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Focus

A Newsletter published for clients and friends of Wagner Consulting Group

JAN 2002

Dynamic Planning Process

The traditional "Strategic Planning" process is inadequate to meet the needs of organizations operating in today's rapidly changing environment. Companies in competitive markets cannot afford to spend many months developing a plan and then begin a sputtering implementation with uneven results. Besides the speed issue, old-fashioned planning usually suffers from limited involvement of employees, an inward focus with little consideration of what customers really want, and action plans that fail to specify measurements of success and who is responsible for achieving them.

Dynamic Planning addresses these shortcomings in 3 ways:

1. A focus on the future, not the past. Consider an automobile traveling at night. The headlights, pointing ahead, consume most of the power used for lights. Taillights (the past behind us) and interior lights get just a fraction of the energy. Planning should do likewise: focus most energy on the future and what is outside our company walls.
2. It is dynamic by nature, with an emphasis on action and flexibility to accommodate change.
3. It is inclusive, and considers individual business units/work groups/markets as well as the whole organization. Meaningful participation by all key players builds "buy-in" and accelerates implementation.

A summary of the dynamic planning process follows.

Dynamic Planning Process Summary

- I. Planning Process
 - A. Focus on change
 1. Changes forced on us
 2. Changes controlled by us
 - B. Dynamic process
 1. Speed of execution, assessment, and revision
 2. What can we do now, before the entire plan is finished?
 3. Ongoing evaluation (between "Annual Updates")
 - C. Inclusive
 1. Meaningful participation of key employees
 2. Top-Down
 3. Bottom-Up

- II. Focus Emphasis on External Marketplace

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- A. Dynamic and rapidly changing
 - 1. Technology changes
 - 2. New sales/delivery channels
 - 3. New competitors
 - 4. Consolidation and Convergence
 - 5. Commoditization
 - B. Customers
 - 1. Look to your best customers for direction
 - 2. What are customers passionate about buying/receiving?
 - 3. What are their wants?
 - 4. Measuring customer satisfaction
 - 5. Customers needs
 - C. Competitors
 - 1. Existing
 - 2. Potential
- III. Identify Barriers to Success
- A. Corporate culture
 - B. Financial resources or economic environment
 - C. Rigid divisions in customer service
 - D. Insufficient cross-selling or up-selling
 - E. Uneven or erratic marketing
 - F. Weak brand identity and differentiation from competitors
 - G. Poor internal communication
 - H. Inappropriate pricing
 - I. Accepting inadequate performance
 - J. Continuing to offer unprofitable or low margin products
- IV. Planning and Execution Continuum
- A. Planning
 - 1. **Values** define
 - 2. **Culture** that focuses
 - 3. **Mission** that guides
 - 4. **Strategy** that dictates
 - 5. **Tactics** which require
 - B. Execution
 - 1. **Action** with
 - 2. **Passion** and frequent
 - 3. **Measurements** guiding
 - 4. **Adjustments** which optimize the probability of
 - 5. Success

Tom Wagner

We help clarify options so our clients
identify the Right Questions
and solve the Right Problems.

Call us at 800 422-1374 to learn more.

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