

Strategic Planning

The Big Picture
Guide for Future Decisions

Objectives

- Understand value of strategic planning
- Become familiar with components of a strategic plan
- Become familiar with tools for development of strategic plan
- Use tools in an exercise
- Understand tactical plan

Vision

- How should your entity be perceived by others in 5 to 10 years?
- What makes it unique?
- What is important to you?

Mission

- Describe service, product, or commodity
- What is the PURPOSE of the business, event, organization, etc.?
- Guides other decisions.

Current Status

- Existing products or services
 - Quality
 - Profitability
 - Meeting needs
- Existing resources
 - Land
 - Facilities
 - Human resources

State of the Field

- Benchmarking, compare with the best
 - Who are the best?
 - What quantities should be compared?
 - Gather data from the best?
 - Honestly compare your values against the best.

State of the Field, cont.

- Identification of future trends
 - Economic
 - Demographic
 - Political
- Identification of changes
 - Supplies
 - Demand
 - Price

Current Strengths

- Facilities
- People
- Product
- Name Recognition
- Marketing
- Management
- Labor

Current Weaknesses

- Facilities
- People
- Product
- Name Recognition
- Marketing
- Management
- Labor

Development Plan, 1

- Build on strengths.
 - Feel good
 - Easy to do
- Improve weaknesses
 - Harder to get commitment
 - May give better returns on effort

Development Plan, 2

- Identify specific objectives to be met.
 - “Measurable” – Numbers? Dates?
 - What needs to be done?
 - Who needs to do it?
 - Who monitors to see that it is done?

Development Plan, 3

- Set priorities
 - Can it be quickly implemented?
 - Return on investment of money, time, etc.
 - Ease of implementation
 - Defer some if appropriate

Developing Plan

- Top down
- Outside consultant
- Bottom up – involve people who are important to the success of plan!

Successful?

- Accepted by others
- Accepted by management
- Accepted by workers
- Has positive impact on business
- E.g. plastic film company and increasing production

Methods of getting input

- Ask
 - Individuals
 - Small groups
 - Large groups
 - Inside the company
 - Outside the company

Brain Storming

- Get ideas out without evaluation of ideas
 - Each make a list
 - Together make a list, “sticky notes”
- Combine similar ideas into statement that reflects their meaning
- Eliminate the impossible or inappropriate ideas

Prioritization, 1

- Reflects
 - Level of importance to profits
 - Ease of accomplishment
 - Willingness to implement by employees
 - Values of company

Prioritization, 2

- Methods
 - Rank listing as a group, consensus
 - Secret ranking and then rank by total scores
 - Divide into 3 to 5 groups by priority and then rank within each group

Tactical Plan, 1

- Details on how to accomplish mission and vision
- Specific resources
 - What?
 - When?
 - Why?
 - How?

Tactical Plan, 2

- Personnel assignment
 - Who responsible for what?
 - Time frame to accomplish – may be on-going
 - Resources necessary
 - Empowerment