



An Introduction to Strategic Planning



Presented by:

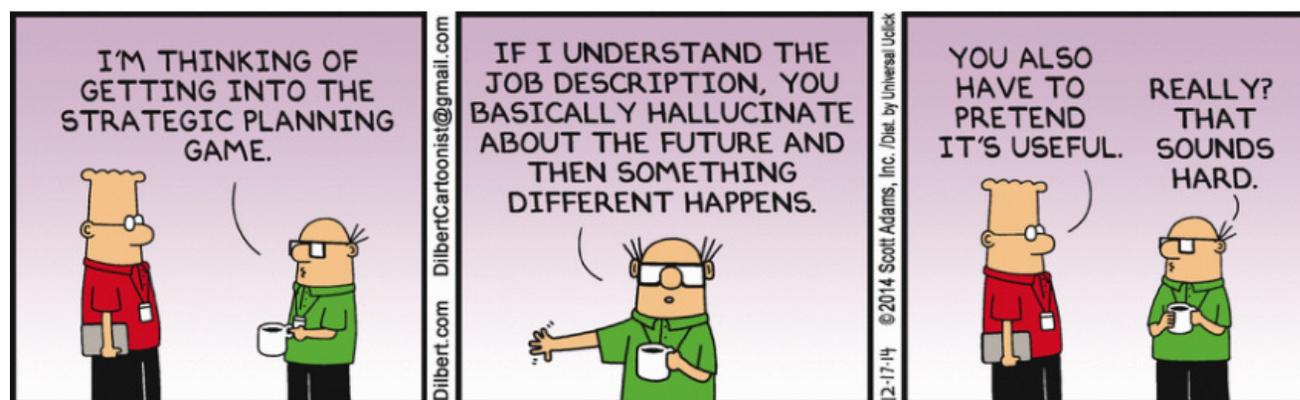
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Introduction

- Overview
- Key components
- Planning process
- Examples



Strategic Planning Overview

Definition: “Strategic planning is an organizational management process used to determine where an organization is going, the actions needed to make progress, and how it will know if it is successful” – balanced scorecard institute

Purpose:

- Set your company’s priorities
- Focus your energy and resources
- Ensure that employees and other stakeholders are working toward common goals
- Establish agreement around intended outcomes/results
- Assess and adjust the organization's direction in response to a changing environment

