

# LEARNING OBJECTIVES:

The information provided in this publication is intended to help you:

- + Complete a SWOT analysis.
- + Understand and differentiate between competitors.
- + Develop a mission and vision statement.
- + Develop corporate goals and objectives.
- + Work through the strategic planning process.
- + Develop and implement a strategic plan.
- + Develop a business plan model with all its components.
- + Determine your corporate structure with organizational charts.
- + Understand the need for succession planning and develop such a plan.
- + Understand the importance of technology and how it impacts your organization and the entire planning process.
- + Analyze your technology needs.

# TABLE OF CONTENTS

## Chapter 1: Strategic Planning.....1

Introduction.....	1
The Benefits of Strategic Planning.....	2
Things to Do or Think About.....	3

## Chapter 2: Present Situation Analysis .....5

SWOT Analysis.....	5
The Internal Environment.....	5
The External Environment.....	7
Porter’s Five Forces Model.....	7
Pestle Analysis.....	10
Things to Do or Think About.....	11

## Chapter 3: Strategic Planning Development .....13

Strategic Planning Process .....	14
Do You Need a Consultant to Assist In The Planning Process? .....	16
Review .....	17
Things to Do or Think About.....	17

## Chapter 4: Business Planning .....19

Overview of the Strategic Plan.....	19
Marketing and Promotion Plan.....	21
Components of an Industry Analysis .....	21
Components of Market Analysis .....	22
Sales Forecast.....	23
Components of The Market Mix .....	23
Human Resource Management Plan.....	25
Things to Do or Think About.....	27

## Chapter 5: Corporate Structure .....29

Impact of External Environment on Organizational Structure and Strategy.....	29
Specialization of Labor.....	30
Departmentalization .....	30
Span of Control .....	30
Principles Regarding Organizational Structure .....	32

Mintzberg’s Five Basic Structures .....	35
Other Organizational Models.....	39
Designing Corporate Structure .....	42
Design Principles.....	42
Application.....	43
Things to Do or Think About.....	44

## Chapter 6: Succession Planning .....47

Typical Stages in The Family Business Succession Process .....	49
Board of Directors/Board of Advisors .....	50
Things to Do or Think About.....	51

## Chapter 7: Impact Of Technology.....53

Information Flow .....	53
Distributing Information.....	54
Using Technology.....	55
Company Website.....	56
Things to Do or Think About.....	57

## Bibliography And Suggested Readings .....61

### Lists of Figures

Figure 1: Generic Route to Value Creation Advantage.....	2
Figure 2: Elements to Be Considered in Strategic Planning.....	6
Figure 3: Position of the Company Within Industry Structure.....	6
Figure 4: Porter’s Five Forces Model.....	8
Figure 5: Strategic Review Process .....	13
Figure 6: Summary of Strategic Planning Steps.....	15
Figure 7: The Business Planning Process Using SMART Goals.....	20
Figure 8: Simple Organizational Chart .....	26
Figure 9: Narrow Span of Control .....	31
Figure 10: Wide Span of Control.....	32
Figure 11: Factors Affecting Organizational Design and Effectiveness .....	33

Figure 12: The Five Basic Parts of the Organization.....34

Figure 13: Examples of the Basic Parts of a Landscape Organization .....35

Figure 14: Divisional Organization Chart .....39

Figure 15: Organizational Chart by Regions .....40

Figure 16: Organizational Chart by Customer Type.....40

Figure 17: Functional Structure Organizational Chart .....41

Figure 18: Functional Structure in a Large Landscape Company .....41

Table 19: Succession Planning Summary.....48

Table 20: Family Business Continuum .....49

Table 21: Differences in Family and Business Systems .....50

Table 22: Succession Planning Checklist.....51

**Lists of Tables**

Table 1: Examples of Strengths, Weaknesses, and Actions .....7

Table 2: Examples of Opportunities and Threats .....7

Table 3: Entry and Exit Barriers.....9

Table 4: Mission Statement Components.....14

Table 5: Detailed Strategic Planning Process Chart .....17

Table 6: Technology Plan Worksheet .....24

Table 7: Example of an Employee Plan .....25

Table 8: Compensation and Benefit Table.....26

Table 9: Training Goals .....27

Table 10: Retention and Replacement Chart .....27

Table 11: Structural Configurations.....36

Table 12: Summary of Simple Corporate Structure .....37

Table 13: Summary of Machine Bureaucracy.....37

Table 14: Summary of Professional Bureaucracy.....37

Table 15: Summary of Divisional Structure .....38

Table 16: Summary of Adhocracy Structure.....38

Table 17: Fit Driver and Fit Test.....42

Table 18: Fit Driver and Design Principles Applied to Organizational Design .....43