

Agile  
Strategy  
Execution

Maturity  
Assessment

Strategy and  
Business  
Planning

KPIs

OKRs

Performance  
Management

Innovation

Balanced  
Scorecard

Benchmarking

Data  
Analysis

Data  
Visualisation

**THE KPI INSTITUTE**  
Executive Education

# Executive Program in Strategy & Performance

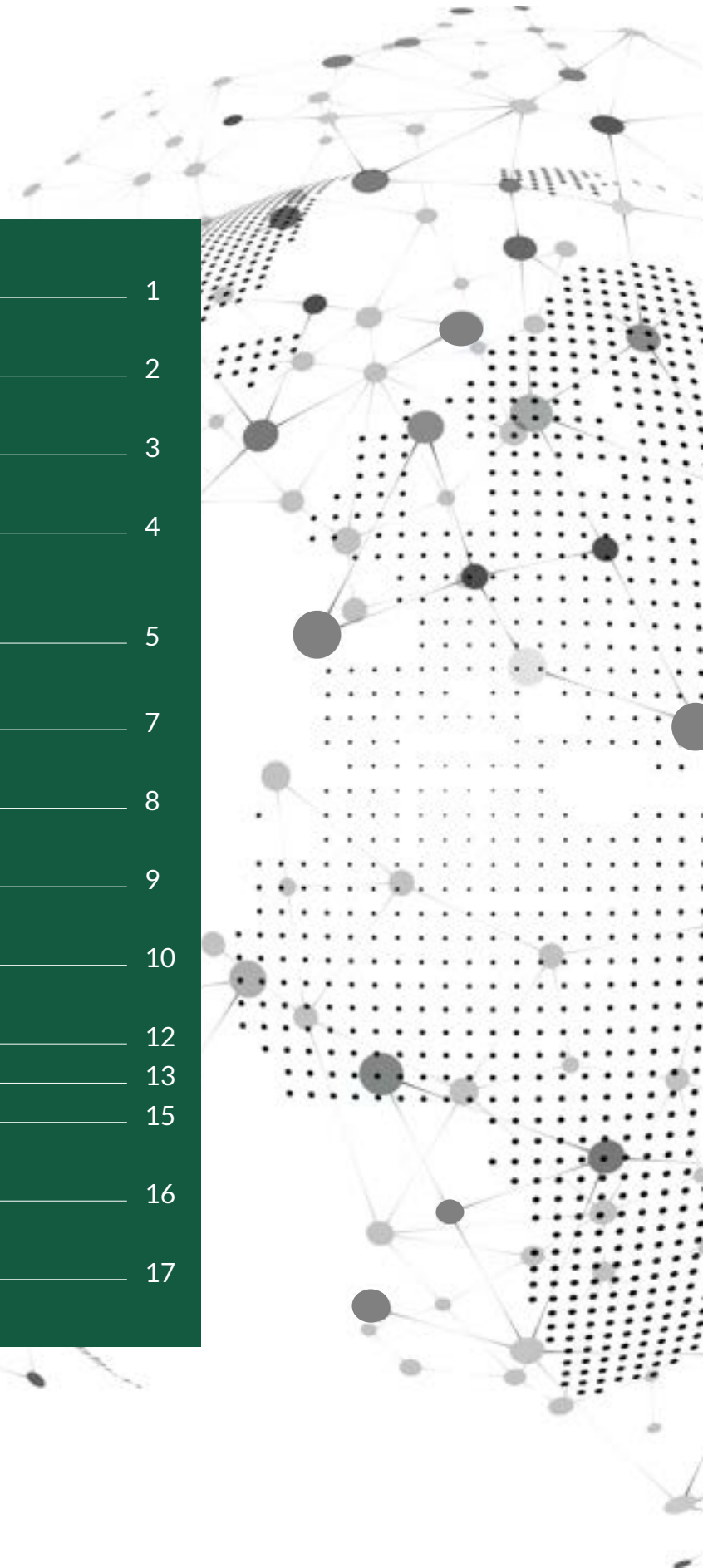
## Graduate Certificate



THE CPD STANDARDS OFFICE  
CPD PROVIDER: 22103  
2026-2028  
[www.cpdstandards.com](http://www.cpdstandards.com)

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## About The KPI Institute

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The KPI Institute (TKI) is a leading global research institute specialized in business performance. It operates research programs in 12 practice domains, ranging from strategy and KPIs to employee performance. Insights are disseminated through a variety of publications, subscriptions services, and through a knowledge platform available to registered members. Support in deploying these insights in practice is offered globally through training and advisory services.

