



Embracing The Essence Of Strategic Planning and Management

Universiti Teknikal Malaysia Melaka

10 April 2019

8.30 – 5.00 pm

Galaksi 1 & 2 Samsung IoT, UTeM Kampus Teknologi



OBJECTIVES

1

- To describe the strategic planning and management process

2

- To explain how organizational resources and opportunities affect the strategic planning process

3

- To understand the role of the vision, mission and objective statements in strategic planning



Session 0: INTRODUCTION

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Sun Tzu Strategy Lesson One:

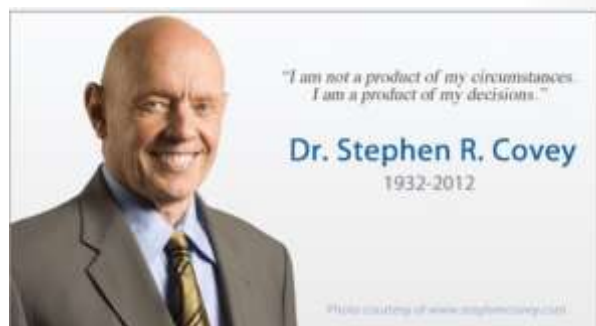
"Strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before defeat."



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People and their managers are so busy trying to do things right that they hardly have time to decide if they're doing the right things.

- Stephen R. Covey -



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10 Areas Where Strategic Planning Fails

- 1 • The RIGHT PARTICIPANTS were not included in the planning process.
- 2 • No PRE-WORK was completed prior to the planning meeting.
- 3 • The planning process occurred without a crisp MEETING AGENDA.
- 4 • Participants were not ALIGNED for the planning process.
- 5 • There was no ACTIONABLE PLAN created.
- 6 • If plans were produced, they were not SPECIFIC enough.
- 7 • There was a LACK OF BUY-IN by those tasked with plan execution.
- 8 • Senior leaders were not REGULAR PARTICIPANTS in the planning retreat.
- 9 • No OUTSIDE FACILITATOR was used to keep the planning process on track.
- 10 • Senior leadership did not have effective meeting FOLLOW UP.

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Strategic Planning...Why?



- Management tool.
- Provides direction for organization staff / personnel.
- Guides resource decisions.
- Provides justification for budget requests.

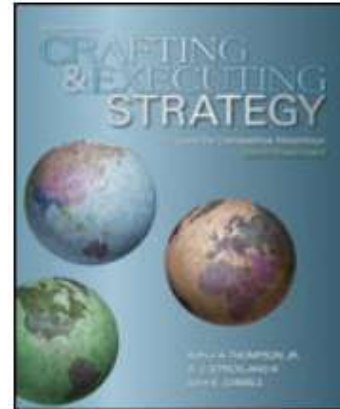
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What is Strategic Planning??

“The crafting of a strategy represents a... commitment to pursue a particular set of actions in... competing successfully, conducting operations, and improving... performance...”

- - Thompson and Strickland



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What is Strategic Planning??

- An organized, documented method of determining **what** an organization hopes to accomplish and **how** it will accomplish it.
- As is - To be scenarios (Future-oriented).
- Value from the process.

“ It is crucial to exercise the principles of strategic-focused organization”



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Five Principles of Strategy-Focused Organizations

Principle 1: Translate the strategy to operational terms

Principle 2: Align the organization to the strategy

Principle 3: Make strategy everyone's job

Principle 4: Make strategy a continual process

Principle 5: Mobilize leadership for change

Anthony Atkinson, Robert Kaplan, S. Mark Yong

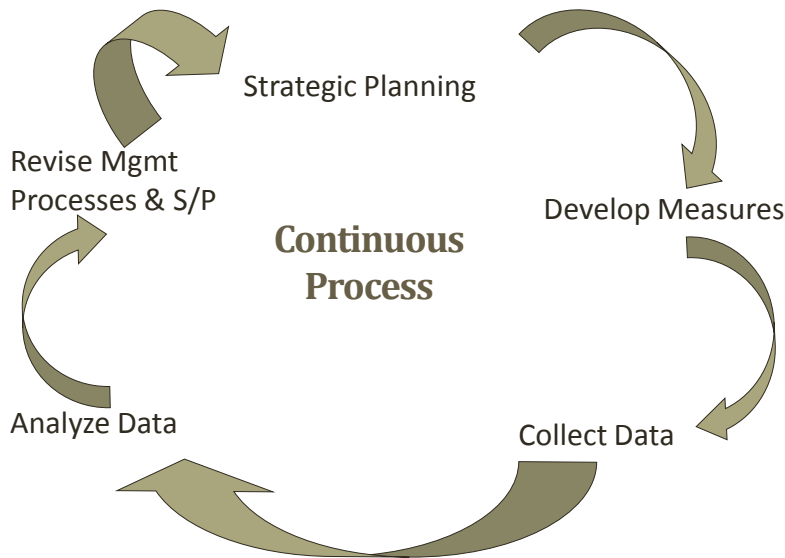
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Strategic Planning - First things first...

- ✓ Support from the top.
- ✓ Team-approach.
 - Management & staff.
 - Program & financial / fiscal.
 - Data administrator / analytics
- ✓ Define the scope.
 - Division, Department, , Unit, Section.
- ✓ Time commitment - long term



