centre). For details, please visit the **Contact and Locations** section of our website.

Contact Us

For program content and administrative inquiries, please call us at 416.736.5079 (1.800.667.9380 toll free), or email us at execedinfo@schulich.yorku.ca.

