



# Acme Corporation Technology

**Strategic Plan As of December 3, 2013**

**OnStrategy**

*Executive Summary Prepared by OnStrategy*

## **MISSION STATEMENT**

The mission of Acme Corporation Technology is to create technology solutions for forward-thinking organizations.

## VISION STATEMENT

To be known as the technology experts and resource center for small to 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

## 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.

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-yourselfs. 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.

### New Customers

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 - AT-A-GLANCE

### FINANCIAL OBJECTIVES & ORGANIZATION GOALS

#### **1 Revenue Growth: Grow our revenue by 30% each year**

1.1 Generate sales of \$1 million by the end of the year. (Source:Quick Books)

#### **2 Productivity Improvement: Maintain a 20% Net Profit Margin each year**

2.1 Maintain a 20% profit margin in 2013.

2.2 Maintain profitability with a budget allocation of 50% for business re-investment for product development.

2.3 Increase average billable hour factor. (Source: Time-tracking Program)

### CUSTOMER OBJECTIVES & ORGANIZATION GOALS

#### **3 Licensing: Be viewed as the valued online resource**

3.1 Licensing: Acquire 1,000 total licenses by the end of the year.

3.2 Develop understanding of technological issues had by existing customers.

#### **4 Maintenance Contracts: To be viewed as the top technology resource in the western region.**

4.1 Maintenance Contracts: Acquire an average of 5 new maintenance contracts per month

4.2 Maintain 75% of our current customers.

#### **5 Professional Services: To be the professional partner of choice.**

5.1 Professional Service: Acquire 2 new consulting clients \$10,000+ per month.

### INTERNAL OPERATIONS OBJECTIVES & ORGANIZATION GOALS

#### **6 Sales/Marketing: Consistently communicate our value proposition across all mediums and increase awareness of our organization.**

6.1 Attract: Increase the overall traffic to website by 25% from 2012 by comparing against the same month of the previous year (ended 2012 at 145,000 monthly unique visits).

6.2 Acquire: Increase rate of visit to lead from .41% to 1%.

6.3 Convert: Increase the number of leads who become customers from 20% to 25%.

#### **7 Innovation/Product Development: Continue to develop technology innovation.**

7.1 Launch integration with 2 other applications

7.2 Complete and launch the API

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

8.1 Set up computers to be accessed from any destination.

8.2 Define all procedures and process in writing in order to support projected growth.

8.3 Blogs & Newsletters: Consistently timely relevant thought leadership that is developed, published and preserved.

### PEOPLE/LEARNING OBJECTIVES & ORGANIZATION GOALS

#### **9 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.**

9.1 Train sales people in best practices

9.2 Develop better communication and presentation skills to increase ability to work with and assist clients.

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

10.1 Manage the selection, contribution and customer communication of nonprofit donations. Target is 15% of revenue.

#### **11 Long Term Strategic Objective (No assignment, far reaching and broad based, 3-5 years out) [\*\*Sample Goal Cascading\*\*]**

11.1 Organizational Goal (Corporate-wide, generally not assigned, 18-24 months) [\*\*Sample Goal Cascading\*\*]

## STRATEGIC PLAN - DETAIL

### FINANCIAL OBJECTIVES & ORGANIZATION GOALS

#### 1 Revenue Growth: Grow our revenue by 30% each year

1.1 Generate sales of \$1 million by the end of the year. (Source:Quick Books) (Administration) (12/31/13)

Measure:  
\$ in sales

Target:  
\$1,000,000

Department Goals	Measure	Target	Start Date, End Date
1.1.1 Software Licenses: Generate \$300,000 (Administration)	\$ generated	\$300,000	01/01/15 12/31/15
1.1.2 Maintenance Contracts: Generate \$500,000 in maintenance contracts (Sales/Marketing)	\$	\$500,000	01/01/13 12/31/13
1.1.3 Professional Consulting: Generate \$200,000 in web design consulting (Customer Service)	\$	200,000	01/01/13 12/31/13

