

# The Spanish Planning Association Informs

The Spanish Planning Association (AESPLAN) was founded on 11 April 1984. Its main aims are to spread the principles of planning, the development of a strategic mentality, the introduction of planning systems and the use of their techniques throughout the greatest possible number of businesses and organizations in our country.

Seven years after its foundation the number of our members stands at 250, and our Board of Management is made up of the following persons:

Chairman:	D. Andrés Fernández Romero	
Vicechairmen:	D. Pedro Castañeda Ordóñez	D. Angel Montero Pérez
Board Members:	D. Emilio Fontela Montes	D. José Ignacio de Orbegozo
	D. Manuel Galea García	D. Pedro Párbole Jabardo
	D. Victoriano López-Pinto Ruíz	D. Luis Recio Rodríguez
Secretary:	D. Edmundo Rodríguez Sobrino	
General Secretary:	Dña. Pilar Marquina Sacristán	
Manager:	D. Luis Riesgo Ménguez	

The Association is a full member of the European Planning Association (ESPLAF).

## I. Achievements up to the Present Time

- ☆ Informative meetings held every 2 or 3 months to spread awareness of the studies and activities carried out in the planning field or related areas.
- ☆ The First Spanish Congress of Planning was held on 18–19 February 1988 with speakers from France, England, Germany, Belgium and Holland, as well as experts from Spain.
- ☆ The publication of two volumes on *Spanish Planning Experiences* which included cases from The National Institute of Industry, Explosivos Riotinto, The Bank of Bilbao, The Madrid Savings Bank, The Spanish Radio and Television, Jumbo, Iberia, Tabacalera, CEPESA, Barcelona Municipal Transport, and the Saragossa, Aragón and Rioja Savings Bank.
- ☆ The publication of *European Planning Experiences*, which is a collection of the presentations made in the First Spanish Congress of Planning.
- ☆ The publication in 1990 of the first two numbers of the *Spanish Planning Review*, with original articles by well-known authors and planning experts.
- ☆ The establishment of training courses on Strategic Planning at the suggestion of the Management Organization and Policies Division of the National Institute of Industry. These courses were co-ordinated by our Association's Chairman in collaboration with Andersen Consulting and Price Waterhouse.
- ☆ Work, which is still going on, on the compiling of the *Encyclopedia of the Planning Expert*.
- ☆ Working Groups and Workshops of which the following are noteworthy examples taken from the 1989/90 period:
  - (a) Creative techniques for planning, led by Andrés Fernández Romero.
  - (b) Strategies and styles of management, led by Kimio Kase of Price Waterhouse.
  - (c) The PIMS project, led by Gerardo Abisturi of CSD.
  - (d) The competitive spectrum model, led by Gezinus Hidding of Andersen Consulting.
  - (e) A model of organizational transformation led by Preciada and Leopoldo Azancot.
- ☆ The organization of four courses on Planning, in collaboration with the Association for Progress in Management (APD) in Bilbao.
- ☆ Participation in the meetings of the European Planning Association.

## II. Projects for the Immediate Future

The Spanish Planning Association set itself the following objectives for 1991:

- (1) Strengthening the financial position of the Association by attracting new members—at least 25—and also by finding 'Protector Members', which is a way of mobilizing extra resources so as to be able to enlist high quality people for the Association's work, and so ensure that future projects are carried out to the highest standards.
- (2) The celebration of the Second Spanish Congress of Planning (CESPLAN II) which took place in October.
- (3) The publication of the second volume of *European Planning Experiences*, incorporating the presentations given in CESPLAN II.
- (4) The publication of three new numbers of the *Spanish Planning Review* (the third to be devoted to CESPLAN II) and regular contributions to a business and management magazine.
- (5) The publication of *200 Expressions Concerning Strategic Planning*.
- (6) A new edition of the first volume of *Spanish Planning Experiences* (now out of print).
- (7) Further work on:
  - ☆ The *Encyclopedia of the Planning Expert*.
  - ☆ The *Planners Inventory*.
- (8) Organization of the 5th Course in Strategic Planning in collaboration with the APD of Bilbao, and the starting-up of this type of course in other autonomous regional communities.
- (9) The holding of four new Technical Working Sessions or Workshops on the most up-to-date and current ideas in the world of planning.
- (10) Participation in the Brussels Meetings of the European Planning Associations Chairmen (13–14 April).

## III. More Long-term Projects

These are described in our strategic mini-plan for 1991–1995 which contains the blueprint for action over the next 5 years.

The following is a summary of its main points as regards policies, strategies and targets:

### (a) Policies

- ☆ We must offer the highest technical quality and the highest standard of speakers possible in all our activities.
- ☆ We must cut costs to the maximum and avoid running into debt, especially the incurring of long-term debts.
- ☆ We must join forces with transnational associations, providing they have prestige and the costs are bearable.
- ☆ We must collaborate with other Spanish associations active in the field of management and planning.
- ☆ We must keep a balanced budget and refrain from embarking on activities that do not have sufficient financial backing. Meanwhile we must build a sound foundation for our Association through Protector Members, new members and income from publications.

### (b) Strategies

- ☆ A publicity campaign in the business press to attract new members.
- ☆ Contracts with bookshops to get an outlet for our publications and sales of our magazine.
- ☆ Achieve a higher participation of our members in the Association's activities.
- ☆ Make the Association better known in academic circles, which are at present under-represented in AESPLAN.
- ☆ Relive the example and challenge of our founding members, and rejuvenate our Board of Management by including on it the maximum number of members permitted by the statutes.

### (c) Targets

- (1) A minimum annual increase of 25 members from 1991 to 1995, not counting the replacing of lost members, so as to attain a total membership of 400 in 1995.
- (2) Hold four working meetings per year.
- (3) Publish three numbers a year of the *Spanish Planning Review*.
- (4) Sponsor at least once a year a seminar on strategic planning in collaboration with a prestigious organization.
- (5) Organize Congress II (1991), III (1993) and IV (1995).
- (6) Publish three new volumes on *Planning Experiences*, and bring out the ones that have already been edited.
- (7) Complete the editing of the *Encyclopedia of the Planning Expert*.
- (8) Complete the editing of the *Planners Inventory*.
- (9) Organize a biannual competition with a prize to be awarded to the business, organization or individual who has demonstrated outstanding activity in favour of planning.
- (10) Recruit and keep a minimum of 15 Protector Members, with an annual contribution of 500,000 pts, this amount to be updated every 3 years.

With these policies, strategies and targets AESPLAN aims to make an effective contribution to the improvement of management and strategic planning in the businesses and organizations of our country; and, secondly to do the same at European level through our collaboration with the European Association (ESPLAF); and so, in short, to render a good service to society.

Andrés Fernández Romero  
AESPLAN Chairman