



**THE HUD PARTNERSHIP CENTER'S CAPACITY
BUILDING WORKSHOP SERIES: STRATEGIC
PLANNING BASICS MODULE**

**U.S. Department of Housing and Urban Development
Office of Faith Based and Neighborhood Partnerships**

YOU MUST HAVE A PLAN TO BE SUCCESSFUL!

If you don't know where you are going, you will never get there!

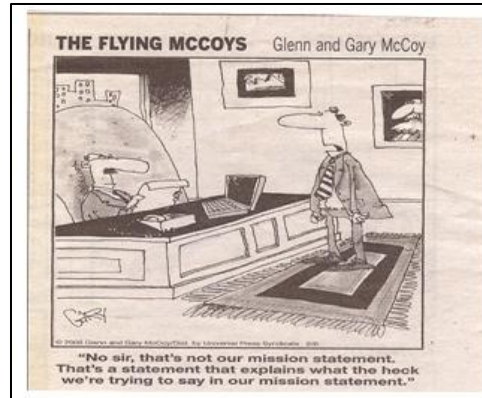


Basic Strategic Planning for Nonprofits

The goal of this training is to provide you with Strategic Planning strategy that will **empower you to best help your organization**. The materials are to **provide organization with methodologies to define and implement organizational objectives**.

Question to ask at the beginning:

- Is my organization **READY** to respond to the challenges faced by current conditions (changing community dynamics, funding, regulations and reporting requirements, staffing levels, etc.?)
- Has my organization a supportive foundation from which to grow?
- Is my organization ready to move to another level?



One of the most useful ways to determine how well an organization is positioned to meet its mission and reach its goals and objectives, is to prepare a Strategic Plan.

WHAT IS STRATEGIC PLANNING?

•An organized, documented method of letting agency objectives and defining how they will be accomplished.

•It describes how an organization will get to where it wants to go

AND

•It describes how you'll know if you got there.



Another way of looking at a Strategic Planning process – It determines:

- Why the nonprofit exists (purpose, mission statement)
- Where the nonprofit wants to be (vision, values and goals)
- How it is going to get there (strategies & action plans)
- What is needed (money, people, building, equipment,

knowledge, etc..

- How to be sure it stays on track (evaluation)

On the next page you will find a questionnaire. Take a few minutes and complete it for your organization.

Sample Format for Board Evaluation

	Name:(optional)	5	4	3	2	1
		Very Good	Good	Fair	Poor	Very Poor
1	Board members clearly understand the roles and responsibilities of a Board					
2	Board members understand the organization's mission and its products and/or programs					
3	Nonprofit has clear organizational structure (Board, officers, committees, CEO and staff)					
4	Board has clear goals and actions resulting from relevant and realistic strategic planning					
5	Board attends to policy-related decisions which guide activities of Board and staff					
6	Board receives regular reports on finances/budgets, products/program performance and other important matters					
7	Board helps set fundraising goals and is actively involved in fundraising					
8	Board effectively represents the organization to the community					
9	Board meetings facilitate progress and focus on important organizational matters					
10	Board regularly monitors and evaluates progress toward strategic goals and product/program performance					
11	Board regularly evaluates CEO					
12	Board has approved comprehensive personnel policies which have been reviewed by a qualified professional					
13	Each member of the Board feels involved and interested in the board's work					
14	All necessary skills, stakeholders and diversity are represented on the Board					

Please list the three to five points on which you believe the Board should focus its attention in the next year. Be as specific as possible in identifying these points.

1.
2.
3.
4.
5.

Board Self-Evaluation¹

Boards are accountable to the public to ensure that they are operating in a highly effective fashion. It's not unusual for members of a Board to fall into the "same old way of doing things," an approach that becomes quite stale and even ineffective. One of the few ways to identify and address the problem is for the board to conduct a self-evaluation.

But a Board should be evaluating itself once a year, whether there are apparent major problems or not. Members contribute a great deal of time, energy and expertise to the workings of their Board. They deserve to know how they are doing overall. Besides, it's a little hypocritical for Board members to evaluate the CEO and programs without evaluating the Board itself.

