CITE MANAGED SERVICES Strategic Plan

Strategic Plan 2020 to 2022

# Company Overview

CITE Managed Services (CITEMS) is a managed service provider (MSP) that specialises in providing a wide range of support services to small and medium size businesses (SMBs). Established in 2012, CITEMS grew to 4 staff in 2015 to 16 at the end of 2019. Revenue has grown from $280,000 in 2012 to $1.2 million in 2019. This growth has been driven by managements commitment to provide excellent customer service. Staff members are empowered to make decisions that keep customers happy. This has led to over 400% growth in just a few years, admittedly from a small base.

Recognising that growth in the future is likely to continue, albeit at a slower pace, CITEMS will be opening 2 new offices in 2020/2021. The Murdoch office will continue operation, and a new office will be opened at Thornlie and Rockingham.

# Vision Statement

* To be known as the technology experts and resource centre for small to medium-sized organizations.

# CITEMS will be known as the leader in customer service in the IT support field

# To be carbon neutral by 2025

# Mission Statement

* The mission of CITE-MS is to create technology solutions for forward-thinking organizations

# Core Values

1. Clients: Our clients’ interests always come first. If we deliver exceptional product and service to our clients, our own success will follow.
2. Accountability: We are performance oriented and unafraid to make decisions and be held accountable for those decisions.
3. People and reputation: These are our greatest assets. Without compromise, we will operate in an ethical manner and in compliance with regulations, wherever we work, and whoever we work with.
4. Professionalism and quality: We take great pride in our work and are driven to achieve excellence in every project we undertake. We aim to deliver the best products and service in the market.
5. Innovation, creativity: We never discount the past, but we will constantly strive to find a better solution to a client’s problems. Our clients’ best interests are our best interests.
6. Teamwork: Individual creativity is always encouraged, but, more often than not, team effort produces the best results. There is no room for those who put their personal interests ahead of the interests of the firm and its clients.
7. Size: We are a small firm. We want to be big enough to undertake the largest project that any of our clients could conceive, yet small enough to maintain the loyalty and camaraderie that contributes to our success.
8. Anticipation: We constantly strive to anticipate changes in markets and technologies and we will deliver the latest services, tools and technology stacks to our clients.
9. Growth: We operate in a highly competitive environment and we will grow our business aggressively. However, we will always be fair competitors and will never denigrate other firms.
10. Integrity: We expect our people to maintain high ethical standards in everything they do.

# Competitive Advantages

* Specialist knowledge of the SMB market in Perth, Western Australia
* ITIL framework is being investigated for implementation
* Innovative in marrying business process with technology
* Vendor neutral technology implementation strategy

# Strategic Issues

* What is the best method to integrate new staff into the CITEMS culture with the growth from one site into three?
* How do we build and incorporate consistency in our service with the move to multiple sites?
* How do we best shield customers from technology issues that may occur in a multi-site company?

# Organisation-Wide Strategies

Organization-Wide Focus:

2020 Q1,2 - Lay the foundation for the organization. Planning phase. Decide on budget.

2020 Q3 - Standardization of all processes. Document all processes and prepare for multi-site.

2020 Q4 – Prototyping of new systems.

2021 Q1,2 - Implement the infrastructure to prepare for high growth.

# Customer Segments

## Current Customers

Has an existing system in place, either developed by CITEMS or inherited from another MSP.

May have a range of technology services in place not supported by CITEMS

Generally, do not have an IT support person on site, and so rely on CITEMS as a first point of call for any IT related issues.

## New Customers

May have an existing system in place or require CITEMS to implement a new one.

Looking to outsource the IT services and so better focus on the core business

# Strategic Plan 2020 – 2022 at a glance

**FINANCIAL STRATEGIC OBJECTIVES & ORGANIZATION GOALS**

1. ***Revenue Growth: Grow our revenue by 30% each year***
   1. KPI - Generate sales of $1.56 million by the end of the year.
2. ***Productivity Improvement: Maintain a 20% Net Profit Margin each year***
   1. Maintain profitability with a budget allocation of 50% for business re-investment for product development.
   2. Increase average billable hour factor. (Source: Time-tracking Program)

**CUSTOMER STRATEGIC OBJECTIVES & ORGANIZATION GOALS**

1. ***Professional Services: To be the MSP partner of choice.***
   1. Professional Service: Acquire 2 new SMB clients $10,000+ per month.
2. ***Maintenance Contracts: To be viewed as the top technology resource in the Perth region.***
   1. Managed Service Provider Contracts: Acquire an average of 2 new maintenance contracts per month
   2. Licensing: Acquire 1,500 total licenses by the end of the year.
   3. Maintain 85% of our current customers.

INTERNAL/OPERATIONAL STRATEGIC OBJECTIVES & ORGANIZATION GOALS

1. ***Innovation/Product Development: Continue to develop technology innovation.***
   1. Launch integration with 2 other applications.
2. ***Overall Operations: Develop and maintain an infrastructure that allows for a virtual office and efficient overhead.***
   1. Set up computers to be accessed from any destination.
   2. Define all procedures and process in writing in order to support projected growth.
   3. Blogs & Newsletters: Consistently timely relevant thought leadership that is developed, published and preserved.

PEOPLE AND LEARNING STRATEGIC OBJECTIVES & ORGANIZATION GOALS

1. ***Training: Actively help our team to develop and grow professional and personally by supporting a flexible work life, providing intellectually engaging work, and fair compensation.***
   1. Train staff in best practices
   2. Develop better communication and presentation skills to increase ability to work with and assist clients.
2. ***Community Involvement: Develop and implement a corporate giving strategy that is in line with our competitive advantages.***
   1. Manage the selection, contribution and customer communication of non-profit donations. Target is 15% of revenue.

# Plan Implementation

* Appoint a strategic plan manager
* Hold people accountable (now that they are able)
* Put in place an incentive compensation plan
* Coach for achievement
* Empower managers
* Hold effective strategy meetings - first Mondays of each month
* Hold annual retreat - second week in March