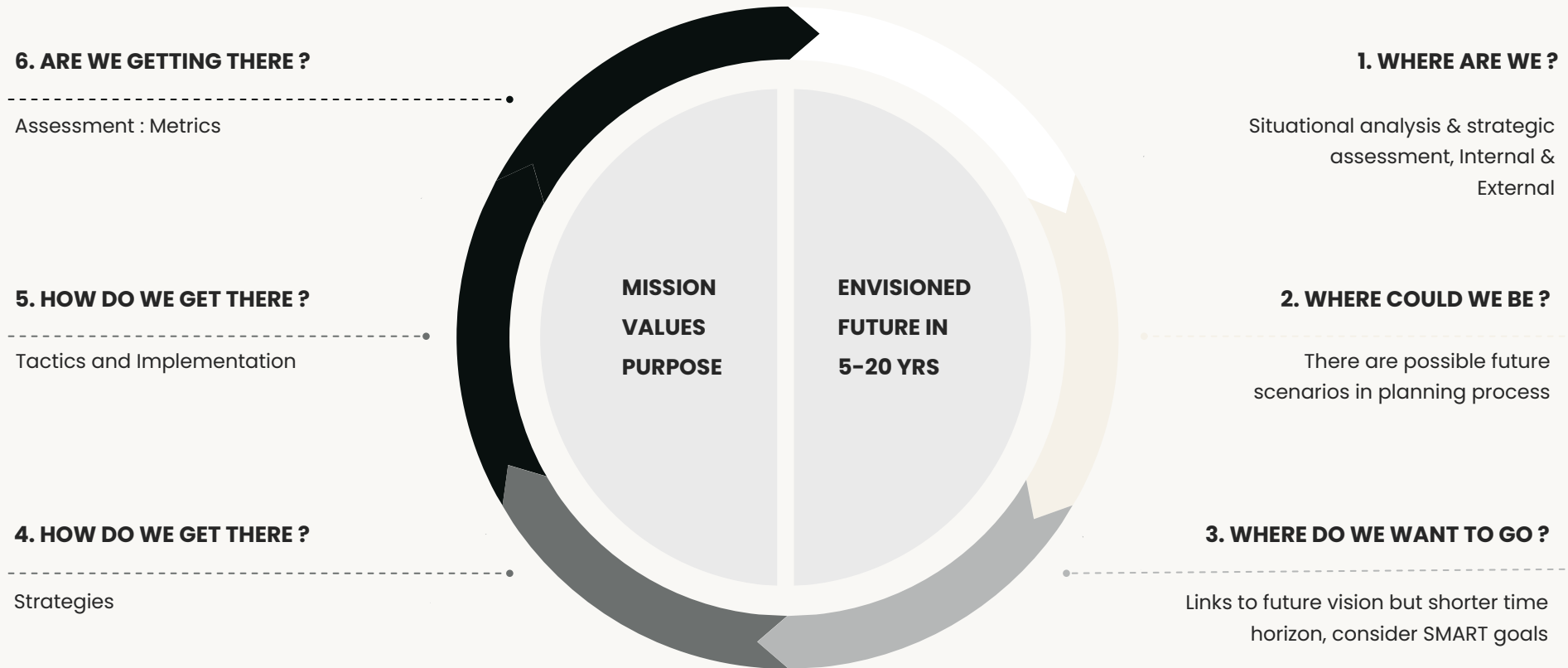
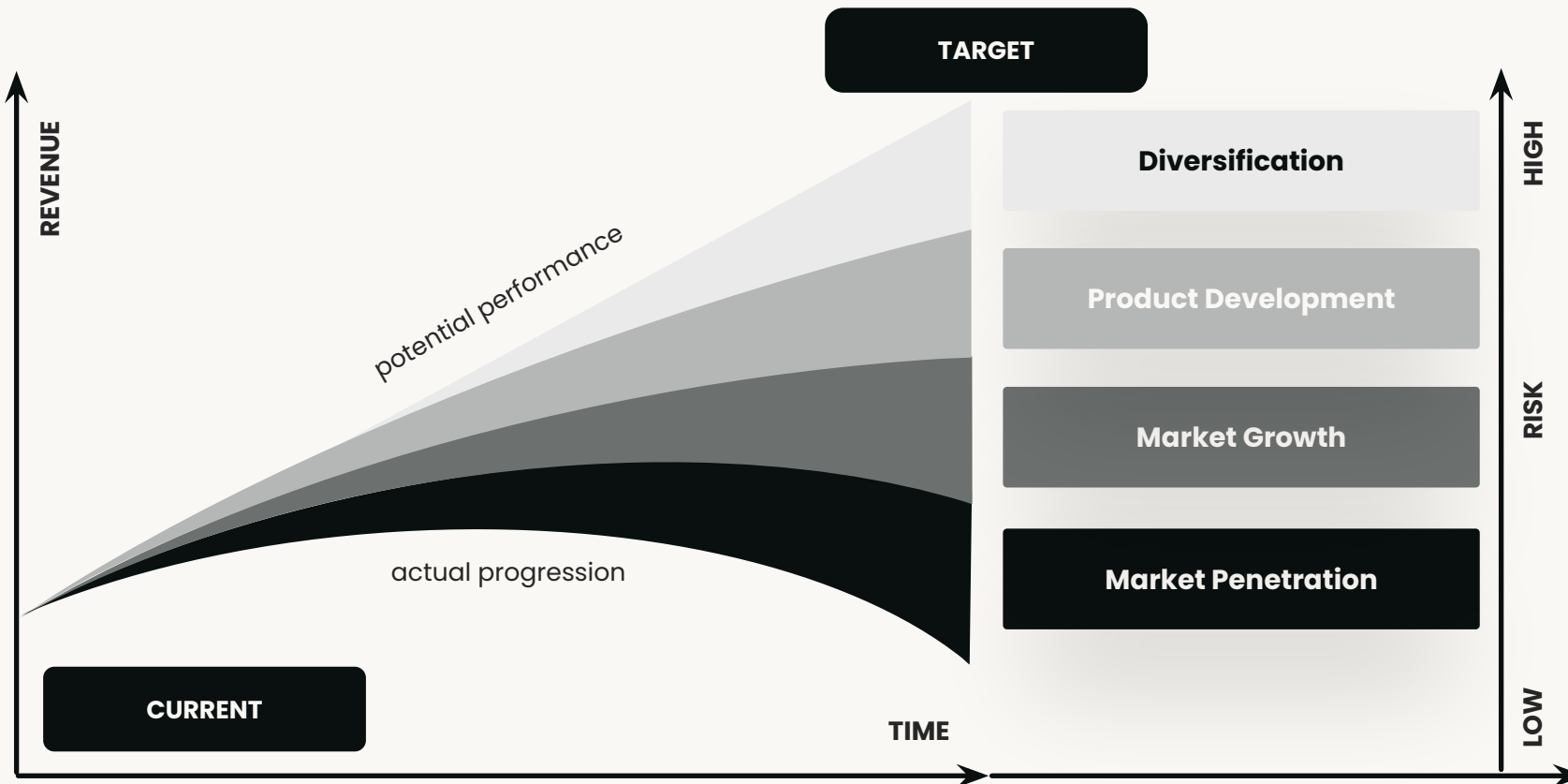


