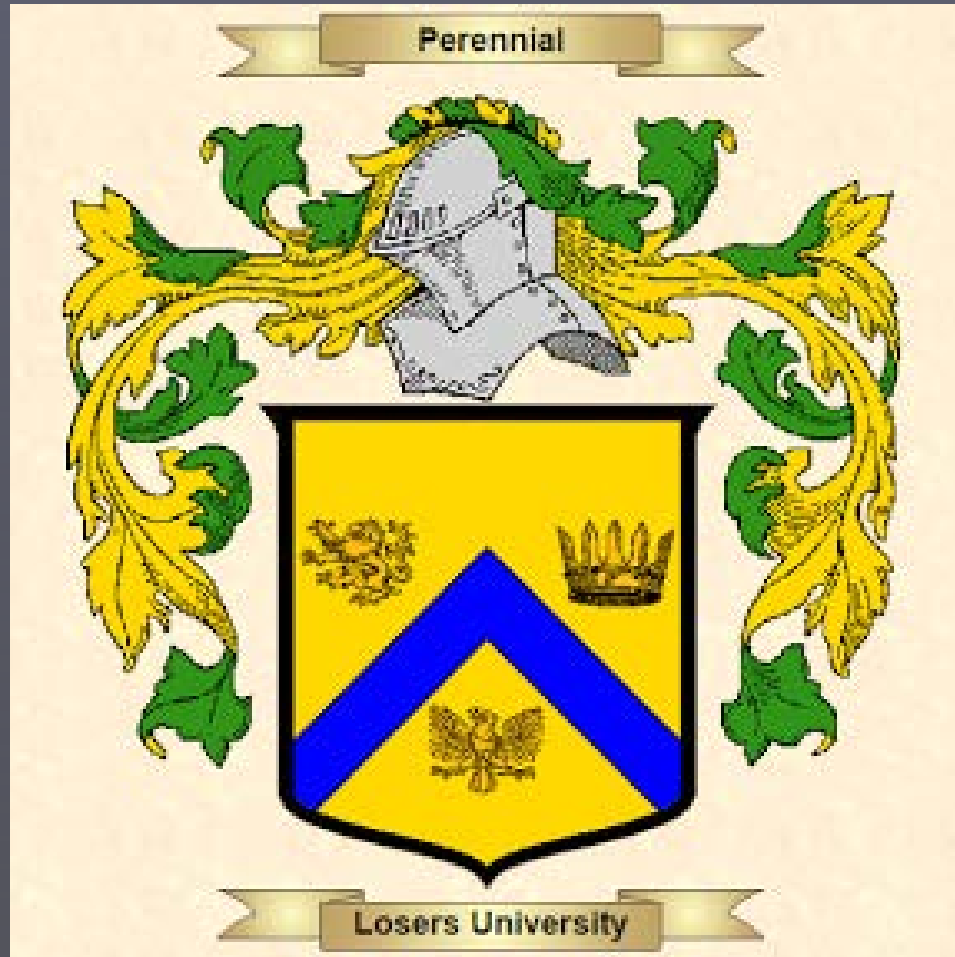


MOST

Strategic Planning for the Rest of Us

CFESA Workshop
September 25, 2015

Perennial Losers University



Job Description

Build a winning program that competes for conference championships and plays in quality bowl games every year, while maintaining a graduation rate of 75%

- 
- ▶ **Winning Record**
 - ▶ **Better Players**
 - ▶ **Greater Fan Support**
 - ▶ **Improve Academic Performance**

- 
- ▶ Winning Record
 - ▶ Better Players
 - ▶ Greater Fan Support
 - ▶ Improve Academic Performance

