



# POLK

C O U N T Y

POLK COUNTY  
**STRATEGIC**

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DEVELOPMENT PLAN

# STRATEGIC DEVELOPMENT PLAN

## What is a Strategic Plan?

A strategic plan is a goal based planning tool that is critical to the establishment of an organization's major goals and objectives, as well as the associated allocation of resources. Typically this is a three year plan that communicates the direction of the company.

## Strategic Plan vs. Business Plan?

A business plan defines a company's tactical or operating/marketing plan along with a budget over a period of time. The business plan is important in focusing the organization on what needs to be done, staffing requirements, budgetary constraints and expectations for revenue and profits. A business plan follows the strategic plan in that the strategic plan defines how the company will go to market, how it will operate and how it intends to grow or add value.



# STRATEGIC DEVELOPMENT PLAN

## Strategic Planning Process:

- Company Overview
  - Leadership/Ownership
  - Present state
  - History
  
- A Feasibility Analysis
  - What is Your Target Market?
  - SWOT analysis
  
- Development of a Mission and Vision Statement
  - Mission statement
  - Vision statement
  
- Development of Goals
  - Focus and Prioritize
  - Short-Term Goals
  - Long Term Goals
  
- Development of Objectives
- Action Plan
- Contingency Plan

# COMPANY OVERVIEW

To begin the process of developing a strategic plan, it is important to first step back and evaluate where the organization is today and, to some extent, where it has been.

## Company Overview Worksheet

**Business Name:**

**Type of Location:** *(i.e. Home, Brick and Motor...)*

**Address:**

**Key accomplishments:** *(i.e. Loyal customers, growth of company, key milestones)*

**Phone number:**

**Industry:**

**Legal Entity:** *(i.e. sole propriety, LLC, Inc.)*

**Type of location/where are you located?**

**Ownership/Workforce:**

**Historical Information:** *Describe when and why the company was formed and what the business does. List key accomplishments (i.e. Loyal customers, growth of company, key milestones)*

# FEASIBILITY

If you have not completed a competitive analysis or **SWOT** analysis, please take the opportunity to go through these steps to ensure that you are reaching your target market. If you are planning to introduce a new product or service, performing a feasibility analysis will help to determine its financial success.

## Target Market

Your **Target Market** is the group of consumers to which your product or service is aimed. Your target market should have specific characteristics that set them apart from other customers ( i.e. age group, ethnicity, education level, income group, size of company, geographical location).

**Example:** A small landscaping company may research the number of houses within a 20 mile radius that has 1 acre or less, household income range 30k-55k with a family of 3 or more, age 30+, and small businesses within 50 miles. Contacting local property management companies and asking them what type/size companies hire landscapers may help with their research process.

## Surveys

**Surveys** of current or potential customers can help you determine how they make purchases or decisions and how they search for products or services (i.e. referral, on-line, newspaper, billboard, flyer, coupons).



# FEASIBILITY ANALYSIS

## Answer the following questions as they pertain to your business:

- What is your main distribution channel and how does it function?
- How do your customers find you and how do they get your product/service?
- How does your target market get their information?
- How would your target market access your company?
- How many customers do you need daily/weekly/monthly to offset business costs?
- How is your business influenced?
- Do people buy this product/service during specific seasons?
- How often do customers need to use or your purchase product/service?
- Is this a social trend?
- Are more customers available in the future? Is your customer volume trending up or down?
- Is there a sufficient customer base to make your product or service financially viable?

# Swot - STRENGTHS

## SWOT

A **SWOT** analysis is the identification and evaluation of a company's strengths, weakness, opportunities, and threats. Strengths and weaknesses are internal factors that affect the company's capacities.

### SWOT - Strengths

#### Strengths

Strengths refer to the company's favorable characteristics and core competencies. Core competencies are approaches and processes that a company performs that give it an advantage over its competitors.

#### Examples:

- Our company is well known
- Over half of the residents in our marketing territory are affluent
- Suppliers give us excellent service
- We were first in the area to institute telemarketing

List below all strengths that you believe can or do contribute to the success of the company. Be as specific as possible:

# sWot - WEAKNESSES

## Weaknesses

Weaknesses refer to unfavorable characteristics related to your company that are internal. They can be issues you are trying to overcome, hurdles you identified when you started your business, or issues faced due to changing economy.

## Examples:

- Recession, business slowdown
- Salespeople often do not follow procedures
- Lack of a formal budget process
- Negative public image
- Obsolete production facilities/need to improve technology in the office

List below the weaknesses that you believe exist within the company. Be honest about weaknesses, and be as specific as possible:



# swOt - OPPORTUNITIES

## Opportunities

The strategic planning process includes the identification of potential opportunities for your organization. Identify any competitive advantages and any weaknesses your competitors may have. These opportunities may provide you with a competitive advantage.

