

# Strategic Planning



## Chapter Leadership Handbook

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# **Strategic Planning**

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APICS The Association for Operations Management  
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*Advancing Productivity, Innovation, and Competitive Success*

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***This APICS Handbook and its worksheets are adapted from Strategic Planning Workbook for Nonprofit Organizations, the Amherst H. Wilder Foundation, St. Paul, MN; 1986.***

## Section I: Introduction

Everyone seems to agree that a chapter is composed of people working toward common objectives. If the purpose of the chapter (its vision, mission, and goals) is clear enough that the right people are attracted to chapter leadership positions, and if those positions are arranged in a way that allows everyone to give their best to the chapter, the chapter is almost assured of success.

Strategic, long-range planning begins with a vision statement, a mission statement, and basic objectives for the chapter. These documents provide the broad framework for chapter board decisions and action over several years. Yet short-term objectives need to be more explicit to provide sufficient guidance for the current chapter leaders and their successors to select specific targets, make and carry out precise plans, and ensure the chapter will attract and retain members.

This handbook will help you walk through the strategic planning process for your chapter and serve as a reference and guidebook to successfully implement that plan.

### What Is Strategic Planning?

For an APICS chapter, strategic planning is the process of deciding what it intends to be in the future and how it will get there. Strategic planning is finding the best future for your chapter and the best path to reach that destination. According to Henry Mintzberg, professor of management at McGill University in Montreal, Quebec, most of what is commonly called strategic planning is actually strategic programming, " ...the articulation and elaboration of strategies, or visions, that already exist."<sup>1</sup> Once your chapter has decided on its vision and mission and has defined a clear set of broad goals, it is ready to focus on the programming plans that will enable it to get to the place it wants to be in a given time period.

Part of your strategic planning involves operational planning. Operational planning is short-range planning and focuses on how, in the coming year, your chapter will accomplish program plans, the yearly budget, and short range projects. Operational plans show in specific terms how, in the coming year, the chapter will move toward the future described in its strategic plan. In addition to ongoing, standard activities such as monthly dinner meetings, operational plans should include the issues you define as critical for your chapter in the coming year. The other parts of strategic planning are the two- and three-year goals.

As your chapter develops its strategic plan, it must take into account four sets of forces:

- The vision and mission of APICS
- The mission of your chapter (what you intend to accomplish)
- What is needed and feasible with respect to your members
- What your chapter is capable of doing.

<sup>1</sup> Henry Mintzberg. The Fall and Rise of Strategic Planning, *Harvard Business Review* (January-February 1994): 107.

## **Pitfalls in Chapter Planning**

Strategic planning can be a powerful factor in your chapter's success, but only if it is done realistically and with awareness that monitoring and flexibility are an inherent part of the plan. It is also important that the chapter leaders participate in the planning and work together in such a way that everyone on the planning team helps shape the chapter's course. If this occurs, enthusiasm will build along the way. Remember that "calculated strategies have no value in and of themselves...strategies take on value only as committed people infuse them with energy."<sup>2</sup>

Chapters in distress or in jeopardy may wish to discuss immediate critical problems before proceeding with strategic planning. If a chapter has a serious financial problem or a severe lack of chapter officers, it may be wise to focus exclusively on this issue in the strategic plan.

If your chapter has organizational problems, doubts about the effectiveness or need for strategic planning, or some seemingly irresolvable constraints, get help from your region staff before proceeding. The region leaders will work with you to reduce the risk of bad decisions and will assist your chapter in overcoming concerns and resolving those constraints.

### **Keep In Mind...**

- Strategic planning is an evolving, ongoing process. Your strategic plan will never be perfect or complete.
- Keep your planning simple, realistic, and manageable.
- Involve your chapter leaders in the entire process.
- Bring creativity and imagination into the process. Use the five planning steps, discussed in Section II, but don't be limited by them.
- Do not develop strategies that you cannot implement.
- Do not allow your strategic plan to become an end in itself. Remember it is only a tool to help your chapter succeed.

### **Why Develop a Strategic Plan?**

- To improve chapter performance
- To stimulate creative thinking and clarify future direction
- To solve major organizational problems in the chapter
- To survive and flourish with less
- To build teamwork and expertise among chapter officers and members
- To influence rather than be influenced
- To meet member's requirements
- To manage your chapter better

<sup>2</sup> Philip Selznick, *Leadership in Administration: A Sociological Interpretation*. New York: Harper and Row, 1957.

## **APICS Strategic Planning Definitions**

Vision:	Guiding philosophy; fundamental motivating assumptions, principles, values, tenets, etc.
Mission:	A tangible, visible image that clearly focuses one's efforts.
Goal:	An end that one tries to attain; a broad-based effort.
Objective:	Something aimed at or striven for; more specific than goals.
Strategies:	Specific methods one employs to achieve the objectives, and subsequently, the goals.
Action Plans:	Detailed, short-term steps for achieving specific and ambitious work methods to accomplish strategies.

## **The Five Steps of Strategic Planning**

1. Get Organized
  - Decide whether to develop a strategic plan
  - Get commitment
  - Determine if outside help is needed
  - Outline a planning process that fits
  - Form a planning team
2. Take Stock of
  - History and present situation
  - Vision, mission, goals
  - Opportunities and threats
  - Strengths and weaknesses
  - Critical issues for the future
3. Develop a Strategy
  - Select a planning approach (such as the goal approach)
  - Identify and evaluate alternatives
  - Develop strategy
4. Draft and Refine the Plan
  - Agree on format
  - Develop a first draft
  - Refine the plan
  - Adopt the plan
5. Implement the Plan
  - Implement the plan
  - Monitor performance
  - Take corrective action
  - Update the plan
  - Publish the plan

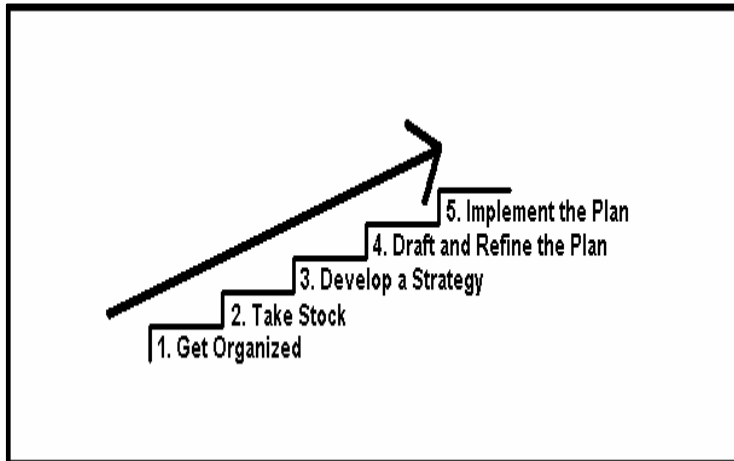
## Section II: Developing Your Chapter's Strategic Plan

Your chapter should use this section as a step-by-step guide in developing your strategic plan. In this section you will find

- A description of the five planning steps
- Tips on how to accomplish each step
- Examples of completed worksheets to aid you in your planning

The planning process for a sample chapter is used throughout the handbook. Use this chapter information only as an example. Your chapter may be quite different from the example.

Appendix C at the back of the handbook contains blank worksheets for your use. You may want to photocopy additional worksheets for use in your planning team meetings. Consider using the worksheets as “homework” for your chapter leaders to complete and bring to the planning meetings. You can also use the worksheets to obtain information from persons who are not on the planning team.



**Figure 1.** The five steps of strategic planning

## Step 1: Get Organized

The first thing your chapter needs to do in step 1 is organize your planning with your team. Before you invest the time of your chapter leaders in this major project, you should have team agreement on the need and feasibility of developing a strategic plan. Commitment from the chapter leadership is absolutely essential to the success of your planning efforts.

Consider the benefits you expect to get from the planning. The benefits listed on page 4 may stimulate your thinking.

Also consider your concerns about strategic planning. Are you concerned that your chapter leaders will not be able to give the necessary time? Note any concerns and ways you may be able to overcome them.

### Decide Whether to Develop a Strategic Plan

Complete Worksheet 1.

Then, weighing the possible benefits against any concerns, decide how you will proceed.

**Action:** Use Worksheet 1 (blank copy in Appendix C) to list the benefits you hope to obtain from strategic planning and your concerns. Decide with your other chapter leaders how you will proceed.

- Full steam ahead
- Proceed with caution
- Wait until a better time
- Stop—do not proceed

An example of a completed worksheet is on the following page.



# Sample Worksheet 1—Benefits and Concerns

## Instructions

- 1) List the benefits you expect from strategic planning as well as any concerns.
- 2) Note possible ways to overcome each concern. Circle the best ideas.
- 3) Decide how you will proceed.

Benefits Expected	Concerns	Ways to Overcome Concerns
<i>1) Will enable us to improve the services to our members.</i>	<i>We have never defined our services in writing. Must identify what they are.</i>	<i>Enlist the help of region staff to define what our services should be.</i>
<i>2) Will provide ongoing continuity with respect to chapter leadership.</i>	<i>Have had problems in the past getting and keeping officers. How do we get long-term commitment?</i>	<i>Produce a plan for succession in chapter officer roles. Develop "What's In It For Me" for officers.</i>
<i>3) Will allow us to provide meaningful personal and professional benefits to our members.</i>	<i>How will we know if we are providing these benefits? And if we are serving our members' needs?</i>	<i>Do a mail/phone survey to identify members' needs.</i>
<i>4) Will help us improve recruitment and retention efforts.</i>	<i>Not sure what goals we should shoot for in terms of getting and keeping members.</i>	<i>List possible/feasible recruitment and retention goals based on industries in our area.</i>
<i>5) Will provide more visibility for the chapter and for APICS.</i>	<i>Have never addressed the visibility issue before. Not sure how to do this.</i>	<i>Enlist the help of region staff to promote the chapter events and activities.</i>
<i>6) Will provide a checklist for the chapter to assess where we are in terms of our goals.</i>	<i>What happens if we find we are not meeting our short-term goals or if we find we need to change our plans? How do we adjust?</i>	<i>Ensure we review our plan and goals at least every 6 months and make adjustments as necessary.</i>

## Decide how you will proceed

- ☐ Full steam ahead
- ☐ With caution, addressing the concerns
- ☐ Wait until a better time
- ☐ Stop—don't proceed

## Get Commitment

Don't begin your chapter strategic planning without the commitment of the chapter leaders. Outline the planning steps together and engender enthusiasm. Remember that chapter leaders sometimes hesitate to commit to a process that is unclear or unrealistic.