Better Players

- ▶ Improve Recruiting
- ▶ Better Player Development

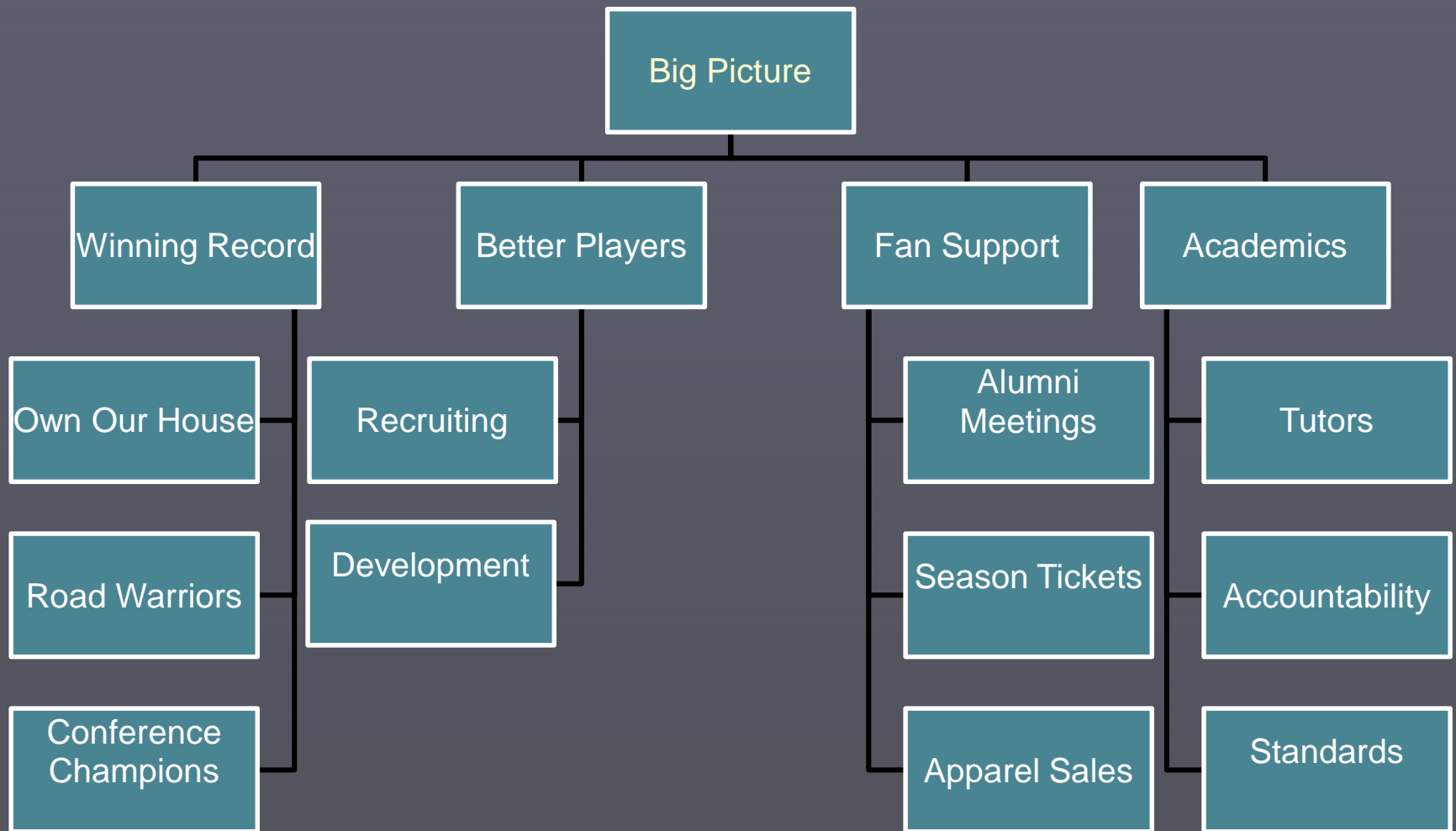
Recruiting

- ▶ Clinics for High School Coaches
- ▶ Summer Camps for Prospects
- ▶ Be Visible – Attend HS Games
- ▶ Active Social Media

Player Development

- ▶ Hire Strength & Conditioning Coach
- ▶ Build Indoor Training Facility
- ▶ Add Staff Nutritionist
- ▶ Develop New Film Study Method

- 
- ▶ Winning Record
 - ▶ Better Players
 - ▶ Greater Fan Support
 - ▶ Improve Academic Performance



Seminar Overview

- ▶ Process
- ▶ Principles
- ▶ Benefits

Process





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METT-T

- ▶ **Mission:** specified & implied tasks/ what is higher commander's intent?
- ▶ **Enemy:** objectives/ avenues of approach/ main effort/ relative combat power/ phasing, intermediate objectives, culminating points/ centers of gravity
- ▶ **Terrain:** maneuver space/ natural & manmade obstacles/ routes of advance/ open vs. restrictive terrain
- ▶ **Troops:** types of forces/ fire support/ defensive terrain/ obstacles/ counterattack
- ▶ **Time:** time for enemy to reach CFA/ time for U.S. forces to prepare defense

