

COMISSÃO LATINO-AMERICANA
DE AVIAÇÃO CIVIL



LATIN AMERICAN
CIVIL AVIATION COMMISSION

COMISIÓN LATINOAMERICANA DE AVIACIÓN CIVIL

SECRETARÍA
APARTADO 27032
LIMA, PERÚ

CLAC/CE/81-NE/03
30/05/11

LXXXI REUNIÓN DEL COMITÉ EJECUTIVO DE LA CLAC

(Cartagena de Indias, Colombia, 27 y 28 de julio de 2011)

Cuestión 2 del Orden del Día:

Informe del Curso sobre “Planificación Estratégica de la Aviación” CLAC/EAU.

(Nota de estudio presentada por la Secretaría)

Antecedentes

1. El Curso sobre “Planificación Estratégica de la Aviación” CLAC/EAU se realizó entre los días 26 y 29 de abril de 2011, en la ciudad de Guatemala, Guatemala, en el marco de la suscripción del Memorándum de Entendimiento entre esta Comisión y los Emiratos Árabes Unidos (EAU). Participaron en el evento 37 delegados de Estados miembros y no miembros de la CLAC (**Adjunto 1**).

2. El Curso tuvo como objetivo principal brindar a los participantes conocimientos y herramientas acerca de la combinación del proceso de planificación estratégica con los diversos elementos de gestión, como son la planificación, la organización, la ejecución, el control y la evaluación, así como la explicación de diversas herramientas y técnicas de apoyo para la planificación y toma de decisiones.

Desarrollo

3. El Curso tuvo una duración de cuatro días y se dictó en base al siguiente programa:

1. Introducción a la Planificación Estratégica

- Conceptos Introdutorios y Definiciones
- Una Perspectiva Histórica
- La planificación en un mundo globalizado y un entorno de rápidos cambios

2. Factores Esenciales de la Planificación

- El Proceso de Planificación
- La Planificación Estratégica y Estrategias de Negocios
- Desarrollo de Estrategias de Negocios

3. **Herramientas y Técnicas para la Planificación y la Toma de Decisiones**
 - Análisis del Entorno
 - Análisis FODA
 - Métodos de Previsión
 - Diagrama de Gant y Gráficos de Gestión de Proyectos
 - Análisis del Punto de Equilibrio
4. **Implementación de las Estrategias**
 - Planes Operativos, Políticas, Procedimientos y Normas
 - Administración por Objetivos
5. **Gestión del Rendimiento**
 - Métodos de Evaluación del Rendimiento
 - Utilizando tecnologías de información para acceder, mejorar y evaluar el rendimiento
 - Procesos y Técnicas de Control
 - Gestión del rendimiento ineficiente de los ejecutores
 - Mejora de la productividad del personal y control de stress
6. **Clausura y Entrega de Certificados**

4. Durante el desarrollo del Curso, se realizaron las presentaciones correspondientes a cada uno de los temas mencionados en el párrafo precedente, las mismas que se presentan como **Adjunto 2** a la presente nota.

Evaluación

5. Por otro lado, como **Adjunto 3** se presenta la evaluación del Curso en función de la encuesta que efectúa la Secretaría en este tipo de eventos. Esta evaluación se basó en las respuestas voluntarias de 24 participantes.

6. Como se puede observar, las calificaciones obtenidas determinan un nivel satisfactorio respecto al expositor, obteniéndose un 95.14% de satisfacción evaluando criterios como conocimiento y preparación de los temas, habilidades educativas, capacidad para interactuar y generar interés, y capacidad de respuesta.

7. Asimismo, se evaluó la satisfacción de los participantes en otros aspectos, tales como: logro de los objetivos del Curso (97.50%), coordinador del curso (98.61%), instalaciones, ambientes de capacitación y servicio de interpretación (93.75%), servicio de refrigerio (94.79%) y satisfacción general (90.63%).

Conclusión

8. Se puede concluir que el Curso cumplió con el objetivo esperado y permitió a los participantes profundizar sus conocimientos en materia de planificación estratégica aplicada a la Gestión de la Aviación Civil.

Medidas propuestas al Comité Ejecutivo

9. Se invita al Comité Ejecutivo a tomar conocimiento de la presente nota y sus adjuntos, y adoptar las medidas que estime pertinente.



SEMINARIO SOBRE “PLANIFICACIÓN ESTRATÉGICA”

(Ciudad de Guatemala, Guatemala, 26 al 29 de abril de 2011)

COMISIÓN LATINOAMERICANA DE AVIACIÓN CIVIL

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Course Objective

Course Objective

This course describes how to apply strategic planning concept and process in any field in civil aviation

Page 2

Table of Content

1. About US
2. Our History
3. Introduction to Air transportation system
4. Introduction to Strategic planning
5. History of Strategic Planning
6. Strategic Planning Methodology overview
7. Strategy Development
8. Strategy Execution
9. Performance Management

Page 3

Table of Content

1. About US
2. Our History
3. Introduction to Air transport system
4. Introduction to Strategic planning
5. History of Strategic Planning
6. Strategic Planning Methodology overview
7. Business Analysis
8. Strategy Development
9. Strategy Execution
10. Performance Management

About us

Ms. Laila Hareb

Executive Director – Strategy and International Affairs
United Arab Emirates General Civil Aviation



A corporate strategist with vast experience in developing and implementing strategic direction for major organizations in public sector, her areas of expertise is expanded in variety of management sectors such as organizational development, corporate performance functions, quality & excellence and stake holder relationship management. Ms. Harib has represented UAE GCAA at various regional and international assemblies. Her recent projects include the development of overall strategy for the Arab Civil Aviation Commission (ACAC). This project is aimed at developing a model to enhance the internal efficiencies of the Commission and its effectiveness to support the Arab countries to improve the civil aviation sector in the areas of safety, security, environment, air navigation and air transport agreements.

As the Executive Director for Strategy and International Affairs at the UAE General Civil Aviation Authority, she is leading the functions of Strategic Planning & Performance Management, Corporate Development & Project Portfolio Management, Air Transport- Economics & Environmental Studies, External Affairs and Corporate Communications. A brief description of each function is given the following:

Page 5

Strategic planning in Civil Aviation Course April 2011

About us

Ms. Laila Hareb

Executive Director – Strategy and International Affairs
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Strategic Planning & Performance Management
Formulate strategic recommendations in response to changes in the aviation sector environment, develop, maintain and monitor the GCAA strategic plan, in particular prepare the 3 year strategic plan and the yearly operational plan

Corporate Development & Project Portfolio Management
Develop, maintain and manage GCAA processes, support the prioritization of projects supervise execution of all strategic projects and initiatives

Air Transport, Economic & Environmental Studies
Provide support to the Federal Government to define and establish Economic and Air Transport policies , Conduct Economic analysis and studies to support new regulations and amendments , Lead the planning and execution of the international Air Service Agreements. Responsible for supporting the UAE Federal Government in the definition of national environmental policy.

External Affairs
Maintain relationships with UAE GCAA stake holders (DCAs, UAE Governmental entities, industry entities) and manage overall PR activities with external entities (International & National). Coordinate with Corporate Communication section for the implementation of the external communication plan

Corporate Communications
Define communication strategy to convey key messages to both international players and national stakeholders, coordinate with International Affairs for the implementation of the external communication plan through multimedia channels.

Page 6

Strategic planning in Civil Aviation Course April 2011

Table of Content	
1. About US	
2. Our History	
3. Introduction to Air transport system	
4. Introduction to Strategic planning	
5. History of Strategic Planning	
6. Strategic Planning Methodology overview	
7. Business Analysis	
8. Strategy Development	
9. Strategy Execution	
10. Performance Management	

Our Training Centres	
<h3>Civil Aviation Education and Training Centers</h3>	
<p>Another key component of the UAE's civil aviation agenda relates to human resource capacity building. In recent years, the global growth of the aviation industry has resulted in a serious shortage of worldwide aviation expertise; demand has far exceeded supply.</p> <p>The UAE has therefore established a range of civil aviation education and training facilities that offer both undergraduate and post-graduate academic studies, as well as specialized operational and technical training.</p> <p>The UAE recently joined with ICAO to establish the Gulf Centre for Aviation Studies. This facility is a premier training institution that will foster policy development and implementation skills to ensure the effective governance of related civil aviation activities at the local, Regional, and international level.</p> <p>The Dubai Police Training Academy has additionally been certified by ICAO as a leading Regional training institution in the field of aviation security. Likewise, centrally located in Dubai's renowned Knowledge Village, the Academy of Technical Training offers full-fledged training courses in aviation.</p> <p>The UAE airlines have invested a great deal in developing state of the art training facilities, some of the prominent ones include Emirates-CAE Flight Training which provides aviation-related courses for commercial carriers primarily aimed at flight deck crew and airline maintenance personnel. The Air Traffic Management training facility at the Emirates Aviation College is aimed to provide support to the civil aviation authorities' within the region.</p>	 
<p>Strategic planning in Civil Aviation Course April 2011</p>	
<p>Page 8</p>	

1. About US
2. Our History
3. Introduction to Air transport system
4. Introduction to Strategic planning
5. History of Strategic Planning
6. Strategic Planning Methodology overview
7. Business Analysis
8. Strategy Development
9. Strategy Execution
10. Performance Management

World Aviation Organization

ICAO



IATA



ACI



CANSO



Regional commissions

ACAC



LACAC



The air transportation system Air transportation system

The diagram illustrates the air transportation system as a set of interlocking gears. Three gears are labeled 'Airports', 'ANS', and 'Airlines', all contained within a larger circle labeled 'CAA'. Arrows indicate a clockwise flow between the gears. To the right, a box titled 'Other Components' lists: Customers, Manufactures, Suppliers, Banks, and Training institutes.

Page 11

Strategic planning in Civil Aviation Course April 2011

The Air transportation system Air transportation system

ICAO:

- A specialized Branch of the United Nations organization which has 190 member nations called contracting states.
- Objective of ICAO is to develop and oversee the application of fundamental legal and technical standards which govern all aspects of civil aviation at the international level
- Charter was drafted in Chicago in 1944 at the Chicago convention

Page 12

Strategic planning in Civil Aviation Course April 2011

The Air transportation system

Air transportation system

IATA:

- International Air Transport Association
- Joining 240 approximately airline companies around the world (carries more than 94% of all international scheduled air traffic)
- Mission: to represent, lead and serve the airline industry
- Objectives
 - Develops working standards for the aviation industry.
 - Ensure that people, freight and mail can move around the global airline as easily as if they were on a single airline
 - Ensure that members' airlines can operate safely, securely efficiently and economically under clearly defined rules
 - Provides a useful means for governments to do work with airlines and draw on their experience and expertise.



Page 13

The Air transportation system

Air transportation system

ACI

- Airports Council International
- International association of the worlds airports advancing the interest of airports and promoting professional excellence in the airport management and operations.
- Members operating over 1670 airports in 170 countries and getting increased very rapidly
- Membership is divided into 6 regions Africa, Asia, Europe, Latin America and the Caribbean, North america and pacific.



Page 14

The Air transportation system

Air transportation system

CANSO

Civil Air Navigation services Organizations
Formed by autonomous Air Navigation Services providers
Any organisation providing civil air navigation services may join



Civil Aviation Authorities

Air transportation system

Civil Aviation Authorities

- A civil aviation authority controls all components of the air transportation system by Laws and regulations.
- Regulations set by CAAs has to be compliance with the standards and recommended practices (SARPS) established by ICAO
- Establish strategies for the Aviation sector in the country.
- Safety oversight (in some cases security as well)
- Commercialization, Private sector participation and privatization strategies.

Current Aviation Issues :

- Elements of Air transportation system is independent Consultation is crucial in decision making which impacts the whole sector.
- Airlines industry is very challenging, a recent decline is noticed in revenues this decline is not matching a decline in cost, impact on quality is a Risk.
- Low cost carrier, are they the future.
- Safety is priority
- Security threats on aviation

Current Aviation Issues :

- Sources of revenues: aeronautical – non aeronautical , air traffic charges
- Liberalization Open skies agreement (are government really interested?)
- Environment Concerns.
- Cost control policies
- Airport privatization policies
- The increasing importance of the customer
- Staff turnover
- Experiences attraction competition



1. About US
2. Our History
3. Introduction to Air transport system
4. Introduction to Strategic planning
5. History of Strategic Planning
6. Strategic Planning Methodology overview
7. Business Analysis
8. Strategy Development
9. Strategy Execution
10. Performance Management

Concepts and Definitions

Strategy Definition

Webster Definition

“Adaptation or complex of adaptations that serves or appears to serve an important function in achieving evolutionary success”

Strategy Definition

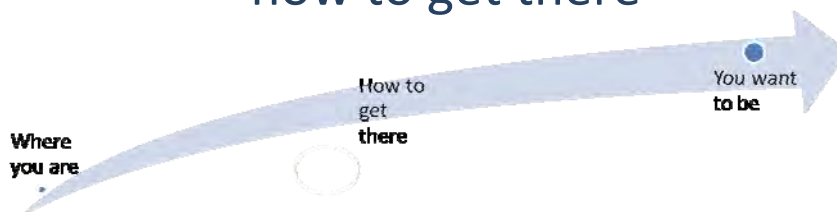
Most Common Definition

"Strategy is the **direction** and **scope** of an organisation over the **long-term**: which achieves **advantage** for the organisation through its configuration of **resources** and **environment** to fulfil **stakeholder** expectations".

Strategy Definition

Simplest Definition :

“Know where you are, know where you want to be and know how to get there”



Strategy Definition

Common Definition Components

Strategy is the organization's plan, or comprehensive program, for achieving its mission, vision, and goals in its environment.

- Mission
- Vision
- Goals
- Environment

Strategy Definition – Composition

Mission : The organization's purpose and where it fits into the world.

- Purpose of the organization existence
- Should reflect the Values (principles, believes) of an organization
- General criteria for assessing the long-term effectiveness
- Driven by heritage & environment
- Mission statements are increasingly being developed at the Business Unit level as well

Strategy Definition - MISSION IMPORTANCE

Mission is important to an organization

- It provides an outline of how the strategic plan should seek to fulfil the mission
- It provides a means of evaluating and screening the strategic plan; are decisions consistent with the mission?
- It provides an incentive to implement the strategic plan

1.1 Strategy Definition – Composition

Vision – An idealized picture of the future of an organization

- To succeed in the long term, our business needs a vision of how we will change and improve in the future.
- The vision of the business gives energy, motivation and sense of direction
- It helps to set direction of corporate and business unit strategy.

