

BUILDING HIGHLY SUCCESSFUL BUSINESSES

**STRATEGIC
BUSINESS PLANNING**
..direction, alignment, focus

Workbook

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Content

| | |
|---|----|
| CONTENT | 3 |
| INTRODUCTION | 5 |
| YOUR BUSINESS | 5 |
| 1. What is it that your business does? | 5 |
| 2. What is it that the business is really good at? | 5 |
| 3. Why do customers keep coming back to you? | 6 |
| YOUR BRAND | 6 |
| 4. What does your brand represent – its essence? | 6 |
| 5. What market demographics is it targeted at? | 7 |
| 6. Why do people buy your brand – what does it represent to them? | 7 |
| EXISTING PROCESSES | 8 |
| 7. What does business planning mean to you as a business leader? | 8 |
| 8. How is business planning used in your enterprise? | 8 |
| 9. Do you use business planning in your enterprise? | 9 |
| 10. List the benefits you receive? | 9 |
| HISTORY | 12 |
| 11. List the events that you believe to have been significant in the life of the company and describe the effect that you believe they have had on the company. | 12 |
| 12. If the business were a person, how would you describe them? – Even better still, draw a picture of them!..... | 13 |
| 13. So what are the personality traits of this person? | 13 |
| STRATEGIC ANALYSIS & THINKING..... | 15 |
| ... MARKETPLACE | 15 |
| 14. How would describe the market that the company competes in, in terms of? | 15 |
| 15. What are the characteristics of this market? | 17 |
| • basis of competition | 17 |
| • degree/level of competition..... | 17 |
| • influence of suppliers on the market..... | 17 |
| • influence of buyers on the market..... | 17 |
| • influence on substitutes..... | 17 |
| • barriers to entry..... | 17 |
| 16. What agents/factors do you believe are going to have the greatest influence on the market over the next five years (e.g. technology, consumer, preferences)? Describe their effect on your market..... | 18 |
| Draw a MAP displaying: | 18 |
| • Market boundaries..... | 18 |
| • Nature of competition within those boundaries..... | 18 |
| • Agents impacting their market and their effect..... | 18 |
| ... COMPETITIVE LANDSCAPE..... | 20 |
| 17. Who do you consider are the major competitors in the market and what particular market segment do they serve? Please list in order of size and indicate the market share you believe they hold..... | 20 |
| 18. List the criteria against which you believe competitors in the market should be evaluated (e.g. Price, quality, service, brand)? Provide a score out of 5 as to how important each criterion is to being successful in the market. | 21 |
| 19. Describe the strengths and weaknesses of each of these competitors by giving each a score out of 5 against each of the competitive criteria listed in Q.14? | 22 |
| ... POSITIONING..... | 26 |
| 20. Please complete the SWOT analysis for your company, listing no more than three items under each heading. | 26 |
| 21. List all the activities you go through in delivering your products/services (timeline). | 27 |
| 22. What resources, capabilities and competencies do you believe the company possesses (that is, what does it do really well)? List only the five most important. | 28 |
| 23. How would you describe the value proposition that the company delivers to its customers? | 28 |



THE ORGANISATION 30

 24. How would you describe: 30

 25. Why are these important to the company? 30

 26. Draw a picture that reflects the personality your enterprise will need to be successful in the future? (try sketching the image of a person). 31

 27. Draw a diagram that reflects the processes that occur in your enterprise and how these processes interact with each other. (No it is not the organisational chart but rather the way processes occur and decisions are made). 32

THE FUTURE 34

 28. How do you visualise the business competing effectively in the future? What is it you think it should be doing? What will your competitive posture be? 34

 29. Describe some of the greatest challenges the business had faced in the past and how each was dealt with. 34

 30. Describe some of the greatest challenges the business may face in the future and how you think it should deal with them. 35

 31. What guiding principles should the business hold true to? 35

FINANCIAL VALIDATION 37

 32. List the implications of the financial validation of your strategic intents: 37

RISK MITIGATION 39

 33. List the implications of the risk mitigation review of your strategic intents 39

BRINGING IT TO LIFE! 41

 34. What is the competitive posture of the business – that is how is it going to compete in the market? 41

 35. What do you need to do achieve the competitive posture? 41

 36. What implications does this have for each element of the business, e.g. department, function or process? 42

LIVE YOUR COMPETITIVE POSTURE! 45

 37. What will it take for your enterprise to live its competitive posture - What traits, behaviours, beliefs, processes etc need to be change? 45

