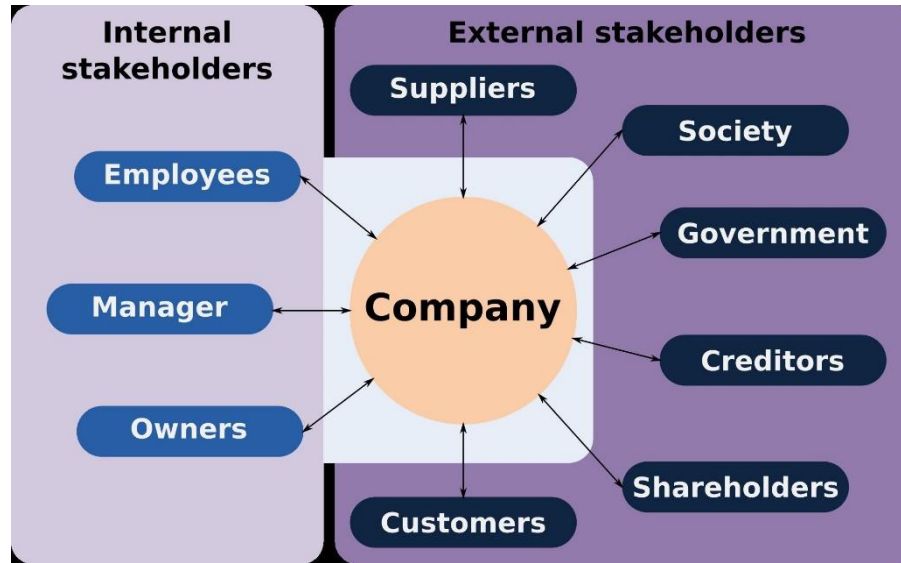




# Strategic Planning Tools

## Examples

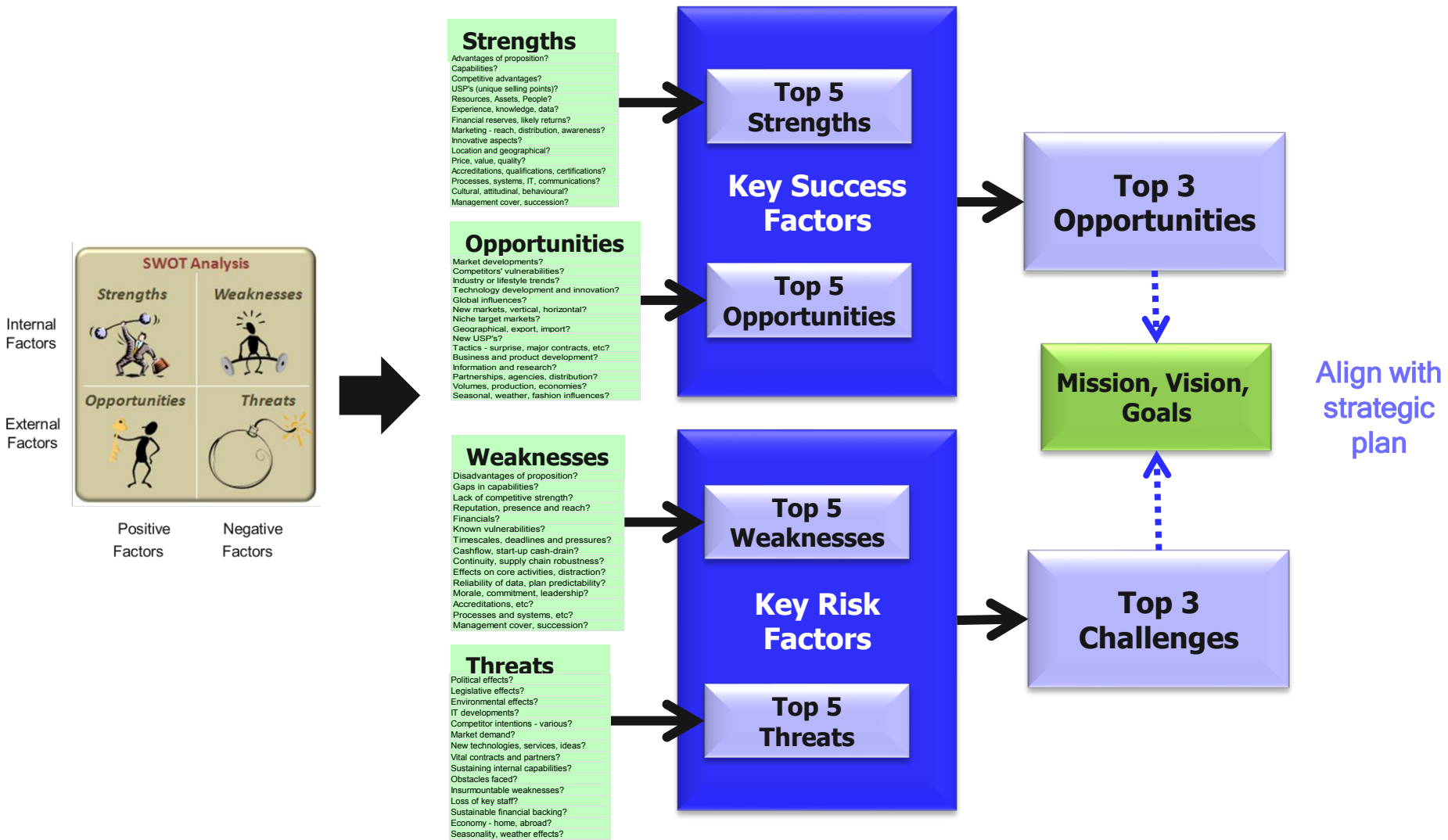
*A stakeholder map helps organizations identify, analyze, and prioritize their stakeholders.*



