

BADM690 Strategic Management
Project Guidelines

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Required Submissions:

This project allows you to apply concepts learned in this class and your other graduate business courses. Make sure your report has been specifically prepared ONLY for this class. You must include a statement on your project cover page that the paper has NOT been submitted for credit in a previous class and will not be submitted for credit in any future class, either in whole or in part.

You may work either with a team (max 3 students) or independently on this project. You should identify a “real life” company that you can have enough access to in-depth financial and operational information to fully analyze the company’s complete strategic situation and make suggestions for strategic improvements. It would be best if you (or a group member) work for the company you want to analyze, as this will facilitate the flow of information, however that is not a requirement. Choosing a start-up or sole founder microbusinesses is discouraged due to the lack of history and available information. Remember that this is your graduate capstone project and therefore the main body of the project should be at least 30 pages. Appendices, financials, charts/tables, references, table of contents, etc. are all outside of this 30-page requirement.

Your capstone project contains the following assignments:



- (3) A FINAL REPORT that includes all of the detailed data, sources of information and an in depth analysis as well as a more exhaustive discussion of all of the points contained in the outline provided below. You will need to submit the final report in the Turnitin link called “*Final Report*”, which is available under the *Project* tab. (18%-group/individual grade)
- (4) A POWERPOINT/PREZI describing the Final Report that is a professional presentation. The presentation should summarize the findings and recommendations. The submission must be placed in the drop-box called “Powerpoint” which is available under the Project tab. (4%-group/individual grade)

Tips for Writing this Plan:

- All of the writing involved in the assignment should include the use of proper citations (APA) for sources quoted or used. This applies to both the powerpoint presentation as well as the accompanying complete report.
- Grammar, spelling, and formatting are important. Just because the document has passed spell check doesn't mean the word is correctly used in context or spelled correctly in context. Please use a traditional 12 pt. font and single-spacing.
- Your powerpoint presentation is to be done from the vantage point of an executive presentation to senior management including the CEO, COO, CFO, etc.
- Clearly identify the readers of this document. Then write the plan in a style that is easily understood by readers.

- Remember that this plan is a working document that has the clear purpose of initiating focussed action and generating clear and measurable results. Avoid the excessive use of descriptive adjectives to 'pad' or over-sell the plan. Flowery, highly descriptive language can cloud key issues, blur the plan's focus and slow/confuse its implementation
- Keep the plan 'tight'; ensure it remains concise, balanced, clear and logical. Where possible use quantitative rather than qualitative information. Remember the KISS approach to planning; keep it simple, short and specific. Interlink all Sections, with the Market Analysis (SWOT) providing a clear focus for all subsequent sections.
- Focus on facts and information from credible and reputable sources. Where possible avoid critical dependencies on one source of information. Build redundancy into information sources. Make sure to validate all key information used in the plan.
- Always remember that faulty assumptions and faulty logic are some of the greatest hazards to business performance and business planning. Also remember that a good plan implemented today will always beat an excellent plan implemented sometime in the future. So, get the plan completed and into action as soon as is practicable. Also, plans must be adaptive to changing circumstances. If the plan is not performing be prepared to complete 'major surgery' on it.
- If any information is overly repetitive between sections, skip it and note that that information has been covered and where to find it.
- If any section doesn't apply to your industry/company, skip it and note that it is irrelevant.
- If you are interested in modifying the plan, please ask. I am flexible and I want you to get as much out of your time in my class as possible.

Project Format:

The format of the final report must be digitally submitted using a 12 pt. font in word (.DOC) document format. You must use the outline provided. The main document should include a minimum of 28 and a maximum of 40 double-spaced pages (if you go above this number, make sure that the information provided is necessary). Appendices may be located at the end the report, and are not included in your maximum page count. Your references may also appear at the end of the report, before the appendix. Organize the final report under section headings and subheadings as needed. Finally, as in most business writing, the paper should adequately convey and document what you want to say, but otherwise be no longer than necessary.

The final written report will be graded primarily on its content, however, format and presentation is important too. Grading will also consider the report's organization (sequence of ideas), balance (evidence of comparable degree of analysis in sections of comparable importance), style (English usage, grammar and punctuation), and its implementation schedule.

Citations and References

- ❖ You MUST use APA style.
- ❖ It is very important that you use the proper in-text citations and reference style.

Footnotes

- ❖ Footnotes in the text must be numbered and typed at the bottom of the page where the footnote is made or on a separate page following the text (i.e., endnote). A footnote or endnote should be used to clarify the text, define terms, make comments, or to list additional sources. Footnotes provide additional information that would detract from the subject being discussed in the body of the text. Again, Microsoft Word software provides this function, which is easy to use!

