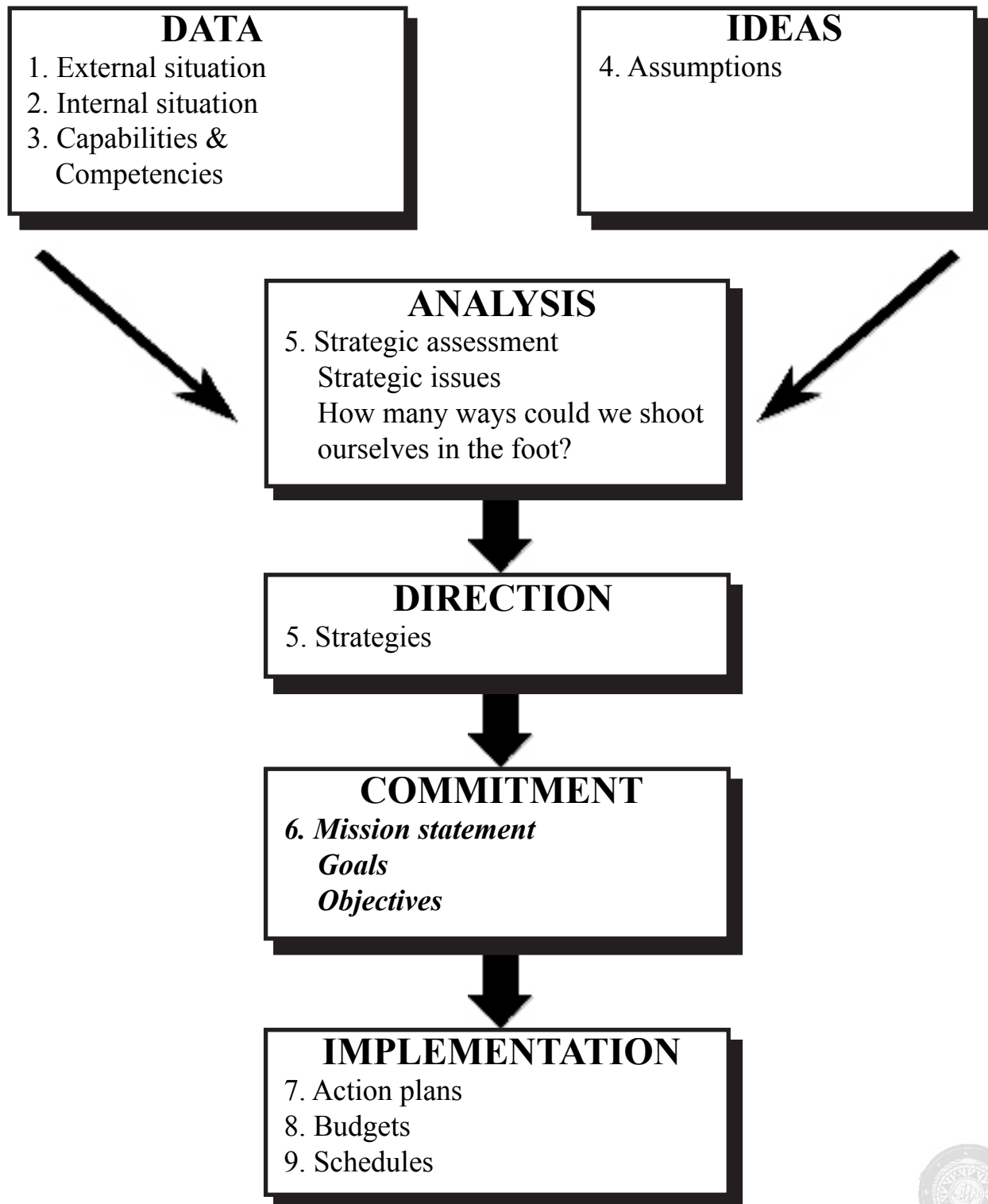


# SIMPLIFIED STRATEGIC PLANNING PROCESS FLOW





The MISSION STATEMENT, GOALS AND OBJECTIVES establish your commitment to the vision described in the STRATEGIES (5.4). Commitments translate the vision into tangible terms that can be communicated to internal and external audiences. They also become the basis for establishing programs which will allow you to realize your vision and improve results.

**Mission Statement**

Page 6.1

The MISSION STATEMENT describes the intended future role of a business. It reflects your desires for the future (rather than present) nature and activity of the business. Its critical importance lies in the fact that a business must fulfill a needed role or function in our society if it is to survive and prosper. The purpose of the MISSION STATEMENT is to provide a clear centering influence. Like the United States Constitution, it is not carved in stone, but like the Constitution it should not be changed on a whim.

**Corporate Commitment:**

In order to instill commitment in your organization, you must go beyond merely identifying and communicating what commitment you want. You must apply the fervor of a zealous missionary. You can capture this enthusiasm for your business mission in your list of corporate commitments.

**Strategic Competency:**

Strategic Competency is defined and described in Section 3. Since it is the very lifeblood of sustainable competitive advantage, it is an integral part of your Mission Statement. Your intended future role of the business should include the Strategic Competency identified as part of STRATEGIES (5.4) so that it is clear how you will beat or avoid the competition.

**Strategic Focus:**

Strategic Focus is critical to understanding the intended future role of the business. It limits the scope of what you will sell and to whom you will sell it. Strategic Focus was identified as part of STRATEGIES (5.4). It should be restated in the Mission Statement so that the fundamental driver of your long-term success is clear.