 38. What will you do to bring these changes about? 45

ABOUT THE AUTHOR 51



Introduction

Please describe in 20 words or less and without hesitation:

Your Business

1. What is it that your business does?

2. What is it that the business is really good at?



3. *Why do customers keep coming back to you?*

Your Brand

4. *What does your brand represent – its essence?*



5. *What market demographics is it targeted at?*

6. *Why do people buy your brand – what does it represent to them?*



Existing Processes

7. What does business planning mean to you as a business leader?

8. How is business planning used in your enterprise?



9. Do you use business planning in your enterprise?

10. List the benefits you receive?



Notes





Strategy*Play!*

Strategy*Play!* incorporates seven key elements in the crafting effective competitive strategies:

- ❖ History
- ❖ Strategic Analysis and Thinking
 - Marketplace
 - Competitive Landscape
 - Positioning
 -
- ❖ The Organisation
- ❖ The Future
- ❖ Financial Management
- ❖ Risk Management
- ❖ Implementation





History

11. List the events that you believe to have been significant in the life of the company and describe the effect that you believe they have had on the company.



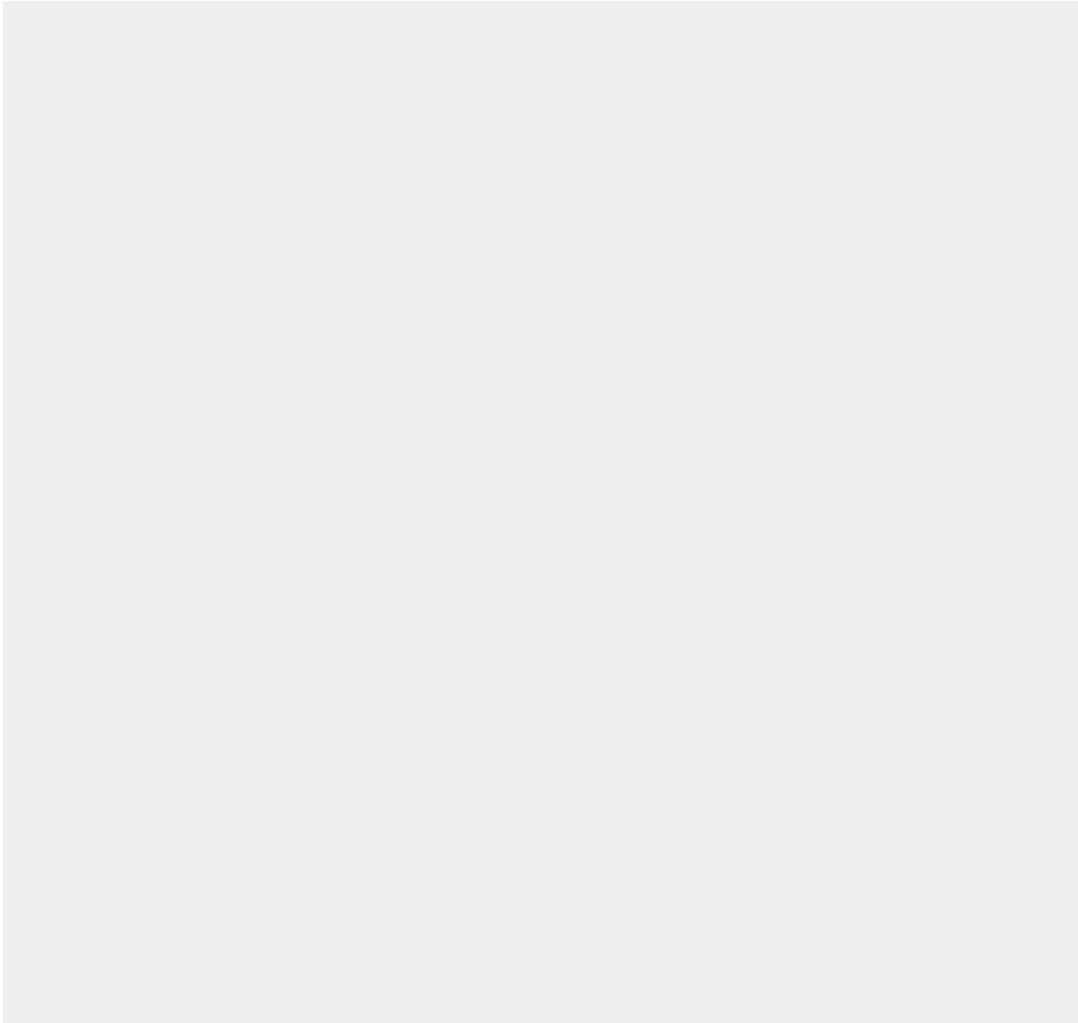
timeline

| Date | Event | Impact |
|------|-------|--------|
| | | |
| | | |
| | | |
| | | |
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| | | |
| | | |





