



Acme Corporation

Strategic Plan 2014-2016

Administration 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.

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 enjoy the work that we do!

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

- Strategic Issue

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-yourselfes. 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

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Market Penetration

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ADMINISTRATION - 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.

4.3 Maintain 85% of our current customers.

INTERNAL/OPERATIONAL STRATEGIC OBJECTIVES & ORGANIZATION GOALS

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.

PEOPLE AND LEARNING STRATEGIC OBJECTIVES & ORGANIZATION GOALS

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 - DETAIL

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.

4.3 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

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
6.3.2 Write 2 newsletters per month. (Administration)	# of newsletters	2	01/01/13 12/31/13

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

PLAN IMPLEMENTATION

Appoint a department strategic plan leader
Hold people accountable (now that they are able)
Coach for achievement
Empower each other
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?