Outline the steps you will use to develop the plan...and then discuss it as a group. This can help build the commitment to the planning process.

### **Determine If Outside Help Is Needed**

As you organize your planning you need to decide whether your chapter will require help to complete the plan. Several avenues of assistance are available to you:

- Your region vice president and his or her staff
- Books and articles on strategic planning
- Other organizations with good planning systems

And, there may be members in your chapter who have experience in strategic planning.

### **Outline Your Planning Process**

Your next task is to outline a planning process that is tailored to fit your chapter. As you do this, focus the planning on the most critical issues or choices facing your chapter, and be realistic about your experience and time available to dedicate to the process.

How many years should your strategic plan cover? Generally, chapters operate in quickly changing environments and can plan 2 to 3 years into the future.

An example of the planning process outline follows.

## Strategic planning process—sample outline

### Steps

1. *Get agreement on planning steps*

### Responsible

*Chapter President  
Chapter Board*

### Meeting 1 (one day meeting with board and planning team)

2. *Orient board and team to strategic planning*
3. *Do situation analysis  
Review history and present situation; vision, mission, and goals;  
opportunities and threats; strengths and weaknesses; and critical  
issues for the future*
4. *Summarize situation analysis (between meetings)*

*Chapter President  
Region Rep(s)  
President and Board  
Planning Team*

*President and Board*

### Meeting 2 (2-3 hour meeting)

5. *Develop goals for each chapter area, such as education, membership,  
marketing, chapter administration, and finance*
6. *Note areas of agreement and choices*
7. *Summarize area goals and choices (between meetings)*
8. *Gather information to test feasibility of goals and target dates  
for each goal (between meetings)*

*Planning Team*

*President and Planning Team*

*President and Planning Team*

*President and Planning Team*

### Meeting 3 (2-3 hours)

9. *Evaluate goals (for instance, fit with mission and overall chapter  
goals, fit with needs, financial feasibility). Select the best goals.*
10. *Develop first draft of strategic plan. Include sections on mission,  
services, finances, responsibilities, and implementation.*

*President and Planning Team*

*President and Planning Team*

### Meeting 4 (3 hours)

11. *Develop action planning worksheets for each objective*

*Planning Team*

### Meeting 5 (3 hours)

12. *Review first draft and note suggested improvements*
13. *Revise first draft (between meetings)*

*Planning Team*

*President*

### Meeting 6 (3-4 hours)

#### Review, adopt, and implement plan

14. *Review second draft with board, planning team, 2-3 outsiders  
(such as region staff). Note reactions and suggestions for  
improvement.*
15. *Review reactions and make needed revisions; prepare final draft.*
16. *Adopt plan*
17. *Implement plan. Review progress every month at board meeting.*
18. *Update plan every six months*

*President  
Board*

*Planning Team*

*Board*

*President*

**Total meeting time, including review sessions: 21-24 hours**

**Time to develop plan: 3 months.**

Your region staff might help with the process in several ways, by:

- Assisting in designing the planning process
- Training the chapter planning team and the chapter president
- Leading your chapter team through the whole process
- Helping you complete steps 1 and 2 of the planning model
- Giving you assistance if you get stuck
- Coaching you from the sidelines
- Providing advice on finance, program planning, etc.

You may need help in only one or two of the above. You may need no extra assistance at all. However, if you do call on your region staff for assistance, be clear about what you expect.

Remember, the strategic planning process should be tailored to fit your chapter.

- Focus the planning on the most crucial issues facing your chapter.
- Be realistic about your chapter's experience with planning and the time your chapter leaders have available.

### **Form a Planning Team**

It is important to form a planning team to do most of your chapter's planning. The following people could be included on your planning team:

- Full board
- Other chapter volunteer leaders
- Region staff
- People outside your chapter (people who have experience in the planning process)
- Consultants or other volunteers.

The makeup of your team is important. It helps to have team members with different viewpoints, but try to gather a group that can function effectively.

Determine who should be on your planning team and ask those people to serve. Now complete Worksheet 2 (blank copy in Appendix C).

## Sample Worksheet 2—Organize the Planning Effort

### Instructions

- 1) Indicate how you will handle each of the following issues.
  - 2) Outline the steps, responsibilities, and time lines for developing your strategic plan.
1. You are developing a strategic plan for:
    - ☒ Your entire chapter
    - ☐ Only part of your chapter (for example, programs or membership)
    - ☐ Total chapter and each major program or area
    - ☐ Other
  2. For what period of time are you planning?
    - ☐ Next 2 years
    - ☒ Next 3 years
    - ☐ Next 4 years
    - ☐ Other
  3. What critical planning issues do you hope to address? *Recruitment/retention strategies; educational programs; chapter administration and leadership training; marketing and public relations.*
  4. Amount of time for planning: which do you prefer?
    - ☐ Time is limited: less than 10 hours of planning meetings
    - ☐ Compact approach: 10-20 hours of planning meetings
    - ☒ Extended approach: 21-40 hours of planning meetings
    - ☐ More than 40 hours of planning meetings
  5. Are you going to use other resource persons to develop the plan?
    - ☒ Yes ☐ No ☐ UnsureIf Yes, what kind of staff do you need? (region staff, volunteers with strategic planning expertise, APICS professional staff, and so on) *Region staff*
  6. Will you use a planning team?
    - ☒ Yes ☐ No ☐ UnsureIf Yes, who will be on it? (Check as many as apply)

<input checked="" type="checkbox"/> Board members	<input checked="" type="checkbox"/> Committee members	<input checked="" type="checkbox"/> Region staff
<input type="checkbox"/> Chapter members	<input type="checkbox"/> Consultant	<input type="checkbox"/> Other _____
  7. Are there other people you want to involve?
  8. Who within your chapter will manage the overall planning effort? *Chapter president*
  9. Who will lead or chair the actual planning meeting? *Chapter president*
  10. By what date do you want to have the plan approved? *Three months from the date of the first planning meeting*
  11. Outline the steps you will use to develop the plan. After outlining the process, review it with the persons involved, then make any needed changes [See sample outline on page 10].

## **Summary of Step 1**

In Step 1 you have organized your planning. You have decided to go forward in developing a strategic plan, obtained commitment from the chapter leaders, decided if outside help is needed, outlined a planning process, and formed your planning team.

In Step 2 you will take stock of your chapter's history, present situation, and future possibilities.

## **Step 2: Take Stock (Situation Analysis)**

In this step you will be looking at your chapter and the environment in which it operates. You will be identifying the issues most important to your chapter's future success.

- Review your chapter's history and present situation.
- Review your vision, mission, and goals.
- Assess opportunities and threats.
- Assess strengths and weaknesses.
- Identify the most critical issues or choices your chapter faces in the future.

Time constraints may prevent your planning team from focusing on these issues extensively, but some attention should be given to each of them.

After you complete Step 2, you may find it useful to develop a summary of your situation. A sample of a summary situation analysis is given in, Appendix A on page 38.

### **History and Present Situation**

Your chapter's history may be important in deciding how to plan its future. Some of the planning team may not be familiar with the chapter's history. It may be useful for the chapter president to cover the following with the planning team:

- The chapter's beginning, original mission, programs and so on.
- Significant events since then, including major changes, successes, failures
- Values that have persisted over time.

Many chapter leaders may have very different views of the chapter's present situation. The chapter president should give a report to the planning team outlining the chapter's present status:

- Current vision and mission
- Services, programs
- Chapter offices and responsibilities
- Financial position
- Any current plans for the future
- Other important facts.

The planning team should then discuss this information and note any issues that will need attention in the future.

Review your chapter's history and present situation. List on Worksheet 3 any issues that will need attention in the next phases of planning. An example follows.

## Sample Worksheet 3—History and Present Situation

### Instructions

- 1) Review the chapter's history and present situation.
- 2) Note possible ways to overcome each concern. Circle the best ideas.

*Chapter is 15 years old*

*Chartered with 25 members*

*Current membership is 100 members, including 25 corporate members (5 companies).*

*Chapter had excellent growth and chartered another chapter to meet needs of members 50 miles away. This reduced the chapter size.*

*Chapter has one student chapter that is doing well.*

*Chapter has positive cash flow. Members are in health care, textile/apparel, communications, and transportation industries.*

*Current treasury balance: \$23,782. Chapter dues: \$25.00 (corporate dues: \$100). Revenue from dinner meetings is a small percentage of chapter's total revenue. Poor dinner meeting attendance.*

*All chapter positions are filled except for director of education. Current president is president because no one could be found to take over the presidency. President-elect has been an APICS member for one year. Other officers have been on the board for four years.*

*Conducted a member needs survey last year. Results showed members felt a need for more networking opportunities; chapter offers too little information on CSCPE; seminars are not meeting members' needs; there is a need for dinner meeting speakers to talk about basics; and there is a need for more local information in the newsletter.*

*We have never had a large scale retention program. Average member life is 1.5 years. Doing a good job of getting new members. Held recruitment campaign two years ago that was successful (held jointly with large educational seminar).*

*Educational programs were frequent and well-received 2 or 3 years ago. Certification review courses were held regularly and chapter put on one major workshop each year. Last year the education director resigned and no education programs were held, other than at dinner meetings.*

*An air of defeat fills the chapter board meetings. Board has discussed turning in its charter and closing the chapter.*



## Vision, Mission, and Goals

(For definitions of strategic terms, refer to page 5.)

### VISION

Your chapter should have a vision statement that contains its guiding philosophy and the fundamental motivating assumptions, principles, and values most important to your chapter. Your chapter's vision is a statement of its basic purpose or reason for existence.

If your chapter does not have a vision statement, you may wish to develop one, or you may wish to review your current vision statement and change it. Sample vision statements are listed below.

*The \_\_\_\_\_ chapter of APICS will provide quality, cost-effective operations management education that satisfies all our customers' needs.*

*The \_\_\_\_\_ chapter of APICS will be dedicated to operations management education and the application of APICS body of knowledge.*

*The \_\_\_\_\_ chapter of APICS is dedicated to delivering high quality education in operations management and to fostering the effective application of the APICS body of knowledge.*

*The \_\_\_\_\_ chapter of APICS will be the premier supplier of quality education for operations management.*

### MISSION

Your chapter should also have a mission statement. In its most simple form, the mission statement describes:

- What you want to achieve in the long run, and
- With whom—the target group or beneficiaries of your work.

