

Index

• A •

accelerated change, 176
accountability
 goal achievement, 242
 importance of, 264, 267
 resistance to change, 258
 strategic plan, executing, 264, 268–271
Accountable Care Organization (ACO),
 178–179
accounting software, 254
accounts payable turnover, 67
accounts receivable, 128
action item
 described, 39
 goals, cascading, 244
 planning phases, 44
 strategic priorities, 226
action plan
 creating, 243–249
 described, 243
 scenario planning, 286
adaptability, of plan, 280–281
add-on model, 141
administrative system, 310
advertising model, 141
advisor, 304
affiliate model, 141
age gap, 178
agenda, meeting
 example of, 274
 importance of, 328
 successful meetings, 273
agility, of business, 30–31
aging population, 174
agricultural society, 176
AIDS Service Organizations (nonprofit
 group), 314–315
alliance
 goals, cascading, 248
 management of, 124
Alliance for Nonprofit Management
 (professional association), 316

Allison, Michael (*Strategic Planning for
 Nonprofit Organizations: A Practical
 Guide and Workbook*), 316
alternative coverage, 314
alternative future, 288–290
AM radio, 181
Amazon (online retailer), 103, 141, 142
American Water Works Association, the
 New Jersey Section, 95
Amplitude (organizational assessment/
 employee training company), 127
Andreasen, Alan (*Strategic Marketing for
 Nonprofit Organizations*), 316
annual retreat, 264, 327
Anthropologie (retail store), 156
Ann & Hammer Baking Soda, 203
The Art of Profitability (Slywotzky), 146
Arthur Carhart Wilderness Training Center, 94
Articulated Plan level, 17
assumption, financial, 252
AT&T (telecommunications company),
 182–183
attainable goal, 229
attitude, negative, 25–26
attractational model, 144, 145
auction model, 141
auto manufacturer, 208
Avis (car rental company), 162

• B •

backward integration, 208
Bain & Company (management consulting
 company), 24
bait and hook model, 142
balance sheet, 254
Balanced Scorecard. *See* scorecard
bank, 257
bargaining power, 182
barriers to entry, 72
base lining, 240
Bayer aspirin, 206
behavioral group, 154

- benchmark
 - defined, 130
 - target selection, 239–240
 - tools, 130
 - benefit segmentation, 153
 - Best Practices for Facilitation* (The Grove Facilitation Guide Series), 49
 - BHAGs (big, hairy, audacious goals), 101, 103, 332
 - bias, 258
 - big rock, 44
 - big unknown, 287
 - BizMiner (website), 70, 130
 - BizStats (website), 70, 130
 - Blenko, Marcia W. (*Decide & Deliver: 5 Steps to Breakthrough Performance*), 327
 - BMW (car manufacturer), 161
 - board of directors, 256, 306–308
 - boundary principle, 221
 - Boy Scouts of America (youth organization), 94, 228, 318
 - brain trust, 333
 - brainstorming, 104
 - brand, 87, 120
 - Branson, Richard (founder of Virgin), 207
 - breakeven rate, 129
 - brick and mortar model, 142
 - bridge analogy, 211–212
 - broadband, 177
 - brokerage firm, 304
 - B2B Benchmarking Association, 130
 - budget
 - maximization of, 317
 - shortfalls, 247–248
 - Buffett, Warren (investor), 75
 - Built to Sell: Turn Your Business into One You Can Sell* (Warrillow), 298
 - burning platform, 40
 - business
 - characteristics, 155
 - fundamental elements of, 25
 - models for, 140–146
 - plans, 12, 235
 - target customers, 155, 157
 - Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers* (Osterwalder and Pigneur), 146
 - Business Report Card (benchmarking tool), 130
 - business unit level strategy, 195–201
 - butterfly effect, 286
 - buyer, 182
 - buy-in, employee
 - goals, cascading, 248
 - need for, 30–31
 - organization's mission, 31
 - social sector, 306–308
 - strategic planning meetings, 328–330
- C ●
- calendar, 52
 - Calvary Baptist Church, 144–145
 - capital intensity, 71
 - cascading goals, 243–249
 - cash
 - creators, 128–129
 - dreams, 129
 - flow, 254, 255
 - celebrating success, 52, 324, 334
 - Center for Consumer Focus (training organization), 146
 - central control, 310
 - CEO
 - leading by example, 324
 - planning phases, 48
 - role of, 46, 48
 - strategic planning of, 27–28
 - visibility of, 46
 - CEO Tools (website), 70
 - champion, 270
 - change
 - business agility, 30–31
 - drivers of, 289
 - resistance to, 258, 278–279
 - SWOT analysis, 190
 - channel, 143
 - Chatham House (analysis company), 293–294
 - Chemtura (chemical business), 103
 - Chitimacha Tribe (Native American people), 94
 - Cisco Internet (technology company), 292–293
 - Clavier, Jeff (founder of SoftTech VC), 298
 - clear goal, 242

