



Strategic Planning Retreat

- A strategic plan must provide a clear explanation of how one or more strategic goals are to be achieved by a company.
- The plan outlines long-term goals and details the specific strategies and program goals that are to be pursued.
- The strategic planning process must map a path between the present situation and a future vision.

Day One: Creating the Strategy

The Vision is what a company wishes to be and how it wishes to be seen by others. The Mission reveals what a company intends to achieve. Developing a strong Vision and Mission is an involved process that requires specific training.

How to create a relevant Mission, Vision, Set of Values and a Code of Ethics.

- **Mission:** Outlines why the company exists.
- **Vision:** Outlines what the company want to be.
- **Values:** Outlines what is important to the company.
- **Codes of Ethics:** Provides a guide to ensure the company maintains it values.

Situational Analysis

What are the tools?

- **Internal Audit**
 - **SWOT Analysis:** Strength, Weakness, Opportunities and Threats.
- **External Audit**
 - **Porters Analysis:** Five Forces Competitive Analysis
 - **Pest Analysis:** Political, Economic, Societal and Technological
- **Risk Analysis:** What are the risks that company faces in the short and long term?

Interpreting the Data

- Gap Analysis
- Opportunity Analysis
- Avoiding the pitfalls of poor analysis

Discerning Opportunities

- Learning to step back and brainstorm possibilities. The key is to find the opportunities that will support the companies Vision & Mission.

Risk Analysis

- Examining the risks associated with each opportunity.

Creating the Company Strategy

- Detailing the opportunities by which the company will expand, retrench or stay the same.

Examples of different types strategies include:

- Integration strategies
- Market Penetration, Market Development or Product Development
- Low Cost, Differentiation Strategies or Focus Strategies.

Day Two: Translating the Strategy

Forming the Objectives

- Each objective must support the company strategy.

Feasibility Analysis

- Feasibility analysis must be conducted on all objectives.
 - Can the gaps and challenges identified be overcome in time to achieve an objective?

Operational Goals

- The goals that when combined achieve an objective.
 - Discerning which goals are needed to achieve each objective.
 - Breaking it down into component parts.

Creating Operational Strategies

- Each strategy outlines how to achieve an operational goal. This process involves
 - Matching a strategy to a goal.
 - Providing a step by step process.
 - Determining the components essential to each operational strategy.