

TRANSLATING STRATEGY INTO EXECUTION*

STRATEGIC PLANNING

Non-Negotiable
Principles

Objective Analysis
"The Brutal Facts"

Core Values

Purpose/Mission

Long Term Vision

Situation Analysis
Industry/competition
(SWOT, 5 Forces, etc.)

Benchmarking
& best-in-class
"gap" analysis

Critical Success Factors
(i.e. competencies
& key obstacles)

Strategic
Objectives
& Draft Plan
(3-5 yr. horizon)

OPERATIONAL DEPLOYMENT

Brainstorm Strategic
Objectives in
each functional
area/category
(interact & iterate)

General Management
macro guidance
(debate, direction)

Define Action Plans,
goals, timing,
accountability,
resources
(iterate with GM)

Strategic Plan
(3-5 yr. horizon)

Year One
Operating Plan

Key Performance
Indicators &
Compensation
Integration