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**
  - Resources, 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!