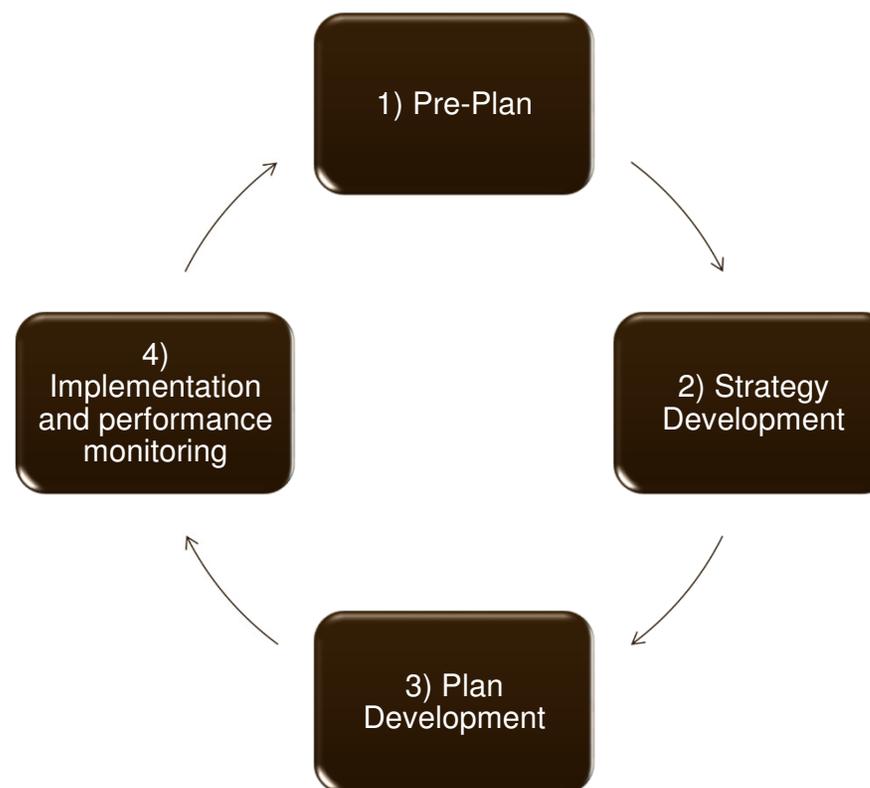
Strategic Planning Overview

Key Elements for Success: Engagement and Ownership

- Success in strategic planning has more to do with attitude and engagement than with processes or components.
 - ✓ Executive team must be engaged and supportive
 - ✓ Outside help can facilitate and support but not develop – no one is more of an expert in your own business than you are
- Ownership of your strategic plan makes the difference between a document that will sit on the shelf and one that gets implemented within your company

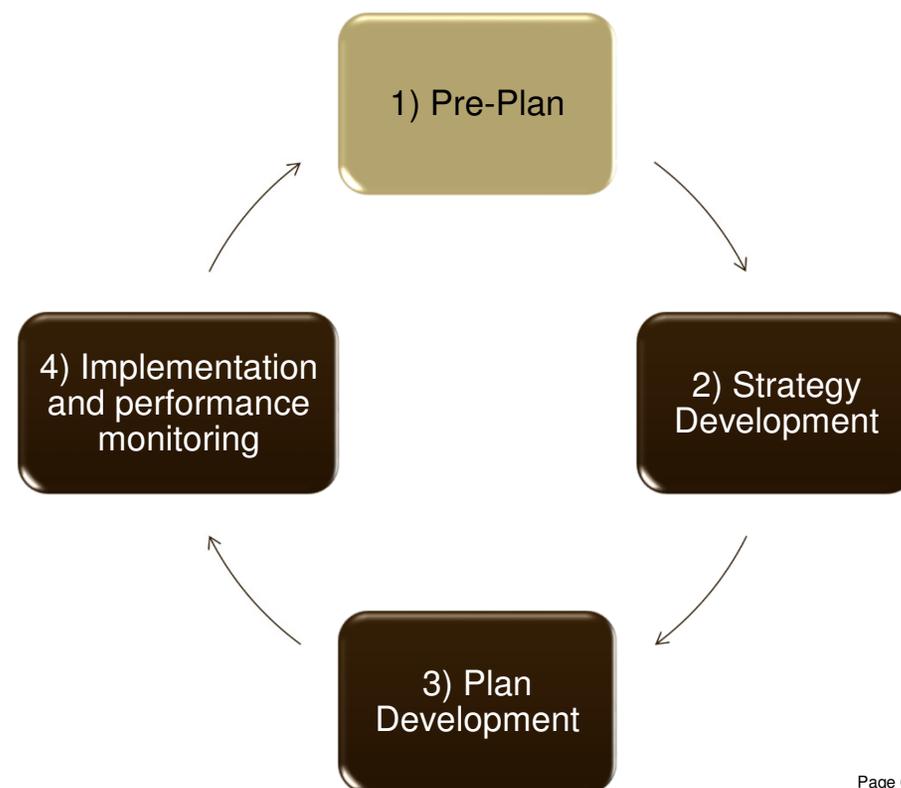
Strategic Planning Components

- Strategic planning is generally thought of as a lifecycle with four main components
- Usually 3 to 5 year lifecycle.
- The development and implementation are quick, with the bulk of the time spent monitoring performance