Board evaluation need not take substantial time and energy. Often a little bit of effort can reveal a lot of information about the quality of the Board. All Board members and the Chief Executive, if applicable, can use the following table, to get an impression of how well the Board is doing in meeting its duties. The table is a rather basic form for

board evaluation. But, if the evaluation is conducted wholeheartedly, the form should indicate how the Board is generally doing in conducting its role.

Each member and CEO, if applicable, should complete the form about four weeks before a Board retreat. They attach suggestions about how the Board could get higher ratings for any or all the following 14 considerations.

Ideally, someone from outside the organization receives the completed forms, collates the results and writes a report indicating the number of respondents and the overall ratings for each of the 14 categories. The report also conveys comments provided by respondents, unless they request their comments to be confidential

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Why Do We Plan?

- “Will you tell me please which way I ought to go from here?” said Alice.
- “That depends a good deal on where you want to get to,” said the cat.
- “I don’t much care where,” said Alice.
- “Then it doesn’t matter which way you go,” said the cat.



Planning is important. People do it all throughout their lives. In school if you knew there was a test coming, you had to plan on whether or not to study. If you planned to study each night for one hour prior to the day of the exam, and you kept to your plan, you would expect to take the test better prepared, resulting in a higher grade. If you planned to “wing” it the day of the test and spend the time

instead on checking “your face book page” each day for an hour, you might have implemented a plan but your results could be a lower grade. Having a clear objective - “securing a good grade” for example - will enable you to set up a plan that will help you succeed.

We plan because without it, we might be inclined to spend a great deal of effort going in a variety of directions and we could fail to accomplish what we want to achieve.

WHAT ARE THE BENEFITS OF STRATEGIC PLANNING?



- Improve organizational performance
- Provide focused and realistic direction for Board and Staff
- Build team agreement about where the agency is going and how it will get there
- Improve resource development efforts

Work with a lack of direction can be frustrating. The Strategic Planning process provides us with a number of benefits that can improve the organization’s performance.

One of the most important benefits is to allow people time to step back and assess the organization and think broadly as to where it will go in the future.

Taking time to properly prepare for a strategic planning process is essential. It requires you to obtain commitments from your Board, your partners and stakeholders, and your management staff.

INITIAL STRATEGIC PLANNING STEPS

- **Get Ready to Plan**
- **Get commitment from stakeholders to participate**
- **Prepare an analysis of your organization to establish a baseline of past accomplishments and current commitments, programs and projects**



One additional initial step is to prepare an analysis of “where the agency is.” You need to establish a starting point from which to judge whether or not goals are being met and activities are producing results.

Strategic Planning is as much a process as it is a Plan. There are key steps you go through to produce a

successful plan that will provide a roadmap for the future.

The process itself is valuable. It provides a context as to how the organization got to be where it is. Good successful plans are the result of working through a process that frames the future by looking at the past and understanding the present.

One of the first tasks in the Strategic Planning process is to review the organization’s Mission Statement.

STRATEGIC PLANNING PROCESS

- Review or update agency vision, mission, and values
- Assess internal strengths and weaknesses, external opportunities and threats
- Define agency goals and objectives
 - Identify program goals and objectives
- Establish SMART Action Plans to meet identified goals and objectives
- Implement Plan
- Evaluate progress

SMART = Specific, Measurable, Agreed-upon, Realistic, Time-bound

Strategic Planning Process
Review / update the organization’s mission

MISSION STATEMENT

- **Clear, concise, easy to remember**
- **Describes purpose of organization**
- **Answers questions about organization: who, what, why, for whom, and where?**
- **Focuses on purpose/outcomes, not methods**

Do you feel that your mission statement meets the criteria for a good mission statement? Is it clear, concise, easy to remember? From reading the mission statement can you determine what the organization’s purpose is? Does it answer the questions about: who, what, why, for whom and where? And finally, does it focus on the purpose or outcomes associated with your organization?

Write your agencies mission statement on the following lines.

<hr/> <hr/> <hr/> <hr/>

Write down your thoughts on this mission statement. Does the example meet the criteria for a good mission statement?

MISSION STATEMENT

Example:

FamilyWorks, a food bank and family center, nourishes and strengthens individuals and families by connecting people with support, resources and community.

Write down your organization's vision. If you do not know it, what do you think the vision of your organization is?

