

STRATEGIC PLANNING WORKSHEET for SMALL BUSINESSES

Strategic planning means thinking about what Business are we in today? What business will we be in next year? 3 years from now? 5 years from now? and what business do we want to be in? How will we become the company we want to be?

This means understanding what our products and services are now and who our customers are for them. It means knowing what are the areas of growth, where are we stabilizing and where are we declining? Where are the greatest and least amounts of profit being generated? How is that shifting over time? The grid below will help conceptualize this task.

It also means thoroughly understanding who our competitors are now in each product/market and who they will be in the next few years? In detail we must know what factors are essential to successfully compete in each product/market and how we are doing relative to the competition. The "CRITICAL SUCCESS FACTOR" worksheet from Sequus will help.

PRODUCTS/SERVICES

CUSTOMERS (by important sub-groupings based on geography, age, gender, lifestyle, etc.)

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Show GROWING, STABLE or DECLINING for revenue and profits in intersections. Identify key competitors.

The "swot" analysis:

WHAT'S GOING ON IN OUR MARKETPLACE?

WHAT LOOKS LIKE IT COULD BE GOOD FOR US? AND HOW MIGHT WE TAKE ADVANTAGE OF IT?

WHAT'S MAKES US NERVOUS? WHAT COULD WE DO ABOUT IT?

WITHIN OUR COMPANY...

WHAT'S WORKING REALLY WELL? WHERE ARE WE STRONG? HOW MIGHT WE BUILD ON THIS STRENGTH?

WHAT'S NOT WORKING VERY WELL? WHERE ARE WE WEAK? WHAT COULD WE DO ABOUT IT?

Overall Direction

MISSION: What products/services. for whom, so that we will be perceived how?

Where do we want this company to be in 3 to 5 years?

How will we know if we are moving in the right direction?

Overall organization performance indicators

| INDICATOR | CURRENT LEVEL year _____ | VISION LEVEL year _____ | GAP |
|------------|--------------------------|-------------------------|-----------|
| e.g. sales | \$ 600,000 in 1999 | \$1,000,000 in 2002 | \$400,000 |

What kind of company do we want build? What do we want others to think about...

... the quality of our products and services?

... the way we treat our clients, customers and suppliers?,

... the way we treat our employees?,

... the way we treat resources entrusted to our care?,

... the way we behave as citizens of the communities in which we do business?,

etc.

STRATEGIC LINKS TO..

Marketing plan..

Operational plans..

Human resource plans..

Financial plans...

STRATEGIC FOCUS AREAS: What do we have to work on?

What needs to be done?

TIMEFRAME

| | who? | short | mid | long |
|------------------------------------|------|-------|-----|------|
| STRENGTHS TO PRESERVE AND BUILD ON | | | | |
| OLD PROBLEMS TO SOLVE | | | | |
| NEW THINGS TO TRY... | | | | |
| AREAS TO REDUCE OR DROP | | | | |

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