

Strategic Plan Template: What to Include in Yours (Forbes)

Section 1: Executive Summary

The Executive Summary of your strategic plan should be completed last, and this section merely summarizes each of the other sections of your plan. The Executive Summary is important since it will help other key constituents, such as employees, advisors, and investors, quickly understand and support your plan.

Section 2: Elevator Pitch

An elevator pitch is a brief description of your business. Your elevator pitch is included in your strategic plan since it is key to your business' success, and often times should be updated annually. Here's why it's important: if your employees can't clearly and concisely articulate your business to others, you inevitably miss out on tons of sales and other opportunities.

Section 3: Company Mission Statement

Your company mission statement explains what your business is trying to achieve. While it may seem unimportant, it's not. You see, for internal decision-making, your mission statement guides employees to make the right decisions; decisions that are in line with helping the company achieve its mission. For external parties, such as investors, partners, and customers, your mission can inspire them to take the actions you want.

Section 4: SWOT

The reason to include a SWOT analysis (analysis of your Strengths, Weaknesses, Opportunities and Threats) in your Strategic Plan is to help you determine the best opportunities to pursue to achieve your growth goals. It also helps you identify which strengths you must develop in the near future to improve your company.

Section 5: Goals

Setting and achieving goals is the hallmark of successful companies and is a critical element of your strategic plan. The key is to first identify your 5 year or long-term goals. Next, identify your one-year goals; that is, what you must achieve in the next year for it to be successful and to put your company on the right trajectory to achieving your 5 year goals. Then work backwards two more times to determine your goals for the next quarter and the next month. Ideally you update your strategic plan monthly to modify this section.

Section 6: Key Performance Indicators (KPIs)

Great businesses understand their metrics and KPIs. By tracking your KPIs, you know exactly how your business is performing and can adjust as needed. For example, a basic KPI such as Total Sales is critical for understanding if the company is performing well. "Underlying" KPIs are equally as important. For example, if sales are affected by 1) number of visitors to your website, 2) number of visitors who complete a contact form, 3) number of proposals you issue to these leads, and 4) the proposal closing ratio, then each of these KPIs should be tracked. Then, if for instance, the number of visitors to your website decreased, you would know and fix this immediately, rather than waiting until sales plummet later.

So, it's critical to identify the KPIs you will track in your business and list them in this section of your strategic plan.

Section 7: Target Customers

In this section of your strategic plan, you will identify the wants and needs of each of your target customer groups. This is important in focusing your marketing efforts and getting a higher return on investment on your advertising expenditures. This is because the more you can “speak” directly to your target customer wants and needs in your marketing, the better you will attract them.

Section 8: Industry Analysis

Your industry analysis doesn't have to be a comprehensive report on what's going on in your market. However, you should conduct an analysis to ensure the market size is growing (if not, you might want to diversify), and to help identify new opportunities for growth.

Section 9: Competitive Analysis & Advantage

Similarly to your industry analysis, your competitive analysis doesn't have to be a thorough report listing every detail about every competitor. Rather, in addition to defining who your key competitors are, you should list their strengths & weaknesses. Most importantly, use this analysis to determine your current competitive advantages and ways to develop additional advantages.

Section 10: Marketing Plan

In addition to your strategic plan, I recommend you develop a comprehensive marketing plan describing how you will attract prospects, convert them to paying customers and maximize your lifetime customer value. Include a summary of your marketing plan in your strategic plan.

Section 11: Team

The team section of your strategic plan ensures you have the human resources to execute on the opportunities you've identified and to achieve the goals you established in section 5 of your plan. Here you should list your current team members and identify the types of people you need to hire in the next year to achieve your goals.

Section 12: Operations Plan

Your operations plan helps you transform your goals and opportunities into reality. In this section of your plan, you will identify each of the individual projects that comprise your larger goals and how these projects will be completed. Finally, you'll map out each of your initiatives, ideally in a Gantt chart, so you know when each project will start and who will lead them.

Section 13: Financial Projections

The final section of your strategic plan is your financial projections. Your financial projections help in multiple ways. First, you can use a financial model to assess the potential results for each opportunity you consider pursuing. Also, once you determine the opportunities you will pursue, your financial projections will map out the goals. For example, you'll know exactly how many new customers you must attract in the next month, and at what price point, to achieve next month's goal.