Strategic Planning Process
Review or update the organization's vision

VISION

A statement of what the world will be like after you have achieved your mission

Example:
Our vision is a vibrant and healthy community with strong, well-nourished families as the foundation. (FamilyWorks)

List some words that describe the key values held by your organization.

Strategic Planning Process
Review the organization's values

VALUES

- Values are the primary beliefs or guiding principles of the organization
- Guide employees through daily tasks
- May not be formally stated

Examples: Excellence, accountability, dignity, respect, innovation, collaboration, empowerment

One of the best tools used in the strategic planning process is for an organization to conduct a SWOT analysis.

S.W.O.T. Analysis

A SWOT analysis is a tool used for understanding and organization's strengths, weaknesses, opportunities and threats.

It helps identify an organization's

Strengths
Weaknesses
Opportunities, and
Threats

By identifying an organization's strengths, weaknesses, opportunities and threats, participants in the process gain a clearer understanding of where the organization is, and what is on the horizon.

A SWOT Analysis can also take the form of an Objective or a Subjective Analysis.

The Objective Analysis: Involves a review of such things as resources, current projects and activities and such objective dates as ratings, awards, constituent letters and phone calls.

The Subjective Analysis uses SWOT involves internal and external stakeholders. Stakeholders include the individuals, groups and organizations that your organization serves as well as your partner agencies.

ASSESS FIELD OF PLAY

List agency's:

- **Strengths – Internal characteristics that help take advantage of Opportunities or that reduce Threats.**
*Ex: Experienced, productive staff
Diverse income, strong balance sheet*
- **Weaknesses – Internal characteristics that reduce ability to take advantage of Opportunities or that make organization vulnerable to Threats.**
*Ex: Lack of policies and procedures
Ineffective Board of Directors*

ASSESS FIELD OF PLAY

List agency's:

- **Opportunities – External factors that help organization be successful.**

*Ex: New City Council that supports cause
Increased tax reduction for charitable gifts*

- **Threats – External factors that could reduce organizational success.**

*Ex: Funding source priority change
Closure of service partner's operation*

Opportunities: Which external factors have created opportunities for or are available to your organization?

Threats: What external factors threaten your success? Bear in mind that items often can be both opportunities as well as threats.

Conduct a SWOT analysis of your **organization**. We will use this analysis to help develop steps in an action plan later in this section.



Exercise

Strengths	Weaknesses
Opportunities	Threats

As you review the service delivery area served by your organization be sure to gather current statistical data and demographics on current conditions. Are there other organizations in the area that provide similar services? What specific needs are being addressed and who is being served?

Additional Elements of a Strategic Plan

Targeted Neighborhood Service Area

- Outline geographical area of service

Collaborative Partnerships

- Who do you partner with and why
- Identify stakeholders

Be ready to adjust programs to meet the changing demands of a community. For example, if the housing market in a particular changes from a dominance of single family homeownership to rental, should a program adjust its focus to financial counseling instead of homebuyer education?

Partnerships: key stakeholders should be brought into the planning process, especially if their resources are important to the success of a particular program. Are your

partner agencies meeting the needs of your clients in ways that meet your program’s objectives? Are your partner agencies running well? Is there any indication that they are having concerns or problems? If a jobs training program relies on a day care agency for their clients to take appropriate training, it is important for the day care agency to be involved in the strategic planning process.

Often agencies operate more than one program, or they operate large programs with many different facets. In a strategic planning process, individual programs can be examined to see how they aid in accomplishing the organization’s mission, goals and objectives.

ELEMENTS OF A STRATEGIC PLAN
(continued)

- **Programmatic Approaches**
 - The context on how you deliver your services
 - Population your program serves
 - Services provided
- **Evaluation**
 - What you will use to show that your project/program is successful
 - Identify Program Indicators

Evaluation: The evaluation of how a program successfully achieves its objectives is critically important today. Agencies will not be able to gain the financial resources they need to conduct

their programs if there is not clear evidence that a program is achieving results.

Logic Models are used by many agencies to help construct an evaluation process and provide a tool for reporting results.

Action / work plans need to lay out how a program will function to achieve a desired outcome. There are a series of questions you should be asking as you document the details of a particular program.