12. If the business were a person, how would you describe them? – Even better still, draw a picture of them!



13. So what are the personality traits of this person?

A hand-drawn grid consisting of two horizontal lines and one vertical line, creating a structure for listing personality traits.

Notes





Strategic Analysis & Thinking



...Marketplace

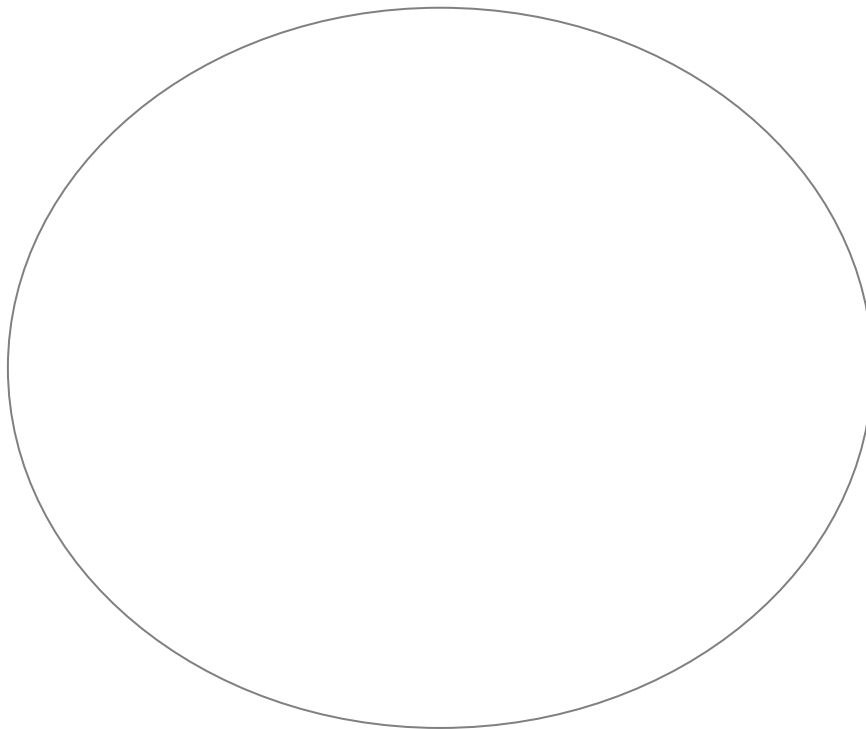
14. How would describe the market that the company competes in, in terms of?

| | |
|---|--|
| <ul style="list-style-type: none"> ▪ products and services delivered | |
| <ul style="list-style-type: none"> ▪ geographical boundaries | |
| <ul style="list-style-type: none"> ▪ type of customer | |
| <ul style="list-style-type: none"> ▪ benefits/value you deliver to you customers | |
| <ul style="list-style-type: none"> ▪ size of market | |