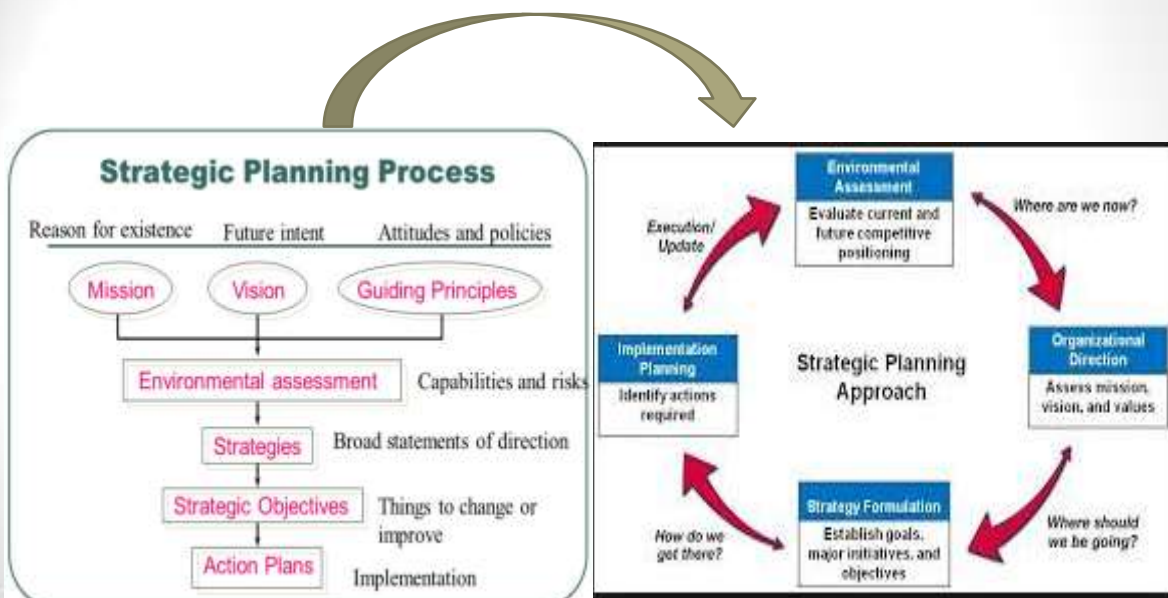
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US Dept. of the Treasury, Management Service

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Strategic Planning.....



Answers 5 basic questions:

- | | |
|---|--------------|
| <i>Where we have come from?</i> | - Assessment |
| <i>Where are we today / now?</i> | - Baseline |
| <i>Where do we want to go / to be?</i> | - Components |
| <i>How do we get there?</i> | - Processes |
| <i>How are we doing?</i> | - Monitoring |

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The Strategic Planning Process

Assessment	Baseline	Components	Processes	Monitoring
Where have we come from?	Where are we today?	Where do we want to go?	How will we get there?	How are we doing?
Environmental scanning	Situation, the past ,present, future	Mission, Vision and Values	Performance Measurement	Performance monitoring
Background data	Significant issues	Opportunities for change	Targets and standards	Progress reviews
Situational analysis	Capabilities and alignment	Goals and Objectives	Initiatives and projects	Corrective action
<u>PESTLE, 5 FORCES</u>	<u>GAP analysis</u> <u>SWOT</u>	<u>TOWS, STRATEGY</u>	<u>ACTION PLANNING</u>	<u>BALANCED SCORECARD</u>

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Components of a Strategic Plan -- Overview

1. Vision
2. Mission
3. Philosophy / Values
4. (External/Internal Assessment:
Customers, Stakeholders and
SWOT)
5. Goal(s)
6. Strategies
7. Objectives
8. Performance Measures

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Session 1:

Scenario / Environmental Analysis

SCENARIO
PLANNING



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External and Internal Factors

- ❖ Markets & Customers
- ❖ Competitors
- ❖ Suppliers & Partners
- ❖ Resources
- ❖ Competency
- ❖ Financial



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Market segmentation

- **Knowing your target market**
- Customized customer experiences lead to higher customer loyalty and better-focused marketing campaigns.
- A market segmentation strategy organizes your customer or business base along demographic, geographic, behavioral, or psychographic lines—or a combination of them.
- Market segmentation is an organizational strategy used to:
 - i. **break down** a target market audience into smaller,
 - ii. more manageable groups and help your organization **predict where your products and services** are most wanted,
 - iii. allowing for **better customer experiences and loyalty**

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Defining the Customers

1. Internal
2. External
3. Stakeholders

- ❖ Who are they?
- ❖ What do they need?
- ❖ Are we meeting their expectations?
- ❖ How will we know?



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Competition

Understanding your competitors — both direct and indirect — gives you insights necessary to gain market share and improve visibility into likely future market shifts.

In business, competition is **never** as healthy as total domination. ~Peter Lynch

An industry and competition perspective. For each competitor, gather data focused on:

- marketing channels, messages and tactics
- products and services offered
- pricing
- strengths and weaknesses
- key brand differentiators

Competitive Strategies



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Financials

- Ideally, strategic and financial planning always are intertwined in a business, **working together** in a cyclic way.
- Any **change** to your budget necessitates a reevaluation of the current strategy in place.
- Sometimes budget changes are significant enough that you have to change what you are doing managerially.

Some of the financial metrics which can significantly help in strategic planning process:

Cash Flow

- helps to measure of the firm's financial position and shows how efficiently its financial resources are being utilized

Economic Value

- Management has the responsibility to make efficient and timely decisions to expand businesses that increase the organization's economic value

Asset Management

- This involves the proper management of current assets and current liabilities and turnovers

Profitability Ratios

- Profitability ratios are a measure of the operational efficiency of a firm

Growth

- help in evaluating sales and market share growth and determine the acceptable trade-off of growth

Risk Assessment and Management

- One of the major concerns of companies is to address key uncertainties by identifying, measuring, and controlling its existing risks in corporate governance and regulatory compliance

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SWOT

An assessment of the organization's strengths, weaknesses, opportunities, and threats:

Strengths—competitive advantages or core competencies

Weaknesses—limitations on competitive capability

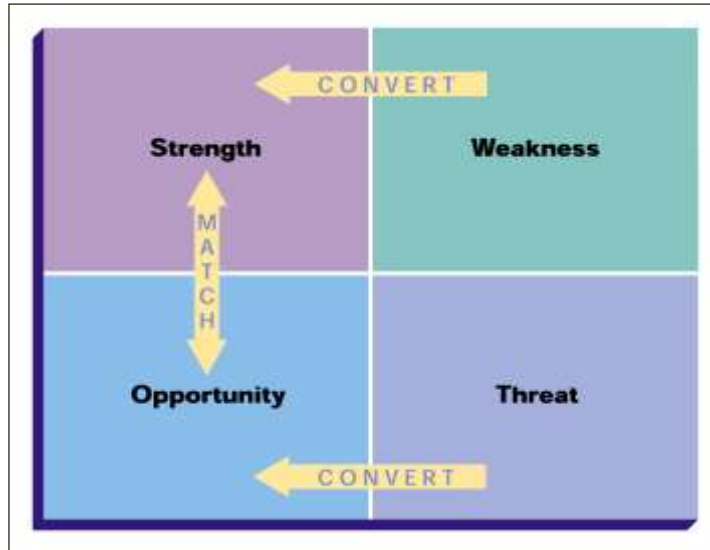
Opportunities—favorable conditions in the environment

Threats—conditions or barriers to reaching objectives

Strengths	Weaknesses
INTERNAL	
Opportunities	Threats
EXTERNAL	

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The Four-Cell SWOT Matrix:



Industry Scenario and Winner's Profile

Industry Scenario – identify the **big changes** in your industry

- “What your industry will look like in the future” - five - ten years
- Multiple scenarios - societal, governmental, technological changes.
- About massive societal changes such as technology, demographics, and large-scale economic change.
- identify the key attributes that will make your organization a clear winner in the long term.