1.1 Strategy Definition – Composition

Goal – An overall condition / objective one is trying to achieve

- A conscious intention to act
- A measurable objective of the business
- Attainable at some specific future date through planned actions

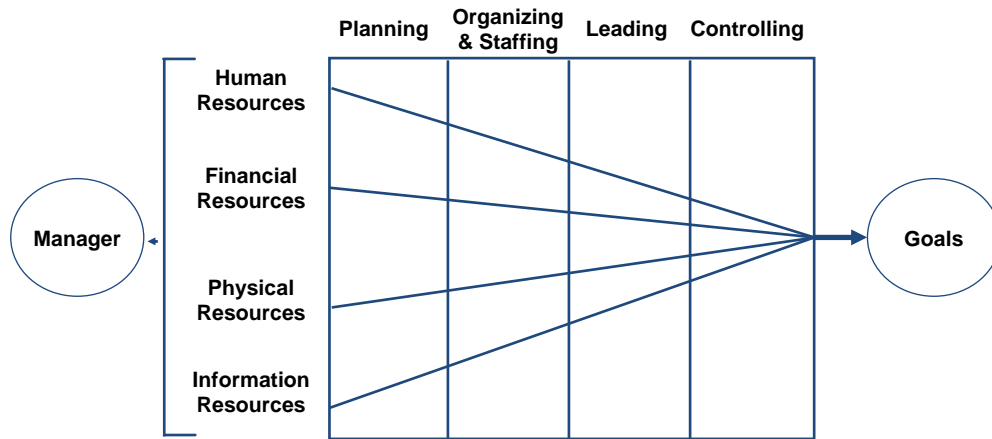
Strategy Definition – Composition

Environment – Conditions, factors and/or variables that may affect or impact directly or indirectly the activity of an organization

PEST Analysis

- **P**olitical environment
- **E**conomic environment
- **S**ocial environment
- **T**echnological environment

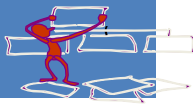
THE PROCESS OF MANAGEMENT



4 MANAGERIAL FUNCTIONS & 17 MANAGERIAL ROLES

Planning

Strategic Planner
Operational Planner



Controlling

Monitor
Disturbance Handler



Organizing & Staffing

Organizer
Liaison
Staffing coordinator
Resource allocator
Task delegator



Leading

Figurehead
Spokesperson
Negotiator
Coach
Team builder & player
Technical problem solver
Entrepreneur



Strategic Planning- Process

- Define long-term goals, directions and operational model
- Make explicit strategic decisions on the basis of a complete understanding of the environment and the specific situation of the organization
- Evaluate all possible options
- Define clear and transparent strategic positioning
- Cascade consistent strategic goals for all organizational function
- Achieve commitment and alignment of management towards corporate goals
- Coordinate action planning to achieve strategic goals

Strategic planning process helps an organization understand its environment, take strategic decisions, plan and implement actions

1. About US
2. Our History
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9. Strategy Execution
10. Performance Management

An Historical Perspective

Strategy by SUN TZU (544-496 BC)

SUN TZU – “Know your enemy, know yourself, and your victory will not be threatened. Know the terrain, know the weather, and your victory will be complete.”



*Sun Tzu
Art of War*

Page 35

An Historical Perspective

The Art of War Principles – 6 principles

1. Win All Without Fighting
2. Avoid Strength, Attack Weakness
3. Deception & Foreknowledge
4. Speed and Preparation
5. Shaping the Opponent
6. Character-based Leadership



*Art of War
Bamboo Edition*

Page 36

2.1 An Historical Perspective

NICCOLO MACHIAVELLI (16th Century)

The Prince – Fundamental break between Realism and Idealism. He also highlights the role of the Leader (CEO) in formulating strategy.



The Prince does not dismiss morality, instead, it politically defines *“Morality - as in the criteria for acceptable cruel action—it must be decisive, swift, effective, and short-lived”* Machiavelli is aware of the irony of good results coming from evil actions.

An Historical Perspective

NICCOLO MACHIAVELLI (16th Century)

- *“The ends justify the means”* ⇒ Goals
- *“The prince should become the chief and protector of his less powerful neighbors, work to weaken the stronger and avoid the entry of a prince stronger than he at all costs”* ⇒ Competitors
- *“Princes lose their states when they dedicate themselves more to voluptuousness than to arms”* ⇒ Be Alert
- *“I am of the opinion that it is better to be daring than prudent”* ⇒ Audacity, Risk Driven

An Historical Perspective

Schools of Thought – Strategy development (20 century)

Schools of Thought	View of the Process of Formulating Strategy	Examples of Authors	Intended Message	Message Delivered
<i>Prescriptive</i>				
Design	Conceptual Process	Selznick; Newman; Andrews	Fit	Think
Planning	Formal Process	Ansoff; Ackoff	Formalize	Program
Positioning	Analytical Process	Porter; Schendel; Hatten	Analyze	Calculate
<i>Descriptive</i>				
Entrepreneurial	Visionary Process	Schumpeter; Cole	Envision / Project	Centralize
Cognitive	Mental Process	Simon; March	Cope or Create	Be concerned
Learning	Emergent Process	Lindblom; Cyert & March; Weick; Quinn; Prahalad & Hamel	Learn	Play
Power	Negotiating Process	Allison (micro); Pfeffer & Salancik; Asley (macro)	Promote	Treasure
Cultural	Social Process	Rhenman & Normann	Coalesce	Perpetuate
Environmental	Reactive Process	Hannan & Freeman; Pugh et al.	React	Capitulate
Configuration	Transformative Process	Chandler; Mintzberg; Miller; Miles; Snow	Integrate, transform	Accumulate

⇒ 60s

⇒ 70s

⇒ 80s

⇒ 80s and 90s

An Historical Perspective

Contemporary Evolution of Management Thought



An Historical Perspective

SAM WALTON (WAL MART)

COST LEADERSHIP / MARKET NICHE - No new, innovative business model, he followed the existing low-price retailing pattern but the competitive successful strategic approach was that instead of focusing on large cities he took his business to small towns becoming the low-price leader in rural towns”

- Later Wal Mart became famous for its Supply Chain Management

An Historical Perspective

WARREN BUFFET (Berkshire Hathaway)

DIFFERENTIATION STRATEGY - His success resides in his different approach to value investing. While usually investors look for stocks they believe undervalued by the market, Buffett does not take into consideration the stock market aspects, such as for instance the supply and demand ratio.

He analyzes the stocks on the basis of their potential as companies. He is interested in long-term results, such as ownership position in companies with capacity of generating money, namely, companies with a strong brand name, great historical results, strong management and industry expertise / leadership.

An Historical Perspective

BILL GATES (Berkshire Hathaway)

IMITATION, HIGH SPEED & RETAIN TALENT - No extraordinary innovations, instead he had the ability to put together other people's ideas, thus producing big hits and making a profit. He did that first when adjusting **BASIC** programming language for the Altair 8800 (first PC) - neither of which was his original creation. Then, the same happened with DOS, which Microsoft bought (the original version was QDOS) and adjusted, later he developed Windows (based on the existent Macintosh Operational).

Page 43

An Historical Perspective

THE WORLD BECOME FLAT (Thomas Friedman)

The world is flat - Regional economies, societies, and cultures have become integrated through a globe-spanning network of communication and trade and a transnational circulation of ideas, languages, or popular culture through acculturation.

1)11/09/1989 – The Walls came down and the Windows came up

2)The New age of Connectivity – The WWW and Netscape

3)Work Flow Software – interoperability

4)Uploading – Harnessing the Power of Communities

Page 44

An Historical Perspective

THE WORLD BECAME FLAT (Thomas Friedman)

- 5) **Outsourcing** – The Y2K
- 6) **Offshoring** – Running with Gazelles, Eating with Lions

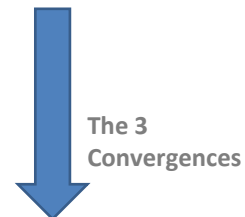
*Every morning in Africa, a gazelle wakes up.
It knows it must run faster than the fastest lion or it will be killed.
Every morning a lion wakes up.
It knows it must outrun the slowest gazelle or will starve to death.
It doesn't matter whether you are a lion or a gazelle.
When the sun comes up, you better start running.*

Page 45

An Historical Perspective

THE WORLD BECAME FLAT (Thomas Friedman)

- 7) **Supply Chaining** – Eating Sushi in Arkansas
- 8) **Insourcing** – The Guys in funny brown shorts
- 9) **In forming** – Google, Yahoo, MSN Web search
- 10) **The Steroids** – Digital, Mobile, Personal, Virtual

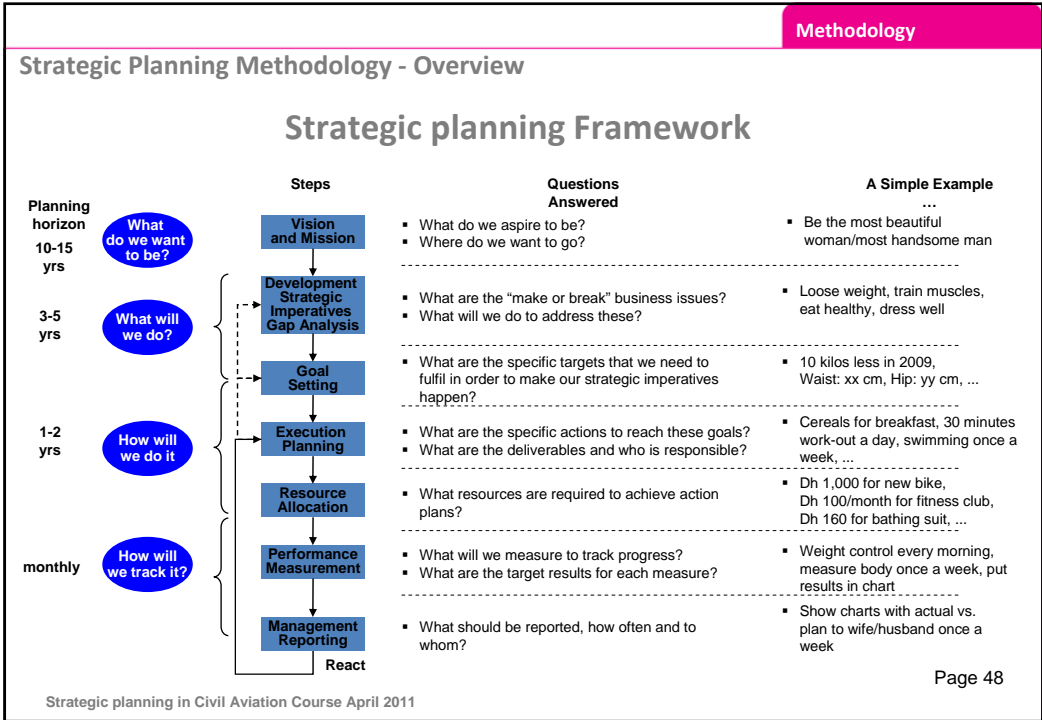


-
- **Work flow software and hardware** – complementary goods
 - **Horizontal Platforms** – collaborate and manage horizontally
 - **New players in a new playing field** – Brazil, Russia, India, China, but also Latin America, Eastern Europe and Central Asia

Page 46

Table of Content

1. About US
2. Our History
3. Introduction to Air transportation system
4. Introduction to Strategic planning
5. History of Strategic Planning
6. Strategic Planning Methodology overview
7. Business Analysis
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Methodology

Strategic planning translates and cascades the overall goals into objectives and targets, initiatives and projects

Elements

Definition

- Major **areas of focus** in the medium term
- Derived based on external challenges and internal capabilities
- Aligned with the Federal Strategic Plan, mission and vision of GCAA

- Clear, tangible and actionable **measures** to be implemented in order to achieve the goals
- Each strategic objective has a **SMART target**

- Organization-wide **programs** or groups of projects to be undertaken in an effort **to achieve the objectives**
- May be broken down into several projects or work streams

- Specific **actions** with a clear **target, timeline, deliverable and owner**

Page 49

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Methodology

3.2 Strategic Planning- Concepts

The strategy planning process sets clear targets top-down, while the plan to achieve them is formed bottom-up

Define Strategic Priorities and Targets

- Stakeholder expectations (owners, management, capital market)
- Strategic priorities/ imperatives
- Strategic objectives
- Priorities / scope of strategic planning for individual divisions

Achieve targets, develop strategies

- Division operational plans for target achievement
- Key programs and resources required
- KPIs, measurement and monitoring mechanisms

Page 50

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Overview Key Challenges of Strategic Planning

Methodology

1. Poor Implementation

- There is little direct link between the long-term plans and annual business plans
- Strategic objectives are not cascaded across the organization
- Ineffective performance management and reporting
- KPIs are reported but **corrective** action in case of deviation is not undertaken

Key Challenges of Strategic Planning

Methodology

2. Inadequate Involvement

- Long-term strategic plans lack input from key stakeholders
- It is often defined by a small group of central planners and senior management without wider organizational involvement or buy in



3. Fundamental Change in Operations

- Drastic increase in scale and diversity of operations
- New skills and capabilities are required to address increased scale and diversification

		Table of Content
1.	About US	
2.	Our History	
3.	Introduction to Air transportation system	
4.	Introduction to Strategic planning	
5.	History of Strategic Planning	
6.	Strategic planning Methodology overview	
7.	Business Analysis	
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Business Analysis	Business Analysis
<p>The baseline assessments starts with an understanding of the main factors that will shape the future outlook of the aviation sector</p>	
<ol style="list-style-type: none">1. Environmental Scan2. Gap Analysis and SWOT<ul style="list-style-type: none">• Internal Organization Assessment• Benchmarking• Stakeholder Analysis	
Strategic planning in Civil Aviation Course April 2011	Page 54

Business Analysis

1. Business Environment Scan

The baseline assessments starts with an understanding of the main factors that will shape the future outlook of the aviation sector

Key Dimensions to Analyzed

Example: Main Observations

- Economy influences the size of airlines' customers base, both in terms of number of customers and frequency of flights
- Tourist arrivals represent the major source of air transport demand
- Liberalization of market access impacts air transport demand through availability of routes/ destinations and average ticket fares

Example: Potential Affect on UAE Aviation Sector

- Expansion of UAE-based airlines could lead to cannibalization of demand and lower yields
- Expansion of UAE airports could lead to overcapacity and limited profitability
- Airspace capacity could potentially limit inbound and outbound air traffic
- Environmental regulations could lead to charges on airlines
- Sector growth requires skilled resources and specialized training

UAE Example

Strategic planning in Civil Aviation Course April 2011
Page 55

Business Analysis

PESTEL

GCAA Strategy & Performance

- Governance and Organization
- Regulations and Oversight
- Capabilities and Execution

GCAA
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Strategic planning in Civil Aviation Course April 2011
Page 56

PESTEL Business Analysis

POLITICAL ENVIRONMENT:

- Current legislation of the country/markets
- Future legislation of the country/markets
- Regulatory bodies and processes (transparency, corruption)
- Government policies, terms and conditions
- Taxes and Trading policies
- Funding, grants and initiatives
- International lobbying, and pressure groups
- Wars, Conflicts and Political Stability

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Strategic planning in Civil Aviation Course April 2011 Page 57

PESTEL Business Analysis

ECONOMIC ENVIRONMENT

- Country/over seas economy situation and trends- GDP, GDP per capita, Trade/ Payments Balance, inflation.
- Seasonality/ trade cycles/ weather issues
- Market Size (volume, value, distribution)
- Specific industry factors
- Market distribution channels and trends
- Customer/ end-user drivers
- Interest and exchange rates
- International trade issues (protectionism/ trade barriers)

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Strategic planning in Civil Aviation Course April 2011 Page 58

PESTEL Business Analysis

SOCIAL ENVIRONMENT

- Demographics-Population, density, distribution (gender, age, income)
- Life style trends/ Sense of aesthetics
- Consumer attitudes and opinions
- Media views/ Advertising and publicity
- Brand, company, technology image
- Religious/ Ethnic factors/ Language
- Social habits/ Traditions/ Social organization
- Major market drivers/ influences

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Strategic planning in Civil Aviation Course April 2011 Page 59

PESTEL Business Analysis

TECHNOLOGICAL ENVIRONMENT

- Infrastructures (Communication & Information)
- Competing technology development
- Associated/ dependent/ supporting technologies
- Replacement technology/ solutions
- Maturity of technology
- Manufacturing maturity and capacity
- Technology legislation (licensing, patents, piracy protection)
- Innovation potential
- Technology access

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Strategic planning in Civil Aviation Course April 2011 Page 60

Business Analysis

Exercise 1 Business Environment Scan

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Business Analysis

Gap Analysis Assessment Framework

Baseline	Best Practices	Stakeholders' requirements	Gap Analysis
<ul style="list-style-type: none"> ▪ Issues in organization's overall performance 	<ul style="list-style-type: none"> ▪ Lessons learned from international best practices 	<ul style="list-style-type: none"> ▪ Key areas of concern raised by relevant stakeholders 	<div style="background-color: #c00000; color: white; padding: 2px; margin-bottom: 2px;">Gap 1</div> <div style="background-color: #c00000; color: white; padding: 2px; margin-bottom: 2px;">Gap 2</div> <div style="background-color: #c00000; color: white; padding: 2px; margin-bottom: 2px;">Gap 3</div> <div style="background-color: #c00000; color: white; padding: 2px; margin-bottom: 2px;">...</div> <div style="background-color: #c00000; color: white; padding: 2px; margin-bottom: 2px;">...</div> <div style="background-color: #c00000; color: white; padding: 2px; margin-bottom: 2px;">...</div> <div style="background-color: #c00000; color: white; padding: 2px; margin-bottom: 2px;">Gap n-1</div> <div style="background-color: #c00000; color: white; padding: 2px; margin-bottom: 2px;">Gap n</div>

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Gap Analysis : Baseline- Dimensions Business Analysis

Internal assessment for the organization should be conducted across different dimensions which are:

- **Structure**
- **Information and Process**
- **Motivations and Decision rights**
- **Core Process**
- **Enabling Process**

Page 63

Strategic planning in Civil Aviation Course April 2011

Gap Analysis : Baseline- Dimensions Business Analysis

Structure

Criteria of evaluation:

- Robustness and flexibility
- Efficiency
- Customer focus and quality

Key Evaluation Questions

- Can the organization accommodate changes and expansions?
- Are opportunities for synergies harnessed?
- Does the organization lend itself for optimal customer value delivery?

