

## CYBEL

**De:** 45992-return-1-92723356@lb.bcentral.com de la part de Strategic Planning Society [webmaster@sps.org.uk]  
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**À:** List Member  
**Objet:** Strategic Planning Society - February 2004 E-Newsletter



February 2004

### Highlights in this Issue:

#### Articles

Measuring Human Capital  
Putting your people in their place  
Using publications to generate new business

#### Survey

Mobile Workers: How they work & the support they need

#### Announcements

Events  
Forthcoming Events  
Events by other Organisations  
Seeking Strategists/Jobs Section

For advertising and seeking strat opportunities, contact Helen Ston [h.stones@sps.org.uk](mailto:h.stones@sps.org.uk)

For articles and book reviews, email [publications@sps.org.uk](mailto:publications@sps.org.uk).

For partnership opportunities contact Quinn [a.quinn@sps.org.uk](mailto:a.quinn@sps.org.uk)

For events enquiries contact Emr [e.goddard@sps.org.uk](mailto:e.goddard@sps.org.uk)

For membership, email: [enquiries@sps.org.uk](mailto:enquiries@sps.org.uk)

SPS Website: <http://www.sps.org>  
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### EXCLUSIVE OFFER UNTIL 5TH MARCH 2004

### Free business book

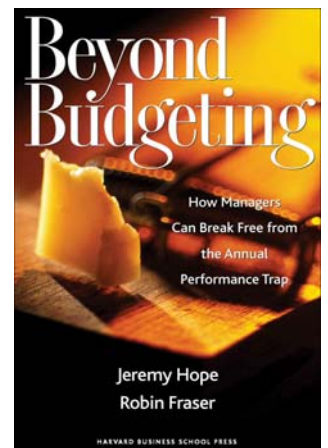
Courtesy of Harvard Business School Press

You are a subscriber to the Strategic Planning Societys free monthly e-newsletter, but you have not yet become a member. Therefore you are not receiving our recently re launched Strategy Magazine a publication for and about members designed to support strategy practitioners.

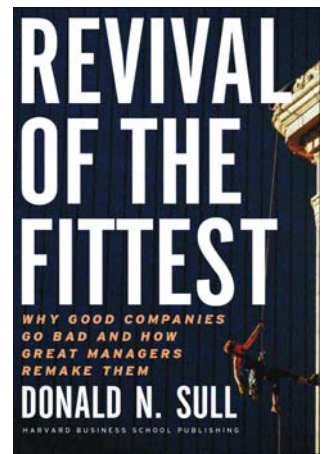
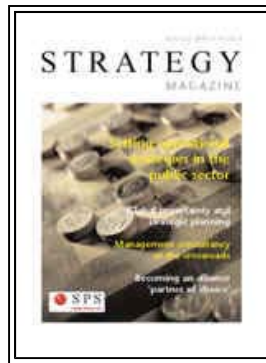
We would like to draw your attention to some of the key **benefits** of becoming a member and encourage you to join.

**Information** Subscriptions to the leading journal *Long Range Planning* (6 per year), *Strategy Magazine* (4 per year), monthly e-newsletter and discounts to other journals and books.

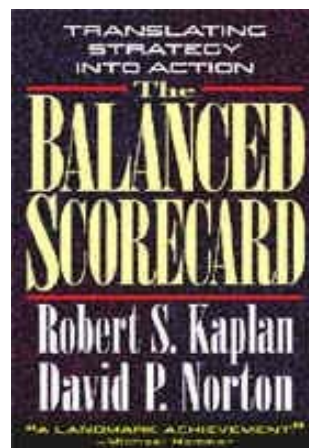
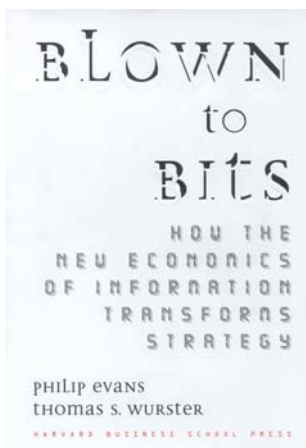
**Seminars** Opportunity to facilitate your links with a powerful network of strategic thinkers across all sectors at our year-round industry and issues-focused events.



**Development A**  
comprehensive range of  
workshops (tools, techniques  
and latest thinking) to  
progress and refresh your  
professional development.



