

PLANNING PROCESS CHECKLIST

Seek commitment from Stakeholders

SPECIFY OBJECTIVES

Objectives:

- Explicit
- Measurable
- Challenging
- Relevant

Process:

- Start with ultimate objectives (identify stakeholders' needs)
- Identify company's capabilities

GENERATE STRATEGIES

Develop Many Strategies:

- For a given environment
- For different environments: "Contingency planning"

EVALUATE STRATEGIES

Do the Numbers:

- Base on objectives

Process:

- Use formal techniques
 - Checklists
 - Delphi
 - Devil's advocate
 - Parallel processing

MONITOR RESULTS

Report to Stakeholders:

- Environment
- Capabilities (company/competitors)
- Company's actions
- Competitor's actions
- Results vs. objectives (e.g., ROI)

Process:

- Performance standards
- Tie to incentives
- Independent audit

FEEDBACK