The KPI Institute is considered today the global authority on Key Performance Indicators (KPIs) research and education. It developed the first KPI Management Framework and operates smartKPIs.com, the result of a research program dedicated to documenting and cataloguing how KPIs are used in practice, which resulted in an online portal containing the largest collection of documented KPI examples.

For the last 22 years, TKI has been providing advisory services, trainings and access to research insights in over 100 countries, reaching more than 43,000+ professionals on subject matters relating to strategy, performance, KPIs, the Balanced Scorecard, data analysis, and many others.

Our mission is to provide integrated performance solutions through rigorous research, educational programs and advisory solutions.

## Facts and figures

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**8**

Offices: Australia, Europe, Middle East, South East Asia

**6**

Continents in which we deliver courses

**117+**

Global partner organizations

**128**

Countries in which we support professionals to improve performance

**43,200+**

Professionals have attended our educational programs

**151,200+**

Members in our online communities

**2,680,300+**

Professionals have been reached through our research, educational and advisory services

# About Executive Program in Strategy and Performance

The Executive Program in Strategy and Performance is the most complex educational program in The KPI Institute's portfolio. It is designed for business leaders who are interested in strengthening their skills in strategic planning, performance measurement, data analysis and reporting, and strategy execution in dynamic markets.

Professionals interested in this program, can enroll to obtain one of the following diplomas:

## Graduate Certificate in Strategy and Performance

Recommended for professionals interested to explore the basic disciplines related to Strategy and Performance Management.

- › Program Duration: 2 semesters (12 months)
- › Mandatory Courses: 4
- › Final practitioner portfolio: 20 assignments
- › Certificate awarded upon completion: Graduate Certificate in Strategy and Performance

## Postgraduate Diploma in Strategy and Performance

Recommended for executives and consultants interested in developing an in-depth understanding and experience in Strategy and Performance Management.

- › Program duration: 3 semesters (18 months)
- › Mandatory courses: 6
- › Elective courses: 2
- › Final practitioner portfolio: 36 assignments
- › Certificate awarded upon completion: Postgraduate Diploma in Strategy and Performance

All details about the Postgraduate Certificate in Strategy and Performance are included in a separate brochure.



# Message from the Program Director

## Welcome to the Executive Program In Strategy and Performance!

Our main responsibility as business professionals, practitioners, and everyday individuals is to never stop learning and perfecting our craft. The instant we start being complacent is the moment when we will fall behind those with more determination. Excellence and performance are achieved only when we maintain a level of continuous effort, dedication, and passion.

Nowadays, we are living in a fast changing and disruptive world, which affects both organizations and their leaders, who need to move beyond the conventional way of management in order to remain relevant. For this reason, we have developed a master's degree-level program, the Executive Program in Strategy and Performance, to help them reach their maximum potential.

As a Program Director and Senior Consultant, I empathize and commend all those who will go the extra mile to see their business thrive and flourish. I'd like to take this opportunity and extend a formal invitation to anyone interested in becoming an agile, adaptable, knowledgeable executive, who is willing to go the extra mile to see their organization become the best in its industry.

Take the next step. Join us, drive the change and stand out for all the right reasons.

Program Director

Teodora Gorski

Director of Consulting Services, The KPI Institute



# Why choose a Graduate Certificate in Strategy and Performance?

- > How many of your strategic initiatives fail in the implementation stage?
- > How relevant are the KPIs you measure?
- > How aligned are employees to corporate strategy?

It is time to address the high rates of failure in strategy execution so often encountered in organizations. It is time you shape the future, by knowing exactly what tools need to be used and how the strategy and performance management practices must be changed!

