Acme Corporation Technology : Strategic Plan

Mission and Vision	Objective	Organization Goals	Performance Measures and Targets	Department Goals	Performance Measures and Targets	Team Member Goals	Performance Measures and Targets	Team Member Action Items
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. **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.	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) (12/31/12)	M: $ in sales T: $1,000,000	1.1.1 Professional Consulting: Generate $200,000 in web design consulting (Web Specialists) (12/31/12)	M: $ T: 200,000			
				1.1.2 Software Licenses: Generate $300,000 (IT Group) (12/31/12)	M: Number of Completed Sales in Online Shopping Cart T: $300,000			
				1.1.3 Maintenance Contracts: Generate $500,000 in maintenance contracts (Sales/Marketing) (12/31/12)	M: $ T: $500,000			
		1.2 Increase average billable hour factor. (Source: Time-tracking Program) (Administration) (12/31/12)	M: $ per billable hour. T: $200					
	2 Productivity Improvement: Maintain a 20% Net Profit Margin	2.1 Maintain profitability with a budget allocation of 50% for business re-investment for product development. (Administration) (12/31/12)	M: % for product development T: 50%					
		2.2 Maintain profitability with a budget allocation of 25% for cash reserves. (Administration) (12/31/12)	M: % for cash reserves T: 25%					
		2.3 Maintain profitability with a budget allocation of 25% for profit sharing (Administration) (12/31/12)	M: % for profit sharing T: 25%					
	3 Current Customers: To be viewed as the valued and effective technology resource in the western region	3.1 Licensing: Acquire 1,000 total licenses by the end of the year. Eor (Sales/Marketing) (12/31/12)	M: # of new licenses T: 1,000	3.1.1 Grow monthly licenses by 40% to 427 (IT Group) (12/31/12)	M: # Licenses T: 427			
				3.1.2 Grow new customer trials by 25% to mark of 75 New Trials per month. (IT Group) (12/31/12)	M: # of New Trials T: 75			
				3.1.3 Maintain or decrease the Churn Rate of Licenses which is currently at 8.5%. (Customer Service) (12/31/12)	M: % Churn T: 8.49%			

(12/31/12)

		Objective	M/T	Strategy	M/T	Tactic	M/T	Sub-tactic
		3.2 Maintenance Contracts: Acquire an average of 5 new maintenance contracts per month (Sales/Marketing) (12/31/12)	M: # of new maintenance contracts T: 5	3.2.1 Identify and maintain list of 50 target customers that could benefit from a maintenance contract. (Sales/Marketing) (12/31/12)	M: % Complete T: 100%			
		3.3 Provide new service packages to help clients achieve more success. (Web Specialists) (12/31/12)	M: # of new packages developed T: 12	3.3.1 Develop web page to promote/sale new service packages. (Web Specialists) (10/31/12)	M: % complete T: 100%	3.3.1.1 Create sales copy for new service packages. (Sue Smith) (07/31/12)	M: % complete T: 100%	
				3.3.2 Complete 3 online focus groups to explore pricing and value of new service packages. (Customer Service) (06/30/12)	M: # of online focus groups held T: 3	3.3.2.1 Complete a competitive pricing analysis (Mikey Hougland) (03/19/12)	M: % Complete T: 100%	
						3.3.2.2 Organize participants for the first focus group (Sue Smith) (03/31/12)	M: % Complete T: 100%	
		3.4 Develop understanding of technological issues had by existing customers. (IT Group) (06/30/12)	M: % complete T: 100%	3.4.1 Research and report on the unique software requirements of existing customers. (Customer Service) (12/31/12)	M: # of responses T: 200	3.4.1.1 Compile current customer list (Sharon Foote) (09/30/12)	M: % complete T: 100	
						3.4.1.2 Develop survey to understand customer technology needs. (Sharon Foote) (02/29/12)	M: % Complete T: 100%	
	4 New Customers: Increase new customer base by being viewed as the professional partner of choice.	4.1 Reach a 15% annual increase in new customers over the next 2 years. (Sales/Marketing) (12/31/13)	M: % increase in customer base annually T: 15%	4.1.1 Implement marketing campaign to draw in new markets. (Sales/Marketing) (12/31/12)	M: % completed T: 100%	4.1.1.1 Research and identify 6 opportunities in new markets that company could expand into. (Joanne & Tracy) (JoAnne Rogers) (06/30/12)	M: % complete T: 100%	4.1.1.1.1 Complete a competitive analysis study of our current and prospective markets. (Tom Jones) (04/30/12)
						4.1.1.2 Develop campaign material for new markets. (Sue Smith) (10/31/13)	M: % complete T: 100%	4.1.1.2.1 Research marketing methods best for reaching the new markets. (Sue Smith) (10/31/12)
						4.1.1.3 Create new web pages (rough draft) for the campaign promotion. (Randall Scion) (05/31/13)	M: % Complete T: 100%	
				4.1.2 Develop a competitive analysis survey for our market. (Administration) (12/31/12)	M: % Complete T: 100%			
				4.1.3 Increase sales close rate by 25% (Sales/Marketing) (12/31/12)	M: % increase in close rate T: 25%			
		4.2 Professional Service: Acquire 3 new consulting clients (of $5K+) per month. (Sales/Marketing) (12/31/12)	M: # of consulting clients T: 36	4.2.1 Obtain 1 new client in the medical market monthly. (Sales/Marketing) (12/31/12)	M: # of new medical clients T: 12			
				4.2.2 Obtain 1 new client in the education field monthly. (Sales/Marketing)	M: # of new clients in education field T: 12			