In conjunction with the launch of *Strategy Magazine Issue 2 (January 2004)* we are offering subscribers one of the following books of their choice when they become a member. Offer ends 5<sup>th</sup> March, 2004. [click here to take up this offer:](#)  
or email: [h.stones@sps.org.uk](mailto:h.stones@sps.org.uk) with your contact details.



## Articles:

### Highlights in this issue

[Measuring Human Capital by Richard Finn, Managing Director, Penna Consulting](#)

[Putting your people in their place by Chris Woolston, MD of strategy consultancy Forward Thinking Inc.](#)

[Using publications to generate new business by Mark Wellings, Director, Grist.](#)

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## Survey:

### **Mobile Workers: How they work & the support they need**

**Research partners: UK Centre for Economic & Environmental Development (UK CEED), Strategic Plannir Business Warriors**

**Research Principal: Annette Quinn, Strategic Planning Society Tel: +44 (0) 20 7091 1310**

The objective of this study is to gain knowledge of an important business development - the growing number of p workers who work flexibly and in multiple locations, including their homes.

It aims to create a more detailed picture than previously available of the prevalence and characteristics of mobile patterns, and their current support (or lack of it). It is hoped that the results will inform public and business debate ways of working, and also highlight the business opportunities that it creates.

Please [click here](#) to download a questionnaire which can be faxed back to the Strategic Planning Society on +44 survey respondees will be entered into a prize draw. There are 10 free copies of The Future of Work by Thomas courtesy of Harvard Business School Press.

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## **Announcements:**

### **Improvements to the email newsletter**

We are making some changes to our email newsletter so look out for your new improved email newsletter from March 2004

### **Vacancies at the Strategic Planning Society**

We are seeking to fill the following vacancies to support the growth of the Strategic Planning Society:

- Part Time Accountant
- Part Time Administrator (Voluntary)
- Temporary Data Entry (Voluntary) - circa 2 days work

Please email: [a.quinn@sps.org.uk](mailto:a.quinn@sps.org.uk) for more details about the above positions.

### **Articles for the next issue of Strategy Magazine**

You should by now have received the January 2004 issue of Strategy Magazine. Thanks to those of you who have sent us feedback. Strategy Magazine is about presenting strategic practitioners thoughts and ideas it is for and by members. Would you be interested in submitting an article for consideration by our Publications Committee for publication in the next issue in May 2004? We are looking for articles of around 2000 words. In the first instance, please submit a 200 word synopsis of your article to: [publications@sps.org.uk](mailto:publications@sps.org.uk)

## **Events:**

### **Dates for your diary:**

- **4th March 2004 - Voluntary Sector Special Interest Group 3.30pm to 7pm**

#### **Seeing Around Corners: Risk Identification & Management**

Speakers: **Pesh Framjee**, Deloitte Touche LLP, **Dr John Low**, CEO, RNID, **Andy Cawdell**, Dove-Tail Management Consultancy and Trustee, Strategic Planning Society.

Venue: Cancer Research UK, Lincoln's Inn Fields, WC2A 3PX  
Members: 25 Non Members: 30 (voluntary organisations) 35 (other organisations)

- **11th March 2004 Strategic Infrastructure Group Breakfast Event 8am-11am**

**Off-shoring - the impact on the UK economy**

Speakers: **Stevan Bevan**, The Work Foundation, **Graeme Leech**, Institute of Directors and **Gopi Chelliah**, Deutsche Bank. Chaired by **Andrew Mawson**, Chair of the Strategic Infrastructure SIG and Managing Director of Advanced Workplace Associates Ltd.

Venue: 1 Cornhill, London, EC3V 3ND

Members: 55 (incl. VAT) Non Members: 65 (incl. VAT) including strong coffee and continental breakfast.

- **17th March 2004 Using Marketing Research as an aid to Strategy 1.30pm for a 2pm start**

**Destination Known But Do You Have The Right Map? Using Market Research as an Aid to Strategy.**

A half day seminar presented by HI Europe and supported by the Strategic Planning Society

Speakers: **Marek Vaygelt**, Managing Director - European Operations, **Chris Garrett**, Sales Support Manager, Allianz Cornhill Insurance PLC, **Farrokh Suntook**, Executive Vice President, International Business Development, HI Europe, and **Martin Nix**, Chief Business Development Officer, Leica-Geosystems AG. Seminar Chairman **Russ Nathan** CBE.