The Graduate Certificate in Strategy and Performance is a unique program at international level from three perspectives:

- 1. Focused approach** – the 4 courses included in the curriculum bring into the spot light the key capabilities needed to effectively formulate and implement business strategies.
- 2. Delivery method** – the courses can be scheduled at the convenience of participants. Moreover, the attendance to the online training is complemented by pre and after course assignments and a practitioner portfolio. The group activities combined with individual work ensure a dynamic and effective learning experience.
- 3. Networking** – as there is no single group of participants which starts and ends the program together, there will be different professionals in each course. In this manner, all participants enlarge their social connections and get in touch with similar peers from around the world. During the course delivery participants are encouraged to share from their own experiences and business knowledge.

## Benefits for you:

- > **Personalized:**  
Choose the dates that fit your schedule!
- > **Highly practical learning:**  
Interactive courses and discussions to address in-practice business challenges!
- > **Toolkits and Templates:**  
Pre-populated tools to apply your knowledge!
- > **1 Graduate Certificate, 4 Individual Certifications, 180 CPDs:**  
Get recognition for your skills!
- > **Elite Community of Professionals:**  
Connect with executives around the world!

## Benefits for your organization:

- > **Best practices:**  
Access in-depth strategy and performance management research to improve decision-making and business results!
- > **Strategy execution and performance management capabilities:**  
Strengthen internal competencies in this area!
- > **Quality standards adherence:**  
Improve strategy execution by implementing Performance Management Systems in a standardized manner!

# Our faculty

Our facilitators are certified professionals, with abundant experience as both practitioners and education providers. Our team possesses excellent PhD and Master's degrees in business management, accounting, HR management, finance, strategy development, and business planning. In addition to this, the vast majority are either active advisors for client organizations in their area of expertise or occupy an executive position within The KPI Institute. Boasting both academic and practitioner experience, our colleagues are more than capable of providing meaningful learning experiences for business directors, CEOs, or any individuals in leadership positions.

Over the span of almost two decades, our facilitators have issued research papers and contributed to the development of hundreds of dictionaries, as well as numerous frameworks & blueprints that approach business performance from a theoretical standpoint. Their knowledge mastery of performance management's more conceptual elements offers them unparalleled insight into discerning the best pathway to success for any organization they might assist.

From a practical point of view, our faculty have developed numerous action plans and in-practice strategies to help companies begin their performance improvement journey. In addition to this, they have either implemented or offered their assistance in implementing performance scorecards, dashboards, KPIs, or entire performance management systems, across all organizational levels, in hundreds of enterprises, firms, or agencies.



# Our facilitators



## Adrian Brudan

General Manager TKI EMEA  
Expertise: Performance  
Measurement & Management,  
Strategy Planning & Execution



## Aurel Brudan

CEO  
Expertise: Strategy & Performance  
Management, Innovation  
Management



## Teodora Gorski

Director of Consulting Services  
Expertise: Performance  
Measurement & Management,  
Balanced Scorecard, Employee  
Performance Management



## Mihai Toma

Senior Management Consultant  
Expertise: Balanced Scorecard,  
Strategy Planning & Execution,  
Performance Measurement &  
Management



## Andrea Minelli

Head of Professional Services SEA  
Expertise: Strategy Planning &  
Execution, Performance Measurement  
& Management, Balanced Scorecard



## Alina Miertoiu

Senior Management Consultant  
Expertise: Performance  
Measurement & Management,  
Benchmarking, OKRs



## Raluca Vintila

Management Consultant  
Expertise: Performance  
Measurement

# Program overview

The Graduate Certificate in Strategy and Performance includes 4 individual certification courses. Throughout the two semesters (12 months), participants will explore key business topics such as strategy planning and execution, performance measurement and management.

## The courses included in this educational program are the following:

- › Certified Strategy and Business Planning Professional
- › Certified KPI Professional
- › Certified Performance Management Professional
- › Certified Agile Strategy Execution Professional

The last semester is dedicated to individual work consisting in applying knowledge in a real case business scenario and to develop key management tools that are included in a final Practitioner Portfolio.