### Examples:

- Build loyal relationships with customers by developing and offering them the services they want
- Get ahead of the competition in specific parts of the market
- Identify new services
- Improve services to meet customer needs
- Industry or lifestyle trends?

In the space below list all current or potential opportunities for the company:

# SWoT - THREATS

## Threats

There are always potential threats to an organization. These threats can range from competitive, economic and labor related pressures. What are the current and potential threats to your business? Are there factors that appear to be serious threats? As with opportunities, examining threats may provide strategies to overcome potential pressures in the future.

## Examples:

- A new competitor started its operation nearby 18 months ago and is cutting prices to attract market share
- A new competitor has lured away two of our employees with offers of better pay
- Rising sale of a substitution product or service
- Slowing market growth
- Costly regulatory requirements (need for more insurance, licensing, import tax)

In the space below, list all current and potential threats to the growth or viability of your business:

# MISSION STATEMENT

A **Mission Statement** should define who your primary customers are and the products or services you produce. Your mission statement should accurately reflect your goals as a company and be fluid as the business and economic climate evolve. Mission Statements can change as you create new goals and strategic plans.

## Developing The Mission

### McDonalds

Our brand mission is to be our customers' favorite place and way to eat and drink. Our worldwide operations are aligned around a global strategy called the Plan to Win, which center on an exceptional customer experience – People, Products, Place, Price and Promotion. We are committed to continuously improving our operations and enhancing our customers' experience.

### Starbucks

Our mission: to inspire and nurture the human spirit – one person, one cup and one neighborhood at a time. It has always been, and will always be, about quality.

### Soapy Ride

The mission of Soapy Ride is to provide top-quality washing and detail service for luxury car owners in East Meadow, NY. Soapy Ride will work to keep employees satisfied in order to maintain impeccable customer service.



# DEVELOPING THE MISSION

## Developing The Mission

Prior to writing a mission/vision/purpose statement, it is a good idea to answer some questions about the company. In the space provided, please answer each question:

- Who are your company's customers?
- How does your customer find you (i.e. yahoo, Facebook, referral)?
- What are your company's major products or services?
- What market(s) does your company want to expand or grow into?
- What special knowledge or technology does your company possess or may potentially acquire?

List anything else you believe is important to include in the mission statement:

# VISION STATEMENT

A **Vision Statement** defines the organization's purpose and values rather than bottom line measures. Always keep your vision statement alive by revisiting it regularly and communicating your vision with other members of your team. Write your vision statement in the present tense and make sure that it is clear, concise and most importantly inspiring!

## Developing the Vision

### Examples:

#### American Express

Although American Express is known for offering credit card services to individuals around the world, their vision statement says that they want their company to be "the world's most respected service brand." Through their vision statement, American Express does not focus on being the best credit card service provider. Instead, they focus on being respected as a "service brand."

#### Harley-Davidson

Harley-Davidson is known for selling motorcycles to suit the needs of people from different walks of life. Harley-Davidson's vision statement says that they provide "extraordinary motorcycles and customer experiences." Besides selling motorcycles, Harley-Davidson wants their customers to be happy and enjoy shopping in their stores.

In the space below, write your version of a vision statement for the company:

# DEVELOPING THE VISION

## Developing The Vision Questions:

- Describe your company in 10 words.
  
- What are the basic philosophies, beliefs, and values of your organization or what should they be?
  
- Describe your company's major competitive advantage(s)?
  
- What kind of image does your company want to project to the public? Address how your company will fulfill its responsibility.
  
- How does your company view its employees? Indicate how you feel your employees should be treated and rewarded for their efforts?

List below anything else you believe is important to include in your Vision:

# MISSION STATEMENT DRAFT

## **Mission Statement Draft**

In the space below, write your version of a mission statement for your company:



# VISION STATEMENT DRAFT

## **Vision Statement Draft**

In the space below, write your version of a vision statement for your company:

\* Additional worksheets are located in the back of this workbook.

# GOALS

**Goals** are the end result that an organization is expected to achieve in 3 to 5 years. A goal defines what you want to achieve and how? Goals are statements about what must be done to accomplish the company's mission or achieve its vision or purpose.

## In general, Goals are defined as follows:

- They indicate future positions that a company wants to achieve
- They tend to have a qualitative orientation
- They cover major activities important to an organization in which positive change is desired
- They are consistent with and support the mission and vision of an organization

## Examples:

Starbucks, has established several goals under its "Shared Planet" program to be completed in the next few years, specifically in the areas of ethical sourcing, environmental stewardship, and community involvement. By 2015, Starbucks hopes to purchase 100 percent of its coffee from ethical sources or farmers who grow their coffee responsibly without permanently harming the environment. The company also hopes to combat climate change by encouraging farmers to prevent deforestation through the use of incentive programs. Starbucks hopes to make 100% of its cups reusable or recyclable by 2015. Also the company hopes to use their stores to lead volunteer programs in each store's community.

