This worksheet contains two sections. The first section contains a list of key question you can use to facilitate a discussion about strategic management. Most small businesses do not have formal strategic management processes, but every business has a strategy. The goal is to get inside the head of the entrepreneur so that you can also think of strategy in the same way. This opens up the opportunity to bring additional value to your role. The second section summarizes (on one page) the strategic management process of your organization. This should be updated annually.

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| 1. **Understanding the WHY/Thinking in the future State** | **RESPONSE** |
| What are your organization’s/entrepreneur’s objectives? (Personal, corporate, financial, life…) |  |
| Mission: Why do they (owner/organization) do what they do? |  |
| Vision: What do they (owner/organization) want to become/achieve? |  |
| Values: What behaviors/beliefs does your client strongly represent in running their business? |  |
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| 1. **Current Assessment/ Thinking in the current state** | **RESPONSE** |
| Why does the organization make money? What's special about this business? What's the business’ competitive advantage? (Strengths) |  |
| What are the key strategic risks that could jeopardize the viability of the business? (Threats) |  |
| What are the key strategic risks that could propel the business to a new level? (Opportunities) |  |
| How does the organization make money? What are we really good at and where are their areas of challenges? (Strengths and Weaknesses) |  |
| Read the financial statements of the company and document your assessment of profitability, financial strength, cash flow generation, availability/access to capital. (Strength/Weakness) |  |
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| 1. **Strategy development/ Thinking about transition from current to future** | **RESPONSE** |
| What type of corporate strategy is the business pursing and how are we approaching it? GROWTH (growing the business), STABILITY (Maintaining the current level of profitability), RETRENCHMENT (turnaround, divestiture) |  |
| How does you organization compete? (Lowest price, excellence in service, unique product/service, reputation…) |  |
| What goods/services does your organization supply to the market and what is the value proposition? Describe the product/services provided identifying the key distinguishing features that make them successful. |  |
| Define your target market (geographic, customer profile, product/service type)? |  |
| Who are your key competitors and on what basis does each compete against you? |  |
| What are your key strategic initiatives for the current year? (You can later identify and classify whether the objectives are corporate, business, or functional in nature) |  |
| How is strategy formulated for your organization (Insight (e.g. of the entrepreneur), Formal management planning processes (e.g. budgets, strategic planning), Response (ad hoc)) |  |
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| 1. **Performance Management** | **RESPONSE** |
| How does you organization measure success? (look for more indicators than just financial, limit to top three) |  |
| What key financial indicators (lagging) does the organization use as a benchmark of performance? |  |
| What key non-financial Indicators (leading/lagging - customer, process, people) does the organization use as a benchmark of performance? |  |
| How is performance management achieved? (consider frequency of measurement, reporting tools used, management response to changing assumptions) |  |

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| **Company Name:** |  | **Completed by:** |  | | | This strategic assessment was last updated: | | | *date* | |  | | | |
| **1. Understanding the WHY/Thinking in the future state** | | **2. Current assessment/ Thinking in the present state** | | | | | | **3. Strategy development/ Thinking about transition from current to future** | | | **4. Performance Management** | **Measure** | **Measure** | **Measure** |
| *Maintain a current view of the strategic drivers for the business by tracking and keeping an updated SWOT Analysis.* | | | | | | **Corporate strategy statement (growth, stability, retrenchment)**: *(documented in your own words after discussing with other executives)* | | | **Key financial measures** | **Prior Year** | **Current** | **Target** |
| **Mission/purpose**: *(documented in your own words after discussing with other executives)* | | *HINT: You may use analytical tools such as PEST, Porters 5 Forces, VRIO Analysis, Value Chain Analysis to help with your SWOT.* | | | | | |  |  |  |  |
| **Reasons for pursing current strategy** | | **Concerns with doing it** | | |  |  |  |  |  |
| **Strengths** | | **Weaknesses** | | |  |  |  |  |
| **Vision/future state**: *(documented in your own words after discussing with other executives)* | |  | |  | | |  |  |  |  |
|  | |  | | | **Business strategy (competitive positioning/value proposition)**: *(documented in your own words after discussing with other executives)* | | | **Key non-financial measures** | **Prior Year** | **Current** | **Target** |
| **Values/key beliefs (list)** | |  | |  | | |  |  |  |  |
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|  | | **Opportunities** | | **Threats** | | |  |  |  |  |
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|  | |  | |  | | | **Ongoing strategic initiatives** | | **Corporate/ Business/**  **Functional** | **Mechanisms for management response:** | | | |
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| **Key objectives of the organization/owner (list)** | |  | |  | | |  | |  |  | | | |
|  | | **Financial Position Assessment:** | **Your opinion (strong, weak, growing…)** | | **Amount (optional)** | | |  | |  |  | | | |
|  | | Sales |  | |  | | |  | |  |  | | | |
|  | | Profitability |  | |  | | |  | |  |  | | | |
|  | | Financial strength |  | |  | | |  | |  |  | | | |
|  | | Access/availability of capital |  | |  | | |  | |  |  | | | |
|  | | Cash flow generation/needs |  | |  | | |  | |  |  | | | |