Strategic planning process

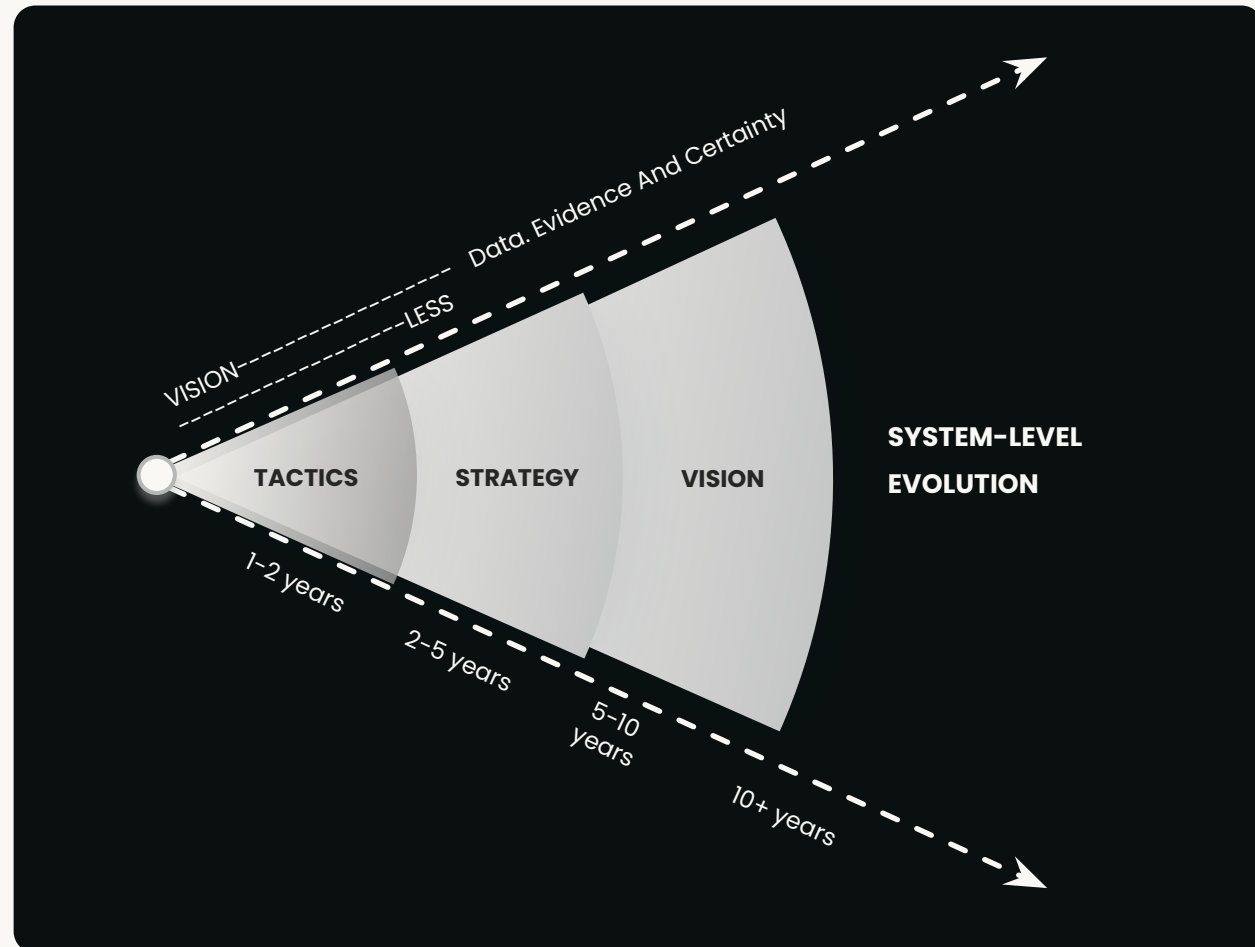


Strategic planning gap

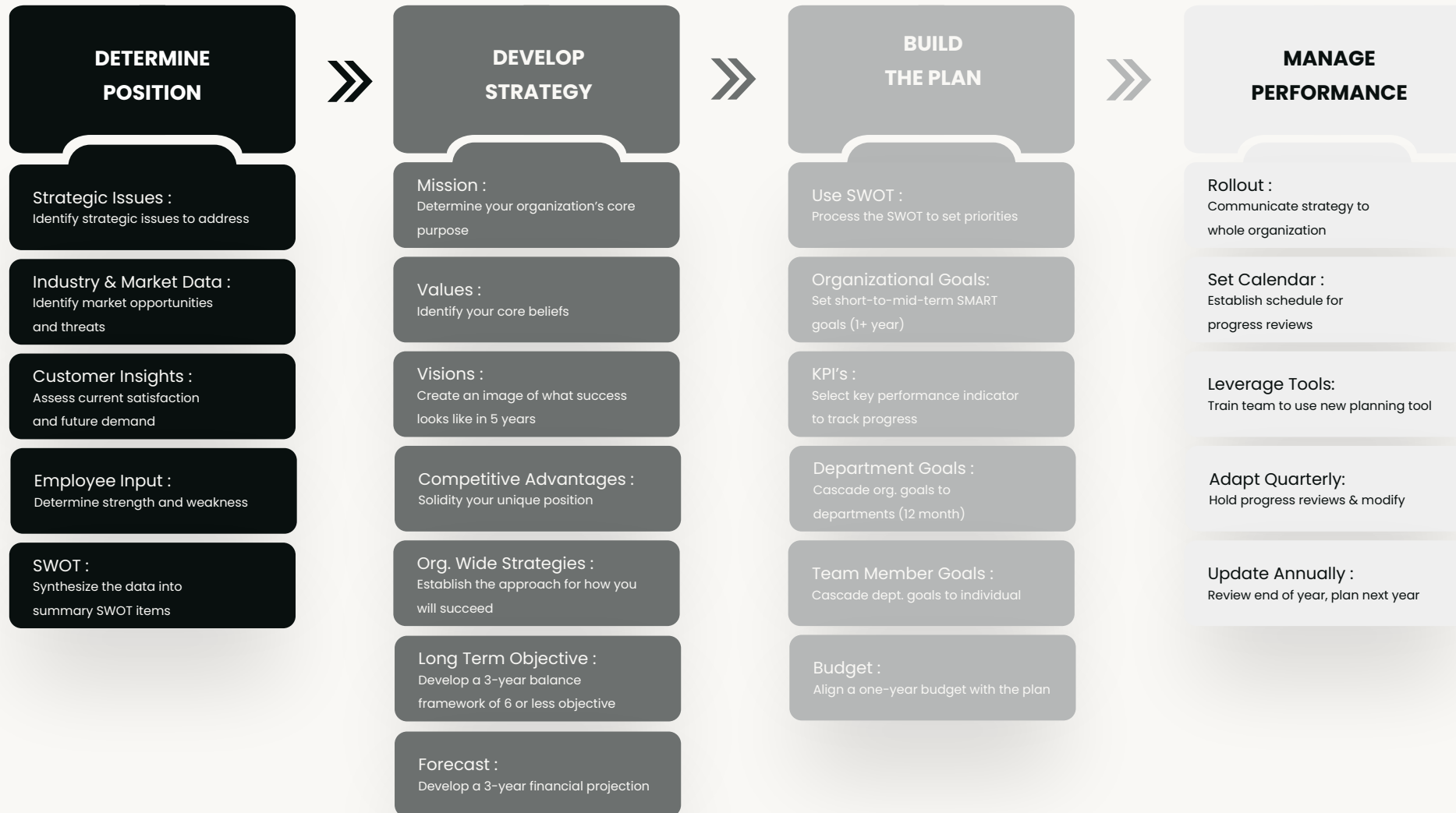


A futurist's framework for strategic planning

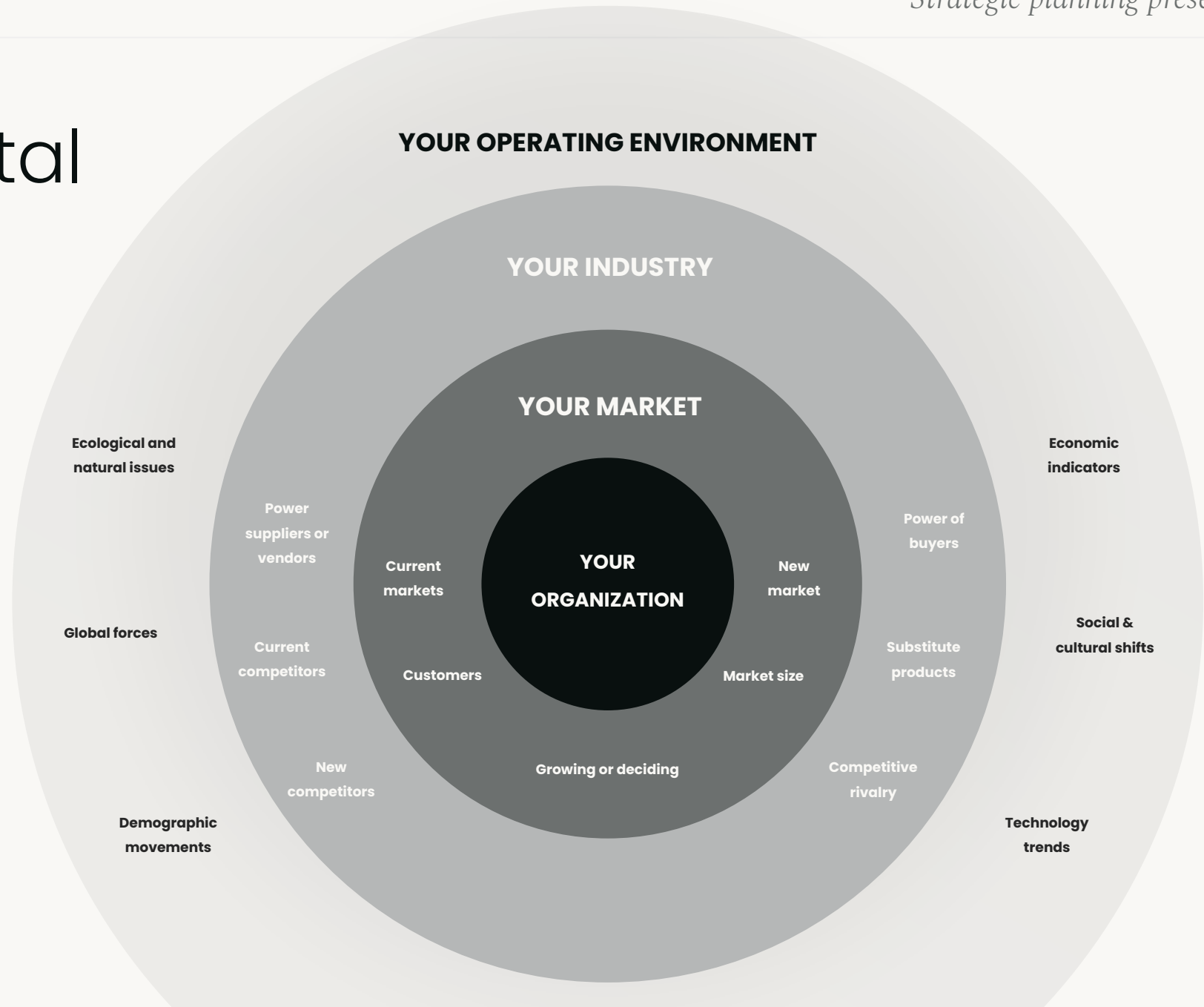
Instead of arbitrarily assigning goals on a quarterly or yearly timeline, use a cone instead. First identify highly probable events for which there's already data or evidence, and then work outward. Each section of the cone is a strategic approach, and it encompasses the one before it until you reach major systems-level evolution at your company.



