Planning & Analysis Techniques

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The base technique of mostly all our meetings

The Six Hats:

The White Hat: calls for information known or needed. "The facts, just the facts."

The Yellow Hat: symbolizes brightness and optimism. You can explore the positives and probe for value and benefit

The Black Hat: signifies caution and critical thinking - do not overuse! Why something may not work

The Green Hat: focuses on creativity, possibilities, alternatives and new ideas. It is an opportunity to express new concepts and new perceptions - lateral thinking could be used here

The Blue Hat: is used to manage the thinking process. It ensures that the 'Six Thinking Hats' guidelines are observed.
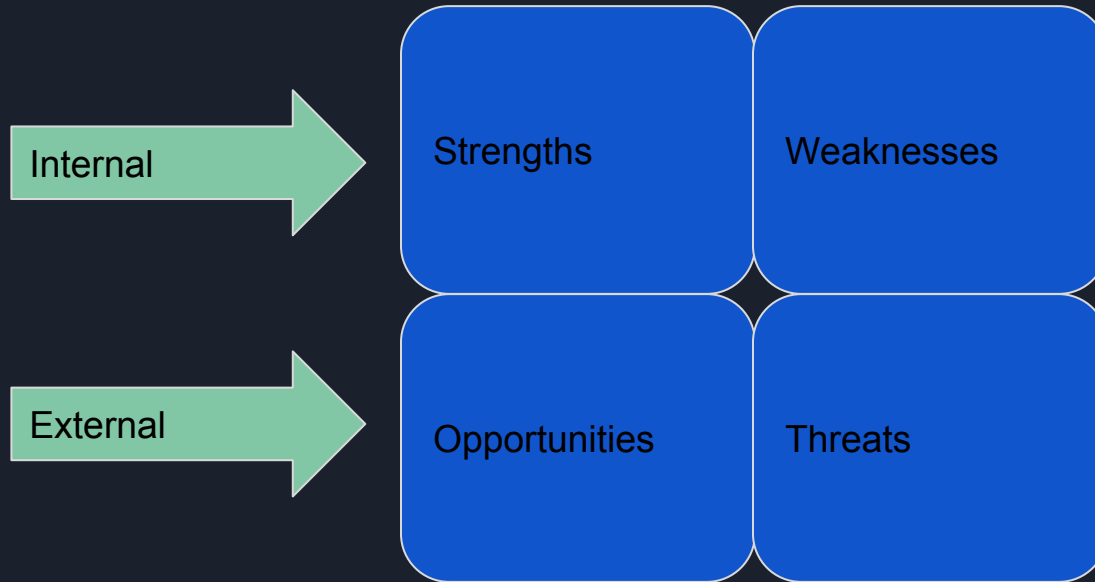
The Red Hat: signifies feelings, hunches and intuition - the place where emotions are placed without explanation

Before Event Analysis

SWOT Analysis:

Internal →

Strengths

Weaknesses

External →

Opportunities

Threats

Starbucks Strategic SWOT

Our objective is to look ahead to 2020 and look at our strategic position

Strengths

- High quality of products and service
- Internationally known, strong, valuable brands
- Store locations capable of drawing evening crowd
- Strong relationships with Suppliers, low risk of non-delievery
- Efficiency and effectiveness in supply chain

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Weaknesses

- Health effects of consuming Starbucks products
- Future growth is increasingly dependent on Int'l segment
- Dependent on US operating segment (75% of rev in 2010)
- Natural disasters largely affect supply
- Dependent on relationships with suppliers

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Opportunities

- Leverage Starbucks brand even more outside store base
- Global Consumers Product Group (VIA, Seattle's Best)
- Expand international operating segment
- Product innovation and new growth platforms
- Future growth is increasingly dependent on Int'l segment

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Threats

- New health studies on impact of sugar
- Large number of competitors in specialty coffee business
- Supply and price of coffee is subject to significant volatility
- Economic conditions in US might decrease customer spending
- Minimum wage hikes decrease profitability and lower supply

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What is an STP Analysis?

An STP analysis is an analysis which is used mainly by the marketing department in the companies. It is used to determine your target from the different kind of audience you have in the place you are working in. It is an abbreviation for three words:

- Segmentation
- Targeting
- Positioning

What is segmentation?

It is determining the different segments you have in the people you are selling your product to.