The **Winner's Profile** is a visionary conclusion to the assumptions portion of the planning process and a beginning of strategy formulation.

Signs of a successful strategy: [Strategy-Execution](#)

- **Optimal** – the shortest way to the goal of the project includes only the necessary and sufficient set of actions;
- **Efficiency** – requires the minimum number of different kinds of available resources and has the greatest chance of successful implementation;
- **Realistic** – corresponding to the current economic, social, legal, cultural, ideological and other living conditions, enforceable under these conditions;
- **Valuable** – corresponding to project goals and objectives, leading to their full

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Examine the As-Is Data - Gap Analysis

- **Where** have we been?
- **Where** might we end up if it's "business as usual?"
- **Ask** lots of questions.
 - More customers now than before?
 - Same # of staff or turnover?
 - Do we have outdated procedures, processes or systems?
 - Do our customers perceive a problem?

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#Gaps Analysis



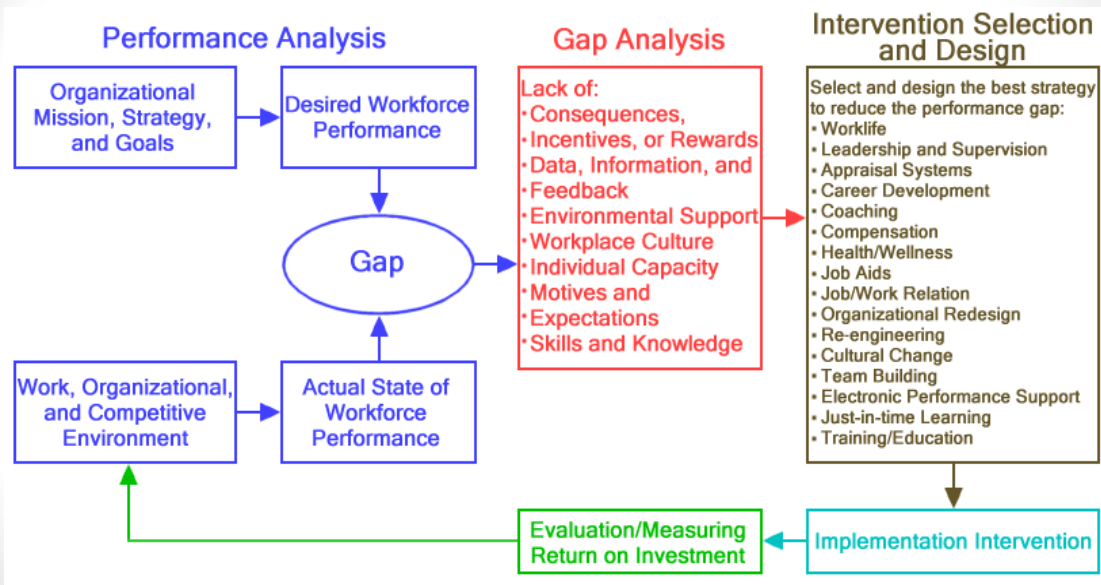
www.expertprogrammanagement.com

TOOLS: <Balance ScoreCard-BSC>

- BUSINESS MODEL CANVAS
- PRODUCT CANVAS
- STRATEGIC PROJECT CANVAS
- VALUE PROPOSITION CANVAS
- SWOT /BLUE OCEAN STRATEGIES

- CURRENT (AS-IS)
- GAPS
- FUTURE (TO-BE)

#Gaps Analysis



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What is affecting us?

❖ STEEPL

- **S**ocial
- **T**echnological
- **E**nvironmental
- **E**conomic
- **P**olitical
- **L**egal



Exercise

- ◆ In the context of your organization: **Write** one each:
 - Strength
 - Weakness
 - Opportunity
 - Threat
- ◆ Write some **STEEPL** items of your organization.

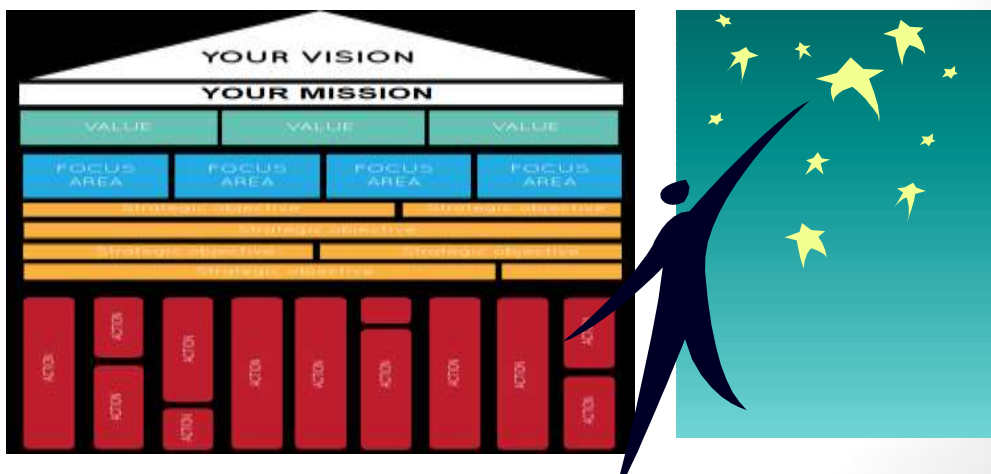
Strengths	Weaknesses
INTERNAL	
Opportunities	Threats
EXTERNAL	