## Examples:

- Increase market share in all three of the markets currently served by the company
- Position the company as a leader in the industry
- Decrease production costs by a minimum of 6 percent



# DEVELOPING THE GOALS

Isolating an organizations most important areas is the key to good goal development. Goals can focus on several different areas including service goals (customer service, retention), social goals (philanthropy), profit (increasing profit), and company growth (expansion of company, new hires).

For the areas listed, indicate whether each should be a source of focus for your organization and then prioritize each that you believe are focus areas:

## Developing Goals Questionnaire

	Yes	No	Priority
Market Share	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Growth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diversification	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer Service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing Position	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Image	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Product/Service Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Geographic Coverage or Expansion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Productivity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Return on Investment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social Responsibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Capitalization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ownership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management and Administration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Achieving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# DEVELOPING YOUR GOALS

When **Developing Goals**, the planning team needs to generate as many potential and relevant goals as possible. Based on your responses on the previous worksheet, write out possible goals for each of the focus areas that you believe warrant a goal. Start by distinguishing your long-term goals from your short-term ones. Your longterm goals should have a timeline of about three to five years.

## Short Term Goals:

## Long Term Goals:



# OBJECTIVES

**Objectives** support your goals and are specific to what must be achieved and when. They do not indicate how the goals will be accomplished necessarily. The “how” will come in the form of an action plan. In essence, objectives take your goals and make them more specific.

There is a clear distinction between goals and objectives. It is important to remember that goals are usually broad, general aims for your company. The process of refining your focus begins with the development of objectives. Also, remember that as you move through the strategic planning process, each level supports the one before it.

## Objectives should be:

1. Dated
2. Specific
3. Significant
4. Measurable
5. Reasonable
6. Consistent with each other
7. Focused on issues vital to the survival or success of your company



# DEVELOPING YOUR OBJECTIVES

## Developing your Objectives

In the space below, write down each goal and its supporting objective. Write as many objectives as necessary to support your goal:

**Goal:**

**Objective:**

**Goal:**

**Objective:**

**Goal:**

**Objective:**

# ACTION PLAN

An **Action Plan** is a set of strategies that define how goals and objectives are going to be achieved. The action plan provides the basis for implementation of your goals.

## Example of Goals, Objectives, and an Action Plan

**Goal:** Achieve profitable diversification of the Company.

**Objective:**

- Diversify into closely related and complimentary product lines that will allow the company to utilize existing expertise and technology
- Diversify through acquisition as opposed to product development

**Action Plan(s):**

1. Conduct a research study of our existing market(s) to determine which product(s) we should seek through acquisition and what companies have solid reputations.
2. Assess existing secondary market and sales data.
  - Identify what product lines have the highest sales and margin potential
3. Identify target companies in the 10 to 15 million dollar sales range within a 250-mile radius of our corporate headquarters that have solid product and service reputations.



# DEVELOPING YOUR ACTION PLAN

## Action Plan

The following worksheets are designed to organize the development of your action plan. In the space below, write down each goal and the objectives that support them. For each objective, write down one or more action steps that will help achieve your objective and goal. Think of this as a to-do list with deadlines.

**Goal:**

**Objective:**

**Action(s) Steps:**

\* Additional pages for developing your goals, objectives and action plan are located in the back of this workbook.

# CONTINGENCY PLAN

A **Contingency Plan** is a plan that outlines alternative courses of action that may be taken if the company's other plans are disrupted or become ineffective.

## Example:

Air Canada was forced to enact its contingency plan for servicing aircraft after its normal supplier, Aveos Fleet Performance, suspended operations. Without warning, Aveos locked out 2,300 workers, filed for credit protection, and announced that it permanently closed its airframe maintenance operation. Luckily, Air Canada had a contingency plan in place to reroute aircraft to a supplier in Quebec for repairs.

In the space below, write a few alternative courses of actions your company might need to take if your plans are disrupted:



# WORKSHEETS

**Short Term Goals:**

**Long Term Goals:**

# WORKSHEETS

**Short Term Goals:**

**Long Term Goals:**

# WORKSHEETS

## Objectives Worksheet

**Goal:**

**Objective:**

**Goal:**

**Objective:**

**Goal:**

**Objective:**

# WORKSHEETS

## Objectives Worksheet

**Goal:**

**Objective:**

**Goal:**

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# WORKSHEETS

## Action Plan Worksheet

**Goal:**

**Objective:**

**Action(s) Steps:**

**Goal:**

**Objective:**

**Action(s) Steps:**

# WORKSHEETS

## Action Plan Worksheet

**Goal:**

**Objective:**

**Action(s) Steps:**

**Goal:**

**Objective:**

**Action(s) Steps:**

# WORKSHEETS



## CONTACT US:

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