An Overview of Strategic Planning

For Genesis: UJA Federation Centre for Jewish Innovation

Annex Shul - Camp Aim - Emet Education - Kulanu Toronto - Shoresh Jewish Environmental Program

By
Michael Miloff

December 11, 2013
Purpose of Session

Condensing 2 day session into ½ day

- Review key concepts of strategic planning
- Explore application of strategic planning concepts to your organization
- Provide strategic thinking support to each other
- Use framework for future explorations
- Have fun!
What is Strategic Planning?

A structured, data driven process by which an organization wrestles with uncertainties and competing priorities to envisage and realize a desired future through setting long-term mission and sustainability goals, and identifying the central means for achieving them.
What are the Risks of Strategic Planning?

- Time-consuming, taking up more effort than value generated
- If strategic directions are already clear, could substitute process and analysis for action
- If done poorly, could
  - demotivate key stakeholders
  - lead to worse decisions than just continuing on
  - surface unresolved conflicts
What are the Benefits of Strategic Planning?

- Leverage strengths, capitalize on opportunities and overcome weaknesses and threats
- Address burning issues
- Stimulate customer, leader, donor, and partner support
- Build momentum for desired change
- Focus, prioritize, mobilize and align decision-making, resource allocation and behaviour
- Strengthen Committees and staff
  - Energizes recruitment, retention and motivation
  - Creates accountability and performance goals
  - Enables professional development
Timing and Options for Strategic Planning?

When
- Every few years with a periodic update
- Response to a major challenge or opportunity

Scale
- Can be for overall organization, geographic area, department, program or even a major issue

Related Options
- **Strategic Directions** – less details than planning, particularly regarding implementation
- **Strategic management** – a culture of thoughtfully considering goals, and strategies in context of ever evolving context, organizational priorities and resources to make ongoing big decisions
- **Business Planning** – more detailed, shorter-term operational focus
## Strategic Planning Activities

### Design process

### Assess external and internal context
- Goal & financial performance
- Context & trends
- What’s working/not working
- Competition
- Lighthouse Practices
- Stakeholder perceptions
- Market size
- People

### Chrystallize strategic issues and options
Based on major external opportunities and threats, internal strengths and weaknesses, define critical issues: provisional strategic directions and options; further research and consultation.

### Review/refine organizational vision, mission and values

### Determine medium and long term goals, business model and strategic directions
Through further discussion, research and analysis, consultation and testing with key stakeholders.

### Prepare draft strategy recommendations for key customer facing, supporting and enabling business functions
Develop general implementation and resource plan and obtain feedback from decision-makers.

### Incorporate input, formulate recommendations, flesh out implementation plan and gain approvals

### Develop detailed implementation and communication plan

### Implement, manage, monitor, evaluate and adapt
Key Elements of Strategic Planning

Design Process
Design Process

Scope and Focus
1. Determine emphasis:
   • Goals, Scale/Scope, Business Functions, Burning issues
   • Time Horizon

Approach
1. How much time to spend on vision, mission, values and when?
2. How rigorous and comprehensive – e.g., in regard to data collection, consultation and option development
3. What is the balance between open-ended exploration and hypothesis testing/persuasion approaches?

Resourcing and Roles
1. How long should be the planning process?
2. How many financial and personnel resources should be invested?
3. Who are the key players and what are their roles in developing and approving recommendations (e.g., Board, Executive Committee, Other Committees, Senior Professional, Departments, other Staff)
4. What are the links to other processes (e.g., budget, evaluation, annual meeting, major decision/event etc.)
Key Elements of Strategic Planning

Assess External Trends, Opportunities and Threats

Assess Internal Strengths and Weaknesses

Design Process
## Illustrative External & Internal Trends

<table>
<thead>
<tr>
<th>EXTERNAL MACRO CONTEXT</th>
<th>EXTERNAL ORGANIZATION ECOLOGY</th>
<th>INTERNAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>-Global economy</td>
<td>Goals, needs, wishes, trends, and views of organization’s stakeholders (current, past, prospective)</td>
<td>-Leadership</td>
</tr>
<tr>
<td>-Local economy</td>
<td>- Customers</td>
<td>-Organization design</td>
</tr>
<tr>
<td>-Labor markets</td>
<td>- Partners</td>
<td>-People numbers, competencies, human resource processes</td>
</tr>
<tr>
<td>-Technology</td>
<td>- Donors</td>
<td>-Governance system</td>
</tr>
<tr>
<td>-Regulation &amp; Govt.</td>
<td>- Suppliers</td>
<td>-Web, technology</td>
</tr>
<tr>
<td>-Environment</td>
<td>- Alumni</td>
<td>-Business processes</td>
</tr>
<tr>
<td>-Culture</td>
<td></td>
<td>-Funding</td>
</tr>
<tr>
<td>-Jewish religious and cultural dynamics, philanthropy</td>
<td></td>
<td>-Facilities</td>
</tr>
</tbody>
</table>