#### 2 Productivity Improvement: Maintain a 20% Net Profit Margin each year

2.1 Maintain a 20% profit margin in 2013. (Administration)

Measure:  
% Complete

Target:  
100%

Department Goals	Measure	Target	Start Date, End Date
2.1.1 Maintain a 20% profit margin in 2013. (Administration)	% profit margin	20%	12/31/13
2.2 Maintain profitability with a budget allocation of 50% for business re-investment for product development. (Administration) (12/31/13)	Measure: % for product development		Target: 50%
2.3 Increase average billable hour factor. (Source: Time-tracking Program) (Administration) (12/31/13)	Measure: \$ per billable hour.		Target: \$200

**3 Licensing: Be viewed as the valued online resource**

**3.1 Licensing: Acquire 1,000 total licenses by the end of the year. (Operations) (12/31/13)**

Measure:  
# of new licenses

Target:  
1,000

Department Goals	Measure	Target	Start Date, End Date
3.1.1 Grow average monthly licenses by 40% to 427 (IT Group)	# Licenses	427	01/01/13 12/31/13
3.1.2 Grow new customer conversions by 100% to an average of 60/month. (IT Group)	# of new licenses	60	01/01/13 12/31/13
3.1.3 Grow new customer trials by 25% to mark of 75 New Trials per month. (IT Group)	# of New Trials	75	01/01/13 12/31/13
3.1.4 Maintain or decrease the Churn Rate of Licenses which is currently at 8.5%. (Customer Service)	% Churn	8.49%	01/01/13 12/31/13

**3.2 Develop understanding of technological issues had by existing customers. (IT Group) (10/30/13)**

Measure:  
% complete

Target:  
100%

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

**4.1 Maintenance Contracts: Acquire an average of 5 new maintenance contracts per month (Sales/Marketing) (12/31/13)**

Measure:  
avg monthly # of new maintenance contracts

Target:  
5

Department Goals	Measure	Target	Start Date, End Date
4.1.1 Identify and maintain list of 50 target customers that could benefit from a maintenance contract. (Sales/Marketing)	% Complete	100%	01/01/13 12/31/13

**4.2 Maintain 75% of our current customers. (Customer Service) (02/01/13)**

Measure:  
% increase in customer base annually

Target:  
85%

Department Goals	Measure	Target	Start Date, End Date
4.2.1 Implement marketing campaign to draw in new markets. (Sales/Marketing)	% completed	100%	01/01/13 12/31/13
4.2.2 Develop a competitive analysis survey for our market. (Administration)	% Complete	100%	06/01/13 12/31/13
4.2.3 Increase sales close rate by 25% (Sales/Marketing)	% increase in close rate	25%	01/01/13 12/31/13

**5 Professional Services: To be the professional partner of choice.**

**5.1 Professional Service: Acquire 2 new consulting clients \$10,000+ per month. (Sales/Marketing) (12/31/13)**

Measure:  
# of new consulting clients

Target:  
24

**6 Sales/Marketing: Consistently communicate our value proposition across all mediums and increase awareness of our organization.**

**6.1 Attract:** Increase the overall traffic to website by 25% from 2012 by comparing against the same month of the previous year (ended 2012 at 145,000 monthly unique visits). (Web Specialists) (12/31/13)

Measure: Total visits  
Target: 181,250

Department Goals	Measure	Target	Start Date, End Date
6.1.1 Web site: Update Google AdWords, home page and landing pages on a quarterly basis. (Web Specialists)	% Complete	100%	08/01/13 12/30/13

**6.2 Acquire:** Increase rate of visit to lead from .41% to 1%. (Web Specialists)

Measure: % visits to lead  
Target: 1%

**6.3 Convert:** Increase the number of leads who become customers from 20% to 25%. (Web Specialists) (12/31/13)

Measure: # of leads who become customers (Performable)  
Target: 25%

**7 Innovation/Product Development: Continue to develop technology innovation.**

**7.1 Launch integration with 2 other applications (IT Group) (11/01/13)**

Measure: % complete  
Target: 100%

Department Goals	Measure	Target	Start Date, End Date
7.1.1 Map out entire integration process (Web Specialists)	Map completed	100%	01/01/13 12/31/13

