

Strategic and Business Plan

**[Company Name and Subdivision (If
Appropriate)]**

Period: Month 20YY – Month 20YY

To be Reviewed on DD Month 20YY

1. Strategic Plan

This section of this document comprises the Strategic Plan for [Company Name], from which the annual business plan is devised as a practical focus of activities and goals to achieve the long range strategic plan.

Scope

The strategic plan in this document has been agreed for a [Number] year period, 20XX – 20XX *[include specific dates if the time period is linked to your financial year end and not the calendar year]*.

In addition, this strategic plan has been set to include... *[define whether the plan is on a group level, company-wide, for specific functions/departments, or regionally or geographically focused – this may be required if you need a plan for each major business area or other subdivision]*.

Promise

A Promise is a simple statement of why we are in business. Our Promise is as follows:

[“Short, powerful statement of your Promise.”]

[In addition, provide a few paragraphs explaining your Promise – why it is important to your enterprise and what it means for your team. Remember that your Promise describes why you are in the business you are in, and is not about the products and services you sell. A bigger Promise creates a bigger business. As your Promise is the “bigger reason”, it should not change from strategic planning period to period. Instead, it should be the

foundation upon which your enterprise expands itself year on year. As an example, Sirdar's promise is "empowering communities through sustainable enterprise". Refer to Chapter 10 "The Law of Vision" in The Laws of Extreme Business Success for further insight.]

Vision

A Vision is a clear concept of what we are trying to achieve. Whereas the Promise defines the reason we are in business, our Vision is the end result we are aiming to achieve. Our Vision is as follows:

[“Summary of the Vision.”]

[There are many different ways to present a Vision (e.g. poster, booklet, written summary, audio explanation) as it is a description of what the enterprise is aiming to focus on in order to honour the Promise in the time period set in the Strategic Plan. It is your choice on how best to present your Vision to the team in a way that drives commitment and energy to achieve it. For the purposes of this Strategic Plan, it is recommended that you provide at least a couple of paragraphs to explain your Vision in more detail, using powerful, emotive and clear language. As a guideline, you could focus on the following areas: products and services you need to develop, refine or expand; types of customers and relationships with them that should be created; what is required from the team and how your enterprise will reward the team for achieving the Vision; partnerships and external stakeholders required; rewards envisioned for shareholders; social responsibility; extent of operational and organisational expansion and delivery; financial results.]

Mission

A Mission is a simple statement of how the products and services we offer enable us to deliver on our Promise, and in turn, support the Vision for the period of this Strategic Plan. Our Mission is therefore as follows:

["Mission statement."]

[Your Mission answers the question of how your products and services will support your Vision for the period defined. As a guideline, list all the key product and service areas you currently offer, as well the ones planned and in development, and for each, describe their impact on the Vision for the planning period. In this way, products and services are directly linked to the Vision and the team can understand the role they play in making the Vision a reality. This will also ensure that product and service development is in line with what your enterprise is trying to achieve.]

Critical Success Factors

Critical Success Factors (CSFs) are activities we must undertake to successfully achieve our Vision and Mission. Our CSFs are therefore as follows:

Compass Segment	Critical Success Factors
Identifying the Market	
Getting the Message to the Market	
Building Effective Teams	
Leveraging Through Market Connections	
Delivering to Expectations	
Managing Risk and Compliance	
Optimising Financial Results	
Perfecting the System	

[CSFs are key elements your enterprise needs to focus on to support your Vision and Mission, and are directly related to your strategic focus. They will differ for each enterprise and for each Vision, and require continued focus throughout the planning period. They are the criteria you identify which will drive the high performance of your enterprise and team. They can be both specific and more general, depending on what your enterprise requires for success, although they should always focus on the end goal you want to achieve and not the state of change to get you there. Using the Compass segments will guide this process and support translating your CSFs into the next step – strategic objectives. Aim for approximately 9 to 12 CSFs, with at least one per segment if possible and necessary. Some examples include: industry leaders in product innovation, nationally recognised brand, a culture of excellence, effective leadership and management, retention of key staff and scarce skills, effective governance, financial sustainability, customer retention, integrated supplier network, clearly defined and planned capital objectives, business activity leveraged through technology. You can also evaluate potential CSFs against the following categories: specific industry and competitive factors; environmental considerations including economic climate, competitors, and technological advancements; requirements arising from specific strategy chosen; challenges and influences inherent in the enterprise itself, or its internal needs. Ideally, you should be able to quantify a CSF with a measure to ascertain the extent to which that CSF was reached.]

Strategic Objectives

Strategic Objectives are clearly stated strategic priorities or goals for the year ahead. These measurable outcomes directly inform the Expedition Update or dashboard of strategic measures. Our Strategic Objectives for [insert time period] are as follows:

1. SO 1
2. SO 2
3. SO 3
4. SO 4

[Critical questions to consider when interrogating the strategic objectives are:

- *What is the purpose of each objective?*
- *How is it linked to the strategy of the business?*
- *Is it measurable?*
- *Will measuring this strategic objective monitor future growth and performance?*
- *Is it a real driver of business value growth?*
- *Could it be called a lever of growth?*
- *What would we need to see in order to know that we are trending in the right direction towards this goal, to indicate future likely performance?*

An example may be: Improve client intimacy and loyalty – develop closer relationships with key individuals’. This would be accompanied by a clear definition/s of what results would constitute a successful outcome. For example: “Increase average client to retention by ten percent by 31 December of this year”.

In the business plan, the Strategic Objectives are directly linked to planned activity so that you can understand the line of sight between strategy and activity.]

2. Business Plan

[This section of the template translates the strategic plan above (and CSFs specifically) into specific objectives, actions and goals that will support the realisation of the strategy. This is the “how” of the strategic planning phase and become the annual business plan that management drives and reports back to the board. The strategic plan would have already defined the CSF(s) for each segment. Each CSF is then fleshed out into one or more strategic objective per sub-segment. Refer to the Expedition Planning Guidebook for specific guidance with the table below.]

Management Compass Segment	Strategic Objectives	Key Business Goals	Rank	Priority	Milestones and Resources	Status
Identifying the Market						
Market Research		▪			▪	
Innovation		▪			▪	
Customer Segmentation		▪			▪	
Getting the Message to the Market						
Branding		▪			▪	
Marketing		▪			▪	
Sales		▪			▪	
Building Effective Teams						
Recruitment		▪			▪	

Performance Enhancement		▪			▪	
Cultural Integration		▪			▪	
Leveraging Through Market Connections						
Business Networking		▪			▪	
Market Partner Negotiation		▪			▪	
Stakeholder Engagement		▪			▪	
Delivering to Expectations						
Market Development		▪			▪	
Operations Management		▪			▪	
Customer Retention		▪			▪	
Managing Risk and Compliance						
Product and Service Quality		▪			▪	
Risk Mitigation		▪			▪	

External and Internal Compliance		▪			▪	
Optimising Financial Results						
Capital Structuring		▪			▪	
Financial Performance		▪			▪	
Investment Activities		▪			▪	
Perfecting the System						
Knowledge Management		▪			▪	
Business Modelling		▪			▪	
Information Technology		▪			▪	

KEY:

Priority: H / High – M / Medium – L / Low

Rank: 1 (lowest) to 10 (highest) - difficulty, size, complexity

Status: Not Started / On Target / Achieved / Unlikely to be Achieved / Will not be Achieved