



January 2-6, 2012

Professional Development January 2-3  
Exhibits Open January 4-6

# Strategic Planning Made Easy

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MAS - 3 pts.

Monday, January 02, 2012

8:30 am - 11:30 am

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# STRATEGIC PLANNING MADE EASY

January 13, 2011

Bob Hechler  
FocalPoint International

Michele Packard-Milam, CAE  
PPAI

**PPAI EXPO**

## Session Objective

- Introduce a simple, effective strategic planning process
- Learn to focus resources, reduce waste and dramatically improve outcomes
- Build a draft 3-year strategic plan

# What business are you in?

Jot down your answer!

## What business are they in?

Company	Product
Newspapers	Printing
Music Companies	Vinyl LPs & CD
AOL	Content
Kodak	Camera Equipment
Yahoo	Entertainment
Hospitals	Buildings & Equipment

LEHMAN BROTHERS Global Crossing SATURN SAAB PONTIAC

### Companies that have just gone away...

LINENS-N-THINGS circuit city ENRON THE SHARPER IMAGE

## Key Reasons



Going out of business

Lost Clients

Government

Consolidation

Budget Cuts

## Strategic Basics

- Mission Statement
- Elevator Speech
- Strategic Plan
- Competitive Analysis
- Budget



## Mission Statement: What You Do

XYZ offers (what kind of) services and (quality or type of) (product) to (segments of) customers in the (geographic) areas.



## Mission Statement


Reduce disability and death from heart disease and stroke.



## Elevator Speech: What You Mean to Your Customers

XYZ creates (what kind of) impact on (segments of) customers.

## Elevator Speech Examples



- ↓ "We create success and sales for our clients."
- ↑ "We deliver creative ideas and solutions to the healthcare industry."
- "We make banks more successful."

## Mission Statement & Elevator Speech


Take five minutes:  
(Your mission statement and elevator speech here.)

### Strategic Basics

- ✓ Mission Statement
- ✓ Elevator Speech
- ❑ Strategic Plan
- ❑ Competitive Analysis
- ❑ Budget



### Strategic Plan Process



- ❑ SWOT
- ❑ Top-Level Goals
- ❑ Strategies
- ❑ Action Plan

### SWOT



- Strengths
- Weaknesses
- Opportunities
- Threats

### Business Segments

- Sales
- Revenue/Reserves
- Sectors/Territories
- Product Lines
- Competition
- Operations
- Training/Certification



### Strengths

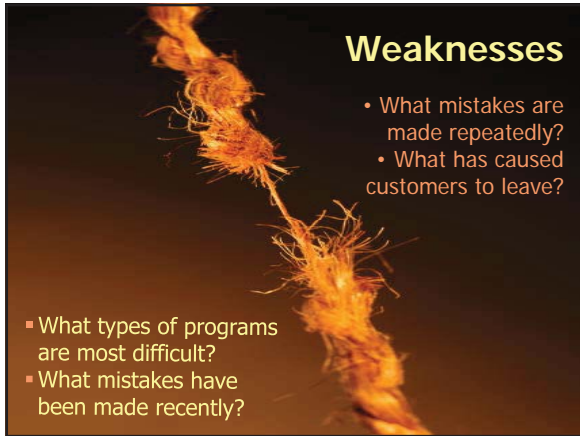


- What is your organization good at?
- What programs work well for you?
- What kind of business comes easiest?
- What are your best segments?

### Strengths



- Write down your company's strengths
- Think: staff, resources, member base, programs, talents, points of difference



## Weaknesses

- What mistakes are made repeatedly?
- What has caused customers to leave?

- What types of programs are most difficult?
- What mistakes have been made recently?