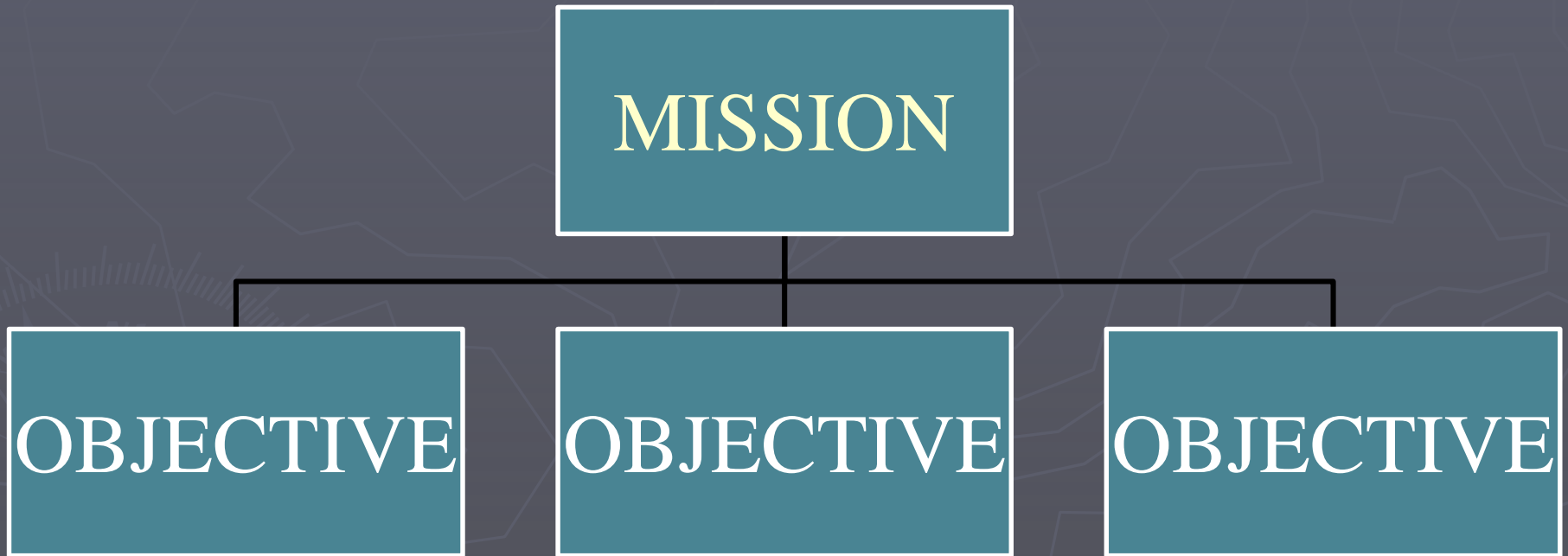
Adapted from OS-504 -- US Army

Process

▶ M.O.S.T.