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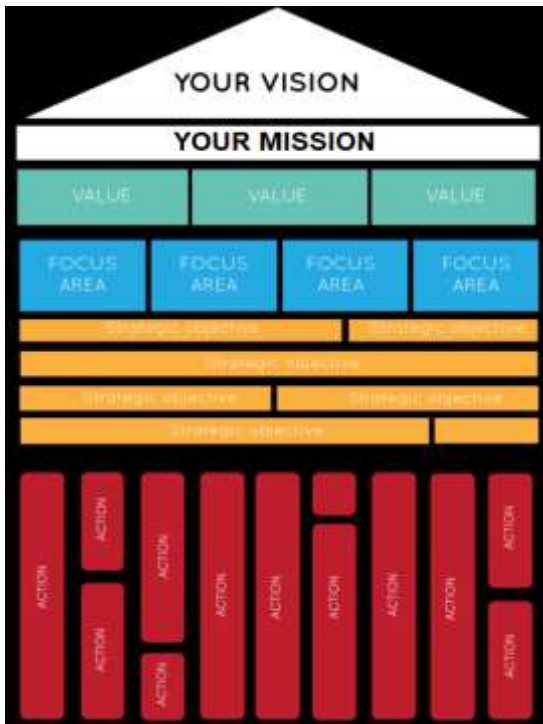
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Session 2:

Strategic Capabilities and Competencies



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- ☐ **Vision** Statement is the anchor that help to tunnel **WHERE** you want to be..
- ☐ **Mission** - about **HOW** you will get to where you want to be.
- ☐ 'Enablers' that create a set of **values** such as: Innovative, Responsive, Caring, Commercially Minded
- ☐ **Focus Areas** can be inspiring and motivational:
 - Pushing the boundaries of technological innovation
 - Exploring new markets to generate growth
 - Gaining a deeper understanding of the needs of our customers
 - Growing shareholder returns
- ☐ **Strategic Objectives** should align to Focus Areas.
 - being quite specific Strategic Objective:
 - Expand operations into Asia Pacific by the end of December 2017
- ☐ **An Action** should be specific and detailed that needs a deadline, metric and **measurement** (such as a \$ value, or some other relevant KPI).

Why?...it is about "Accountability"

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Components of a Strategic Plan



- **Vision Statement**
 - Describes the ideal future state
 - **WHERE** you want to be
 - What we aspire to
 - Should inspire
- **Big, global, broad**



Definition: A World-class University

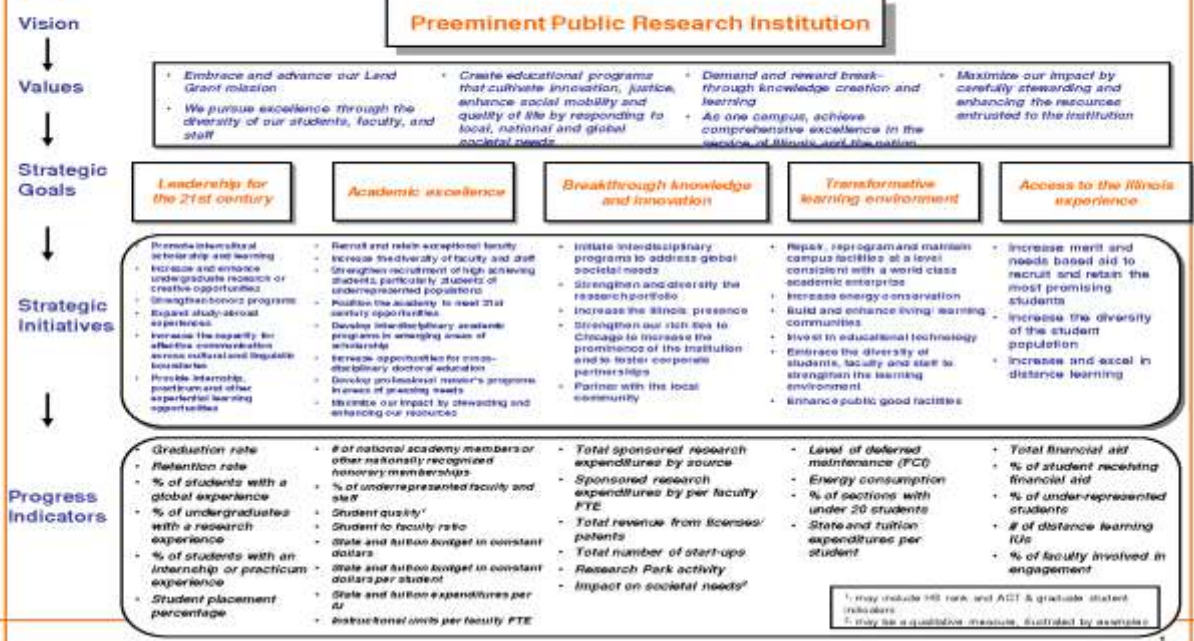
- Attracting scholars who are global leaders in their fields.
- **Internationalization** of faculty and students
- Leader in academic research and teaching
- Creating **an eco system for innovation** - leveraging academic and industrial research
- **Fostering entrepreneurship** through management education
- **One-stop hub for continuing learning programs** through regular as well as distance education

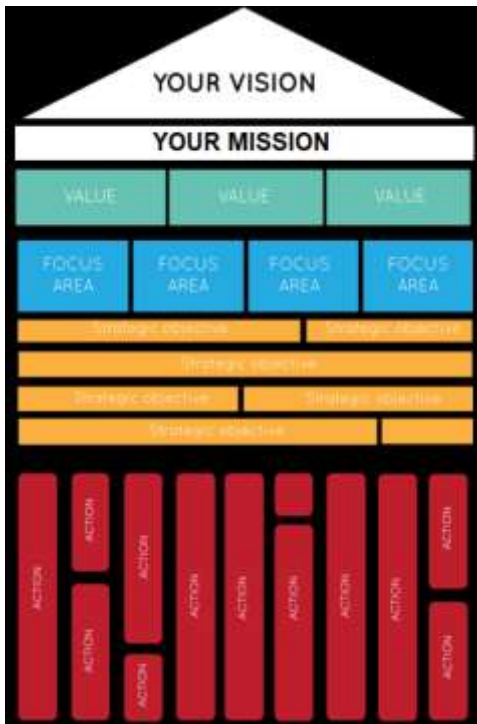
Reference: Center for World-Class Universities (CWCU) at Shanghai Jiao Tong University's (SJTU) - a strategic research unit of the Chinese Ministry of Education (<http://gse.sjtu.edu.cn/EN/centers.htm>)