## Opportunities

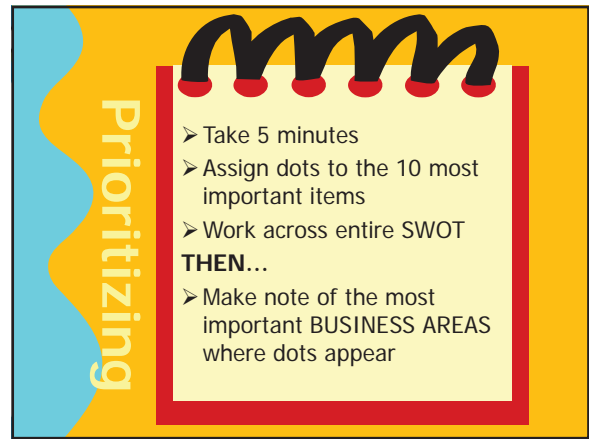
Competitive Weaknesses    New Segments    Expand Current Base    Grow Current Biz    ??    Line Extensions

Where can you grow?



## Threats

- What external events could halt your plans?
  - Focus where you have influence
  - What is insurable?
- Consider "Acts of God"



## Prioritizing

- Take 5 minutes
- Assign dots to the 10 most important items
- Work across entire SWOT

**THEN...**

- Make note of the most important BUSINESS AREAS where dots appear



## Top Level Targets

- Sales
- Revenue/Reserves
- Sectors/Territories
- Product Lines
- Competition
- Operations
- Training/Certification

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## Top Level Goals

- Vision statements
- One per area of business
- Focus on 'what'... not 'how'
- Take the long view
  - 2-3 years

## Sales Goal Examples

- XYZ is the dominant reseller of promotional products to hospitals in the Southwest.
- XYZ has well-trained sales staff with good tools, efficient processes and access to models and ideas that help them meet their customers' needs.




## Example Strategies

- Sales
  - Complete competitive analysis annually
  - Explore additional opportunities with current clients
  - Perform customer analysis twice yearly
  - Create elevator pitch
  - Source sales training for staff
  - Send thank you notes and customized products with all orders

## Strategic Action Calendar

January	February	March	April
<ul style="list-style-type: none"> <li>• A digest of action items written in calendar quarters</li> <li>• Drawn directly from your strategies</li> <li>• Attach to management meeting agendas</li> <li>• Update quarterly or more often</li> <li>• Treat as living document</li> <li>• Helps keep team tied to strategic plan</li> </ul>			

## Strategic Action Calendar

	January	February	March	April
SALES	>Action Item >Date >Driver	>Action Item >Date >Driver	>Action Item >Date >Driver	>Action Item >Date >Driver
MARKETING	>Action Item >Date >Driver	>Action Item >Date >Driver	>Action Item >Date >Driver	>Action Item >Date >Driver
CLIENT PORTFOLIO	>Action Item >Date >Driver	>Action Item >Date >Driver	>Action Item >Date >Driver	>Action Item >Date >Driver

## Strategic Action Plan Example

Strategy	Next Step	Driver	Due Date
Complete Competitive Analysis	>Develop list of competitors	Sales person	Q1 2010
	>Conduct competitive analysis for each competitor	Sales Manager	Annually at midyear
Explore additional opportunities with current customers	>Call current clients, ask "what else do you need?" >Ask this question in every customer interaction	Sales person	Q1 2010

## Strategic Basics


- ✓ Mission Statement
- ✓ Elevator Speech
- ✓ Strategic Plan
- Competitive Analysis
- Budget



### Customer Analysis

-  List your top 5-6 customers
-  Percent of sales each represents
-  Health rating for each - 1-5
-  Loyalty rating for each - 1-5

### Budgets and Revenues



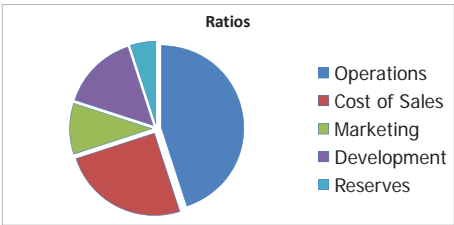
In 2010, my company produced:

\$ \_\_\_\_\_ in total revenues

\$ \_\_\_\_\_ in operating expenses

\$ \_\_\_\_\_ in net profits


### Operating Ratios



Dollars and resources must be spent both  
IN your business and ON your business

### Budgets and Revenues

In 2010, I invested in my company by spending:



