



## **Acme Corporation**

Strategic Plan 2014-2016 For FY16

*Full Strategic Plan 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 product 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-yourselfers. 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	Target	Actual	Status
1.1 Generate sales of \$1.5 million by the end of the year.	\$ in sales	\$1,500,000	\$175,000	 \$-1,325,000 As of 04/05/16
1.2 Maintain profitability with a budget allocation of 50% for business re-investment for product development.	% of budget allocated for product development	50%	37.50%	 As of 03/01/16
1.3 Increase average billable hour factor.	\$ per billable hour.	\$300	\$233.50	 \$-66.50 As of 03/01/16
2.1 Improve customer satisfaction, evidenced by 97% customer satisfaction score.				 As of 03/09/16
3.1 Professional Service: Acquire 10 new consulting clients at \$10,000+ per month.	# of new consulting clients	10	12,006	 11,996 As of 03/03/16
3.2 Industry Expertise: Be rated among the Top 10 fastest growing tech companies in 2016.	Industry ranking	10		 As of 01/05/16
4.1 Maintain 85% of our current customers.	% customer retention	85%	75%	 -10% As of 04/05/16
4.2 Achieve an average of a 9 point satisfaction score on exit surveys.	Customer satisfaction score	9	7.67	 As of 03/09/16
4.3 Maintenance Contracts: Acquire an average of 7 new maintenance contracts per month	avg monthly # of new maintenance contracts	7	5	 -2 As of 01/06/16
4.4 Licensing: Acquire 3,000 total licenses by the end of the year.	# of new licenses	3,000	1,950	 As of 01/05/16
5.1 Launch integration with 4 other applications.	Applications Integrated	100%	35%	 As of 03/09/16
6.3 Blogs & Newsletters: Consistently timely relevant thought leadership that is developed, published and preserved.	# of pieces published weekly	6	6	 As of 01/05/16
7.1 Train sales people in best practices	actual attendance per year by all 12 managers	14	5	 As of 03/29/16
8.1 Manage the selection, contribution and customer communication of nonprofit donations. Target is 15% of revenue.	% of license revenue	15%	2%	 As of 01/05/16

# STRATEGIC PLAN 2014-2016 - PROGRESS DETAIL

## FINANCIAL 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) (12/31/20)

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

Measure:  
\$ in sales

Target:  
\$1,500,000

Status:  
Actual:   
\$175,000  
\$-1,325,000  
As of 04/05/16


Department Goals and Team Member Goals	Start Date, End Date	Target Measure	Actual	Status
1.1.1 Professional Consulting: Generate \$700,000 in web design consulting. (Customer Service)	01/01/13, 12/31/16	\$700,000 \$ generated from web design consulting	\$50,000	 \$-650,000 As of 02/29/16
1.1.1.1 example (Sales / Marketing VP)	01/01/13, 12/31/16			 As of 03/29/16
1.1.1.1.1 example 2.0 (Crystal O'Langdon)	01/01/13, 12/01/16			 As of 03/09/16
1.1.2 Maintenance Contracts: Generate \$500,000 in maintenance contracts. (Marketing) Comments on Status: 1/14/14 (SF) Original target was \$500K, too aggressive, adjust to \$250K	01/01/13, 12/31/16	\$500,000 \$	\$10,000	 \$-490,000 As of 01/05/16
1.1.3 Software Licenses: Generate \$300,000 from added software features by the end of each FY. (Administration) Comments on Status: 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	\$142,000	 \$-158,000 As of 03/02/16
1.1.3.1 Develop 8 software programs to monitor licenses. (Grant Howell) Comments on Status: 6/14/14 - We are getting closer and closer. Starting the 3rd milestone. 3/17/15-Waiting on Bob	01/01/14, 12/31/16	8 # of software programs	2	 -6 As of 02/09/16
1.1.3.2 Build Collateral (Sales Director)	01/01/14, 12/31/16	% complete		 As of 01/06/16

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

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

Measure:  
% of budget allocated for product development

Target:  
50%


Status:  
Actual:   
37.50%  
As of 03/01/16

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

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

Measure:  
\$ per billable hour.