Becoming World Class

- ★ Being world class requires applying the best and latest **knowledge** and **ideas** and having the ability to operate at the highest standards of any place anywhere
- ★ **World-class** companies create high-value products and earn superior profits over the long run
- ★ The result is an organization capable of competing successfully on a **global basis**

Example: Strategic Planning Framework Summary





Sample Vision Statement

TVET Employment and Training
To be **Malaysia's First Choice** to connect
businesses and TVET job seekers

Levi Strauss & Company

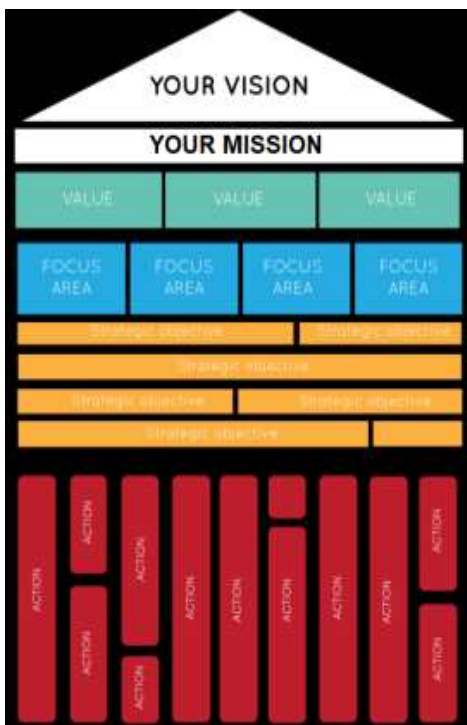
People love our clothes and trust our
company.

We will market and distribute the most
appealing and widely worn apparel
brands.

Our products define quality, style and
function.

We will clothe the world.

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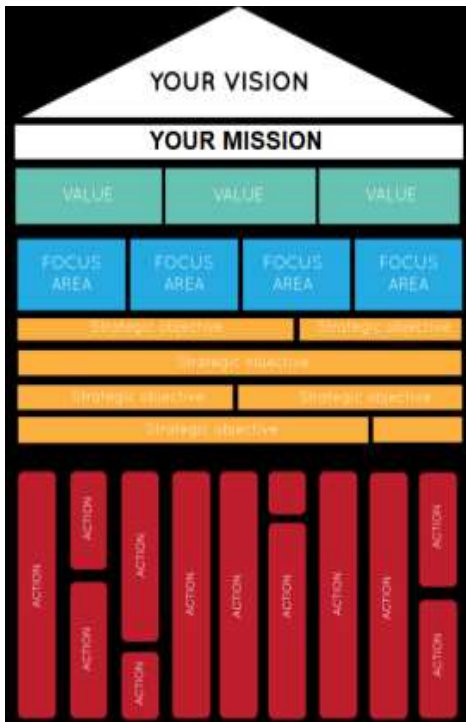


Components continued...

Mission Statement

- The *foundation* of the strategic plan.
- **HOW** you will get to where you want to be.
- Defines the **purpose** of the organization & how it will work to achieve the vision.
- Describes **what** the organization does *for whom*.
- Keep it **simple** and **easy** for all to remember.
- **Ask**: Why was the organization created?

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Sample Mission Statements

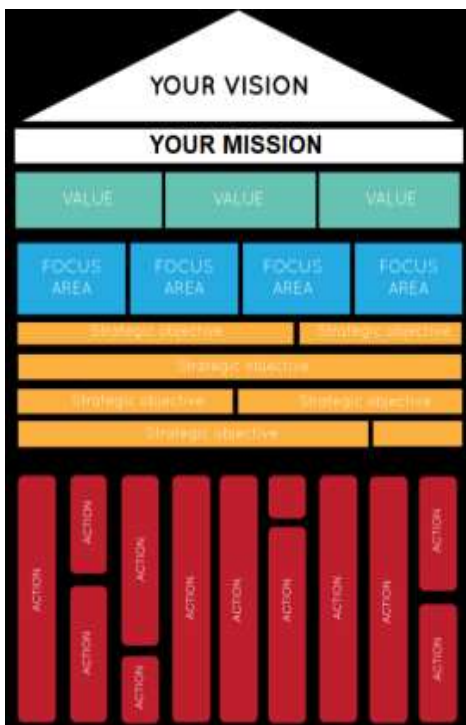
Department of HR / Personnel:

To **provide** and **retain** a qualified national workforce that serves the citizens of Malaysia.

Regional Healthcare:

To **enhance** the health and well being of the communities we serve.

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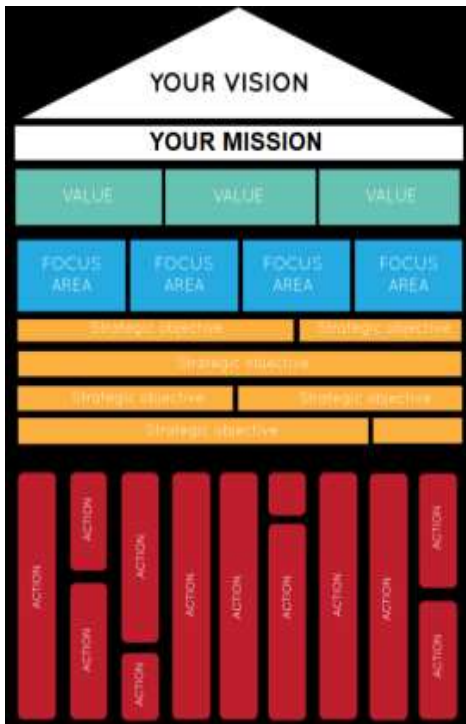


Components continued...