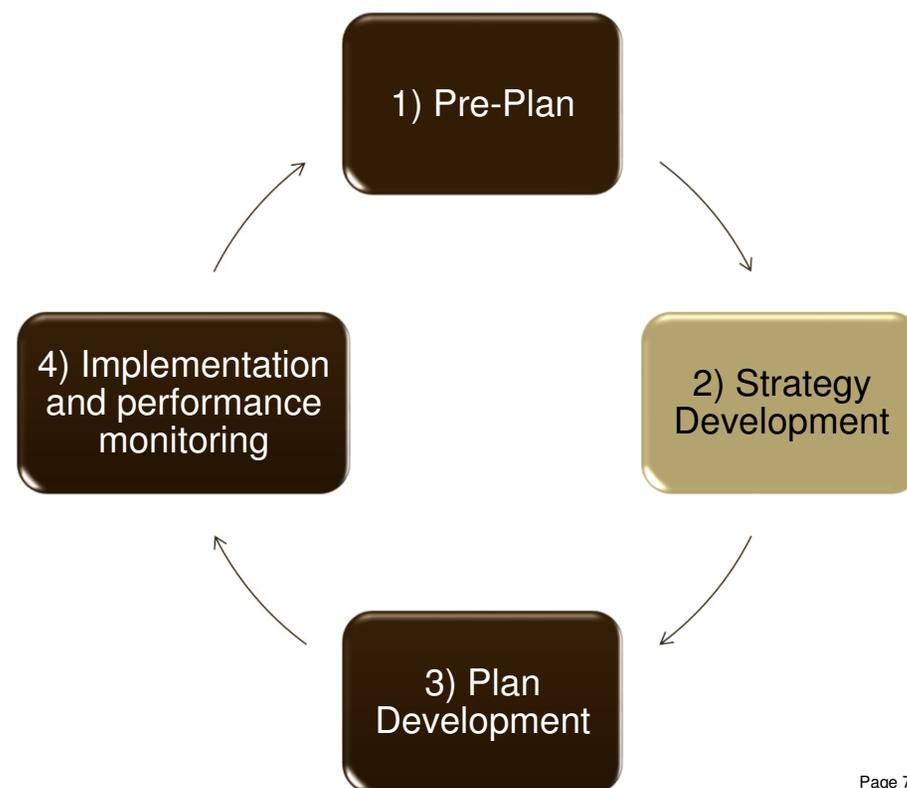
Strategic Planning Components

- **Pre-planning:** The pre-planning process is an opportunity to identify where you are as a business within your industry.
- It is a time to reflect on how you are doing as a business relative to your competitors AND your business objectives.
- Commonly includes a SWOT analysis
 - Strengths & Weaknesses (internal)
 - Opportunities & Threats (external)
- Commonly includes an industry environmental scan.