**7.2 Complete and launch the API (IT Group) (12/31/13)**

Measure: % complete  
Target: 100%

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

**8.1 Set up computers to be accessed from any destination. (Administration) (12/31/13)**

Measure: # of computers set up each year  
Target: 5

Department Goals	Measure	Target	Start Date, End Date
8.1.1 Purchase necessary software/hardware or make arrangements with an internet service provider for virtual access. (IT Group)	% complete	100%	01/01/13 12/31/13

**8.2 Define all procedures and process in writing in order to support projected growth. (Administration) (12/31/13)**

Measure: % of process in writing.  
Target: 100%

**8.3 Blogs & Newsletters: Consistently timely relevant thought leadership that is developed, published and preserved. (Sales/Marketing) (12/31/13)**

Measure: % complete  
Target: 100

Department Goals	Measure	Target	Start Date, End Date
8.3.1 Write 1 blog post per week (Web Specialists)	# of blog posts	52	01/01/13 12/31/13
8.3.2 Write 2 newsletters per month. (Administration)	# of newsletters	2	01/01/13 12/31/13

**9 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.**

**9.1 Train sales people in best practices (Sales/Marketing) (12/31/14)**

Measure:  
actual attendance per year by all  
12 managers

Target:  
12

Department Goals	Measure	Target	Start Date, End Date
9.1.1 Test Goal #1- Develop a program to track the training (IT Group)	% of program completed	100%	01/01/13 12/31/14

**9.2 Develop better communication and presentation skills to increase ability to work with and assist clients. (Customer Service) (12/31/13)**

Measure:  
% complete in  
communication/presentation skills

Target:  
100%

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

**10.1 Manage the selection, contribution and customer communication of nonprofit donations. Target is 15% of revenue. (Administration) (12/31/14)**

Measure:  
% of license revenue

Target:  
15%

**11 Long Term Strategic Objective (No assignment, far reaching and broad based, 3-5 years out) [\*\*Sample Goal Cascading\*\*]**

**11.1 Organizational Goal (Corporate-wide, generally not assigned, 18-24 months)  
[\*\*Sample Goal Cascading\*\*] (Operations) (12/31/14)**

Measure:  
% complete

Target:  
100%

Department Goals	Measure	Target	Start Date, End Date
11.1.1 Department Goal [Corporate Action Item] (Assigned to the Department responsible for seeing that the goal and its actions are completed, 12-18 months) (Public Policy)	\$	\$5,000	01/01/13 09/01/13

## APPENDIX A: STRATEGIC PLANNING TERMS

Strategic Planning Term	Definition
<b>Core Values/Guiding Principles</b>	How people want to behave with each other in the organization. Value statements describe actions that are the living enactment of the fundamental values held by most individuals within the organization. What are our guiding principles, as a group, to adhere to no matter what?
<b>Core Purpose/Mission Statement</b>	The organization's core purpose. Why do we exist?
<b>Vision Statement (5+ years)</b>	Where you are headed — your future state — your Big, Hairy, Audacious Goal. Where are we going?
<b>Competitive Advantages</b>	A characteristic(s) of an organization that allows it to meet their customer's need(s) better than their competition can. What are we best at in our market?
<b>Organization-Wide Strategies</b>	Your strategies are the general methods you intend to use to reach your vision. A strategy is like an umbrella. It is a general statement(s) that guides and covers a set of activities. You can develop strategies for your whole organization, a department, a specific set of activities, or a guiding statement for a year. No matter what the level, a strategy answers the question "how."
<b>Long-Term Objectives (3+ years)</b>	Long-term, broad, continuous statements that address all areas of your organization. If you have a five-year vision, these would be three- to four-year intermediate guideposts on the way there. What must we focus on to achieve our vision?
<b>Short-Term Goals and Action Items (1 year)</b>	Short-term Goals that convert the Objectives into specific performance targets. Effective Goals clearly state what, when, who and are specifically measurable — they are Specific, Measurable, Attainable, Responsible person, time bound (SMART). What must we do to achieve our long-term Objectives?
<b>Key Performance Indicators (KPIs)</b>	Metric and non-metric measurements essential to the completion of an organization's goals. Each organization narrows the possible list down to a manageable group of KPIs that make the most difference to performance. KPIs are linked to Goals. How will we know we have achieved our Goals?