The final evaluation for the Graduate Certificate is based on the grade obtained for the Practitioner Portfolio and it is conditioned by the successful completion of all assignments and exams associated to the 4 courses mentioned above.

## Participant profile:

- › Experienced professionals in Strategy and Performance Management field
- › Consultants in Strategy and Performance Management field
- › C-level Executives
- › Departmental Managers
- › Presidents, CEOs, and Managers of small and mid-sized organizations
- › Business Analysts

Our program is built on more than 22 years of experience in the education industry, empowering executives around the world to face the challenges of the modern business environment.

43,200+ Participants

2,400+ Course editions

122 Countries from where participants attended

60 Countries where courses were organized

) Course typologies

Practitioner | Professional  
Masterclass | Essentials | Awareness

4 Delivery formats

face-to-face | live online | self-paced  
e-Learning | blended learning

# Admission process

- 1 Schedule an initial discussion with us
- 2 Submit the admission file
- 3 Admission file review
- 4 Admission interview
- 5 Admission application closure



**1. Schedule an initial discussion** - candidates will have to express their interest in the Executive Program in Strategy and Performance by contacting us by email or phone.

**2. The admission portfolio must contain:**

- > Letter of intention (200-500 word) – express why would you like to enroll in this program;
- > Curriculum Vitae;
- > Diplomas, degrees (copies) that reflect your educational background.

**3. Admission file review** - the documents are examined by the Admission Board, afterwards an interview is scheduled with the candidate.

**4. Admission interview** - a 30-minute interview to discuss about the candidate's educational background, work experience and professional aspirations. The interview is conducted in English.

**5. Admission application closure** - an official answer is provided regarding the enrollment of

the candidate. The answer is provided by email, usually 3 days following the interview.

## Admission criteria include:

- > A Bachelor's degree or similar qualification from a university or business school (in certain circumstances, we may consider candidates on the basis that they display an exceptionally impressive professional career record).
- > Proficiency in English speaking, reading, and writing.
- > Coherence in expressing professional and personal goals targeted through the Executive Program in Strategy and Performance.
- > Commitment to learning.
- > A genuine drive and interest in business excellence.

# Competency framework

The participants who attend this program will have the chance to develop a series of core competencies that are sorely needed in today's business environment.

The knowledge and information explored throughout this learning experience will provide them with both the skills required to create a working performance management system and the ability to maintain, optimize, and improve such a system, as their organizational needs evolve.