Figures and Tables Captions

- ❖ Search online for the APA and how to caption figures and tables. Then, look online for how to caption figures and tables using Microsoft.
<http://www.microsoft.com/education/AddCaption.aspx>
- ❖ Remember, if captioning Tables, the caption goes at the TOP of the Tables. However, if captioning figures or graph, the caption goes below the figures or graph and should include the source of the table (unless you have developed).
- ❖ All Tables/Charts/Figures should have a descriptive title.

Power Point

- ❖ In addition to the written report each team/individual will prepare a POWERPOINT presentation. Assume this presentation will be displayed for a team of venture capitalists, entrepreneurs, and directors of the business you selected that may be in attendance to assist in the evaluation of your plan. It should be professional, but interesting. It should be between 15-25 slides.

Expectations for the Capstone Project:

Your success in the business world will depend, to a large extent, on your ability to communicate. Earlier courses in your MBA program provided the opportunity to hone your written and oral communication skills. This course will provide you with the opportunity to develop further both of these skills. The goal of this paper is to examine a company in-depth to identify strategies that may have a positive impact on the firm. Remember that a strategic change is typically initiated in reaction to a triggering event and is rare, consequential, and directive.

Substance: You should substantiate what you are trying to convey with facts and data. In most cases, you will be asking the reader of your business report to commit substantial resources--financial, human, or physical--to a project. The decision-maker will not make the decision because you think is a good concept. Rather, you will need to convince the reader by providing hard facts and data with appropriate citations. Your rationale and

reasoning should be explained logically and clearly. Effective business reports are not documents put together at the last minute—they take time to develop.

Style: The style of your business reports should be clear, concise, and to the point. The executive reading the report does not want to be entertained. He or she wants the information necessary to make a decision. Avoid flowery language with lots of adjectives and adverbs. I have high expectations. If you want to excel in the business world you should too.

Outline: Begin your reports by developing an outline to organize your thoughts and the concepts you are trying to convey. The more comprehensive and detailed your outline, the easier it will be to write the report.

Proofread: Carefully proofread each draft of the report. Ask friends/family members to look over it as well. Gardner-Webb also has a Writing Center with online appointments available. Use all of your resources to turn in a capstone project that you can be proud of!

Exhibits/Tables/Appendices: Unless you are using a photograph that cannot be reproduced in Word document, I expect you to make models, charts, spreadsheets on your own. This takes time but it is all part of being professional. Also, it is important to use *captions* for *Figures or Graphs and Tables*. If using Microsoft Word (or any word processor), you can select (highlight) the figure or table, then right click and select *insert caption*. This will insert automatically the caption (Figure 1 or Table 1) label and number. By doing this you will be able to use the captions as reference in the report. Finally, for Figures and Graphs the captions should be inserted below the graphs. For Tables, the captions should be inserted above the table. Check these in any of your textbooks, look how tables and graphs are reported.

Due dates: Reports are due on the dates assigned and there is no time in the schedule for the report to be turned in late because grades are due to the registrar just after the project due date.

Grading: Reports will be graded as if I were an executive trying to make a business decision based upon the written report. **Grading will be competitive.** That is, your reports will be graded relative to those turned in by your classmates. Proper spelling, syntax, grammar, punctuation, bibliography, citations, footnotes, and professional appearance are expected. Your grade may be lowered as much as two full letter grades if these areas are lacking.

Reviewing papers: I am willing to discuss the logical reasoning and proposed content of your reports. Before visiting my office, emailing or calling me, you should have made significant progress and should be well prepared.

Plagiarism: Don't do it. Students are expected to adhere to the University policies regarding academic honesty as stated in the student handbook. Cheating or plagiarism will not be tolerated. Plagiarism includes taking exhibits or ideas from books or websites without giving credit to appropriate sources in addition to direct copy/paste instances. I am very strict about this and I will not hesitate to report academic dishonesty to the university. The work you submit **MUST** be your own thoughts and written in your own words. Written assignments will be run through TURNITIN. **For your capstone project there is no reason for the TURNITIN match to be any higher than 20%.** If your submission is above that limit you may be asked to redo the assignment or depending on the severity of the infraction, you

may even receive an automatic 0 on the assignment (and therefore fail the course). In addition, you may also receive an academic dishonesty warning/report.