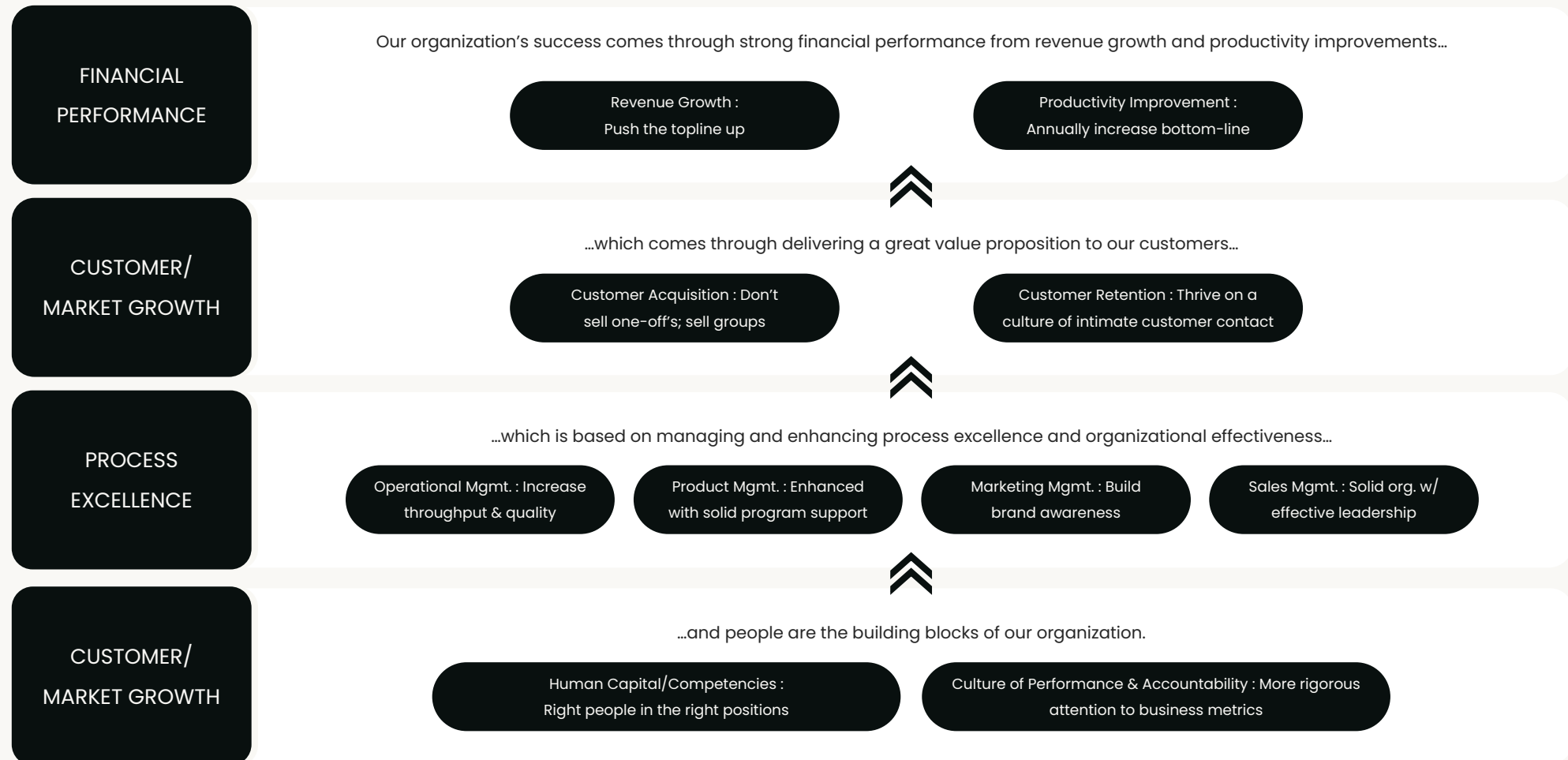
Four-phase guide to strategic planning



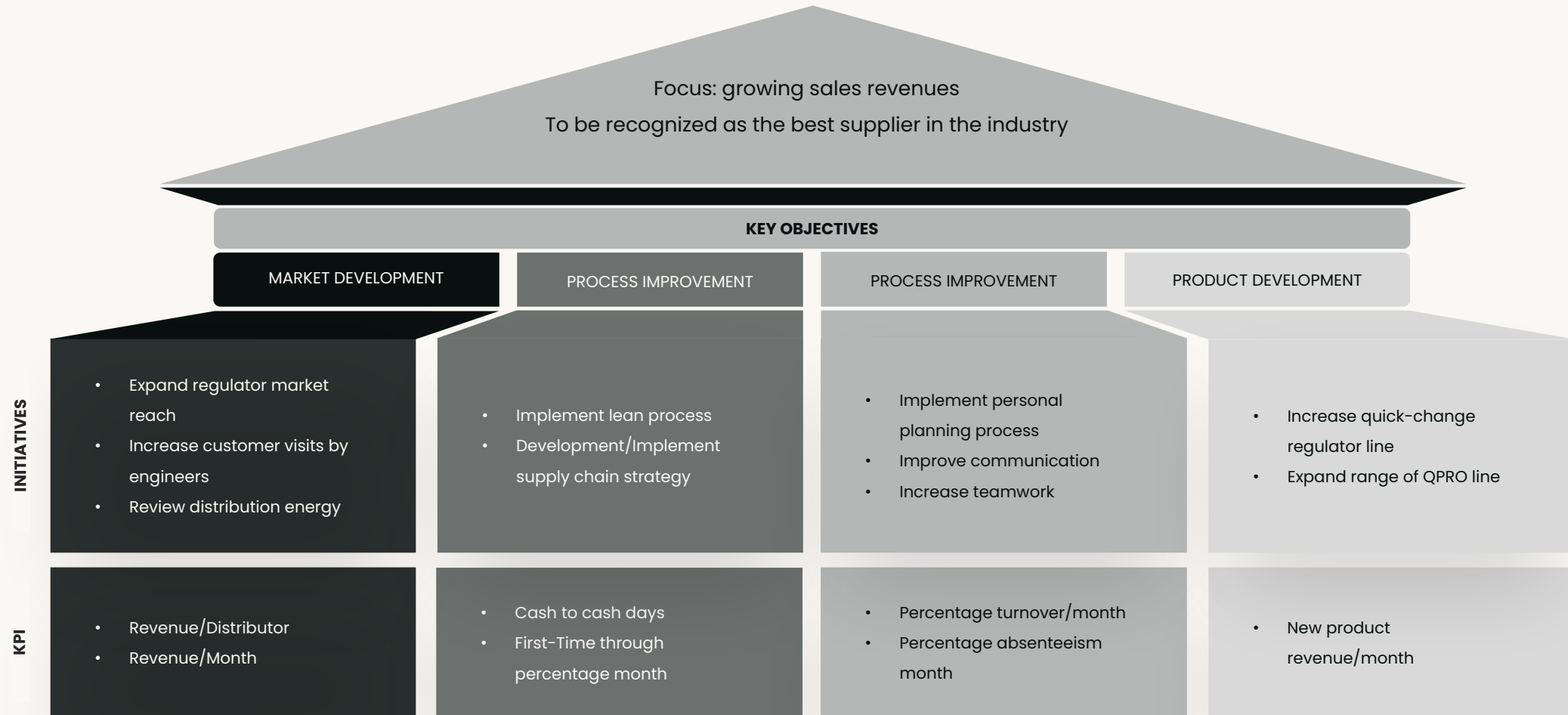
Environmental scan



Long-term strategic objectives



Strategic plan by development focus



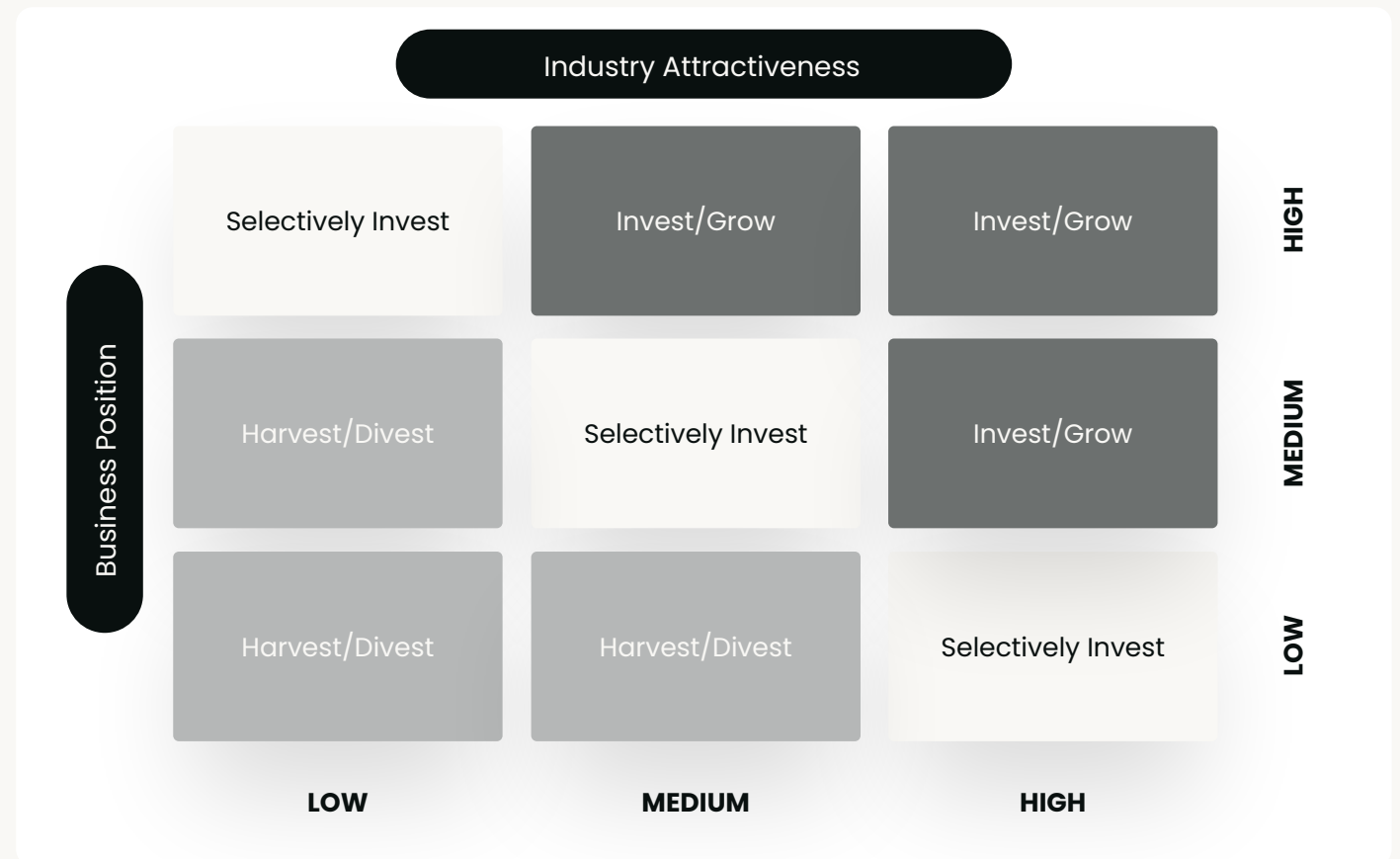
VRIO Analysis

	VALUABLE?	RARE?	INIMITABLE?	ORGANIZED AROUND?	
	✗	✓	✓	✓	Competitive Disadvantage
	✓	✗	✓	✓	Competitive Equality/Parity
	✓	✓	✗	✓	Temporary Competitive Advantage
	✓	✓	✓	✗	Unused Competitive Advantage
	✓	✓	✓	✓	Long-term Competitive Advantage

