

A Classic Definition of “Strategy” ...

“Strategy is the **direction** and **scope** of an organization over the long-term: which achieves **advantage** for the organization through its **configuration** of **resources** within a challenging **environment**, to meet the needs of **markets** and fulfill **stakeholder** expectations.”

From “Exploring Corporate Strategy” by Gerry Johnson and Kevan Scholes
(New York: Prentice Hall, 1993)

Strategic Planning Process, defined

- **Process by which guiding members of an organization envision and develop its future**
 - What we do, How do we do it, for Whom, Where do we excel?
- **Demonstrates leadership and direction**
- **Insulate from competitive forces, exploit skills and resources**
- **Program for planned growth, development and continuation of the firm**
- **Figuring out what we should do about the relatively few things that are essential**
- **Requires commitment – litmus test for implementation**

Strategic Planning Objectives

- **Build a group of senior leaders who think long term – beyond today’s projects – transcends day to day**
- **Choose the best direction for the future; build capabilities to respond to changes; build the foundation for future success**
- **Develop internal ideas and brainstorm on future initiatives that will drive the company – outperform the competition**
- **Address hurdles to achieving long-term company goals**

Why Strategic Plans Have Value

- **No good deal lasts forever**
- **Communicates a common vision of success**
- **Defines priorities: Important vs. URGENT**
- **Shapes culture, modifies behavior**
- **Places hard work on the right path to coincide with opportunity**

Understanding Strategy: 8 Quick Questions (1 of 2)

- 1. Where is (and should) the business trying to get to in the long-term? (Direction)**
- 2. Which markets does (and should) the business compete in? (Markets)**
- 3. What kind of activities are involved in such markets (existing and future)? (Scope)**
- 4. What must the business do to perform better than the competition in those markets (existing and future)? (Advantage)**

Understanding Strategy: 8 Quick Questions (2 of 2)

- 5. What resources are required in order to compete in those markets (existing and future) - skills, relationships, capital, etc.? (Resources)**
- 6. How should those resources be organized and deployed in those markets (existing and future) - particularly scarce ones? (Configuration)**
- 7. What external factors affect the business's ability to compete in those markets (existing and future)? (Environment)**
- 8. What are the values / expectations of those who have power in and around the business? (Stakeholders)**

Process

- **Assess**
 - Analysis and review of existing organization and external factors
- **Decide**
 - Formulate and craft strategy
 - Key goals, strategies and actions
- **Do**
 - Implement and communicate
 - Accountability and feedback to assess implementation

Strategic Plan Framework



Strategic Planning Definitions

Vision	Who are we and what do we want to be over the long term? Source of inspiration, idealized view of world
Mission	Fundamental purpose. Goal/path for decision-making. What is our mission in the next three years?
Goals	In what general directions do we need to move to achieve our vision/mission?
Strategies	How, specifically, will we achieve our goals?
Objectives	Measure progress towards goals (“SMART”)
Actions	What are the tactical elements required to execute the strategies (e.g. tasks, completion dates, individual responsibilities, etc.)?

Communication Plan: “The Single Biggest Problem In Communications Is The Illusion That It Has Taken Place.”

- George Bernard Shaw

- A brilliant plan poorly communicated is bound to go unimplemented.
- We will work collaboratively to develop a communication strategy and associated tactics to ensure the team maximizes the roll-out process for the corporate strategy.
- The purpose is to improve employee engagement and regain the excitement and “connectivity” that employees used to feel with respect to the company.

Why?	What?	How?
<ul style="list-style-type: none">• Communicate the strategic plan in a way that clearly explains what is different and how that affects each position in the firm.	<ul style="list-style-type: none">• Help define communications materials for a range of communication venues and occasions.	<ul style="list-style-type: none">• We will create a “strategic plan communication calendar” to ensure an organizational rhythm is established to continually reinforce the holistic message to the organization.