Suggested Section Topics:

The following is a simple, but effective planning format that will fit many of the sections in this plan. The format is not rigid and should be adapted to the requirements of individual sections as applicable. The four sub-sections that comprise the suggested format are as follows:

- **Current Situation**
Clearly and concisely present the current situation with any contributing history, and any trends, cycles, changes or future developments that are relevant
- **Key Issues**
Clearly define the most urgent and important issues as they relate to the current situation for this Section, and the overall purpose of this plan and the company's Mission. Key issues are usually those strengths, weaknesses, opportunities, threats, capability gaps and impediments that impact on business performance
- **Strategies to Address the Key Issues**
Formulate strategies using the SMAAART acronym to address the key issues. SMAAART (Specific, Measurable, Action-orientated, Achievable, Affordable, Relevant and Time-bound)
- **Key Performance Measures and Targets**
Establish key performance measures/indicators, performance targets and time lines in conjunction with the strategies to assess and improve performance

Final Report Outline:

Here is a detailed outline of what you should include in your report. You should use the headings and subheadings, but your paper should be in paragraph form. If any of the headings/subheadings do not apply to your project, just type does not apply or disregard the section. **Remember, I am flexible and I want this project to be as relevant to your situation as possible.** Thus, at a minimum you must develop a strategic plan for the study entity that adequately covers:

- i) Title Page:
 - Strategic Business Plan for “Company Name”
 - Period of the Study (i.e. January 2018 to December 2019)
 - Team Members
 - Originality Statement
- ii) Summary:

The Summary is the last section written, but is placed in the front of the paper. It

should be restricted to two to three pages in length. In essence, the summary is a very effective distillation of the overall strategic plan into a 'hard hitting' summary of key performance initiatives and performance targets. Typically, it would include a brief description of the company and then the following information about the proposed strategic plan:

- Purpose:
 - The Business Opportunity
 - The Product
- Main Findings:
 - The Market Strategy
 - The Management Team
 - Profit and Cash Projections
 - Investment Needs
 - Returns to Investors
- Conclusions and Recommendations

iii) Table of Contents

iv) Body of the report:

1) Strategic Focus

- The Aim of this Plan: What do we wish to achieve with this plan (start, grow, consolidate, downsize, or exit)?
- Our Mission: A Mission Statement clearly defines the primary purpose or reasons for our existence. It is heavily focused on customer value. It is also vital to achieving organizational alignment. A mission statement typically provides clear and concise answers to the following questions:
 - What products and services do we deliver?
 - Where and when do we deliver our products and services?
 - Which customer groups are our primary groups?
 - Where are our primary customers
 - What tangible value do our products and services deliver to customers?
 - What is our competitive advantage?
 - What additional community and environmental benefits do we generate?
- Answers to the above questions provide a start-point for preparing a statement that clearly positions the company in the minds of key stakeholders and customers
- Core Organizational Competencies: Which core organizational skills and competencies are vital to achieving our mission
- Organizational Values: What core organisational values must be imbedded in our organisation to establish a culture capable of achieving our Mission?
- Highest Priority Goals: List up to six of your highest priority goals in order of priority. These goals are formulated at Section 17. Section 17 shows how to use the SMAAART acronym to write clear, concise action-oriented goal statements. SMAAART Goals - are Specific, Measurable, Action-oriented,

Achievable, Affordable, Time-bound. *An example of a SMAAART Goal: By 30 June 2020 to construct and commission a world-standard production and delivery facility capable of producing two 20 metre road bridges per month for direct installation in to Australia's public road system.*

In essence strategic goals progressively take the company to its next level of performance and keep it there.

- Goal One
- Goal Two
- Goal Three
- Goal Four
- Goal Five
- Goal Six
- Performance Objectives: The performance objectives below, in combination, form a performance scorecard for easily tracking the performance improvements generated by this plan. Section 17 provides the inputs for this scorecard. The planning team determines the composition of the performance scorecard.

Performance Area	Performance Measures	Target	Time Frame
Financial Performance			
Customer and Market Performance			
Internal Efficiency and Effectiveness			
Long Term Development and Innovation			

2) The Business:

Provide a concise overview of the business. Areas for consideration when preparing this section to include:

- Owners/Directors/Shareholders/Shareholdings
- A brief history of the business
- Corporate and business cultures
- Nature of the business and its main activities
- Location
- Current stage in its life cycle
- Past performance and key achievements
- Key business advisors - Solicitor, Banker, Accountant, and Consultants
- Relationships with key stakeholders
- Competitive strengths and weaknesses

3) Market Analysis

Conduct a detailed analysis across each of the following areas to identify and quantify key market opportunities/gaps, barriers to market entry, threats,

compliance requirements, risks, performance multipliers, critical success factors, etc. that must be considered when developing high priority product development, marketing and business strategies. All budgetary and financial constraints must be factored in to this planning.

