Acme Corporation

Strategic Plan 2014-2016 As of June 5, 2015

Full Strategic Plan Created by OnStrategy

MISSION STATEMENT

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

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VISION STATEMENT

To be known as the technology experts and resource center for small to medium-sized organizations.

This is where you type your description.

CORE VALUES

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

COMPETITIVE ADVANTAGES

1. Reoccurring revenue that is scalable
2. Assets and software products in place outside our services
3. Innovative in marrying business process with technology
4. Business Network - domestic and international
5. 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-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 - AT-A-GLANCE

FINANCIAL STRATEGIC OBJECTIVES & ORGANIZATION GOALS

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

1.1 KPI - Generate sales of $1.5 million by the end of the year.

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

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

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

CUSTOMER STRATEGIC OBJECTIVES & ORGANIZATION GOALS

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

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

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 Licensing: Acquire 1,500 total licenses by the end of the year.

4.3 Maintain 85% of our current customers.

INTERNAL/OPERATIONAL STRATEGIC OBJECTIVES & ORGANIZATION GOALS

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

5.1 Launch integration with 2 other applications.

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

6.1 Set up computers to be accessed from any destination.

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

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

PEOPLE AND LEARNING STRATEGIC OBJECTIVES & ORGANIZATION GOALS

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

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

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.

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

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

FINANCIAL STRATEGIC OBJECTIVES & ORGANIZATION GOALS

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

1.1 KPI - Generate sales of $1.5 million by the end of the year. (Administration) (12/31/17)

Measure: $ in sales

EOY Target: $1,500,000

Department Goals and Team Member Goals	Measure	EOY Target	Start Date, End Date
1.1.1 Maintenance Contracts: Generate $500,000 in maintenance contracts. (Marketing)	$	$500,000	01/01/13 12/31/15
1.1.2 Software Licenses: Generate $300,000 in added software features by the end of each FY. (Administration)	$ generated	$300,000	01/01/14 12/31/16
1.1.2.1 Secure 25 new license contracts weekly (Music, Children. (Top#5) (Nate Platt)	# of new license contracts	25	01/01/14 12/31/15
1.1.2.1.1 Create new contract for weekly licenses. (Crystal O'Langdon)	% complete	100%	01/01/15 06/30/15
1.1.2.2 Develop 20 software programs to monitor licenses. (Grant Howell)	# of software programs	20	01/01/14 12/31/15
1.1.3 Professional Consulting: Generate $200,000 in web design consulting. #sample (Customer Service)	$ - net income	$200,000	01/01/13 12/31/14
1.1.4 Increase sales conversion by 5% (Administration)	Percent	25%	01/01/14 12/31/15

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

2.1 Maintain profitability with a budget allocation of 50% for business re-investment for product development. (Administration) (12/31/15)

Measure: % for product development

EOY Target: 50%

2.2 Increase average billable hour factor. (Source: Time-tracking Program) (Administration) (12/31/15)

Measure: $ per billable hour.

EOY Target: $220

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

3.1 Professional Service: Acquire 2 new consulting clients $10,000+ per month. (Administration) (12/31/15)

Measure:
# of new consulting clients

EOY Target:
24

Department Goals and Team Member Goals	Measure	EOY Target	Start Date, End Date
3.1.1 Develop 2 new webinars a quarter to assist Sales Team. (Marketing)	# of new webinars	4	07/01/15 12/31/15
3.1.1.1 Develop 15 minute "Basic Package" presentation. (Crystal O'Langdon)	% Complete		01/12/14 11/01/15
3.1.1.2 Review existing presentations format for consistency. (Crystal O'Langdon)	% Complete	100%	01/12/13 03/22/14
3.1.1.3 Create a consistent slide template for Webinars. (Thomas Wright)	% Complete of standard templates	100%	07/13/15 12/31/15
3.1.2 Develop a new software program to track clients (IT Group)	% of program completed	100%	06/19/15 12/31/15

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 (Marketing) (12/31/15)

Measure:
avg monthly # of new maintenance contracts

EOY Target:
0

Department Goals and Team Member Goals	Measure	EOY Target	Start Date, End Date
4.1.1 Identify and maintain list of 50 target customers that could benefit from a maintenance contract. (Marketing)	# of target customers	50	01/01/13 12/31/14