Target:  
\$300

Status:  
Actual:   
\$233.50  
\$-66.50  
As of 03/01/16

2 Best in class experience.

2.1 Improve customer satisfaction, evidenced by 97% customer satisfaction score. (12/31/16)

Measure:

Target:

Actual:

Status:



As of 03/09/16

**3 Professional Services: To be the professional partner of choice.****3.1 Professional Service: Acquire 10 new consulting clients at \$10,000+ per month. (Administration) (12/31/16)**Measure:  
# of new consulting clientsTarget:  
10Actual:  
12,006

Status:



11,996

As of 03/03/16

Department Goals and Team Member Goals	Start Date, End Date	Target Measure	Actual	Status
3.1.1 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
3.1.3 Work on new program for.... (IT Group)	01/12/13, 12/31/16	50%		 As of 12/23/15

**3.2 Industry Expertise: Be rated among the Top 10 fastest growing tech companies in 2016. (Marketing) (12/31/16)**Measure:  
Industry rankingTarget:  
10

Actual:

Status:



As of 01/05/16

**4 Maintenance Contracts: To be viewed as the top technology resource in the western region.****4.1 Maintain 85% of our current customers. (Administration) (12/31/16)**Measure:  
% customer retentionTarget:  
85%Actual:  
75%

Status:



-10%

As of 04/05/16

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

Department Goals and Team Member Goals	Start Date, End Date	Target Measure	Actual	Status
4.1.1 Implement marketing campaign to draw in new markets. #studentlearning (Marketing) <i>Comments on Status: 10/1/13 Comment</i>	01/01/13, 12/31/13	% completed		 As of 02/29/16
4.1.1.1 Research and identify 6 opportunities in new markets that company could expand into. (JoAnne Rogers)	01/20/13, 06/30/16	6 % complete	4	 As of 03/15/16
4.1.2 Develop a competitive analysis survey for our market. (Administration) <i>Comments on Status: 6/16/14 - goal was set up as a KPI, but that was wrong. I updated that and this goal is complete!</i>	01/01/16, 12/31/16	% Complete		 As of 12/23/15
4.1.3 Increase sales close rate by 25% to achieve a 43% close rate by EOY. (Marketing) <i>Comments on Status: 1/15/14 Goal achieved</i>	01/01/13, 12/31/16	43% Close rate	32%	 As of 01/05/16

**4.2 Achieve an average of a 9 point satisfaction score on exit surveys. (Customer Service) (12/31/16)**Measure:  
CustomerTarget:  
9Actual:  
7.67

Status:

satisfaction  
score



As of 03/09/16

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

Measure:  
avg monthly  
# of new  
maintenance  
contracts

Target:  
7

Actual:  
5

Status:  
 -2

As of 01/06/16

Department Goals and Team Member Goals	Start Date, End Date	Target Measure	Actual	Status
4.3.1 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

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

Measure:  
# of new  
licenses

Target:  
3,000

Actual:  
1,950


Status:

As of 01/05/16


Department Goals and Team Member Goals	Start Date, End Date	Target Measure	Actual	Status
4.4.1 Grow average monthly licenses by 40% to 840 (IT Group) <i>Comments on Status: 1/7/14 Tim is still working on....</i>	01/01/13, 12/31/16	840 # Licenses	600	-240 As of 01/05/16
4.4.2 Grow new customer conversions by 100% to an average of 78/month. (IT Group)	01/01/13, 12/31/16	78 # of new licenses	71	As of 01/05/16
4.4.3 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
4.4.4 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
4.4.4.1 Secure coaching on Customer Success Manager for team. (Crystal O'Langdon)	01/01/16, 12/09/16	% Complete		As of 02/03/16




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

5.1 Launch integration with 4 other applications. (IT Group) (05/30/16)	Measure: Applications Integrated	Target: 100%	Actual: 35%	Status:  As of 03/09/16
Comments on Status: 3/9/16 We are held up on contracts.				


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

6.3 Blogs & Newsletters: Consistently timely relevant thought leadership that is developed, published and preserved. (Marketing) (12/31/16)	Measure: # of pieces published weekly	Target: 6	Actual: 6	Status:  As of 01/05/16
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**7 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.**

7.1 Train sales people in best practices (Marketing) (11/30/16)	Measure:			Status:
	actual attendance per year by all 12 managers	Target: 14	Actual: 5	 As of 03/29/16

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

8.1 Manage the selection, contribution and customer communication of nonprofit donations. Target is 15% of revenue. (Administration) (12/31/16)	Measure:			Status:
	% of license revenue	Target: 15%	Actual: 2%	 As of 01/05/16

 Not Started

 Deferred

 On Target

 Off Target

 Waiting on Someone

 Critical

 Achieved

## ***PLAN IMPLEMENTATION***

Appoint a strategic plan manager  
Hold people accountable (now that they are able)  
Put in place an incentive compensation plan  
Coach for achievement  
Empower managers  
Hold effective strategy meetings - first Mondays  
Hold annual retreat - second week in December