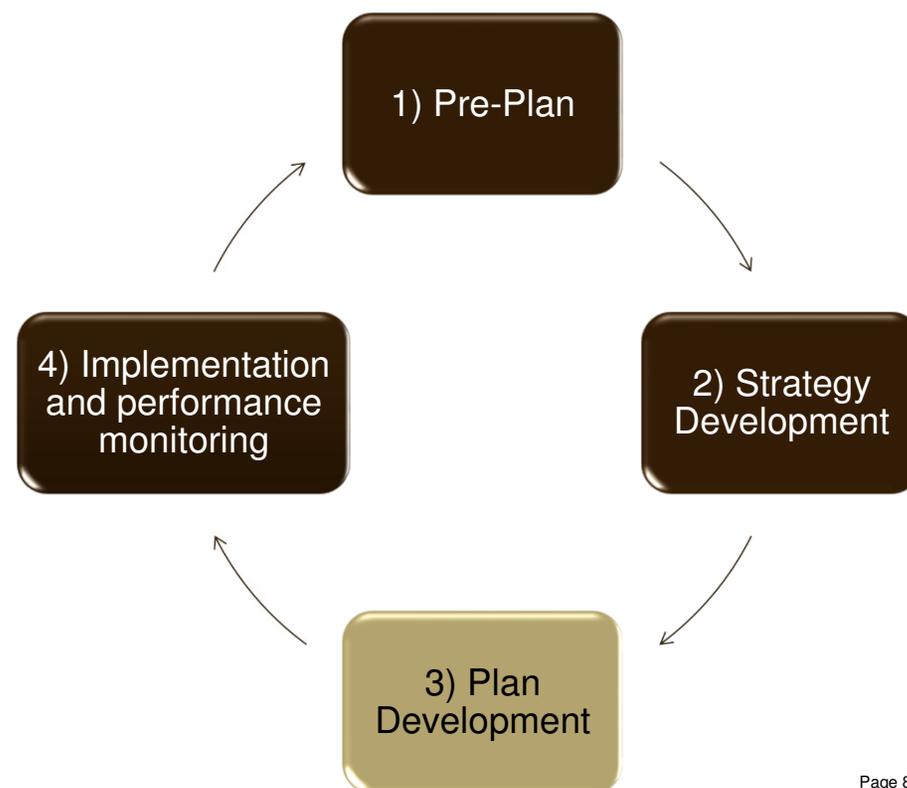
Strategic Planning Components

- **Strategy Development:** The Strategy component outlines your reason for being as a company, your competitive advantages over the competition and your idea of success for the foreseeable future.
- It is a time to reflect on both the current state as well as look for the future when you develop your strategies and objectives.
- Commonly includes mission, vision, & values
 - **Mission** – what is your core purpose?
 - **Vision** – what will success look like in 5 years?
 - **Values** – what are your core beliefs?
- Identify what success looks like (long-term objectives), what your advantages are over the competition, and what barriers you'll need to overcome.



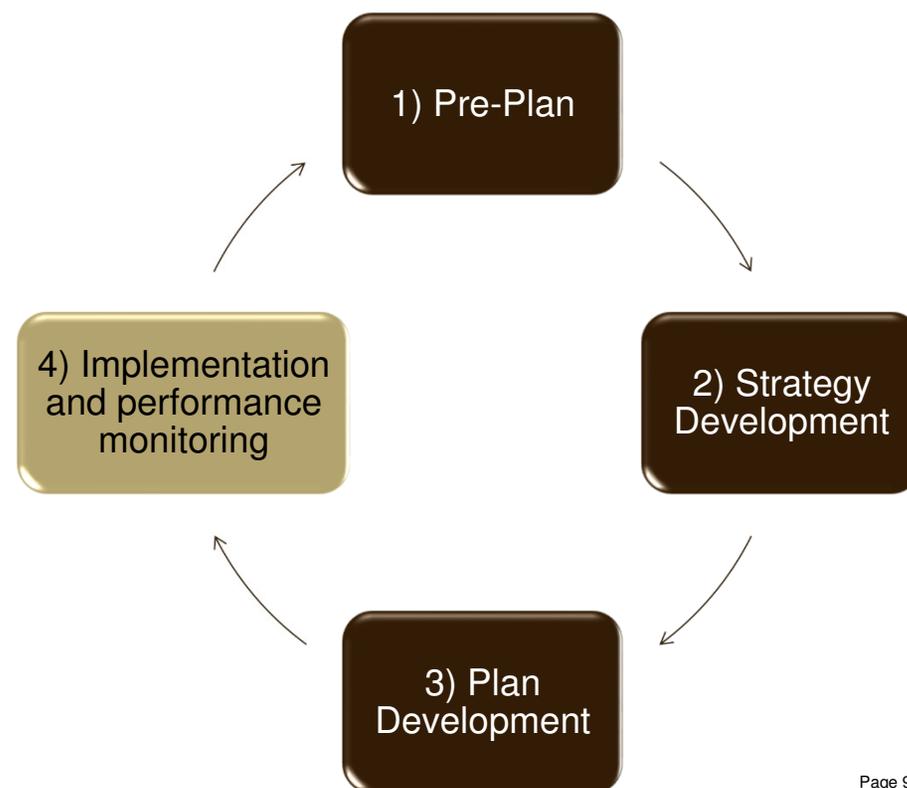
Strategic Planning Components

- **Plan Development:** The plan development phase is a time to formalize your findings to date.
- It is an opportunity to document the activities you'll take to achieve your vision for the future and the methods you'll use to measure how successful you've been at achieving your vision in the short and medium term.
- Commonly includes the following:
 - Short and medium term SMART goals for the company
 - Business unit or departmental goals
 - Key performance indicators
- It's important to document the accountability process for ensure that what gets documented also gets implemented.



