

# Strategic and Business Planning Process

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## Business Development Process Tools

- Short Strategic Plan (10 Pages or Less)
  - Must Have Your Vision Clearly Stated for All
  - Market “Space” Defined
  - Opportunities Briefly Outlines
  - How are we Going to “Get There”
    - ✓ Focus
    - ✓ Targets
    - ✓ No “Pop-Ups” to get rich quick
  - Finances are Important, but Aren’t the Vision
  - Everyone must Understand the Vision/Plan



## Business Development Process Tools (Cont.)

- Opportunity Qualification Process (12 Questions)
  - All New Business Opportunities Must Go Through this Gate
  - Fits with the Strategic Plan
  - Answers the 12 Questions Before the Pursuit
- Capture Plan (3 Pages)
  - What You Plan to do Over the Next 30-60 Days
  - Briefings, Meetings, White Papers, Legislative, Others
- Weekly Communications (1 Page or Less)
  - Weekly Report
    - ✓ Status of the Capture Plan, Actions, What You Did This Week, and What You Plan to Do Next Week
- Other Resources



## The Executive Steering Team's (EST) Role

- Set the Strategic Direction by establishing Vision, Mission, Values, and a Philosophy of Management
- Be loyal to the Strategic Direction and communicate it to the organization
- Be loyal to one another in establishing management systems to effect the Strategic Direction, including resource allocation and accountability for their use and mis-use
- Protect the assets of the company through the development of comprehensive policies, when required
- Perform external and internal environmental scans for Strengths, Weaknesses, Opportunities and Threats
- Review Strategic performance
- Receive and communicate feedback from the governing bodies, customers and marketplace, key suppliers and partners, and the organization