ELEMENTS OF A STRATEGIC PLAN
(continued)

Action or Work Plans:

- Identify specific actions to be taken for goal accomplishments
- Identify roles and responsibilities
- Identify deadlines.
- Keeps the organization on track.
- Produces valuable information to help tell the organization’s story in facts and not just anecdotes.

These questions include:

- What agency goal does the program achieve?

Drafting the Plan

- **Board, staff and stakeholders list Preliminary Objectives for potential inclusion in final Plan**
- **Staff drafts Action Plans to implement each Preliminary Objective**

- What is the program's objective?
- What are the specific program activities conducted by staff that, when combined, ensures the program will meet its objective?
 - Are the identified activities linked directly to the roles and responsibilities of particular staff and are they used in conducting staff performance reviews?

- Are there deadlines identified for program activities?
- Is there an evaluation strategy to track on-going results?
- Is there a comparative process to review results against program goals and objectives?
- Are program results documented so that they can be used to show the effectiveness of a program thereby gaining support from funders and the community?
- Are program reports addressing these issues provided to the Board to ensure they are engaged and knowledgeable about how the agencies programs are meeting the goals of the organization?

As mentioned previously, strategic planning is a process. It is very constructive for the Strategic Planning group to draft clear plan objectives plans keeping in mind the mission and vision of the agency. Once identified, these can then be given to staff to draft particular action plans to accomplish the objectives.

REVIEW DRAFT ACTION PLANS

Executive Director and staff review Action Plans for:

- **Completeness**
- **Appropriate staff assignments**
- **Deadlines**
- **Resources needed for implementation.**



SAMPLE ACTION PLAN

Objective: Establish \$100,000 Operating Reserve

Steps/Milestones to Complete 1 st year Objective	Lead Person	Completion Date
1. ID potential sources	Exec. Dir.	9/1/07
2. Make initial contact, discuss mission match	Exec. Dir. Asst Ex. Dir.	10/1/07
3. Submit funding applications	Grant Writer	11/1/07

Once the action plan is drafted, the resources needed to ensure the plan can be carried out can be determined. Resources would include not just funds but staff, facilities, materials and other items.

Once all action plans are completed, the organization can assess their capacity to carry out the plans and place them in context of what can be accomplished within specific timeframes.

CONDUCT OVERALL FEASIBILITY ANALYSIS

- **Does agency have capacity to pursue all objectives?**
- **What resources are needed? Adequate staff, physical plant, funds, ...?**
- **How do internal and external conditions affect timing?**

All action plans are then laid out for further review and refinement by the Board and all participants of the Strategic Planning process. It is at this point that participants can determine if program objectives need to be modified based on the resources and timeframes identified to accomplish activities.

BOARD / STAFF DISCUSSION

Action plans are presented to the Board with recommendation to adopt, reject, or modify Program Objectives based upon analysis of the action plans, and how they meet the goals of the overall strategic plan.



A criticism that is often heard from participants in a Strategic Planning process is that nothing changes after it is over. The Plan is completed as an exercise but it is not used in any way and

it simply takes up shelf space.

Good Strategic Plans are dynamic and are used by organizations to direct activities and act as a guide for evaluating the action plans as they are implemented.

To ensure that a Strategic Plan stays relevant, a staff member should be assigned to monitor action plans and track program accomplishments on an ongoing basis. Additionally, ongoing reporting of plan accomplishments, issues or problems should be made to the Board and other key stakeholders. If activities outlined in an action plan are not meeting its targets, a robust evaluation and reporting process will provide an opportunity for adjustment and correction before too much time or

EVALUATE the IMPLEMENTATION and PROGRESS of the PLAN

- **Identify Plan “pulse-points” to assess progress**
- **Review Plan-completion progress on a regular basis during Board and Staff meetings**
- **Revisit and revise Plan as needed to stay on target**
- **Make sure one person has responsibility for tracking implementation of action steps and reports on progress to Board on a scheduled basis**
- **Use evaluations to adjust actions to ensure success**



resources are wasted.

Below is an exercise for your organization to conduct to get started on a Strategic Planning Process.

