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COURSE BROCHURE

# Advanced Strategist Toolkit for Capability and Option Appraisal Training Course

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# Advanced Strategist Toolkit for Capability and Option Appraisal Training Course

**Ref:** 2783_106552 **Date:** 8 – 19 February 2027 **Location:** Rome **Fees:** 11100 GBP

Strategist Toolkit for Capability and Option Appraisal is a 2-week training course for strategy managers and corporate planners who must turn evidence about resources, rivals and buyers into an option appraisal dossier that leadership can debate and approve. Boards now expect strategic choices to arrive tested, costed and compared rather than argued from instinct. Jupiter Prime Training offers this Strategist Toolkit for Capability and Option Appraisal for planners who brief executive committees.

## Why Strategist Toolkit for Capability and Option Appraisal Matters Now

Three pressures shape strategic choice today: capital that is scarcer and more closely questioned by investors, competitors that copy offers within months, and executive committees that want fewer options presented with sharper evidence. An organisation that appraises its own capabilities honestly can commit funds to moves it can actually execute, while one that skips that step chases attractive markets it cannot serve. The course rests on capability mapping, value chain diagnosis, option scoring and assumption testing, applied as one connected sequence rather than as separate exercises, with examples from manufacturing and from healthcare services.

## Who Gains Most from Strategist Toolkit for Capability and Option Appraisal

- Specialists who prepare strategic option papers for executive committees and boards
- Planners responsible for the annual corporate strategy refresh and its evidence base
- Analysts who assess business unit capabilities, cost positions and investment cases
- Leads who coordinate inputs from finance, operations and marketing into one strategic choice
- Advisers who test acquisition, partnership and market entry proposals before approval

A corporate strategy office that sends several planners together gains most, because its members leave with a shared method for scoring options and a common format for leadership papers.

## Strategist Toolkit for Capability and Option Appraisal Capabilities

Participants move from describing what the organisation owns to judging which strategic moves those assets can carry, and then to defending a recommendation under questioning.

- Assess resource strengths, gaps and hidden constraints across business units — capital allocation committees
- Design an option long list and reduce it to a defensible short list — executive sponsors
- Weigh options with transparent scoring criteria and explicit weightings — board strategy sessions
- Test critical assumptions through sensitivity runs and pre-mortem reviews — investment approval
- Calculate the capability investment each option demands before launch — finance directors
- Communicate a recommended option with its risks and fallback route — chief executives

## Key Strategist Toolkit for Capability and Option Appraisal Terms

- Capability map — a structured picture of what an organisation can do, rated by maturity and importance to its chosen direction.
- Distinctive capability — an ability that rivals find hard to copy and that buyers value enough to choose the organisation.
- Option long list — the full set of credible strategic moves considered before any filtering or scoring begins.
- Weighted scoring matrix — a table ranking options against agreed criteria, each criterion carrying a weight set by leadership.
- Critical assumption — a belief about markets, costs or rivals that, if wrong, would reverse the recommended choice.
- Option appraisal dossier — the evidence pack presenting the short list, scores, tests and recommendation for a leadership decision.

## Strategist Toolkit for Capability and Option Appraisal Day by Day

### Day 1: The Strategist's Role in Choice

- Strategic Question Framing — Which Decision Leadership Actually Needs to Take
- Decision Scope Statement — Boundaries, Time Horizon and Excluded Moves
- Evidence Inventory — Separating Known Facts from Opinions and Gaps
- Stakeholder Interest Grid — Whose Support the Final Choice Requires
- Appraisal Workplan — Sequencing Analysis Against the Committee Calendar

### Day 2: Reading the Organisation's Resources

- Tangible and Intangible Asset Register — What the Organisation Can Deploy
- Capability Maturity Rating — Where Current Skills Fall Short
- Value Chain Diagnosis — Activities That Create or Leak Margin
- Cost Driver Mapping — Which Activities Shape the Unit Cost Position
- Capability Heatmap — Prioritising Gaps Against Strategic Direction

## Day 3: Judging Distinctiveness

- Imitability Test — How Quickly Rivals Could Replicate an Ability
- Rarity and Value Screening — Abilities Buyers Reward With Loyalty
- Capability Bundling — Combinations Harder to Copy Than Parts
- Core Rigidity Check — Strengths That Could Block Future Moves
- Distinctive Capability Profile — Evidence for the Options Stage