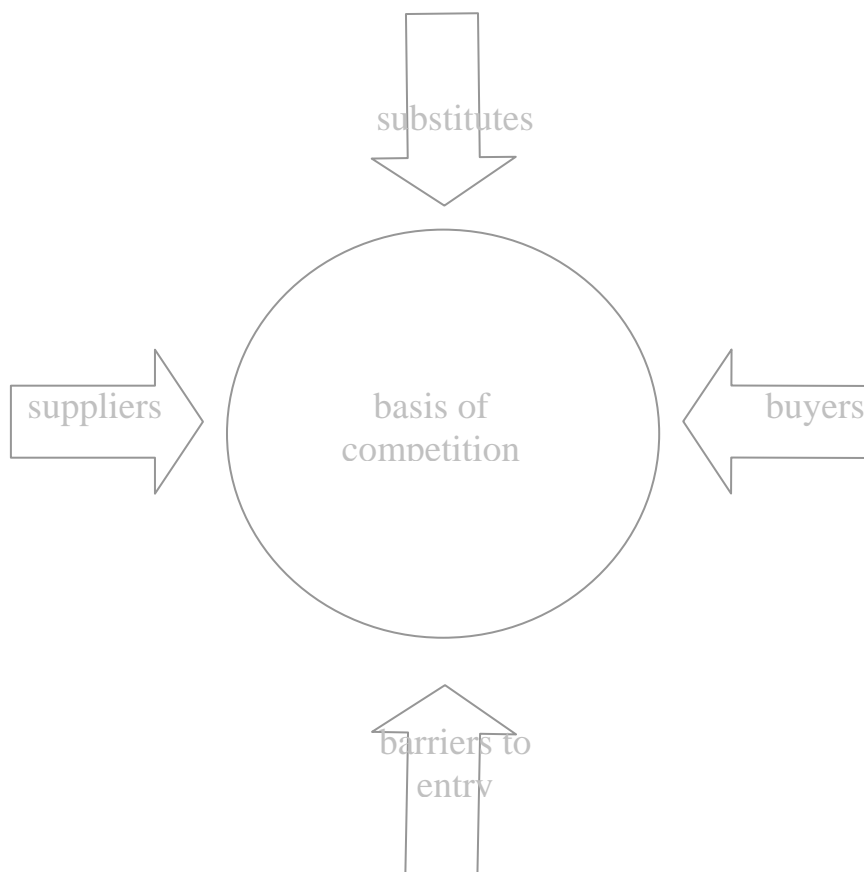
Use the answers to Q.10 to define the boundaries of your market





15. What are the characteristics of this market?

- *basis of competition*
- *degree/level of competition*
- *influence of suppliers on the market*
- *influence of buyers on the market*
- *influence on substitutes*
- *barriers to entry*





16. What agents/factors do you believe are going to have the greatest influence on the market over the next five years (e.g. technology, consumer, preferences)? Describe their effect on your market.

Draw a MAP displaying:

- Market boundaries
- Nature of competition within those boundaries
- Agents impacting their market and their effect

A large empty rectangular box with a thin black border, intended for drawing a Market Activity Profile (MAP). The box is centered on the page and occupies most of the lower half of the page.

Notes





...Competitive Landscape

17. Who do you consider are the major competitors in the market and what particular market segment do they serve? Please list in order of size and indicate the market share you believe they hold.

| Name | Market Segment | Market Share |
|------|----------------|--------------|
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |





18. List the criteria against which you believe competitors in the market should be evaluated (e.g. Price, quality, service, brand)? Provide a score out of 5 as to how important each criterion is to being successful in the market.

| | Score | 1 | 2 | 3 | 4 | 5 |
|----------|-------|---|---|---|---|---|
| Criteria | | | | | | |
| | | | | | | |
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19. Describe the strengths and weaknesses of each of these competitors by giving each a score out of 5 against each of the competitive criteria listed in Q.14?

| <i>Competitor's name:</i> | | | | | | |
|---------------------------|-------|---|---|---|---|---|
| | Score | 1 | 2 | 3 | 4 | 5 |
| Criteria | | | | | | |
| | | | | | | |
| | | | | | | |
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| | | | | | | |
| | | | | | | |

| <i>Competitor's name:</i> | | | | | | |
|---------------------------|-------|---|---|---|---|---|
| | Score | 1 | 2 | 3 | 4 | 5 |
| Criteria | | | | | | |
| | | | | | | |
| | | | | | | |
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| | | | | | | |
|---------------------------|-------|---|---|---|---|---|
| <i>Competitor's name:</i> | | | | | | |
| | Score | 1 | 2 | 3 | 4 | 5 |
| Criteria | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
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| | | | | | | |
|---------------------------|-------|---|---|---|---|---|
| <i>Competitor's name:</i> | | | | | | |
| | Score | 1 | 2 | 3 | 4 | 5 |
| Criteria | | | | | | |
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| | | | | | |
|---------------------------|---|---|---|---|---|
| <i>Competitor's name:</i> | | | | | |
| Score | 1 | 2 | 3 | 4 | 5 |
| Criteria | | | | | |
| | | | | | |
| | | | | | |
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| | | | | | |
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| | | | | | |
|---------------------------|---|---|---|---|---|
| <i>Competitor's name:</i> | | | | | |
| Score | 1 | 2 | 3 | 4 | 5 |
| Criteria | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |



Notes





...Positioning

20. Please complete the SWOT analysis for your company, listing no more than three items under each heading.

| Strengths | Weaknesses |
|------------------------|------------------------|
| 1. 2. 3. | 1. 2. 3. |
| Opportunities | Threats |
| 1. 2. 3. | 1. 2. 3. |





21. List all the activities you go through in delivering your products/services (timeline).

- Highlight those processes you excel at.
- Highlight those processes that add real value.
- Where should your focus be along the timeline?