- climate, planning, 40–41
- Clorox Company (manufacturer), 95
- coaching, 271
- coalition, 248
- Coke (soda), 205
- Collins, Jim
 - Good to Great and the Social Sectors: A Monograph to Accompany Good to Great*, 306
 - Good to Great and the Social Sectors: Why Business Thinking Is Not the Answer*, 312
- comment card, 139
- commodity, 182
- communication
 - customer feedback, 139
 - guidelines for, 126
 - information sharing, 166
 - pitfalls of plan execution, 264
 - plan, rolling out, 275–277
 - strategic plan, executing, 275–278
 - succession planning, 303
 - technology changes, 176
 - tips for success, 277
 - values statement, 100
- community contribution, 124, 310
- comparing choices, 218–220
- compensating balance, 255
- compensation plan, 269–270
- competition, business
 - agility of business, 30–31
 - financial ratio evaluation, 70–71
 - ignoring, 20
 - industry forces assessment, 71–72
 - level of competition, 72
 - market penetration, 203
 - market research, 148–149
 - new competitor, 179–180
 - opportunities and threats, 179–187
 - target markets, choosing, 157
 - types of, 184
 - valuation of business, 299–300
- competitive advantage
 - business unit level strategy, 200–201
 - competitive analysis, 186
 - defined, 75
 - described, 38, 75–78
 - evaluating, 86
 - examples of, 83–84
 - identifying, 79–87
 - implementing, 87–89
 - importance of, 78–79
 - planning phases, 44–45
 - sustainability, 75–76, 84–86
- competitive analysis, 183–187
- competitive benchmarking, 240
- competitive position, 314–315
- compromise, 248
- concentrated growth strategy, 203
- concentration level, 72
- conflict, team, 50, 51
- consistency, product, 86–87
- construction industry, 175
- contribution analysis, 253
- core competency, 93, 102
- corporate level strategy, 195
- corporate success planning, 32
- cost of goods sold
 - business unit strategy, 196–198
 - defined, 58
 - product/service evaluation, 58
 - rivalries, 183
- cost structure, 143, 144
- Creating Competitive Advantage: Give Customers a Reason to Choose You Over Your Competitors* (Smith), 77–78
- Creating Customer Evangelists (website), 146
- creative thinking, 105–107
- critical uncertainty, 289
- cultural cluster, 154
- cultural shift, 175
- culture, organizational
 - cash drains, 129
 - customer satisfaction, 136, 200
 - described, 13
 - employees as customers, 136
 - facilitator selection, 51
 - government planning, 309
 - organizational capital, 117–118
 - planning phases, 42–43
 - support of plan execution, 267
 - tips for successful planning, 52
 - transformational change, 279
- current ratio, 64
- customer
 - acquiring, 123
 - business models, 140–146
 - cash creators, 129
 - cash drains, 129

- customer (*continued*)
 - characteristics, 155
 - competitive advantage, 81, 82–83, 88
 - 80/20 rule, 133
 - employee as, 136, 140
 - feedback from, 137–140
 - intimacy, 196, 199–200
 - lost, 132–133
 - loyalty, analyzing, 136–140
 - management processes, 123
 - market penetration, 203
 - neglecting, 131, 136
 - planning team selection, 47
 - positioning statements, 160–162
 - profiles, 155–156, 167–168
 - profit engine, 81
 - retention, 123
 - segments, 143
 - selection, 123
 - strategic priorities, 224
 - targeting, 152–159, 162–165
 - value of, 133–136
 - customer data
 - collecting, 148–151, 165–166
 - organizing, 167–168
 - customer needs
 - marketing failures, 147
 - mission statements, 93
 - target markets, 157
 - customer relationship
 - business models, 143
 - business unit level strategy, 199–200
 - customer management processes, 123
 - helpful resources, 146
 - management software, 180
 - customer satisfaction
 - importance of, 136
 - lost customers, 132
 - measurement of, 137–140
 - Pareto principle, 133
 - customer-focused metric, 137–140
- D •
- daily operating problem, 264
 - dashboard, 243
 - data collection
 - competitive advantage evaluations, 88–89
 - competitive analysis, 183–187
 - customer feedback, 137–140
 - industry forces, 71–72
 - knowledge management, 119–120
 - market research, 148–151, 165–166
 - mission statements, writing, 96
 - planning phases, 42–43
 - planning team selection, 47
 - scorecard building, 241
 - strategic planning meetings, 326
 - data organization, 167–168
 - database, 151, 299
 - debt-to-equity ratio, 64–65
 - Decide & Deliver: 5 Steps to Breakthrough Performance* (Blenko, Mankins, and Rogers), 327
 - decision maker, 154
 - decision-making tool
 - critical uncertainty, 289
 - long-term uncertainties, 290
 - short-term uncertainties, 284
 - decline phase, of product life cycle, 164, 165
 - delivery, on-time, 138
 - demographics
 - market research, 150, 154
 - opportunities and threats, 178
 - segmenting process, 154
 - DemographicsNow (website), 150
 - department
 - goals, 245–247, 249
 - identity of, 249
 - strategic plan, sharing, 257
 - departmental customer, 136
 - descriptor, 154
 - desk calendar, 52
 - differentiation, of segment, 158
 - direct competitor, 184
 - direct sales model, 142
 - discount, 128, 182
 - dissatisfied customer, 132
 - distribution, 154, 163
 - distributor/retail model, 142
 - diverse population, 178
 - diversification, market, 206–207
 - dot-com era, 84
 - Dow Jones (website), 151
 - downsizing, 177
 - driving force, 287, 289, 291
 - Dun & Bradstreet (*Industry Norms and Key Business Ratios*), 71