-Change, innovation, technology growth, society, world trends, global insecurity.
## Stakeholders and Consultation

<table>
<thead>
<tr>
<th>WHO – Current, Former, Prospective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customers, beneficiaries and their intermediaries</td>
</tr>
<tr>
<td>Board members and Committees</td>
</tr>
<tr>
<td>Senior and other staff</td>
</tr>
<tr>
<td>Customer Feeders to/from</td>
</tr>
<tr>
<td>Suppliers and Partners</td>
</tr>
<tr>
<td>Funders and supporters</td>
</tr>
<tr>
<td>Regulators, other players in the sector, competitors</td>
</tr>
<tr>
<td>Academics, consultants, experts, leading practitioners</td>
</tr>
<tr>
<td>Community leaders</td>
</tr>
<tr>
<td>Media</td>
</tr>
</tbody>
</table>

### Types of Stakeholder Insights

Stakeholders can offer perceptions of context and trends, organization (what’s working/not), suggestions re services, and provide feedback on proposed strategies.

**Iterative consultation**

**Consultation = Marketing**

### Methods of Consultation Include

- **Online surveys**
- **Individual interviews**
  - Phone
  - In person
- **Group interviews/focus groups**
  - Phone
  - In person
  - Online discussion
- **Town Halls**
- **Observation**
- **Invitation of written feedback**
- **Review of documents**
- **Expert review**
- **Benchmark Comparison**
Key Elements of Strategic Planning

Assess External Trends, Opportunities and Threats

Assess Internal Strengths and Weaknesses

Design Process

Crystalize strategic issues & leading options
Criteria for Assessing & Guiding Strategic Options

- Alignment with vision, mission and values
- Impact on financial sustainability
- Return on investment
- Affordable
- Upside opportunity
- Low/manageable risks
- Feasibility
- Key stakeholder support
- Adaptability
- Evaluable
Assessing & Developing Strategic Options

CRITERIA
- Alignment with vision, mission and values
- Financial sustainability
- Return on investment
- Affordability
- Upside opportunity
- Low risks
- Feasibility
- Stakeholder support
- Adaptability
- Evaluable

Identify Key Issues
- Major
- Must be resolved
- Unclear solution

Generate Strategic Options

Focus on Leading Options

Develop Recommendations

Develop Implementation Plan

Deconstruct & combine
Key Elements of Strategic Planning

Design Process

Assess External Trends, Opportunities and Threats

Assess Internal Strengths and Weaknesses

Crystalize strategic perspectives - critical issues & leading options

Refine Vision, Mission and Values
Key Elements of Strategic Planning

1. Assess External Trends, Opportunities and Threats
2. Assess Internal Strengths and Weaknesses
3. Crystalize strategic perspectives - critical issues & leading options
4. Refine Vision, Mission and Values
5. Determine Medium/Long Term Goals, Business Model and Strategy for Key Business Functions
6. Target Customers/Beneficiaries (Current, Grow, Add) & how to reach them
7. Key Products/Services (Current, Enhance, Add) and Pricing

DISTINCTIVE
SUSTAINABLE
VALUE
Key Elements of Strategic Planning

- Assess External Trends, Opportunities and Threats
- Assess Internal Strengths and Weaknesses
- Refine Vision, Mission and Values
- Determine Medium/Long Term Goals, Business Model and Strategy for Key Business Functions
- Target Customers/Beneficiaries (Current, Grow, Add) & how to reach them
- Key Products/Services (Current, Enhance, Add) and Pricing
- Branding, Communication Marketing
- Product Development/Market Research
- Customer Relations
Key Elements of Strategic Planning

Assess External Trends, Opportunities and Threats

Assess Internal Strengths and Weaknesses

Crystalize strategic perspectives - critical issues & leading options

Refine Vision, Mission and Values

Determine Medium/Long Term Goals, Business Model and Strategy for Key Business Functions

Design Process

Branding, Communication, Marketing

Product Development/Market Research

Customer Relations

Target Customers/Beneficiaries (Current, Grow, Add) & how to reach them

Key Products/Services (Current, Enhance, Add) and Pricing

Delivery System (In-house, Contract, Partners)

