**[Company name]**

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# Strategic Plan

## [Company name]

This strategic plan sets the direction for **[Company name]** over the next **[Number]** years, from **[Start year]** to **[End year]**. It states where we want to be, what we will focus on, and how we will know we are getting there. Annual plans and budgets must follow this plan; if a proposal does not fit this plan, it needs a clear reason and approval from **[Approver name and role]**.

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| Document details | Entry |
|---|---|
| Company | **[Company name]** |
| Plan period | **[Start year]** to **[End year]** |
| Prepared by | **[Author name and role]** |
| Approved by | **[Approver name and role]** |
| Version | **[Version number]** |
| Date | **[Date]** |
| Next review | **[Review date]** |

# [Company name]

## 1. Vision and mission

Our vision is: **[Vision statement]**.

Our mission is: **[Mission statement]**.

In plain terms, this means we exist to **[Plain-language purpose]** for **[Main customers]**. Everything in this plan follows from that purpose.

## 2. Values

Our values guide decisions when no rule covers the situation. They apply to everyone at **[Company name]**, including **[Leader role]** and the board.

| Value | What it means in practice |
|---|---|
| **[Value 1]** | **[What it means in practice]** |
| **[Value 2]** | **[What it means in practice]** |
| **[Value 3]** | **[What it means in practice]** |
| **[Value 4]** | **[What it means in practice]** |

## 3. Where we are now

**[Company name]** currently employs **[Number of employees]** people and has annual revenue of about **[Annual revenue]**. Our main products and services are **[Main products or services]**, sold mainly to **[Main customers]** in **[Main markets]**.

Our strengths today are **[Strength 1]** and **[Strength 2]**. Our main weaknesses are **[Weakness 1]** and **[Weakness 2]**. The market around us is changing because **[Market change]**, which creates both opportunities and threats, set out in section 6.

## 4. Where we want to be

By **[End year]**, **[Company name]** will be **[Description of the future business]**. We will have **[Number]** customers, revenue of **[Revenue target]**, and a team of **[Number of employees]** people.

We will be known for **[Reputation we want]**. We will have stopped doing **[Activity to stop]** and started doing **[New activity]**. Success in this plan is judged by the measures in section 8, not by activity alone.

## 5. Strategic objectives

The objectives below are the whole strategy in five lines. Every initiative in section 7 must support at least one of them, and every objective has one named owner.

| Objective | Target by [End year] | Owner |
|---|---|---|
| **[Strategic objective 1]** | **[Target]** | **[Owner name and role]** |
| **[Strategic objective 2]** | **[Target]** | **[Owner name and role]** |
| **[Strategic objective 3]** | **[Target]** | **[Owner name and role]** |

| | | |
|---|---|---|
| [Strategic objective 4] | [Target] | [Owner name and role] |
| [Strategic objective 5] | [Target] | [Owner name and role] |

## 6. SWOT analysis

This analysis was prepared by [Author name and role] on [Date], with input from [Contributors]. It is reviewed at each annual review, and it is the basis for the initiatives in section 7.

| Strengths | Weaknesses |
|---|---|
| [Strength] | [Weakness] |
| [Strength] | [Weakness] |
| [Strength] | [Weakness] |
| [Strength] | [Weakness] |

| Opportunities | Threats |
|---|---|
| [Opportunity] | [Threat] |
| [Opportunity] | [Threat] |
| [Opportunity] | [Threat] |
| [Opportunity] | [Threat] |

## 7. Strategic initiatives

Each initiative below is a multi-year programme of work with its own owner and budget. Annual operating plans break each initiative into that year's actions.

| Initiative | Supports objective | Owner | Start | Finish | Budget |
|---|---|---|---|---|---|
| [Initiative 1] | [Objective number] | [Owner name and role] | [Date] | [Date] | [Amount] |
| [Initiative 2] | [Objective number] | [Owner name and role] | [Date] | [Date] | [Amount] |
| [Initiative 3] | [Objective number] | [Owner name and role] | [Date] | [Date] | [Amount] |
| [Initiative 4] | [Objective number] | [Owner name and role] | [Date] | [Date] | [Amount] |
| [Initiative 5] | [Objective number] | [Owner name and role] | [Date] | [Date] | [Amount] |

## 7.1 Initiative detail

### Initiative 1: [Initiative name]

Aim: **[Aim of this initiative]**. Main steps: **[Step 1]**; **[Step 2]**; **[Step 3]**. Expected result: **[Expected result]**. Main risks: **[Main risk]** and **[Main risk]**.