DuPont (chemical business), 103
durable goods manufacturing, 175

• E •

Eat That Frog (Tracy), 333

Economic Development Authority of
Western Nevada, 228

economic indicator

forecasting, 255–256

long-term uncertainties, 287

opportunities and threats, 173–175

Economic Indicators For Dummies (Griffis), 174

economies of scale, 180

Edward Jones (financial services
company), 32–33

effectiveness, 121–127

efficiency, 121–127, 238

effort, 213, 214

80/20 rule, 133

Elephant Sanctuary (animal refuge), 94

e-mail, 88, 127

eMarketer (website), 150

employee

attitudes of, 25–26

audience for strategic plan, 256–257

business's purpose, 80

buy-in of, 30–31

coaching, 271

commitment of, 29, 93, 99–101

competitive advantage implementation, 88

as customer, 136, 140

encouraging, 271

engagement in meetings, 328–329

futurecasting exercises, 105–107

goals, cascading, 243–249

high-value activities, 126–127

human capital, 115–117

invitation to meetings, 326–327

market research, 150

mission statements, writing, 96

motivating, 102

organizational capital, 117–118

ownership of plan, 321

pitfalls of plan execution, 264

plan, rolling out, 276–277

planning team selection, 46–48

resistance to change, 258, 278–279

rewards for plan execution, 268, 269–270

SMART goals, 229

strategic priorities, 225–226

support of plan execution, 266

SWOT analysis, 190

vision statement, creating, 104

wasted time, 127

well-being of, 124

Employees Business Purpose

Questionnaire, 80

empowerment, 264

encouraging employees, 271

end date, 244

endgame, identifying, 296–297

energy drain, 332

enterprise resource planning (ERP)

module, 259

entrepreneurial organization

exit planning, 300–304

goal of, 297

importance of, 295

legacy of business, 296

value creation, 297–300

value of, 297–300

vision, 296–297

environment, operating, 173–178

environmental sustainability, 124

Erasmus, Daniel (scenario planner), 291

Erlach Computer Consulting, 122–123

ERP (enterprise resource module planning)

module, 259

error rate, 138

Estella's Exotic Escapes (travel company), 163

E*TRADE (online brokerage company), 154

execution, of plan. *See* strategic plan,

executing

executive sponsorship, 258

exit barrier, 182

exit planning, 300–304

expense

cash creators, 128

estimates, 251

goals, cascading, 244

external priority, 217–220

external strategy, 13

• F •

facilitator

- benefits of, 50
- costs, 49
- need for, 325–326
- selecting, 50–51

Factiva (website), 151

failure, of plan, 16, 125

false start, 28

family member, 301

Famous Footwear (retailer), 162

Fannie Mae (lending organization), 94

fear, 332–333

fees for service, 317

Fierce Conversations: Achieving Success at Work and in Life, One Conversation at a Time (Scott), 271

financial assessment

- defined, 39
- past performance, 63–71
- process of, 250
- successful business, 250
- viability of strategic plan, 249–256

financial control, 333

financial priority, 223–224

financial projection, 254–256

financial ratio

- benefits of, 63–64
- categories of, 64–67
- described, 63
- industry comparisons, 70–71
- three-year trends, 67–68

financial resource, 120

financial statement

- business's purpose, identifying, 80–82
- financial projections, 254–255
- past performance analysis, 63–71

Finding Information on the Internet: A Tutorial (University of California Berkley Library), 151

Fintel (benchmarking association), 130

flexibility, 307–308

FM radio, 181

food supply, 293–294

for sale valuation, 299

forward integration, 208

foundational training, 279

franchise model, 142

freemium model, 142

Frost & Sullivan (consulting firm), 150

full cost recovery, 317

Fundamo (mobile application), 299

futurecasting

- assumptions, identifying, 106
- defined, 105
- described, 105
- financial projections, 254–256
- mindset for, 105–106
- opportunities and threats, 172
- strategic thinking exercise, 106–107
- strategy map, 230–234
- vision statements, 102

• G •

Gates, Bill (entrepreneur), 120

generational divide, 178

generic strategy, 196

geographic expansion, 205–206

geographic group, 154

global population, 178

globalization, 72, 174

goals

- action plans, 243–249
- attainment of, 197
- cascading, 243–249
- defined, 237
- described, 39
- of entrepreneurs, 297
- flexibility, of business, 307–308
- internal priorities, 220–226
- pitfalls of plan execution, 265
- planning phases, 44, 45
- poor examples of, 242
- purpose of, 19
- revising, 272
- rolling out, 277
- short-term, 229
- social sector, 306, 307–308
- strategy map, 230–234
- writing down, 332

Goals Grid tool, 220–221

GoDaddy (website), 117

Godin, Seth (*Purple Cow*), 159–160

Good to Great and the Social Sectors: A Monograph to Accompany Good to Great (Collins), 306