*A stakeholder map is a vital tool for managing relationships and ensuring the success of projects or initiatives by keeping stakeholders' needs and influence in focus.*

## BENEFITS OF A STAKEHOLDER MAP

- **Clear Understanding of Stakeholders:** It visually represents all the individuals, groups, or organizations that can impact or be impacted by a project, decision, or business activity. This clarity is essential for recognizing who holds influence and interest.
- **Prioritization:** Not all stakeholders have the same level of influence or interest. A stakeholder map helps prioritize those who require the most attention, ensuring efficient resource allocation and communication efforts.
- **Communication:** By identifying key stakeholders and their needs, a stakeholder map helps tailor communication strategies, ensuring that the right messages are delivered to the right people at the right time.
- **Risk Management:** Understanding stakeholders' positions and influence helps anticipate potential conflicts or resistance. A stakeholder map allows organizations to address concerns early, reducing the likelihood of problems later on.
- **Better Decision Making:** With a clear view of who is involved and how they may be affected, organizations can make more informed decisions that consider the interests of various parties, leading to more successful outcomes.
- **Alignment of Interests:** It helps ensure that projects align with the needs and expectations of key stakeholders, increasing the likelihood of buy-in and long-term support.














## The Business Model Canvas

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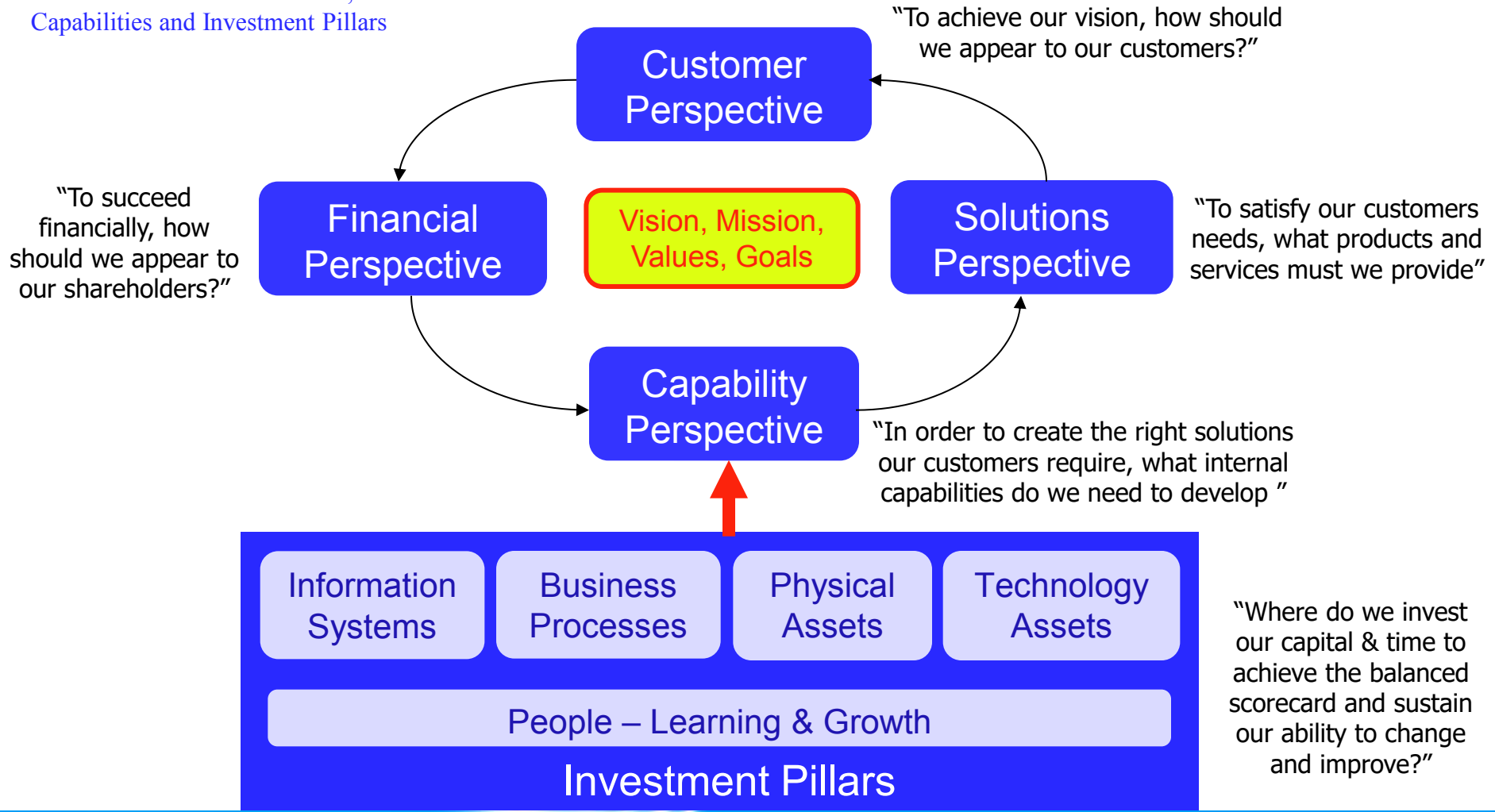
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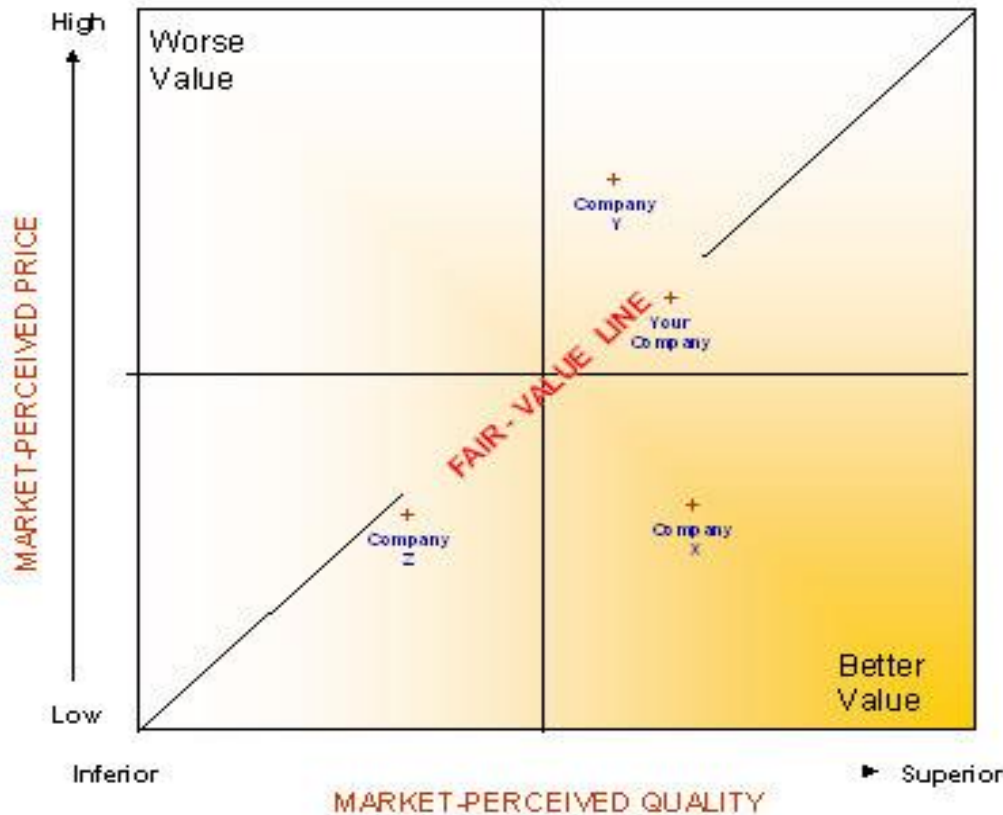
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<h3>Key Partners</h3>  <p>Who are our key partners? Which key resources are we acquiring from partners? Which key activities do partners perform?</p> <p>Supply chain Partnerships Strategic alliances Distribution channels Co-branding</p>		<h3>Key Activities</h3>  <p>What key activities do our Value Propositions require? Our Differentiators (Capabilities) Customer Relationships? Revenue Streams?</p> <p>Manufacturing Operations Problem Solving Administration</p>	<h3>Value Propositions</h3>  <p>What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</p> <p>Proprietary technology Cost efficiency Customization "Convenience, anywhere" Speed Risk reduction High performance Flexibility Interoperability</p>	<h3>Customer Relationships</h3>  <p>What types of relationships does each of our Customer Segments expect us to establish and maintain with them? Which one (or more) are we establishing? How are they integrated with the rest of our business model? How costly are they?</p> <p>Self-Service Personal Assistance Community-Based Assistance Co-Creation Automated and Personalized Concierge Expert Self-Service</p>	<h3>Customer Segments</h3>  <p>For whom are we creating value? Who are our most important customers?</p> <p>Mass Segment Niche Market Adaptation</p>
<h3>Key Resources</h3>  <p>What key resources do our Value Propositions require? Our Differentiators (Capabilities) Customer Relationships? Revenue Streams?</p> <p>Human Capital Financial Capital Manufacturing Infrastructure, Networks, and Channels Channels</p>	<h3>Channels</h3>  <p>Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How can our Channels integrate? Which one we need first? Which one are most cost-efficient? How are we integrating them with customer relationship?</p> <p>Company Website Direct Sales Retail Partners Partnerships Distributors Retailers Agents Online Resellers Company Store Email Marketing Social Media Mobile Apps</p>	<h3>Cost Structure</h3>  <p>What are the most important costs incurred in our business model? Which key resources are most expensive? Which key activities are most expensive?</p> <p>Fixed Costs Variable Costs Semi-Variable Costs Contractual Obligations Salaries and Wages Rent Utilities Manufacturing Costs Marketing Distribution Administration</p>		<h3>Revenue Streams</h3>  <p>For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?</p> <p>Price Premium Usage-Based Pricing Subscription Advertising Commodities Cost Reduction Performance-Based Freemium Pay-As-You-Go Usage-Based Licensing Asset Sales Retail Sales Direct Sales Partnerships Referrals Commissions Subscription Advertising Commodities</p>	