22. What resources, capabilities and competencies do you believe the company possesses (that is, what does it do really well)? List only the five most important.

| |
|----|
| 1. |
| 2. |
| 3. |
| 4. |
| 5. |

23. How would you describe the **value proposition** that the company delivers to its customers?



Notes





The Organisation

24. How would you describe:

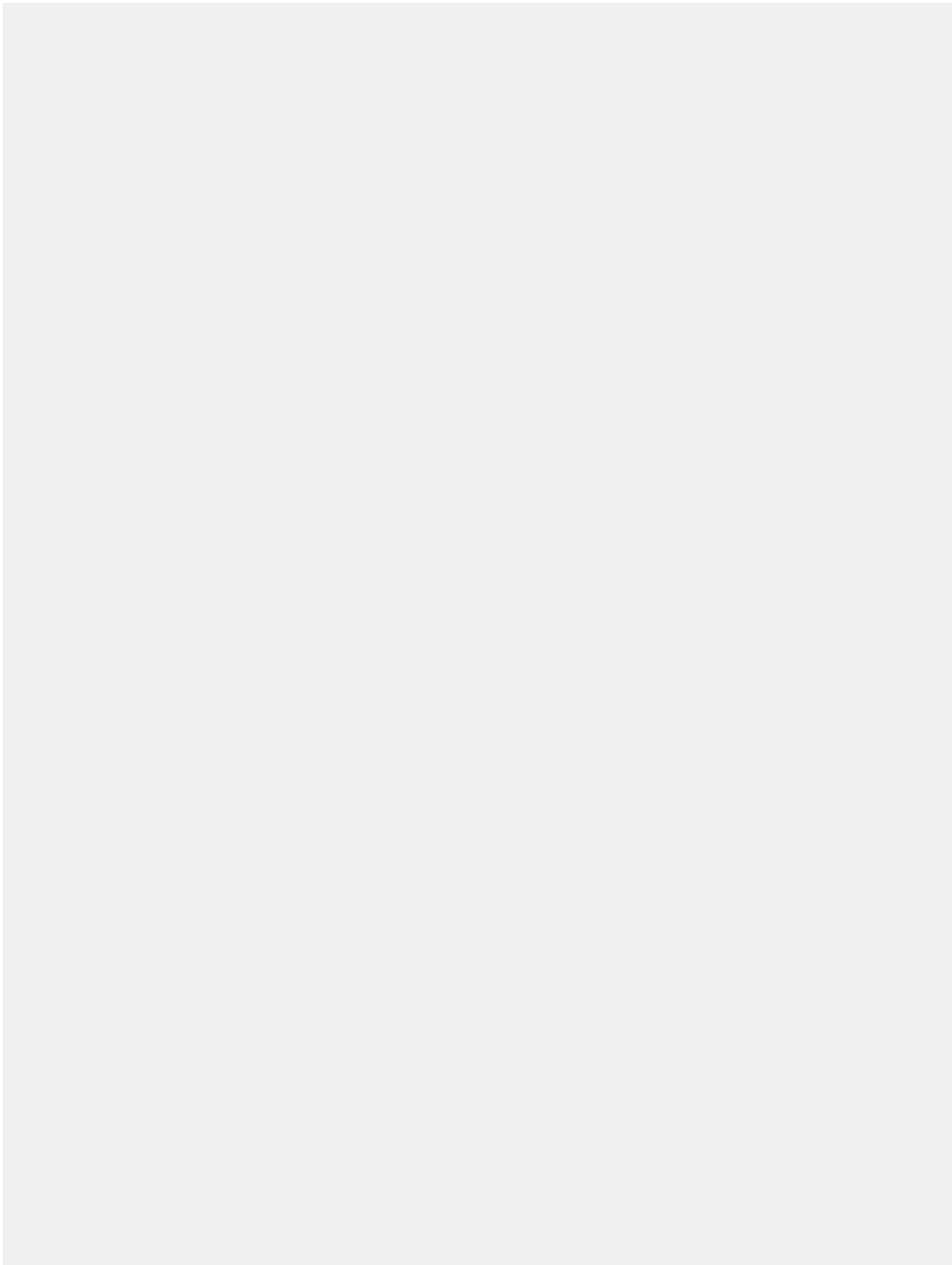
| | |
|--|--|
| <ul style="list-style-type: none">▪ the purpose for which your enterprise exists | |
| <ul style="list-style-type: none">▪ the values that it holds true to | |
| <ul style="list-style-type: none">▪ its dominant goal | |

25. Why are these important to the company?





26. Draw a picture that reflects the personality your enterprise will need to be successful in the future? (try sketching the image of a person).