## Day 4: Buyers and Rival Responses

- Buyer Value Curve — Attributes Customers Trade Off When Choosing
- Rival Capability Benchmarking — Relative Strength on Decisive Attributes
- Competitive Reaction Mapping — Likely Counter-Moves to Each Option
- Profit Pool Analysis — Where Margin Sits Along the Industry Chain
- Market Attractiveness Scoring — Size, Growth and Accessibility Combined

## Day 5: Generating Strategic Options

- Option Generation Techniques — Widening Choices Beyond the Obvious Move
- Growth Vector Grid — Products, Buyers and Channels Combined
- Build, Buy or Partner Logic — Routes to Close Capability Gaps
- Option Long List Template — Recording Each Move Consistently
- Feasibility Gate Criteria — Removing Moves the Organisation Cannot Fund

## Day 6: Scoring and Short-Listing

- Criteria Selection Session — Agreeing What Leadership Values Most
- Weighting Calibration — Reconciling Finance and Operations Preferences
- Weighted Scoring Matrix — Ranking Options Transparently and Consistently
- Score Dispersion Review — Spotting Where Raters Disagree
- Short List Rationale Note — Explaining Every Exclusion to Sponsors

## Day 7: Testing Assumptions Under Pressure

- Critical Assumption Register — Beliefs That Could Reverse the Choice
- Sensitivity Runs — How Far Inputs Move Before Rankings Change
- Pre-Mortem Review — Imagining Failure to Expose Weak Logic
- Signpost Indicators — Early Signals That an Assumption Is Failing
- Red Team Challenge — Independent Attack on the Leading Option

## Day 8: The Economics of Each Option

- Capability Investment Estimate — Spending Needed Before Launch Readiness
- Option Cash Flow Profile — Timing of Outlays and Returns
- Downside Exposure Range — Losses if Key Assumptions Fail
- Staged Commitment Design — Releasing Funds as Evidence Arrives
- Reversibility Assessment — Cost of Exiting an Option Later

## Day 9: Persuading Leadership

- Recommendation Storyline — Leading With the Answer and Its Logic
- Executive Summary Page — One Page the Committee Reads First
- Trade-Off Visualisation — Showing What Each Option Gives Up
- Objection Anticipation Grid — Preparing Answers for Sceptical Directors
- Fallback Route Statement — What Happens if Approval Is Partial

## Day 10: Practising the Option Appraisal Dossier

- Capability Heatmap Refresh — Applying Day Two Diagnosis to a Live Case
- Scoring Matrix Rerun — Applying Agreed Weights to the Short List
- Assumption Stress Session — Applying Sensitivity and Pre-Mortem Methods
- Mock Committee Hearing — Defending the Recommendation Under Questioning
- Option Appraisal Dossier — Completing the Evidence Pack for Approval

## Applying Strategist Toolkit for Capability and Option Appraisal After the Course

- Lead a capability heatmap session with business unit heads to rate the abilities the next strategic cycle depends on.
- Rerun the weighted scoring matrix on a pending investment proposal and present the sensitivity results to its sponsor.

## Strategist Toolkit for Capability and Option Appraisal Questions FAQ

### What is the Strategist Toolkit for Capability and Option Appraisal and why does it matter now?

It is a set of methods for judging what an organisation can do and which strategic moves that ability supports. It matters now because leadership teams want fewer, better-tested options before committing scarce capital to a direction.

### Which roles gain most from the Strategist Toolkit for Capability and Option Appraisal?

Strategy managers and corporate planners who prepare option papers gain most. Analysts who test investment cases and leads who combine finance, operations and marketing inputs into one recommendation also benefit, especially when a whole strategy office attends together.

### How does the Strategist Toolkit for Capability and Option Appraisal differ from an environmental scanning course?

It looks inward and forward rather than outward. A scanning course studies the external landscape, whereas this course rates internal capabilities, generates and scores options, tests their assumptions and prepares the recommendation leadership will approve or reject.

## What do you bring back from the Strategist Toolkit for Capability and Option Appraisal?

You bring back a completed evidence pack for a real decision, covering a capability heatmap, a scored short list, tested assumptions, option economics and a leadership storyline, together with templates your strategy office can reuse in the next planning cycle.

## Strategist Toolkit for Capability and Option Appraisal: The Way Forward

The option appraisal dossier first informs which strategic move receives funding in the coming cycle. Executive committees, finance directors and business unit heads use it to compare choices on shared evidence. After its first use, the perspective worth revisiting is the weighting of criteria, because leadership priorities shift and the scores should follow them rather than lag behind.