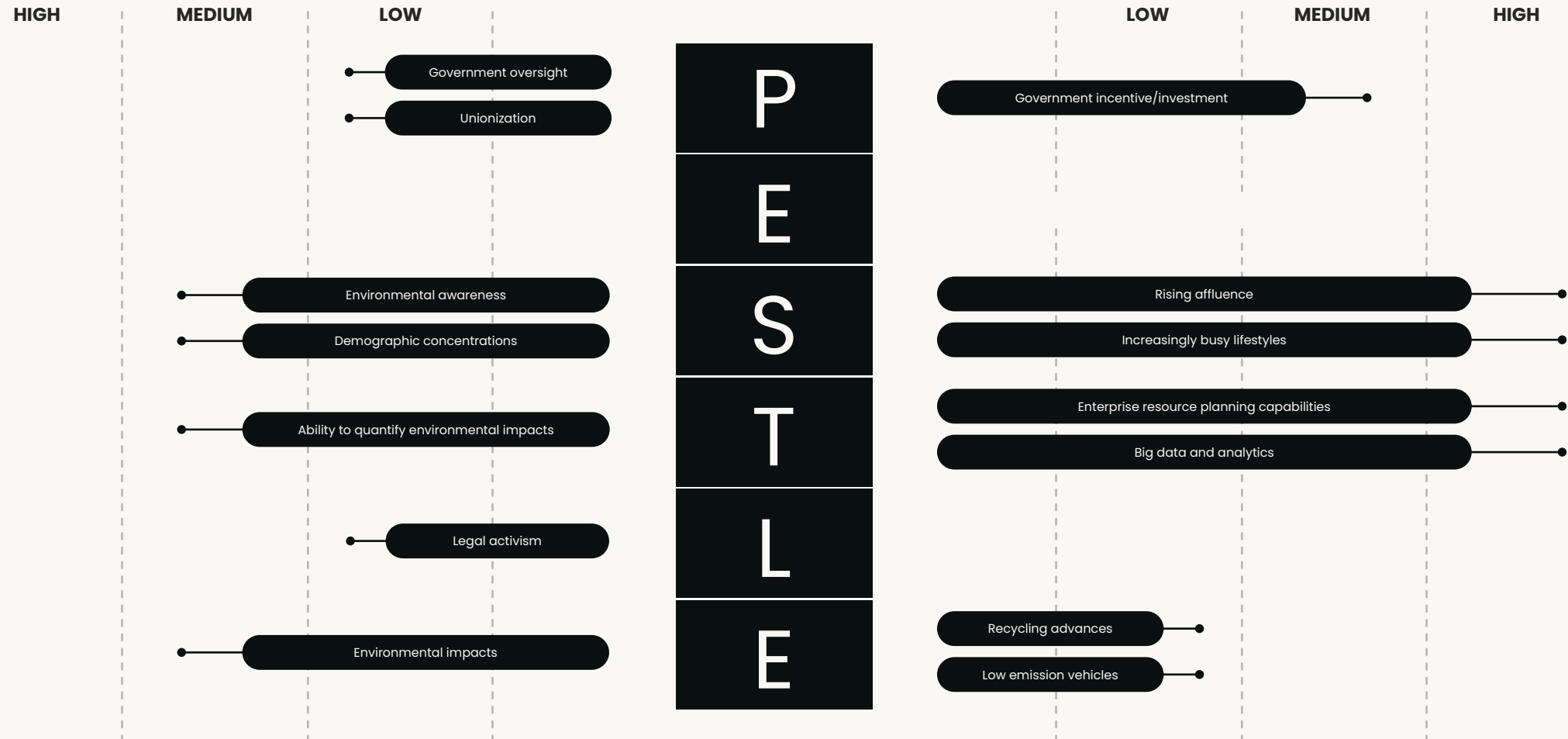
The GE/McKinsey matrix

The GE Matrix, developed by McKinsey, is similar to the BCG Matrix as a way to make strategic decisions about business units or products.

Each product, brand, service or potential product is mapped as a pie chart onto this industry attractiveness or business strength space. The diameter of each pie chart is proportional to the Volume or revenue accruing to each opportunity, and the solid slice of each pie represents the share of the market enjoyed by the planning company