Good to Great and the Social Sectors: Why Business Thinking Is Not the Answer (Collins), 312
 goodwill, 121
 Google (website), 94
 governing board, 309
 government
 downsizing, 177
 planning, 308–312
 GreenBook (market research directory), 151
 Griffis, Michael (*Economic Indicators For Dummies*), 174
 gross profit, 58
 The Grove Facilitation Guide Series (*Best Practices for Facilitation*), 49
 growth, of business
 areas of, 202
 business unit level strategy, 195–201
 customer satisfaction, 138
 importance of, 193
 market attractiveness framework, 62
 market level strategy, 202–210
 rivalry, 182
 strategic planning benefits, 28, 29–30
 target markets, choosing, 158
 growth phase, of product life cycle, 164, 165
 guiding principle, 97

• H •

headline, 286
 healthcare consumerism, 177–178
 The Heidel House Resort, 162
 Heinz (food manufacturer), 103
 Herman Miller (furniture company), 98
 Herrigel, Eugen (*Zen in the Art of Archery*), 279
 Hiam, Alexander (*Marketing For Dummies*), 146
 high-performance company. *See* successful business
 high-value activity, 126–127
 hiring process
 intangible assets, 116
 values statement, 100–101
 home healthcare service, 178
 homeland security, 177
 Hoover's Online (website), 151
 housing start, 175

how-to principle, 221
 human capital, 115–117
 Hyden, Howard (founder of The Center for Customer Focus), 133

• I •

IAF (International Association of Facilitators), 49
 IBISWorld (website), 72
 icons, explained, 5–6
 imitation, product, 85
 immediate risk, 285
 Impact/Effort Grid tool, 213, 214
 improvement, product, 85, 87
Inc. Magazine, 27, 30, 269
 Inc.com (website), 300
 incentive plan. *See* reward, employee
 income statement, 80–82, 254
 indirect competitor, 184
 individualism, 176
 industrial society, 176
 industry
 association benchmarking, 240
 forces in, 71–72, 179–187
 globalization, 72, 174
Industry Norms and Key Business Ratios (Dun & Bradstreet), 71
 information
 versus knowledge, 119
 organizing, 167–168
 scorecard building, 241
 sharing, 166, 257
 information technology (IT)
 defined, 121
 evaluating, 126
 performance management applications, 258–259
 innovation, product
 competitive advantage, 87
 importance of, 124
 process of, 124–125
 inspiring language, 102
 intangible asset, 114–120
 Intangible Assets Questionnaire, 114–115
 intangible resource, 120–121
 intellectual property, 121
 internal benchmarking, 239

internal priority
 described, 217–218
 examples of, 225
 listing of, 220–221
 internal strategy, 13
 International Association of Facilitators (IAF), 49
 International City/County Management Association, 312
 international expansion, 206
 Internet company, 141, 142
 introduction phase, of product life cycle, 164, 165
 Intuit (software company), 87
 inventory turnover, 66
 investment, 250–251
 invoice, 139
 IT. *See* information technology

• J •

jargon, 270, 323
 job description, 303

• K •

Kaplan, Robert (professor), 222
 Kaye, Jude (*Strategic Planning for Nonprofit Organizations: A Practical Guide and Workbook*), 316
 Kelleher, Herb (former CEO of Southwest Airlines), 97
 Keno, Awa (archery teacher), 279
 key performance indicator (KPI)
 audience for strategic plan, 257
 defined, 241
 listing of, 239
 purpose of, 241
 strategy versus organizational reviews, 272–273
 knowledge society, 176
 knowledge, tribal. *See* tribal knowledge
 Kotler, Philip (*Strategic Marketing for Nonprofit Organizations*), 316
 KPI. *See* key performance indicator

• L •

labor law, 177
 leadership
 business unit level strategy, 196, 199
 defined, 118
 government planning, 308
 innovative processes, 125
 leading by example, 324
 organizational capital, 118
 strategy-focused organization, 270
 legislative action, 177
 LexisNexis (website), 151
 Lexus (car manufacturer), 139
 library, 151
 life cycle stage, 71
 lifetime value of a customer, 133–136
 liquidation, 301
 liquidity, 64
 living document, plan as
 audiences for plan, 256–259
 importance of, 321
 tips for, 321–324
 longevity, 87
 long-range planning, 15
 lost customer, 132–133

• M •

Mackey, John (cofounder of Whole Foods), 124
 MacMillan Matrix tool, 313–315
 management
 structure of, 266
 surveys, 24–25
 management letter, 303
 manager
 as coach, 271
 departments as customers, 136
 employee retention, 116
 goals, cascading, 244
 organizational capital, 118
 strategic plan contents, 257
 strategy review meetings, 273
 time-wasting activities, 33
 traits of, 31–32