You should develop your complete strategic plan each year, and then update it monthly as actual results come in and you gain more clarity and intelligence. While you will rarely achieve the precise goals established in your strategic plan, scores of research show that you'll come much closer to them versus if you didn't plan at all.

NONPROFIT STRATEGIC PLAN

BACKGROUND			
LEGAL NAME AND ADDRESS		NEED SERVED STATUS	
TIME PERIOD IN EXISTENCE		GEOGRAPHIC REGION SERVED	
LEGAL STATUS OF ORGANIZATION		TARGET AUDIENCE	
STAFFING PROFILE AND STRUCTURE		SUCCESSES OF PAST YEAR	
NEEDS SERVED / IMPORTANCE		ANTICIPATED CHALLENGES	

VISION	MISSION
<i>Envision the ideal result of the work of the organization</i>	<i>A focused description of the organization's purpose</i>

VALUES
<i>Chose ten of the values listed or your own addition and write a sentence for each describing how this value guides your business and helps the organization achieve it's Vision and Mission.</i>
Integrity Teamwork Partnership Honesty Communication Respect Safety Attitude Customer Service Trustworthy Diversity Individuality Creativity Growth Achievement Competence Accountability Community Community Quality Commitment to Success Ethical Legal Professionalism Fairness Responsibility Consistency Empowerment Fun Risk-taking Efficiency Balance Loyalty Optimism Reliable Inspiring

WHO WE SERVE
<i>Membership / Audience Demographic</i>

MARKETING & COMMUNICATION PLAN
GROUPS MOST SERVED
WHAT THE AUDIENCE NEEDS TO HEAR
BEST WAY TO REACH & COMMUNICATE
COMMUNICATION SCHEDULE & FREQUENCY
HOW TO MEASURE MESSAGE REACH

SMART OBJECTIVES
<i>3-5 SMART Objectives: S-Specific, M-Measurable, A-Achievable, R-Realistic, T-Timebound</i>

PEOPLE DEVELOPMENT PLAN	
<i>Assess the needs and growth potential of the Staff, Volunteers, Board, and Managers</i>	
AREA OF NEEDED DEVELOPMENT	AREA OF NEEDED DEVELOPMENT

FINANCIAL PROJECTIONS		FINANCIAL PROJECTIONS	
DEADLINES		DEADLINES	
TIME AND FINANCIAL COST		TIME AND FINANCIAL COST	
DEVELOPMENT SUMMARY		DEVELOPMENT SUMMARY	

OPERATING BUDGET ESTIMATE

PROJECTED INCOME		ESTIMATED AMOUNT	ACTUAL AMOUNT
	Grants	10000.00	5000.00
	Donations	4000.00	1000.00
	Fundraising	10000.00	20000.00
	Interest	1000.00	2000.00
	Other Income	1000.00	0.00
	TOTAL	26000.00	28000.00

PROJECTED EXPENDITURE		ESTIMATED AMOUNT	ACTUAL AMOUNT
	Staffing Costs	1000.00	1000.00
	Office / Overhead	1000.00	1000.00
	Supplies / Equipment	1000.00	1000.00
	Marketing	1000.00	2000.00
	Staff Development	1000.00	2000.00
	Mileage	1000.00	2000.00
	Other Costs	1000.00	0.00
	TOTAL	7000.00	9000.00

OBJECTIVE 1 PROGRAMMING / PROJECT COSTS		ESTIMATED AMOUNT	ACTUAL AMOUNT
	Development Costs	1000.00	1000.00
	Marketing Costs	1000.00	1000.00
	Running Costs	1000.00	500.00
	Staffing Costs	1000.00	500.00
	TOTAL	4000.00	3000.00

OBJECTIVE 2 PROGRAMMING / PROJECT COSTS		ESTIMATED AMOUNT	ACTUAL AMOUNT
	Development Costs	1000.00	1000.00
	Marketing Costs	1000.00	1000.00
	Running Costs	1000.00	500.00
	Staffing Costs	1000.00	500.00
	TOTAL	4000.00	3000.00