Page 64

Strategic planning in Civil Aviation Course April 2011

Information and Process

Criteria of evaluation:

- Transparency and information flow
- Business processes and coordination
- Tools and systems

Key Evaluation Questions

- Is the information dissemination level adequate?
- Are key business processes documented, efficient, consistently followed and coordinated efficiently across departments?
- Are the tools and systems in place adequate to achieve the needed effectiveness and efficiency levels?

Motivators and Decision Rights

Criteria of evaluation:

- Roles and boundaries of responsibility
- Career paths
- Accountability
- Authorities
- Control

Key Evaluation Questions

- Are the roles clearly defined and does the organization separate key roles?
- Is career progression well defined and documented?
- Does the organization establish clearly aligned accountability and responsibility?
- Are authorities defined and do they allow efficient decision making at all levels of the organization?
- Does the organization establish control measures adequately aligned with the delegated authorities?

Core Process

Criteria of evaluation:

Depends on the type of organization if evaluation is carried out for a civil aviation authority criteria could be as follows:

- Sector Policy & Planning
- Rulemaking
- Technical Inspection
- Certification
- Organizational Auditing
- Engineering Review
- Safety Issues Resolution

Enabling Process

Criteria of evaluation:

- Strategic Planning
- Business Planning
- Business Risk Management
- Internal Auditing
- Budgeting
- Performance Management
- Internal Policy Development
- External Stakeholder Management
- Training
- Internal Communication

Gap Analysis : Baseline Dimensions
Business Analysis

Financial Assessment

Financial Assessment Framework

- Analysis of historical revenue growth
- Identification of revenue breakdown
- Assessment of revenue sources
- Check for adherence of current charging schemes with international guidelines

- Assessment of overall financial performance
- Development of high-level financial projection
- Identification of current deficiencies

- Analysis of historical expense growth
- Identification of detailed costs breakdown
- Identification of key cost drivers
- Analysis of impact of workforce growth on efficiency rates

Strategic planning in Civil Aviation Course April 2011
Page 69

Gap Analysis
Business Analysis

Example: Identified Gaps and Severity

Highest Severity	Institutional Set Up	Legal Framework	Financial Sustainability				
Medium-High Severity	Vision & Strategic Objectives	Executive Board	Organization Structure	Manpower	Authority Matrix and Delegation	Core Processes	Safety Risk Oversight Process
Medium-Low Severity	Aviation Policies	Enabling Processes	Communication & Consultation Plans	Fees & Charges			
	Outsourcing Schemes						

...in order to define priority actions to achieve the target status

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CAA Example
Page 70

Gap Analysis : SWOT Business Analysis

STRENGTHS / WEAKNESSES / OPPORTUNITIES / THREATS

SWOT Analysis—combines the internal analysis of a company strengths and weaknesses with the external analysis of market opportunities and threats:

- Strengths] Internal Analysis
- Weaknesses] Internal Analysis

- Opportunities] External Analysis
- Threats] External Analysis

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UAE Sky in Safe Hands
Strategic planning in Civil Aviation Course April 2011 Page 71

SWOT Analysis Business Analysis

SWOT Analysis

- Identifies & prioritizes the major problems and opportunities that the organization may face.

- Based on the organization core competencies, it assists to decide on future options

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Strategic planning in Civil Aviation Course April 2011 Page 72

SWOT Analysis Business Analysis

Strengths/ Weaknesses

- What are your assets/competencies that solidify your competitive position?
- What are your assets/competencies that weaken your competitive position?

Can be used as a thought starter for competitive analysis and internal assessment

Analysis Opportunities/Threats

- How are demand and supply expected to evolve?
- How do you expect the industry chain economics to evolve?
- What are the potential major industry discontinuities?
- What competitor actions do you expect?

Surfaces potential opportunities/threats arising from factors external to the business


GCAA
UAE Sky in Safe Hands
Strategic planning in Civil Aviation Course April 2011 Page 73

Gap Analysis : Baseline Dimensions Business Analysis

SWOT

Exercise 2

SWOT Analysis



Page 74

Strategic planning in Civil Aviation Course April 2011

Gap Analysis : Baseline Dimensions

Business Analysis

Benchmarking

Benchmarking is the process of identifying "**best practice**" in relation to both products (including) and the processes by which those products are created and delivered. The search for "best practice" can take place both inside a particular industry, and also in other industries (for example - are there lessons to be learned from other industries?).

The objective of benchmarking is to **understand and evaluate the current position** of a business or organization in relation to "best practice" and to identify areas and means of performance improvement.

Gap Analysis : Baseline Dimensions

Business Analysis

Benchmarking

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Gap Analysis : Baseline Dimensions	Business Analysis
<h2>Benchmarking</h2> <p>Benchmarking involves four key steps:</p> <ul style="list-style-type: none"> • Understand in detail existing business processes • Analyze the business processes of others • Compare own business performance with that of others analyzed • Implement the steps necessary to close the performance gap <p style="text-align: right;">Page 77</p> <p style="font-size: small;">Strategic planning in Civil Aviation Course April 2011</p>	

Gap Analysis : Baseline Dimensions-Benchmarking		Business Analysis
<h2>Benchmarking Types</h2>		
Type 1	Description	Most Appropriate for the Following Purposes
Strategic Benchmarking	Where businesses need to improve overall performance by examining the long-term strategies and general approaches that have enabled high-performers to succeed. It involves considering high level aspects such as core competencies, developing new products and services and improving capabilities for dealing with changes in the external environment. Changes resulting from this type of benchmarking may be difficult to implement and take a long time to materialize	Re-aligning business strategies that have become inappropriate
<p style="font-size: small;">Strategic planning in Civil Aviation Course April 2011</p>		Page 78

Gap Analysis : Baseline Dimensions		Business Analysis
Benchmarking		
Benchmarking Types		
Type 2	Description	Most Appropriate for the Following Purposes
Performance or Competitive Benchmarking	Businesses consider their position in relation to performance characteristics of key products and services. Benchmarking partners are drawn from the same sector. This type of analysis is often undertaken through trade associations or third parties to protect confidentiality.	Assessing relative level of performance in key areas or activities in comparison with others in the same sector and finding ways of closing gaps in performance
Strategic planning in Civil Aviation Course April 2011		Page 79

Gap Analysis : Baseline Dimensions		Business Analysis
Benchmarking		
Benchmarking Types		
Type 3	Description	Most Appropriate for the Following Purposes
Process Benchmarking	Focuses on improving specific critical processes and operations. Benchmarking partners are sought from best practice organisations that perform similar work or deliver similar services. Process benchmarking invariably involves producing process maps to facilitate comparison and analysis. This type of benchmarking often results in short term benefits.	- Achieving improvements in key processes to obtain quick benefits
Strategic planning in Civil Aviation Course April 2011		Page 80

Gap Analysis : Baseline Dimensions		Business Analysis
Benchmarking		
Type 4	Description	Most Appropriate for the Following Purposes
Functional Benchmarking	Businesses look to benchmark with partners drawn from different business sectors or areas of activity to find ways of improving similar functions or work processes. This sort of benchmarking can lead to innovation and dramatic improvements.	- Improving activities or services for which counterparts do not exist.
Strategic planning in Civil Aviation Course April 2011		Page 81

Gap Analysis : Baseline Dimensions		Business Analysis
Benchmarking		
Type 5	Description	Most Appropriate for the Following Purposes
Functional Benchmarking	Businesses look to benchmark with partners drawn from different business sectors or areas of activity to find ways of improving similar functions or work processes. This sort of benchmarking can lead to innovation and dramatic improvements.	- Improving activities or services for which counterparts do not exist.
Strategic planning in Civil Aviation Course April 2011		Page 82


Gap Analysis : Baseline Dimensions		Business Analysis
Benchmarking		
Type 6	Description	Most Appropriate for the Following Purposes
Internal Benchmarking	involves benchmarking businesses or operations from within the same organisation (e.g. business units in different countries). The main advantages of internal benchmarking are that access to sensitive data and information is easier; standardised data is often readily available; and, usually less time and resources are needed. There may be fewer barriers to implementation as practices may be relatively easy to transfer across the same organisation. However, real innovation may be lacking and best in class performance is more likely to be found through external benchmarking.	- Several business units within the same organisation exemplify good practice and management want to spread this expertise quickly, throughout the organisation
Strategic planning in Civil Aviation Course April 2011		Page 83

Gap Analysis : Baseline Dimensions		Business Analysis
Benchmarking		
Type 7	Description	Most Appropriate for the Following Purposes
External Benchmarking	involves analysing outside organisations that are known to be best in class. External benchmarking provides opportunities of learning from those who are at the "leading edge". This type of benchmarking can take up significant time and resource to ensure the comparability of data and information, the credibility of the findings and the development of sound recommendations.	- Where examples of good practices can be found in other organisations and there is a lack of good practices within internal business units
Strategic planning in Civil Aviation Course April 2011		Page 84

Gap Analysis : Baseline Dimensions		Business Analysis
Benchmarking		
Type 8	Description	Most Appropriate for the Following Purposes
International Benchmarking	Best practitioners are identified and analysed elsewhere in the world, perhaps because there are too few benchmarking partners within the same country to produce valid results. Globalisation and advances in information technology are increasing opportunities for international projects. However, these can take more time and resources to set up and implement and the results may need careful analysis due to national differences	- Where the aim is to achieve world class status or simply because there are insufficient "national" businesses against which to benchmark.

Page 85

Strategic planning in Civil Aviation Course April 2011

Gap Analysis : Baseline Dimensions		Business Analysis
<h1>Exercise 3</h1> <h2>Baseline Assessment</h2>		

Page 86

Strategic planning in Civil Aviation Course April 2011

Table of Content

1. About US
2. Our History
3. Introduction to Air transport system
4. Introduction to Strategic planning
5. History of Strategic Planning
6. Strategic planning Methodology overview
7. Business Analysis
8. Strategy Development
9. Strategy Execution
10. Performance Management



Strategy Development

BASIC STRATEGIES - strategic scope & strategic strength

		Strength	
		Lower Cost	Differentiation
Scope	Broad Target	Cost Leadership	Differentiation
	Narrow Target	Cost Focus	Market Niche

Page 89

Strategic planning in Civil Aviation Course April 2011

Strategy Development

BASIC STRATEGIES - Innovation strategies

Innovation Strategies – Deals with the firm's rate of the new product development and business model innovation

- Pioneer
- Close followers
- Late followers

Page 90

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BASIC STRATEGIES – Growth strategies

Growth Strategies – In this scheme we ask the question, “How should the firm grow?”.

- **Horizontal integration**
- **Vertical integration**
- **Diversification**
- **Intensification**

BASIC STRATEGIES – Market dominance strategies

Market Dominance Strategies – In this scheme, firms are classified based on their market share or dominance of an industry. Typically there are four types of market dominance strategies:

- **Leader**
- **Challenger**
- **Follower**
- **Nicher**


Strategy Development

Strategy Elements Development

TYPES OF STRATEGIES

- Cost leadership
- Imitation
- Product differentiation
- Forming strategic alliances
- Redefining the industry
- High speed

- Global diversification
- Diversification of goods and services
- Sticking to core competencies
- Focusing on a target market



Page 93

Strategic planning in Civil Aviation Course April 2011

Strategy Development

Strategy Elements Development

Strategy Levels for Diversified & Single Business Firms

Diversified Business Firms

Corporate Level Strategy
 What direction do we pursue for the total enterprise?
 What Businesses should be we enter?

Business Level Strategy
 How do we compete within each of the business we have chosen?

Functional Level Strategy
 How can each function best support each of our businesses?
 How do we get the various functions working together smoothly?

Single Business Firms

Corporate Level Strategy
 What Business should we be in?
 How do we compete within the market we have chosen?

Functional Level Strategy
 How can each function best support our business?
 How do we get the various functions working together smoothly?

Page 94

Strategic planning in Civil Aviation Course April 2011

CORPORATE LEVEL STRATEGIES

1. **Strategic Alliances** – to form alliances or share resources with other companies to exploit a market opportunity
2. **Diversification of Goods & Services** – “*Don’t put all your eggs in one basket*”
3. **Sticking to Core Competencies** – To focus on their core business. To confine their efforts to business activities they perform best.
5. **Threat of new Market Entrants** – to intensify competition and further impact on pricing and profitability

Page 95

Strategic planning in Civil Aviation Course April 2011

BUSINESS LEVEL STRATEGIES

6. **Product Differentiation** – to offer a service or a product perceived by the customer as different from available alternatives. An extension of this strategy is to create a new market in which competition does not exist, referred to as a *Blue Ocean* strategy.
7. **Focus** – In a focus strategy, the organization concentrates on a specific regional or buyer market, using a differentiation or low cost approach in a targeted market.
8. **Cost Leadership** – To provide a product or a service at a low price in order to gain market share. High volume in detriment of margins.

Page 96

Strategic planning in Civil Aviation Course April 2011

Strategy Development

Strategy Elements Development

FUNCTIONAL LEVEL STRATEGIES

9. Find and retain the best people – to find and retain highly competent people, which will help the company to develop its products and services and find ways to reduce costs and behave ethically.