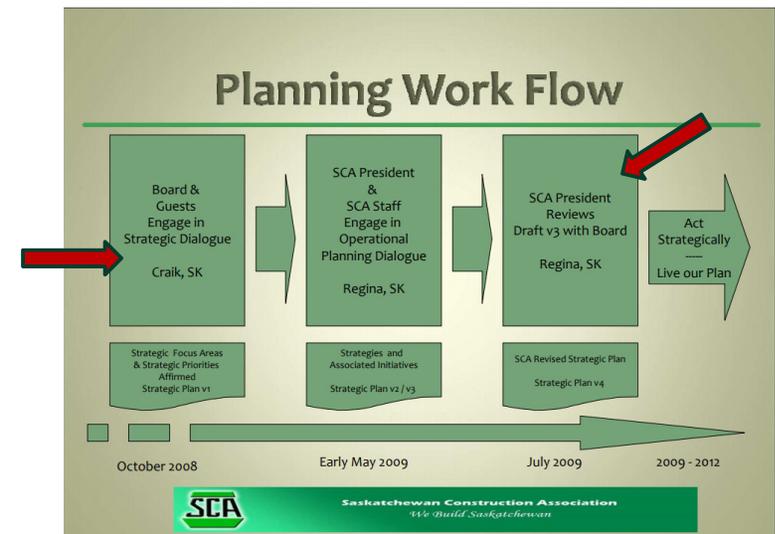
Strategic Planning Components

- **Implementation & Monitoring:** the area of the strategic planning process where you'll roll out your strategic plan and begin monitoring success.
- It is an opportunity to communicate the strategic plan to employees that weren't directly involved and to share timelines and monitoring processes and activities across the company.
- Commonly includes the following:
 - Communication strategy for rolling the plan out
 - Quarterly progress reviews
 - Annual plan updates



Strategic Planning Process

- There are many approaches to strategic planning. Don't feel obligated to use a particular process or template that you find online.
- Several factors may influence how long or extensive your planning process is, such as:
 - Business structure (e.g. owner operated private business vs. public corporation)
 - Size of business
 - Number of lines of business
 - Number of stakeholders
- Should be documented but does not need to be overly formal or rigid. The most important element is getting the right people involved at the start and making sure they understand the process, their role, and expectations.
- A general rule of thumb is that the process will take three to four months to develop.



Number of stakeholders:
the amount of people involved in the planning process will affect the time required to develop your plan

Strategic Plan Audience:
Will your plan be publicly available or for internal use only? An internal document can be more informal and operational.

Strategic Planning Process

Strategic Planning Process – SAMPLE for Small/Medium-sized Business

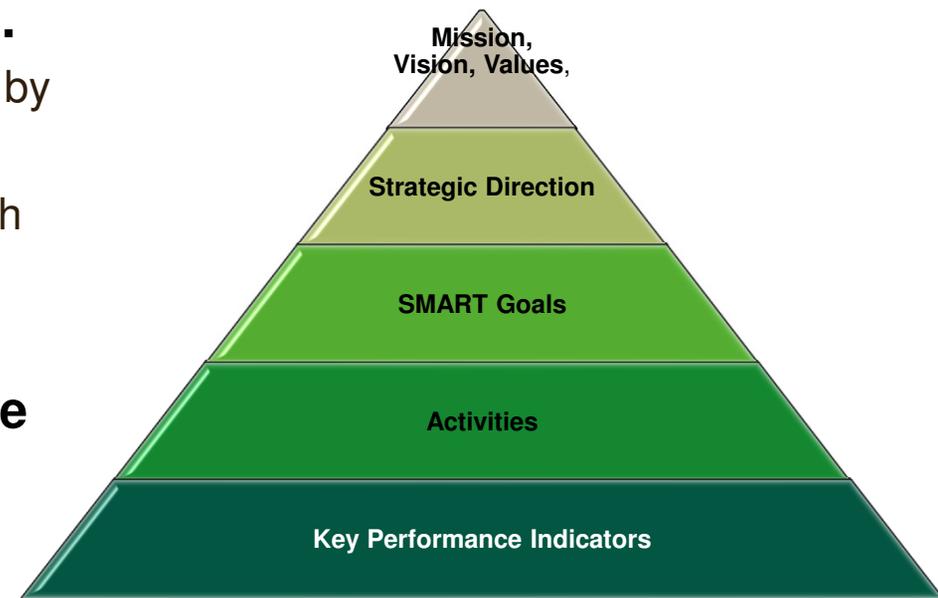
This sample process consists of a mixture of pre-work and in-person planning sessions and requires some knowledge of strategic planning. Your strategic planning process should reflect the realities of your business.