Pestle impact map



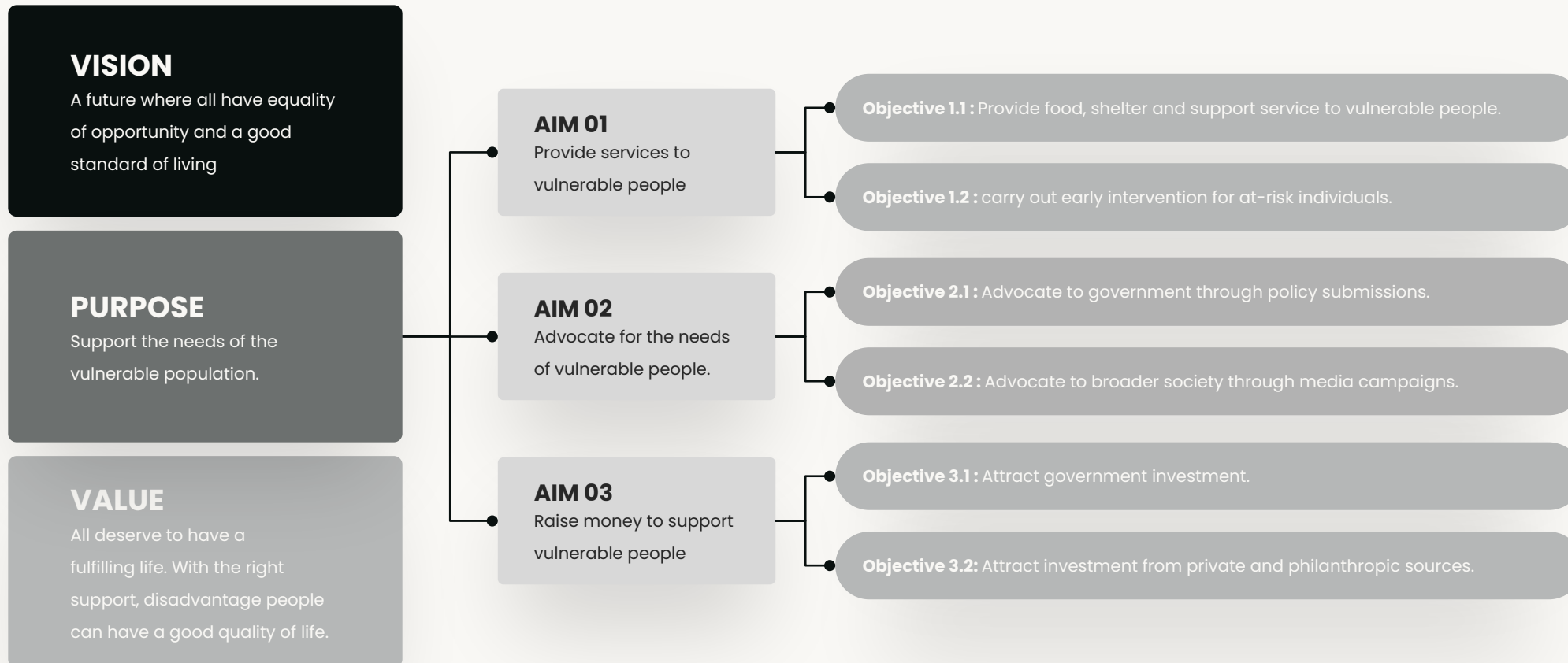
Strategic position action grid

ACTION	WHO IS INVOLVED	TOOLS & TECHNIQUES	WEEK 01	WEEK 02	WEEK 03
Conduct a scan of macro and micro trends in your environment and industry (Environmental Scan)	Executive Team and Planning Team	<ul style="list-style-type: none">Environmental scan worksheet	<div></div>		
Identify market and competitive opportunities and threats	Executive team and Planning Team	<ul style="list-style-type: none">Web researchTrade showsIndustry reports	<div></div>		
Clarify target customers and your value proposition	Marketing Team, Sales Force and Customers	<ul style="list-style-type: none">Customer survey/feedbackCustomer worksheet	<div></div>		
Gather and review staff and partner feedback to determine strengths and weaknesses	All Staff	<ul style="list-style-type: none">Employee survey/feedback	<div></div>		
Synthesize into a SWOT, Solidify your competitive advantages based on your key strengths	Executive Team and Strategic Planning Leader	<ul style="list-style-type: none">SWOT worksheetPositioning MapOpportunity Analysis	<div></div>		

Strategy development action grid

ACTION	WHO IS INVOLVED	TOOL & TECHNIQUES	WEEK 01	WEEK 02	WEEK 03
Determine your primary business, business model and organizational purpose (mission)	Planning Team (all staff if doing a survey)	<ul style="list-style-type: none"> Executive interviews Qualitative strategic survey of select staff or all staff 			
Identify your corporate values (values)	Planning Team (all staff if doing a survey)	<ul style="list-style-type: none"> Executive interviews Qualitative strategic survey of select staff or all staff 			
Create an image of what success would look like in 3-5 years (vision)	Planning Team (all staff if doing a survey)	<ul style="list-style-type: none"> Executive interviews Qualitative strategic survey of select staff or all staff 			
Solidify your competitive advantage based on your key strengths	Planning Team (all staff if doing a survey)	<ul style="list-style-type: none"> Executive interviews Qualitative strategic survey of select staff or all staff 			
Formulate organization-wide strategies that explain your base for competing	Planning Team (all staff if doing a survey)	<ul style="list-style-type: none"> Executive interviews Qualitative strategic survey of select staff or all staff 			
Agree on the strategic issues you need to address in the planning process	Planning Team	<ul style="list-style-type: none"> Executive interviews Qualitative strategic survey of select staff or all staff 			

Strategic planning map