10. High Speed – Satisfy customer needs more quickly. High speed managers focus on speed in all of their business activities, including speed in product development, sales response and customer service.

Page 97

Strategic planning in Civil Aviation Course April 2011

Strategy Development

Strategy Elements Development

Vision

The vision statement describes the entity’s ideal future state and is defined by 5 key dimensions

Description of Vision Statement

Vision Statement

A vision statement is a concise summary describing an entity’s “desired future state” in ideal terms. It should resonate with the entity’s members and help them feel proud and excited

	Overall Goals	Core Service	Time Horizon	Tone	Stakeholder Description
Dimensions	<ul style="list-style-type: none"> ▪ The vision statement should express the overall long term goals of the entity (e.g.: economic growth, international recognized) 	<ul style="list-style-type: none"> ▪ The vision statement should state the entity’s high-level core service (e.g.: aviation) 	<ul style="list-style-type: none"> ▪ The vision statement should provide visibility for the long term ▪ It typically spans between 15 and 25 years 	<ul style="list-style-type: none"> ▪ The vision statement should be challenging, motivating and believable, and It should build enthusiasm and provoke inspiration ▪ Tone can range from conservative to aspirational 	<ul style="list-style-type: none"> ▪ The vision statement typically describes the entity’s key stakeholders (e.g., airlines, pilots, aviation community) ▪ The description can range from general (directed at all) to specific (directed to specific stakeholders)
Description					

Page 98

Strategic planning in Civil Aviation Course April 2011

Strategy Elements Development Strategy Development

Vision

The choice of a vision statement depends on the desired tone and descriptive nature that the CAA wants to convey

Description	Specific	<i>“Leading the UAE Civil Aviation Sector towards continuous Development of Safety, Security, Efficiency, Sustainability and Accountability in line with International Standards”</i>	<i>“A globally recognized top quality aviation authority providing safe and secure airspace and aviation services for passengers in the UAE and the UAE public at large”</i>
	General	<i>“Assuring the continuous development of UAE’s Civil Aviation Sector”</i>	<i>“Safe, secure and sustainable aviation for all”</i>
		Conservative	Aspirational
		Tone	

CAA Example

Page 99

Strategic planning in Civil Aviation Course April 2011

Strategy Elements Development Strategy Development

Mission

The mission statement conveys why the entity exists and what it does

Mission Statement

A mission statement describes the overall purpose of the entity. It aims to convey, both internally and externally, an understanding of why the entity exists and what it does

Dimensions	Core Business / Functions	Functional Role	Attributes of Service Offering	Overall Goals
	Description	<ul style="list-style-type: none"> The mission should state the core functions of entity The core functions for an aviation authority is generally around the oversight in safety and security 	<ul style="list-style-type: none"> The mission statement specifies the functional role of the entity The functional role for transport entities can include: <ul style="list-style-type: none"> - Policy and planning - Regulation and oversight 	<ul style="list-style-type: none"> The mission statement typically articulates desired attributes of the service offering. For transport entities, these include: <ul style="list-style-type: none"> - Safety and security - Efficiency and sustainability - Contribution to Economy - Environmental sustainability

Page 100

Strategic planning in Civil Aviation Course April 2011

Strategy Development

Strategy Elements Development

Mission

The choice of a mission statement depends on the descriptive level of specificity GCAA wants to convey to the public

1

To provide the best practice in safety, security and environmental aviation oversight within the UAE to serve the general public and the users of the authority in a financially sustainable and cost effective manner

2

To provide aviation safety and security regulatory oversight in the UAE in a financially sustainable and cost effective manner

3

To provide the highest level of oversight to deliver safe and secure airspace and aviation services for the UAE

Description ← General ——— Specific →

Safety & Security	Environmental
Sustainability	Customer Focus
Contribution to Economy	

← General ——— Specific →

Safety & Security	Environmental
Sustainability	Customer Focus
Contribution to Economy	

← General ——— Specific →

Safety & Security	Environmental
Sustainability	Customer Focus
Contribution to Economy	

CAA Example

Page 101

Strategic planning in Civil Aviation Course April 2011

Strategy Development

Strategy Elements Development

Different examples of vision and mission

Civil Aviation

Australian Government Civil Aviation Authority

Vision
Safe Skies for all

Mission
To Enhance & Promote aviation safety through effective safety regulation & by encouraging industry to deliver high Standards of Safety.

Airline

Qatar Airways

Vision
To Invest in, and maintain, a growing fleet of young and modern aircraft flying to key business & leisure destinations worldwide.

Mission
Safety First, Customer focused, Culturally aware, Financially strong

Strategic planning in Civil Aviation Course April 2011

Page 102

Strategy Elements Development	Strategy Development
<p>Values</p> <p>Values form the foundation management style in the organization.</p> <p>Values provide the justification of behaviour and, therefore, exert significant influence on decisions.</p> <p>Values describes the behaviour of the organization culture</p> <p>Values are set of principles which guide an individual in an organization in every day operation.</p> <div data-bbox="970 459 1284 795" style="float: right; text-align: center;"> </div>	
Strategic planning in Civil Aviation Course April 2011	Page 103

Strategy Elements Development	Strategy Development
<p>Values</p> <p>BT Group:</p> <p>BT's activities are underpinned by a set of values that all BT people are asked to respect:</p> <ul style="list-style-type: none"> •We put customers first •We are professional •We respect each other •We work as one team • We are committed to continuous improvement. <p style="text-align: center;"><small>Source: BT Group plc website</small></p>	
Strategic planning in Civil Aviation Course April 2011	<div data-bbox="1005 1825 1316 1937" style="float: right; text-align: center; color: white; background-color: red; padding: 5px; transform: rotate(-15deg);"> Telecom Example <small>Page 104</small> </div>

Values

GCAA UAE Values

Safety: Promoting a culture of safety at the individual and organizational level

People: Developing people to the highest standards and level of expertise in technical and non-technical areas

Stakeholder Focus : Promoting healthy dialogue and partnership with stakeholders


Integrity : Applying the highest legal, ethical and moral standards to our work and with each other


Professionalism : Encouraging an atmosphere of mutual respect, responsiveness and teamwork with our stakeholder community, general public and with our colleagues

Efficiency : Committing to continuous improvement in operations and costs through responsible management

Exercise 4 Vision & Mission



Strategy Elements Development	Strategy Development
<p>Objectives</p> <ul style="list-style-type: none"> - Are clear, concise, and unambiguous Ex: "reduce paper consumption on 30% during the 1st half of 2010". - Are accurate in terms of the true end state or condition sought Ex: "The factory will be as neat and organized as the front office after cleanup is completed" - Are achievable by competent workers Ex: "Goals and objectives should not be so high or rigid that the majority of competent team members become frustrated and stressed by attempting to achieve them." 	
<p style="font-size: small;">Strategic planning in Civil Aviation Course April 2011</p>	<p>Page 107</p>


Strategy Elements Development	Strategy Development
<p>Objectives</p> <ul style="list-style-type: none"> - Include 3 difficult levels: routine, challenging and innovative Ex: "Most of objectives deal with routine aspects of a job, but they should also challenge workers to loftier goals". - Relate to small chunks of accomplishment Ex: "Many objectives should concern small, achievable activities – build blocks" - Specify what is going to be accomplished, who is going to accomplish it, when it is going to be accomplished, and how is going to be accomplished Ex: "Answering the what, who, when and how questions reduces the chance for misinterpretation" 	
<p style="font-size: small;">Strategic planning in Civil Aviation Course April 2011</p>	<p>Page 108</p>

Strategy Elements Development
Strategy Development

Objectives

Objectives:

1. Optimize service delivery based on available resources.
2. Improve global safety performance through effective support to the International Civil Aviation Organization (ICAO) and the North American Aviation Trilateral (NAAT).
3. Harmonize Canadian requirements and processes even more with those of other civil aviation authorities and the ICAO Standards and Recommended Practices.
4. Further the mutual acceptance or recognition of Canadian aviation documents and products abroad.
5. Reconcile safety requirements with the need for a sustainable transportation system.
6. Create a proactive reporting culture inside Transport Canada Civil Aviation (TCCA) that identifies and
7. addresses issues and concerns as a normal course of action.



Canadian CAA Example

Strategic planning in Civil Aviation Course April 2011
Page 109

Strategy Elements Development
Strategy Development

Targets

Targets should be set based on a clearly defined aspired outcome for each strategic objective, measure of success should be selected

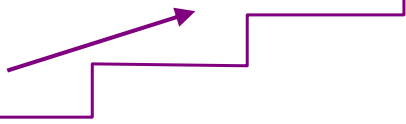
How do we perform today?

- Limited capacity of public transport
- Lack of mass transit modes
- Car dependency

Current Situation

Framework – Targets for Objectives

Example – Shift demand to public transport



How will we measure progress?

Measure:
Modal share of public transport: (number of trips by public transport) / (total number of motorized trips)"

How long will it take?

Aspired Outcome

- World class mass transit system integrated with other modes
- Convenient and effective public transport system

What do we want to achieve?




6.0%



2009

30.0%

2020

Strategic planning in Civil Aviation Course April 2011
Page 110

Setting Targets		Strategy Development		
<p>Progress towards the aspired outcome can not always be measured by an indicator – qualitative assessment should be used</p>				
<p>Overview – Types and Applicability of Performance Measures</p>				
Type	Measure	Applicability	Examples	
 <p>Quantitative</p> 	<p>Indicator</p>	<ul style="list-style-type: none"> Achieving the aspired outcome is a continuous, gradual process Progress can be measured by a change of a specific and indicator, or can be approximated by one 	<ul style="list-style-type: none"> To measure increase share of PT: % of trips by public transport in total number of trips 	
	<p>Qualitative</p> 	<p>% Completion</p>	<ul style="list-style-type: none"> Aspired outcome is achieved when one or several tasks are completed Each work step or milestone can be assigned a weight based on its contribution – progress towards completion is monitored as % of the total work done 	<ul style="list-style-type: none"> Development of effective stakeholder coordination Improvement of regulatory framework
		<p>Other (e.g. survey, study)</p>	<ul style="list-style-type: none"> Aspired outcome involves multiple aspects, progress evaluation is complex Measuring one or even several indicators will be misleading and may result in focusing on numbers rather than the content Progress can be measured by periodic assessment of perceptions about the outcome (surveys) or detailed performance reviews, e.g. benchmarking studies 	<ul style="list-style-type: none"> Develop human resources Improve organizational efficiency
<p>Strategic planning in Civil Aviation Course April 2011</p>			<p>Page 111</p>	

Strategy Elements Development		Strategy Development	
<p>Setting Targets Examples</p> <p>Overview KPIs and Targets – Definition and Guiding Principles</p>			
	Definition	Guiding Principles	
 <p>KPIs</p>	<ul style="list-style-type: none"> Key Performance Indicators (KPIs) are quantifiable performance measurements used to define success factors and measure progress toward the achievement of targets 	<ul style="list-style-type: none"> Quantitative and objective Not overly burdensome to track Focus on results, rather than on the process to achieve the results – e.g., “competency test pass rate” is better than “number of training courses conducted” May include measures not entirely within the GCAA control – encourages GCAA to be proactive and champion change 	
	 <p>Targets</p>	<ul style="list-style-type: none"> Concrete quantifiable objectives that the organization aims to achieve within 5 years 	<ul style="list-style-type: none"> In line with aspirations and best practices Realistic, but not easily achievable – “stretch” targets
	<ul style="list-style-type: none"> Interim targets that the organization needs to achieve every year en-route to achieving the set 5-year targets 	<ul style="list-style-type: none"> Not necessarily and straight line from the base level to the 5-year level Consider factors such as projects timeline (e.g. planned bus capacity additions), slower demand ramp-up in the beginning, etc. 	
<p>Strategic planning in Civil Aviation Course April 2011</p>			<p>Page 112</p>

Strategy Elements Development
Strategy Development

Strategic Initiatives

How to develop list of initiatives

- Review current list – are all the initiatives still relevant?
- Review current status – are the initiatives still active? What has already been done?
- Review current / new activities – do the initiatives cover all strategic projects we currently do?
- Future initiatives – in the next 5 years, what other initiatives can contribute to the achievement of objectives?
- Important: you are developing a 5-year plan: some initiatives should be planned for longer-term

Page 113

Strategic planning in Civil Aviation Course April 2011

Strategy Elements Development
Strategy Development

Initiatives Development

Priority and ease of implementation should be considered to define the approach to implementing strategic initiatives

Overview Prioritization of Initiatives

1 Priority: Strategic Impact vs. Urgency

Urgent	Priority	Top Priority
Flexible/ Not urgent	Lowest Priority	Lower Priority
	Lower Impact	Higher Impact

2 Ease of implementation: Cost vs. Complexity

Lower Complexity	Relatively Easy	Easy
Higher Complexity	Very Difficult	More Difficult
	Higher Cost	Lower Cost

3 Approach: Priority vs. Ease of Implementation

Page 114

Strategic planning in Civil Aviation Course April 2011

Strategy Elements Development Strategy Development

Strategic Initiatives Projects – Operational Plans

Strategic Goals	Strategic Objectives	Target	KPI	Department Strategic Initiatives
Customer First	Improve Customer Service and Interface	Improve customer satisfaction with Customer Services.	% satisfaction of customers with Customer Services	3.1.3 Implement measures to improve customer services, train to foster customer services cult and focus.
	Listen to Customers	Identify and incorporate Customer needs and preferences into each Agency's plans and designs.	% satisfaction of customers with the transport systems,	3.2.1 Develop capabilities and Tools to study cus and preferences.
Financial Sustainability	Reduce Operating Costs	Operating costs not to exceed	Annual operating costs (AED bn)	6.4.1 Identify main non-staff operating cost drivers and opportunities for cost reduction (eg. Fuel, maintenance). Develop and implement measures to reduce operating costs

Transport Example

Strategic planning in Civil Aviation Course April 2011 Page 115

Initiatives Development Strategy Development

Strategic Objectives	Key Initiatives	Key Activities	Target
Objective 1	Build an Effective Organization	<ul style="list-style-type: none"> ▪ Optimize workforce and develop and implement manpower plan ▪ Develop and implement authority matrix 	2012
	Strengthen People Capabilities and Services	<ul style="list-style-type: none"> ▪ Develop and implement specific HR training and recruiting ▪ Enhance regional airspace and provide training services 	2015
	Ensure Financial Self-Sustainability	<ul style="list-style-type: none"> ▪ Undergo full activity-based costing ▪ Updated fees and charges 	2012

CAA Example

Strategic planning in Civil Aviation Course April 2011 Page 116

Initiatives Development

Strategy Development

Income statement is:

Measurement of a company sales and expenses over a specific period of time

A summary of what the business has earned and what expenditure it has made during the approved accounting period of what you want to review

Initiatives Development

Strategy Development

Cash flow Projection:

Indicates the difference between the inflows and outflows of cash within a given period.

