

Workshop on Economic Incentives of the European Agency for Safety and Health at Work

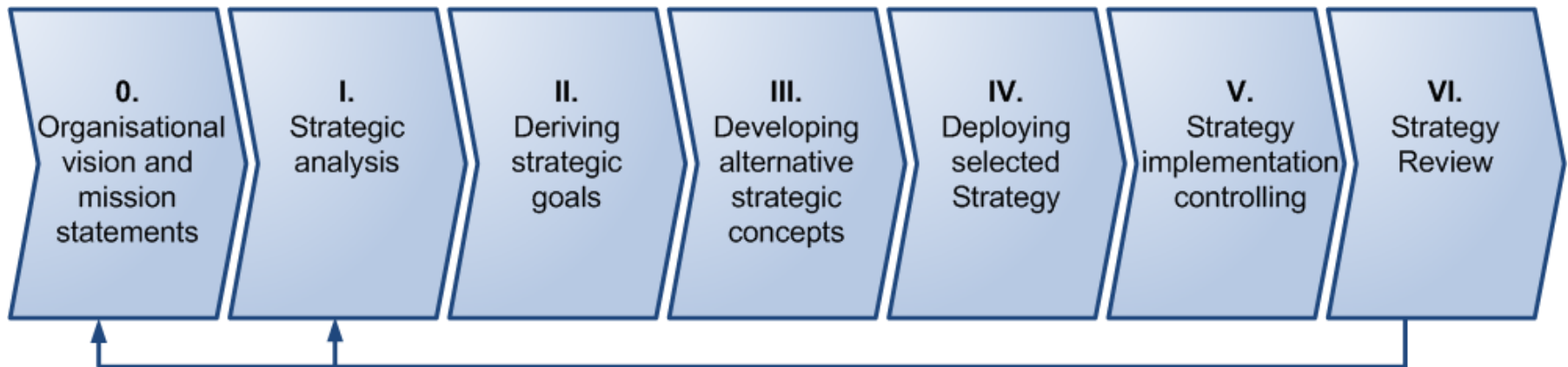
Expert group 2:
Develop strategy for incentive programme

Brussels, 24. November 2010

Agenda

- ❑ Overview: Strategy development process for incentive programme
- ❑ The process in detail:
 0. Organizational vision and mission statements
 - I. Strategic analysis
 - II. Deriving strategic goals
 - III. Developing alternative strategic concepts
 - IV. Deploying selected strategy
 - V. Strategy implementation controlling
 - VI. Strategy review
- ❑ Questions and discussion

Strategy development process for incentive programme



1st cycle: development of strategic concept

2nd cycle: modification of strategic concept

0. Organization vision and mission statements

Objective: Define your **incentive policy** to specify your **scope of action (normative basis)**



- ❑ Explain your **specific understanding of health**
- ❑ Reflect the design principles for incentive programmes and specify it for your incentive programme to get **first impression of main aspects**
 - The incentive programm should ...
- ❑ Define **fields for action for your strategic analysis** to get specific/detailed information
 - Situation, behaviour, statistical data, organizational mission

I. Strategic analysis



Objektive: Carry out a **strategic analysis** to gather the **basic information** for strategic development of your incentive programme

- ❑ Analysis of **internal prerequisites**
 - Ressources, core competencies, players, intentions, fields of action
- ❑ Analysis of **external prerequisites**
 - Stakeholders, target groups, legal and socio-economic restrictions (input group 1), strategic partners and opponents
- ❑ Draw a **holistic picture** of the strategic starting point (for incentive provider and receivers)
 - SWOT-analysis of starting point, conflicts and solutions, decisions needed

II. Deriving strategic goals

Objective: Derive **strategic goals** to focus the conceptual development of the incentive programme and to get a base to review the goal achievement



- ❑ **Define (and quantify)** strategic goals / indicators to verify goal achievement
- ❑ **Prioritise** strategic goals
- ❑ **Ensure the basis fit** between stakeholder interests/needs and strategic goals

III. Developing alternative strategic concepts

Objective: Develop strategies to **identify an adequate way** to achieve your strategic goals



- ❑ Draw a desirable holistic **picture of the future situation**
- ❑ Derive **alternative strategic concepts** for the incentive programme
- ❑ **Select** the best strategic concept
- ❑ **Define Project Manager / Process Owner** for implementation

IV. Deploying selected strategy

Objective: Transform your selected option to an **action plan**



- ❑ Define **work packages** for implementation
- ❑ Define **schedule** for implementation
- ❑ **Validate** your implementation concept with stakeholders

V. Strategy implementation controlling

Objective: Ensure the fit between planning and acting



- ❑ Initiate appropriate **management for strategy implementation**
- ❑ **Assess progress** in work and adopt action plans and goals if necessary
- ❑ **Announce and promote** your incentive programme (Input group 6)
- ❑ **Roll-out** your incentive programme

VI. Strategy review

Objective: Ensure the effectiveness and efficiency of your Incentive programme



- ❑ Check the **achievement** of your strategic **goals**
- ❑ Check the **adequacy** of your incentive programme and **modify** if necessary
- ❑ Check the **change of relevant framework conditions** and the impact on your incentive programme

Thank you for your attention !