**Certified Strategy and Business Planning Professional (C-SBP)**

**Competencies**


- Strategic thinking
- Stakeholders' engagement
- Strategic planning



**Certified Agile Strategy Execution Professional (C-ASE)**

**Competencies**


- Strategy execution
- Project management
- Leadership



**Certified KPI Professional (C-KPI)**

**Competencies**

- KPI selection
- Performance measurement
- Data visualization

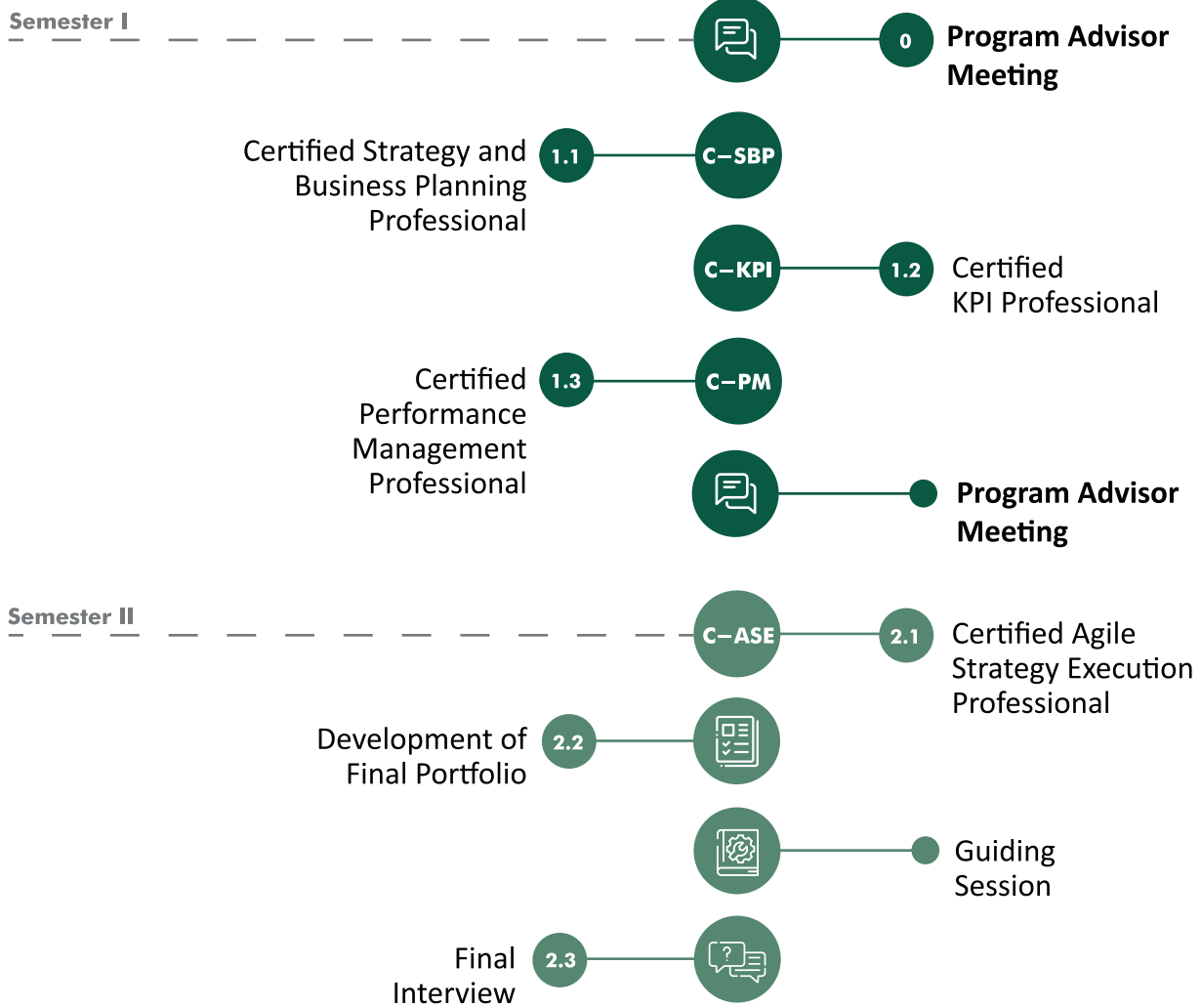


**Certified Performance Management Professional (C-PM)**

**Competencies**

- Data analysis
- Problem-solving
- Decision-making

# Learning experience



## Additional details

- > **Program Advisors Meetings** – our Program Advisor will discuss with you the courses calendar and support your decision to choose the dates which best fit your schedule for the upcoming semester. Moreover, they will enroll you to those courses.
- > **Each candidate has a different calendar** - as candidates do not start this program as a group, the 1st semester covers the first six months that follow your enrollment in the Executive Program.

The 2nd semester is calculated in the same manner.

- > **Semester I** – you are required to attend 3 courses (1.1 to 1.3) in the exact sequence presented in the timeline above. However, in cases where this sequence cannot be followed due to scheduling constraints, a minimum of 80 credits must be obtained by the end of the semester, equivalent to completing at least 2 courses.
- > **Semester II** – you must attend 1 course, to complete your learning journey. At the end of the 2nd semester, you should have at least 160 credits or 4 completed courses. The remaining time should be allocated to developing the final portfolio of assignments. You can graduate earlier than 12 months if you complete all courses and the final portfolio.
- > **Guiding sessions(by request)** – to successfully complete the practitioner portfolio brief Q&A sessions can be requested with our subject matter experts.
- > **Release of Graduate Certificate** – to acquire the Graduate Certificate in Strategy and Performance, participants must complete 4 courses and earn the individual certifications for each, as well as to obtain the minimum required score for the final portfolio. The release of individual certificates is done after the completion of each after-course stage, while the Graduate Certificate is released one month after the program has ended.

