ACME Corp

ACME CORPORATION

STRATEGIC PLAN 2014-2016

For FY16

Executive Summary w/Progress Created by OnStrategy

MISSION STATEMENT

Our core purpose is to create technology solutions for forward-thinking organizations to empower their success and to magnify their impact.

VISION STATEMENT

We envision being THE technology experts and resource center for small and medium-sized organizations.

CORE VALUES

- Purpose & Growth - our foundation is built on our purpose and provides a place for our team's passion.
- Client Focus - a razor-sharp focus on our customer's growth is essential and the only way to succeed.
- Integrity - to have honesty and respect for all individuals.
- Leadership - to empower and inspire entrepreneurial leaders.
- Professionalism - to be professional in our actions to our clients, partners and each other.
- Excellence - to continually pursue knowledge and learn.
- Community Service - to effectively help organizations to make an impact
- Fun - to have enjoyment and fulfillment in our work.

COMPETITIVE ADVANTAGES

- Reoccurring revenue that is scalable
- Assets and software products in place outside our services
- Innovative in marrying business process with technology
- Business Network - domestic and international
- Patented Intellectual Property - interactive, integrated web-based

STRATEGIC ISSUES

- What is the best method to meld the different cultures and build a strong team to most effectively deliver on mission?
- How do we build and incorporate consistency in our growth strategies, standardized operating procedures and communications in light of frequent changes in leadership?
- How do we best meet the growth operations and service demands in light of consistent budget cuts?

ORGANIZATION-WIDE STRATEGIES

Organization-Wide Focus:
2013 - Lay the foundation for the organization.
2014 - Execute a market penetration strategy to increase top line.

2015 - Standardization of all processes.
2016 - Develop the infrastructure to prepare for high growth.

CUSTOMER SEGMENTS

Current Customers

Has an existing system in place. Needs minimal to maximum coaching through the package selection process and installation. Willing to hire someone. Willing to commit time, money and staff. Willing to be facilitated throughout the process.

Program or Product

Describe how program or products are service people.

New Customers

Needs a quick solution to focus and guide their business. Needs a tool to get started. Want a self-support product. Desire to move their business to the next level. Ready to commit time and money to their information systems. Do it-yourselves. Not necessarily sole-proprietors. Needs to be easy, practical and simple. Linear use. Do it and it is done. More than 5 employees. Established business. Size of market: # of Small Businesses: 5.5 million# of Sole Proprietors: 17 million # of Women-Owned Business: 34% # of Businesses in our City: 7,000

STRATEGIC PLAN 2014-2016 - PROGRESS AT-A-GLANCE

ORGANIZATION GOALS	MEASURE	EOY TARGET	ACTUAL	STATUS	
1.1 Generate sales of $1.5 million by the end of the year.	$ in sales	$1,500,000	$1,520,000	$20,000	←
1.2 Maintain profitability with a budget allocation of 50% for business re-investment for product development.	% of budget allocated for product development	50%	45%		→
1.3 Increase average billable hour factor.	$ per billable hour.	$300	$266	$-34	→
2.1 Professional Service: Acquire 10 new consulting clients at $10,000+ per month.	# of new consulting clients	10	21,014	21,004	→
2.2 Industry Expertise: Be rated among the Top 10 fastest growing tech companies in 2016.	Industry ranking	10	7		←
3.1 Maintain 85% of our current customers.	% customer retention	85%	90%	5%	→
3.2 Achieve an average of a 9 point satisfaction score on exit surveys.	Customer satisfaction score	9	7.67		←
3.3 Licensing: Acquire 3,000 total licenses by the end of the year.	# of new licenses	3,000	1		→
3.4 Maintenance Contracts: Acquire an average of 7 new maintenance contracts per month	avg monthly # of new maintenance contracts	7	11.33	4.33	👤
4.1 Launch integration with 4 other applications.	Applications Integrated	100%	100%		✓
5.3 Blogs & Newsletters: Consistently timely relevant thought leadership that is developed published and preserved.	# of pieces published weekly	6	5.33		•••
6.1 Train sales people in best practices	actual attendance per year by all 12 managers	14	11		←
7.1 Manage the selection, contribution and customer communication of nonprofit donations. Target is 15% of revenue.	% of license revenue	15%	2%		→

STRATEGIC PLAN 2014-2016 - DETAIL

FINANCIAL STRATEGIC OBJECTIVES & ORGANIZATION GOALS

1 Financial Sustainability: Grow our business in a responsible and controlled way to increase revenue by 30% year-over-year for the next 3 years while maintaining a 20% net profit margin each year.

