

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

Elaine Biech



Applied Strategic Planning An Introduction:

Applied Strategic Planning Leonard D. Goodstein, Timothy M. Nolan, J. William Pfeiffer, 1992-05-29 Plan future organizational success Keep ASP team members up to speed with this quick study Put all of your ASP Planning team members in the know with the Introduction Keep all of your team members on track with this visual reminder of the process This comprehensive OD resource is a powerful aid to consultants engaged in implementing strategic planning with organizational planning teams The Kit is based on the ASP model that consists of two ongoing phases Environmental Monitoring and Application Considerations and nine sequential steps that the planning team follows Planning to Plan Values Scan Mission Formulation Strategic Business Modeling Performance Audit Gap Analysis Integrating Action Plans Contingency Planning Implementation We have been using the Applied Strategic Planning process in our agency and it has helped us to focus and provide needed leadership given the extended budget crisis and constant change Ramon J Rodriguez deputy executive director New York State Division of Equalization and Assessment Components of The ASP Kit Applied Strategic Planning The Consultant's Kit Includes a 554 page looseleaf binder containing 79 up to date strategic planning activities to guide the planning team through each step of the strategic planning process Some activities call for supplemental items most are complete within themselves Notes to the Consultant and an Overview of Activities begin each chapter A color transparency of the ASP model is included One copy of each of the following components is also included each item below may also be purchased separately Applied Strategic Planning A Comprehensive Guide ISBN 070240205 hardcover 380 pages 49 95 Provides an in depth outline of the strategic planning process Applied Strategic Planning An Introduction ISBN 0883903180 72 pages 20 00 Provides a basic understanding of the ASP process to members of the planning team and other key members who need to understand the process Applied Strategic Planning An Overview ISBN 0883903199 paperback 6 pages 6 00 A brief synopsis of the process what needs to happen during each phase and how to implement the plan Applied Strategic Planning Model Handout Poster Handout ISBN 0883904489 8 1 2X11 6 00 Poster ISBN 0883903377 27 X 34 25 00 Full color model in handout and poster formats Diagnosing Organizational Culture Instrument ISBN 0883903164 paper 32 pages 12 00 This instrument helps identify and evaluate significant cultural patterns within the organization Diagnosing Organizational Culture Trainer's Package ISBN 0883905329 28 00 Includes a training manual paper 57 pages and one copy of the Diagnosing Organizational Culture Instrument C RT Creativity and Risk Taking Instrument ISBN 0883900254 paper 24 pages 12 50 This instrument assesses individuals creativity and risk taking orientations With The ASP Kit you'll be able to Lead an organization through the ASP process from planning through implementation Guide a planning team through each phase of this powerful design Introduce a strategic planning approach that gives optimum clarity and results Assist the team in identifying significant patterns within the organization Support the organization's development of a strategic plan that will ensure future success TIMING Approximately 3 days per component 12 days per