Process map

STAGES	ASSEMBLE WORKING TEAM	UNDERSTAND CURRENT SITUATION	DEVELOP STRATEGY	BUILD THE PLAN	EXECUTE THE PLAN	REVIEW PERFORMANCE
Activities	<ul style="list-style-type: none">Form a team to guide the development of strategy	<ul style="list-style-type: none">Identify strategic issues to addressIdentify market opportunities & threatsAssess current satisfaction & future demandDetermine strengths & weaknessesSynthesize the data into summary SWOT items	<ul style="list-style-type: none">Determine your org. core purposeIdentify your core beliefsCreate an image of what success looks likeEstablish the approach for how you will succeedIdentify long term objectivesDevelop a financial projection	<ul style="list-style-type: none">Process the SWOT to set prioritiesSet short term SMART goalsSelect KPI's to track progressCascade org. goals to departmentsCascade dept. goal to individual	<ul style="list-style-type: none">Discover concrete tasks to implement the planAssign responsibilities to tasksExecute the tasks	<ul style="list-style-type: none">Communicate strategy to whole organizationEstablish schedule for progress reviewsConduct progress review sessionsPlan performance improvementExecute improvement plans
Timeframes	1 Day	2 Weeks	1 Week	1 Week	4 Months	Ongoing
Budget Estimate	\$200.00	\$350.00	\$10,000 – \$100,00	\$50,00 – \$3,50,00	\$50,000 – \$3,50,000	\$30,000 per month

Planning calendar

● Strategy Assessment ● Strategy Development ● Execution

	JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT	OCT	NOV	DEC
BOARD OF DIRECTORS/CEO	Approval of FY12 Plan		Q1 Quarterly Business review Corporate Level		Q2 Quarterly Business Review Corporate Level				Q3 Quarterly Business Review Corporate Level		Approval of FY13 Plan	Q4 Quarterly Business Review #4 Corporate Level, EOY Status Report
VP / EXECUTIVE LEADERSHIP			Q1 Quarterly Business Review Department Level		Q2 Quarterly Business Review Department Level	Exec Interviews Survey			Q3 Quarterly Business Review Department Level	Next Year Planning retreat	Review/ Refine Draft FY13 Plan	Q4 Quarterly Business Review #4 Corporate Level, EOY Status Report
MANAGERS / ALL STAFFS	Check-in / Update Status of Goals v	Check-in / Update Status of Goals v	Check-in / Update Status of Goals v	Check-in / Update Status of Goals v	Check-in / Update Status of Goals v	Check-in / Update Status of Goals v All Staff Survey	Check-in / Update Status of Goals v	Check-in / Update Status of Goals v	Check-in / Update Status of Goals	Check-in / Update Status of Goals	Check-in / Update Status of Goals	Check-in / Update Status of Goals