## Key facts:

12

Months  
(2 semesters )

1

1 Practitioner Portfolio

180

CPDs to your  
professional  
development

4

Individual  
certifications (one  
for each course)

1

Graduate  
Certificate in  
Strategy and  
Performance

# Curriculum

The educational program is structured in 2 semesters or 12 months, during which candidates can schedule their courses in accordance with The KPI Institute’s annual course calendar. Participants can choose the dates for each course that suit better their schedule, as well as the format preferred: face-to-face or live-online deliveries.

All courses included in this Executive Program, with one exception, are recognized by the UK organization - CPD Standards Office. Thus, participants receive 40 Continuing Professional Development (CPD) points for each training attended, and 20 CPDs for the final Practitioner portfolio.

| Educational Activities            |   | CPDs       |
|-----------------------------------|---|------------|
| <b>1<sup>st</sup></b><br>Semester | <p><b>* 3 courses:</b></p> <ul style="list-style-type: none"> <li>1.1 Certified Strategy and Business Planning Professional (C-SBP)</li> <li>1.2 Certified KPI Professional (C-KPI)</li> <li>1.3 Certified Performance Management Professional (C-PM)</li> </ul> <p>* 40 CPDs for each course</p>   | <b>120</b> |
| <b>2<sup>nd</sup></b><br>Semester | <p><b>* 1 course + individual work:</b></p> <ul style="list-style-type: none"> <li>2.1 Certified Agile Strategy Execution Professional (C-ASE)</li> <li>2.2 Final portfolio comprising of 20 practical assignments (5 assignments x 4 classes) to be submitted in the required format for review</li> <li>2.3 Portfolio interview (30-45 minutes)</li> </ul> <p>** 20 CPDS for the final portfolio (20 assignments)</p> | <b>60</b>  |

# Courses presentation

All certification courses provided by The KPI Institute have a standard educational methodology. Each course has the same structure and consists in 40 hours of educational activities, similarly to an MBA university subject.

Certification courses are currently delivered as a global virtual classroom, during which participants learn and apply new concepts under the guidance of a facilitator. Furthermore, each course session is followed by a quiz which prepares participants for the final certification exam.

To obtain the certification diploma, participants must attend all classroom sessions, complete the individual work structured as pre-course and after-course assignments, and to pass the final exam.

## General information about the courses:

### Duration:

- > 5 days of live-online (virtual classroom), 4 hours/day or 3 days for face-to-face (8hours/day)

### Learning method:

- > interactive, 70% focused on discussions and group exercises

### Structure:

- > Pre-course, core-course, after-course assignments

### Evaluation:

- > Online certification exam (multiple choice test, 75 questions)

### Recognition:

- > 3 diplomas are received: Certificate of Completion, Certificate of Attendance, Certified...Professional Diploma

01

## Pre-course activities:

1. Needs assessment
2. Pre-course evaluation quiz
3. Guidance and schedule
4. Forum introduction
5. Expectations
6. Pre-requisite reading

02

## Core-course activities

7. Live-online or face-to-face course
8. Individual learning map and Certification Exam preparation
9. Certification Exam

03

## After-course activities:

10. Forum discussions
11. Action plan
12. Webinar
13. PowerPoint presentation
14. Additional reading
15. Learning journal



"It was one of the best learning experiences I ever had. The training is completely based on case studies, best practices and practical ways to strategic planning. The online classes are very interactive and it is a friendly learning environment."

- Nizar Al-Tarawneh, HR Director  
Al-Nabil Company for Foods Production



"Good lecture sequence, greatly facilitated! In-depth knowledge on the basic foundation of strategic thinking. I have been to similar courses, but cannot beat the value added just by spending half day in this course!"

- Norhishammuddin Annuar, Manager Honda Malaysia  
Sdn. Bhd



"The course content is rich and varied. The level and nature of participation was simply excellent, concrete exercise, concrete examples, excellent analysis and feedback. The time flew by, truly recommend the training!"