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

Timothy M. Nolan, Leonard D. Goodstein, Jeanette Goodstein, 2008-07-15 The Applied Strategic Planning approach help organizations identify their ideal future and develop a plan to achieve that future ASP is highly responsive to environments undergoing rapid change where the very rules of doing business are constantly shifting cover *Applied Strategic Planning: How to Develop a Plan That Really Works* Leonard D. Goodstein, Timothy M. Nolan, J. William Pfeiffer, 1993-06-22 Plan future organizational success Keep ASP team members up to speed with this quick study Put all of your ASP Planning team members in the know with the Introduction Keep all of your team members on track with this visual reminder of the process This comprehensive OD resource is a powerful aid to consultants engaged in implementing strategic planning with organizational planning teams The Kit is based on the ASP model that consists of two ongoing phases Environmental Monitoring and Application Considerations and nine sequential steps that the planning team follows Planning to Plan Values Scan Mission Formulation Strategic Business Modeling Performance Audit Gap Analysis Integrating Action Plans Contingency Planning Implementation We have been using the Applied Strategic Planning process in our agency and it has helped us to focus and provide needed leadership given the extended budget crisis and constant change Ramon J Rodriguez deputy executive director New York State Division of Equalization and Assessment Components of The ASP Kit Applied Strategic Planning The Consultant's Kit Includes a 554 page looseleaf binder containing 79 up to date strategic planning activities to guide the planning team through each step of the strategic planning process Some activities call for supplemental items most are complete within themselves Notes to the Consultant and an Overview of Activities begin each chapter A color transparency of the ASP model is included One copy of each of the following components is also included each item below may also be purchased separately Applied Strategic Planning A Comprehensive Guide ISBN 070240205 hardcover 380 pages 49 95 Provides an in depth outline of the strategic planning process Applied Strategic Planning An Introduction ISBN 0883903180 72 pages 20 00 Provides a basic understanding of the ASP process to members of the planning team and other key members who need to understand the process Applied Strategic Planning An Overview ISBN 0883903199 paperback 6 pages 6 00 A brief synopsis of the process what needs to happen during each phase and how to implement the plan Applied Strategic Planning Model Handout Poster Handout ISBN 0883904489 8 1 2X11 6 00 Poster ISBN 0883903377 27 X 34 25 00 Full color model in handout and poster formats Diagnosing Organizational Culture Instrument ISBN 0883903164 paper 32 pages 12 00 This instrument helps identify and evaluate significant cultural patterns within the organization Diagnosing Organizational Culture Trainer's Package ISBN 0883905329 28 00 Includes a training manual paper 57 pages and one copy of the Diagnosing Organizational Culture Instrument C RT Creativity and Risk Taking Instrument ISBN 0883900254 paper 24 pages 12 50 This instrument assesses individuals creativity and risk taking orientations With The ASP Kit you'll be able to Lead an organization through the ASP process from planning through implementation Guide a

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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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Table of Contents Applied Strategic Planning An Introduction

1. Understanding the eBook Applied Strategic Planning An Introduction
 - The Rise of Digital Reading Applied Strategic Planning An Introduction
 - Advantages of eBooks Over Traditional Books
2. Identifying Applied Strategic Planning An Introduction
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Applied Strategic Planning An Introduction
 - User-Friendly Interface
4. Exploring eBook Recommendations from Applied Strategic Planning An Introduction
 - Personalized Recommendations
 - Applied Strategic Planning An Introduction User Reviews and Ratings
 - Applied Strategic Planning An Introduction and Bestseller Lists
5. Accessing Applied Strategic Planning An Introduction Free and Paid eBooks
 - Applied Strategic Planning An Introduction Public Domain eBooks
 - Applied Strategic Planning An Introduction eBook Subscription Services
 - Applied Strategic Planning An Introduction Budget-Friendly Options
6. Navigating Applied Strategic Planning An Introduction eBook Formats
 - ePub, PDF, MOBI, and More
 - Applied Strategic Planning An Introduction Compatibility with Devices
 - Applied Strategic Planning An Introduction Enhanced eBook Features
7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Applied Strategic Planning An Introduction
 - Highlighting and Note-Taking Applied Strategic Planning An Introduction
 - Interactive Elements Applied Strategic Planning An Introduction
8. Staying Engaged with Applied Strategic Planning An Introduction

- Joining Online Reading Communities
- Participating in Virtual Book Clubs
- Following Authors and Publishers Applied Strategic Planning An Introduction
- 9. Balancing eBooks and Physical Books Applied Strategic Planning An Introduction
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Applied Strategic Planning An Introduction
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Applied Strategic Planning An Introduction
 - Setting Reading Goals Applied Strategic Planning An Introduction
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Applied Strategic Planning An Introduction
 - Fact-Checking eBook Content of Applied Strategic Planning An Introduction
 - Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
- 14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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opportunistic investment 67 08 deeper partnerships 70 shahi exports reforming the fashion supply chain 74 risk resilience and rebalancing in the apparel value chain 77 09 retail roi 81 h m group making retail more

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