Venue: 76 Portland Place, London, W1B 1NT

Members: 75 (incl. VAT) Non Members: 95 (incl. VAT)

### **Announcing a new series of three events in May - July 2004:**

- **The Impact of Intangibles on Strategy & Performance**

A long growing, widely shared disquiet about the increasing gap between the financial accounting value of companies and their market valuations classified as intangible assets has reached the point where new legislation to address the shortcoming is imminent.

Innovative techniques such as Balanced Scorecard have helped to bridge the gap. But with only partial adoption across the business community and varying degrees of success, many managers have found it all too easy to revert to type and put the issue back in the too-hard basket!

The impending regulatory change for reporting of material intangibles will change the way we run our companies in future. It will create a transparency that will demand leaders where now too often we now only find managers. For strategy oriented managers in public and private sectors the implications are enormous.

A head of steam is building. Committing itself to action on this in its 2002 White Paper, but seemingly overcome by the opinions and outpourings of so many authoritative bodies and working groups on the matter, the DTI is collectively scratching its head as it draws up the Companies Act 2005.

Sensitive to the need to cut to the strategy impact and implications, the SPS is staging three evening events in May, June and July to begin its evaluation of Intangibles. Can you afford not to be there, not to be part of the dialogue?

18th May 2004

**Externally Reporting Intangibles the Effect on Business, the Implications for Strategy**

Venue: RIBA, 66 Portland Place, London, W1

June 2004 (Date to be confirmed)

**Aligning Performance to Strategy How Intangibles Create New Leadership Imperatives**

Venue: To be confirmed

July 2004 (Date to be confirmed)

**Exploiting Those Intangible Assets Achilles Heel or New Horizons for Strategy?**

Venue: To be confirmed

## Forthcoming Events:

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### March 2004

**4th March Voluntary Sector Special Interest Group  
3.30pm to 7pm**

**Seeing Around Corners: Risk Identification & Management**

Speakers: **Pesh Framjee**, Deloitte Touche LLP, **Dr John Low**, CEO, RNID, **Andy Cawdell**, Dove-Tail Management Consultancy and Trustee, Strategic Planning Society.

Venue: Cancer Research UK, Lincoln's Inn Fields, WC2A 3PX

Members: 25 Non Members: 30 (voluntary organisations) 35 (other organisations)

4th March 5pm - 9pm

***The Future of Management Consultancy: A seminar by Gill Ringland of SAMI Consulting and Azfar Energy, in conjunction with the Strategic Planning Seminar 3 of 3***

**How to Use Management Consultants Effectively**

Location: Central London. Venue TBC.

Members 50 Non Members 60. A 20% discount on all 3 of the 'Future of Management Consultancy' seminars.

### **10th March Analysing your Competitors Workshop**

**11th March Strategic Infrastructure Special Interest Group**

Breakfast Briefing 8.00am sharp, prompt finish 11am

**Off-shoring - the impact on the UK economy**

Speakers: **Stevan Bevan**, The Work Foundation, **Graeme Leech**, Institute of Directors and **Gopi Chelliah**, Deutsche Bank. Chaired by **Andrew Mawson**, Chair of the Strategic Infrastructure SIG and Managing Director of Advanced Workplace Associates Ltd.

Venue: 1 Cornhill, London, EC3V 3ND

Members: 55 (incl. VAT) Non Members: 65 (incl. VAT)

including strong coffee and continental breakfast.

### **11th March Creative Thinking Workshop**

**This event is sponsored by: corpnex**

**16th March 2004 6pm for 6.30pm**

Corporate Strategy Group

**The Changing Face of Strategic Planning**

Panel members are: **Jane Martin**, Sales and Marketing Director, Bio Product Laboratories Ltd, **James Leaton Gray**, Head of Information Policy, BBC, **Willy Rickett**, Director General Finance, Strategy and Delivery, Department for Transport. Two further panel members to be confirmed

Venue: Royal Institute for British Architects (RIBA), 66

Portland Place, W1

Cost: 25 Members (incl. VAT) 35 Non Members (incl. VAT)

**17th March 2004 1.30pm for 2pm**

**Destination Known But Do You Have The Right Market Research as an Aid to Strategy.**

A half day seminar presented by HI Europe at Strategic Planning Society

Speakers: **Marek Vaygelt**, Managing Director - Operations, **Chris Garrett**, Sales Support Manager Insurance PLC, **Farrokh Suntook**, Executive Vice International Business Development, HI Europe Chief Business Development Officer, Leica-G Seminar Chairman **Russ Nathan** CBE.

