

STRATEGIC BUSINESS PLANNING



FOCUS
ALIGN
SET DIRECTION



STRATEGIC BUSINESS PLANNING:

Strategic business planning is a process which helps focus your organization and aligns your senior management staff with a shared vision that builds excitement, and provides near and long term direction for all employees.



PURPOSE:

1. Establishes a clear direction for your organization
2. Provides a means to improve your business with purpose
3. Creates the ability to measure progress and success
4. Instills a culture of accountability

FUNDAMENTAL GUIDING QUESTIONS:



FOUR ESSENTIAL “FOCUS-BUILDING” ELEMENTS:



VISION, MISSION, AND VALUES:

VISION STATEMENT:

Aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future. It is intended to serve as a clear guide for choosing current and future courses of action.

MISSION STATEMENT:

Written declaration of a firm's core purpose and focus which normally remain unchanged, whereas business strategies and practices may frequently be altered to adapt to the changing circumstances. Properly crafted mission statements:

1. Serve as filters to separate what is important from what is not
2. Clearly state which markets will be served and how
3. Communicate a sense of intended direction to the entire organization

A mission is something to be accomplished whereas a vision is something to be pursued for that accomplishment.

VALUES:

Beliefs that are shared among the stakeholders of an organization. Values drive an organization's culture and priorities and provide a framework in which decisions are made. (Critical Success Factors)



BUSINESS GOALS AND OBJECTIVES:

BUSINESS GOALS:

Where the business wants to go in the future. It is a statement of purpose, e.g. we want to grow our business domestically and in Europe.

BUSINESS OBJECTIVES:

Objectives give the business a clearly defined target. Plans can then be made to achieve these targets. This can motivate the employees. It also enables the business to measure the progress towards its stated business goals. For example, we want to achieve 20% sales increase in European markets within the next 18 months.

BHAG:

The term Big Hairy Audacious Goal (“BHAG”) was proposed by James Collins and Jerry Porras in their 1996 article entitled Building Your Company’s Vision. A BHAG encourages companies to define visionary goals that are more strategic and emotionally compelling.

In the article, the authors define a BHAG (pronounced BEE-hag) as a form of vision statement “...an audacious 10-to-30-year goal to progress towards an envisioned future.”

A true BHAG is clear and compelling, serves as a unifying focal point of effort, and acts as a clear catalyst for team spirit. It has a clear finish line, so the organization can know when it has achieved the goal; people like to shoot for finish lines. — Collins and Porras, 1996



STRATEGIC DIRECTION:

TARGET MARKETS AND CUSTOMERS (CURRENT AND NEW):

Any entity, person, or business who receives the products and/or services provided by an organization.

PRODUCT, SERVICES, AND DELIVERABLES (CURRENT AND NEW):

Products and services provide the means to deliver value to the customer described as the end-result-benefit which is linked to a specific and measurable improvement in the life of a customer.

COMPETENCIES (CURRENT AND NEW):

A bundle of skills, technologies, and capability that provide strategic advantage to the organization. They deliver significant value, create differentiation, and form the basis for organizational growth and sustainable success.



COMPETITIVE ADVANTAGE:

BUSINESS FOCUS:

A long-term strategic position consciously chosen by an organization in order to add value to its customers (i.e. customer intimacy, operational excellence, innovation)

COMPETITIVE DIFFERENTIATORS:

A factor within an industry that distinguishes one organization (competitor) from another and which results in direct benefits to the customer (i.e. price, quality, service, speed)

VALUE PROPOSITION:

A decision and commitment to deliver a specific combination of end-result benefits and price to a group of target customers, profitably and better than the competition.

IMPROVING PERFORMANCE AND TRACKING PROGRESS:

| | Customer Satisfaction | Organizational Culture, Learning & Growth | Internal Operations | Financial Performance |
|---|-----------------------|---|---------------------|-----------------------|
| Critical Success Factors | | | | |
| Performance Targets / Goals | | | | |
| Key Performance Improvement Initiatives | | | | |

CUSTOMER SATISFACTION:

How your customers judge you on such measures as quality, timeliness, performance, service, and cost.

ORGANIZATION CULTURE, LEARNING & GROWTH:

The attitudes and work habits of people (including leadership).

INTERNAL OPERATIONS:

Adequacy and efficiency of internal processes, competencies, technologies, and systems.

FINANCIAL PERFORMANCE:

Indicators of financial health, e.g. return on investment, profitability, and gross sales.

ABOUT LIDDELL CONSULTING GROUP:

Liddell Consulting Group can assist your organization in developing behavioral interviewing within your organization and implementing the process for hiring. We work with your team of managers, hiring managers, and recruiters to educate them on the benefits of this technique and how to successfully implement it into hiring practices.

Liddell Consulting Group was founded in 2002 by David Liddell. Liddell Consulting improves the performance capabilities of company leaders, the skills and abilities of employees, and the profitability of organizations. David is a noted, and respected, speaker, coach, facilitator, and trainer. His problem solving abilities and hands-on approach and expertise makes him sought after by leaders who want breakthrough results for themselves, their teams, and their organizations.



LIDDELL CONSULTING GROUP: OPTIMIZING LEADERSHIP PERFORMANCE