#### **Sample chapter mission statement:**

*To help the business community meet the challenge of professional growth by providing high quality operations management education.*

Clarity about your chapter's basic mission or purpose is critical to effective strategic planning. Some chapters have lost all sense of mission and direction. Their programs have become ends in themselves, with little thought of the ultimate outcome or impact desired.

Your strategic plan should clearly state your chapter's mission and how, in practical terms, that mission is to be realized. Review your chapter's present mission statement and ask if it is the right mission for the future. Use Worksheet 4 to do this review and note possible changes in your mission for the future. An example follows.

## Sample Worksheet 4—Questions about Mission

### Instructions

- 1) Describe what you understand your chapter's mission or purpose to be.
- 2) List any questions, ideas, or concerns you have about your present mission.
- 3) Consider what might be the best mission for your organization in the future. Describe what your chapter might accomplish in the coming years and who will be served.
- 4) Discuss your responses with the planning team and note areas of agreement and disagreement.

**Present mission or purpose:** *To help the business community meet the challenge of professional growth by providing high quality operations management education.*

**Questions about current mission:** *Should the geographical boundaries (the community) be broadened? Should we include the academic community in our mission statement?*

**Possible changes in mission for the future—what we want to accomplish:**

*Provide educational opportunities for individuals not currently aware of or involved in operations management. Raise awareness of the chapter in the business and academic communities. Provide a positive image of APICS.*

**Who will be served?**

**Target group(s)**

*Local companies*

*Local employers*

*Consultants*

*Unemployed*

*Students*

## GOALS (Strategic Priorities)

Next you should refine your mission statement further by developing a set of broad chapter goals. These goals will constitute a distinct list of ways in which the chapter will try to attain the mission. The APICS strategic priorities are as follows:

1. APICS products and services will be truly market and customer driven.
2. APICS will have a rapid and agile product development process that results in creating and refining high quality products that are based on market and customer needs.
3. APICS membership offerings will be redefined based on voice of the customer research to serve diverse needs and target potential customers worldwide.
4. APICS will enhance delivery channels to facilitate a customer-driven approach to products and services.
5. APICS will leverage the APICS brand and elevate the image, value, and recognition of APICS as the production and inventory management solutions provider worldwide.
6. APICS will expand its presence outside of North America.
7. APICS will be a dynamic organization with governance systems and processes in place to achieve its goals and move forward with its plan.

### Suggested chapter goals:

1. *Be the market-driven and customer-sensitive supplier of choice of products and services to support quality learning in our area.*
2. *Disseminate information on leading-edge products and concepts, both common and industry-specific, to meet our member needs.*
3. *Set standards and provide assessment for professional expertise in our body of knowledge within our chapter.*
4. *Disseminate our body of knowledge.*
5. *Provide a challenging, productive, and beneficial environment for our members and chapter officers.*
6. *Develop and integrate the necessary resources, both internally at the chapter and region levels and externally with allied societies, companies, and others to achieve these goals.*

Note: Many companies use what is termed a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis as the foundation for their strategic planning. In this handbook, we will address the chapter's opportunities and threats before moving on to its strengths and weaknesses.

## **Assess Opportunities and Threats**

Next we want to identify the major forces (present and future) from outside your chapter that will make a difference in your chapter's success or failure. Typically, you will examine:

- Member, industry, company, and customer needs
- Competitors and allies
- Economic, technological, social, and political forces that will affect your chapter.

Successful chapters stay close to their members. They are effective at shaping their services, programs, and activities to meet member needs. In assessing opportunities and threats you will identify the needs of present and potential members and member groups that your chapter may wish to serve in the coming years. In addition to members, others may have a stake in what you do: for example, companies, community groups, academia or consultants. Do these groups represent opportunities or threats for the future? Your analysis in Step 2 will identify the most critical of these opportunities and threats.

Opportunities and threats also come from the following areas:

- Social or cultural—changing demographics and societal or cultural trends
- Economic—changes in the economy in your area as well as nationally
- Technological—general technology, new developments, or practices in operations management.

Are there major opportunities and threats from these areas that you should consider in charting your chapter's course for the future?

The aim here is to examine the most significant forces outside your chapter for the next several years that will influence the chapter's operation and performance.

Complete Worksheets 5, 5a, and 5b. Samples follow.

## Sample Worksheet 5—Opportunities and Threats

### Instructions

- 1) List the major opportunities (O) and threats (T) that you believe your chapter will face in the next 2-5 years that will determine whether it succeeds or fails.
- 2) Combine your response with those of other planning team members, and then identify the 4-8 opportunities or threats that are most critical to your chapter's future success.

<b>Clients, customers, stakeholders</b>	<b>Competitors and allies</b>	<b>Social, cultural, economic, political, or technological forces</b>
<i>Manufacturing companies - O</i>	<i>Schools - O</i>	<i>Leisure time - T</i>
<i>Service industries - O</i>	<i>Professional societies - O/T</i>	<i>Economic conditions - O/T</i>
<i>Management - O</i>	<i>In-house training - O/T</i>	<i>Computer-based testing - O/T</i>
<i>Practitioners - O</i>	<i>Other chapters - O</i>	<i>Diverse workforce - O/T</i>
<i>Consultants - O</i>	<i>APICS national - O</i>	<i>CPIM/CSCP - O</i>
<i>New companies - O</i>	<i>Consultants - O/T</i>	<i>Information technology advances (for instance, DVDs) - O/T</i>
<i>Academia - O</i>		<i>Downsizing - O/T</i>
<i>Students - O</i>		<i>Global economy - O/T</i>
<i>Current members - O</i>		
<i>Former members - O/T</i>		
<i>Local government - O</i>		
<i>Civic organizations - O</i>		
<i>Chapter leaders - O/T</i>		

## Sample Worksheet 5a—Client’s, Customer’s, and Stakeholder’s Needs

### Instructions

- 1) List the needs of present or potential customers that your chapter might address. Note ideas for how your organization might meet those needs.
- 2) List the significant groups who have a stake in what you do (for example, manufacturing companies, practitioners, current members). Note how you might meet their needs.

	Clients, customers and stakeholders	
Describe existing or possible new target groups	Their needs	Ways to meet those needs
<i>Manufacturing companies and top management; service industries; new companies</i>	<i>Cost-effective education; competent practitioners; employees who have cross-functional training</i>	<i>Market CPIM and CSCP to these companies; offer classes; increase roster of qualified instructors.</i>
<i>Practitioners</i>	<i>Affordable education; increase in skills; cross-functional training</i>	<i>Improve dinner meetings to focus on education topics; offer certification classes; offer Train the Trainer.</i>
<i>Current members</i>	<i>Same as above</i>	<i>Same as above</i>
<i>Academia/students</i>	<i>PDM courses; real-world opportunity for students; communication with industry; good teaching materials; qualified instructors</i>	<i>Support student chapters; communicate with schools; hold student night, “Careers in Operations Management” booklet, scholarship and shadow programs.</i>
<i>Local government</i>	<i>To perpetuate local economy</i>	<i>Interact with chamber of commerce; interact with civic organizations; send newsletter to community leaders and top managers.</i>

## Sample Worksheet 5b—Competitors and Allies

### Instructions

- 1) List present and possible new competitors and what you compete for, then note your chapter's relative advantages or disadvantages (prices, image, quality, etc.).
- 2) List possible allies and how you might team up with each organization, person, or group (such as joint programs, speaker opportunities, or threats).

Competitors	Compete for	Your relative advantages	Your relative disadvantages
<i>Professional societies</i>	<i>Members' time, events, classes, publications</i>	<i>Pricing and publications. Reputation of CPIM and new CSCP program computer-based and paper and pencil testing</i>	<i>Lack of qualified instructors; financial inability to promote APICS locally</i>
<i>In-house training programs that use consultants</i>	<i>Classes, seminars and workshops—and revenues from these events</i>	<i>Reputation; image; good courseware</i>	<i>Lack of chapter-qualified instructors</i>
Allies		How might you team up?	
<i>Schools/academia</i>		<i>Student chapters or student-focus contact with school officials</i>	
<i>Other chapters</i>		<i>Region meetings/establish information exchange</i>	
<i>Professional societies</i>		<i>Joint meetings and programs; tradeshow</i>	

## **Assess Your Chapter's Strengths and Weaknesses**

A chapter's resources and capabilities—or lack of them—are critical in creating a successful future. Is your chapter capable of responding to the possible array of opportunities and threats your area offers? Will you have enough volunteer officers and members with the expertise and available time? Will your chapter have enough money and other resources to create the future you desire for your chapter? Will your chapter have the support of the region staff to assist you in your plans? Or does your chapter have resources and capabilities that could be better utilized?

A knowledge of your strengths will help you keep focused and see new opportunities for service to your members. A candid assessment of weaknesses will inject a dose of reality into your planning.

Complete Worksheet 6 to assess your chapter's strengths and weaknesses. After completing Worksheet 6, identify what you believe to be the three or four most important strengths and weaknesses you will need to consider in planning for the future.



## Sample Worksheet 6—Strengths and Weaknesses

### Instructions

- 1) List major strengths and weaknesses of your chapter as it faces the future.
- 2) Combine your responses with those of other planning team members. Note which strengths and weaknesses will be most critical to your chapter's future success.

Strengths and assets	Weaknesses and liabilities
<i>Positive cash flow</i>	<i>No director of education</i>
<i>Student chapter is doing well</i>	<i>No certification review courses held last year</i>
<i>Diverse membership</i>	<i>Poor retention of members</i>
<i>Strong support available from region</i>	<i>Little information about CSCP</i>
<i>Good materials available from APICS</i>	<i>Chapter newsletter mailed only to members</i>
<i>Good recruitment of new members</i>	<i>No planned training for chapter leader succession</i>
<i>Good response on member needs survey</i>	<i>No action taken on results of survey</i>
<i>Chapter newsletter issued monthly</i>	<i>No programs planned for the year</i>

## **Critical Issues for the Future**

The last task in Step 2 is to summarize the critical issues that your chapter faces concerning its future. In identifying these issues, you will use the information you gathered in Step 2.