- ▶ Mission
- ▶ Objectives
- ▶ Strategies
- ▶ Tactics

Process



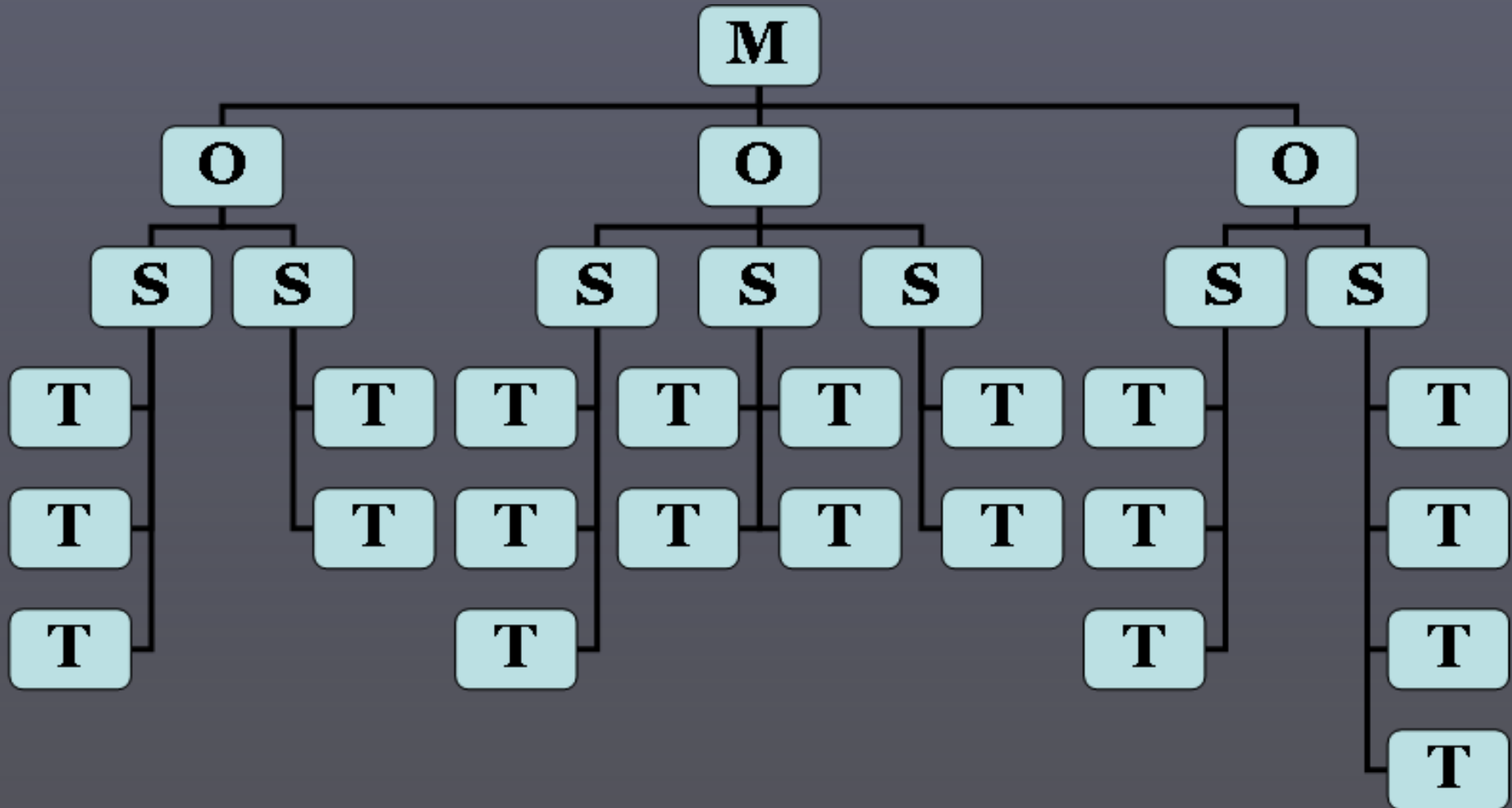
Process



Process



Process



Format

Levels of Accountability



Format

Levels of Accountability

- ▶ Primary Responsibility
- ▶ Additional Input
- ▶ Review Periods
- ▶ Revision Frequency

MISSION

Responsibility

Highest level of the organization
Owners, Board of Directors,
President

Input

Division Managers, VPs

Review

Annually

Revise

Rarely

OBJECTIVES

Responsibility

President, Executive Team

Input

Division/Department Managers

Review

Quarterly

Revise

Annually

STRATEGIES

Responsibility

Divisions and Department Managers

Input

Front-line Managers and Supervisors

Review

Monthly, Quarterly, Seasonally

Revise

As Necessary

TACTICS

Responsibility

Front-line Supervisors and Managers
Sales Manager, Shift Supervisor

Input

Staff, Employees, Associates

Review

Daily, Weekly

Revise

As Necessary, Often

Mission

► What We Do



Vision/Purpose

► Why We Do It



Values

► How We Do It



Mission Statements

- ▶ Short Enough to Fit on Business Card
- ▶ Specific Not Generic
- ▶ Easy to Remember and Recite
- ▶ Easily Explained to Staff, Vendors, Customers, Community, Stakeholders



To nourish and delight everyone we serve





Mission

Be America's Best Quick Service Restaurant

CFESA Mission

The Mission of CFESA is to anticipate trends and provide resources, training and education to support excellence in service.

CFESA Vision

The Vision of the Commercial Food Equipment Service Association (CFESA) is to be recognized as the standard of excellence for servicing commercial food equipment.



ARNOLD KIMMONS

Process Example

Case Study: PLU



PLU Mission

Build a winning program that competes for conference championships and plays in quality bowl games every year while maintaining a graduation rate of 75%

Objectives

- ▶ Winning Record
- ▶ Better Players
- ▶ Greater Fan Support
- ▶ Improve Academic Performance