- Global/National Trends, Developments, Cycles and Changes of Relevance
- Macro-environment (i.e. political, economic, legal, social/cultural, demographics, technology)
- Industry
- Markets, Customers and Suppliers
- Competitors and their Products

Questions typically asked during the analysis would include:

- What are the industry's economics, critical success factors, key risks, competitiveness, compliance and standards requirements, emerging trends and key technologies?
- Who are the key customers and major competitors in each target markets?
- What are the sizes of the target markets? Are they growing? If yes, at what rate?
- What market share does each major competitor hold in your primary markets?
- What are the strengths and weaknesses of major competitors and their products?
- What are the competitive price points for products in each market?
- What competitive advantages must your products have to successfully enter and compete in target markets?
- How will you differentiate your products and add more-customer-value than competitors?

Key questions about your primary customers:

- Specifically what need or problem does your product target?
- Who will make the decision to purchase your products?
- What are their decision criteria?
- Where are the products bought?
- How are the products bought?
- When are the products bought?
- Why are the products bought?
- How well do you know your primary customers and key competitors?
- How strong are your relationships with key customers and key stakeholders? How do you involve them in product development? What factors will be critical to building strong and enduring brands with them?
- What levels of demand for your products are realistic across your primary markets?
- In order of priority what are your primary markets? Why?
- How will your primary competitors react when you enter their markets, now and over the next two years?
- What are you going to do about their responses?
- What are the major barriers to market entry?
- What are the critical success factors for each market?

- What key product distribution, product support and customer service issues must be considered?
- Which companies and products are likely to become competitors in the future?
- What new or emerging technologies and substitute products are likely to become threats in the future?

4) Products

Based on the findings of Section Three identify your product's key strengths and weaknesses as they relate to key market opportunities and threats. Then develop strategies to address each issue (eg, build on strengths and correct weaknesses) for each product in your product portfolio. When preparing this section consider the following framework for clustering key issues and related strategies. All budgetary and financial constraints must be factored in to this planning.

- Describe your current and near-future products?
- What gives your products a clear competitive advantage?
- What are the benefits and value provided to customer as opposed to 'features'?
- What are the environmental and social impacts and implications?
- What regulations, standards and codes must be complied with?
- At what stage is each product in its life-cycle? For example:
 - Research completed
 - Prototype completed
 - In-house testing
 - Customer testing
 - Market ready
 - First up-grade completed
- Also consider conducting the product analysis and planning for this section across the following stages:
 - Current Situation
 - Key Product and Market Issues
 - Key Strategies
 - Performance Measures and Targets

5) Marketing

Based on discussions at previous sections develop a concise set of highly focussed marketing strategies for your most attractive and highest priority markets. These strategies will guide your market entry, market development, and brand building activities. Establish budgets for these activities. Set realistic and measurable performance targets and time lines for each market entry/development strategy. *These targets are critical to designing and building business and production capacities aligned with expected market demands on entry, and in to the future.*

In essence marketing strategies in combination create the well differentiated, high value and compelling proposition to customers that persuades them to purchase from you rather than a competitor. These strategies should build on the competitive strengths of the company while exploiting the weaknesses of key

competitors. A highly competitive, high-value proposition to customers is typically created around the following drivers of competitive advantage:

- Product distribution eg, simple, speedy and easy customer-access to the product
- Product benefits highly valued by the customer
- Product promotion
- Customer communication, interaction and feedback
- Product support for the life of the product
- Customer service
- Product pricing and purchasing
- Product presentation and packaging
- Product compliance with all relevant legislation

6) Research and Development

Provide a background to current activities. Then identify key issues (strength, weakness, gaps, threats and opportunities) and develop related strategies for addressing each key issues. Link the R&D effort to your market research, product development and marketing activities discussed in previous sections. All budgetary and financial constraints must be factored in to this planning.

