



LEADERSHIP AND VISION

Executive Overview for:

Making the Commitment to Strategic Planning

“In a closely held private company, especially those that are small and mid-size, finding any time to separate from the moment to moment challenges of the business and finding quality time to work “on” the business is the biggest challenge. This is generally the reason that a Strategic Plan is either never finished, never looked at or possibly never started. Unfortunately, it is also the reason companies are never able to reach their full potential by moving to the next level of growth and financial performance.” YourBoard.US

1. The enemy of developing the most important document in the business is procrastination or more favorably stated, “A lack of time”.
2. The first strategic connection: core strengths and the development of differentiated products and services using those core strengths.
 - A. **Differentiation** = higher price = higher margin = higher profits
3. The second and most critical strategic connection:
 - A. Products and Services that provide differentiated solutions and the Target Market segments where those solutions offer a positive value proposition.
4. The third strategic connection:
 - A. The Channel to Market to the selected Target Market segments.
5. Overview of the complete strategic delivery model.



YOUR WEB-BASED BUSINESS ADVISORY BOARD

All content is intended for use by active YourBoard.US members only. Any representation or re-use of this content outside of the YourBoard.US, LLC, membership terms and conditions is strictly prohibited by law.

Commitment of time to develop the most important document in the business.

Commit at the senior level, to set aside the time. The senior leader must then require that the Strategic Team place in their electronic, or old fashioned planner, a firm time over several weeks to develop and complete the Strategic Plan. Strategic planning gets off to the best start by devoting 4-8 hour offsite.

After the first offsite session to kick the process off, there should be short periods of 1-2 hour sessions each week for a month. There should be a consistent pattern of sessions. When there are long intervals between sessions it takes longer at the beginning of each session to review and catch up. After the opening session, the Team should only need approximately 4 - two hour sessions to complete the initial Plan.

Until the commitment is made and the Plan is complete, your company's daily, weekly, and monthly activities, performed by everyone, every day, are not considered or connected to a long range strategic plan of your company. There is a lot of wasted motion and time invested when your day-to-day decisions and activities are not in lockstep with your Strategic Plan.

The temptation to defer strategic planning is the enemy of ultimate and sustained business success.

The Strategic Plan should be built around and on the core strengths of the company.

- Historic core strengths
- Evolved or developed core strengths
- Acquired core strengths

Core Strengths are gathered, perfected and should be continually nurtured and protected in order to create and cost effectively build product and service solutions that provide a competitive differentiation and a positive price/value relationship aimed at targeted markets/customers and buying influencers who will have the power to purchase your solutions.



YOUR WEB-BASED BUSINESS ADVISORY BOARD

All content is intended for use by active YourBoard.US members only. Any representation or re-use of this content outside of the YourBoard.US, LLC, membership terms and conditions is strictly prohibited by law.

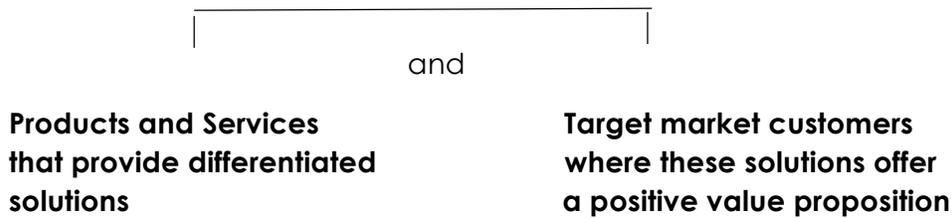
A. The First Strategic Connection



Creating differentiated product and service solutions is the key to margin and profit.

