

Strategic Planning

What is Strategic Planning?

Strategic Planning is *not* business planning.

Business planning is about the details and operations of your business or organisation whereas Strategic Planning is all about where you are, where you want to go, and what direction to take to get there.

Let's take an example in warfare. Strategic Planning involves the overall decisions about why a war is necessary (economics reasons, political reasons, geographic reasons) and where you need to strike to achieve your aims. Business planning then is the tactics, which units need to attack where and the logistics needed to equip those units.

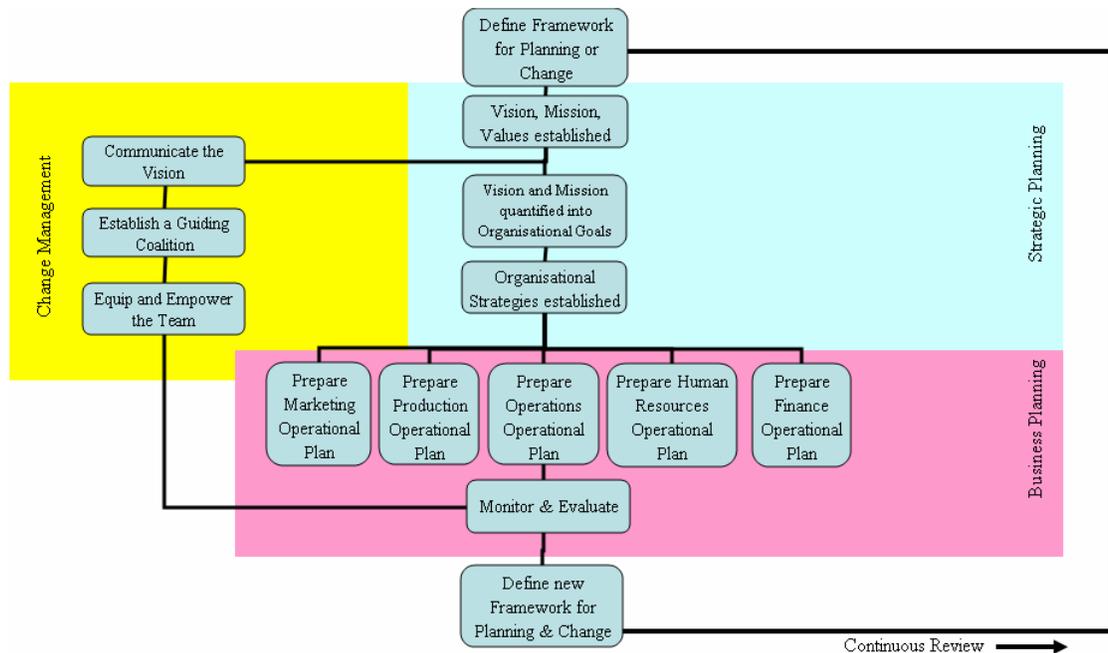
Strategic Planning gives your business or organisation a direction and a *communication* plan so that everyone in it understands where it is going.

With this understanding you can then develop your Business and Operational Plans so that all of these are *aligned* to the strategic direction. With this understanding as each individual carries on their day to day work they have a set of rules by which they can make decisions for themselves.

Have you ever been in a position where you have decided that the best path for your business is to develop a certain market or cultivate a type of customer, and after 6 months you don't seem to have gone very far?

In all probability the message had not got through. Even if your staff had received the message about increased marketing, as they made their day to day decisions - follow ups on customer calls, sales calls on potential customers, the right level of service for the type of customer - they would have applied the shotgun approach and tried to please everyone.

What was needed was a targeted approach - and everyone understanding what is required to achieve that target.



A Strategic Plan gives everyone involved a clear picture about what is important. A good Strategic Plan *quantifies* this picture into Organisational Goals before establishing Organisational Strategies .



OTS Management's Strategic Planning process

The OTS Management Strategic Planning process for SME's (Small-Medium Enterprises) is part of our *Developing Organisation's Continuum* or DOC.

The DOC was developed by our Director, Teik Oh, who modeled the business processes used by large international corporations and then adapted them into a cost-effective series of steps for SME's.

In the graphic representation of the DOC on the previous page, the Strategic Planning sector is in the light blue area.

The DOC's Strategic Planning process involves:-

- Defining the framework for planning and change - why do you want to improve or change? What are your plans for?
- Establish your Vision, Mission and Values - You must know where you want to end up, and how your organisation will look, feel and behave at the end of that journey before you take the first step.
- List Organisational Goals that are demanded by your Vision - the Vision must be quantified, and the Goals



Teik Oh, Director of OTS Management

must be this quantification, not just a list of "would like's".

- Establish your Organisational Strategies - for each Goal there must be a set of Strategies to get there.

OTS Management will take you through this process in a method that best suits you. It could be done in a series of workshops with owners and senior staff, it could be done as a series of consultations one-on-one, or it could be a method specially tailored for your needs.

In all cases we will use various management techniques and diagnostic tools to help bring out *your* ideas into a structured process.

For example the Vision Statement will not be a simple feel-good exercise in English Literature, it will analyse inputs from 5 different perspectives to create a meaningful communications tool.

Other analytical techniques used will include SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis and the Cause and Effect Fishbone to determine the reasons for certain weaknesses in your business.

The process will also provide a transference of skills so that at all times, even after the Strategic Plan is completed - you are in control and you are driving the process.

About OTS Management

OTS Management is a quality and value driven boutique consulting and accounting company that provides organisational development services to commercial, growth-oriented Small and Medium Enterprises who require business services, advice and coaching.

We give our clients comfort in their decision-making by providing them with our experience and independent advice that saves them time and helps them grow. Unlike other accounting services companies, our clients have significant contact with our senior people.

We meet our own high expectations in order to exceed the expectations of clients.

Our services include:

- *Change Management consulting*
- *The Zest Factor - find the zest in your organisation*
- *Strategic & Business Planning*
- *SMART Marketing workshops*
- *Team Development workshops*
- *Performance Management Systems*
- *Zest Tests - Business Diagnostics on your organisation*