

# STRATEGIC THINKING & EXECUTION PLANNING WORKBOOK

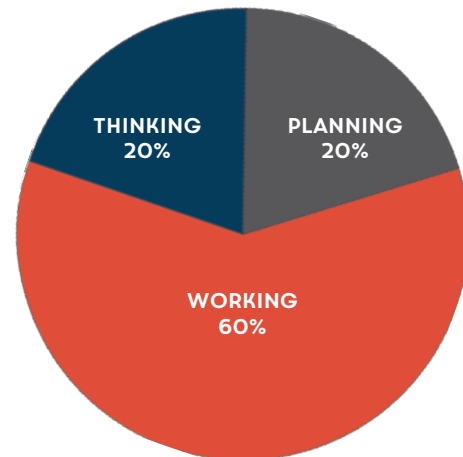


# A NEW PERSPECTIVE

## STRATEGIC THINKING FIRST, THEN EXECUTION PLANNING.

- + Strategy is more of an intuitive and messy process.
  - Not the analytical process we've made it out to be.
- + Once strategy is nailed, execution is very systematic and sequential.
- + There are 3 steps to hitting your goals:

- 1 Strategic Thinking
- 2 Execution Planning
- 3 Working Your Plan



How much time do you invest in each category?

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What is Strategic Thinking?

- + Thinking Time
- + Curious about the unknown
- + Confidence to make decisions
- + Visualizing where you want to go
- + Identify what to say “no” to



# REAR-VIEW MIRROR

What were our/my biggest **learnings** over the year?

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What were our/my biggest **wins** over the year?

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What am I/we biggest **grateful** for over the past year?

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What could I/we have done **differently** over the past year to yield better results?

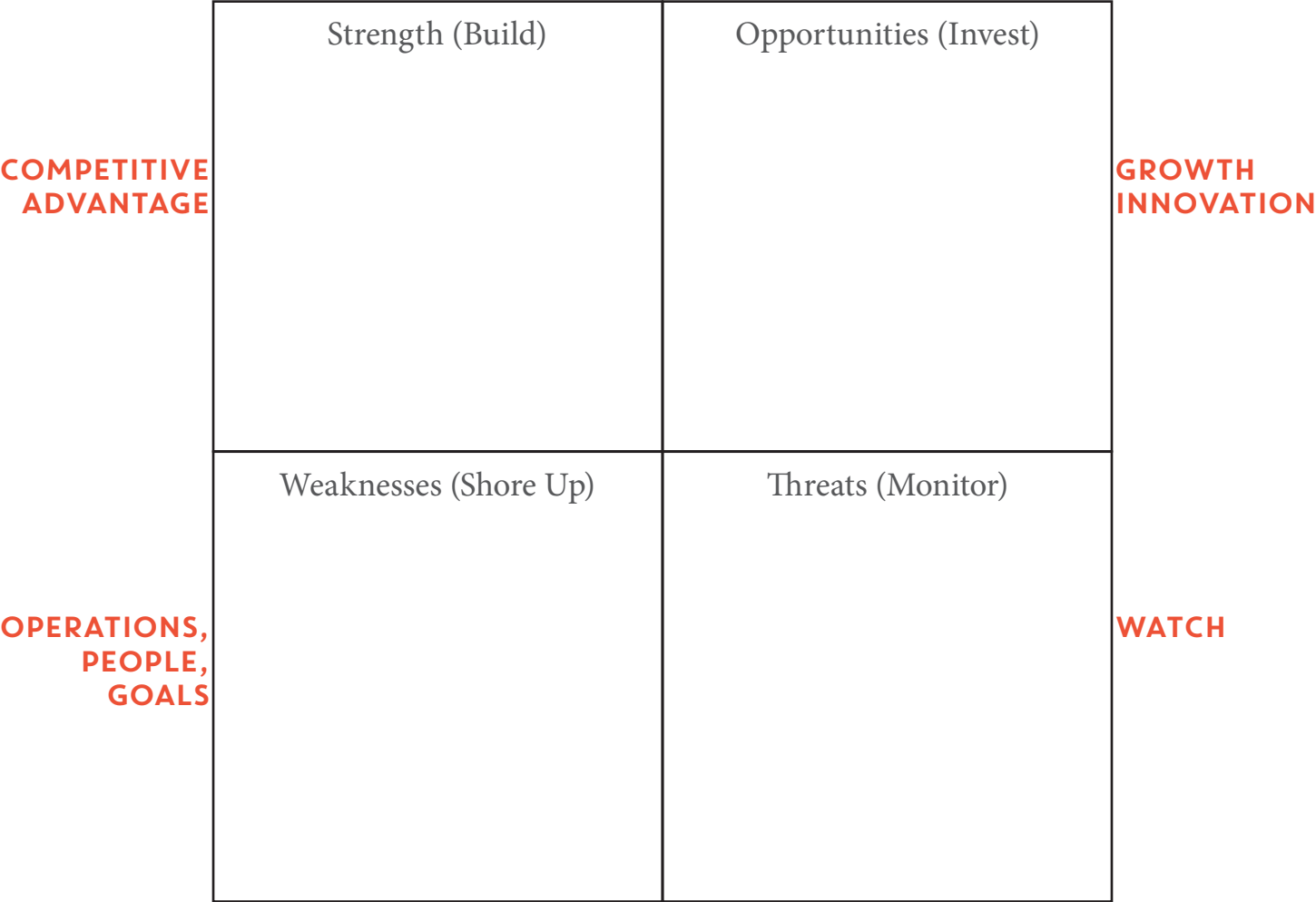
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# SWOT