A positive cash flow indicates a business is profitable

A negative cash flow indicates the business requires external funding

The Balance sheet:

- Provided a picture of the financial health of a business
- Lists assets (what you own) and liabilities (what you owe)
- Your business is healthy when assets are greater than liabilities

Exercise 5

Objective, targets and initiatives



		Table of Content
1.	About US	
2.	Our History	
3.	Introduction to Air transport system	
4.	Introduction to Strategic planning	
5.	History of Strategic Planning	
6.	Strategic planning Methodology overview	
7.	Business Analysis	
8.	Strategy Development	
9.	Strategy Execution	
10.	Performance Management	

What is Strategy Execution ?	Strategy Execution
<ul style="list-style-type: none">• “Strategy execution deals with the managerial exercise of supervising the ongoing pursuit of strategy, making it work, improving the competence with which it is executed, and showing measurable progress in achieving the targeted results (*McGraw-Hill Online Learning Center)• Strategy execution is concerned with the conduct of coordination, translation, communication and resource allocation.• Strategy execution is an ongoing process that monitors and makes adjustments to the strategy implementation process. The strategy execution process therefore is the process of making the organization ready for implementation. It is in this stage the strategy is translated into workable plans and metrics that can be controlled.• It is where the strategy gets communicated to the organization, so that everyone involved knows the “what”, “why” and “how” .	
Strategic planning in Civil Aviation Course April 2011	Page 122

Strategy Execution Strategy Execution

Strategy Execution Hierarchy

STRATEGIC
Strategy Development

TACTICAL
Strategy Execution

OPERATIONAL
Strategy Implementation

Kasper Lindøe Pedersen

Page 123

Strategic planning in Civil Aviation Course April 2011

STRATEGY EXECUTION FACTORS Strategy Execution

Building Blocks of Strategy Execution

Translation	<ul style="list-style-type: none"> The process of converting the ideas, visions and aspirations of the strategy into workable plans and metrics
Communication	<ul style="list-style-type: none"> Ensuring that all key employees are aware of and understand the "what", "why", "how", "when" and "who" of the strategy.
Coordination	<ul style="list-style-type: none"> Passing on both responsibility and accountability to key personnel for a specific action or goal in the process
Resource Allocation	<ul style="list-style-type: none"> Linking the strategy to the resources required to execute it
Adaptation	<ul style="list-style-type: none"> Monitoring the process of strategy implementation and making adjustments to the strategy, in order to create a better fit to the real world
Implementation	<ul style="list-style-type: none"> The actual process of carrying out the specific actions defined by the strategy execution process.

Page 124

Strategic planning in Civil Aviation Course April 2011

STRATEGY EXECUTION FACTORS
Strategy Execution

Strategy Translation


Translation

• The process of converting the ideas, visions and aspirations of the strategy into workable plans and metrics

- The purpose of strategy translation is to make the strategy understandable, workable and realistic.
- The strategy translation results in business plans, goals, list of priorities, scorecards, milestones, key performance indicators, budgets, initiatives and project teams.
- When executing strategy, it is absolutely essential that the strategy be clear, focused, and translated logically into short-term objectives or metrics. It is vital, too, that these objectives and measurements be defined consistently to avoid problems of different, competing views of execution outcomes".*
Hrebiniak (2005)

Strategic planning in Civil Aviation Course April 2011

Page 125



STRATEGY EXECUTION FACTORS
Strategy Execution


Effective Communication

Communicating the strategy is about ensuring that every employee in the organization knows and understands the direction in which the organization is supposed to move, in form of the business strategy.

Communication Factors	
Success	Failure
<ul style="list-style-type: none"> Assign roles and responsibilities Communicate the plan constantly and consistently Recognize the change process Help people through the change process 	<ul style="list-style-type: none"> No accountability Never talk about the plan Ignore the emotional impact of change Focus only on task accomplishment

Strategic planning in Civil Aviation Course April 2011

Page 126





Strategy Execution Factors	Strategy Execution
<h3>Communication Styles</h3> <ul style="list-style-type: none"> • Emotive (High dominance – High Sociability) <ul style="list-style-type: none"> • Displays action oriented behavior • Is Informal • Natural Persuasiveness • Director (High Dominance – Low Sociability) <ul style="list-style-type: none"> • Projects a serious attitude • Expresses strong opinions. • May project indifference. • Reflective (Low Dominance – Low Sociability) <ul style="list-style-type: none"> • Formal & deliberate • Seems preoccupied • Prefers orderliness. • Supportive (Low Dominance – High Sociability) <ul style="list-style-type: none"> • Listens attentively • Avoids the use of power • Decisions are made and expressed in a thoughtful and deliberate manner. 	
<p>Strategic planning in Civil Aviation Course April 2011</p>	<p>Page 127</p>



Strategy Execution Factors	Strategy Execution
<h3>Communication Barriers</h3> <ul style="list-style-type: none"> • Arguing <ul style="list-style-type: none"> • Blaming • Disagreeing • Claiming impunity • Pessimism • Unwilling to change • Interrupting <ul style="list-style-type: none"> • Talking over • Cutting off • Denying <ul style="list-style-type: none"> • Inattention • No answer • No response • Sidetracking • Ignoring <ul style="list-style-type: none"> • Challenging • Discounting • Open hostility 	
<p>Strategic planning in Civil Aviation Course April 2011</p>	<p>Page 128</p>



STRATEGY EXECUTION FACTORS		Strategy Execution
Coordination		
Coordination	•Passing on both responsibility and accountability to key personnel for a specific action or goal in the process	
<ul style="list-style-type: none"> Ensuring that everyone knows what to do in the strategy execution Successful execution of strategy is inherently dependent on responsibilities and accountabilities being assigned. In coordinating the strategy execution process it is important to clarify which kind of interdependence exists between the involved people and departments. Scarcity of resources requires that all departments i.e. Safety, Security or Support Services communicate and coordinate to ensure each others needs are understood and appropriately scheduled 		
Strategic planning in Civil Aviation Course April 2011	Page 129	

STRATEGY EXECUTION FACTORS		Strategy Execution
Resource Allocation		
Resource Allocation	•Linking the strategy to the resources required to execute it	
<ul style="list-style-type: none"> About 65% of all companies never allocate sufficient resources to the strategy, thereby failing to create an appropriate connection between the strategy and the resources required to execute it.” (Kaplan and Norton) If the organization is unable to translate the strategy into a comprehensive plan and link the different steps in the plan to the resources required to realize them, it will fail to execute the strategy. If the strategy requires resources from one or more departments that have not aligned their budgets and plans with the strategy, the execution process will almost inevitably risk conflict between departments and eventually execution failure. Some businesses units will feel neglected in the allocation process, feeling that other business units were receiving favorable treatment by senior management. Business units that generate revenue tend to press upon their perceived right for higher budgetary allocations. Such demands for favorable treatment can detract other business units from executing their parts of strategy. 		
Strategic planning in Civil Aviation Course April 2011	Page 130	

STRATEGY EXECUTION FACTORS
Strategy Execution

Change Management


Adaptation

•Monitoring the process of strategy implementation and making adjustments to the strategy, in order to create a better fit to the real world

- It is a reiterative process that continuously revisits the original strategy and recommends changes to it.
- If business units are reluctant to adapt and change their strategy to the changing context, the costs can become astronomical and the risk can be severe.
- Aviation industry is particularly sensitive to changes in political, economical, legal or technical areas rendering any strategy to become irrelevant over a very short period of time.
- Adaptation requires a very high degree of understanding of the change management principals and depends on the positivity of attitudes towards change.

Strategic planning in Civil Aviation Course April 2011

Page 131



STRATEGY EXECUTION FACTORS
Strategy Execution

Change Management

Adaptation

•Monitoring the process of strategy implementation and making adjustments to the strategy, in order to create a better fit to the real world


Change Resistance Model

	Open	Underground	
Active	A Person A is a person who actively resists the change and openly does so	B Person B is someone who actively, but not openly resists change.	Symptoms of Resistance <ul style="list-style-type: none"> Employees feel uncertain about the strategy, due to lack of understanding. Rumors flourish about the strategy and the intentions of top management. Resistance to strategy worked well in the past. The strategy conflicts with the current power structure.
Passive	C Person C openly admits his/her concern about the change.	D Someone whose resistance is passive and underground.	

Lientz & Rea (2004)

Strategic planning in Civil Aviation Course April 2011


Page 132





Strategy Execution Factors
Strategy Execution

Implementation The actual process of carrying out the specific actions defined by the strategy execution process.

Strategy execution works best when Project, Strategy and Resource Portfolios are integrated for the implementation.



A Strategy Management system with a state of the art Project and Portfolio management capability can play a critical role in the strategy execution process. By integrating Strategy (Objectives, Balanced Scorecard etc) and Project Portfolio, senior leadership can achieve both ground level project activity visibility and project team accountability.

Strategic planning in Civil Aviation Course April 2011
Page 133

Project Management and Strategy Implementation
Strategy Execution

Project Management Processes

1. Scope Management
2. Schedule Management
3. Budget Management
4. Quality Management
5. Team Management
6. Stakeholder Management
7. Information Management
8. Risk management
9. Contract Management



Strategic planning in Civil Aviation Course April 2011
Page 134

Project Management and Strategy Implementation Strategy Execution

Project Management Processes

Project Management Processes are overlapping activities that occur at varying levels of intensity throughout each phase of the project. A process is defined as a set of activities that must be performed to achieve a goal, in this case the strategy goal.

Strategic planning in Civil Aviation Course April 2011 Page 135

Effective Implementation Strategy Execution

Project Management Processes Scope Management


- Project Scope describes the boundaries of the project. It defines what the project will deliver and what it will not deliver.
- Project scope management's primary concern is with defining and controlling what is and is not included in the project.
- One of the leading causes for project failures is poor management of the project scope, either because the project manager did not spend enough time defining the work or there was not an agreement on the scope by stakeholders.
- A lack of scope management leads to addition of unauthorized or unbudgeted work to the project also known as scope creep.
- The purpose of scope change management is to protect the viability of the approved Project Contract (or agreement).
- All changes to the project scope must be approved by management, this is one of the principal requirements for scope management.

Strategic planning in Civil Aviation Course April 2011 Page 136

Effective Implementation
Strategy Execution

Project Management Processes
Schedule Management

- Schedule management includes the processes required to ensure timely completion of the project.
- The project manager assists by assimilating information about scope, budget, resources, and estimating times for completion of project tasks.
- To be able to define the Schedule, the project team must have a complete understanding of all the work that they must accomplish.
- By defining the schedule the project also develops an understanding of the constraints, dependencies and sequence of the activities
- Various tools can be used to develop schedules such as PERT Analysis



Strategic planning in Civil Aviation Course April 2011
Page 137

Effective Implementation
Strategy Execution


Project Management Processes
Schedule Management

PERT Analysis

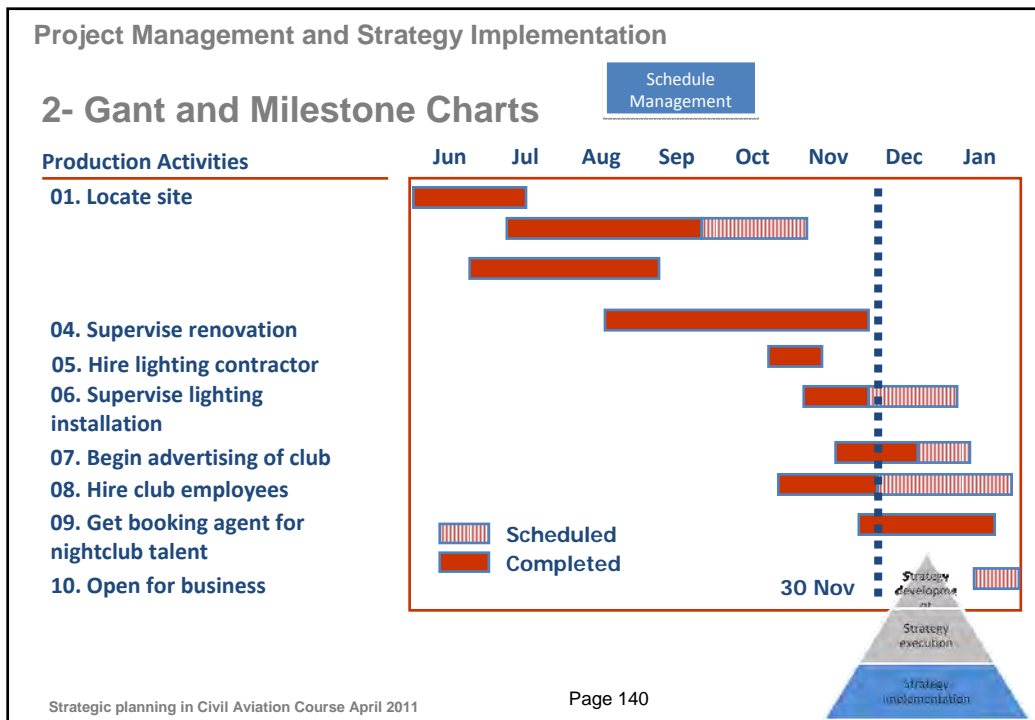
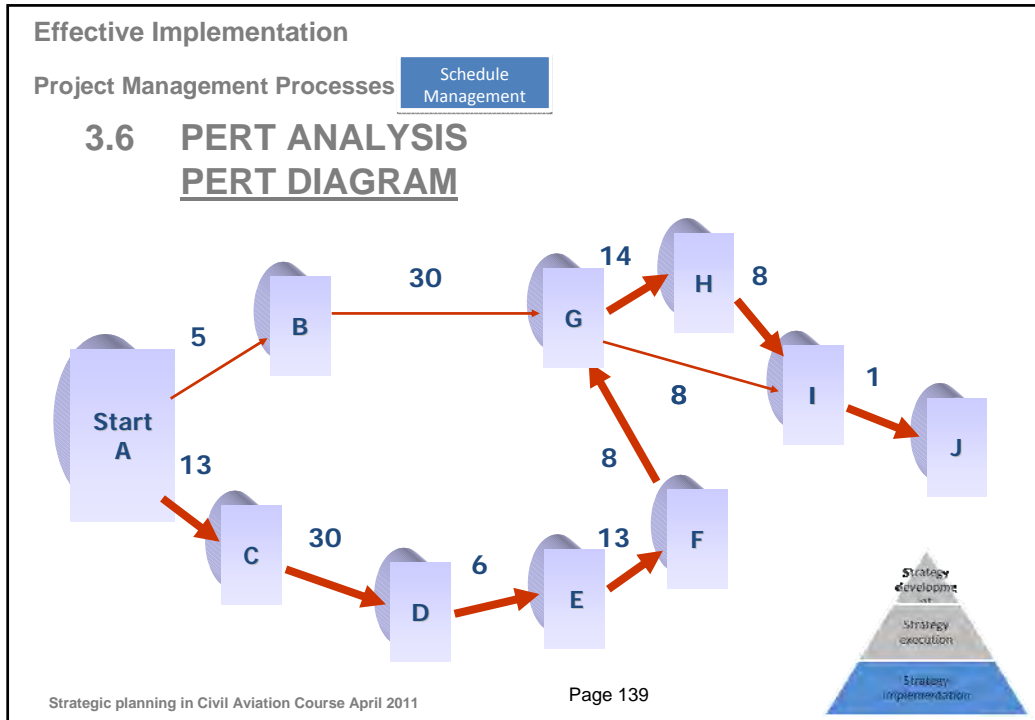
PERT NETWORK

Event	Activity	Estimated Time in Weeks	Preceding Event
A	Locate site	5	None
B	Get liquor license	30	A
C	Hire renovation contractors	13	A
D	Supervise renovation	30	C
E	Hire lighting installation	6	D
F	Supervise lighting installation	13	E
G	Begin advertising club	8	B, F
H	Hire club employees	14	G
I	Get booking agent	8	G, H
J	Open club for business	1	I