Try to identify the issues most crucial to your chapter's future success. It may be useful to state each issue in the form of a question that can be answered.

Complete Worksheet 7. A sample worksheet follows.

## Sample Worksheet 7—Critical Issues for the Future

### Instructions

- 1) Review worksheets 4, 5, and 6; then list critical issues or choices that your chapter faces over the next 2-5 years.
- 2) Combine your responses with those of other planning team members; then identify the 4-8 most critical issues.

- 1) *Should our mission be broadened to include the academic community?*
- 2) *Do we have the people resources to increase our base of qualified instructors?*
- 3) *How can we increase our membership and retain our current members?*
- 4) *What kind of board will be needed in the future? And how do we recruit and train those leaders?*
- 5) *How can we make the company coordinator program more effective?*
- 6) *What steps can be taken to establish more interaction with other professional societies and other chapters? With our own region?*
- 7) *How can we promote our activities through the media?*
- 8) *What can we do to improve our newsletter?*
- 9) *What should we do to promote CSCP more effectively?*
- 10) *How can we improve our dinner meeting attendance?*
- 11) *What should we do to ensure long-term financial stability? Can we draw up a 3-year financial plan?*
- 12) *How can we use chapter support materials better?*
- 13) *How do we implement seminars and programs that will attract members and nonmembers?*
- 14) *How can we continually be aware of our members' needs and satisfy them?*

After you complete Step 2, summarize your findings and review them with the planning team, region staff, or appropriate others. Make any changes needed.

## **Summary of Step 2**

In Step 2 you have reviewed the history, present situation, and possible future of your chapter. You have looked both inside your chapter and the area in which you operate. You have summarized your findings and developed a manageable list of critical issues that you will need to address in your next phase of planning. You are now ready to go to Step 3 and develop a strategy for the future.

## Step 3: Develop a Strategy

In Step 3 we will use an approach in which you will set major objectives or targets in specific chapter areas to achieve the goals, and then determine the best strategy to reach each objective. You will develop specific work plans for each area outlining how these objectives will be met. Then the work plans will be incorporated into the first draft of your chapter's strategic plan.

Steps in this approach:

- Set objectives for each area
- Identify possible strategies to reach each objective
- Select the best strategies
- Outline specific action plans to execute each strategy.

### Sample Area Objectives

#### **Education**

- 1) *Increase instructor base by two members during this year.*
- 2) *Have a certified CSCP instructor by the end of next year.*
- 3) *Put on one major seminar this year, two seminars next year, and have two seminars in the third year (one a joint seminar with either another chapter or a sister society).*
- 4) *Hold a "Certified Member Night" as a means of keeping in touch with those members.*
- 5) *Begin now to establish dinner meeting program topics and speakers for one full year in advance—on a rolling year basis.*
- 6) *Maintain instructor rating of 4.0 on 5.0 point scale over 3-year period.*

#### **Membership Recruitment/Retention**

- 1) *Increase membership by at least 5 percent each year for the next 3 years.*
- 2) *Increase active membership (currently 9 percent as measured against total chapter membership) to 15percent by the end of the next chapter year.*
- 3) *Set the framework for a new student chapter beginning this year. Charter new student chapter by the end of next year.*
- 4) *Call all lapsed members during the month their membership expires.*
- 5) *Establish a buddy system for all new chapter members.*
- 6) *Make the company coordinator program more effective.*

## **Chapter Administration/Officer Training**

- 1) *"Tag" chapter members for leadership.*
- 2) *Use chapter leadership handbook and discuss at board meetings.*
- 3) *Implement longer range financial planning.*
- 4) *Do a member needs survey and take action on the results.*
- 5) *Establish solid transition plan for chapter officers.*
- 6) *Reward chapter leaders for their time and effort.*

## **Marketing and Public Relations**

- 1) *Reach out to top management.*
- 2) *Market CSCP.*
- 3) *Establish more communication/cooperation with other professional organizations.*
- 4) *Issue press releases and explore other media possibilities to promote the chapter.*
- 5) *Improve chapter newsletter in content and expand audience to whom it is sent.*
- 6) *Look for opportunities to promote chapter through civic organizations.*

Next you will discuss and identify possible strategies you might use to implement the objectives in each area. Use Worksheets 8 and 9 to assist you in this effort. (See Appendix C for blank worksheets, pages 57 and 58.)

- Use Worksheet 8 to list objectives (Part A). Use Part B to list the possible strategies and the selected strategy. (See Sample Worksheet 8 on next page)
- Use Worksheet 9 to develop the action plan to meet the selected strategy (developed in Worksheet 8, Part B). (See sample action plans in Appendix B.)

Your planning team may wish to use Worksheet 9 to explore alternative ways to reach each area objective.

After you have identified and agreed upon the objectives your chapter will pursue in its strategic plan, you are ready to execute implementation plans for each of those objectives.

## **Summary of Step 3**

Your team, using an agreed upon approach, has created a practical picture of what your chapter will be and the best method for getting there.

In Step 4 you will draft and refine your plan.

## Sample Worksheet 8—Planning for Area Objectives

### Part A

*Objectives:*

*Date:*

1. *Chapter Functional Area:*
2. *Goal #:*
3. *Objective (something aimed at or striven for)*  
*Stated Objective:*
4. *Which goal does this objective support? Goal #*  
*Stated Goal:*
5. *Is this objective a critical issue for the chapter in the next year?* ☐ Yes ☐ No

### Part B

1. *Strategies (Specific methods one employs to achieve the objectives)*  
*List the alternate strategies (different options or specific methods) that could accomplish the above objective:*  
*Alternate A:*  
*Alternate B:*  
*Alternate C:*
2. *select the best strategy of the alternate strategies above:*  
*Does this objective relate to the mission statement?* ☐ Yes ☐ No  
*Does this objective fulfill one or more of the chapter's broad, general goals?* ☐ Yes ☐ No
3. *what resources (in aggregate) will be required to implement this objective?*  
*People:*  
*Equipment:*  
*Materials/Supplies:*  
*Finances:*  
*Other:*  
  
*Do we have the resources to implement this strategy?* ☐ Yes ☐ No
4. *Action options*  
*Include this strategy in our strategic plan?* ☐ Yes ☐ No  
*If yes, complete Worksheet #9—Action Plan*  
*If no, should we postpone consideration of this strategy and reconsider on: \_\_\_\_\_ (date)*

## **Step 4: Draft and Refine the Plan**

You have finished several action plans to implement individual objectives and must now determine if there are any potential conflicts in resource utilization. Worksheet 10 will help to identify these conflicts. A simple Gantt chart approach is used. Whenever an action is required, plot it in the corresponding time frame on the worksheet. Identify who is responsible. If any conflicts become apparent, the relative priority must be determined and the less critical objective must be postponed until resources are available.

The sample worksheet is a representation of the “increase instructor base by two” sample action plan (found on page 39 in Appendix B). There are potential conflicts in April and June of the first year. Can the vice-president of education support the multiple activities? If not, some of the activities should be postponed one or two months.

If you also had an objective to have a seminar in May or June, the seminar planning actions in March and April could also cause a conflict.

***The sample 2-year planning calendar appears on the following page.***



## Sample Worksheet 10—Two-Year Planning Calendar

Objective: Increase Instructor Base by Two

Year \_\_\_\_\_

JUL	AUG	SEP	OCT	NOV	DEC
				<i>Review list of instructors – VP Education</i>	<i>Contact and discuss interest – VP Education</i>
JAN	FEB	MAR	APR	MAY	JUN
<i>Co-teaching agreement – VP Education</i>		<i>Hold CPIM Review Course – VP Education</i>	<i>1) Hold CPIM Review Course – VP Education 2) Review course evaluations – VP Education</i>	<i>Hold CPIM Review Course – VP Education</i>	<i>1) Hold CPIM Review Course – VP Education; 2) Add new instructor to roster – VP Education 3) Recognize new Instructor – VP Education</i>

Year \_\_\_\_\_

JUL	AUG	SEP	OCT	NOV	DEC
JAN	FEB	MAR	APR	MAY	JUN

Having completed Worksheet 10, you are now ready to develop a first draft of your plan on paper. Then, with the help of your team, you will refine it and adopt the plan. The four major steps in Step 4 are:

- Agree on a format
- Develop a first draft
- Refine the plan
- Adopt the plan.

Remember, the critical issues dealt with in your plan should affect the format you choose. For example, if your chapter has four major areas (Education, Membership, Chapter Administration, and Marketing), you will probably have a section in your plan for each of these areas. You may decide to place marketing goals within each major area, and eliminate marketing as a separate section.

Typically, your strategic plan will begin with a statement of your chapter's vision and mission and a summary of your strategy for accomplishing that mission. This first section serves as an executive summary for the rest of the plan.

An example of a format for a chapter strategic plan follows.

**SAMPLE STRATEGIC PLAN FORMAT**  
**CHAPTER**

**THREE YEAR PLAN**

(See sample plan in Appendix B)

**Vision, Mission, and Goals**

The above section heading is a good way to begin your format. Under this heading you will provide a statement of your chapter's vision, mission, and a summary of your strategy for accomplishing that mission. This section serves as an executive summary for the rest of the plan.

**Objectives for each chapter area**

This section should be a summary of what you intend to do in each area (Education, Membership, Chapter Administration, or Marketing) over the planning period.

**Action plans**

This section consists of major goals and objectives, broken down into key events, responsibilities, and target dates assigned to each of the goals in each area.

**Other section headings sometimes include:**

**Policies:** Organizational policies for the future (such as for finances, programming, other).

**Assumptions:** You may want to list the assumptions on which the plan is based for each section of the plan.

**Risks, contingency plans:** A description of risks associated with the plan or backup plans to be pursued if circumstances change.

**Organization, structure:** Organization chart or description of the organizational structure of your chapter planned for the future.

**Other:** Issues not adequately addressed above.

An example of a chapter strategic plan appears in Appendix B.

Once the draft of your plan is completed, you should review the plan with the planning committee and your board. During the review meeting, discuss what you like about the plan and what possible conflicts (timing and dates) might exist among actions targeted in the various chapter areas. Are there any problems, soft spots, or omissions? Ask for suggestions on how the plan can be strengthened or improved.

Make needed revisions to your plan and then obtain approval from the chapter board.

**Summary of Step 4**

You have developed a first draft of your strategic plan. You and your planning team have refined and improved your plan through reviews with the team and the board. The board has adopted the plan. In Step 5 you will begin to implement the plan and update it as needed.