- mandatory meeting, 273
 - Mankins, Michael C. (*Decide & Deliver: 5 Steps to Breakthrough Performance*), 327
 - manufacturer model, 142
 - map, strategy, 230–234, 257
 - margin, 127–130
 - Marine Stewardship Council (environmental organization), 94
 - market
 - attractiveness, 60–63
 - development strategy, 205–206
 - diversification, 206–207
 - market level strategy
 - business growth, 202
 - defined, 195
 - described, 202
 - diversification, 206–207
 - execution of, 208–210
 - market development, 205–206
 - market penetration, 203
 - product development, 204–205
 - vertical integration, 208
 - market research
 - data collection, 148–151, 165–166
 - data organization, 167–168
 - importance of, 148
 - information sharing, 166
 - information sources, 149–151
 - strategic planning meeting, 326
 - market-focused business
 - described, 165–167
 - opportunities and threats, 188
 - marketing
 - action plan, 164–165
 - cash drains, 129
 - competitive advantage implementation, 88
 - failure of, 147
 - function of, 147
 - market-focused mindset, 165–167
 - mix, 162–163
 - positioning statements, 159–162
 - product life cycle, 163–165
 - target markets, 152–159
 - Marketing For Dummies* (Hiam), 146
 - MarketResearch (website), 72, 150
 - Marriott Hotels, 95
 - Mattel (toy manufacturer), 103
 - maturity phase, of product life cycle, 164, 165
 - McDonald's (restaurant chain), 103
 - measurable goal, 229
 - measure
 - creating, 238–239
 - defined, 238
 - goals, cascading, 249
 - listing of, 240
 - scorecards, 241–243
 - types of, 238–239
 - Medicare (healthcare group), 178
 - meeting, strategic planning
 - common pitfalls, 325–330
 - engagement of participants, 328–330
 - enthusiasm, building, 323
 - facilitation skills, 49–51
 - planning team selection, 47
 - postmeeting tasks, 330
 - purpose of, 323
 - strategy review, 272–275
 - support of plan execution, 266
 - SWOT analysis, 190
 - task force, 274
 - visible CEO, 46
- Mercedes-Benz (car manufacturer), 161
 - Merck (pharmaceutical company), 95
 - middle, stuck in, 200–201
 - middle-class population, 174
 - Miller Lite (brewing company), 162
 - Mint.com (finance service), 299
 - mission
 - barriers to, 92
 - creeping, 93–94
 - defined, 42, 92
 - employee buy-in, 31
 - goals, cascading, 248
 - planning phases, 42
 - social sector, 313
 - strategic priorities, 226
 - mission statement
 - creating, 95–97
 - defined, 93
 - described, 37
 - elements of, 93–94
 - evaluating, 95
 - examples of, 94–95
 - missional model, 144, 145

mobile device, 176
 monthly/quarterly business review (M/QBR), 39
 Moody's (financial-data services), 71
 Morningstar (website), 72
 motivating employees, 102, 270
 MyStrategicPlan (website), 257

• N •

nanotechnology, 176
 National CASA (nonprofit organization), 103
 national expansion, 206
 natural disaster, 174
 needs-based segmentation, 153
 net income, 29–30, 254
 net profit margin, 65
 Netflix (online DVD rental company), 137, 153
 newsletter, 139
 newspaper company, 142
 Nonprofit Genie (website), 316
 nonprofit organization. *See* social sector
 North Slope Borough School District, 103, 109
Northern Nevada Business Weekly (newspaper), 162
 notebook, strategy, 234–235
 Novo Nordisk (diabetes care company), 103

• O •

objective
 described, 38
 flexibility, 307–308
 pitfalls of plan execution, 265
 planning phases, 44, 45
 purpose of, 19
 revising, 272
 social sector, 307–308
 strategic priorities, 226
 strategy map, 230–234
 writing, 228–229
 oil price, 174
 Olsen & Associates Public Relations, 93
 online customer survey, 139
 online information, 185
 online learning, 175
 operating environment, 173–178
 operating risk, 122
 operation department, 122

operational process, 122–123, 197
 operational review, 272–273
 opportunity
 analysis, 213
 described, 170
 environmental forces, 173–178
 future plan, 172
 industry competition, 179–187
 summary of, 188–189
 SWOT analysis, 171–172, 189–190, 213–216
 order form, 139
 organizational capital, 117–118
 organizational chart, 117
 Organizational Engagement level, 17
 Organizational Transformation level, 17
 Osterwalder, Alexander (business model guru)
 Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers, 146
 business models, 143, 146
 outcome measure, 238–239
 outline, scenario, 289
 owner's vision statement, 296–297
 ownership, of plan, 264, 321

• P •

paired comparison analysis, 218–219
 Pareto principle, 133
 partial cost recovery, 317
 partner, key, 143–144
 past performance
 financial performance, 63–71
 financial projections, 255
 industry forces, 71–72
 portfolio analysis, 60–63
 product/service analysis, 56–60
 strategic issue list, 72–73
 successes/failures, 56–57
 Patagonia (outdoor clothing company), 118
 pay-as-you-go model, 142
 payment terms, 128
 peer pressure, 268, 278
 performance evaluation, 271
 performance management system, 258–259
 Pershing General Hospital, 83, 103
 physical resource, 121