INTERNAL		EXTERNAL	
EXECS, BOARD		MEGA TRENDS	
EMPLOYEES		INDUSTRY	
CUSTOMERS		MARKET	
KPIS		COMPETITORS	



# STRATEGY

## THOUGHT STARTERS

Who are the 7% in my market? What is the solution they want? What do they need?

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What are you passionate about? What makes you unique/different? What can you be the best at?

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What is your brand promise?

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What drives the cash in your business?

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# PLANNING

## THOUGHT STARTERS

Where do you think the company will be in 2 years?

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Who or what is the major enemy/competitor/threat/factor to your businesses success (external and internal, ex: debt expense, cash flow, market research)?

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Do we have a highly aligned team or are we a house divided? What needs fixing?

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What could I/we have done differently over the past year to yield better results?

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# GOALS

Setting powerful, meaningful goals is the first vital step to effective planning. Goal setting is a learned discipline and requires extensive thought, reflection, and refinement. If this is your first time completing this exercise, you'll need some extra time to thoughtfully consider your long and short-term goals. Remember, your business/career is a vehicle to help you obtain personal goals. Please follow the S.M.A.R.T. Process as you set each of your goals.

- S** SPECIFIC
- M** MEASURABLE
- A** ACTIVE
- R** REACHABLE
- T** TIMED

A goal is defined as a measurable, desired level of performance. Each goal must pass the S.M.A.R.T. test.

#### Examples

- + Increase sales conversion rate from 25% to 35%
- + Improve on-time delivery from 72% to 80%
- + Reduce rework to less than 2%
- + Increase customer satisfaction to 90%
- + Increase number of customers served from 210 to 250

*Start by asking yourself...* **WHAT WILL LIFE LOOK LIKE IN 5+ YEARS?**

Dream big! Paint a vivid picture. Create as much visual clarity here as you possibly can. The clearer you are, the more emotionally motivating your goals will be.

Think about your goals in terms of financial & business [the what], personal, health and social goals [the why] and development [the how]. As you write them down, make sure you follow the S.M.A.R.T. approach above. Be as specific as you can!

#	MY 5-10 YEAR PERSONAL GOALS
1	
2	
3	

#	MY 5-10 YEAR BUSINESS GOALS
1	
2	
3	



# GOALS

Now, consider the 5 year goals you just created. In order to meet your 5 year goals, what needs to happen in the next 3 years? Remember to make your goals S.M.A.R.T.

#	MY 3 YEAR PERSONAL GOALS
1	
2	
3	

#	MY 3 YEAR BUSINESS GOALS
1	
2	
3	

To achieve my 3 and 5 year goals, my 1 year goals need to be:

#	MY 1 YEAR PERSONAL GOALS
1	
2	
3	

#	MY 1 YEAR BUSINESS GOALS
1	
2	
3	





# DRAFT QUARTERLY PLAN

With your short and long-term goals in place (and having reflected on your results in the current quarter), now it's time to create your draft 90-day plan. To effectively achieve any plan, it's critical to focus on the few, more vital goals that would make the biggest difference in your life and business. Remember, if you try and accomplish too many goals, you will likely achieve none. Focus is essential!