## **Step 5: Implement the Plan**

Your chapter must keep in mind that your planning is not finished with the completion and acceptance of your strategic plan. Step 5 in the process involves implementing the plan and then monitoring your progress.

Remember that the plan is a tool to help you

- Accomplish the overall mission
- Achieve the chapter's goals for the planning period
- Provide demonstrable benefits to the chapter's members and supporting companies.

The plan is only as good as your faithfulness in performing the steps below to keep it viable.

### **Monitor Performance**

Performance should be assessed throughout the chapter year. The best method is to build review of the action plans into regular board meetings. It is important to adjust as necessary any dates, resources, or steps that have changed based on the chapter's current resources and performance to date. Are the goals being met? Are the elements of the plan (Vision, Mission, Goals, Objectives, Strategies, Action Plans) still sound? If not, why not?

### **Take Corrective Action**

For any element that is not sound, take the time to change it to reflect reality, using the process. Make certain the chapter budget reflects the resources needed to accomplish the revised action plans. Then issue amendments so that board members have a current plan to work from.

### **Regularly Update the Plan**

This should be done at least annually. It is highly recommended that chapters review their plans at the time of leadership transition. Outgoing and incoming board members should do this as a joint exercise so new board members understand the decision-making processes that have formed the plan. This will help prevent reinventing the wheel each year.

When updating this plan, be sure to

- Reassess opportunities/threats, strengths/weaknesses, and critical issues.
- Review the objectives, strategies, and action plans to see if they remain sound.
- Revise the plan if needed, ensuring that resources are available to support the changes.
- Get the new board and any appropriate others to endorse the revised plan.
- Use the plan as a foundation for preparing the budget and activities of the new year.

### **Publish the Plan**

Share the plan with your membership each year so they can see the benefit of being part of the growth process in your chapter. The more enthused your membership is, the stronger your board will become.

## **Summary of Step 5**

Using the 5-step approach, your chapter has developed a realistic projection of what your chapter will be in the future and the steps to be taken to get there. You will implement the plan and make adjustments and changes along the way.

Strategic planning is an invaluable tool for ensuring success in reaching APICS' goals. Do not be afraid to make changes in your goals and objectives, or in your vision and mission statements. You may find that changing conditions and events render some of your goals or objectives obsolete, no longer needed, or timed incorrectly. The key is to keep in mind that your strategic plan should be a flexible, evolving document that will enable you to achieve chapter excellence.

**Section III: Appendices**

## **Appendix A: Sample Summary of Chapter's Situation Analysis and History**

- i. Chapter was formed 17 years ago. Currently has 100 members. It has always been financially stable.
- ii. Chapter has had a number of years of steady growth, active participation of members at dinner meetings, seminars, and certification review courses.
- iii. Its members chartered another chapter to meet the needs of members in an area 50 miles away and it established a vibrant student chapter at a local college.
- iv. Board positions were always filled by interested volunteers and things got done.
- v. As the economic climate has changed for the worse in the past several years, member participation at the previously mentioned activities has declined markedly. Volunteers cannot be found to fill positions, and several board members burned out and left.
- vi. Revenues from dinner meetings have been poor for the last three years due to low attendance. Last year the chapter averaged 15 members per dinner meeting. The year before that, average meeting attendance was 20.
- vii. There was no program director last year. Chapter held only one small educational program and no certification review courses.
- viii. Member needs survey last year indicated members would like more networking opportunities for jobs and more information on CSCP. Members also said they wanted more local information in chapter newsletter.
- ix. Newsletter is issued 10 times per year. Contains few articles—focal point is the monthly dinner meeting.
- x. Board meetings lack energy and enthusiasm. The chapter has been discussing turning in its charter and closing.
- xi. The chapter has requested that representatives from the region staff attend a chapter board meeting to analyze the situation and decide if a strategic plan will solve its problems and turn the chapter around.

## Appendix B: Example of a Strategic Plan

### *Sample Strategic Plan Chapter Three-Year Plan*

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#### **Vision, Mission, and Goals**

The \_\_\_\_\_ chapter of APICS is dedicated to delivering high quality education in operations management and to fostering the effective application of APICS' body of knowledge.

The mission of the chapter is to help the business community meet the challenge of professional growth by providing high quality operations management education.

Over the next three years the chapter will improve APICS, image through educational programs, plans and events. It will increase the number of active members and improve membership renewal rates. The chapter will, through the use of management tools and established plans, develop programs to recruit and train chapter leaders, implement long-range financial plans, establish solid transition planning for leadership offices, and reward chapter leaders for their time and effort.

The chapter will develop an enhanced image and an expanded awareness of APICS, directed toward the business community, academia, local government, and the general public. This will be accomplished through communications to management, other professional organizations, the media, and civic organizations.

#### **Education Objectives**

Over the next three years the chapter will, through educational programs, plans, and events, enhance the image of APICS. The chapter will expand its instructor base by two instructors during the first year and have a certified CSCP instructor by the end of the second year.

The chapter will hold one major seminar during the first year and two seminars in the second year. In the third year, two seminars will be held—one of which will be a joint seminar with either another chapter or a sister society.

The chapter will provide recognition to and foster communication with certified members by holding a "Certified Member Night" each year.

Dinner meetings will have, on a rolling-year basis, a scheduled and confirmed topic and speaker with a "backup" alternative.

#### **Membership Objectives**

Membership will be increased by five percent (5%) each year for the next three years. By the end of the next chapter year, active chapter membership will be increased from nine percent (9%) to 15 percent (15%). This will be accomplished, in part, through a buddy system established for all new chapter members, and a more effective company coordinator program.



All lapsed members will be contacted during the month their membership expires. In year two all members will be contacted one month before expiration and during the month of expiration. In year three, a program for contacting former members will be implemented.

In year one the framework for a new student chapter will be established. The student chapter will be chartered in year two. By the end of year three, the chapter will establish an academic council to further enhance the relationship between educational institutions and the chapter.

### **Chapter Administration Objectives**

During the first year, the chapter board will choose chapter members for future chapter leadership roles. A leadership transition and succession plan will be developed. The board will become familiar with chapter leadership handbooks and review materials received from APICS Headquarters monthly and disseminated via the Volunteer Resources Section of the Web site.

A framework for longer range financial planning will be put into place in the first year. In the second year the plan will be implemented, monitored, and adjusted as necessary.

A member needs survey will be performed during the first year. As appropriate, the results of that survey will be included in the second and third year adjustments to the plan.

### **Marketing and Public Relations Objectives**

The chapter will begin to contact other professional and civic organizations during year one. In years two and three, scheduled joint activities with these other organizations will occur.

In year one, the framework will be set up for improved contact with the media. By year two, press releases will go out at least bimonthly to local and regional papers. In year three the chapter will explore possible radio or local television opportunities to promote the body of knowledge and the chapter activities.

The chapter will hold a “top management” power breakfast each year as well as a black tie dinner once each year. These prestigious events will feature an award to a local top CEO. These events will be promoted in the media and the press will be invited to attend.

## Sample Worksheet 9—Action Plans

**Objective:** Increase instructor base by two members during this year (Note: year refers to chapter fiscal year July-June)

**Strategy:** For the current year, the chapter will concentrate on CPIM-qualified instructors available to conduct CPIM review courses.

### Indicators of Accomplishment:

Key Events	Responsibility	Target Date	Comments	Completed (X)
<i>Review list of certified members in chapter/region</i>	<i>VP of Education</i>	<i>Nov., first year</i>	<i>Contact region</i>	
<i>Contact those members and discuss interest and availability</i>	<i>VP of Education</i>	<i>Dec., first year</i>		
<i>Arrange co-teaching agreement with current instructors and new instructors for initial classes</i>	<i>VP of Education</i>	<i>Jan., first year</i>		
<i>Hold CPIM review course with old and new instructors</i>	<i>VP of Education</i>	<i>March-April, first year</i>		
<i>Hold CPIM review course with old and new instructors</i>	<i>VP of Education</i>	<i>May-June, first year</i>		
<i>Review instructor evaluations after course</i>	<i>VP of Education</i>	<i>April and June, first year</i>		
<i>Add new instructors to roster and notify APICS via qualified instructor forms and evaluations</i>	<i>VP of Education</i>	<i>June, first year</i>		
<i>Recognize new instructors via press release, announcement in newsletter, and so forth.</i>	<i>VP of Education Chapter board</i>	<i>June, first year</i>		

## Sample Worksheet 9a—Action Plan: Membership Planning

**Objective:** Membership recruitment and retention—Increase membership by 5 percent each year for the next 3 years. (Note: Year refers to chapter fiscal year: July-June)

**Strategy:** This goal will be accomplished through two membership campaigns held each year. The first will be a member-get-a-member campaign and the second will be certification-oriented.

### Indicators of Accomplishment:

Key Events	Responsibility	Target Date	Comments	Completed (X)
<i>Send notices of campaign 1 to members</i>	<i>Dir. of Membership</i>	<i>Nov., current year</i>		
<i>Determine prizes</i>	<i>Chapter board</i>	<i>Nov., current year</i>	<i>See if prizes can be donated by local companies</i>	
<i>Announce campaign at chapter meeting</i>	<i>President</i>	<i>Dec., current year</i>		
<i>Place campaign details in chapter newsletters</i>	<i>VP of Publicity</i>	<i>Monthly</i>		
<i>Track returns</i>	<i>Dir. of Membership</i>	<i>Monthly</i>		
<i>Announce campaign results</i>	<i>Chapter board</i>	<i>May, current year</i>		
<i>Award prizes</i>	<i>Dir. of Membership</i>	<i>June, second year</i>		
<i>Design campaign ad based on benefits gained through CPIM and CSCP</i>	<i>Dir. of Membership and VP of Education</i>	<i>Aug., second year</i>		
<i>Announce campaign</i>	<i>Dir. of Membership</i>	<i>Sep., second year</i>	<i>Newsletter, member companies, chapter meetings</i>	
<i>Determine prizes</i>	<i>Chapter board</i>	<i>Sep., second year</i>	<i>Get prizes donated</i>	
<i>Create special member application</i>	<i>Dir. of Membership</i>	<i>Aug., second year</i>	<i>Use applicable marketing code</i>	
<i>Track &amp; announce results</i>	<i>Dir. of Membership</i>	<i>Monthly (Jan., second year)</i>		
<i>Award prizes</i>	<i>Chapter board</i>	<i>Jan., second year</i>		

## Sample Worksheet 9b—Action Plan: Chapter Administration Planning

**Objective:** Identify chapter members for future leadership roles in year one. Develop transition and succession plan in years one and two. In years two and three, appoint future chapter leaders to at large positions in chapter. (Note: Year refers to chapter fiscal year: July-June)

**Strategy:** Ensure chapter officers and “at large” positions are familiar with contents of chapter leadership handbooks and APICS Headquarters policies and procedures.