- Pigneur, Yves (*Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers*), 146
- place, 163
- planning session, 49–50
- planning team, 46–51
- point of purchase, 139
- policy board, 307
- politics
 - government planning, 309
 - long-term uncertainties, 287
 - opportunities and threats, 177–178
- Porter, Michael (strategy guru), 11
- portfolio, product/service, 58–63
- positioning, 160
- poster, strategic plan, 322–323
- Post-it Brand Products (website), 50
- power, 309
- precise mission statement, 94
- predetermined element, 289
- price, service/product
 - business unit level strategy, 196–198
 - increase in, 60, 128
 - marketing mix, 163
 - portfolio analysis, 60
- primary data, 151
- priority setting, 217–226
- proactive mode, 28–32
- problem statement, 286
- process, 121–127
- producer satisfaction maximization, 317
- product development, 204–205
- production facility, 121
- productivity
 - financial priorities, 224
 - high-value activities, 126–127
 - ratio, 65–67
- Product/Market Grid, 208–210
- product/service
 - competitive advantage, 84–87
 - customer satisfaction, 138
 - entrepreneurial organizations, 298
 - expanded uses for, 205–206
 - features, adding, 204
 - leadership strategy, 196, 199
 - life cycle, 163–165
 - market penetration, 203
 - marketing mix, 162
 - past performance, 57–60
 - portfolio revision, 60–63
 - quality of, 208, 239
 - substitutes, 181, 184
- profile, customer, 167–168
- profit
 - business's purpose, identifying, 80–82
 - contribution analysis, 253
 - engines, 80–82
 - social sector, 306
 - strategy map, 230–234
- profit and loss report, 333
- profitability
 - focus on, 81
 - ratio, 65
 - target markets, choosing, 158
- program attractiveness, 314
- progress measure, 39
- progress report, 265
- project measure, 239
- promotional activity, 163
- prosperity, 176
- psychographic group, 154
- Purple Cow* (Godin), 159–160
- purpose, of organization
 - competitive advantage, 79–80
 - mission statements, 96
 - vision statements, 102
- PushLife (entertainment startup), 299
- *Q* •
- quality, of product/service, 208, 239
- question, from customer, 138
- quick ratio, 64
- Quicken (software), 87
- *R* •
- racial demographics, 178
- reactionary mode, 28–29
- receivable turnover, 66
- Recording for the Blind and Dyslexic (nonprofit organization), 103
- recurring revenue, 142
- referral, customer, 138
- regulation level, 71
- related diversification, 206–207
- relationship management process, 123–124

- report
 - cash drains, 129
 - goals, cascading, 249
 - scorecards, 278
 - reputation, 121
 - research. *See* data collection; market research
 - resource
 - business models, 143, 144
 - defined, 120
 - goals, cascading, 247–248
 - identifying, 120–121
 - lists, 120
 - profit engines, 81
 - support of plan execution, 266
 - target markets, 157
 - responsible employee, 229
 - retaining customers, 123
 - retaining employees, 116–117
 - retreat, annual, 264, 327
 - retrenchment strategy, 317
 - return on assets (ROA), 66
 - return on equity (ROE), 65
 - return, product, 138
 - revenue
 - calculation, 158
 - estimates, 251
 - financial priorities, 224
 - maximizing, 316
 - streams, 143
 - volatility, 71
 - review, performance. *See* past performance
 - reward, employee
 - employee retention, 117
 - plan execution, 268, 269–270
 - purpose of, 270, 323
 - values statement, 100
 - riding the fence, 200–201
 - Right at Home (healthcare company), 178
 - risk level
 - described, 64–65
 - long-term uncertainties, 287–290
 - short-term uncertainties, 284–286
 - rivalry, 182–183
 - ROA (return on assets), 66
 - robot, 176
 - ROE (return on equity), 65
 - Rogers, Paul (*Decide & Deliver: 5 Steps to Breakthrough Performance*), 327
 - ROI principle, 222
 - rolling out plans, 259, 276–277
 - Rotary International (nonprofit organization), 95
- S ●
- sales
 - business models, 141–142
 - customer satisfaction, 138
 - Pareto principle, 133
 - strategic planning benefits, 29
 - target markets, 153
 - value of customers, 134
 - sales rep, 139
 - sales-to-assets ratio, 66
 - satellite radio, 181
 - satisfaction, customer
 - importance of, 136
 - lost customers, 132
 - measuring, 137–140
 - Pareto principle, 133
 - Scandinavian Airlines, 123
 - scenario planning
 - described, 283–284
 - examples of, 288
 - long-term uncertainties, 287–290
 - purpose of, 288
 - sample scenarios, 291–294
 - short-term uncertainties, 284–286
 - scorecard
 - components of, 238
 - creating, 241–243
 - versus dashboard, 243
 - described, 13–14, 39, 237–238
 - example of, 242, 318
 - guidelines for use, 274–275
 - purpose of, 324
 - reports, 278
 - social sector, 306
 - strategic priorities, 222–223
 - support of plan execution, 266
 - Scott, Susan (*Fierce Conversations: Achieving Success at Work and in Life, One Conversation at a Time*), 271
 - seasonal product, 60