Differentiation = margin = profit

B. The Second and Most Critical Strategic Connection



C. The Third Strategic Connection

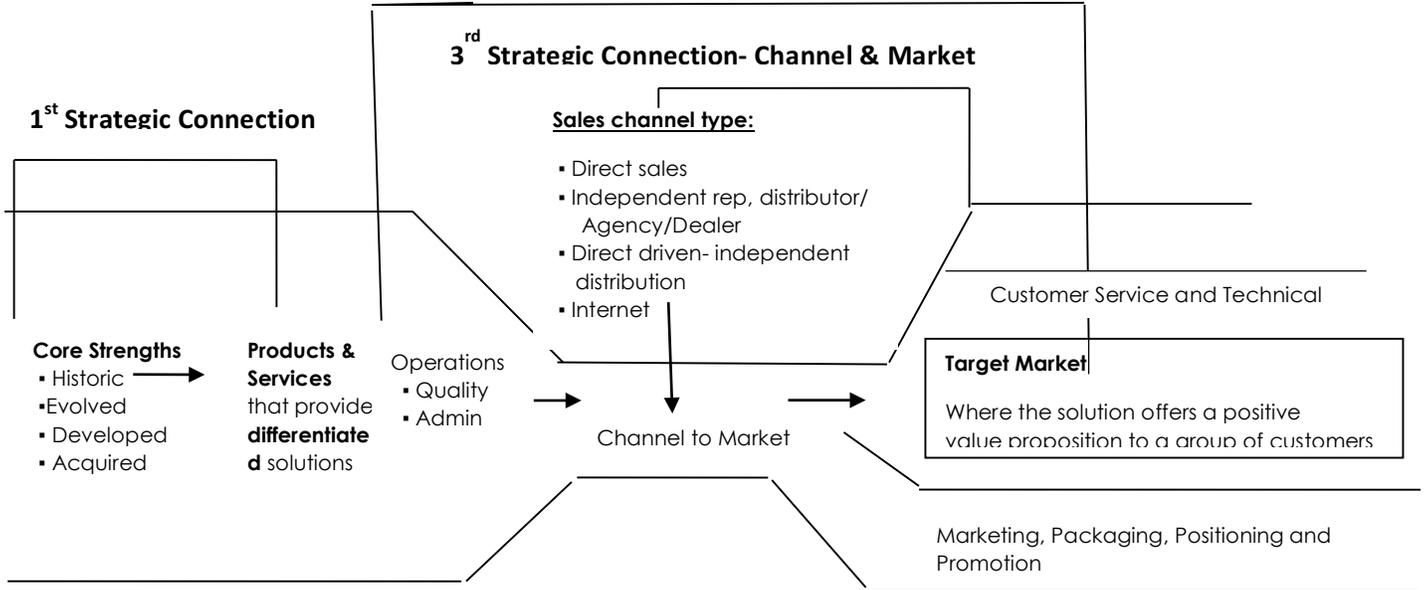


YOUR WEB-BASED BUSINESS ADVISORY BOARD

All content is intended for use by active YourBoard.US members only. Any representation or re-use of this content outside of the YourBoard.US, LLC, membership terms and conditions is strictly prohibited by law.

D. Summary of the Strategic Delivery Model

2nd Strategic Connection – Product and Market



YOUR WEB-BASED BUSINESS ADVISORY BOARD

All content is intended for use by active YourBoard.US members only. Any representation or re-use of this content outside of the YourBoard.US, LLC, membership terms and conditions is strictly prohibited by law.

The **Strategic** Vision

The first step is to develop a realistic vision for the company. This should be a thumbnail sketch of what the team would like the business to look like in three or more years.

If someone who knew nothing of your business and asked about your company, the Strategic Vision could be used to explain what your company does, where your company is now and where it is going. If you were trying to convince your banker or an investor to make an investment, this vision is how you would set positive expectations for the future.

The vision would consider your company's size and growth plans, core strengths, current and future products and the competitive differentiation you will offer your customers. The vision talks about the market segments and types of customers to whom you will target your solution, the unique processes and technologies you provide, your future location and organization staffing plans, etc.

Example: The Strategic Vision is like saying "you are planning to go on vacation to California this summer" and the Strategic Plan outlines who is going, when you are leaving, how you are traveling, where you are staying and the things you are going to do.

The **Mission**

The mission of the business drops the discussion from the 50,000 foot vision to a 30,000 foot plan. It is more specific and has more details in the description. The Mission states the purpose and activities of the business.

The mission states what the company really is and what it does.

Example: The mission would be described: "to design, develop, manufacture and distribute specific products/services with specific differentiated characteristics that provide competitive solutions for certain specified customers" and buying and specifying influences within specific targeted market industry segments reached by a specific sales channel within specific geographic markets.

Making the commitment to convert your Strategic Vision to a completed Strategic Plan is both a commitment of time and, more importantly, a commitment to the future growth and financial success of your business.



YOUR WEB-BASED BUSINESS ADVISORY BOARD

All content is intended for use by active YourBoard.US members only. Any representation or re-use of this content outside of the YourBoard.US, LLC, membership terms and conditions is strictly prohibited by law.