

Chapter 1

Introduction to Applied Strategic Planning

IN THE FIFTEEN YEARS since we published our initial version of *Applied Strategic Planning: How to Develop a Plan that Really Works* (Goodstein, Nolan, & Pfeiffer, 1993) and the accompanying *Consultant's Kit* (Nolan, Goodstein, & Pfeiffer, 1992), much has happened that has changed our world. The growth and importance of the Internet, the globalization of trade, the consolidation of many industries, the growing importance of the environmental movement, and concerns about the limitations of natural resources, especially oil, are but a few of the changes that quickly come to mind. For example, seven of the ten companies with the largest growth in share value over the past decade did not exist twenty years ago (McKinsey & Co., 2006). Each of these changes potentially has important consequences for all organizations. Tracking those changes that have the greatest potential to impact an organization and developing a plan to respond to change is an imperative requirement for organizations.

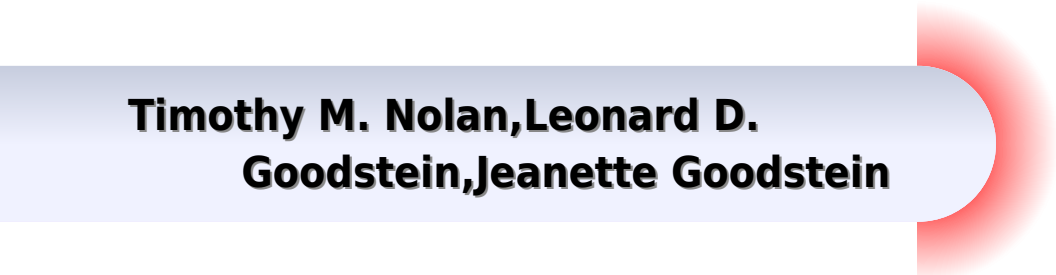
But over the years our experiences as consultants to organizations have convinced us that most planning processes are poorly conceptualized and even more poorly executed. Our experience has shown strong resistance to planning in most organizations and that it is rarely creative when it is done and, moreover, is largely tactical rather than strategic in nature.

Most planning processes, in fact, result in *long-range rather than strategic plans*. These long-range plans are based on the assumption that we can extrapolate the future from the present. If we simply assume a 7 percent growth rate compounded over the next ten years, we will have doubled our revenues and no one should complain about that. But the idea that no significant changes will occur in our particular environment over the next five years does not meet a test of reasonableness. A genuine strategic plan should involve an effort to consider a variety of futures and develop options for meeting each of these futures.

Strategic planning is critical to the success of any organization. However, McKinsey & Co. (2006) reports that less than half of the almost eight hundred business executives who responded to its online survey

Applied Strategic Planning An Introduction

**Timothy M. Nolan, Leonard D.
Goodstein, Jeanette Goodstein**



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year AUDIENCE Managers and top executives active participants in the ASP process **Applied Strategic Planning**

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William Pfeiffer, 1992 Dit boek geeft een overzicht van het strategische planningsproces en hoe het moet worden uitgevoerd

Formal and Informal Strategic Planning Daniel Ebner, 2013-12-09 Previous research focused either on the relationship between strategic planning and performance or coordination mechanisms and performance Therefore a conceptually and empirically validated understanding of the interaction between these three factors is limited This study addresses this gap in the literature by delivering three contributions to theory and empirical research firstly by clarifying and proposing the

influences of strategic planning and strategic organization on the performance secondly by developing a model and associated hypotheses on both direct and interaction effects of strategic planning and coordination mechanisms and thirdly by testing the hypotheses Findings regarding strategic planning suggest the coexistence of formal and informal strategic planning activities Furthermore results show that the relationship between strategic planning and performance is moderated by coordination mechanisms

Applied Strategic Marketing Karel Jan Alsem, 2019-03-08 This book originally published in Dutch provides a uniquely practical approach to strategic marketing planning Combining a comprehensive overview of theory with practice each chapter takes the reader step by step through the strategic marketing process Beginning with identifying the value proposition it moves on to the situational analysis that underpins the corporate strategy and finally details the overall implementation and creation of a customer and brand values Applied Strategic Marketing equips the reader with the necessary tools and techniques to develop and deliver a thorough and effective marketing strategy With a broad range of international case studies that bring the theory to life this well renowned and updated translation is vital reading for undergraduate and postgraduate students of marketing management and strategic marketing It should also be of interest to marketing practitioners who want a clear overview to aid them in the planning process

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