### Indicators of Accomplishment:

Key Events	Responsibility	Target Date	Comments	Completed (X)
<i>Survey membership for interest in holding chapter offices</i>	<i>Chapter president and vice president</i>	<i>Sep., first year</i>	<i>Written survey</i>	
<i>Meet to discuss potential future leaders</i>	<i>Chapter board</i>	<i>Nov., first year</i>		
<i>Contact potential member leaders and discuss commitment</i>	<i>Chapter president</i>	<i>Dec., first year</i>	<i>Use telephone to make contact</i>	
<i>Meet with potential member leaders and discuss commitment. Potential leaders will be part of planning team.</i>	<i>Chapter president</i>	<i>Scheduled date for planning meeting</i>		
<i>Schedule topics and assign presenters to review chapter leadership handbooks at each board meeting</i>	<i>Chapter board</i>	<i>Jan., first year</i>		
<i>Review handbook contents</i>	<i>As assigned</i>	<i>Monthly, beginning in Feb. of first year</i>		
<i>Review chapter president's mailing with board and act on that information</i>	<i>Chapter president</i>	<i>Monthly</i>		
<i>Discuss transition and succession plans for chapter leadership positions. Make adjustments as needed.</i>	<i>Chapter board and planning team</i>	<i>Apr., first year Feb., Apr., Aug., &amp; Nov., second year Feb., Aug., &amp; Nov., third, year</i>		

## Sample Worksheet 9c—Action Plan: Marketing and Public Relations Planning

**Objective:** Contact professional and civic organizations in year one. In years two and three implement joint activities with these organizations. (Note: Year refers to chapter fiscal year: July-June)

**Strategy:** Types of joint activities can include exchange of information in newsletters, joint programs, invitations to attend chapter meetings, joint trade participation.

### Indicators of Accomplishment:

Key Events	Responsibility	Target Date	Comments	Completed (X)
<i>Set up meeting with local Institute for Supply Chain Management (ISM) president</i>	<i>VP of Publicity</i>	<i>Sep., first year</i>		
<i>Report on results</i>	<i>VP of Publicity</i>	<i>Oct., first year</i>		
<i>Set up meeting with local Institute of Industrial Engineers (IIE) president</i>	<i>VP of Publicity</i>	<i>Oct., first year</i>		
<i>Report on results</i>	<i>VP of Publicity</i>	<i>Nov., first year</i>		
<i>Set up meeting with local American Society for Quality (ASQ) president</i>	<i>VP of Publicity</i>	<i>Nov., first year</i>		
<i>Report on results</i>	<i>VP of Publicity</i>	<i>Dec., first year</i>		
<i>Finalize types of shared activities to be held with these organizations and set schedules and assignments</i>	<i>VP of Publicity and chapter board</i>	<i>Jan.-Feb., first year</i>		
<i>Implement shared newsletter information exchange</i>	<i>Newsletter editor</i>	<i>March, first year</i>		
<i>Invite sister society members to attend chapter meeting</i>	<i>Dir. of Membership</i>	<i>Feb.-March, first year</i>		
<i>Begin to plan for shared workshops program</i>	<i>VP of Education</i>	<i>Apr., second year</i>		
<i>Hold first shared program</i>	<i>VP of Education</i>	<i>Sep., second year</i>		
<i>Hold next shared program</i>	<i>VP of Education</i>	<i>As agreed, third year</i>		

## Sample Worksheet 9d—Action Plan: Education Planning

**Objective:** In year one the chapter will hold one major seminar (Seminar 1). In the second year, one seminar will be held (Seminar 2), possibly with a sister society. In the second and third years the chapter will explore/initiate holding shared programs with a sister society (Seminar 3). (Note: Year refers to chapter fiscal year: July-June)

**Strategy:** Seminar topics to be determined by board; based on member survey results. Joint activities will be coordinated with the marketing goal of implementing joint activities with other professional and civic organizations.

### Indicators of Accomplishment:

Key Events	Responsibility	Target Date	Comments	Completed (X)
<i>Determine topics for Seminar 1</i>	<i>VP of Education</i>	<i>July, first year</i>		
<i>Determine dates for Seminar 1</i>	<i>VP of Education and chapter board</i>	<i>Aug., first year</i>		
<i>Form Seminar 1 planning committee</i>	<i>VP of Education</i>	<i>Sep., first year</i>		
<i>Complete planning for Seminar 1</i>	<i>VP of Education and Seminar 1 committee</i>	<i>Oct., first year</i>		
<i>Begin discussions with sister societies on possible joint program for next year (Seminar 2, fall of 2nd year)</i>	<i>VP of Education and VP of Publicity</i>	<i>Nov., first year</i>		
<i>Promote Seminar 1</i>	<i>Seminar 1 committee</i>	<i>Jan., first year</i>		
<i>Hold Seminar 1</i>	<i>VP of Education</i>	<i>March, first year</i>		
<i>Review and report results of Seminar 1</i>	<i>VP of Education</i>	<i>April, first year</i>		
<i>Invite sister society members to attend chapter meeting</i>	<i>Director of Membership</i>	<i>May, second year</i>		
<i>Determine topics for Seminar 2</i>	<i>VP of Education</i>	<i>Nov., first year</i>		
<i>Determine seminar dates</i>	<i>VP of Education and chapter board</i>	<i>Aug., second year</i>		

<i>Form Seminar 2 planning committee</i>	<i>VP of Education</i>	<i>Sep., second year</i>		
<i>Complete planning for Seminar 2</i>	<i>VP of Education and planning committee</i>	<i>Oct., second year</i>		
<i>Contact sister societies to discuss shared revenue programs for third year seminar (Seminar 3)</i>	<i>VPs of Education and Publicity</i>	<i>Nov., second year</i>		
<i>Promote seminar 2</i>	<i>Seminar 2 committee</i>	<i>Jan., second year</i>		
<i>Finalize plans to hold shared revenue program with sister society in third year</i>	<i>VP of Education</i>	<i>Feb., second year</i>		
<i>Hold Seminar 2</i>	<i>VP of Education</i>	<i>Mar., second year</i>		
<i>Review and report results on Seminar 2</i>	<i>VP of Education</i>	<i>April, second year</i>		
<i>Form planning committee for Seminar 3</i>	<i>VP of Education</i>	<i>Sep., third year</i>		
<i>Complete planning for Seminar 3</i>	<i>VP of Education and Seminar 3 committee</i>	<i>Oct., third year</i>		
<i>Promote Seminar 3</i>	<i>Seminar 3 committee</i>	<i>Jan., third year</i>		
<i>Hold Seminar 3</i>	<i>VP of Education</i>	<i>Mar., third year</i>		
<i>Review and report results of Seminar 3</i>	<i>VP of Education</i>	<i>April, third year</i>		

## **Appendix C: Strategic Planning Worksheets**



## Worksheet 1—Benefits and Concerns

### Instructions

- 1) List the benefits you expect from strategic planning as well as any concerns.
- 2) Note possible ways to overcome each concern. Circle the best ideas.
- 3) Decide how you will proceed.

Benefits Expected	Concerns	Ways to overcome concerns

### Decide how you will proceed

- ☐ Full steam ahead
- ☐ With caution, addressing the concerns
- ☐ Wait until a better time
- ☐ Stop—don't proceed

## Worksheet 2—Organize the Planning Effort

### Instructions

- 1) **Indicate how you will handle each of the following issues.**
- 2) **Outline the steps, responsibilities, and time lines for developing your strategic plan.**
1. You are developing a strategic plan for:
  - ☐ Your entire chapter
  - ☐ Only part of your chapter (for example, programs or membership)
  - ☐ Total chapter and each major program or area
  - ☐ Other
2. For what period of time are you planning?
  - ☐ Next 2 years
  - ☐ Next 3 years
  - ☐ Next 4 years
  - ☐ Other
3. What critical planning issues do you hope to address?
4. Amount of time for planning: which do you prefer?
  - ☐ Time is limited: less than 10 hours of planning meetings
  - ☐ Compact approach: 10-20 hours of planning meetings
  - ☐ Extended approach: 21-40 hours of planning meetings
  - ☐ More than 40 hours of planning meetings
5. Are you going to use other resource persons to develop the plan?
  - ☐ Yes ☐ No ☐ Unsure
  - If Yes, what kind of staff do you need? (region staff, volunteers with strategic planning expertise, APICS professional staff, etc.)
6. Will you use a planning team?
  - ☐ Yes ☐ No ☐ Unsure
  - If Yes, who will be on it? (Check as many as apply)
  - ☐ Board members      ☐ Committee members      ☐ Region staff
  - ☐ Chapter members      ☐ Consultant      ☐ Other \_\_\_\_\_
7. Are there other people you want to involve?
8. Who within your chapter will manage the overall planning effort?
9. Who will lead or chair the actual planning meeting?
10. By what date do you want to have the plan approved?
11. Outline the steps you will use to develop the plan. After outlining the process, review it with the persons involved, then make any needed changes.

## **Worksheet 3—History and Present Situation**

### **Instructions**

- 1) Review the chapter's history and present situation.
- 2) Note possible ways to overcome each concern. Circle the best ideas.

## **Worksheet 4—Questions about Mission**

### **Instructions**

- 1) Describe what you understand your chapter's mission or purpose to be.
- 2) List any questions, ideas, or concerns you have about your present mission.
- 3) Consider what might be the best mission for your organization in the future. Describe what your chapter might accomplish in the coming years and who will be served.
- 4) Discuss your responses with the planning team and note areas of agreement and disagreement.

**Present mission or purpose:**

**Questions about current mission:**

**Possible changes in mission for the future—what we want to accomplish:**

**Who will be served?**

**Target group(s):**

## Worksheet 5—Opportunities and Threats

### Instructions

- 1) List the major opportunities (O) and threats (T) that you believe your chapter will face in the next 2-5 years that will determine whether it succeeds or fails.
- 2) Combine your response with those of other planning team members, and then identify the 4-8 opportunities or threats that are most critical to your chapter's future success.