Phase	Timeline	Activities	Outputs
1- Pre-plan	Weeks 1 to 2	<ul style="list-style-type: none"> Develop the process overview and share with team Have team consider SWOT and current state of business/industry prior to meeting Hold .5 day planning session to document SWOT & Environmental Scan 	<ul style="list-style-type: none"> 1-page Process Overview SWOT Analysis Environmental Scan
2- Strategy Development	Weeks 3 to 6	<ul style="list-style-type: none"> Team reviews SWOT and Environmental Scan prior to meeting Team considers the business's competitive advantages and disadvantages prior to meeting Hold .5 day strategy session to develop strategic direction 	<ul style="list-style-type: none"> Mission, vision, values Strategic direction
3- Plan development	Weeks 7 to 12	<ul style="list-style-type: none"> Team reviews strategic direction prior to meeting Hold .5 day planning session to develop organizational goals and KPIs Team members are responsible for developing business unit goals Business unit goals get reviewed and approved by the executive and compiled into the plan. 	<ul style="list-style-type: none"> Strategic Plan including organizational goals, business unit goals and KPIs.
4- Implementation	Weeks 12+	Team holds quarterly check-in meetings to review progress.	<ul style="list-style-type: none"> Plan is revised annually (if-necessary)

Note: For each phase of your strategic planning process, it is crucial to identify someone internally to lead the process, someone to facilitate the process, and someone to document the meetings.

Strategic Planning – Tips & Tricks

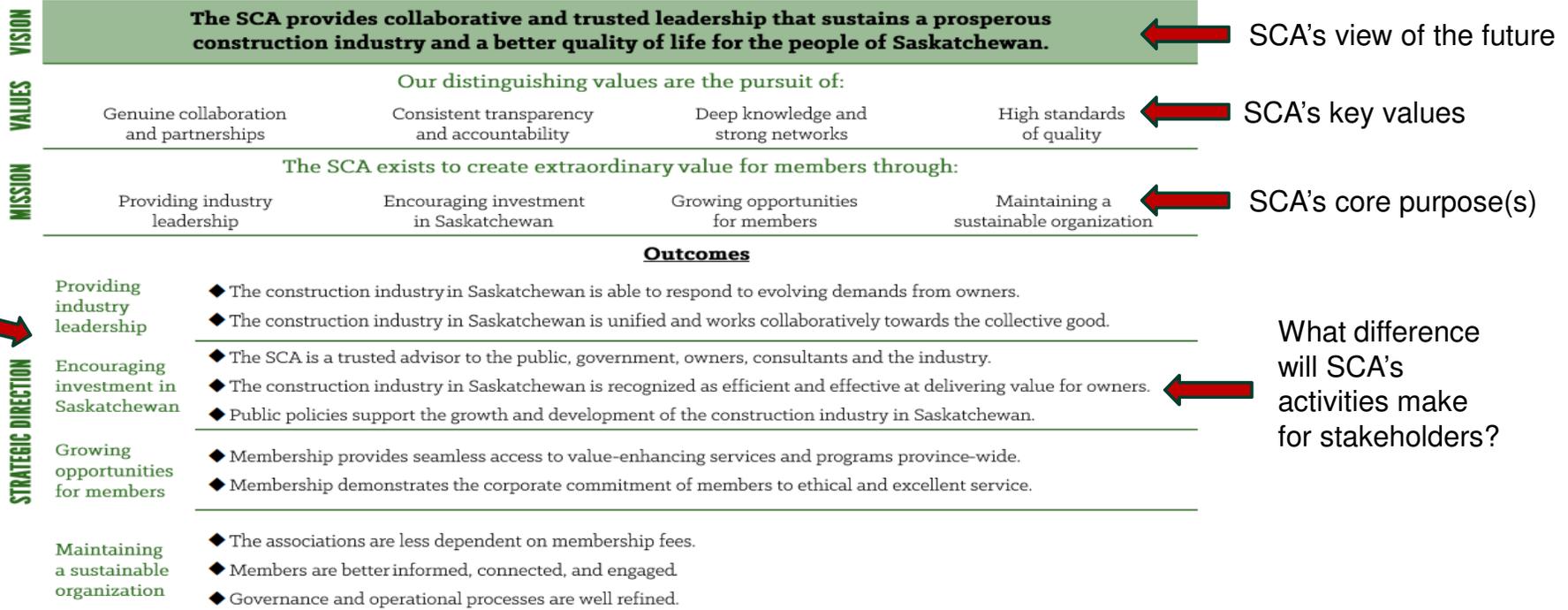
- **Start at the top with your strategic plan.**
 - Your vision for the future should be reinforced by everything else in the document
 - Your activities should achieve your goals which will achieve your vision.
- **Your plan must be measurable and have accountability**
 - Who is responsible for monitoring progress?
 - What happens if you are not achieving your KPIs? Who will correct this?