Organization – people, systems, processes, culture

Governance and Volunteers
Key Elements of Strategic Planning

Assess External Trends, Opportunities and Threats

Assess Internal Strengths and Weaknesses

Crystalize strategic perspectives - critical issues & leading options

Refine Vision, Mission and Values

Determine Medium/Long Term Goals, Business Model and Strategy for Key Business Functions

Target Customers/Beneficiaries (Current, Grow, Add) & how to reach them

Key Products/Services (Current, Enhance, Add) and Pricing

Branding, Communication Marketing

Product Development/Market Research

Customer Relations

Funding and Donor Engagement

Delivery System (In-house, Contract, Partners)

Organization – people, systems, processes, culture

Governance and Volunteers
Key Elements of Strategic Planning

Assess External Trends, Opportunities and Threats

Assess Internal Strengths and Weaknesses

Crystalize strategic perspectives - critical issues & leading options

Refine Vision, Mission and Values

Determine Medium/Long Term Goals, Business Model and Strategy for Key Business Functions

Target Customers/Beneficiaries (Current, Grow, Add) & how to reach them

Key Products/Services (Current, Enhance, Add) and Pricing

Branding, Communication, Marketing

Product Development/Market Research

Customer Relations

Funding and Donor Engagement

Implementation, Management, Evaluation & Communication Plan

Delivery System (In-house, Contract, Partners)

Organization – people, systems, processes, culture

Governance and Volunteers

Design Process
KEY FUNDRAISING ELEMENTS

External Factors
- Matches
- Contractual obligations
- Parent body/Partner Relations
- Community calendar/competition
- Champion availability

Support Activities
- Recognition Program
- Web, newsletters, brochures, site plans and communications
- Strategy and evaluation reports
- Donor Database
- Thank you and administrative processes

Budget
Vision & Strategy

Ongoing fundraising requirements for annual operations and longer-term facility

Campaign Goals and Timing
Annual * Capital * Endowment * Projects

Fundraising Techniques
- Telethon
- 1-1 Solicitation
- Parlor meetings
- Online
- Tributes
- Planned Giving
- Visitors Day
- Grandparents Day
- Gala/Other events
- Major Donor Cultivation and Stewardship

Donor Engagement Activities
Who engages/asks for from whom by when and how

Case for Support/messaging
Rating & Pyramid Analysis

WHO

<table>
<thead>
<tr>
<th>Current</th>
<th>Past</th>
<th>Prospective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Participants</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior staff &amp; educators</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Family, friends and relatives of program participants</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vendors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Committee members</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Friends of Organization and related movements/organizations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government and General Granting Agencies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jewish Federations, Community Foundation, Philanthropists</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Committee & Public Chairs
* Solicitors and Cultivators
* Staff Support

Partners
* Matches
<table>
<thead>
<tr>
<th></th>
<th>Strategic Planning Tips for Non-Profits</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Match process and expectations to resources especially staff and volunteer time</td>
</tr>
<tr>
<td>2</td>
<td>Proactively design the process.</td>
</tr>
<tr>
<td>3</td>
<td>Focus on central, long-term issues – get them on the table early</td>
</tr>
<tr>
<td>4</td>
<td>Make sure to address any shorter-term burning issues</td>
</tr>
<tr>
<td>5</td>
<td>Look 5 years out even if your plans have a 3 year time-frame. Prepare 3-5 year business model and budget projections.</td>
</tr>
<tr>
<td>6</td>
<td>Make sure you take a form follows function, integrated approach to customers, services, other business functions and funding. Iteratively design solutions and obtain key stakeholder buy-in</td>
</tr>
<tr>
<td>7</td>
<td>Be mindful of different problem solving and communication styles (e.g., regarding rigor and scope of analysis and consultation, degree of planning, data vs. intuition)</td>
</tr>
<tr>
<td>8</td>
<td>Get different perspectives/voices on key issues – make sure you understand the perspectives of your customers, donors and leaders</td>
</tr>
<tr>
<td>9</td>
<td>Consider using process to energize existing/prospective volunteers and donors</td>
</tr>
<tr>
<td>10</td>
<td>Remember that collecting information from stakeholders is in effect marketing to stakeholders so be mindful of your brand and desired relationship in your consultations</td>
</tr>
<tr>
<td>11</td>
<td>Ensure time and energy is set aside for developing an implementation, management and communication plan</td>
</tr>
<tr>
<td>12</td>
<td>Use the final report as a living document to be reviewed regularly and seriously and adapted as required</td>
</tr>
</tbody>
</table>