Values / Philosophy

- create a set of **values**
- How we will act/behave as we work to achieve the vision.
- Should guide the organization in its daily interactions with staff and customers/clients.

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Sample Value / Philosophy Statements

Budget and Planning Value / Philosophy:

- We will strive for excellence in an ethical, accountable and responsive manner.
- We will treat our fellow staff members, customers, and stakeholders consistently, fairly, and professionally.
- We are stronger as a team than individually. We will share our individual knowledge and experience to help each other.

Regional Healthcare Value/Philosophy:

- Putting Patients First
- Treating Everyone with Dignity and Respect

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Components continued...

Focus Areas / Goals:

- Broad description of **WHAT** the organization hopes to achieve over the long term (3+years).
- Start with an action verb



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Sample Focus Areas / Goals

- Streamline the university recruitment process.
(Dept of Personnel)
- Improve the quality of health care in Malaysia.
(State Health Division)

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Components continued...

Strategic Objectives

- Specify the target...*how much* of the desired result by *when*.
- May be more than one objective for each goal.
- If an objective is not *measurable*, then it's a goal.

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Objectives continued...

- Determine a “reasonable” objective
- Set a date by which to achieve your objective.
- Example: 5% reduction in average waiting time by October 2020 and 10% reduction by June 2022.

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Components continued...

- The methods/actions the organization will take to achieve the goal.
- The “HOW” part. Specifies an *Activity* not a *Result*.
- May be several strategies per goal.

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Objectives continued...

Objectives should be SMART

- **S**pecific
- **M**easurable
- **A**ction-oriented
- **R**ealistic
- **T**ime-Specific

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Objectives continued...

Examples:

- Occupy new campus building for FTKP before January 2021. (UTeM)
- Complete Projects in FTMK within budget by June 30, 2022. (Dept Admin - IT Division)
- Achieve average fleet miles per gallon five percent (5%) higher than January 2021 level by January 2022. (Transport Dept)

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Action plans as strategies

- Your action plan outlines **responsibilities and timelines**.
- is a "heroic" act: it helps us turn our dreams into a reality
- determine direction and key performance indicators (KPIs)

An action plan consists of a number of action steps or changes to be brought about in your organization, customer, stakeholders and community.

Each action step or change to be sought should include the following information:

- **What** actions or changes will occur
- **Who** will carry out these changes
- By **when** they will take place, and for how long
- **What resources** (i.e., money, staff) are needed to carry out these changes

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Sample Strategies

- To open recruitments on a daily basis versus a weekly basis
(Dept of Personnel).
- To educate health care providers about the reasons health care facilities are found deficient through brochures, conference calls, and the internetevery month.
(Health Division)

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Some members of the organization and community you might consider asking to join the action planning group include:

1. Influential people from all the parts of the organization / community affected by your initiative (e.g., from division and departments, stakeholders, law enforcement, etc.)
2. People who are directly involved in the problem
3. Members of grassroots organizations
4. Members of the various interest groups in your community
5. People you know who are interested in the problem or issue
6. Newcomers or young people in the community who are not yet involved

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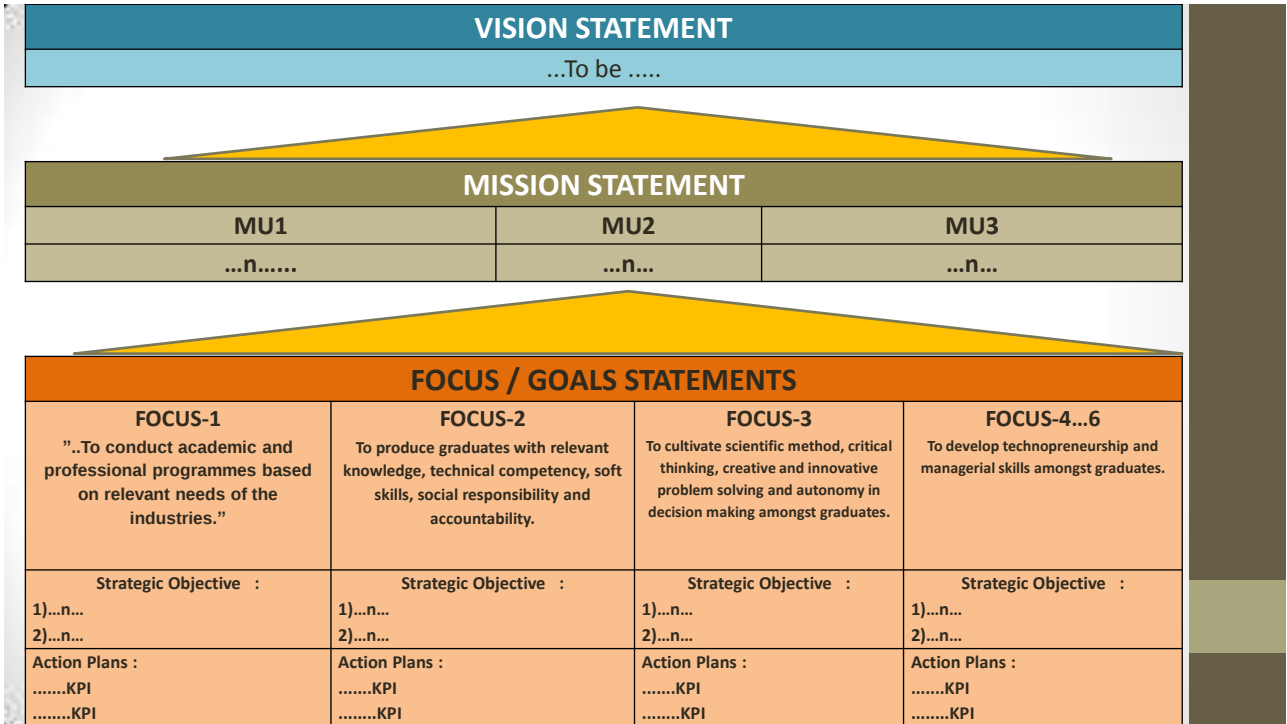
The Alignment between Vision and Mission

VISION STATEMENT

To Be One of the World's Leading Innovative and Creative Technical Universities

MISSION STATEMENT

MU1	MU2	MU3
Promoting knowledge through innovative teaching & learning, research and technical scholarship;	Developing professional leaders with impeccable moral values;	Generating sustainable development through smart partnership with the community and industry.