➔ = Critical Path (thick arrow)



Strategic planning in Civil Aviation Course April 2011
Page 138



Strategy Execution Success Factors

Schedule Management

Gant and Milestone Charts

MILESTONE CHART

Production Activities

- 01. Locate site
- 02. Get liquor license
- 03. Hire contractors for renovation
- 04. Supervise renovation
- 05. Hire lighting contractor
- 06. Supervise lighting installation
- 07. Begin advertising of club

- 09. Get booking agent for talent
- 10. Open for business

Milestones to be Accomplished



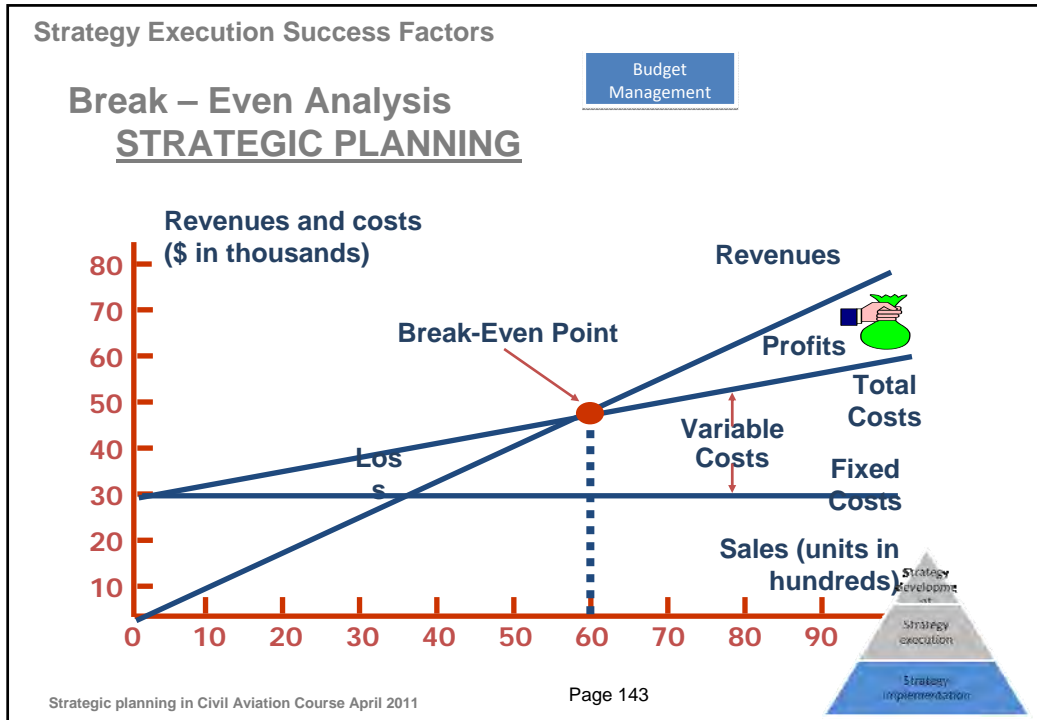
Project Management and Strategy Implementation

Project Management Processes

Budget Management

- A project budget is the total sum of resources and money allocated for the particular purpose of the project for a specific period of time.
- The goal of budget management is to control project costs within the approved budget and deliver the expected project goals.
- Most project managers spend most of their time on managing and controlling the schedule and tend to forget about monitoring and controlling the budget.
- Budget management consists of a series of tasks and steps designed to help manage the costs of the project, the steps are:
 - Defining the Budget
 - Executing the Budget
 - Controlling the Budget
 - Updating the Budget





Project Management and Strategy Implementation Strategy Execution

Project Management Processes Quality Management

- Quality management process ensures that all project activities necessary to design, plan and implement a strategy are effective and efficient with respect to the purpose of the objective .
- Quality management is a continuous process that starts and ends with the project. It focuses on improving stakeholder's satisfaction through continuous and incremental improvements to processes.
- Quality management for a project consists of four main processes:
 - Quality Definition
 - Quality Assurance
 - Quality Control
 - Quality Improvement

Strategy Execution Success Factors Pyramid

Strategic planning in Civil Aviation Course April 2011 Page 144


Project Management and Strategy Implementation
Strategy Execution

Project Management Processes

Contract Management

Contract Management is concerned with the following processes:

1. Identifying what services are needed
2. Developing a criteria and selecting the Contractor
3. Writing the Contract
4. Executing the Contract
5. Monitoring the Contract
6. Closing the Contract



Strategic planning in Civil Aviation Course April 2011
Page 145

Project Management and Strategy Implementation
Strategy Execution

Project Management Processes

Team Management

A group of people is not necessarily a team. A team is a group of people with a high degree of interdependence geared towards the achievement of a common goal or completion of a task rather than just a group for administrative convenience

Team building – 4 stages

<p>STAGE 1 – Forming Getting Organized & Testing</p> <ul style="list-style-type: none"> • Membership • Clarifying direction, goals, roles & accountabilities • Setting expectations • Establishing relations • Exploring trust • Dependence on leadership 	<p>STAGE 2 - Storming Competing & Infighting</p> <ul style="list-style-type: none"> • Differences emerge • Lack of clarity – confusion • Power & control issues • Unproductive – time wasted • Blame – finger pointing • Personality clashes • Team abilities questioned • Results unsatisfactory 	<p>STAGE 3 - Norming Realigning – Reorganizing</p> <ul style="list-style-type: none"> • Evaluating – assessing • Confronting issues • Re-contracting roles & accountabilities • Providing feedback & coaching • Establishing culture & commitments • Refocusing priorities & actions • Defining operating protocols /processes • Building trust and cohesion
--	--	---

STAGE 4 – Performing
High Performance

- Achieving Business Results
- Operating collaboratively
- High levels of trust and synergy
- Mutually supportive relations



Strategic planning in Civil Aviation Course April 2011
Page 146

Project Management and Strategy Implementation **Strategy Execution**

Project Management Processes Stakeholder Management

Strategic planning in Civil Aviation Course April 2011
Page 147

Project Management and Strategy Implementation **Strategy Execution**

Project Management Processes Stakeholder Management

Enabling Linkage
Who have some level of control over the organization

- Shareholders
- Legislators
- Regulators
- Board of Directors

Normative Linkage
Who have a common interest with the organization

- Peer Institutions
- Professional Associations
- Manufacturers

Diffused Linkage
No direct or frequent interaction with the organization

- Community
- Media
- NGOs

Functional Linkage
Those who are essential to the functions of the organization

OUT PUTS

- Consumers
- Purchasers
- Distributors

INPUTS

- Employees
- Unions
- Suppliers

Strategic planning in Civil Aviation Course April 2011
Page 148

Project Management and Strategy Implementation **Strategy Execution**

Project Management Processes Stakeholder Management

Strategic planning in Civil Aviation Course April 2011 Page 149

Project Management and Strategy Implementation **Strategy Execution**

Project Management Processes Stakeholder Management

1. Latent Stakeholders
Posses only 1 attribute and have low influence they are further categorized as

- a) **Dormant** - They have power but no legitimacy or urgency therefore their power remains unused.
- b) **Discretionary** – Posses legitimacy but no power or urgency to influence therefore reliant on the goodwill of the organization rather then through any other pressure.
- c) **Demanding** – Have the urgency but no legitimacy or power. They can be bothersome to the organization but not dangerous.

3. Definitive Stakeholders
Possesses all 3 attributes and have the highest priority.

2. Expectant Stakeholders
Posses 2 attribute and are organized as the following:

- a) **Dominant** - They have power and legitimacy and know that they can act on their demands, they make the organization do what they want.
- b) **Dependent** – Posses legitimacy and urgency but no power. Organizations have a social responsibility towards them however they depend on the organization to address and resolve their issues. Their inclusion in the stakeholder list is a good PR exercise.
- c) **Dangerous** – Have the urgency and power but lack legitimacy. They use formal channels to affect the change but may resort to unfair pressure tactics such as protests or boycotts to achieve their goals.

Strategic planning in Civil Aviation Course April 2011 Page 150

Project Management and Strategy Implementation
Strategy Execution

Project Management Processes
Stakeholder Management

	High	Keep satisfied, through occasional information	Involve in decision making
Influence			
Low		Minimum involvement	Co researcher, useful resource
		Interest	High



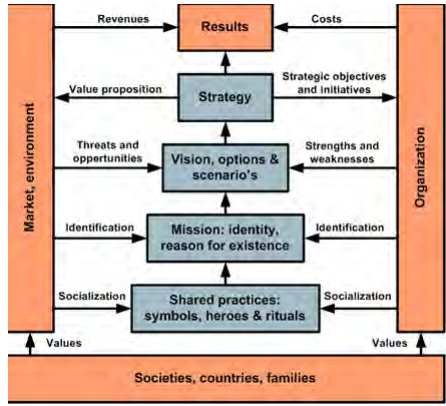
Strategic planning in Civil Aviation Course April 2011
Page 151

Project Management and Strategy Implementation
Strategy Execution


Organizational Culture
Stakeholder Management

Just as a country, organization is a collaboration of individuals which maintains its unique culture. The culture directly influences its strategy development, execution and implementation.


The organizational culture stems from the values, that are shared by the people. For a substantial part these values are determined by the society, country and the family of origin.




Hofstede, 1991.



Strategic planning in Civil Aviation Course April 2011
Page 152

Project Management and Strategy Implementation	Strategy Execution	
<p>Organizational Culture</p> <div style="border: 1px solid #8B4513; background-color: #ADD8E6; padding: 2px; display: inline-block; margin-bottom: 10px;">Stakeholder Management</div> <p>Power distance In large power distance organizations, management feels that it is expected to make decisions. The junior staff accept power relations that are autocratic. Subordinates acknowledge the power of others based on their formal, hierarchical positions.</p> <p>In cultures with small power distance, staff expect that they will be consulted in decision making. People relate to one another more as equals regardless of formal positions and subordinates are more comfortable with and demand the right to contribute to and critique the decisions of those in power.</p> <p>Individualism In Individualist organizations staff members strive to define themselves apart from their group members, they are expected to develop and display their individual personalities and to choose their own affiliations, personnel achievements are applauded and encouraged.</p> <p>In collectivist, cultures, members of the organization act mostly as a member of a long-term group, such as the family, a religious group.</p> <p>Masculinity This dimension pertains to the degree organizations reinforce, or do not reinforce, the traditional masculine work role model of male achievement, control, and power. In a high Masculine organization, males tend to dominate a significant portion of the leadership and power structure.</p> <p>A low masculine organization would have a lower level of differentiation and inequity between genders. In these organizations, females are treated equally to males in all aspects.</p>	<p>Uncertainty Avoidance In organizations with high uncertainty avoidance, people prefer explicit rules, formally structured activities and employees tend to remain longer with their present employer.</p> <p>In cultures with weak uncertainty avoidance, people prefer implicit or flexible rules or guidelines and informal activities. Employees tend to change employers more frequently.</p> <div style="text-align: right; margin-top: 20px;">  </div>	
<p>Strategic planning in Civil Aviation Course April 2011</p>	<p>Page 153</p>	<p>Hofstede, 1991.</p>

Project Management and Strategy Implementation	Strategy Execution	
<p>Project Management Processes</p> <div style="border: 1px solid #8B4513; background-color: #ADD8E6; padding: 2px; display: inline-block; margin-bottom: 10px;">Information Management</div> <p>The Information management process is to:</p> <ul style="list-style-type: none"> Define the information needs of the stakeholders Determine when they need it How the information will be distributed Who will be responsible for collecting, editing and distributing the information Evaluate the relevance and effectiveness of the information. 	<div style="text-align: right;">  </div>	
<p>Strategic planning in Civil Aviation Course April 2011</p>	<p>Page 154</p>	

Project Management and Strategy Implementation
Strategy Execution

Project Management Processes
Risk Management

The risks of the Strategic Plan should be identified, assessed, and prioritized, then responses for priority risks should be laid out

Overview of Process –Strategic Risk Management

1

Identification / categorization

- Identify risks jointly with stakeholders
- Identify and incorporate "lessons learned" from current plan
- Develop **risk profiles** (lists of possible risks)

2

Assessment / prioritization

- Estimate **likelihood** of risk
- Estimate potential **impact** of risk
- Consider **interdependencies** between risks
- Consider **cumulative impact** of multiple risks
- **Prioritize** risks according to their overall potential likelihood and impact


3

Response definition

- Consider **alternatives**
- Determine appropriate and efficient risk **responses** such as accepting, avoiding, transferring or controlling the risk through mitigation and contingency planning
- Determine **timelines** and interdependencies for response actions
- Assign **responsibilities**

Implementation / Tracking / Monitoring

- Communicate responses
- Inform stakeholders
- Secure resources
- Implement responses
- Monitor response implementation, evaluate effectiveness and take corrective actions

Risk Management


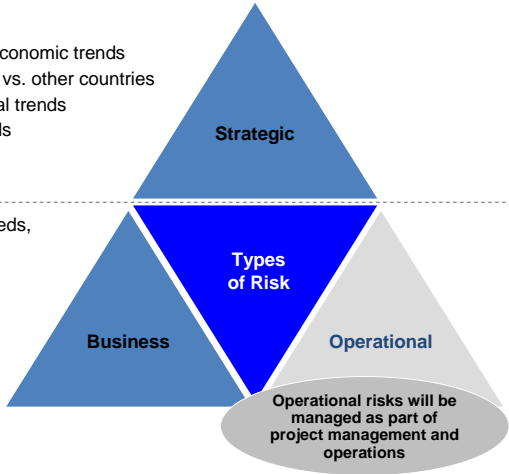
Strategic planning in Civil Aviation Course April 2011
Page 155

Strategy Execution Factors
Strategy Execution

Project Management Processes
Risk Management

Risk Management Framework Example of Types of Risk


- Demographic and macroeconomic trends
- Competitiveness of Dubai vs. other countries
- Social, political and cultural trends
- Legal and regulatory trends



- Modal competition
- Customer preferences, needs, requirements
- Customer satisfaction

- Lack of clearly defined needs, objectives, scope
- Lack of demand
- Lack of clarity in business reporting
- Interdependency
- Lack of liquidity
- Resilience

- Organizational
- Change resistance
- Reputation erosion
- Product or service failure
- Service interruption
- System failure
- Technology capability
- Personal i security

Risk Management


Strategic planning in Civil Aviation Course April 2011
Page 156

Strategy Execution Factors **Strategy Execution**

Project Management Processes Risk Management

For each risk the likelihood and impact should be evaluated,...