27. Draw a diagram that reflects the processes that occur in your enterprise and how these processes interact with each other. (No it is not the organisational chart but rather the way processes occur and decisions are made).

A large, empty rectangular box defined by a dashed grey border, intended for drawing a process flow diagram.

Notes





The Future

28. How do you visualise the business competing effectively in the future? What is it you think it should be doing? What will your competitive posture be?

29. Describe some of the greatest challenges the business had faced in the past and how each was dealt with.

| Challenge | Action |
|-----------|--------|
| 1. | |
| 2. | |
| 3. | |
| 4. | |
| 5. | |





30. Describe some of the greatest challenges the business may face in the future and how you think it should deal with them.

| Challenge | Action |
|-----------|--------|
| 1. | |
| 2. | |
| 3. | |
| 4. | |
| 5. | |

Test your competitive posture with the real and possible scenario listed above. What have you learnt about your posture – identify and list the key attributes that appear to underpin your success.

31. What guiding principles should the business hold true to?

| |
|----|
| 1. |
| 2. |
| 3. |
| 4. |
| 5. |



Notes





Financial Validation

Financially test and validate your strategic intents through:

- Projected cash flows
- Budgeted profit and loss
- Forecast balance sheet
- Breakeven analysis
- ROI, NPV etc

including use of sensitivity analysis.

32. List the implications of the financial validation of your strategic intents:



Notes





Risk Mitigation

Review your strategic intents so as to mitigate new or increased risks:

- Identify the additional risks
- Update your risk register
- Revise your mitigation strategies.

33. List the implications of the risk mitigation review of your strategic intents



Notes





Bringing It To Life!

34. What is the competitive posture of the business – that is how is it going to compete in the market?

35. What do you need to do achieve the competitive posture?

| |
|----|
| 1. |
| 2. |
| 3. |
| 4. |
| 5. |





36. What implications does this have for each element of the business, e.g. department, function or process?

| Department: | |
|-------------|-----------------|
| Implication | Action Required |
| 1. | |
| 2. | |
| 3. | |
| 4. | |
| 5. | |

| Department: | |
|-------------|-----------------|
| Implication | Action Required |
| 1. | |
| 2. | |
| 3. | |
| 4. | |
| 5. | |





| Department: | |
|-------------|-----------------|
| Implication | Action Required |
| 1. | |
| 2. | |
| 3. | |
| 4. | |
| 5. | |

| Department: | |
|-------------|-----------------|
| Implication | Action Required |
| 1. | |
| 2. | |
| 3. | |
| 4. | |
| 5. | |





| Department: | |
|-------------|-----------------|
| Implication | Action Required |
| 1. | |
| 2. | |
| 3. | |
| 4. | |
| 5. | |

| Department: | |
|-------------|-----------------|
| Implication | Action Required |
| 1. | |
| 2. | |
| 3. | |
| 4. | |
| 5. | |





Live your competitive posture!

37. What will it take for your enterprise to live its competitive posture - What traits, behaviours, beliefs, processes etc need to be change?

| |
|----|
| 1. |
| 2. |
| 3. |
| 4. |
| 5. |

38. What will you do to bring these changes about?

| |
|----|
| 1. |
| 2. |
| 3. |
| 4. |
| 5. |



Notes



Notes



Notes



Notes



Notes



About The Author

Richard Shrapnel is a business strategist who builds highly successful businesses.

Richard holds a PhD in Strategy, a Master in Competitiveness and is a Chartered Accountant. His 30 years of practical experience span a diversity of industries and businesses.

Richard is based in Melbourne, Australia and has travelled throughout North America and South East Asia building businesses.

Pragmatic, Succinct and Insightful describe Richard's style and the advice he delivers one-on-one to business leaders, instilling energy through his passion for success.

Richard will challenge and extend your thinking, enable insights and understanding, and deliver confidence and knowledge in your pursuit of success.

www.richardshrapnel.com



 **richardshrapnel PhD**
business strategist





Strategy *Play!*