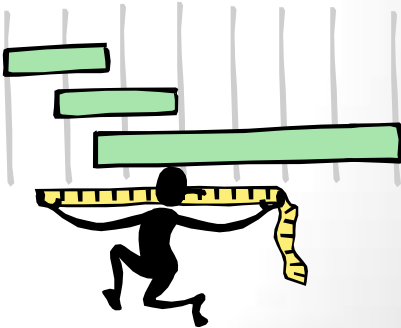


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Session 3: Performance Measurement (PM)

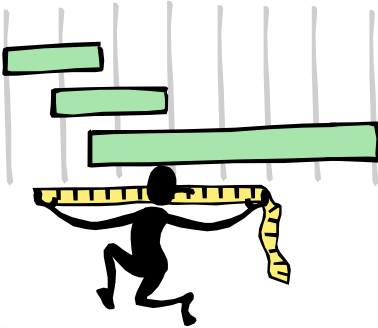
Key Performance Indicators (KPI) Development and Setting

“It all starts with a Strategic Plan”



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Performance Measurement Is:



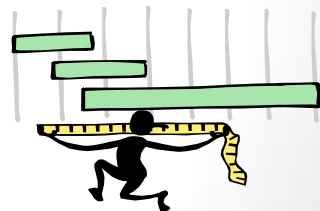
- A method of systematically and objectively tracking the organization's progress toward achieving its mission & goals.
- The setting of Key Performance Indicators (KPI) is an important aspect of the strategic planning process and plays a major role in the measurement of progress of the organisation towards the attainment of its planned goals.
- This measurement of progress is an essential feature of strategic plan implementation (i.e. plans are one thing, but making things actually happen is quite another).

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Performance Measures Is Not:

- **Substitute for Program Evaluation**
- **The Magic Cure**
 - Can tell you the “**what**” but not the “**why**”.
 - You have to dig deeper to learn the meaning behind the numbers.



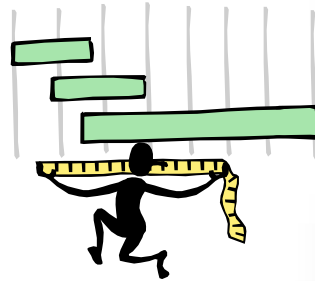
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Why Measure Performance?

- **Management Tool**

1. To determine if you're getting where you planned.
2. To improve management processes & practices.
3. To improve quality & efficiency.
4. To recognize & reward success.
5. To ensure accountability.
6. To communicate results & improve organization image.
7. To justify budget request & guide resource decisions.



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Using PM's to Manage

- Are we doing the **right** thing?
- Are we doing it **well**?
- Are we investing our resources to get the **best results**?
- Are we getting where we want to go?

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Why **Don't** We Like Performance Measures?

- Time & cost of collecting the data.
- Fear of being held accountable.
- Outdated information systems and procedures.
- Difficulty in making fair comparisons and finding appropriate benchmarks.
- Can't say why results are occurring.
- Staff turnover.
- Don't have complete control over an outcome.

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Sample of a key performance indicator – **(KPI)**

Objective: Increase the quality of programs

Possible Key Performance Indicator (KPI):

- Attainment of results (e.g. desired placings in national championships)
- The number of reported injuries (is there a reduction?)
- The number of complaints (is there a reduction?)

Objective: Improve facilities to national standard

Possible Key Performance Indicator (KPI):

- Construction / re-development of a facility suitable for national and international championships and tournaments
- Certification (as a national standard facility)

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Basic Measures of Performances

THE BALANCED SCORECARD:

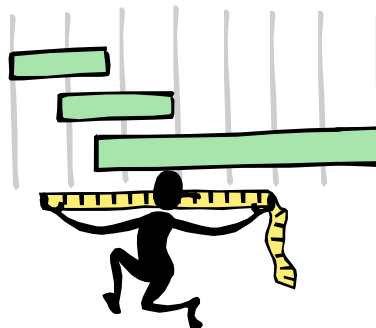
- **Financial**
 - Cash flow, growth, market share, shareholder value
- **Customers**
 - "How do our customers see us?"
 - # of customer, satisfaction index, repeat customers
- **Internal Process**
 - "How are we managing daily/routines?"
 - productivity, efficiency, cost level etc.
- **Learning and Innovation/Growth**
 - "How are we improving and learning to create value?"
 - New products, services, programmes
 - Processing time/speed



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Types of Measures

- Input
- Output
- Outcome
- Efficiency
 - Timeliness
- Quality
- Population
- Workload



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Definitions

- **Input:** **measures** the resources going into making a product or providing a service
 - **Not necessarily useful in budget**
 - Example:
 - **Money** – “We got a \$100,000 grant for it.”
 - **Staff** - “ We have 5 employees devoted to it.”
 - **Equipment** – “We bought a new server for it.”
 - **Raw materials** – “We used 10 cubic yards of cement for it.”

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INPUT Measure

Amount of resources needed to provide a particular product or service.

Examples:

- Number of FTEs
- Number of eligible clients
- Number of customers requesting service
- Number of applications received
- Number of sales orders received

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Definitions continued

- **Output:** measures what comes out of the organization's efforts ("widget counting")
- Number of:
 1. Miles of sewer cleaned
 2. Miles of road resurfaced
 3. Clients served
 4. Applications processed
 5. Meetings held

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OUTPUT Measure

Amount of products or services provided

Examples:

1. Percent of highways resurfaced
2. Number of police reports filed
3. Number of vaccinations given to school-age children per year
4. Number of shafts produced in a single operating shift

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Definitions continued

- **Outcome:** measures the result of your efforts.
 - I. Did you have an impact?
 - II. What changed in your environment in part because of your efforts?
- **Examples:**
 - I. Percent reduction in vaccine-preventable diseases
 - II. Percent of clients employed 6 months after completing program

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OUTCOME Measure

Reflect the actual results achieved and/or their impact or benefit.