Clients, customers, stakeholders	Competitors and allies	Social, cultural, economic, political, or technological forces

# Worksheet 5a—Clients', Customers', and Stakeholders' Needs

## Instructions

- 1) List the needs of present or potential customers that your chapter might address. Note ideas for how your organization might meet those needs.
- 2) List the significant groups who have a stake in what you do (for example, manufacturing companies, practitioners, current members). Note how you might meet their needs.

### Clients, Customers and Stakeholders

Describe existing or possible new target groups	Their needs	Ways to meet those needs

## Worksheet 5b—Competitors and Allies

### Instructions

- 1) List present and possible new competitors and what you compete for, then note your chapter's relative advantages or disadvantages (prices, image, quality, etc.).
- 2) List possible allies and how you might team up with each organization, person, or group (such as joint programs, speaker opportunities, or threats) in the competitors and allies column.

Competitors	Compete for	Your relative advantages	Your relative disadvantages
Allies		How might you team up?	

# Worksheet 6—Strengths and Weaknesses

## Instructions

- 1) List major strengths and weaknesses of your chapter as it faces the future.
- 2) Combine your responses with those of other planning team members. Note which strengths and weaknesses will be most critical to your chapter’s future success.

Strengths and assets	Weaknesses and liabilities



## **Worksheet 7—Critical Issues for the Future**

### **Instructions**

- 1) Review worksheets 4, 5, and 6; then list critical issues or choices that your chapter faces over the next 2-5 years.
- 2) Combine your responses with those of other planning team members; then identify the 4-8 most critical issues.

## Worksheet 8—Planning for Area Objectives

### Part A

Objectives:

Date:

1. Chapter Functional Area:
2. Goal #:
3. Objective (something aimed at or striven for).    Stated Objective:
4. Which goal does this objective support? Goal #                      Stated Goal:
5. Is this objective a critical issue for the chapter in the next year? ☐yes ☐no

### Part B

1. Strategies (Specific methods one employs to achieve the objectives).

List the alternate strategies (different options or specific methods) that could accomplish the above objective:

Alternate A:

Alternate B:

Alternate C:

2. Select the best strategy of the alternate strategies above:

Does this objective relate to the mission statement? ☐yes ☐no

Does this objective fulfill one or more of the chapter's broad, general goals? ☐yes ☐no

3. What resources (in aggregate) will be required to implement this objective?

People:

Equipment:

Materials/Supplies:

Finances:

Other:

Do we have the resources to implement this strategy? ☐yes ☐no

4. Action options

Include this strategy in our strategic plan? ☐yes ☐no

If yes, complete Worksheet # 9 —Action Plan

If no, should we postpone consideration of this strategy and reconsider on: \_\_\_\_\_(date)

**Worksheet 9—Action Plan**

Date: \_\_\_\_\_

Chapter Area:

Objective:

Strategy:

Description:

Indicators of Accomplishment:

Key Events	Responsibility	Target Date	Comments	Completed (X)

**Worksheet 10—Two-Year Planning Calendar**

Year \_\_\_\_\_

JUL	AUG	SEP	OCT	NOV	DEC
JAN	FEB	MAR	APR	MAY	JUN

Year \_\_\_\_\_

JUL	AUG	SEP	OCT	NOV	DEC
JAN	FEB	MAR	APR	MAY	JUN

## **Appendix D: A Facilitator's Guide**

This facilitator's guide was prepared by Arvil Sexton, CPIM, as an aid to instructing attendees at the TEAM '94 Workshop on Strategic Planning for APICS Chapters, conducted in the Washington, DC, area in April 1994.

As you prepare to present the material contained in the handbook to your chapter's leaders, you may find the facilitator's guide helpful in your planning and presentation.

### **Step 1—Get Organized**

#### **Overview**

Strategic planning for APICS chapters involves five major steps. The first major step is to organize your planning effort so that the time you spend will be productive.

Step One—Get Organized involves completing the following five key task analyses:

1. Decide whether to develop a strategic plan
2. Get commitment to the planning effort
3. Determine if outside help is needed
4. Outline a planning process that fits your chapter's needs
5. Form a planning team.

#### **Overall Learning Objectives**

- I. After completing the five key task analyses your chapter will be able to decide:
  - A. Whether you should proceed with strategic planning—full steam ahead
  - B. Whether you should proceed with caution, addressing any concerns
  - C. Whether you should wait until a better time to begin the process
  - D. Whether you should stop—do not proceed.
- II. To assist in task analysis you will be provided with two worksheets:  
Worksheet 1—Benefits and Concerns; Worksheet 2—Organize the Planning Effort

#### **Sub-Learning Objectives of the Five Key Task Analyses**

- I. **Key task analysis #1—Decide whether to develop a strategic plan.**
  - A. Before your chapter invests considerable effort in strategic planning, pause and consider why you are planning and note any concerns you may have. First consider the benefits or payoff you anticipate from the planning. Second, list any concerns you have about the strategic planning process.

B. Worksheet 1 is provided for this task analysis.

**II. Key task analysis #2—Get commitment to the planning effort.**

A. The commitment of the chapter board of directors to the planning process is critical. Don't begin without it.

B. A review of Worksheet 1 is critical to this step.

**III. Key task analysis #3—Determine if outside help is needed.**

A. The objective is to decide if you need assistance in developing your plan. If so, what kind of assistance?

B. Options to explore are:

1. Do you have any chapter members who are experienced in strategic planning?
2. Do you have any other nonprofit organizations in your chapter area that are doing a good job with strategic planning?
3. Can your chapter obtain assistance from the region staff?
4. Do you need to obtain any books or articles on strategic planning?
5. Are there any courses or seminars on strategic planning you need to consider?
6. Do you need to consider securing the services of a consultant?

**IV. Key task analysis #4—Outline a planning process that fits your chapter.**

A. The objective is to outline a process that is tailored to fit your chapter.

1. Be realistic about such matters as your chapter's experience or capabilities with strategic planning.
2. Time availability: consider how much time the process will require versus the time the planning team will be willing to devote.
3. Be sure you are focusing the planning process on the most critical issues or choices facing your chapter.

B. Review the sample outline provided on page 10 (18-step process) and agree to it or modify it to fit your chapter.

C. Complete Worksheet 2.

**V. Key task analysis #5—Form a planning team.**

A. The objective is to determine who should be on the planning team (item #6 on Worksheet 2).

B. The composition of the team is important; assemble a team that can function together effectively.

C. Decide if and how you will involve others (board members or chapter members) in the planning process.

## Summary of Step 1—Get Organized

### Review of Overall Learning Objectives

- I. Complete the five key task analyses:
  - A. Decide whether to develop a strategic plan.
    - You will complete Worksheet 1 by:
      - indicating the benefits or payoff you anticipate from this process
      - listing any concerns you have about strategic planning
      - listing ways to overcome those concerns
  - B. Get commitment to the planning effort.
    - After the review of Worksheet 1 regarding benefits, concerns, and ways to overcome those concerns, you are in a position to ask for a commitment
  - C. Determine if outside help is needed.
    - From Worksheet 1 (ways to overcome concerns) you have explored options and can decide if outside help is needed. You have also identified the kinds of assistance you will need.
  - D. Outline a planning process that fits your chapter.
    - Review the 18-step outline example of a planning process (page 10).
    - Consider the capabilities of your chapter in its effort to do strategic planning.
    - Review and consider the time commitment needed versus availability of the chapter planning team.
    - Be sure to focus on critical issues facing your chapter.
  - E. Form a planning team.
    - Decide who should be on the planning team.
- II. By completing the above five key task analyses you are in a position to decide the following.
  - A. Should the chapter proceed with strategic planning—full steam ahead?
  - B. Should the chapter proceed with caution, addressing any concerns?
  - C. Should the chapter wait until a better time to begin the process?
  - D. Should the chapter stop—do not proceed?

## **Step 2—Take Stock (Situation Analysis)**

### **Overview**

Your task in Step 2 is to:

1. Take a hard look at your chapter and the environment in which it operates.
2. Identify the issues most critical to your chapter's future success.

### **Step 2—Taking stock involves completing the following five key task analyses:**

1. Review your chapter's history and present situation.
2. Review your chapter's mission.
3. Assess opportunities and threats.
4. Assess strengths and weaknesses.
5. Identify the most critical issues or choices your chapter faces in the future.

### **Overall Learning Objectives**

- I. After you have completed key task analyses 1-4 above, you will then be in a position to complete task analysis #5—identifying four to eight of the most critical issues or choices your chapter faces in the future.
  - A. Armed with the list of four to eight critical issues, you then can move to Step 3 of strategic planning—developing a realistic strategy of how your chapter will resolve those critical issues.
- II. To assist with the task analysis, you will complete the following seven worksheets.
  - Worksheet 3— History and Present Situation
  - Worksheet 4— Questions about Mission
  - Worksheet 5— Opportunities and Threats
  - Worksheet 5a—Clients', Customers', and Stakeholders' Needs
  - Worksheet 5b—Competitors and Allies
  - Worksheet 6— Strengths and Weaknesses
  - Worksheet 7— Critical Issues for the Future

### **Sub-Learning Objectives of the Five Key Task Analyses**

- I. **Key task analysis #1—Review your chapter's history and present situation.**
  - A. History—Understanding your chapter's history may be very important in charting its future.
  - B. Present Situation—The strategic planning team members need to have a clear view of the chapter's present status or situation.
    - They need to have an opportunity to ask clarifying questions and to note any issues that will need attention in the planning process.
  - C. Use Worksheet 3 for this task analysis.



**II. Key task analysis #2—Review your chapter's mission.**

A. The objective is to answer two fundamental strategic planning questions.

1. Is your chapter's mission clear?
2. Should your chapter's mission statement be changed in the next 2-3 years?

B. Use Worksheet 4 for this task analysis.

C. Develop a set of broad chapter goals (reference page 18)

**III. Key task analysis #3—Assess opportunities and threats.**

A. Objective is to identify the major forces (present and future) from outside your chapter that can or will make a difference in your chapter's future.