### Initiative 2: [Initiative name]

Aim: **[Aim of this initiative]**. Main steps: **[Step 1]**; **[Step 2]**; **[Step 3]**. Expected result: **[Expected result]**. Main risks: **[Main risk]** and **[Main risk]**.

### Initiative 3: [Initiative name]

Aim: **[Aim of this initiative]**. Main steps: **[Step 1]**; **[Step 2]**; **[Step 3]**. Expected result: **[Expected result]**. Main risks: **[Main risk]** and **[Main risk]**.

### Initiative 4: [Initiative name]

Aim: **[Aim of this initiative]**. Main steps: **[Step 1]**; **[Step 2]**; **[Step 3]**. Expected result: **[Expected result]**. Main risks: **[Main risk]** and **[Main risk]**.

### Initiative 5: [Initiative name]

Aim: **[Aim of this initiative]**. Main steps: **[Step 1]**; **[Step 2]**; **[Step 3]**. Expected result: **[Expected result]**. Main risks: **[Main risk]** and **[Main risk]**.

## 8. Measures of success

We will judge this plan by the measures below, reported to **[Approver name and role]** every quarter. A measure is only useful if it is measured the same way every time, so the definition and the source are written down here.

| Measure | Definition | Now | Target by [End year] | Reported by |
|---|---|---|---|---|
| Revenue | **[Definition]** | **[Current value]** | **[Target value]** | **[Role]** |
| Customers | **[Definition]** | **[Current value]** | **[Target value]** | **[Role]** |
| Customer satisfaction | **[Definition]** | **[Current value]** | **[Target value]** | **[Role]** |
| Employee satisfaction | **[Definition]** | **[Current value]** | **[Target value]** | **[Role]** |
| Profit margin | **[Definition]** | **[Current value]** | **[Target value]** | **[Role]** |

## 9. Resources and investment

Delivering this plan needs investment of about **[Total investment]** over **[Number]** years, funded by **[Funding source]**. The main spending is **[Main spending area]** at **[Amount]** and **[Main spending area]** at **[Amount]**.

We will need **[Number]** additional people, mainly in **[Roles]**. We will also need **[Other resources, for example: new premises, equipment, or systems]**. If funding changes, the initiatives in section 7 are re-prioritised in this order: **[Priority order]**.

## 10. Review cycle

This plan is reviewed every year in **[Review month]**, and in full every **[Number]** years. The review is led by **[Reviewer name and role]** and approved by **[Approver name and role]**.

- Quarterly: progress against the measures in section 8 is reported to **[Approver name and role]**.
- Annually: objectives, initiatives, and the SWOT analysis are refreshed, and the next annual operating plan is written to match this plan.
- On major change: if **[Trigger, for example: a large contract is lost, or a new market opens]**, **[Reviewer name and role]** calls an early review within **[Time period]**.

Changes to this plan are recorded below, so anyone reading it can see what changed and why.

| Version | Date | Change | Approved by |
|---|---|---|---|
| **[Version number]** | **[Date]** | **[Change]** | **[Approver name]** |
| **[Version number]** | **[Date]** | **[Change]** | **[Approver name]** |

### 10.1 Three-year roadmap

The roadmap below shows, year by year, what must be true by the end of each year for the plan to stay on course. If a year-end position is missed, the following year is re-planned rather than simply pushed back.

| Year | Revenue | Customers | Team | Main achievement |
|---|---|---|---|---|
| **[Year 1]** | **[Revenue]** | **[Number]** customers | **[Number]** people | **[Main achievement]** |
| **[Year 2]** | **[Revenue]** | **[Number]** customers | **[Number]** people | **[Main achievement]** |
| **[Year 3]** | **[Revenue]** | **[Number]** customers | **[Number]** people | **[Main achievement]** |

### 10.2 Annual targets on the way

Each strategic objective in section 5 is broken into annual targets below, so progress can be checked every year instead of only at the end of the plan period.

| Objective | Year 1 target | Year 2 target | Target by [End year] |
|---|---|---|---|
| **[Strategic objective 1]** | **[Target]** | **[Target]** | **[Target]** |

| | | | |
|---|---|---|---|
| [Strategic objective 2] | [Target] | [Target] | [Target] |
| [Strategic objective 3] | [Target] | [Target] | [Target] |
| [Strategic objective 4] | [Target] | [Target] | [Target] |
| [Strategic objective 5] | [Target] | [Target] | [Target] |

## 10.3 Investment by year

The investment needed for this plan is spread across the plan period. The table below shows how much is planned each year and what it is for. Annual budgets must stay within these figures unless **[Approver name and role]** approves a change.

| Year | Investment | Main spending | Funded by |
|---|---|---|---|
| [Year 1] | [Amount] | [Main spending] | [Funding source] |
| [Year 2] | [Amount] | [Main spending] | [Funding source] |
| [Year 3] | [Amount] | [Main spending] | [Funding source] |
| Total | [Amount] | | |

## 10.4 What we will not do

A strategy is also a choice about what not to do. During this plan period, **[Company name]** will not: **[Activity we will not do]**; **[Activity we will not do]**; or **[Activity we will not do]**. Any proposal to do one of these must go to **[Approver name and role]** with a written case explaining why the strategy should change.

