**Strategic Planning**

To develop the knowledge, understanding and skills necessary to develop an organisational strategic plan.

**Indicative Content**

**1. Understand the external environment affecting an organisation**

External factors

*  Stakeholders, competitive environment, PESTLE

Stakeholder expectations

*  Customer expectations, supply chain relationship, market and investor expectations

Changes

*  Socio-political and legal changes, technological change and development, product development; analysis tools: TESTLE, SWOT; customer analysis, competitor analysis

**2. Be able to review existing business plans and strategies of an organisation**

Tools

*  Value Chain analysis, SWOT analysis, Five Forces

Market position

*  Market share analysis, life cycle analysis, Boston (BCG) Matrix

Competitiveness

*  SWOT analysis, resource analysis, competitive analysis, skills and competencies audit, benchmarking

**3. Be able to develop options for strategic planning for an organisation**

Modelling tools

*  Mintzberg, Ansoff, gap analysis, competitiveness strategies

Competitiveness analysis

*  Benchmarking, portfolio analysis, market segmentation

Strategic options

*  Corporate expansion, mergers and acquisitions, niche marketing, diversification, control of distribution channels, efficiency in production, technological leadership, market share

**4. Be able to construct a strategy plan for an organisation**

Structure

*  Mission statement /corporate vision, corporate values and principles, SWOT analysis, competitive advantage, strategic goals / initiatives, strategy, scorecard, execution plan

Assessment criteria

*  Balanced scorecard; targets / interim targets / goals; success metrics

Resources

*  Resources, skills and competencies, roles, action plans, responsibilities and accountability

**5. Be able to examine factors affecting an organisational strategy plan**

Organisational values

*  Corporate culture, corporate / brand image, organisational structure and staffing, operational abilities, market share, resources, patents and IP, corporate experience, contracts, licences and relationships

Vision and mission statement

*  Purpose of vision and mission statements, vision in relation to corporate values, vision statement audience (internal and external), mission statement goals and objectives, mission statement key success measures

Management objectives setting

*  Areas: financial, marketing, products/services, operations, resources, environment and community; ethical framework / CSR; smart objectives and success criteria

Evaluating the plan

*  Monitoring; responsibilities / accountability for monitoring; strategic changes/deviation; frequency of monitoring

**6. Be able to plan for the implementation of a strategy plan**

Implementation plan

*  Establish plan with end user buy-in, establish tracking system, align budget, align departmental plans to strategy

Stakeholder buy-in

*  User participation in strategy process, tie departmental plans into strategic plan, align performance management and reward systems to strategy implementation

Monitoring and evaluation

*  Monthly strategy planning meetings, annual review meetings, role of celebration

Issues

*  Lack of ownership, communication failures, ‘meaningless’ plan without buy-in, no accountability, lack of employee empowerment.