Overview of Risk Prioritization and Approach to Risk Response

Risk Prioritization

Likelihood	Likely	May delay achievement of objectives	Goals will be partially achieved	Goals will not be achieved
	Possible	Will not compromise aspired outcome	Could delay achievement of goals	Goals may not be achieved
	Unlikely	Will not compromise aspired outcome	Unlikely to delay achievement of goals	May compromise the aspired outcome
		Minor	Moderate	Major
		Impact		

➔

Approach to Risk Response Implementation

Likelihood	Likely	Mitigate if cost effective to do so	Implement mitigation measures immediately	Implement mitigation measures immediately
	Possible	Monitor	Mitigate if cost effective to do so	Prepare mitigation and alternative plans
	Unlikely	Monitor	Monitor	Mitigate
		Minor	Moderate	Major
		Impact		

Strategic planning in Civil Aviation Course April 2011
Page 157

Strategy Execution Factors **Strategy Execution**

Project Management Processes Risk Management

Example from the Strategic Risk Register: Prioritization of Risks

Objective				
Initiative				
Type of Initiative	Concept			
Owner				
Supported by	n/a			
Input from	n/a			
Risk Assessment				
Type of Risk	Rationale and Description	Likelihood		
Strategic R1				
Strategic R2				
Business R3				

... and priority risks should be defined

Strategic planning in Civil Aviation Course April 2011
Page 158

Strategy Execution Factors	Strategy Execution
<div style="display: flex; justify-content: center; align-items: center; gap: 20px;"> Project Management Processes <div style="border: 1px solid black; padding: 2px 5px; background-color: #4a86e8; color: white;">Risk Management</div> </div> <p>Framework – Types of Response to Risks</p>	
Type of Response	Response
<ul style="list-style-type: none"> ▪ Accept – Accept the consequences 	<ul style="list-style-type: none"> ▪ Accept selected program risks, which are monitored by the management team ▪ Review project tolerances ▪ Prepare contingency plan
<ul style="list-style-type: none"> ▪ Mitigate – Reduce the expected value of a threat 	<ul style="list-style-type: none"> ▪ Minimize the threat probability ▪ Minimize threat impact ▪ Continue to reassess risk threat throughout the project
<ul style="list-style-type: none"> ▪ Transfer – Pass the threat to another party within or outside GCAA 	<ul style="list-style-type: none"> ▪ Reallocate system requirements or design specifications between different system elements in order to reduce overall risk ▪ Investigate warranties, insurances, contract specifications
<ul style="list-style-type: none"> ▪ Avoid – Eliminate a specific threat, usually by eliminating the cause 	<ul style="list-style-type: none"> ▪ Eliminate risk by eliminating or modifying the concept, requirements, specifications, or practices that created the strategic risk
Strategic planning in Civil Aviation Course April 2011	Page 159



	Strategy Execution
<div style="display: flex; justify-content: center; align-items: center; gap: 20px; margin-bottom: 20px;"> <div style="border: 1px solid black; padding: 2px 5px; background-color: #4a86e8; color: white;">Risk Management</div> </div> <h1 style="text-align: center;">Exercise 6</h1> <h2 style="text-align: center;">Risk Identification</h2>	
Strategic planning in Civil Aviation Course April 2011	Page 160




Strategy Execution Factors		Strategy Execution
3. Effective Implementation		
Implementation Factors		
Success	Failure	
<ul style="list-style-type: none"> ■ Assign roles and responsibilities ■ Involve senior leaders ■ Define an infrastructure ■ Link goal groups ■ Phase integration of implementation ■ actions with workload ■ Involve everyone within the Organization ■ Allocate resources for implementation ■ Manage the change process 	<ul style="list-style-type: none"> ■ No accountability ■ Disengagement from process ■ Unmanaged activity ■ Fragmented accomplishment of objectives leads to sub-optimization ■ Force people to choose between implementation and daily work; too many teams ■ Focus only on short term need for resources ■ Ignore or avoid change ■ No alignment of strategies 	
Strategic planning in Civil Aviation Course April 2011	Page 161	

Table of Content
1. About US
2. Our History
3. Introduction to Air transport system
4. Introduction to Strategic planning
5. History of Strategic Planning
6. Strategic planning Methodology overview
7. Business Analysis
8. Strategy Development
9. Strategy Execution
10. Performance Management

Performance Evaluation	Performance
<h2><u>IMPORTANCE OF PERFORMANCE EVALUATION</u></h2> <ul style="list-style-type: none">- Communicate vision, mission, values, objectives- Provide impetus for effective organizational development- Align organizational resources for growth- Enhance working relationships- Improve management- Communicate strengths and key areas for improvement- Provide Support to workers- Monitor organizational activities- Provide feedback <p>Strategic planning in Civil Aviation Course April 2011 Page 163</p>	

Performance Evaluation	Performance
<h2><u>BALANCE SCORE CARD</u></h2> <p>Balance Score Card – A set of measures to provide a quick but comprehensive view of the business. Why is useful:</p> <ul style="list-style-type: none">- Translates strategy into performance measurement and targets.- Corporate level measures can be broken down to individual so that everyone can see what they must do well in order to improve organizational effectiveness- It is a dashboard that provides various instruments to see what is happening in the organization <p>Strategic planning in Civil Aviation Course April 2011 Page 164</p>	

Performance Evaluation Performance

BSC MODEL – Combining Vision and Strategy

The diagram illustrates the Balanced Scorecard (BSC) model. At the center is a box labeled "Vision and Strategy". Four boxes are arranged around it, each representing a different perspective:

- FINANCIAL** (top): "To succeed financially, how should we appear to our share-holders?"
- CUSTOMER** (left): "To achieve our vision, how should we appear to our customers?"
- INTERNAL BUSINESS PROCESS** (right): "To satisfy our shareholders and customers, what business processes must we excel at?"
- LEARNING & GROWTH** (bottom): "To achieve our vision, how will we sustain our ability to change and improve?"

Arrows point from the central "Vision and Strategy" box to each of the four perspectives. Additionally, curved arrows connect the perspectives in a clockwise cycle: Financial to Internal Business Process, Internal Business Process to Learning & Growth, Learning & Growth to Customer, and Customer back to Financial.

Strategic planning in Civil Aviation Course April 2011 Page 165

Strategy Execution Success Factors 4. Monitoring Process – Performance Management Performance

Strategic Plan Monitoring Processes – Summary

Process	Description
1 Performance Tracking and Reporting	<ul style="list-style-type: none"> Measure and track performance against targets for GCAA corporate strategic objectives Track performance against targets for strategic initiatives for each agency
2 Progress Tracking and Reporting	<ul style="list-style-type: none"> Track the progress of key projects for each strategic initiative Prepare consolidated quarterly progress reports Manage DG and BoD reviews
3 Interdependency Management	<ul style="list-style-type: none"> Identify interdependencies between initiatives Plan interdependency resolution and track execution
4 Issue Resolution	<ul style="list-style-type: none"> Identify critical issues which may negatively impact successful initiative execution and require senior management support Plan issue resolution and track execution
5 Risk Management	<ul style="list-style-type: none"> Identify, assess and prioritize strategic and business risks Devise and implement risk response plan and track resolution
6 Initiative Portfolio Change	<ul style="list-style-type: none"> Propose, review and approve additions, changes or cancellation of strategic initiatives, ahead of the yearly review of the strategic plan

Strategic planning in Civil Aviation Course April 2011 Page 166

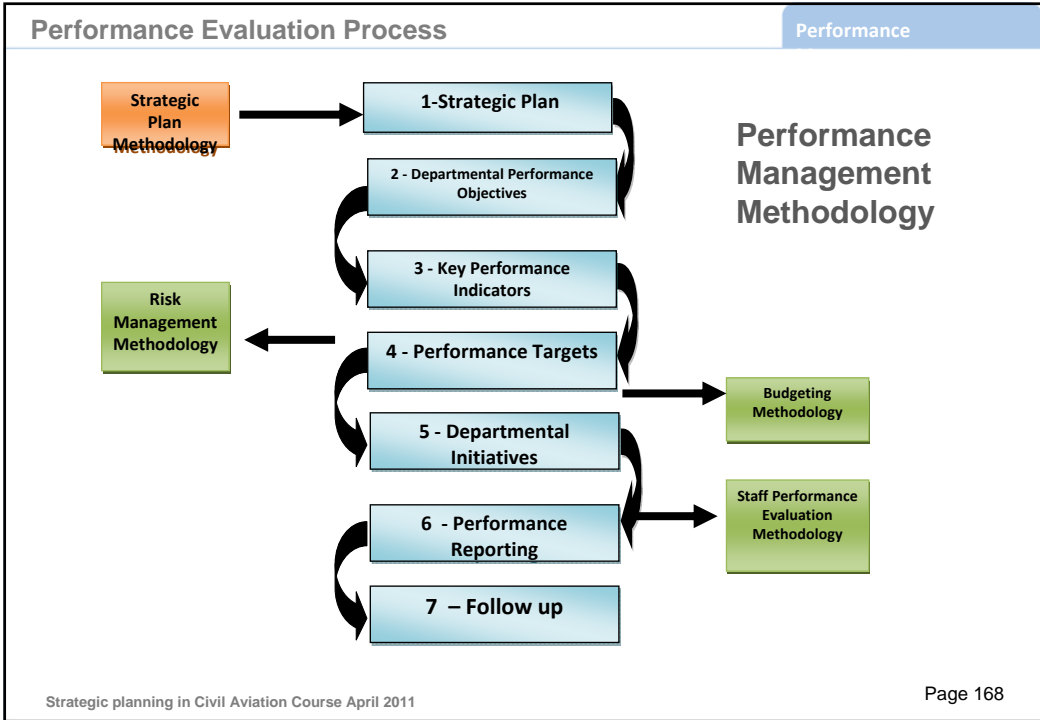
Performance Evaluation Process Performance

Measure Business Unit performance against targets

- Establish focal points of contact in each department and agree on progress report data submission dates.
- Discuss variances in milestones and progress reports if any, and assist BU in identifying risks associated with shortfalls as well as developing appropriate steps to recover the situation. (preventive and corrective actions)
- Gather data from BU to produce monthly performance reports along with agreed set of remedial actions to meet shortfalls.

Page 167

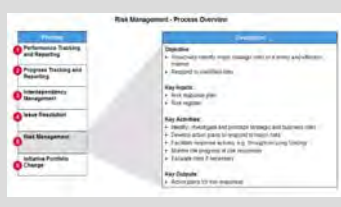
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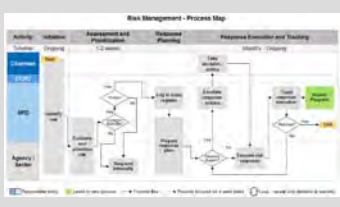
Strategy Execution Success Factors
Planning Process

Monitoring Process

Overview Contents of Monitoring System – Processes

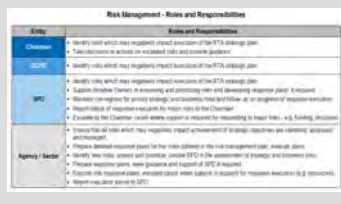


Process overview: objectives, activities, inputs and outputs

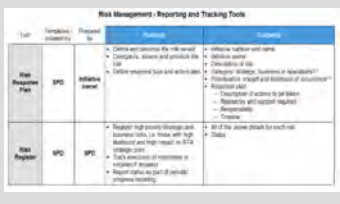


Process Map

Monitoring System



Roles and Responsibilities



Reporting and tracking tools


Strategic planning in Civil Aviation Course April 2011
Page 169

Performance Evaluation Process
Performance

Action Plan

- Identifies the specific steps that will be taken to achieve the initiatives and strategic objectives
- Describes who does what, when it will be completed,
- And how the organization knows when steps are completed
- Requires the monitoring of progress

Strategic planning in Civil Aviation Course April 2011
Page 170

Performance Evaluation Process				Performance			
		<small>الهيئة العامة للطيران المدني UAE General Civil Aviation Authority</small>					
Action Plan							
Project Code			Report Date				
Project Name			Planned End				
Planned Start			Actual End				
Actual Start			Target				
Budget			% Completed Today				
Contractor			Section Name				
Department Name			Public				
Project Manager:	Name			Extension			
		Email					
Operational Plan Initiative			Current Progress Brief				
Page 1							
2. Milestones of the Project:							
Initiative Milestones			Target Date	Actual Date	%	Comments	
3. Top 10 Issues:							
Top 10 Issues (where applicable)		Effect on Project	Actions Taken	Actions Needed	Resp	Date	
4. Top 10 Risk:							
Top 10 Risks (where applicable)		Probability	Impact	Actions Taken	Actions Needed	Resp	
5. Budget Status: <i>Exceed budget, delay in payment and etc.</i>							
6. Implications: <i>Changes in scopes, timeline/delivery dates, project scope, resource allocation (including</i>							
Comments:							
Page 2							

Specimen

Performance Evaluation Process		Performance	
<h2>Progress Report Format</h2>			
<ul style="list-style-type: none"> • Period Covered • Introduction <ul style="list-style-type: none"> – Prefatory Statement about the report – Purpose of the Report – Contents of the Reports – Period covered by the report • Planned Outputs versus Actual Accomplishments <ul style="list-style-type: none"> – For each of the major target outputs for the period covered, what is the level of performance or accomplishments. • What is the reason for such a performance, especially if the performance is below or above plan. 			
Strategic planning in Civil Aviation Course April 2011		Page 172	

Follow up


Follow up on implementation of corrective and preventive actions.

- Follow up with the BU to confirm the effectiveness of agreed corrective and preventive actions.
- Update senior management through periodic and ad hoc reports.

Case Study United States of Hariba FCAA Strategic Plan



Strategy Execution



A presentation is required from each group

Case Study
United States of Hariba
FCAA Strategic Plan
“Group Exercise”

Strategic planning in Civil Aviation Course April 2011

Page 175



United Arab Emirates

GCAA
دولة الإمارات العربية المتحدة
الهيئة العامة للطيران المدني
UAE General Civil Aviation Authority



Thank you & good luck

FORMULARIO DE EVALUACION DEL CURSO / TALLER

I OBJETIVOS Y CURRICULA	No Satisfecho				Completamente Satisfecho
	< 25%	25%	50%	75%	100%
1.- Logros de los objetivos	0	0	0	9	15
2.- Ambito de aplicación / Cobertura de la capacitación	0	0	1	4	19
3.- Efectividad de las conferencias, capacitación práctica y estudios de casos, etc.	0	0	0	10	14
4.- Duración del seminario	0	0	2	13	9
5.- En general	0	0	0	6	18

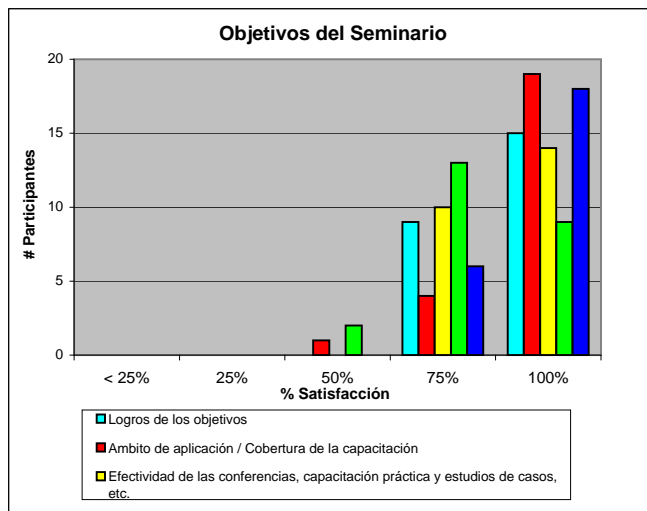
II COORDINADOR	No Satisfecho				Completamente Satisfecho
	< 25%	25%	50%	75%	100%
1.- Ayuda	0	0	0	2	22
2.- Eficiencia	0	0	1	3	20
3.- En general	0	0	0	3	21

III INSTALACIONES, AMBIENTES DE CAPACITACIÓN Y SERVICIO DE INTERPRETACIÓN	No Satisfecho				Completamente Satisfecho
	< 25%	25%	50%	75%	100%
1.- Acondicionamiento de la sala del Seminario	0	0	2	2	20
2.- Instalaciones técnicas (equipos audiovisuales, iluminación, etc.)	0	0	3	3	18
3.- Comodidad y ambiente en general	0	0	1	7	16
4.- Servicio de interpretación	0	0	0	4	20

