

Strategic Planning

Fundamentals of
Organizational Strategy



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Strategic Planning – Main Questions

- **Where are we?**
 - External/internal data
 - Present status; critical issues
- **Where do we want to be?**
 - Vision/results
 - Mission/goals
- **How do we get there?**
 - Strategies, programs, initiatives, and resource development
- **What must we do?**
 - Delegated objectives, action steps; allocation of resources
- **How are we doing?**
 - Evaluation of progress and achievement; plan updates

Vision

A picture of the organization's desired future.

Rachel Doyle GlamourGals Foundation

- President and Founder of GlamourGals not-for-profit
- Panel discussion with “Leading Ladies Under 35”
- Part of a week-long conference sponsored by the Harvard-Radcliffe Women’s Leadership Project
- Graduate of Cornell University
- Discusses importance of vision



Mission

Why you do what you do.

What is our mission?

- **Why you do what you do; the organization's reason for being, its purpose. Says what, in the end, you want to be remembered for.**

- *"A mission cannot be impersonal; it has to have deep meaning, be something you believe in – something you know is right. A fundamental responsibility of leadership is to make sure that everybody knows the mission, understands it, lives it."*

Linda Mason Bright Horizons

- Graduate of Yale, Cornell University and Sorbonne University in Paris
- Director of Save the Children's emergency program in Sudan
- Founder of Horizons, a childcare provider for employees at work sites
- Discusses importance of mission



***The Peter F. Drucker Foundation
for Nonprofit Management***

■ **Vision**

- The social sector as equal partner of business and government in developing responsible leaders, caring citizens, and a healthy, inclusive society.

■ **Mission**

- To lead social sector organizations toward excellence in performance.

Situation Analysis

A Review of Internal and
External Conditions

SWOT Analysis

Strengths, Weaknesses,
Opportunities, and Threats

Brent Gloy

Professor – Cornell University

- Professor in Agricultural Finance and Agribusiness Management at Cornell University
- Active in family farming operation in southwestern Nebraska
- Lectures include “modules” on business planning and strategy implementation with specific examples related to dairy industry
- B.S. from University of Nebraska and M.S. and Ph.D. from Purdue University
- Discusses SWOT analysis



Charles McClure

Seminar - Engineering as a Foundation for Business Leadership

- Chairman, CEO and President of ArvinMeritor (supplier of automotive components)
- Lecture is one in a series from 2005 conference sponsored by Cornell University Engineering Alumni Association
- Discusses challenges bridging engineering-business gap
- Undergraduate degree in Mechanical Engineering from Cornell University and MBA from University of Michigan
- Discusses innovation and SWOT analysis



Dave Pelletier

Annalee Mobilitee Dolls

- B.S. From Cornell and an MBA from University of Colorado
- Principal at R.E. Pinard & CO
- Became CEO of Annalee Mobilitee Dolls, a Pinard client
- Various experiences in sales, marketing and leadership in numerous Fortune 500 companies
- Discussing SWOT analyses



**Internal Analysis
(Strengths & Weaknesses)**

- Organizational Capacity Assessment Tool
- Review of Financial Data
- Customer Research
 - Key Questions:
 - Who is our customer?
 - What does the customer value?