- Loughraieb Amel, Executive Assisstant Sonatrach



"I would recommend the course which has fully met our organizational needs, even though we are already practicing Employee Performance Management for several years now."

- San San Myint, HR Manager, Myanmar Brewery Limited

## Certified Strategy and Business Planning Professional (C-SBP)

This course is focused on developing the right skills for business leaders to formulate the organizational strategy, starting from the fundamental pillars of mission, vision, and corporate values, and ending with transferring that knowledge to the operational levels.

### Main topics:

- › Corporate identity
- › Strategic scanning of internal and external environments
- › Choice of competitive strategy
- › Vision and choice of growth strategy
- › Strategic objectives and projects at the corporate level
- › Business as usual and projects at the departmental level

## Certified KPI Professional (C-KPI)

During this course, participants learn how to develop a rigorous Key Performance Indicators Measurement Framework. It presents best practices for identifying the most relevant KPIs, standardizing the measurement process and data collection, as well as to setting the right target level.

### Main topics:

- › KPI selection
- › KPIs in context
- › KPI documentation
- › Working with targets
- › Data gathering
- › Data visualization

## Certified Performance Management Professional (C-PM)

The course provides a strong foundation towards managing performance in different scenarios, by presenting relevant tools, processes and techniques related to reporting and improving performance.

### Main topics:

- › Performance management scenarios
- › Data analysis
- › Data reporting
- › Decision-making
- › Initiative management

## Certified Agile Strategy Execution Professional (C-ASE)

A significant percentage of strategies fail in the execution phase and this is no novelty for most Executives. This course aims to equip the participants with the right tools to design a proper framework to implement strategic decisions.

### Main topics:

- › Strategy integration with all organizational systems
- › Strategy alignment
- › Strategy implementation
- › Monitoring strategic initiatives and results
- › Adjusting strategy to changes
- › Organizational culture and change management

## Final portfolio

The final portfolio is an individual work that consists of 5 assignments for each of the 4 courses. These assignments require the development of different management tools, processes, and project plans. Moreover, they should be developed on a real-case organization, so that their relevancy and added value can be discussed within a practical business context, not just from a theoretical point of view.

## Evaluation Phase

In the evaluation phase, each assignment can register maximum 10 points, which means that the entire portfolio can score up to 200 points. In order to pass the evaluation, the candidate must register at least 150 points.

## Portfolio Interview

During the portfolio interview, the candidate will meet one of our faculty members and will go over the portfolio, with the purpose of better understanding the organizational context for the tools developed, as well as the candidate's practitioner approach to strategy and performance management.

# Investment

|  |  |
|--|--|
| <b>SCHOLARSHIP INVESTMENT</b>  | <b>STANDARD INVESTMENT</b>                               |
| <b>\$5.000 USD</b>   | <b>\$8.000 USD</b>                                       |
| <b>This price is offered only to professionals who benefit from a scholarship* offered by The KPI Institute's Research Division.</b> | <b>The instalment plan is discussed upon enrollment.</b> |
| PAYMENT<br><b>In full or installments</b>  | PAYMENT<br><b>In full or installments</b>                |

\* Ask the Program Advisor to provide details about how to apply for the scholarship offered by The KPI Institute's Research Division.

\*\* Installments plan and available discounts for both Investment options will be presented during the enrollment discussions with the Program Advisor

## Inclusions:

- 1 Graduate Certificate in Strategy and Performance**
- 4 Certification Diplomas** – one for each course

### Access to all courses' materials in your online account:

- > Course slides
- > Course notes and solutions to exercises
- > Course quizzes
- > Course assignments

### Additional educational materials:

- > All webinars produced by The KPI Institute from 2019 to date
- > Performance Management Toolkit
- > Employee Performance Management Toolkit
- > +10 catalogues of examples of strategy and performance management tools
- > +10 video doodles
- > +20 factsheets
- > Premium subscription on smartKPIs.com for 12 months



# What's next?

Schedule your initial discussion with our Program Advisor in order to explore this program in greater detail!

## Contact details:

**ExEdu Advisory Team**  
[exeduoffice@kpiinstitute.com](mailto:exeduoffice@kpiinstitute.com)