Post newsprint on the walls and have your Strategic Planning Group work in groups of five or so. Ensure that each group contains a board member, a member of management staff, a partner or stakeholder and a support staff person when possible. Participants are to look back on the SWOT analysis that was completed by the Strategic Planning committee. Focus on the identified threats and weaknesses and add any others that are perceived to be facing the organization within the next two to three years.


List them these on one side of posted newsprint. The groups should then choose which threats and opportunities their group will tackle.

The group is to then brainstorm on activities that can be taken to address the weakness or threat. The scribe lists the activities for the group on the paper.

The group then looks at each activity and conducts a more detailed analysis. On a new sheet, list each activity and all action steps necessary to conduct the activity. Timeframes for accomplishment are also listed after each action step. The group can also suggest what staff persons could take on the assignment. The group can add additional details to the activity if they choose (suggest what resources need to be made available to accomplish the tasks.)

Once done the groups report out on the results of their work to the full planning committee.

TABLE TASK FOR YOUR ORGANIZATION



Determine the “best answer” to each of these questions.

1. Does your organization have a Strategic Plan?
2. Are you using SMART (Specific, Measurable, Agreed-upon, Realistic, Time-bound) goals / Action Plans?
3. Was the Plan created by both board and staff?
4. Is Plan progress regularly reviewed and updated?

Additional information on Strategic Planning is contained in the workbook.

Basic Overview of Various Strategic Planning Models

Model Types	Characteristics	Planning Steps
Basic	<ul style="list-style-type: none"> • Typically followed by organizations that are extremely small, busy, or have not done much planning • Usually used in 1st year of operation • Usually carried out by top-level management 	<ol style="list-style-type: none"> 1. Identify purpose (mission statement) 2. Identify goals organization must reach to accomplish mission 3. Identify specific approaches or strategies to implement to reach each goal 4. Identify specific action plans to implement each strategy 5. Monitor and update plan
Issue-based	<ul style="list-style-type: none"> • Usually used the basic approach previously • More comprehensive, effective • Not all steps are done every year • Most commonly used 	<ol style="list-style-type: none"> 1. Internal & External SWOT 2. Strategic analysis to identify goals 3. Design strategies to address goals 4. Update mission, vision (10-20 years), values 5. Establish annual action plans 6. Record issues, goals, strategies, mission & vision, action plans in strategic plan document and attach SWOT 7. Develop yearly Operating Plan 8. Develop & Authorize yearly Budget 9. Conduct annual operations 10. Monitor/evaluate/update strategic plan
Alignment	<ul style="list-style-type: none"> • Ensures strong alignment among mission and its resources • Used to fine-tune strategies or determine why unsuccessful • Used if experiencing large number of internal issues and inefficiencies 	<ol style="list-style-type: none"> 1. Outline mission, programs, resources and needed resources 2. Identify what's working and what needs adjustment 3. Identify how adjustments will be made 4. Add adjustments to strategic plan
Scenario	<ul style="list-style-type: none"> • Used with other models to ensure planners undertake strategic thinking • Useful for identifying strategic issues and goals 	<ol style="list-style-type: none"> 1. Select several external forces and imagine related changes which might influence the organization 2. For each change, identify 3 different scenarios that might occur as a result (best-, worse-, reasonable-case scenario) 3. Develop potential strategies for each scenario to respond to potential change 4. Planners soon detect common strategies that must be addressed to respond 5. Select the most likely scenario, identify the most reasonable strategies, update strategic plan
Organic	<ul style="list-style-type: none"> • The "self-organizing" approach • Required continual reference to common values, dialoguing around these values, and continued shared reflection around the system's current processes • Preferred by certain cultures e.g., Native American Indians • Eliminates traditional mechanistic, linear processes 	<ol style="list-style-type: none"> 1. Clarify and articulate the organization's cultural values 2. Articulate the vision 3. Quarterly, dialogue about what processes are needed to arrive at vision and what will be done now to the organizations processes 4. Continually remind that this type of naturalistic planning is never "over with" and must process updates frequently 5. Be very, very patient 6. Focus on learning and less on method 7. Ask planners to reflect on how to portray strategic plan to stakeholders

A SWOT Analysis

(Strength, Weaknesses, Opportunities, Threats)

What is it?

A guide for the planning process, a SWOT Analysis is usable by organization.

Why should I use it?