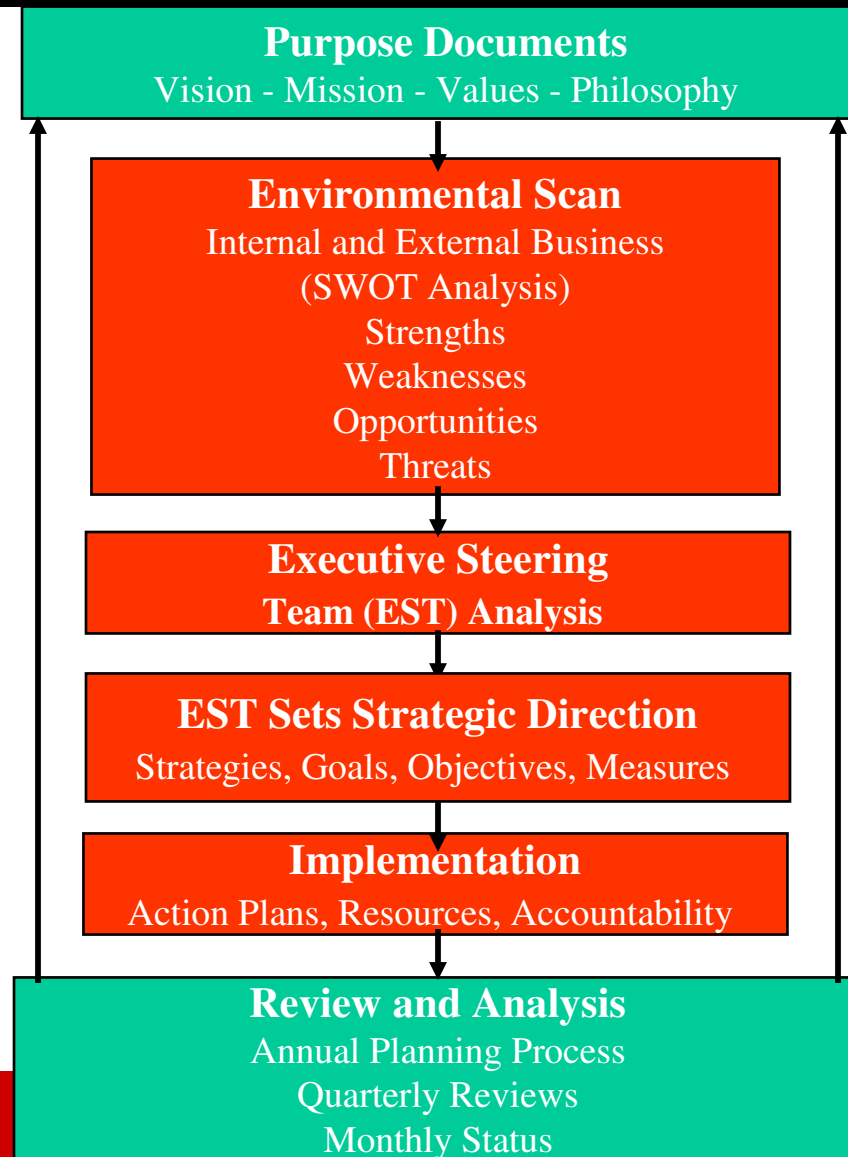
# Strategic Planning Direction

## *Developing the Operating Values*

- The **Values (or Guiding Principles)** explicitly state what the organization intends and expects. They serve as standards for judging both organization policies and actions and individual conduct. They also define the organization's position and serve as a cornerstone for culture-building.
- The Values could be;
  - **Loyalty** - Bear true faith and allegiance to the company, its operating units, support organizations, and the Group itself.
  - **Duty** - Fulfill your obligations.
  - **Respect** - Treat all people with dignity and respect.
  - **Selfless Service** - Put the welfare of the company, its operating units, TBE support organizations, and the Group itself, before your own.
  - **Integrity** - Do what's right; legally, morally, and ethically.
  - **Personal Courage** - Be bold, honest, and steadfast.
  - **Honor** - Live up to all the Values.



# Strategic Planning Process



# Values or Guiding Principles

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- Ethically promoting the company's place with current and future customers, while focusing on and protecting our core competencies.



# Strategic Planning Direction

## *Developing the Vision and Mission*

- The **Vision** describes what business the organization plans to be.
- The **Mission** describes the activities and responsibilities of what the organization does and what sets it apart from others.
- To do this we must determine and agree on;
  - The Products and Services,
  - The Customers,
  - Describe what the Products and Services Do,
  - Describe the Unique Attributes of the Company that Sets it Apart From Others in the Same Field, and
  - Now, we will compose a paragraph or a set of sentences that Summarize the **Vision** and **Mission** based upon the above information



## Key Products and Services

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- Defined by You



# Key Products and Services

## EXAMPLES

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- Market Intelligence
- Customer Interface
- Strategic Planning
- Business Opportunities
- Customer Contacts
- Proposal Management
- Public Relations Management



## Strategic Planning Direction

### *Identifying the Stakeholders and Expectations*

- **Stakeholders** are defined as anyone who has a stake in how well the organization achieves its mission. It normally includes the members of the organization, its customers, suppliers, and shareholders.
  - List all Stakeholders involved in your operation or organization.
- Identify **Stakeholder Expectations**
  - Define What Each Stakeholder Expects From the Company
    - ✓ If you don't know what their expectations are, talk to them and find out. This can be accomplished by direct discussions, interviews, and questionnaires.



## Strategic Planning Direction

### *Identifying the Stakeholders and Expectations*

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- List all Stakeholders involved in your operation or organization.



## Unique Attributes of the Group EXAMPLE

- A consolidated New business development team that is situated at the executive level of the company.
- An executive group that is attuned to New business and advocates its perpetuation
- An autonomous New Business Development budget.
- No obvious answers. Some strengths in cold calling and the fact that we have a hands on role can be discussed
- Many have a strong technical as well as business development background.
- Customer and market knowledge -- a thorough understanding of the customers' requirements/needs/budget/priorities.
- Customer relationships -- we know who to talk to when there are questions on how to develop winning strategies.
- Capabilities -- we understand the entire spectrum of capabilities offered by the entire company



# The Vision

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- *What do we want the organization to become?*



# The Mission

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- *What does the organization do?*



## Strategic Planning Direction

### *Define the Key Results Areas*

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- **Key Results Areas** are defined as any area which you must be successful in order to accomplish the **Mission**.
  - Based on the **Stakeholders** and Their Expectations, Define **Key Results Areas**, Grouping them into Major Headings
    - ✓ Try to keep the number of Headings between five and ten



## Strategic Planning Direction

### *Identify the Critical Issues*

- **Critical Issues** are defined as any issues that may affect your ability to deliver on the **Key Results Areas** and accomplish the **Mission**.
  - Each member of the group needs to write down the Critical Issues that they feel will be **Key** to achieving the **Key Results Areas** previously identified as those that will determine the success of the Company in the next 2 years.
  - Each member of the group needs to write down the Company Strengths, Weaknesses, Opportunities, and Threats (**SWOT**)
  - Develop a Group List
  - Group the Issues into Headings of Major Importance and reduce to five to ten Headings



# Internal Strengths

## EXAMPLES

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- Certain members have the experience to bring a "big company" perspective to the company.
- Generally, a whole lot of enthusiasm among the members and a good technical depth as well.
- Cooperation. The group wants to work together.
- Discipline. We have the processes in place necessary to win new business, and necessary to show interested employees what is required to win this business.
- Knowledge of customer trends/needs
- Knowledge. The group knows how to win new business.
- Customer contact base
- Proactive attitude



# Internal Weaknesses

## EXAMPLES

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- Insensitivity towards the culture
- Prioritization
- Competitor knowledge
- Poor leverage of the company
- Lack of Discretionary Resources.
- Misaligned compensation plans.
- Eternal eye to the current quarters' (or year end's at most) bottom line that discourages long-term vision and investment.
- Still tend to view everything from a division perspective, rather than the company. Have spent a year haggling over how to share revenues from a multiple-award contract. I'm not sure they've arrived at an answer yet.