4.2 Licensing: Acquire 1,500 total licenses by the end of the year. (Operations) (12/31/14)

Measure:
# of new licenses

EOY Target:
1,500

Department Goals and Team Member Goals	Measure	EOY Target	Start Date, End Date
4.2.1 Grow average monthly licenses by 40% to 560 (IT Group)	# Licenses	560	01/01/13 12/31/14
4.2.2 Grow new customer conversions by 100% to an average of 75/month. (IT Group)	# of new licenses	75	01/01/13 12/31/14
4.2.3 Grow new customer trials by 25% to mark of 85 New Trials per month. (IT Group)	# of New Trials	85	01/01/13 12/31/14
4.2.4 Maintain or decrease the Churn Rate of Licenses which is currently at 8.01%. (Customer Service)	% Churn	8.01%	01/01/13 12/31/14
4.2.4.1 Secure coaching on Customer Success Manager for team. (Crystal O'Langdon)	% Complete	100%	12/09/13

4.3 Maintain 85% of our current customers. (Administration) (12/31/15)

Measure:
% increase in customer base annually

EOY Target:
85%

Department Goals and Team Member Goals	Measure	EOY Target	Start Date, End Date
4.3.1 Implement marketing campaign to draw in new markets. (Marketing)	% completed	100%	01/01/13 12/31/13
4.3.1.1 Research and identify 6 opportunities in new markets that company could expand into. (Joanne & Tracy) (JoAnne Rogers)	% complete	100%	01/20/13 06/30/15
4.3.1.1.1 Complete a competitive analysis study of our current and prospective markets. (Tom Jones)	% complete	100%	01/01/11 04/30/12
4.3.1.2 Develop campaign material for new markets. (Sales Director)	% complete	100%	03/01/12 12/31/13
4.3.1.3 Create new web pages (rough draft) for the campaign promotion. (Randall Scion)	% Complete	100%	06/01/12 05/31/13
4.3.2 Develop a competitive analysis survey for our market. (Administration)	% Complete	100%	06/01/13 12/31/15
4.3.3 Increase sales close rate by 25% (Marketing)	% increase in close rate	70%	01/01/13 12/31/15

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

5.1 Launch integration with 2 other applications. (IT Group) (12/31/15)

Measure:
Applications Integrated

EOY Target:
100%

Department Goals and Team Member Goals	Measure	EOY Target	Start Date, End Date
5.1.1 Map out entire integration process (Web Specialists)	Map completed	100%	01/01/14 06/30/15

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

6.1 Set up computers to be accessed from any destination. (Administration) (12/31/15)

Measure:
% complete of computer accessible from any destination

EOY Target:
100%

Department Goals and Team Member Goals	Measure	EOY Target	Start Date, End Date
6.1.1 Purchase necessary software/hardware or make arrangements with an internet service provider for virtual access. (IT Group)	% complete	100%	01/01/15

6.2 Define all procedures and process in writing in order to support projected growth. (Administration) (12/31/15)

Measure:
% of process in writing.

EOY Target:

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

Measure:
% complete

EOY Target:
100

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

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) (11/30/15)	Measure: actual attendance per year by all 12 managers	EOY Target: 12
7.2 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	EOY Target: 100%

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) (12/31/15)	Measure: % of license revenue	EOY Target: 15%

Department Goals and Team Member Goals	Measure	EOY Target	Start Date, End Date
8.1.1 Determine budget for Community Involvement party. (Customer Service)	% Complete	100%	01/01/13 05/31/15
8.1.1.1 Solicit ideas for theme, entertainment, catering for Community Involvement party. (Thomas Wright)	% Complete	100%	01/01/15 07/31/15

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

9.1 Organizational Goal (Corporate-wide, generally not assigned, 18-24 months) [Sample Goal Cascading**] (Operations) (12/31/14)**	Measure: % complete	EOY Target: 100%

Department Goals and Team Member Goals	Measure	EOY Target	Start Date, End Date
9.1.1 Department Goal [Corporate Action Item] (Assigned to the Department responsible for seeing that the goal and its actions are completed, 12-18 months)	$	$5,000	01/01/13 09/01/14
9.1.1.1 Team Member Goal (or Dept Actions) (Assigned to Team Member responsible for seeing this goal completed, 6-12 months)	% Complete	100%	01/01/13 06/30/14
9.1.1.1.1 Team Member Action (Assigned to the Team Member responsible for seeing this action completed, short term items only (30, 60, 90 days))	% Complete	100%	03/01/13 05/31/13

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

APPENDIX A: STRATEGIC PLANNING TERMS

Strategic Planning Term	Definition
Core Values/Guiding Principles	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?
Core Purpose/Mission Statement	The organization's core purpose. Why do we exist?
Vision Statement (5+ years)	Where you are headed — your future state — your Big, Hairy, Audacious Goal. Where are we going?
Competitive Advantages	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?
Organization-Wide Strategies	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."
Long-Term Strategic Objectives (3+ years)	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?
Short-Term Items (1 year)	Short-term items that convert the Strategic 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 Strategic Objectives?
Key Performance Indicators (KPIs)	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?