- To improve communication among the ministries, faith-based organizations, community groups and individuals with your interest. This includes your organization/clients and other constituencies that you serve;
- To keep people informed about what is being done and why;
- To use a common methodology that can be shared, blended, and contrasted within the organization;
- To use for planning and as an evaluation tool on an annual basis; and,
- To identify and focus on assets that can be used both internally and externally.

What's involved?

The **SWOT** Analysis consists of an objective and subjective analysis of the current state of your outreach activities (and overall organization) and their projected future.

The Objective Analysis: Involves a review of such things as resources (funding, staffing, hardware, and software) current projects and activities, and such objective dates as ratings, awards, constituent letters, and phone calls.

The Subjective Analysis: Involves a review of your organization's **Strengths and Weaknesses**, as well as its external **Opportunities and Threats** (SWOTs.) This analysis should involve all internal and external stakeholders. Stakeholders include the individuals, groups, and organizations that your organization serves, and with whom it partners.

What in the World is a SWOT?

Strengths: What makes your community outreach strong? Why is it successful?

Weaknesses:

What internal weaknesses exist in your community program? What makes it difficult to do your best?

Opportunities:

What external factors have created opportunities for, or are available to your organization?

Threats:

What external factors threaten your success? Bear in mind that items often can be both opportunity and a threat.

Strengths

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____
- 6. _____
- 7. _____
- 8. _____
- 9. _____
- 10. _____

Opportunities

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____
- 6. _____
- 7. _____
- 8. _____
- 9. _____
- 10. _____

Weaknesses

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____
- 6. _____
- 7. _____
- 8. _____
- 9. _____
- 10. _____

Threats

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____
- 6. _____
- 7. _____
- 8. _____
- 9. _____
- 10. _____

Strategic Plan

AnyBiz Inc

This document sets out a strategic plan for AnyBiz Inc. It reviews strengths, weaknesses, threats and opportunities; presents a series of statements relating to AnyBiz Inc's vision, mission, values and objectives; and sets out its proposed strategies and goals.

Strengths, Weaknesses, Threats & Opportunities

This strategic plan addresses the following key strengths, weaknesses, threats and opportunities for AnyBiz Inc:

Strengths:

- ▶ R and D almost complete
- ▶ Basis for strong management team
- ▶ Key first major customer acquired
- ▶ Initial product can evolve into range of offerings
- ▶ Located near a major centre of excellence
- ▶ Very focused management/staff

Weaknesses:

- ▶ Well-rounded and managed business
- ▶ Over dependent on borrowings - Insufficient cash resources
- ▶ Board of Directors is too narrow
- ▶ Lack of awareness amongst prospective customers
- ▶ Need to relocate to larger premises
- ▶ Absence of strong sales/marketing expertise
- ▶ Overdependence on few key staff
- ▶ Emerging new technologies may move market in new directions

Threats:

- ▶ Major player may enter targeted market segment
- ▶ New technology may make products obsolescent
- ▶ Economic slowdown could reduce demand
- ▶ Euro/Yen may move against \$
- ▶ Market may become price sensitive

Opportunities:

- ▶ Market segment's growth could attract major competition
- ▶ Market segment is poised for rapid growth
- ▶ Export markets offer great potential
- ▶ Distribution channels seeking new products
- ▶ Scope to diversify into related market segments

Vision

The promoters' vision of AnyBiz Inc in 3-4 year's time is:

AnyBiz will be operating from a xxx sq. ft. unit near xxx Town. It will have annualized sales of \$xxx and be profitable. It will employ xxx people mainly engaged in R and D, marketing, support and admin. AnyBiz will offer xxx core products and provide added-value services to a large customer base throughout the xxx market segments and in xxx countries overseas. AnyBiz's offerings will be technically advanced and offer many clear-cut advantages and improvements over competitors' possible offerings. AnyBiz will continue to expand through organic growth and acquisitions in related technology/market segments. It will have recently received mezzanine finance prior to a public offering.

Mission Statement

The central purpose and role of AnyBiz Inc is defined as:

AnyBiz designs, develops and markets advanced systems for specialist data capture and transaction processing management. These web-based systems work with specialist hardware supplied by major integrators. They are sold to small, medium and large-sized companies within the xxx industries for a range of specialist applications. AnyBiz's systems are distinguished from competition by their sophisticated interfaces, scalability and ease of modification and are extensively patented. Sales are made directly and through major distributors/OEMs in the home market and overseas.