Areas to be analysed to include:

- Sources of R&D
 - Current and planned
 - Strategic alliances for R&D
- Intellectual Property Protection
 - Patents held plus the corporate entity that holds the patents
 - Shared intellectual property and its protection
 - Intellectual property being used, but not owned
 - Intellectual property protection currently being sort for new developments
- Current and planned R&D activities
- Processes employed for the development and commercialisation of new products and technologies

7) Production and Delivery

Provide a background to current activities. Then identify key issues - strengths, weaknesses, and gaps in production capacities and capabilities - as they relate to meeting the marketing requirements and targets, and R&D requirements developed in earlier sections. Then develop linked strategies with clear targets, time lines and budgets to develop and progressively expand production capabilities and capacities. All budgetary and financial constraints are factored in to this planning.

Key issues are typically identified following an evaluation of key production and delivery performance-drivers. Typical areas to be addressed during this evaluation include:

- Plant design, location, size and site requirements
- Access to key manufacturing technologies

- Production capacity and capability requirements
- Criteria for selecting contractors and suppliers
- In-house versus out-sourcing of manufacturing requirements
 - The manufacturing and production standards, codes, regulations and OH&S requirements that must be complied with
 - Equipment needs
 - Inventory management
 - Manufacturing processes - configurations and technologies
 - Product and production costings
 - Purchasing systems
 - Quality control systems
 - Manufacturing resources planning
 - Material requirements planning
 - Warehousing
 - Scheduling and dispatch
 - Material supplies and inventory
 - Critical/key inputs to all manufacturing and production processes
 - Risk management
 - Key staffing and skills requirements
 - Clear linkages to, and feedback loops with the company's marketing, product development, and R&D functions
 - Work systems and teams for staff
 - Designing, testing and improving all production and delivery systems to meet market demands and expected growth
 - Key performance measures and targets for controlling and improving all production and delivery systems to increase production efficiencies and effectiveness.
 - Benchmarking and best-practice

8) Supply Chains

Provide a background to current activities and list all key suppliers. Then identify key issues - strengths, weaknesses, and gaps in supply chain capacities and capabilities - as they relate to meeting the production and delivery requirements and targets developed at Section Seven. Then develop linked strategies with clear targets, time lines and budgets to develop and progressively improve supply chain capabilities and capacities. All budgetary and financial constraints must be factored in to this planning. Supply chains assessments to include out-sourcing. For example any R&D that is out-sourced should be included in this assessment. Conduct the analysis and planning for this section across the following stages:

- Current Situation
- Key Supply Chain Issues
- Key Strategies
- Performance Measures and Targets

9) Business Systems and Processes

Based on the plans/strategies developed and performance targets established in

sections One to Eight identify key issues - strengths, weaknesses and gaps - within the business systems and processes that drive business performance. Then develop strategies to address these issues.

Performance reviews to improve internal business systems and processes typically include an assessment of the following performance areas:

- Quality Management (eg, ISO 9001 - Quality Standard, AS 4269 - Complaints Handling Standard)
- Risk Management (eg, AS/NZS, Risk Management Standard)
- Regulatory Compliance (Search for any Compliance Program Standard)
- Information Management and Security (eg, Security Standard AS/NZS ISO/IEC 17799:2000)
- Financial management
- Managing the environmental and social impacts of business operations
- Performance improvement across the business, to include performance indicators and targets
- Future planning and ongoing innovation (eg, new product development & process innovation)
- Employee performance and morale
- Stakeholder relationships
- Board and management performance

10) Stakeholder Relationships and Alliances

Describe the current situation and list those key stakeholders that currently contribute to business performance. Identify key issues - strengths, weaknesses and gaps - that relate to improving stakeholder relationships and alliances. Then develop strategies to address each key issue.

Stakeholder groups typically include shareholders/blockholders, customers, suppliers of good and services, employees, regulators, the environment, community, and government departments. Questions asked during the stakeholder analysis include:

- Are all of our key stakeholders clearly identified?
- Who will become key stakeholders in the near future?
- Are their expectations and requirements clearly understood?
- Are they regularly consulted?
- Are they kept updated, and involved in those business decisions that will affect them?

11) Organization and Management

Section Seven provides clear production and delivery projections and targets for the company. Current organisational structures and human resource capabilities will most likely require improvement to meet these increasing business demands.

Conduct an analysis of the current situation and growth projections for the company to identify the key organisational and human resource issues that must be addressed if these growth projections are to be realised. Then develop

strategies with key performance measures and targets to address these key issues.