The other elements of a Mission Statement (Market Needs to be Served, Products/ Services to be Provided, and Markets to be Served) amplify and make more explicit the focus and intended future role of the business.

**Market Identity:**

List here how you wish to be positioned in the minds of your customers and employees. What are the things you want the market to think about your company? This is a good place to incorporate a slogan or identity statement. To earn this identity you must consistently model the behaviors, with employees and customers, that reinforce the image you want to project.

**Goals**

Page 6.2

Goals are general and continuing (as opposed to specific, measurable, and time-related) statements of intended future results that are necessary to your concept of success. Most importantly they should be fully stated in qualitative terms. Do not exclude any simply because you will not be able to deal with them in the immediate future. Examples of the kinds of goals that are generally useful are shown on the worksheet. You should probably have no more than six or eight goals. After you have completed your list of goals, consider two questions. Are there any listed goals that are not necessary to your

concept of success? Are there any additional goals that are necessary to your concept of success?

**Objectives**

Page 6.3

Objectives are specific, significant, achievable, challenging, measurable, time-related statements of intended future results, the accomplishment of which will lead to the attainment of the STRATEGIES (5.4), MISSION STATEMENT (6.1) and GOALS (6.2). It is essential that the Objectives be focused on these three summary documents in order to prevent the misapplication of funds and efforts on irrelevant activities. You should review your Strategies (5.4), Mission Statement (6.1), and Goals (6.2) when writing your tentative Objectives. Whenever you feel a need to write an Objective for which there is no Strategy, Mission Statement or Goal, you may have overlooked something – or you may be writing a superfluous Objective.

Do not bother with Objectives that are not significant and challenging. Keep Objectives specific, measurable and time-related. This will facilitate sharply focused actions and controls. The Objectives will be tested for achievability through prioritized BUDGETS and SCHEDULES after the ACTION PLANS (7.n) are written. These are strategic Objectives: do not write Objectives for “business as usual.” Priority should be established according to the importance of an Objective to the achievement of your Strategies (5.4).

Be careful that your Objectives are stated as results – rather than activities. There should be fewer than ten strategic Objectives. It is better to have too few objectives than too many.

# Intentions

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## — Mission Statement —

Intended future role of the business in terms of  
Corporate commitment  
Strategic Competency  
Strategic focus  
Market needs to be served  
Products/services to be provided  
Markets to be served  
Market identity

## — Goals —

General and continuing  
Statements of intended future results  
Both necessary and sufficient to our concept of success

## — Objectives —

Specific, measurable, time-related  
Statements of intended future results  
The accomplishment of which will lead to the attainment of  
the strategy, mission statement and goals





## MISSION STATEMENT

### Corporate Commitment:

- Customers
- Continuous improvement
- Specialty status
- Ethics
- Employees
- Stockholders
- Fun
- Technical leadership

### Strategic Competency:

- Food Packaging Design *and* Manufacturing Expertise

### Strategic Focus:

- Products/Services: Interior and exterior packaging and related services

### Market Needs to be Served:

- Product protection during shipment and storage
- Product appearance enhancement

### Products/Services to be Provided:

- Interior and exterior protective packaging
- Package design and testing service
- Contract packaging service

### Markets to be Served:

- Primarily U.S. and Canadian confectioners, bakers, dry food processors and non-food manufacturers

### Market Identity:

- Most dependable/responsive supplier of interior protective packaging
- Technical expertise
- Superior value







# Mission Statement

The Center for Simplified Strategic Planning assists decision makers in small to mid-sized companies in determining the most appropriate course and direction for the enterprise and in effectively and efficiently focusing their resources in support of that course and direction with minimal time and expense.

We are committed to total client satisfaction and superior results in all that we do.

As the premier strategic planning specialist for small to mid-sized organizations, we provide leading edge strategic planning and implementation processes and superior ability to stimulate good strategic thinking.

In pursuit of our mission we work hard, take pride in our work and have fun doing it.





## **GOALS**

Motivated, educated, productive and healthy team with high levels of personal growth, pride and satisfaction

Total customer satisfaction

Competitive costs

Controlled growth – strong financial position

Attractive profitability

Dominant position in confectionary and bakery markets

Strong position in emerging materials technology





## OBJECTIVES

<u>Objective Number</u>	<u>Priority</u>	<u>Objective</u>	<u>Action Plan Team Leader(s)</u>
1	1	Have new CRM system linked with e-commerce on line by ___/___/___.	RPB/HLR
2	1	Deliver first \$5000+ order of Tek-Pak by ___/___/___.	RPB/BKS
3	2	Achieve meaningful employee motivation by establishing a new participative management & incentive program and motivate all employees to achieve at least 5% bonus by ___/___/___.	GFM/HLR
4	3	Spruce up and maintain plant and office by ___/___/___.	JCB/CSS
5	3	Develop an integrated sales management plan and achieve \$1,000,000 in non-food interior packaging and/or design sales by ___/___/___.	SDD/HLR
6	4	Install 2 of our semi-automatic machines and a Bobst Die-cutter by ___/___/___.	SDD/NSH
7	5	Reduce costs 2% through establishment of Lean/Six Sigma processes by ___/___/___.	NSH/BKS
8	6	Acquire specialty packaging manufacturer with plastics packaging expertise by ___/___/___.	SDD/JCB
9	7	Complete cross training of all first line manufacturing personnel by ___/___/___.	NSH/SDD

**PRIORITY: 1-3 = critical; 4-6 = important; 7-9 = beneficial**