# External Opportunities

## EXAMPLES

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- I would look for opportunities to work with other local companies
- I've been struggling with this one since I joined the company 10 months ago.
- Emergency Response
- Nuclear Resurgence
- A Simplification of the amount, and complexity of software tools that are used. (Win-award, forms, etc.)
- Redundancies in products purchased within different organizations that are not shared with other groups.



# External Threats

## EXAMPLES

- The company's eroding business base
- The hemorrhage of company talent to competitors
- While being a small company, the company is extremely rigid and does not adapt to business changes very well.
- A refusal to accept a lesser role in major efforts (such as subcontracting to a competitor). We seem to go for all or nothing far too often.
- Company's welfare is so dependent on one customer.
- Program cutbacks and realignments. Our biggest threat is our biggest customer, and how they perceive their work vs. our role.



## Strategic Planning Direction

### *Identify the Critical Issues*

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- **Critical Issues** are defined as any issues that may affect your ability to deliver on the **Key Results Areas** and accomplish the **Mission**.
  - *What are the obstacles or impediments that lie in the path of the success?*



## Strategic Planning Direction

### *Develop the Goals*

- **A Goal** is a statement of long-range (1-5 years) intentions for a specific aspect of the organization.
  - Review the **Critical Issues** and ask what has to be done to meet the challenge of each of the Major Issue Groups.
  - Develop at least one Long-Range **Goal** for each Major **Critical Issue** Group
  - Establish an Owner of the **Goal** from the EST who will be responsible for its achievement.
  - Try to limit the number of goals to 8 or less.
  - *A goal should state "what" should be done and "why"!*



## Strategic Planning Direction

### *Develop the Goal's Objectives*

- An **Objective** is a statement of short-range measurable initiatives that support the **Goals**.
  - Review each Long-range **Goal** and develop one or more short-range **Objectives** that will enable the organization to reach the goal.
  - Ensure that each **Objective** contains language that indicates when the objective has been met and who is responsible.
- *An Objective should state how much, when, and annotate who!*



## Strategic Planning Direction

### *Develop the Goal's Objectives*

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- An **Objective** is a statement of short-range measurable initiatives that support the **Goals**.
  - *An Objective should state how much, when, and annotate who!*



## Strategic Planning Direction

### *Develop the Objectives' Action Plans*

- An **Action Plan** describes those activities that must be accomplished in order to meet a specific **Objective**.
  - Identify the **Goal** and **Objective** to which the **Action Plan** is linked
  - Identify who is responsible for ensuring that the **Objective** is met. This can be an individual or Team.
  - List all the activities that must be met along with completion dates and responsible individuals.
  - Include **Performance Indicators** such as schedule, quality, productivity, etc. that will be used to determine successful completion of the activities
  - Include **Performance Measures** for each **Indicator** to measure the level of **Action Plan** completion



## Strategic Planning Direction

### *Develop the Objectives' Action Plans*

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- An **Action Plan** describes those activities that must be accomplished in order to meet a specific **Objective**.
  - *An Action Plan answers the questions; what, who, when, and how and specifies Performance Measurement Indicators to determine successful completion of the Action Plan and Measures to indicate the level or degree of completion.*



## Strategic Planning Direction

### *Review and Revise the Document Regularly*

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- Due to the dynamic nature of economic, social, political, technological and other factors; strategic planning must be done on a continual basis.
- A Strategic Plan is a living document and in order for it to remain alive, it must receive a lot of attention, be nurtured, satisfied, and fulfilled. A Strategic Plan developed in June may be obsolete in September, therefore, it must be revisited and revised on a regular basis or when changing conditions dictate.



- Usually, the Best Solution will be Chosen
- If the Solutions are Similar, Other Factors may Impact the Decision
- Customer Relationships may Give you the Information Essential to Gain Insight for any Problem/Program of Interest
  - May be the Difference Needed to Win the Program
- Customer Relationships and Marketing do not Take the Place of Doing a Great Job
  - Excellent Program Performance is a Requirement
- Do What You Enjoy – Life is a Marathon, not a Sprint
  - You are in this for the “Long Haul”

