Planning to Outdistance Your Competition

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Planning Terminology

- **Vision:**
  What an organization wants to be (or finds itself becoming), in terms of markets, products, resources, and/or capabilities.

- **Mission:**
  What an organization provides, defining business areas and carefully distinguishing the organization from its competitors (or allies).

- **Values:**
  Beliefs or philosophies of operations that underlie a company's decision making process.

- **Strategic Objective:**
  A desired end of an action: specific, measurable, achievable, reasonable, timed.

- **Strategy:**
  A method or course of action developed and implemented to achieve a strategic objective (sub-objective).

- **Action plan:**
  Critical steps in executing a strategy and achieving a strategic objective (who, when, how, cost).

Management by Planning

- **Commit to Business Planning**
  Make commitment and remain dedicated to business planning. (Owners, board of directors, management, employees)

- **Analyze Business Environment**
  Analyze current conditions and future outlook. (Upper management, pertinent personnel, board of directors)

- **Brainstorm - SWOT Analysis**
  Develop an array of ideas and issues to address. (Owners, board of directors, management, pertinent employees; outside facilitator, recommended)

- **Develop Vision, Values, and Mission Statements**
  Develop new vision, values, and mission statement or review existing ones. (Owners, board of directors, top management)

- **Develop Company Objectives**
  Develop company objectives and list by priority. (Owners, board of directors, management)

- **Develop Strategies**
  Develop strategies (course of action) to reach company objectives. (Management)

- **Compare to Old Plan**
  Ensure that new business plan coincides with previous plan and that no important issues have been ignored or forgotten in new plan. (Owners, board of directors, management)

- **Develop Action Plans**
  Direct resources to implement company objectives. Coordinate with annual operating budget. (Management, employees)

- **Execute Plans**
  Implement and monitor execution process closely for any adverse effect on company. Modify action plans if necessary. (Owners, board of directors, management)

- **Business Planning Tips**
  Make business planning meetings specific to company planning. Hold major planning meetings away from company headquarters. Communicate, in a broad manner, strategic effort of the company to employees and suppliers. Consolidate information and document into a detailed business and financial plan.

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