Examples



2015 – 2020 STRATEGY MAP



What key activities will SCA undertake to achieve their vision



Examples

SASKATCHEWAN POLYTECHNIC STRATEGY MAP

VISION

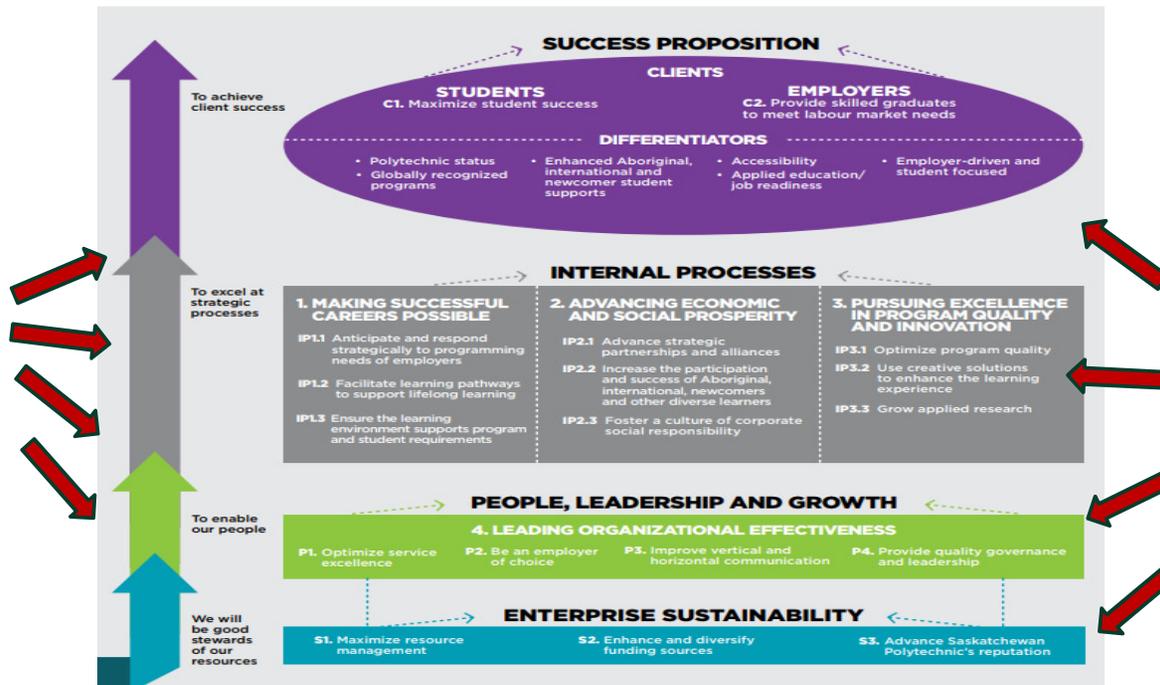
By 2020, our expertise in responsive applied education and research that meet student and market needs will make us globally recognized as the first-choice polytechnic in Canada.

MISSION

To educate students and provide skilled and successful graduates.

VALUES

Respect
Integrity
Sustainability
Excellence



SaskPoly's strategic Objectives – these should achieve the vision outlined above

Strategic Objectives – sub goals: achieving these individual goals will support the overarching objective

THANK YOU

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