TOTAL EXPENDITURE	15000.00	15000.00
<i>(Income - Total Expenditure) TOTAL PROFIT / LOSS</i>	11000.00	13000.00

SITUATIONAL ANALYSIS (SWOT)

INTERNAL FACTORS	
STRENGTHS (+)	WEAKNESSES (-)

EXTERNAL FACTORS	
OPPORTUNITIES (+)	THREATS (-)

RISK ANALYSIS

<i>Identify risks, detail the controls in place, list team members responsible</i>

MEASUREMENTS OF SUCCESS

Measurable Component Description	When to Measure	How to Measure

MANAGEMENT PLAN

How components will be assessed	How often to assess	Who will assess

ACTION PLAN

FIRST QUARTER: _____ - _____

BEGIN & END DATES	ACTION	RELATED OBJECTIVES	RESOURCES - COST, TIME, TEAM MEMBERS

SECOND QUARTER: _____ - _____

BEGIN & END DATES	ACTION	RELATED OBJECTIVES	RESOURCES - COST, TIME, TEAM MEMBERS

THIRD QUARTER: _____ - _____

BEGIN & END DATES	ACTION	RELATED OBJECTIVES	RESOURCES - COST, TIME, TEAM MEMBERS

FOURTH QUARTER: _____ - _____

BEGIN & END DATES	ACTION	RELATED OBJECTIVES	RESOURCES - COST, TIME, TEAM MEMBERS

STRATEGIC OBJECTIVES

Bond Street Theatre

Bond Street Theatre – What we do:

- We utilize the craft of theatre in the global community to directly address local and international humanitarian crises, and produce professional theatrical productions that illustrate these issues.
- We secure strong partnerships with national and international governments and funding agencies, as well as global arts and aid organizations.
- We advocate for arts-based humanitarian work and are a preeminent authority in the field.
- We train theatre artists, arts groups, trainers and educators to use theatre for social improvement and work with specific groups. We focus on community capacity-building to sustain successful entrepreneurship and cooperative domestic alliances.
- We use a methodology and style that transcends language by employing physical and visual methods. This allows us a broad global reach for collaboration and adaptation. Our local programs utilize the same principles as our international outreach.
- We dedicate a substantial period of time (multi-year commitments) to each program area, building lasting relationships and following up on community progress.
- Our strengths are our commitment to long-term impact, our flexibility in programming, our ability to articulate our mission and vision for a variety of publics, and our resources and network of artistic collaborators, supporters and staff.

Where we're headed:

- Bond Street Theatre is in a period of planned growth, aiming to scale up the company fourfold in the next two years, and expand our programmatic and institutional capacity.
- We will maximize our existing funding relationships and establishing new relationships to expand resources, programming, and organizational and programmatic staff.
- The company will train and support more artists and educators working on outreach projects targeting in-need communities in Central and South Asia, the Middle East, and Africa.
- The company will continue to improve the artistic levels of its staff through research, training, practice, experimentation, and exploration, and train new artists in the BST methodology. This includes publication of the *BST Theatre for Social Development Training Manual*, a text on our creative principles, techniques and physical vocabulary, written as a technique book.
- We will increase visibility, name and brand recognition in the USA and internationally. We will further our position as pioneers in arts-based humanitarian work with our peers in the artistic community, with local and international governments, and with NGOs and supporters. We will build our legacy to continue beyond current leadership and expand our methodology and impact.

How management and staff will get there:

- BST seeks operational / capacity building support from funders as well as programmatic grants to grow the operating budget to \$2 million in two years.
- BST maximizes existing funding relationships and establishes new ones to support staff expansion.
- Directors identify and study models of successful organizations in order to reach staffing goals and organizational scale up and continued growth.
- The staff upgrades operating systems to support the company growth and streamline business practices, including an intranet for staff, Board, artists, educators, and volunteers.
- BST expands its cloud-hosted system, allowing multiple teams to work at once, including remote operations, and updates marketing materials and website to support brand growth.
- Directors outline goals for each quarter, and delegate staff and volunteers to meet those goals.