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7.5. Launching Strategic Planning and Deployment

7.5.1. The Strategic Deployment Process

The strategic deployment process requires that the organization incorporate customer focus into the organization's vision, mission, values, policies, strategies, and long- and short-term goals and projects. Projects are the day-to-day, month-to-month activities that link quality improvement activities, reengineering efforts, and quality planning teams to the organization's business objectives. Juran (1988) has stated, "You need participation by the people that are going to be impacted, not just in the execution of the plan but in the planning itself. You have to be able to go slow, no surprises, use test sites in order to get an understanding of what are some things that are damaging and correct them."

The elements needed to establish strategic deployment are generally alike for all organizations. However, each organization's uniqueness will determine the sequence and pace of application and the extent to which additional elements must be provided.

There exists an abundance of jargon used to communicate the strategic deployment process. Depending on the organization, one may use different terms to describe similar concepts. For example, what one organization calls a vision; another organization may call a mission ([Fig. 7.4](#)).

Figure 7.4 Organizational vision and mission. (Juran Institute, Inc.)

Selected definitions	
<i>Mission</i>	What business we are in
<i>Vision</i>	Desired future state of organization
<i>Values</i>	Principles to be observed to meet vision or principle to be served by meeting vision
<i>Policy</i>	How we will operate and our commitment to customers and society

The following definitions of elements of strategic planning are in widespread use and are used in this chapter:

Vision. A desired future state of the organization or enterprise. Imagination and inspiration are important components of a vision. Typically, a vision can be viewed as the ultimate goal of the organization, one that may take 5 or even 10 years to achieve.

Mission. The purpose of or the reason for the organization's existence and usually states, for example, what we do and whom we serve.

- The presence of JetBlue at JFK International is unmatched. Measured by number of passengers booked, JetBlue carries almost the equivalent of every other airline conducting business at JFK. With their entrenchment in the United States' largest travel market, JetBlue ensures itself profitability even in difficult markets. "Our mission is to bring humanity back to air travel."

Strategies. The means to achieve the vision. Strategies are few and define the key success factors, such as price, value, technology, market share, and culture that the organization must pursue. Strategies are sometimes referred to as "key objectives" or "long-term goals."

Annual goals. The aim or end to which work effort is directed. Goals are referred to as "long term" (2 to 3 years) and "short term" (1 to 2 years). Achievement of goals signals the successful execution of the strategy.

- JetBlue aims to preserve the core JetBlue experience of unique, low-cost, high-quality flights while adding optional product offerings for all customers.

Ethics and values. The beliefs of the organization.

- For the fourth year in a row, JetBlue was ranked number one in customer service for low-cost carriers by J.D. Power & Associates. It is this exceptional customer service that continues to drive JetBlue and set it apart. Partnerships with Sirius XM, and Direct TV, and improved legroom all make the flight experience for every customer a more enjoyable experience.

Policies. A guide to managerial action. An organization may have policies in a number of areas: quality, environment, safety, human resources, etc. These policies guide day-to-day decision making.

Initiatives and projects. An initiative or project implies assignment of selected individuals to a team, which is given the responsibility, tools, and authority to achieve the specific goal or goals. These should be multifunctional teams launched to address a deployed goal, and whose successful completion ensures that the strategic goals are achieved.

- After 6 years of planning and 3 years of construction, JetBlue's Terminal 5 opened at JFK. Terminal 5 offers JetBlue customers their own parking lot and road for improved access to the airliner. It comprises 26 gates, affords the highest in modern amenities and concession offerings, and due to its proximity to the runway allows JetBlue to be more efficient in their processes. Terminal 5 advances the company's stake in the New York travel market.

Deployment plan. The vision must be broken apart and translated into successively smaller and more specific parts—key strategies, strategic goals, etc.—to the level of projects and even departmental actions. The detailed plan for decomposition and distribution throughout the organization is called the *deployment plan*. It includes the assignment of roles and responsibilities, and the identification of resources needed to implement and achieve the project goals (**Fig. 7.5**).

Scorecards and key performance indicators. Measurements that are visible throughout the organization for evaluating the degree to which the strategic plan is being achieved.

- By the end of 2008, JetBlue was the seventh largest passenger carrier in the United States and conducted 600 flights daily.

Figure 7.5 *Deploying the vision. (Juran Institute, Inc.)*