Source: Kaplan and Norton  
 • Modified to include “Solutions, Capabilities and Investment Pillars

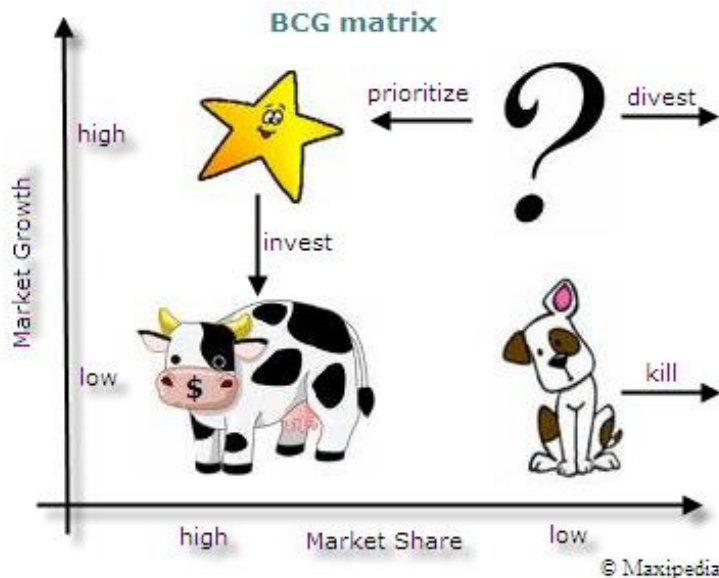




For a given set of known product offerings, at specific points in time, customers are likely to internalize, a perspective as what constitutes a fair value.

This relationship can be conceptualized as a fair value line with each point on the line representing a specific combination of benefits and price that is considered a fair value by the market.

The Growth / Share matrix (aka BCG-matrix) helps corporations analyze their business units or product lines and allocate resources. It has two controlling aspect namely relative market share (meaning relative to your competition) and market growth. You would look at each individual product in your range (or portfolio) and place it onto the matrix. You would do this for every product in the range. You can then plot the products of your rivals to give relative market share.



**Dogs.** Products with low share, low growth. They do not generate cash for the company, they tend to absorb it. Kill.

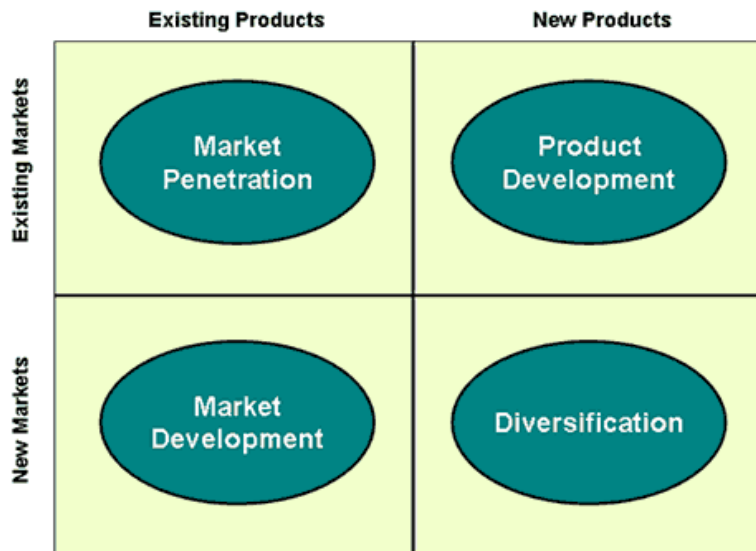
**Cash Cows.** Products with high share, low growth. Cash Cows generate more than is invested in them. Keep.

**? Problem Children.** Products with low share, high growth. They consume resources and generate little in return.

**Stars.** Products that are high growth markets with a relatively high share of that market. Stars tend to generate high amounts of income. Keep and build your stars.



The Ansoff Product-Market Growth Matrix is a marketing tool which helps businesses consider ways to grow via existing and/or new products, in existing and/or new markets – there are four possible product/market combinations.



**Market Penetration** – takes existing customers share (red bloody ocean, organic growth). Lowest risk, lowest reward.

**Product Development** – new products onto existing market. Example McDonalds “burger of the month”. Strategy – attract new customers and pull through.

**Market Development** – existing products into new markets. Example would be “go out of province” to acquire an insurance company.

**Diversification** – entering new markets with new products. Example - Virgin Group to leverage their brand. High risk / cost , potential high reward.