1. Use the following worksheets to examine three major areas of forces:
  - Worksheet 5—Opportunities and Threats
  - Worksheet 5a—Clients', Customers', and Stakeholders' Needs
  - Worksheet 5b—Competitors and Allies

B. You will need to answer the following questions:

1. Who are your customers?
2. Who are your potential new customers?
3. What are their needs today and in the future?
4. Are you strong or weak in relation to your competition?
5. With whom do you compete?
6. For what do you compete?
7. What are your competitor's strengths and weaknesses?
8. Do you need to establish an alliance with anyone versus competing with them?
9. Are there any social or cultural trends taking place that will affect your current or future customers?
10. Are there any political changes at the local, state, or federal levels that could affect your chapter?
11. Are there any technological developments or trends in your field that could affect your customers?

**IV. Key task analysis #4—Assess the strengths and weaknesses of your chapter.**

A. The objective is to focus on whether your chapter has the resources and capabilities to achieve its revised mission.

B. Use Worksheet 6 to assess your strengths and assets and to determine your weaknesses and liabilities.

C. You will need to answer the following key questions:

1. Is your chapter capable of responding to the new opportunities and threats identified on Worksheet 5?
2. Does your chapter have sufficient leadership, expertise, money, or other resources to create the future you desire?
3. Does your chapter have other resources or capabilities that should be used?
4. Has your chapter examined all the options available regarding new opportunities or threats?

D. A knowledge of your strengths will help keep you focused and see new opportunities for service.

1. A candid assessment of weaknesses will inject a dose of realism in your planning.

V. **Key task analysis #5—Identify the critical issues for your chapter's future.**

A. The objective is to summarize the work you have done on Worksheets 3, 4, 5, 5a, 5b, and 6.

1. Identify four to eight issues most crucial to your chapter's future success.
  - a) State each issue in the form of a question that can be answered.

B. Use Worksheet 7 to list what you believe to be the most critical issues facing your chapter in the next two or three years.

**Summary of Step 2—Take Stock (Situation Analysis)**

A. You have reviewed your chapter's history and present situation (Worksheet 3).

B. You have reviewed your mission and made any necessary changes (Worksheet 4).

C. You have assessed/identified the major forces (both present and future) from outside your chapter that can or will make a difference in whether your chapter succeeds or fails. You have examined:

1. Your current and future customers and their needs.
2. You have examined both your competitors and potential allies.
3. You have examined any social, political, economic, and technological changes that may affect you (reference Worksheets 5, 5a, 5b).

D. You have identified what you believe to be the three or four most important strengths and weaknesses that you will need to consider in planning for your chapter's future (Worksheet 6).

E. You have used Worksheet 7 to list what you believe to be the most critical issues facing your chapter over the next 2-3 years.

- F. Now you are ready to develop a strategy for each of the critical issues you have identified—this will be step 3.

### **Step 3—Develop a Strategy**

#### **Overview**

In Step 2 you identified a number of critical issues that your chapter needs to address to accomplish your revised mission statement and related broad goals.

These critical issues now become your chapter's objectives. An objective is something aimed at or striven for, more specific than broad goals.

#### **Overall Learning Objectives**

- I. Your task in Step 3 is to select an approach in which you establish major objectives in each specific chapter area.
  - A. There are four key task steps in this approach:
    1. Set objectives for each area.
    2. Identify possible or alternate strategies to reach each objective.
    3. Select the best strategies.
    4. Outline specific plans to execute each strategy.
  - B. By the end of Step 3 your chapter's strategy should be clear enough to draft your strategic plan.

#### **Sub-Learning Objectives of the Four Key Task Analyses**

- I. **Key task analysis #1**—Set objectives for each area.
  - A. The objective is to establish objectives in each functional area of the chapter that will support one of the major goals established in Step 2.
- II. **Key task analysis #2**—Identify possible or alternate strategies to reach each of the above objectives in each functional area.
  - A. Strategies are specific methods you will use to achieve the objective and subsequently identify which goal it will support.
- III. **Key task analysis #3**—Select the best strategies from key task analysis #2 above.
- IV. **Key task analysis #4**—Outline specific action plans to execute each strategy.

## Summary of Step 3—Develop a Strategy

- A. In Step 3 you will select an approach in which you set major objectives in each functional chapter area.
- B. Using this approach, you will complete a four-step key task analysis in which you will:
  - 1. Set objectives for each area.
  - 2. Identify possible or alternate strategies to reach each objective.
  - 3. Select the best strategies to accomplish each objective.
  - 4. Outline the action plan (steps) for achieving each strategy.
- C. Now you are ready to move into Step 4 where you will draft and refine your strategic plan.

## Step 4—Draft and Refine the Plan

### Overview

Your major tasks in Step 4 are to get a first draft of the plan on paper, refine the plan, and then adopt the plan. The four major task activities are to:

- 1. Agree on a format for the plan.
- 2. Develop a first draft.
- 3. Refine the plan.
- 4. Adopt the plan.

### Overall Learning Objectives

- I. To agree on a format for your strategic plan, then develop the first draft. By reviewing your first draft with appropriate people, you will refine or improve the plan. Through the review process, get support for adopting the plan.

### Sub-Learning Objectives of the Four Task Analyses

- I. **Key task analysis #1—Agree on a format for the plan.**
  - A. The planning team must agree on a format for the plan before you attempt a first draft.
  - B. The critical issues addressed in your plan should influence the plan's format.
  - C. Refer to the sample format in the handbook (pages 31-34) for ideas for the headings and format.
- II. **Key task analysis #2—Develop a first draft of your strategic plan using the agreed upon format.**
  - A. One or more planning team members should develop a first draft of the strategic plan (but remember that it is difficult for more than two or three people to develop a draft of anything).

- B. Refer to Appendix B for a sample of a strategic plan that covers the four fundamental chapter areas.
- C. Don't be overly concerned if your first draft is not perfect. The draft will be improved and revised in the next task step of the review process.
- D. Include how you will implement the plan.
  - 1. Identify the major tasks or objectives that need to be accomplished
  - 2. Identify who is responsible for each task
  - 3. Establish timelines.

Note: A good implementation plan is often a good test of whether the objectives outlined in the strategic plan are realistic.

- E. Be aware that it is quite common for new critical issues to emerge as the first draft of a plan is being developed or reviewed.

### III. **Key task analysis #3—Refine the plan.**

- A. Consider or decide on who you might want to review the first draft of your plan.
  - 1. Board of directors or others.
  - 2. Just the planning team.
- B. An agenda for the review meeting could be:
  - 1. An overview of the plan.
  - 2. General reaction to the plan—whether it is in the ballpark.
  - 3. Any problems, soft spots, or omissions anyone notices in each section.
  - 4. Specific suggestions about the plan that can strengthen or improve it.
- C. When your plan is near its final form, ask the following additional questions:
  - 1. Where is there risk in this plan?
  - 2. Is that level of risk acceptable, or should you do something to reduce it?
- D. Remember your task in this review step is to develop a plan that is both sound and able to be implemented, and one that people will understand and carry out.
  - Remember, that you will never have a perfect plan.
- E. In summary, review your plan with appropriate people, then make any needed revisions.

#### **IV. Key task analysis #4—Adopt the plan.**

- A. After you have made the needed revisions in task #3 above, present the revised plan to the appropriate people (such as the board of directors) and seek their acceptance of the plan.

#### **Summary of Step 4—Draft and Refine the Plan**

- A. You will agree on a format for your strategic plan (task analysis #1).
- B. You will develop a first draft of your strategic plan using an agreed-upon format (task analysis #2).
- C. You will review your plan with the appropriate people and make any needed revisions or refinements (task analysis #3).
- D. You will present the revised plan to your board of directors and get approval of the strategic plan.

Now you are ready for Step 5, to implement the plan and update it as needed.

#### **Step 5—Implement the Plan**

##### **Overview**

A common misconception is: When your strategic plan is adopted, your planning is complete.

A better view is: When your plan is adopted, a new phase of planning has begun.

Step 5—Implementing the Plan involves a five-step process:

1. Implementing the plan developed in Step 4.
2. Monitoring the process (performance).
3. Making midcourse corrections (taking corrective action).
4. Updating your plan.
5. Publishing the plan

##### **Overall Learning Objectives**

- I. Take action on the above four activity tasks to implement your strategic plan.

##### **Sub-Learning Objectives of the Four Task Analyses**

- I. **Key task analysis #1—Implement the plan developed in Step 4.**
  - A. Make sure that the directions and strategies in your strategic plan are incorporated into the coming chapter year's objectives and budget.
  - B. Carry out the actions outlined in the Action Plans.

**II. Key task analysis #2—Monitor the process (performance).**

- A. This can be done monthly at chapter board meetings or at quarterly, six-month, or twelve-month intervals. Ask the following questions:
1. Are we meeting our goals? If not, why not?
  2. Are our vision, mission, goals, objectives, strategies, and action plans still sound? If not, what changes are needed?

**III. Key task analysis #3—Make midcourse corrections**

- A. Take corrective action if you determine, after reviewing performance, that the plan needs changes.

**IV. Key task analysis #4—Update the plan.**

- A. You should update your strategic plan at least yearly, before you plan and budget for the coming year. A recommended method of yearly updates is to:
1. Reassess opportunities and threats, strengths and weaknesses, and critical issues.
    - a) Review Worksheets 5, 5a, 5b, 6, and 7.
    - b) Determine if anything new has emerged.
  2. Review your objectives, strategies, and action plans from Step 3. Are they still sound?
  3. Revise your strategic and implementation plans if necessary after conducting a review.
  4. Review the revised plan with the board of directors or appropriate others.  
— Get approval of major changes.
- B. Translate the revised strategic plan into the coming year's program objectives and action plans (operational planning).

**V. Key task analysis #4 – Publish the Plan**

**Overall Summary of Strategic Planning Process**

- A. Using the five step planning process you will:
1. Develop a clear picture of where you want your chapter to be at some future time.
  2. Complete an assessment of your history, present situation, mission statement, opportunities and threats, strengths and weaknesses, and the critical issues facing your chapter.
  3. Develop objectives and specific action plans for each functional area in your chapter.
  4. Implement your action plans.
  5. Adjust your plan to reflect your chapter's experience and the results of formal reviews.
- B. Remember that strategic planning is not an end in itself, but a tool to better accomplish your organization's mission.
- C. The chapter's customers, members, and member companies will be the ultimate beneficiaries of this planning process.



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