Venue: 76 Portland Place, London, W1B 1NT  
Members: 75 (incl. VAT) Non Members: 95 (incl. VAT)

### **24th March Introduction to Strategic Planning in the Public Sector Workshop**

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### April 2004

### **21st & 22nd April International Business Strategy**

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### May 2004

[4th May Programme Management Workshop](#)

[12th & 13th May Art,Craft & Science of Scena](#)

[4th May Programme Management Workshop](#)

[19th May Creative Thinking Workshop](#)

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June 2004

[16th June Introduction to Strategic Planning Workshop](#)

[17th June Analysing your Competitors Works](#)

[23rd June Introduction to Strategic Management Workshop](#)

[24th June Strategy by Networking Workshop](#)

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July 2004

[23rd July Introduction to Strategic Toolbox Workshop](#)

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To book:

Click [here](#) to book online (members)

Click [here](#) to book online (non-members)

or click [here](#) to download a form and send or fax it back to us on 020 7091 1319

Or phone 020 7091 1310

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## Events by Other Organisations:



### **Succeeding with strategic alliances 6 May 2004 (London)**

Hawksmere present a day of practical information and guidance on how to find the perfect partner, build the relationship and achieve business and financial goals.

A substantial early booking discount is available. Book before 31 March 2004 and attend at 499 + VAT (full price programme details, benefits and how to book simply click on the following link <http://www.hawksmere.com/autc>



UNICOM Seminars is offering members of the Strategic Planning Society a special 20% discount to attend its core seminar "Grid Computing and the Grid: Convergence to Utility Computing", on 24-25 May 2004 in London.

Grid computing is cited by many analysts and technology watchers as "the next big thing", and it has as much potential to change the way we do business as the Internet did. Although firmly ensconced in the realm of academic and research activities, it is emerging as a viable technology that businesses can use to wring more profits and productivity out of IT resources. Planners need to understand the concepts and underlying technologies of Grid computing and put it to work.

For further details please email [info@unicom.co.uk](mailto:info@unicom.co.uk) or telephone +44 (0) 1895 256 484

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The Institute of Management Consultancy is running a series of mini-seminars, which have been designed to be relevant to members so they can quickly acquire business development, account management and sales management skills. You can use the following day.

Dates & Titles:

3rd March: Understanding your Clients' Decision to Hire You  
7th April: Lead Generation & Market Messages  
5th May: Know your Selling Styles and Selling Competencies  
2nd June: Managing the First Client Meeting  
7th July: Negotiating and Closing Skills

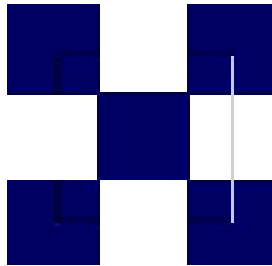
Venue: 43-45 Portman Square , London , W1H 6HN .

Times: All seminars will start at 6.00 p.m. and finish at 8.00 p.m.

SPS members can attend these seminars at the IMC member rate of 50.00 + VAT, with non-members welcome at 75.00 + VAT. (Please state whether or not you are an SPS member when booking).

For further details, please go to: <http://www.imc.co.uk/downloads/events/IMCLSEminiseminars.doc>. To book, and please contact the Institute on (020) 7566 5220

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To

- Fully think through your business problems
- Develop creative, relevant solutions
- Communicate them persuasively

How?

The SCQuARE training and consulting programmes enable you to produce the goods.

Our Open programmes are held on a monthly basis. Places are limited to 12 delegates to maximise the learning experience.

The next available course is March 23<sup>rd</sup> 24<sup>th</sup>.

For more information please contact David Stead [david@scsquare.com](mailto:david@scsquare.com) or Glencora Graham [glencora@scsquare.com](mailto:glencora@scsquare.com) or visit our website for more information. [www.scsquare.com](http://www.scsquare.com) or call 0845 0800 888

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## Gestalt in Organisations 2004

### *Creative Skills for Changing Organisations*

**Gestalt in Organisations** offers a unique and powerful way of working with people. It develops high level effectiveness, and helps you work creatively with complex organisational issues.

