


Strategic Planning -A Guide (with pictures)

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The logo for Museums & Galleries NSW, featuring the letters 'M&G' stacked above 'MSW' in a large, bold, blue, sans-serif font.

Museums & Galleries NSW

A Note on Planning

- Planning should be
 - Explicit
 - All Steps Clearly Articulated

Museums & Galleries NSW

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 - Able to be understood both within and outside the organisation
 - Flexible
 - Able to incorporate change

A Note on Planning

- Planning should be
 - Explicit
 - All Steps Clearly Articulated
 - Intelligible
 - Able to be understood
 - Flexible
 - Able to incorporate change
 - Written
 - Clear and Concise manner

What Is A Strategic Plan

- If a business plan is about “how to” then a strategic plan is about “why bother”



What Is A Strategic Plan

- Vision
- Mission
- Goals
- Business Environment
- Business Plan
- Marketing Plan
- Finance Plan



Uses of a strategic plan

- Encapsulates your passion
- Communicates your organization's raison d'être
- Show where you are and where you want to be
- Agreed path forward

Why Have A Strategic Plan

- Plan for ongoing sustainability
 - Risk Management

Why Have A Strategic Plan

- Plan for ongoing sustainability
 - Risk Management
- Focus the growth of the organisation
 - test ideas on paper
 - agreed future directions

Why Have A Strategic Plan

- Plan for ongoing sustainability
- Focus the growth of the organisation
- Keeps the organisation on track to agreed goals

Business Environment/Context

- What is your context/environment
 - For Profit/Not for Profit
 - Government /Non Government
 - Management Structure
 - Paid/Volunteer
 - Who are your stakeholders
 - What makes you different?

Step 1 – Where are we now?

Who are you responsible to?

Who are your stakeholders?

Who would care if you weren't there

Assessing where you are

Exercise

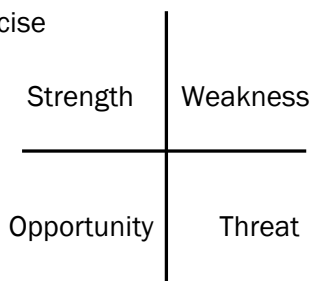
- Do a quick

- **S**trength
- **W**eakness
- **O**pportunity
- **T**hreat (SWOT)

- analysis on these resources:

Assessing where you are

• Exercise



Assessing where you are

Exercise

- Asset Audit:

- Trend Analysis

Assessing where you are

Exercise

- Asset Audit:
 - Add to strengths and weaknesses

- Trend Analysis
 - What else is happening around you

Mission & Vision Statement

These key statements should encapsulate what is important to the organisation. i.e. the legacy & the why

Mission is WHAT you want to achieve

Vision is WHY you want to achieve

Mission & Vision Statement

Mission

To (outcome) by (how - key programs) using (strategies)

and

Vision

The (name of organisation) believes (3 things that are important) for (audience).

Vision Statement

- Exercise
 - Write down 3 words that
 - Others use to describe your organisation

Vision Statement

- Exercise
 - Write down 3 words that
 - You/your committee use to describe your organisation

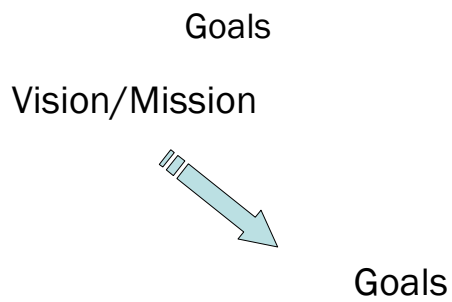
Vision Statement

- Exercise
- Put the first three word into the following sentence

• *(Name of Organisation)* is a _____ & _____ *(Type of Organisation)* specialising in _____

Vision Statement

- Exercise
- Is that statement true?
Are you comfortable with it?
Is it how you talk about the organisation?



Goals

Goals

– Need to be

- Realistic
- Achievable and
- Measurable

Management/Operational Plan

Goals

- Generally fall into one of three categories
 - Skills and Resources
 - External Factors and Relationships
 - Needs and Expectations of Stakeholders

Management/Operational Plan

Visions Lead to Goals

- *Realistic, Achievable and Measurable*
- *Skills and Resources*
- *External Forces and Relationships*
- *Relationship with Stakeholders*

Goals are realised by Strategies

- *How are you going to achieve your goals*

Management/Operational Plan

Visions Lead to Goals

- *Realistic, Achievable and measurable*
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Goals are realised by Strategies

- *How are you going to achieve your goals*

Strategies are implemented by Actions

Detail Program and Who is responsible

Marketing Plan

Marketing is about connecting with your audience, customers and stakeholders

Its focus is on their wants and needs and how your organisation can connect with them

Marketing Plan

A marketing plan should:

set out details of your

- Promotional Methods (Action)
- Pricing of your products (Action)
- Advertising Methods (Strategy)

And most importantly

- Identify your Audience (Goal)

Marketing Plan

A marketing plan should:

- Identify how your organisation fits uniquely in the sector (Point of difference)
- Identify the range of services offered (Opportunities)
- Customer Demographic (Research)
- Competitors (Threats)

Marketing Plan

A marketing plan should:

identify how you will communicate with your audience and stakeholders by

- Printed Materials
- Electronic Media
- Targeted Marketing

Marketing Plan

- The Four "P's"

- Product
 - Defining what it is you "sell"
- Place
 - Physical Location, Cyber Location
- Price
 - On goods and services
- Promotion
 - Advertising, publicity, public relations, Materials

Budgets and Financial Statement Overview

- Bank Statements
- ↓
- Balance Sheet
- Profit and Loss Statements
- ↑
- Budgets
- ↑
- Cash Flows

Balance Sheet

- a statement that shows the financial position of a business
- Shows Assets, Liabilities and the net worth of the organisation at a particular point in time

Balance Sheet

- Assets
 - Cash
 - Property
 - Equipment
 - Monies owed
- Liabilities
 - Monies owed by the organisation
 - Income held in advance
 - Withheld tax
 - Employee benefits yet to be paid

Profit and Loss Statement

- A list of all of the income and expenditure as at a certain date.

Budget

- A list of expected income and expenditure
- Planning Tool
- Best guess from available information of expected income and expenditure
- Shapes activities
- Mathematical expression of a plan of action

Cash Flow

- Shows when income and expenditure will take place
- Planning Tool
- Best guess from available information when expenditure will take place
- Forecast of future available or need cash
- Can show areas of vulnerability to outside forces

Summary

- A good Business Plan should contain
 - Mission & Vision
 - Context/Environment
 - Clear Goals
 - » and how they are achieved through your programs
 - Financials
 - » At least a 12 month budget and
 - » Projected Balance Sheet Last Year/This Year/Next Year
 - Marketing Plan
 - » How you will connect with your stakeholders

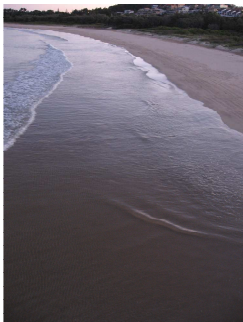
Resources

Websites

- www.mgnsw.org.au
- www.smallbiz.nsw.gov.au
- www.bplan.com
- www.business.gov.au
- www.mindtools.com
- www.australiacouncil.gov.au
- www.toolkit.com

Blogs

- Donor Power Blog
- Make Marketing History
- The Mission Paradox
- The Artful Manager



Thank You
and
Good Luck
