



CARICHAM
Centre of Excellence

OPERATIONAL EXCELLENCE

Leadership & Strategy

Strategic Planning?

Strategic planning is a term that leaders have heard and used for decades. Many have come to dread the term, and the time for strategic planning.

In this document we break down strategic planning and let you in on this secret to make life a little easier:

Strategy is strategy and planning is planning.

Separate them and you have a better chance of success.

Let's explore!

Strategy is how to win.

Planning is a series of steps.

The term strategic plan can be confusing.

**Is it
how you win
at laying out
a series of
steps?**

**Is it
laying out
a series of steps
on how
to win?**

While the second definition sounds close, it doesn't quite explain it clearly. So let's separate the two using some examples.

Strategy is how to win.

In order to win you must know your "game" or "playing field".

Ask the question "What do we sell?"

Answers are not always obvious.

Here are some examples:

What does
COURTS sell?

Furniture & appliances?

Or financing?

What do
afterschool
programs sell?

Football? Scouting? Karate?

Or child care?

What does
the coconut
man sell?

A refreshing beverage?

Or health/lower blood pressure?

Strategy is how to win.

Once you know your "game" or "playing field" then you know your clients.

Ask the question "Who do we sell to?"

Answers are not always obvious.

Here are some examples:

COURTS sells to?

People who want furniture & appliances?

People who want hire purchase/financing?

Afterschool programs sell to?

Children who enjoy the activities?

Parents needing after-school child care?

The coconut man sells to?

Thirsty people?

Health conscious people?

Strategy is how to win.

Once you know your clients then you can satisfy them and add pleasing extras.

Ask the question "What do they want?"

Answers are not always obvious.

Example: After-school Program:

Now that you know that your after-school program is seen by the paying client (parents) as wholesome child care, you can strategize to get a larger market share or sell add-ons that are relevant to the client.

Ask the question "How do we win?"

Cost?

How do our fees compare to football, karate and other after-care programs?

Quality?

Do the other programs offer the skills and learning that parents are happy with?

Speed?

At pick-up time are parents frustrated with waiting or is it fast and flexible?

Strategy is how to **win**.

Ask the question "What can we add?"

Food?

Would parents pay more if a meal or snack and beverage was included?

Clothes?

Would parents pay for a cheaper uniform that the school allows children to wear all day?

Shelter?

Would parents pay more if they are extremely late for pickup and children are with your program?

As leaders, try having strategy meetings instead of strategic planning meetings. Allow your team to brainstorm.

Once you have a strategy in place you are now free to lay out the logical steps of how you will put the strategies in place - The plan.

Just remember, planning isn't strategy.

Watch the following video

A Plan Is Not A Strategy

<https://youtu.be/iuYIGRnC7J8>

**With this understanding, start thinking of your
"playing field".**

**Review your organization's strategy
if you already have one**

OR

**Start thinking of how you would strategize to
WIN.**