1.1 Generate sales of $1.5 million by the end of the year. (Administration) (12/31/25)

Measure: $ in sales

Target: $1,500,000

Comments on Status: 2/5/15- Missed sales target this month due in large part to being closed for weather

DEPARTMENT GOALS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
1.1.1 Develop our credit card program. (Administration)	06/01/16, 12/31/20	$50,000 Gross Revenue	$75,500	← As of 10/04/16
1.1.2 Software Licenses: Generate $300,000 from added software features by the end of each FY. (Administration) *6/16/14 - waiting on IT to fix server so we can run reports. 3/26/15-Wait for approval from Bob*	01/01/14, 12/31/16	$300,000 $ generated from added software features	$605,250	← $305,250 As of 10/05/16
1.1.3 Maintenance Contracts: Generate $500,000 in maintenance contracts. (Marketing) *1/14/14 (SF) Original target was $500K, too aggressive, adjust to $250K*	01/01/13, 12/31/16	$500,000 $ generated from maintenance contracts	$130,000	→ $-370,000 As of 10/05/16
1.1.4 Professional Consulting: Generate $700,000 in web design consulting. (Customer Service)	01/01/13, 12/31/16	$700,000 $ generated from web design consulting	$307,000	→ $-393,000 As of 10/10/16

1.2 Maintain profitability with a budget allocation of 50% for business re-investment for product development. (Administration) (12/31/16)

Measure: % of budget allocated for product development

Target: 50%

Comments on Status: 3/1/2015 staying strong. Heading in the right direction! 6/1/2015- We are on target! Great work!

1.3 Increase average billable hour factor. (Administration) (12/31/16)

Measure: $ per billable hour.

Target: $300

Comments on Status: 6/30- We improved from last month but we're still behind where we would like to be.

2 Professional Services: To be the professional partner of choice.

2.1 Professional Service: Acquire 10 new consulting clients at $10,000+ per month. (Administration) (12/31/16)

Measure: # of new consulting clients

Target: 10

DEPARTMENT GOALS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
2.1.1 Develop 2 new webinars a quarter to assist Sales Team. (Marketing)	01/01/15, 12/31/16	8 # of new webinars		••• -8 As of 01/05/16
2.1.3 Work on new program for.... (IT Group)	01/12/13, 12/31/16	50%		← As of 12/23/15

3 Maintenance Contracts: To be viewed as the top technology resource in the western region.

3.1 Maintain 85% of our current customers. (Administration) (12/31/16)

Measure: % customer retention

Target: 85%

Comments on Status: Quick comment... lost contract...

DEPARTMENT GOALS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
3.1.2 Develop a competitive analysis survey for our market. (Administration) *6/16/14 - goal was set up as a KPI, but that was wrong. I updated that and this goal is complete!*	01/01/16, 12/31/16	% Complete		✓ As of 12/23/15
3.1.3 Increase sales close rate by 25% to achieve a 43% close rate by EOY. (Marketing) *1/15/14 Goal achieved*	01/01/13, 12/31/16	43% Close rate	32%	← As of 01/05/16

3.2 Achieve an average of a 9 point satisfaction score on exit surveys. (Customer Service) (12/31/16)

Measure: Customer satisfaction score

Target: 9

3.3 Licensing: Acquire 3,000 total licenses by the end of the year. (12/31/16)

Measure: # of new licenses

Target: 3,000

DEPARTMENT GOALS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS

DEPARTMENT GOALS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
3.3.1 Grow average monthly licenses by 40% to 840 (IT Group) *1/7/14 Tim is still working on....*	01/01/13, 12/31/16	840 # Licenses	600	→ -240 As of 01/05/16
3.3.2 Grow new customer conversions by 100% to an average of 78/month. (IT Group)	01/01/13, 12/31/16	78 # of new licenses	78	→ As of 08/10/16
3.3.3 Grow new customer trials by 25% to mark of 88 New Trials per month. (IT Group)	01/01/13, 12/31/16	88 # of New Trials		❗ -88 As of 12/23/15
3.3.4 Maintain or decrease the Churn Rate of Licenses which is currently at 7.99%. (Customer Service)	01/01/13, 12/31/16	7.99% % Churn	8.01%	← -0.02% As of 01/05/16

3.4 Maintenance Contracts: Acquire an average of 7 new maintenance contracts per month (12/31/16)

Measure: avg monthly # of new maintenance contracts

Target: 7

DEPARTMENT GOALS	START/END DATE	TARGET, MEASURE	ACTUAL	STATUS
3.4.1 Identify and maintain list of 65 target customers that could benefit from a maintenance contract. (Marketing)	01/01/13, 12/31/16	65 # of target customers		→ As of 12/23/15

4 Innovation/Product Development: Continue to develop technology innovation.

4.1 Launch integration with 4 other applications. (IT Group) (08/30/16)

Measure: Applications Integrated

Target: 100%

Comments on Status: 3/9/16 We are held up on contracts.

5 Overall Operations: Develop and maintain an infrastructure that allows for a virtual office and efficient overhead.

5.3 Blogs & Newsletters: Consistently timely relevant thought leadership that is developed published and preserved. (Marketing) (12/31/16)

Measure: # of pieces published weekly

Target: 6

6 Training: Actively help our team to develop and grow professional and personally by supporting a flexible work life, providing intellectually engaging work, and fair compensation.

6.1 Train sales people in best practices (Marketing) (11/30/16)

Measure: actual attendance per year by all 12 managers

Target: 14

7 Community Involvement: Develop and implement a corporate giving strategy that is in line with our competitive advantages.

7.1 Manage the selection, contribution and customer communication of nonprofit donations. Target is 15% of revenue. (Administration) (12/31/16)

Measure: % of license revenue

Target: 15%

Not Started   Deferred   On Target   Off Target   Waiting on Someone   Critical   Achieved