Strategies

Objective – Better Players

- ▶ Improve Recruiting
- ▶ Better Player Development

Tactics

Strategy – Recruiting

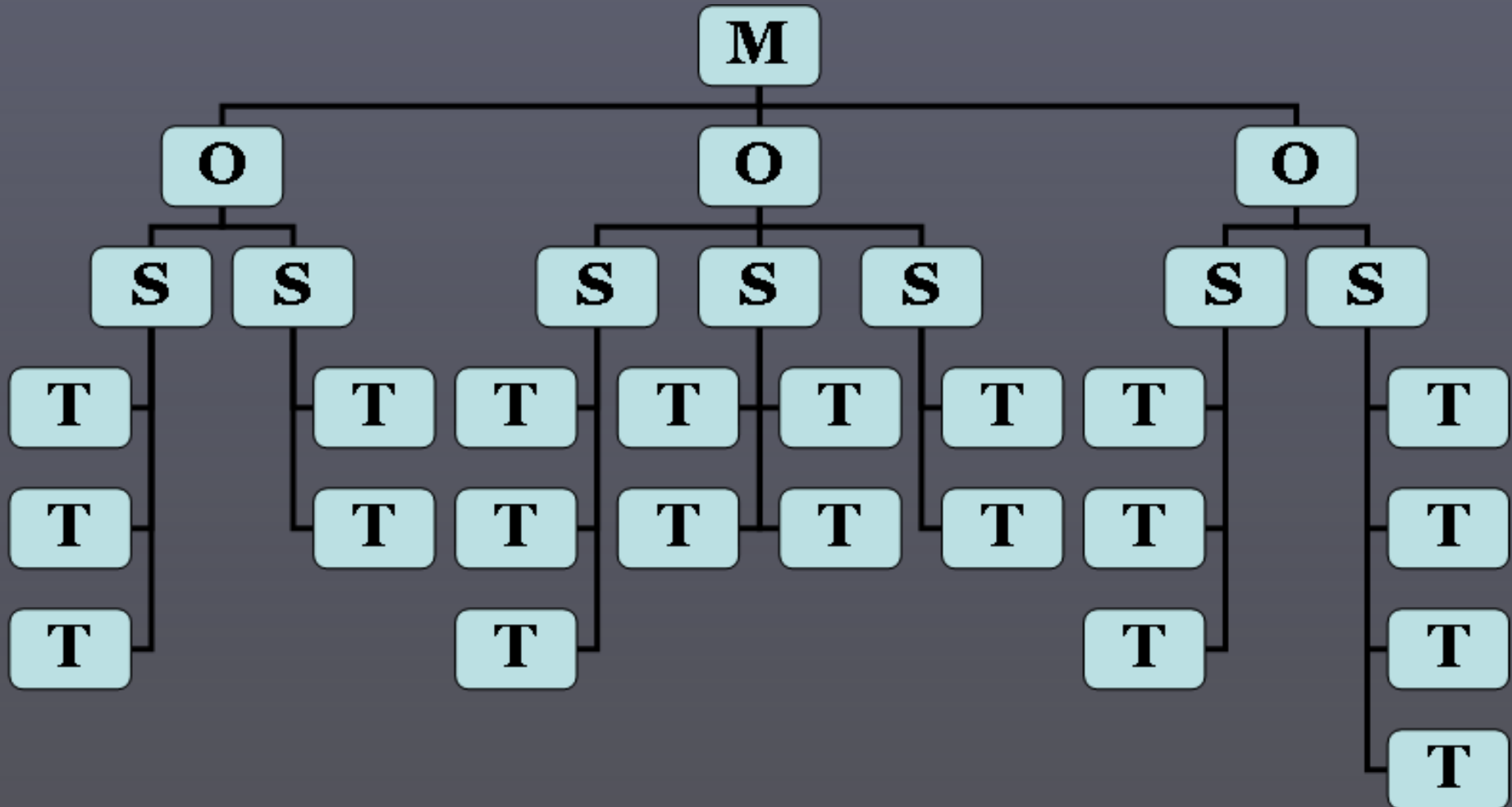
- ▶ 3 Clinics/Year for High School Coaches
- ▶ 4 Summer Camps for Prospects
- ▶ Be Visible – Attend 50 HS Games/Year
- ▶ Active Social Media – HC Tweets Daily

Tactics

Strategy – Player Development

- ▶ Hire Strength & Conditioning Coach by 1/31/2016
- ▶ Build Indoor Training Facility by July 2017
- ▶ Add Staff Nutritionist by 12/31/2015
- ▶ Develop New Film Study Method

PLU Strategic Plan



Principles

- ▶ Involve Everyone at Some Level, But
- ▶ Not Everyone at Every Level
- ▶ Measurable Goals for All Levels
- ▶ Accountability for Everyone
- ▶ Financial Metrics and KPI
- ▶ Living Document
- ▶ Available to Everyone

Benefits

- ▶ Proactive Instead of Reactive
- ▶ Clear Definition of Goals
- ▶ Benchmark for Decisions & Measurement
- ▶ Communication to Employees & Customers
- ▶ Ensure Sustainability of the Business
- ▶ Identify Competitive Differentiation
- ▶ Increase Satisfaction & Purpose

And Now the Hard Part

Crafting a plan and executing it.

Good luck with yours and
make the MOST of it!

Thank you!

MOST Strategic Plan

