ONE PAGE STRATEGIC PLAN (OPSP) GUIDELINE

* This OPSP Guideline has been developed by All Good Ventures (AGV) and draws on key principles from best-selling book [Scaling Up, by Verne Harnish](https://scalingup.com/book/).
* Its main purpose is to help *start-up businesses*, just like yours, better understand the key components of a OPSP *before* you go on to develop your own.
* As you’ll soon see, we’ve summarised the key components of a OPSP as: *People; Processes; Strengths, Weaknesses and Trends; Core Values; Measurable Per X; and Actions*.
* As you work through this guideline, you’ll not only learn more about each component, you’ll also have the opportunity to brainstorm how each relates to your business.
* Once you’ve completed this guideline, you’ll be in a position to fill-in your own OPSP in a separate Excel document (*template provided by AGV*).
* If you have any questions as you go, please don’t hesitate to contact us for support: rod@allgood.ventures

PEOPLE

Even if it’s only one person for now, a successful enterprise needs to recognise all of the key roles that will enable it to be successful. This table lists the key roles that will be required over time. For now, it may just be you filling most of the roles. But, you may also have friends, family, mentors, etc. whom you will lean on to fulfil them. Regardless of who it is in each role, it is helpful to identify a KPI or two for each one. The best way to do that is to ask: *what would success look like over the next 12 months for this role?* Then, if those KPI’s were met for the role, what would the effect be on an item or two on either the enterprise’s Profit and Loss statement (e.g. a revenue line, a cost of goods line or an expenses line) or the Balance Sheet (e.g. an asset or a liability).

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| **Roles** | **Person** | **Key Performance Indicators** | **Results/Outcomes****(P&L or Balance Sheet Items)** |
| **Head of Company** |  |  |  |
| **Marketing** |  |  |  |
| **R&D/Innovation** |  |  |  |
| **Sales** |  |  |  |
| **Operations** |  |  |  |
| **Financial** |  |  |  |
| **Information Technology** |  |  |  |
| **Human Resources** |  |  |  |

PROCESSES

Once you’ve identified the key roles in the enterprise, you need to recognise that the roles need to work together for the enterprise to function well. These are the processes that help the enterprise function either better (higher quality), cheaper (making what you’re selling able to be priced more competitively or cost less to produce, either making you more money) or faster (being able to beat the competition with speed). Again, at this stage of the enterprise, it likely to be just you accountable for each process. But, ask yourself, “What are the top processes I need to focus on over the next 12 months in order to make this enterprise go?” It could be logistics, if your main issue is getting goods from ‘A’ to ‘B’. It could be government relationships, if you’re main thing is building health networks for underprivileged parts of the country. Whatever they are, think of one or two KPIs that you can measure over the next year that will show that you’ve been able to move those processes either better, cheaper or faster.

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| **Person Accountable** | **Name of Process** | **Key Performance Indicators (Better, Cheaper, Faster)** |
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STRENGTHS, WEAKNESSES AND TRENDS

To get started on your strategy, it’s helpful to think about how you’re going to compete in the marketplace. Even though your enterprise is a social enterprise, it can only succeed if you have a functional and competitive business idea that can be successful. Only then can you use it to be a truly sustainable social enterprise. Competition should be based on taking advantage of three things:

1. **Trends**: What significant changes in technology, distribution, product innovation, markets, consumer and social trends around the world might impact your enterprise and the business in which it trying to compete?
2. **Strengths**: What are your obvious strengths or core competencies that either have been or will be the source of your success? Passion or compassion for what you want to do will likely be at the top of the list. But what other roles, functions or processes are really good or really strong for you or key people you will enlist to help you?
3. **Weaknesses**: Honesty time now. In order to cut off failure early, an enterprise must recognise their inherent weaknesses. It’s helpful to use two categories here… ones that can be addressed over time and cease to become a weakness, and ones that aren’t likely to change, no matter what you do. You will need consideration for both.

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| **Trends** | **Strengths** | **Weaknesses** |
| **Trend**  | **How long will it last?** | **Strength** | **Strategy: How to make the most of the strength?** | **Weakness** | **Potential impact?** | **Strategy: How to mitigate the magnitude?** |
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CORE VALUES/BELIEFS

Core values are the **soul** of the enterprise. They are the rules and boundaries that define your enterprise’s culture and personality. These provide a ‘should/shouldn’t’ test for all the behaviours and decisions made in your enterprise, whether they are for yourself, those employed by the enterprise or those contracted or enlisted to help in the enterprise. For a mature enterprise, existing staff could usually come up with these at a joint session. For a start-up of one person and an idea, think of your personality or values. These should be phrases, not single words and could be defined by an example of how the value can be realised. Just one example of a key value for an enterprise that uses innovation to compete might be: *We value problem-solving on a daily basis. We love and embrace things that haven’t been solved… things that need innovation to resolve. We achieve this from developing new product solutions to incorporating group cryptic crossword solving at morning tea*.” Try to keep it to no more than five core values.

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| **Core Values** |
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STRATEGY

The core purpose of the enterprise is its **heart**. It is your ‘why’. Why the enterprise exists. Why does what we do matter, and what difference are we making in the world? Why would our customers or the world miss us if we weren’t around? A powerful purpose tends to revolve around a single word or idea. Ask yourself *What do we do?* Then, ask *Why?* several times to get to your version of “save the world”. Then, back up a step!