Areas to be addressed include:

- Organizational Chart - show current structures and future structures
- The Management team with brief resumes - show the situation now and in to the future
- Staffing requirements - now and in to the future
- Job descriptions and work design for management and staff - now and in to the future
- Human performance standards, measurement and feedback - now and into the future
- Management and staff training and development - now and in to the future
- Recruitment and induction - now and in to the future
- Encouraging innovation across the company
- Providing leadership and building morale
- Training needs analysis - now and in to the future
- Occupational health and safety
- Industrial relations
- Wages and on-costs
- Other relevant human resource issues

12) Environmental and Social Impacts

Conduct the analysis and planning for this section across the following stages:

- Current Situation
- Key Environmental and Social Issues
- Key Strategies
- Performance Measures and Targets

13) Risk Factors and Regulatory Compliance

- Risk Management
Establish key risks to the overall business and its performance by identifying high priority risks within each performance area represented by the sections of this plan. Quantify these risks by assessing the gravity of their impacts on the business should they be realised, and determining the probability that they will be realised.
Following quantification of the risks establish an order of priority for their control. Then develop risk management strategies - with performance measures, targets and time lines - that address the highest priority risks.
- Regulatory Compliance
Conduct an audit of regulatory compliance requirements across each area of the business as represented by the sections of this plan. Develop strategies to address regulatory gaps and weaknesses. Search for any Compliance Programs Standard that could provide a good framework for developing an effective compliance management system.

A regulatory compliance audit would typically embrace:

- Corporate governance

- Taxation
- Superannuation
- Employing staff
- Health and safety
- Trade Practices
- Intellectual Property Rights
- Environmental Issues
- The Privacy Act

14) Corporate Governance

Areas to be addressed by this section typically would include:

- Corporate Structures
- Company Constitution
- Board of Directors - Size and Composition
- Duties and Responsibilities of the Board
- Board Performance
- Advisors to the Board
- Shareholder Agreements
- Major Shareholders and Their Representatives

15) Financials

Based on the strategies and plans formulated, costings calculated, and sales projected develop a set of financials for the duration of the plan. These financials should include cash flows, profit and loss, balance sheets, investment requirements, and key financial performance indicators (ratios), and related performance targets.

16) Application of Investment Funds

This section should be linked to all prior planning and at minimum address the following:

- What will be the total investment requirement across the duration of this plan - when and how much?
- Which investors will be involved; how much will they provide and when will they provide it?
- How will the funds be used at each round of investment?
- What will the capital structure and ownership be after each round of investment?

17) Strategic Action Plan

- Primary Goals, Objectives and Strategies

The Aim of this section is to integrate all strategies developed across previous sections into a cohesive and balanced plan of highly focussed action that will achieve the overarching purpose of this Strategic Plan.

Firstly.....High-priority, clear, action-orientated, time-bound and practicably achievable goals are formulated around clusters of 'like' strategies developed across the previous sections. Goals mark a clear and well-marked pathway for

achieving the aim of this plan. To ensure the plan has a sharp focus the number of key goals should be restricted to six or less whenever possible. A clear time frame and performance target should be integrated in to each goal statement. *An example of a goal statement: By 30 June 2018 to construct and commission a world-standard production and delivery facility capable of producing two 20 metre road bridges per month for direct installation in to Australia's public road system.*

After each goal has been clearly formulated develop a set of supporting objectives and strategies. Objectives define the best pathway for achieving each goal. Strategies define the pathway for achieving each objective. Objectives and strategies are also written using the SMAAART acronym - Specific, Measurable, Action-orientated, Affordable, Achievable, and Time-bound. The final step in developing an interacting hierarchy/network of focussed action is the Task plan. This plan allocates people and resources to completing those tasks required for achieving each strategy. Vital budget and resource considerations are integrated in to the overall planning process to ensure all planned actions are affordable.

The interacting hierarchy/network of action for achieving the aim of the plan is illustrated below. The hierarchy/network of focussed action is not a rigid structure and, where possible, should be adapted to the each situation to ensure it provides fast, effective and relatively simple action pathways for delivering results of significance.

- Key Strategic Goal
- Objectives to achieve the strategic goal
- Strategies to achieve each objective
- Task Plans to achieve each strategy
- Plan Implementation: Typically management in consultation with staff and key stakeholders implements each Goal and its supporting objectives, strategies and action/task plans. Balanced teams can be effectively employed to implement strategies and supporting action/task plans.

18) Plan Improvement

- Performance Measurement: The plan's performance should be assessed against its effectiveness in achieving its high priority goals and performance targets.
- Plan Review and Up Date: To ensure the plan continues to provide a sharp focus and remain responsive to change it should be formally reviewed and updated every six months, at the achievement of a Strategic Goal and at any other time deemed necessary. Implementation of this plan is to be a fixed agenda item at meetings of the Board of Directors.

v) References

vi) Appendices