You can segment using different types of segmentation:

- Demographic (market segmentation according to age, race, religion, gender, family size, ethnicity, income, and education.)
- Behavioural (divides the market into groups of customers according to their knowledge of, attitude towards, use of or response to a product.)
- Psychological

Activity

Balanced Scorecard and KPIs
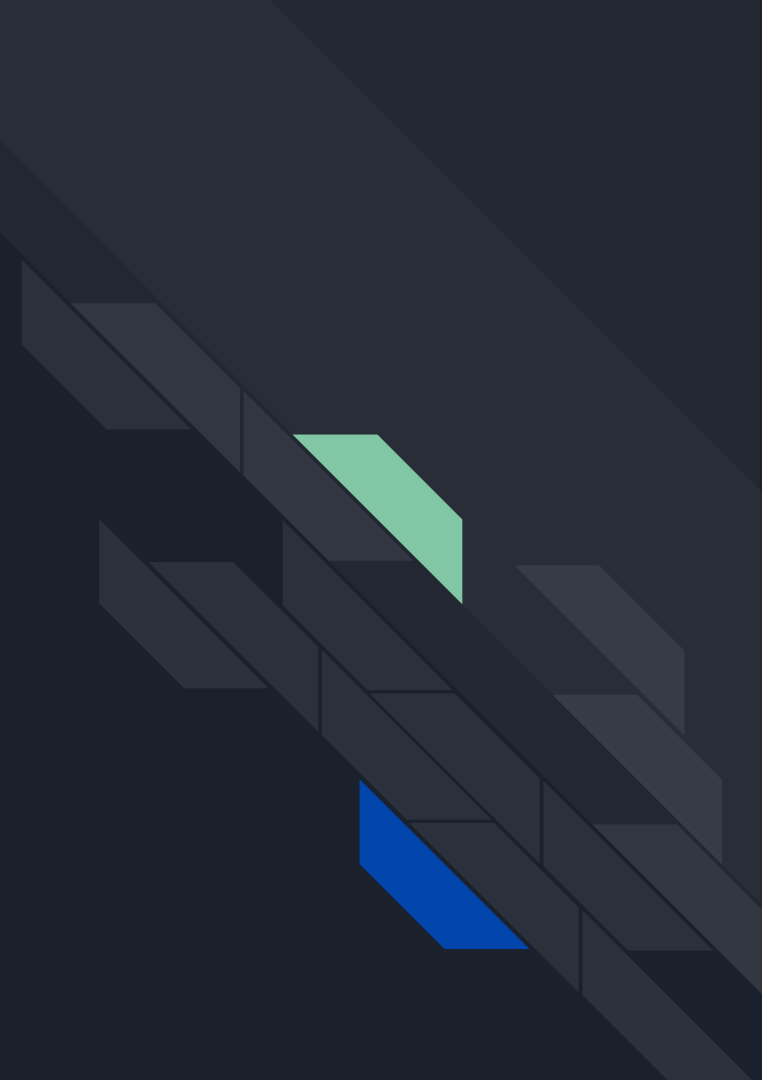
Scorecard:

- A scorecard is a way of introducing your objectives according to their type. It also shows you the map of these objectives and how each one relates to the other.
- There are 4 main parts in any strategic map which are:
1. Financial (Committee's aim)
2. Customer
3. Internal process
4. Learn and growth

Strategy map

Financial

Improve profitability

Lower training material cost | Lower trainers wagers | More trainee | More HR services

Customer

Lower training prices | Finishing training period quickly, on time and effectively | Solving HR system problems | Recruiting effective people and putting the right person to the right place

Internal processes

Using internet to send material and receive tasks | Finishing training period quickly, on time and effectively | Focus on smart techniques to solve HR system problems improve selection process

Learning & growth

Be committed | Focus on the internal processes

HR Consulting

Scorecard next step:

- After you have determined the objectives according to their types (Financial, Customer, Internal Process, Learn and growth). You start determining the importance of each objective at this time using percentages.
- The next step is to concentrate on each objective in the strategy map and determine the performance indicators that will affect each objective.

Note: we could say that these objectives are Key Result Areas (KRA) or it may be just a part of a more general KRA.

The last step:

The Last step after you have prepared the objectives and its key performance indicators is to prepare the Key performance indicator table which will be the greatest way to determine your success or failure in achieving these goals.

Template : KPI Table for HR Manager

No.	Key Result Areas	Key Performance Indicators	Weight of KPIs	Target	Actual	Score	Final Score
1	Recruitment	Average lead time to recruit employees	15	60 calender days	70 days	86	13
		Performance score of new employees within 6 months	15	80	82	103	15
2	Training and Development	Training Hours per Employee / Year	10	40 hours /year	37 hours	93	9
		% difference in the rate of productivity before and after training (for selected training programs)	10	50%	67%	134	13
3	Performance and Career Management	% of employees that fully execute their Individual Development Plan	10	90%	80%	89	9
		% of employees that participate in career coaching program	15	90%	74%	82	12
4	Employee Retention and Productivity	% of employees that leave the organization in a given time period	15	2%	2,30%	87	13
		Profit per employee	10	USD 2 Mio	USD 1,9 Mio	95	10
							95

RISK Management

Risk Management Steps:

- Step 1: Identify the Risk. ...
- Step 2: Analyze the risk. ...
- Step 3: Evaluate or Rank the Risk. ...
- Step 4: Treat the Risk. ...
- Step 5: Monitor and Review the risk.

Risk management plan:

Risk	Probability	Severity	Solution

Decision Matrix

What is a decision matrix?

It is a method used to choose the best decision or option based on the factors that affect your decision and the importance of each factor and shows the result in a percentage form.

Factors	Weight	Option 1	Option 2	Option 3
Factor 1				
Factor 2				
Factor 3				