			(Sales/Marketing) (12/31/12)	T: 12			
			4.2.3 Obtain 1 new client in the nonprofit sector monthly. (Sales/Marketing) (12/31/12)	M: # of new nonprofit clients T: 12			
5 Administrative Operations: Develop and maintain an infrastructure that allows for a virtual office and efficient overhead.	5.1 Set up computers to be accessed from any destination. (Customer Service) (12/31/12)	M: # of computers set up each year T: 5	5.1.1 Investigate international access requirements and document. (IT Group) (10/31/12)	M: % complete T: 100%			
			5.1.2 Purchase necessary software/hardware or make arrangements with an internet service provider for virtual access. (IT Group) (12/31/12)	M: % complete T: 100%	5.1.2.1 Investigate necessary software/hardware (Grant Howell) (06/11/12)	M: % complete T: 100%	5.1.2.1.1 add goal for testing purposes (Grant Howell)
					5.1.2.2 Determine potential internet service providers for virtual access (Grant Howell) (06/11/11)	M: # of providers T: 3	
	5.2 Define all procedures and process in writing in order to support projected growth. (Administration) (12/31/12)	M: % of process in writing. T: 100%					
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 20% (ended 2011 at 145,000 monthly unique visits). (Web Specialists) (12/31/12)	M: Total visits T: 174,000	6.1.1 Web site: Update Google AdWords, home page and landing pages on a quarterly basis. (Web Specialists) (12/30/12)	M: % Complete T: 100%	6.1.1.1 Perform quarterly update of website with focus on home page and landing pages. (John Smith) (12/01/12)	M: # of updates T: 100%	
					6.1.1.2 Manage high performance of Google AdWords (click through and conversions). (John Smith) (12/31/12)	M: % Complete T: 100%	6.1.1.2.1 Manage domestic AdWords account. (John Smith) (12/31/12)
							6.1.1.2.2 Manage international AdWords account. (John Smith) (12/31/12)
	6.2 Convert: Increase the number of leads who become customers from 20% to 25%. (Web Specialists) (12/31/12)	M: # of leads who become custoemrs (Performable) T: 25%					
	6.3 Blogs & Newsletters: Consistently timely relevant thought leadership that is developed, published and preserved. (Web Specialists) (12/31/12)	M: % complete T: 100	6.3.1 Write 1 blog post per week (Web Specialists) (12/31/12)	M: # of blog posts T: 52			
			6.3.2 Write 2 newsletters per month. (Administration) (12/31/12)	M: # of newsletters T: 2	6.3.2.1 Launch direct mail program with newsletters (Rebecca Currie) (12/31/12)	M: # of newsletters T: 6	
7 Innovation/Product Development: Continue to develop technology innovation.	7.1 Launch integration with 2 other applications (IT Group) (11/01/12)	M: % complete T: 100%	7.1.1 Map out entire integration process (Web Specialists) (05/31/12)	M: Map completed T: 100%			
			7.1.2 Hire a vendor to integrate applications based upon at least 3	M: % Complete T: 100	7.1.2.1 Research vendors both locally and nationally. Provide a	M: % complete T: 100%	

			based upon at least 3 proposals. (IT Group) (08/31/12)		nationally. Provide a short list to Tom. (Geoff Mack) (07/01/12)		
	7.2 Complete and launch the API (IT Group) (12/31/12)	M: % complete T: 100%					
	7.3 Launch a mobile app (ipad & iphone). (IT Group) (12/31/13)	M: % complete T: 100%					
8 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.	8.1 Create technology library and resource center (Web Specialists) (09/30/13)	M: % complete T: 100%	8.1.1 Research recommended reading list and best practices related to technology (Administration) (12/31/13)	M: # of titles collected T: 50	8.1.1.1 Use the internet to locate strategic planning titles, reading lists, professional organizations (JoAnne Rogers) (04/02/13)	M: # of books located T: 15	
	8.2 Train sales people in best practices (Sales/Marketing) (12/31/13)	M: actual attendance per year by all 12 managers T: 12					
	8.3 Develop better communication and presentation skills to increase ability to work with and assist clients. (Customer Service) (12/31/12)	M: % complete T: 100%					
9 Culture: To align incentives and employee rewards with staff performance.	9.1 Increase the number of innovative ideas through an incentive program. (Administration) (09/30/12)	M: # of innovative ideas implemented T: 5	9.1.1 Develop a program to encourage ideas from everyone. (Customer Service) (09/30/12)	M: % complete T: 100%	9.1.1.1 Research best practices in building employee morale (Mikey Hougland) (05/01/11)	M: # of ideas to implement T: 5	
			9.1.2 Throw a party to kick off incentive program. (Customer Service) (09/30/12)	M: Party held T: 100%	9.1.2.1 Determine budget for party (Sue Smith) (12/15/12)	M: Budget created and approved T: 100%	
					9.1.2.2 Solicit ideas for theme, entertainment, catering. (Sue Smith) (03/22/12)	M: Compilation of ideas to make decision T: 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) (12/31/13)	M: % of license revenue T: 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**] (Administration) (12/31/13)	M: % complete T: 100%	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) (Customer Service) (02/01/12)	M: $ T: $5,000	11.1.1.1 Team Member Goal (or Dept Actions) (Assigned to Team Member responsible for seeing this goal completed, 6-12 months) (John Smith) (12/31/14)	M: % Complete T: 100%	11.1.1.1.1 Team Member Action (Assigned to the Team Member responsible for seeing this action completed, short term items only (30, 60, 90 days)) (John Smith) (05/31/12)