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| **Core Purpose** |
| **What do we do?** |
| **Why?** |
| **Why?** |
| **Why?** |

To develop a strategy from your purpose, there are a number of helpful things to think through. Firstly, think about the core product or service that your enterprise is going to sell.

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| **Core Product or Service** |
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Then, think about why your customers are going to pay money for that product or service. Try to determine a few words that your enterprise can own in the space it is going to compete. For some examples of what this means: Google owns the word ‘search’ and Nespresso owns the word ‘indulgence’. This is the most important area in which to focus to drive revenue. Picking a niche and owning it by owning the words in the minds of the people you want as core customers is key to a successful business.

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| **Words to Own** |
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Next, think about **four** key things about what you are selling.

1. **Who/What/Where are your core customers?** Think about the customers from whom you can obtain the most profit over time. Not necessarily the easiest to get.
2. **What are you actually selling these customers?** What products or services?
3. **What are your three Brand Promises, with one that kind of leads the list?** Try not to use the words quality, value or service or similar words… aim for things that will compete in your space. For example, McDonald’s has defined its three measurable brand promises as speed, consistency and fun for kids.
4. **What methods can you use to measure whether you are keeping these promises on a daily basis?**

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| **Main Customers** | **What are you selling them (Products and/or Services)?** | **Brand Promises** | **How to measure success?** |
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MEASURABLE PER X

Maybe one of the most important things you can do now is define the one thing that will help you to determine if you’re enterprise is succeeding. Drawing on what you’ve already been thinking through, you need to define your ‘X’. This is the one thing by which you will be able to measure financial success of your enterprise. Your ‘X’ might be the paintings you sell if your enterprise is selling works of art. It could be the number of hours you bill if your enterprise is in the service industry and offering people for hire to do specific jobs. It might be the events you hold if your enterprise is in the business of hiring out food trucks for events. Whatever it is, it should be directly tied to what your customers are paying you for.

Then, for whatever your ‘X’ is, you need to determine what you are going to consistently measure about your ‘X’ that will enable you to keep track of how your enterprise is performing. This could be ‘profit per X’, ‘revenue per X’, ‘gross margin per X’ or perhaps something else. You can think of more than one of these things for now, but you should settle on one ‘X’ before you actually start your enterprise.

Once you settle on what ‘measurable per X’ you are going to use, this then becomes the factor that you can maniacally track to monitor the progress of the enterprise. It will also form the basis of your Big Hairy Audacious Goal (BHAG coined by the great business strategy guru, Jim Collins). Your BHAG will be something so big that you probably aren’t going to realistically be able to get there, but, if you do, you’ll know it’s something you’ve really had to ‘stretch’ for! Think 10+ years into the future or even longer in terms of defining a BHAG.

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| **Options for ‘X’** | **Measurable ‘\_\_\_\_ per X’** |
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| **BHAG** |
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ACTIONS

Now that you’ve thought through the big picture strategy of the enterprise, it’s time to start thinking about how you are going to execute it. This process needs to start from ‘big picture’ and then get shorter-term. This can be very tough to do, since there’s a perpetual ‘wrestle’ between being consumed with the urgent things that desperately need done and being so fixated on why you’re doing what you’re doing that you get overwhelmed with the big picture. It’s helpful to divide this into four categories from top-down.

1. **Strategic Actions**: What five key actions does the enterprise require to help you live your values, achieve your purposes and ultimately have a chance at getting to your BHAG? These should not be specific. For example, if your enterprise is developing an app for mental wellbeing, one of your Broad Actions might be ‘Become an influential leader in <your country> in mental health solutions.’ Or a Broad Action could be ‘Build a network of health providers’ if your enterprise is setting up centres for providing health solutions to an underprivileged population.
2. **3 Year Priorities**: What key focuses or capabilities do you need to develop within your enterprise over the next three years. A good way to start here is to think about, “in three years, if we’re successful, what will our Core Strengths be?” What do we need to have accomplished in three years to be achieving everything we’ve had the vision to do?
3. **1 Year Actions**: To start working toward the 3 Year Priorities, what would be reasonable to do in the next year? Here’s where you start to get specific about actions. For example, hire a general manager for the enterprise or have three options for suppliers with supply agreements in place.
4. **Quarterly Actions**: Even more specific, what are we going to do over the next quarter. Sometimes, this is easier to think about in terms of twelve weeks, because it helps to be realistic. Also, now is the time to priorities what is most important to do in the next quarter and what can be reserved for the subsequent quarter. Remember, you have four quarters to use in order to get to your 1 Year Actions. Finally, with the Quarterly Actions, write down who is going to be responsible for doing the action, so you can have some accountability at this level.

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| **Strategic Actions** | **3 Year Priorities** | **1 Year Actions** | **Quarterly Actions (next 12 weeks!)** |
|  |  |  | **Action** | **Who?** |
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CONGRATULATIONS!

If you’ve gotten this far, you have done enough to fill in your first OPSP Excel document. We have an Excel template that you can use that goes even further, in that it can be used as a quarterly template for your enterprise. It will be a declaration for living your values, a reminder for keeping everyone on the same page with respect to your strategy and your goals and objectives and a consistent roadmap for where you are and where you are going.