### STRATEGIC PLANNING PROCESS (SPP)

#### ACTIONS & RESULTS

#### STRATEGY FORMULATION

<table>
<thead>
<tr>
<th>Steps</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>INTERNAL STRATEGIC AUDIT or LOOKING WITHIN</td>
</tr>
</tbody>
</table>
|       | *Review strategic plan (and mission and vision statements, if applicable)*  
|       | *Determine competitive STRENGTHS – measurable attributes that make you better than competition*  
|       | *Determine competitive WEAKNESSES – what prevents you from achieving better results*  
|       | *Determine people opportunities, challenges or concerns*  
|       | *Determine if you can finance the future* |

#### STRATEGY IMPLEMENTATION

<table>
<thead>
<tr>
<th>Steps</th>
<th>Description</th>
</tr>
</thead>
</table>
| 4     | STRATEGIC INITIATIVES and MEASUREABLE PERFORMANCE OBJECTIVES  
|       | “The How” |
| 5     | ACTION PROGRAMS  
|       | “The What” |
| 6     | FINANCIAL RESOURCES and ALLOCATION  
|       | Scoring System |

#### STRATEGIC INITIATIVES AND OBJECTIVES MUST BE:

- Specific
- Measurable
- Achievable
- Reviewable
- Trackable

#### CRITICAL PLANNING ASSUMPTIONS

<table>
<thead>
<tr>
<th>Description</th>
</tr>
</thead>
</table>
| *Determine OPPORTUNITIES or THREATS in:*  
| Market assumptions  
| Key customers or repeat business  
| Costs  
| Key competitor analysis  
| Line items (Cash flow, P&L and balance sheet)  
| Key technological improvements  
| Government policy assumptions  
| People planning assumptions  
| *Identify issues that will have the greatest impact on future business performance*  
| *Confirm whether audits and issues validate, alter or completely change strategy* |

#### STRATEGIC INITIATIVES AND OBJECTIVES

- Specific
- Measurable
- Achievable
- Reviewable
- Trackable

- ORGANIZATIONAL STRUCTURE

- HUMAN RESOURCES

- CONTROL SYSTEMS

- SALARY or INCENTIVES