**GiO 2004** is a two-module, residential training programme in Scotland.

Module One: 24<sup>th</sup> 26<sup>th</sup> March 2004

Module Two: 16<sup>th</sup> 18<sup>th</sup> June 2004

East Lothian

Cost: 965 per module; 1835 for both (5% discount).

For further details, email [gio@mayfieldconsulting.co.uk](mailto:gio@mayfieldconsulting.co.uk)



The Strategic Planning Society along with the FT is sponsoring the Fuld-Gilad-Herring Academy of Competitive Intelligence seminars to be held in London this Spring, 17-21 May.

The Fuld-Gilad-Herring Academy of Competitive Intelligence (ACI) is an educational institution dedicated to helping companies in better managing risks and anticipating new market opportunities through the use of competitive intelligence. It is the only institution to offer an accredited Competitive Intelligence Professional (CIP) certification. It offers a complete intelligence programme - from basics to advanced analysis.

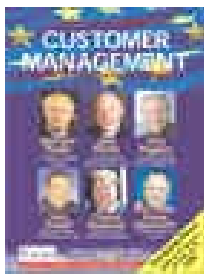
"These are among the best workshops on competitor intelligence offering direct, practical learning which is applied."

- Martin Grazier, Shell International

"Essential for learning the different facets of analysis. Almost overwhelming in intensity!"

- Gene Palmer, Astra Zeneca Pharmaceuticals

Special SPS discount: As an SPS member, register for the courses and receive a 10% discount off of the full price. If you have any questions, or would like to register, either click on <http://www.academyci.com/uksp.html>, or contact the Registrar via e-mail at [lsmith@academyci.com](mailto:lsmith@academyci.com) or by dialing (US) +1 630.585.1056.



**The European Conference on Customer Management  
19th & 20th May 2004 at the QE II Conference Centre, London**

For anyone involved in developing strategy The 2004 European Conference on Customer Management offers an opportunity to learn from a number of the world's greatest strategists.

If you want to learn from 'been there, done that' practitioners then Jack Welch, former CEO of GE and Chairman of Carphone Warehouse, two of the most successful CEO's of recent times will provide an insight into what you want to catch up on the latest in strategic theory then the conference features Michael Porter, Don Peppers (fame) and Dr David Norton (he of 'Balanced Scorecard' fame).

As well as the keynote speakers there are a further 35 case study sessions across 6 tracks that provide a platform to develop your own personal learning programme.

Readers of this newsletter are entitled to a 100 discount in addition to the 100 saving you can make by booking by January.

Over 400 senior executives have already booked their place so please call us today on + 44 (0) 1295 72251 to secure your place. Or book online at <http://www.ecsw.com/conference> and use the discount code SPS04 to secure your place.

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**The Second Annual Corporate Property Conference**

**Driving the business forward**

*June 8th 2004 v The Renaissance, London*

Senior European corporate leaders are to meet in London in June.

A renewed focus on core operations and liquidity will see many evaluate their real estate holdings. Register now to join the debate [click here](#)

<http://www2.economistconferences.com/doc/we/corpprop04/r.htm>

Join fellow peers, benchmark ideas and gain insights on future corporate property ownership, investment opportunities and leasehold strategies.

For further information contact Heidi Lawrence, Customer Services Manager,

+44 (0) 20 7830 1020 or e-mail [weurope\\_customerservice@economist.com](mailto:weurope_customerservice@economist.com)

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## Seeking Strategists

The SPS in association with Goldjobs, FT.com and Executivesontheweb.com can offer you the following

strategy-based vacancies:



<p><a href="#">Business Process Architect</a> Global Manufacturing Organisation</p> <p>Based: South East</p> <p>Package: 80,000 + benefits + bonus + car allowance</p>	<p><a href="#">Senior Sales Manager</a> IT Services Organisation</p> <p>Based: UK Package circa 160,000</p>
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To advertise here, contact Helen Stones by email on: [h.stones@sps.org.uk](mailto:h.stones@sps.org.uk)



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Checked by AVG anti-virus system (<http://www.grisoft.com>).

Version: 6.0.611 / Virus Database: 391 - Release Date: 03/03/2004