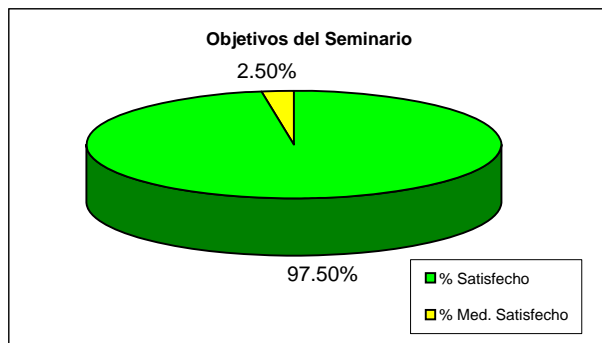
IV REFRIGERIO	No Satisfecho				Completamente Satisfecho
	< 25%	25%	50%	75%	100%
1.- Alimentos adecuados	0	0	2	3	19
2.- Calidad de los alimentos	0	0	2	5	17
3.- Servicio del personal de abastecimiento	0	0	0	4	20
4.- En general	0	0	1	3	20

V SATISFACCIÓN GENERAL	No Satisfecho				Completamente Satisfecho
	< 25%	25%	50%	75%	100%
1.- Mantendré contacto con los profesionales que he conocido en este evento	0	0	4	4	16
2.- Considero la información útil para compartir con mis compañeros de trabajo	0	0	2	2	20
3.- He tenido la oportunidad de conocer a otros profesionales de distinta formación que la mía	0	0	2	3	19
4.- El seminario me ha dado la oportunidad de saber más de la CLAC	0	0	1	8	15

OBJETIVOS DEL SEMINARIO

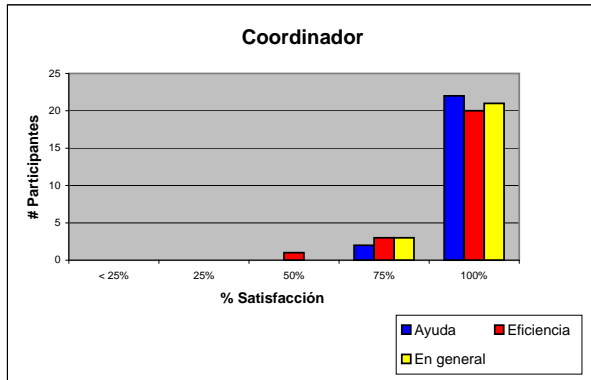


	No Satisfecho		Medianamente Satisfecho		Satisfecho		TOTAL
	< 25%	25%	50%	75%	100%		
1.- Logros de los objetivos	0	0.00%	0	0.00%	9	37.50%	24
2.- Ambito de aplicación/ Cobertura de la capacitación	0	0.00%	1	4.17%	4	16.67%	24
3.- Efectividad de las conferencias, capacitación práctica y estudio de casos, etc.	0	0.00%	0	0.00%	10	41.67%	24
4.- Duración del seminario	0	0.00%	2	8.33%	13	54.17%	24
5.- En general	0	0.00%	0	0.00%	6	25.00%	24
	0%	0.00%	2.50%	35.00%	62.50%		

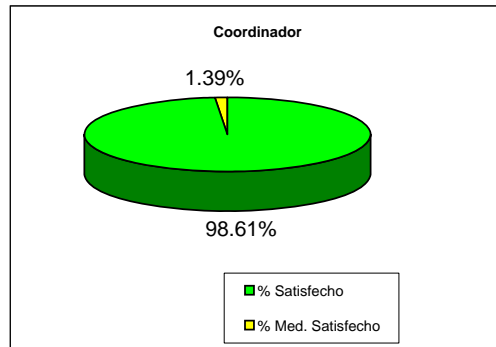


% Satisfecho	97.50%
% Med. Satisfecho	2.50%
% No Satisfecho	0%

COORDINADOR DEL SEMINARIO

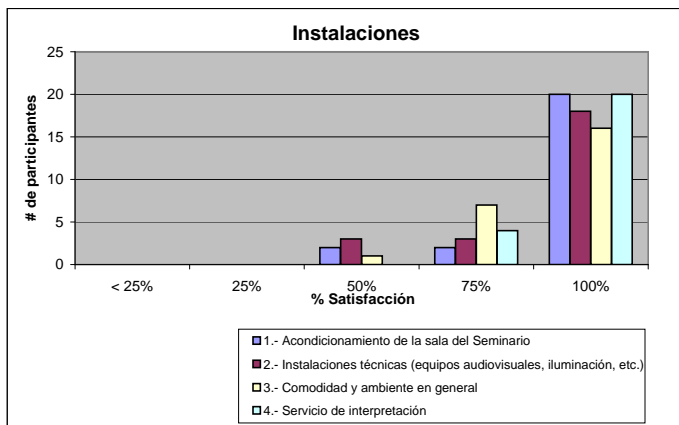


	No Satisfecho				Medianamente	Satisfecho			Total		
	< 25%	25%	50%	75%	100%						
Ayuda	0	0	0	0	0	0.00%	2	8.33%	22	91.67%	24
Eficiencia	0	0	0	0	1	4.17%	3	12.50%	20	83.33%	24
En general	0	0	0	0	0	0.00%	3	12.50%	21	87.50%	24
	0%		0%		1.39%		11.11%		87.50%		

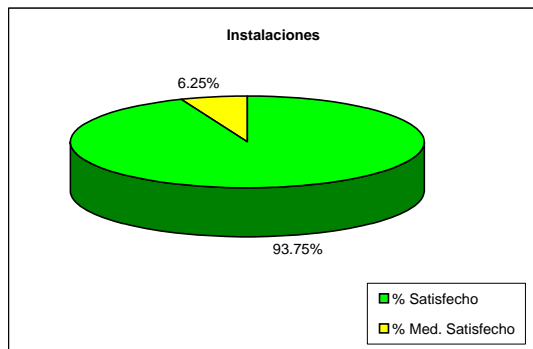


% Satisfecho	98.61%
% Med. Satisfecho	1.39%
% No Satisfecho	0%

INSTALACIONES, AMBIENTES DE CAPACITACIÓN Y SERVICIOS DE INTERPRETACIÓN

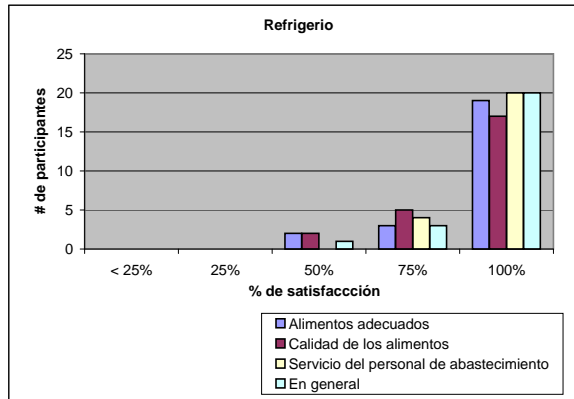


	No Satisfecho		Medianamente Satisfecho		Satisfecho		Total
	< 25%	25%	50%	75%	100%		
Acondicionamiento de la sala del Seminario	0	0	2	2	20	24	
Instalaciones técnicas	0	0	3	3	18	24	
Comodidad y ambiente en general	0	0	1	7	16	24	
Servicio de interpretación	0	0	0	4	20	24	
	0%	0%	6.25%	16.67%	77.08%		

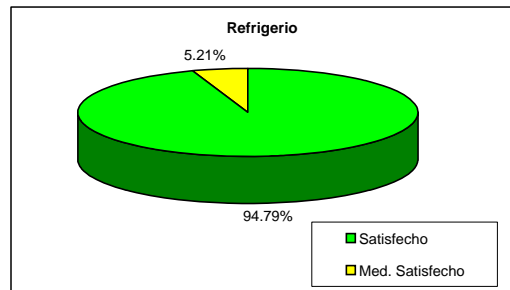


% Satisfecho	93.75%
% Med. Satisfecho	6.25%
% No Satisfecho	0%

REFRIGERIO

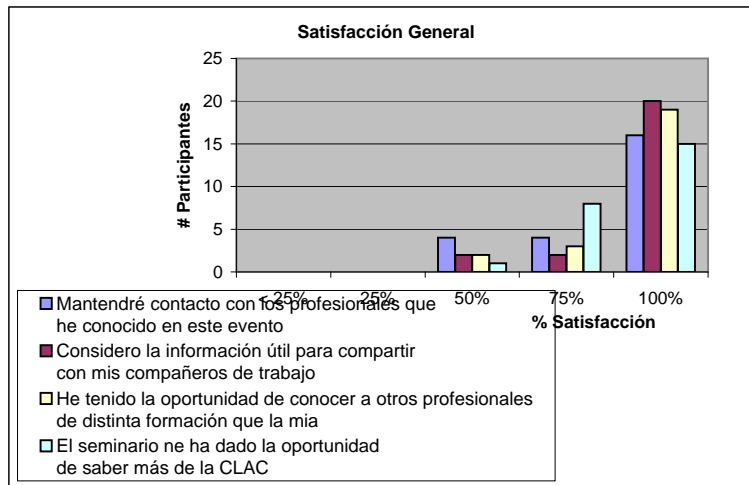


	No Satisfecho				Medianamente Satisfecho		Satisfecho			Total	
	< 25%	25%	50%	75%	100%						
Alimentos adecuados	0	0%	0	0%	2	8.33%	3	12.50%	19	79.17%	24
Calidad de alimentos	0	0%	0	0%	2	8.33%	5	20.83%	17	70.83%	24
Servicio del personal de abastecimiento	0	0%	0	0%	0	0.00%	4	16.67%	20	83.33%	24
En general	0	0%	0	0%	1	4.17%	3	12.50%	20	83.33%	24
		0%		0%		5.21%		15.63%		79.17%	

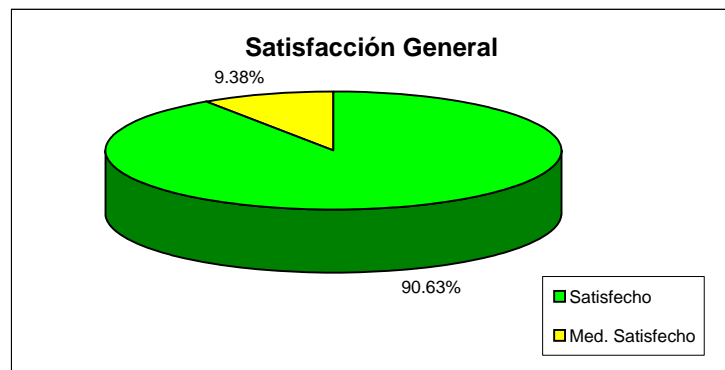


Satisfecho	94.79%
Med. Satisfecho	5.21%
No Satisfecho	0%

SATISFACCIÓN GENERAL



	No Satisfecho			Medianamente Satisfecho		Satisfecho			Total	
	< 25%	25%	50%	75%	100%					
Alimentos adecuados	0	0	0	4	16.67%	4	16.67%	16	66.67%	24
Calidad de alimentos	0	0	0	2	8.33%	2	8.33%	20	83.33%	24
Servicio del personal de abastecimiento	0	0	0	2	8.33%	3	12.50%	19	79.17%	24
En general	0	0	0	1	4.17%	8	33.33%	15	62.50%	24
		0%	0%		9.38%		17.71%		72.92%	



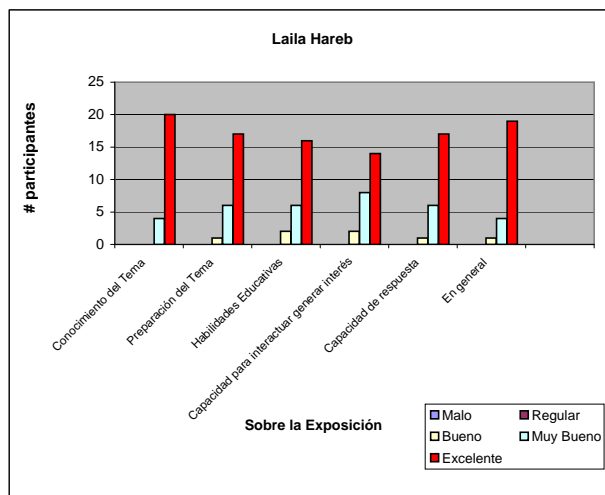
Satisfecho	90.63%
Med. Satisfecho	9.38%
No Satisfecho	0%

FORMULARIO DE EVALUACIÓN DE LOS INSTRUCTORES / EXPOSITORES

Srta. Laila Hareb

Autoridad General de Aviación Civil de los Emiratos Árabes Unidos

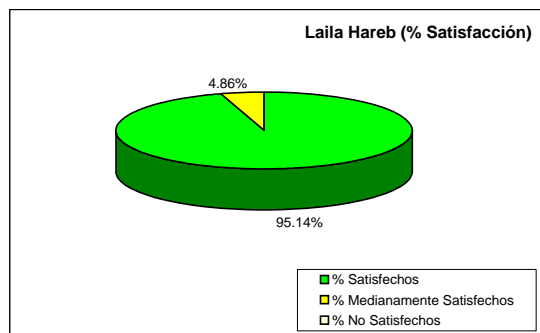
	Malo	Regular	Bueno	Muy Bueno	Excelente	Total
Conocimiento del Tema	0	0	0	4	20	24
Preparación del Tema	0	0	1	6	17	24
Habilidades Educativas	0	0	2	6	16	24
Capacidad para interactuar y generar interés y participación	0	0	2	8	14	24
Capacidad para responder las preguntas de los participantes	0	0	1	6	17	24
En general	0	0	1	4	19	24



Srta. Laila Hareb

	Malo		Regular		Bueno		Muy Bueno		Excelente		Total de Encuestados (que respondieron)
	# Encuest.	% del Universo	# Encuest.	% del Universo	# Encuest.	% del Universo	# Encuest.	% del Universo	# Encuest.	% del Universo	
Conocimiento del Tema	0	0%	0	0%	0	0.00%	4	16.67%	20	83.33%	24
Preparación del Tema	0	0%	0	0%	1	4.17%	6	25.00%	17	70.83%	24
Habilidades Educativas	0	0%	0	0%	2	8.33%	6	25.00%	16	66.67%	24
Capacidad para interactuar y generar interés	0	0%	0	0%	2	8.33%	8	33.33%	14	58.33%	24
Capacidad de respuesta	0	0%	0	0%	1	4.17%	6	25.00%	17	70.83%	24
En general	0	0%	0	0%	1	4.17%	4	16.67%	19	79.17%	24
	0.00%		0.00%		4.86%		23.61%		71.53%		

	Malo	Regular	Bueno	Muy Bueno	Excelente	Total de Encuestados
Conocimiento del Tema	0	0	0	4	20	24
Preparación del Tema	0	0	1	6	17	24
Habilidades Educativas	0	0	2	6	16	24
Capacidad para interactuar y generar interés	0	0	2	8	14	24
Capacidad de respuesta	0	0	1	6	17	24
En general	0	0	1	4	19	24



% Satisfechos	95.14%
% Medianamente Satisfechos	4.86%
% No Satisfechos	0.00%