- secondary data, 150–151
- security market, 177
- segmenting
 - described, 152–154
 - growth strategy, 206
 - target markets, choosing, 157–159
- sellability, of business, 297–298
- senior population, 174
- shareholder, 223–224
- Shell Oil (gas company), 284, 291
- short-term goal, 229
- simplicity, of plan, 323
- Sinek, Simon (*Start With Why: How Great Leaders Inspire Everyone to Take Action*), 296
- Sirius (satellite radio), 181
- Skype (Internet telephony), 177
- slogan, 161
- Slywotzky, Adrian (*The Art of Profitability*), 146
- SMART goal, 229
- Smith, Jaynie (*Creating Competitive Advantage: Give Customers a Reason to Choose You Over Your Competitors*), 77–78
- social sector
 - buy-in of board of directors, 306–308
 - competition in, 184
 - defined, 305
 - goals, 306
 - government planning, 308–312
 - growth of, 305
 - helpful resources, 316
 - nonprofit organizations, 312–318
 - profit versus sustainability, 306
 - scorecard, 306
- social shift
 - long-term uncertainties, 287
 - opportunities and threats, 175–176
- soda, 205
- someday list, 218, 235
- Sony (entertainment company), 208
- soul of the agency program, 314–315
- Southwest Airlines, 95, 97, 161
- Speakshop (foreign language service company), 108
- specific goal, 229
- spouse, communication with, 303
- spreadsheet
 - financial ratios, 67–68
 - monthly performance, 68–70
 - portfolio analysis, 58–59
 - purpose of, 259
- Standard & Poor's (financial-data services), 71, 151
- Starbucks (coffeehouse chain), 87, 94, 228
- start date, 244
- Start With Why: How Great Leaders Inspire Everyone to Take Action* (Sinek), 296
- steering committee, 309
- sticky note, 50
- strategic choice
 - described, 212
 - identifying, 214–217
 - priorities, balancing, 222–226
 - priorities, creating, 217–222
 - SWOT analysis, 213–216
 - vision, 227–234
- Strategic Differentiation level, 17
- Strategic Essentials (personal coaching business), 135
- strategic foundation. *See also specific foundation elements*
 - described, 92–93
 - examples of, 108–109
 - finalizing, 107
- strategic issue
 - defined, 55
 - industry forces, 71–72
 - listing of, 72–73
 - past performance, 56–60, 63–71
- strategic management, 13
- Strategic Marketing for Nonprofit Organizations* (Andreasen and Kotler), 316
- strategic plan
 - assembling, 234–235
 - benefits of, 33
 - versus business plan, 235
 - components of, 13–14, 36–39
 - defined, 12
 - evaluating, 19, 235–236
 - example of, 235, 322
 - frequently asked questions, 14–16
 - importance of, 12
 - key elements of, 14, 17–19
 - lack of, 11, 17–18, 25–26
 - levels of, 17
 - need for, 15–16, 19–21, 26–28
 - poster of, 322–323
 - purpose of, 9, 322

- strategic plan, executing
 - accountability, 268–271
 - adaptability, 280–281
 - communication tips, 275–278
 - described, 12–13, 39, 263
 - importance of, 19, 52
 - lack of implementation, 263
 - pitfalls of, 264–265
 - planning phases, 45–46
 - postmeeting tasks, 330
 - preimplementation checklist, 265–266
 - resistance to change, 278–279
 - steps for, 267
 - support system, 266–267
 - tips for success, 52
- strategic plan manager
 - described, 268
 - role of, 322
 - selection of, 48, 268–269
- strategic planning
 - benefits of, 28–30
 - defined, 13, 15
 - versus long-range planning, 15
 - over planning, 52
 - phases of, 41–46
 - pitfalls, 258–259
 - popularity of, 23–25, 160
 - purpose of, 15
 - readiness assessment, 40–41
 - tips for success, 51–52
 - top-down versus bottom-up, 52
- Strategic Planning for Nonprofit Organizations: A Practical Guide and Workbook* (Allison and Kaye), 316
- strategic position
 - defined, 114
 - intangible assets, 115–120
 - internal processes, 121–127
 - planning phases, 42–43
 - profit margins, 127–130
 - resources, evaluating, 120–121
 - SWOT tool, 114–115
- strategic thinking, 16
- strategy
 - business unit level, 195–201
 - defined, 10–11
 - described, 18, 32–33, 38
 - finalizing, 227–228
 - levels of, 195
 - maps, 230–234, 257
 - market unit level, 202–210
 - notebooks, 234–235
 - planning phases, 43–44
 - routine reviews, 272–275
 - scenario planning, 289
 - summary of, 210
 - versus tactics, 194–195
- strength, organizational
 - analysis template, 114–115, 189
 - business unit level strategy, 196–200
 - described, 114
 - portfolio revisions, 60–63
 - types of, 196
- strengths, weaknesses, opportunities, and threats analysis. *See* SWOT analysis
- subscription model, 142
- substitute product, 181, 184
- successful business
 - accidental success, 25
 - celebrations of, 52, 324, 334
 - choosing to be, 23
 - displays of success, 56–57
 - example of, 27
 - financial success, 250
 - Inc. 500 companies, 27
 - key factors for, 170
 - past performance analysis, 56–57
 - tips for, 51–52
 - traits of, 26–28, 31–32
- succession planning
 - defined, 301
 - importance of, 32
 - process of, 301–304
 - tribal knowledge, 32
- supplier
 - business models, 143–144
 - opportunities and threats, 181–182
 - planning team selection, 47
 - relationship with, 122
- supply and demand, 208
- support call, 139
- Surfrider Foundation (environmental organization), 84
- surplus maximization, 316
- survey
 - customer satisfaction, 139
 - employee input for meetings, 327