Corporate Values

The corporate values governing AnyBiz Inc's development will include the following:

- AnyBiz operates in accordance with the highest standards in all relationships with customers, suppliers, environment and the community.
- AnyBiz fosters a climate which encourages innovation and diligence amongst staff and rewards accordingly.

Business Objectives

Longer term business objectives of AnyBiz Inc are summarized as:

- To expand the business aggressively and offer above-average returns to shareholders.
- To become the leading, innovative systems company within the xx market segments.

Key Strategies

The following critical strategies will be pursued by AnyBiz Inc:

1. Accelerate product launches by strengthening R and D team
2. Extend links with key technology centres
3. Raise additional venture capital
4. Expand senior management team in sales/marketing
5. Recruit non-executive directors
6. Strengthen human resources function and introduce share options for staff
7. Appoint advisers for intellectual property and finance
8. Seek new market segments/applications for products

The following important strategies will also be followed:

1. Locate new premises adjacent to xxx
2. Commission assessments of key markets
3. Start participating in trade shows and missions
4. Develop overseas market entry plans
5. Pursue strategic alliances with complementary players
6. Strengthen web presence and promote
7. Seek new market segments/applications for products

Major Goals

The following key targets will be achieved by AnyBiz Inc over the next 3-4 years:

1. Achieve sales of \$xx million by 200X
2. Report annualized profits of \$xx million in 200X
3. Secure xx% of the xx market segment by 200X
4. Become largest supplier of xxx systems in xx countries within xx years
5. Undertake an IPO by 200X
6. Employ xxx people including xx% technically qualified by 200X
7. Have sales offices or agents in xx key markets before 200X

Strategic Action Programs

The following strategic action programs will be implemented:

1. CEO: Prepare comprehensive business plan and develop contacts to raise VC within 6-9 months.
2. CFO: Recruit Marketing Director and other key staff for marketing/sales and HR Director within 3-4 months.
3. TechDir: Review R and D resources and scope for technical alliances - expand with arrival of VC.
4. Board: Expand BoD to include further independent financial, technical and industrial expertise prior to seeking VC.
5. All: Develop and implement accelerated market entry and development plans.

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1. _____

2. _____

3. _____

4. _____

5. _____

Do We Need a Strategic Planning Process?

The management team of the organization or project should work through the following questionnaire.

Where a statement has two parts and you would answer “definitely” to one part but not another, then go with the weaker response. So, for example, in the first statement, you may be able to answer “definitely” your organization has a clear vision, but not be sure whether there is consensus about the vision. Your response then is “not sure”.

Score your project or organization as follows on each statement:

1=Definitely 2=Maybe/Not sure 3=Definitely not

If your total is 20 or more, then your organization or project is ready for a strategic planning process. If the total is 15 or less than 20, your organization probably would benefit from planning.

Under 15, then there is no urgency but at least do planning three years after your last planning process

<i>Statement</i>	<i>Definitely</i>	<i>Maybe/ Not Sure</i>	<i>Definitely Not</i>	<i>SCORE</i>
The organization/project has a clear vision of what it wants to achieve and there is consensus around this vision.				
Value issues are often discussed in the organization/project and there is agreement on the values base of the organization/project.				
The current mission statement of the organization/project reflects clearly what the organization/project does, for whom, and why it is important.				
The organization/project regularly reflects on its strengths and weaknesses and on the opportunities and threats in the environment.				
The organization/project has clear goals and objectives for what it wants to achieve – these goals are SMART= specific, measurable, attainable, realistic and timely.				
The organization/project finds it easy to prioritise, making a distinction between what it must do, what it should do and what it would like to do.				
The organization/project has clear indicators by which it measures the impact of its work.				
The way in which the organization/project is structured internally makes sense in terms of				

efficiency and effectiveness.				
The work done by the project/organization fits together coherently – the different areas of work fit well with one another.				
The external and internal contexts in which the organization/project operates are relatively stable and there have been no major changes in the past year.				

Total Score _____