**What are the 2-3 most important goals for you to achieve this quarter, that when accomplished will have the biggest impact on your business and life?**

#	MY 90 DAY PERSONAL GOALS
1	
2	
3	

#	MY 90 DAY BUSINESS GOALS
1	
2	
3	

Why did you select these specific goals? What are the benefits if you accomplish them, or the consequences if you do not?

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# FINANCIAL PROJECTIONS

## PROFIT FORMULA

To win in the game of business, you need to know the score. Below are the essential areas where you need to keep score.

- 1 **Leads:** Number of potential clients who could buy from you.
- 2 **Conversion Rate:** How many leads do you convert into clients?
- 3 **Average \$ Sale:** How much do they spend each time they buy?
- 4 **# of Transactions:** How many times per quarter does each client buy from you?
- 5 **Margins:** What's the net margin the business achieves, after fixed and variable expenses?

## PROFIT FORMULA CALCULATION

	CURRENT QUARTER	NEXT 90 DAYS	% CHANGE	NEXT 12 MONTHS	% CHANGE
# OF LEADS					
X	X	X		X	
CONVERSION RATE					
=	=	=		=	
NEW CUSTOMERS					
+	+	+		+	
EXISTING CUSTOMERS					
=	=	=		=	
TOTAL CUSTOMERS					
X	X	X		X	
AVG \$ SALE PER TRANSACTION					
X	X	X		X	
# OF TRANSACTIONS PER CUSTOMER					
=	=	=		=	
REVENUE					
X	X	X		X	
NET MARGIN					
=	=	=		=	
NET PROFIT					



# FINANCIAL PROJECTIONS

## PROFIT FORMULA (CONTINUED)



**TIP:** if you have 2+ areas of business that operate independently (ex: , different products or services with separate marketing strategies, varied price points, drastically different profit margins, etc.), it might be helpful to run the 5 ways calculations separately for each line of business. This will give you a more accurate picture of your opportunities for growth in each area. We put

### PROFIT FORMULA CALCULATION

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# OF LEADS					
X	X	X		X	
CONVERSION RATE					
=	=	=		=	
NEW CUSTOMERS					
+	+	+		+	
EXISTING CUSTOMERS					
=	=	=		=	
TOTAL CUSTOMERS					
X	X	X		X	
AVG \$ SALE PER TRANSACTION					
X	X	X		X	
# OF TRANSACTIONS PER CUSTOMER					
=	=	=		=	
REVENUE					
X	X	X		X	
NET MARGIN					
=	=	=		=	
NET PROFIT					

# YOUR MARKETING 10X10

- 1 Please list out all of your current marketing strategies.
- 2 Determine how many LEADS cumulative you get in a month (this can be estimated).
- 3 Then, decide how many leads each strategy brings in, as a percentage of the total.
  - So, for example, if you bring in 100 leads per month, how many leads does your word of mouth strategy contribute? If the answer were 10, that would represent 10% of your total.

\*If you have several direct mail campaigns or several advertising/media campaigns etc., please list all campaigns separately so each one is measured for its contribution to the overall monthly leads number.

	MARKETING STRATEGIES	% OF TOTAL LEADS
1	_____	_____
2	_____	_____
3	_____	_____
4	_____	_____
5	_____	_____
6	_____	_____
7	_____	_____
8	_____	_____
9	_____	_____
10	_____	_____



# KEY PERFORMANCE INDICATORS

How do you currently measure your business success? Do you have specific standards in place against which you measure yourself, your team, and your company?

If there were 10 things that you could quickly review on a weekly basis concerning your company, what would they be? (ex: weekly revenues, leads generated, sales made, total employee hours, average dollar sale, cash in bank, payables due, receivables due, etc.) Also, list the results you're currently seeing in those key areas, as well as what improvement you're striving for in the next quarter.

	<b>CURRENT KEY PERFORMANCE INDICATORS</b>	<b>CURRENT RESULTS</b>	<b>NEXT QUARTER GOALS</b>
1	_____	_____	_____
2	_____	_____	_____
3	_____	_____	_____
4	_____	_____	_____
5	_____	_____	_____
6	_____	_____	_____
7	_____	_____	_____
8	_____	_____	_____
9	_____	_____	_____
10	_____	_____	_____



