

PLANNING & STRATEGIC MANAGEMENT

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Groupe n°8 - Background Reading

SUMMARY

WHAT IS STRATEGIC PLANNING AND WHAT ARE ITS PROS AND CONS?

> 3 slides

THE HIERARCHY OF DIFFERENT TYPES OF PLANS AND HOW THEY ARE INTERCONNECTED

> 2 slides

THE TERMS VISION AND MISSION

> 1 slide

THE VISION AND MISSION OF QWANT

> 1 slide

WHAT IS STRATEGIC PLANNING AND WHAT ARE ITS PROS AND CONS?

> Focus on **resources** and key **priorities**

DEFINITION

1. Defining **goals**

2. Establishing an **overall strategy** for **achieving those goals**

Developing a comprehensive set of plans to integrate and coordinate the work

INFORMAL

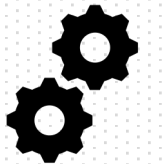
Nothing is written down // Little or no sharing of goals with others // Generals & lack continuity

FORMAL

Specific goals covering a period of years // Shared with organization members // Precise, clear & organized

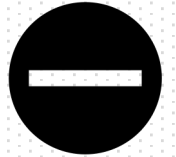
PROS

- Provides direction to managers and nonmanagers
- **Reduces uncertainty**
(by forcing managers to look ahead, anticipate change, consider the impact of change, and develop appropriate responses)
- **Reduces overlapping and wasteful activities**
- Establishes the goals or standards that are used in controlling



CONS

- May create rigidity
- Cannot be developed for a dynamic environment
- Cannot replace intuition and creativity
- Focuses managers' attention on today's competition, not on tomorrow's survival.
- Formal planning reinforces success, which may lead to failure



THE HIERARCHY OF DIFFERENT TYPES OF PLANS AND HOW THEY ARE INTERCONNECTED

STRATEGIC PLANS

Plans that apply to the entire organization, establish the organization's overall goals, and seek to position the organization in terms of its environment.

OPERATIONAL PLANS

Plans that specify the details of how the overall goals are to be achieved.

LONG-TERM PLANS

Plans with a time frame beyond three years.

SHORT-TERM PLANS

Plans with a time frame of one year or less.

SPECIFIC PLANS

Plans that are clearly defined and leave no room for interpretation.

DIRECTIONAL PLANS

Plans that are flexible and that set out general guidelines.

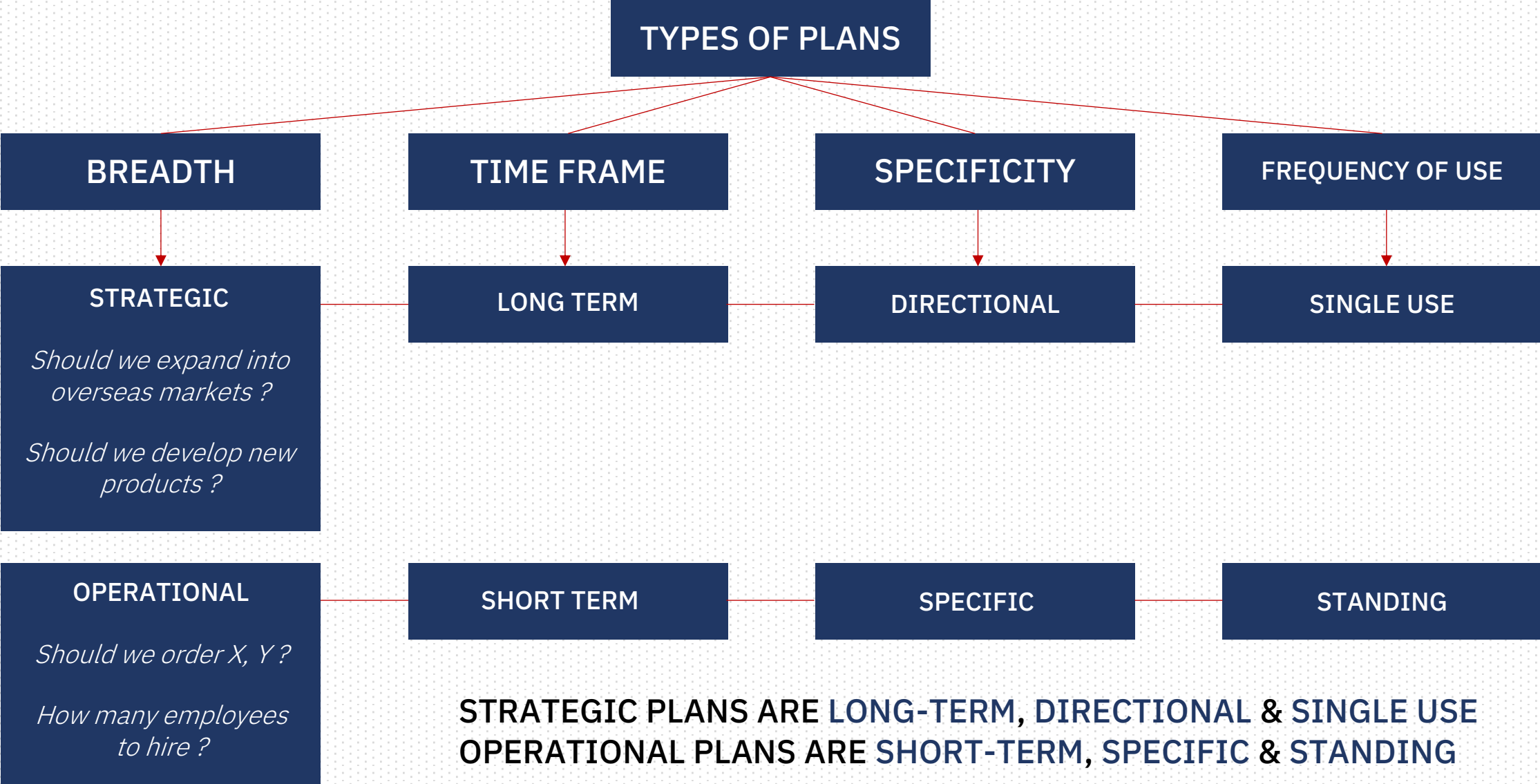
SINGLE USE PLAN

A one-time plan specifically designed to meet the needs of a unique situation.

STANDING PLANS

Ongoing plans that provide guidance for activities performed repeatedly.

THE HIERARCHY OF DIFFERENT TYPES OF PLANS AND HOW THEY ARE INTERCONNECTED



THE PURPOSE OF AN ORGANIZATION

VISION = WHAT WILL THIS BUSINESS BE IN THE FUTURE?

MISSION = WHAT IS OUR REASON FOR BEING IN BUSINESS?

VISION = QWANT AIM TO BE THE
WORLD'S LARGEST SEARCH ENGINE

MISSION = TO BRING BACK PRIVACY TO
THE WEB. END OF TRACKING, END OF
COOKIES, END OF DATA SELLING