We will also not chase growth that breaks our values in section 2, or growth that our team and cash position cannot support. A smaller plan delivered well is better than a larger plan that fails.

## 10.5 External trends

The trends below shape the world this plan operates in. Each one was discussed when this plan was written, and each is checked again at the annual review. A trend that changes faster than expected is a reason to call an early review under section 10.

| Trend | What is changing | Effect on [Company name] | Our response |
|---|---|---|---|
| [Trend] | [What is changing] | [Effect] | [Our response] |
| [Trend] | [What is changing] | [Effect] | [Our response] |
| [Trend] | [What is changing] | [Effect] | [Our response] |
| [Trend] | [What is changing] | [Effect] | [Our response] |

## 10.6 Initiative risks

Each strategic initiative in section 7 carries risks. The table below records the main risk for each initiative, so the board can see the whole risk picture in one place.

| Initiative | Main risk | Likelihood | Impact | Mitigation |
|---|---|---|---|---|
| [Initiative 1] | [Main risk] | [High, Medium, or Low] | [High, Medium, or Low] | [Mitigation] |
| [Initiative 2] | [Main risk] | [High, Medium, or Low] | [High, Medium, or Low] | [Mitigation] |
| [Initiative 3] | [Main risk] | [High, Medium, or Low] | [High, Medium, or Low] | [Mitigation] |
| [Initiative 4] | [Main risk] | [High, Medium, or Low] | [High, Medium, or Low] | [Mitigation] |
| [Initiative 5] | [Main risk] | [High, Medium, or Low] | [High, Medium, or Low] | [Mitigation] |

## 10.7 Stakeholder engagement

This plan affects people outside the company as well as inside it. The table below lists the main stakeholders, what they need to know, and how we keep them informed. The [Leader name and role] owns these relationships.

| Stakeholder | What they need to know | How we tell them | How often |
|---|---|---|---|
| [Stakeholder] | [What they need to know] | [Method] | [Frequency] |
| [Stakeholder] | [What they need to know] | [Method] | [Frequency] |
| [Stakeholder] | [What they need to know] | [Method] | [Frequency] |
| [Stakeholder] | [What they need to know] | [Method] | [Frequency] |

## 10.8 Review of the previous plan

This plan was written after reviewing the previous plan period. The table below records what worked, what did not, and what this plan does differently as a result. The review was led by [Reviewer name and role] on [Date].

| Item from the previous plan | What happened | Lesson learned | What this plan does differently |
|---|---|---|---|
| [Item] | [What happened] | [Lesson learned] | [Change in this plan] |
| [Item] | [What happened] | [Lesson learned] | [Change in this plan] |
| [Item] | [What happened] | [Lesson learned] | [Change in this plan] |

| | | | |
|---|---|---|---|
| [Item] | [What happened] | [Lesson learned] | [Change in this plan] |
| [Item] | [What happened] | [Lesson learned] | [Change in this plan] |
| [Item] | [What happened] | [Lesson learned] | [Change in this plan] |

## 10.9 Planning assumptions

This plan rests on the assumptions below. If an assumption turns out to be wrong, the affected objectives and initiatives are reviewed at the next quarterly review, and this plan is updated if needed.

| Assumption | Basis | If it is wrong |
|---|---|---|
| [Assumption] | [Basis] | [Consequence] |
| [Assumption] | [Basis] | [Consequence] |
| [Assumption] | [Basis] | [Consequence] |
| [Assumption] | [Basis] | [Consequence] |
| [Assumption] | [Basis] | [Consequence] |
| [Assumption] | [Basis] | [Consequence] |

## Approval and sign-off

This plan was reviewed and approved by the people named below. Each person signs to confirm they agree with the plan and accept the responsibilities it gives them.

| Role | Name | Signature | Date |
|---|---|---|---|
| [Approver role] | [Approver name] | | [Date] |
| [Approver role] | [Approver name] | | [Date] |
| [Approver role] | [Approver name] | | [Date] |