\$ \_\_\_\_\_ in advertising & marketing

\$ \_\_\_\_\_ in self promotions

\$ \_\_\_\_\_ attending tradeshows

\$ \_\_\_\_\_ on staff training

### Competitive Analysis

-  Gross margin requirements
-  Quality of their sales force – 1-5
-  Geographic coverage
-  Target customers or segments

## Think big!

- Focus on the longer view
- Recheck plan at least monthly
- Keep action plan updated and moving forward







The PPAI Expo  
Strategic Planning Made Easy  
Strategic Plan Worksheet

January 2, 2012

**Process Overview:**

1. Mission statement review
2. SWOT analysis
3. Prioritize top ten SWOT elements
4. Identify major business areas of focus
5. Write vision statements for each major business area
6. Draft strategies for each major business area, using prioritized SWOT elements as driving needs
7. Choose a target deadline and champion for each strategy
8. Capture next steps, needed information and input as you go through process

**What business are you in?**

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**Mission Statement**

Example: My organization creates (outcome/effect) for (audience) through (primary deliverable).

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**Threats:** External events, legislation, economic influences, acts of God.

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**Prioritize:** You have 10 dots. Put a dot by the 10 most important items, working across all four of the sections of the SWOT. You can place more than one dot on a particularly important item, but you may not use more than 10 dots total.





**Top Level Vision Statements:** In each purple numbered blank, write your vision for each business area you listed above. Think as if you were having a consultant evaluate your business in 3 years – what would you want the consultant to say about this particular segment? Example: PPAI hosts the largest, most exciting tradeshows in the industry, attracting exhibitors and attendees from every segment of the promotional products marketplace.

**Strategies:** In the green (indented) letter blanks, write 3-4 strategies for each major goal, using the priority elements you identified in your SWOT analysis. For each goal, indicate a driver and a rough timeline. It's okay to indicate a start date (and no end date) for major projects or overhauls.

**Goal:** \_\_\_\_\_ (from the list at the top of page 5)

1. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Strategies**

- a. \_\_\_\_\_
- b. \_\_\_\_\_
- c. \_\_\_\_\_
- d. \_\_\_\_\_

**Goal:** \_\_\_\_\_

2. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Strategies**

- a. \_\_\_\_\_
- b. \_\_\_\_\_
- c. \_\_\_\_\_
- d. \_\_\_\_\_

**Goal:** \_\_\_\_\_

3. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Strategies**

- a. \_\_\_\_\_

- b. \_\_\_\_\_
- c. \_\_\_\_\_
- d. \_\_\_\_\_

**Goal:** \_\_\_\_\_

4. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Strategies**

- a. \_\_\_\_\_
- b. \_\_\_\_\_
- c. \_\_\_\_\_
- d. \_\_\_\_\_

**Goal:** \_\_\_\_\_

5. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Strategies**

- a. \_\_\_\_\_
- b. \_\_\_\_\_
- c. \_\_\_\_\_
- d. \_\_\_\_\_

**Goal:** \_\_\_\_\_

6. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Strategies**

- a. \_\_\_\_\_
- b. \_\_\_\_\_
- c. \_\_\_\_\_
- d. \_\_\_\_\_

**Summary/Next Steps:** Write a list of the first ten items to be developed, investigated, consulted on or pushed to another time or person.

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

## Strategic Plan Calendar

Strategy	Next Step	Driver	Due Date

## Strategic Plan Calendar

Strategy	Next Step	Driver	Due Date

# Strategic Planning Worksheet

**CATEGORY:**

**VISION:**

**STRATEGY:**

Tactic:

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\*

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What's Next?

Due Date:

Champion:

**STRATEGY:**

Tactic:

\*

\*

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What's Next?

Due Date:

Champion:

**STRATEGY:**

# Strategic Planning Worksheet

Tactic:		Champion:	Due Date:	What's Next?
	*			
	*			
	*			
<b>STRATEGY:</b>				
	Tactic:	Champion:	Due Date:	What's Next?
	*			
	*			
	*			
<b>STRATEGY:</b>				
	Tactic:	Champion:	Due Date:	What's Next?
	*			
	*			
	*			
<b>STRATEGY:</b>				
	Tactic:	Champion:	Due Date:	What's Next?