- planning team selection, 47
 - SWOT analysis, 190
 - Survey Monkey (survey tool), 190
 - Susan G. Komen for the Cure (nonprofit organization), 103
 - sustainable competitive advantage. *See* competitive advantage
 - SWOT (strengths, weaknesses, opportunities, and threats) analysis
 - described, 37, 189
 - input from others, 189–190
 - narrowing down, 213–214
 - opportunities and threats, 171–172, 189–190
 - planning phases, 43
 - strategic choice, 213–216
 - strategic position, 114–115
 - template, 114–115, 189
 - system-up time, 138
- T •
- tactics, 194–195
 - tangible asset. *See* resource
 - target
 - defined, 238
 - scorecard, creating, 241–243
 - selection of, 239–240
 - target market
 - business unit level strategy, 201
 - creating, 152–157
 - customer profiles, 156–157, 167–168
 - evaluating, 157–159
 - new markets, 162–165
 - positioning statements, 159–162
 - task force, 274
 - tax legislation, 177, 302
 - teamwork
 - organizational capital, 118
 - support from manager, 271
 - SWOT analysis, 190
 - technology
 - changes in, 71
 - goals, cascading, 248
 - long-term uncertainties, 287
 - opportunities and threats, 174, 176–177
 - telephone survey, 139
 - theme, 213
 - Thomson Research (business information company), 151
 - threat
 - described, 170
 - environmental forces, 173–178
 - future plan, 172
 - industry competition, 179–187
 - summary of, 188–189
 - SWOT analysis, 171–172, 189–190, 213–216
 - time, for strategic planning
 - frequently asked questions about, 16
 - job of CEO, 27–28
 - management techniques, 333–334
 - manager's use of, 33
 - planning phases, 41–46
 - SMART goals, 229
 - tips for success, 52
 - wasted time, 127, 242
 - timing, of exit strategy, 301
 - Tracy, Brian (*Eat That Frog*), 333
 - Trailing 12 Months (T12M) chart, 68–70
 - training, employee
 - intangible assets, 116
 - succession planning, 303
 - values statement, 100
 - transformational change, 279
 - transition planning, 300–301
 - tribal knowledge
 - competitive advantage, 87
 - defined, 4, 118
 - evaluating, 118–120
 - versus information, 119
 - management of, 119–120
 - succession planning, 32
 - trigger point, 286
 - T12M chart. *See* Trailing 12 Months chart
 - turnover rate, employee, 116–117
 - TweetDeck (mobile application), 299
 - 24-Hour Fitness (health and fitness company), 152
- U •
- undercover source, of information, 185
 - uniqueness, of segment, 158
 - university library, 151
 - University of California Berkley Library (*Finding Information on the Internet: A Tutorial*), 151

University of Phoenix, 95
 unrelated diversification, 206, 207
 U.S. Census Bureau, 150
 U.S. Department of Commerce, 150
 U.S. Securities and Exchange Commission, 151
 usage maximization, 317
 usage targeting, 317

• U •

value
 business models, 141–146
 of customers, 133–136
 defined, 140–141
 entrepreneurial organizations, 297–300
 proposition, 143
 Value Line (financial-data services), 71, 151
 values, organizational
 creating, 98–99
 defined, 97
 elements of, 97–98
 government planning, 309
 importance of, 97
 living by, 99–101
 strategic priorities, 226
 values statement
 barriers to, 92
 creating, 97–98, 99–101
 defined, 42, 92
 described, 37
 employee commitment, 99–101
 planning phases, 42
 variable asset, 254
 variable liability, 254
 vendor. *See* supplier
 vertical integration, 208
 Virgin (diversified company), 207
 virtual learning, 175
 vision, organizational
 barriers to, 92
 defined, 42, 92
 described, 38, 101
 entrepreneurial company, 296–297
 futurecasting, 105–107
 need for, 18
 planning phases, 42
 priority setting, 222
 strategic choices, 227–234
 strategic planning benefits, 29

vision statement
 creating, 102–104
 described, 101
 elements of, 102
 entrepreneurial organizations, 296–297
 examples of, 101, 103
 Visiongain (business information provider), 177
 visual aid, 322–323
 visualizing
 customers, 155–156
 success, 331–332
 vivid description, 101–104

• W •

Wack, Pierre (leader in scenario planning), 283
 Wal-Mart (retailer), 94, 140, 182
 Walton, Sam (founder of Wal-Mart), 140
 Warillow, John (*Built to Sell: Turn Your Business into One You Can Sell*), 298
 Washoe County, Nevada, 311
 weakness, organizational, 114–115, 189
 web-based application, 259
 Wharton Business School, 161
 Whole Foods (grocery chain), 124
 W.L. Gore & Associates (manufacturer), 125
 women, achievements of, 178
 word-of-mouth
 importance of, 136
 value of customers, 134, 135

• X •

XM Radio (satellite radio), 181

• Y •

Yahoo! Answers (website), 150
 yelling, 271
 Yoga to the People (fitness business), 297
 Yogurt Beach (yogurt shop), 223

• Z •

Zen in the Art of Archery (Herrigel), 279
 Zoomrang (survey tool), 190