Examples:

- I. Reduction in incidence of disease
- II. Percentage of discharged patients living independently
- III. Percent of increase in tourists
- IV. Percent of monthly programmed sales orders filled on time

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Definitions continued

Efficiency: Also known as productivity measures.

Examples:

- Output/Input
- Output/Time
- Output/Cost
- Outcome/Cost

EFFICIENCY Measure

Ratio of outputs or outcomes produced to inputs used

- Number of:
 - I. Customers served/employee
 - II. Cases managed/employee
 - III. Miles of road paved/paving machine
- Efficiency - Timeliness:
 - I. average network traffic waiting time
 - II. average turnaround time to process form

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Definitions continued

- Quality: **measures** quality of the services provided or goods produced
 - I. Customer satisfaction surveys
 - II. Opinion polls
 - III. Letters or phone calls of praise/complaint

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QUALITY Measure

- Reflect the effectiveness in meeting the expectations of customers and stakeholders

Examples:

- I. Number of defect reports compared to number of reports produced
- II. Number of course ratings in highest category related to total number of course ratings

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Definitions continued

- **Workload: Number of people or things the activity serves or funds**
- Number of:
 - Primary school students whose education is supported with state funds
 - Businesses paying unemployment insurance taxes
 - Medicaid enrollees

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Developing a Measure

- Start with the Strategic Plan.
- The **Vision** defines where you want to go.
- The **Goal** defines what you want to accomplish (broadly).
- The **Objective** defines your target (what you're aiming for).
- The value of the **Performance Measure** tells you whether or not you met your objective, whether your strategy worked, whether you're on the way toward

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The Essence Of Strategic Planning

Developing a Measurement

- Focus on **OUTCOMES**, not **OUTPUTS**
 1. Example: UTeM held 3 grant writing workshops last year (output).
 2. UTeM received better / international grant applications (outcome).



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Common Outcome Measures

- **Behavior** – did customer's behavior change (in part) because of your organization's efforts?
 - Example: fewer adults smoke after cessation campaign
- **Condition** – did the "state of things" change (in part) because of your organization's efforts?
 - Examples: cleaner water, better roads, more employment

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Common Outcome Measures

- Knowledge: does the customer know more about "X" after contact with your organization?
 - Example: % of Malaysians who know the *illegal per se* limit for Driving Under the Alcohol Influence in Malaysia
- Attitude: does the customer believe your organization's efforts will make a difference?
 - Example: % of program participants who feel confident organization's job training will help them get a job

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Common Outcome Measures

- Skills: did skill levels change (in part) because of organization's efforts?
 - Example: Percent of 4th graders reading at 4th grade level
- Values/Ethics: does customer know right from wrong after contact with your organization?
 - Example: Percent of Malaysians who believe leaving scene of traffic accident in which they were involved is wrong

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Performance Measure Example: Employment of People with TVET skills

- **Vision** = To have the highest competitive employment rate of people with TVET skills in the Malaysia.
- **Possible Performance Measure** =
 - Percent of people with TVET skills in competitive employment

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Performance Measure Example: Regional Healthcare

- **Mission** = To enhance the health and well being of the communities we serve.
- **Possible Performance Measure** = Deaths per 100,000 people under 65 in our primary service area

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Performance Measure Example:

- Goal = Fulfill organization's needs for leased space
- Objective = Reduce average time from initial request on lease until lease sent to Budget by 10% by July 2019
- Performance Measure = Average time from initial request on lease until lease sent to Budget

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Performance Measure Example:

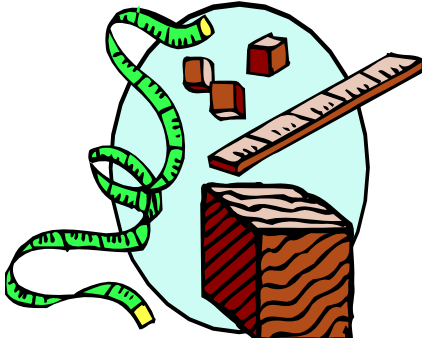
Employment and Training,

- Goal = Provide convenient, accessible and equitable services and opportunities to all customers
- Objective = Increase the use of Interactive Unemployment Insurance applications for online services by 5%
- Possible Performance Measure = Percent of unemployment insurance clients using interactive applications

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In Summary, Measures Should Be...



- Understandable
- Outcome oriented
- Useful
- Valid, Verifiable and Accurate
- Available
- Comparable/Consistent

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Monitoring Process

Key Questions While Monitoring and Evaluating Status of Implementation of the Plan

1. Are goals and objectives being achieved or not? If they are, then acknowledge, reward and communicate the progress. If not, then consider the following questions.
2. Will the goals be achieved according to the timelines specified in the plan? If not, then why?
3. Should the deadlines for completion be changed (be careful about making these changes -- know why efforts are behind schedule before times are changed)?
4. Do personnel have adequate resources (money, equipment, facilities, training, etc.) to achieve the goals?
5. Are the goals and objectives still realistic?
6. Should priorities be changed to put more focus on achieving the goals?
7. Should the goals be changed (be careful about making these changes -- know why efforts are not achieving the goals before changing the goals)?
8. What can be learned from our monitoring and evaluation in order to improve future planning activities and also to improve future monitoring and evaluation efforts?

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Frequency of Monitoring and Evaluation

- The frequency of reviews depends on the nature of the organization and the environment in which it's operating.
- Organizations experiencing rapid change from inside and/or outside the organization may want to monitor implementation of the plan at least on a monthly basis.
- Boards of directors should see status of implementation at least on a quarterly / bi-annually basis.
- Chief executives should see status at least on a monthly / quarterly basis.

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Reporting Results of Monitoring and Evaluation

Always write down the status reports. In the reports, describe:

1. Answers to the above key questions while monitoring implementation.
2. Trends regarding the progress (or lack thereof) toward goals, including which goals and objectives
3. Recommendations about the status
4. Any actions needed by management

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Deviating & Changing the Plan

The most important aspect of deviating from the plan is knowing why you're deviating from the plan, i.e., having a solid understanding of what's going on and why.

- Be sure some mechanism is identified for changing the plan, if necessary. For example, regarding changes, write down:
 - 1. What is causing changes to be made.
 - 2. Why the changes should be made (the "why" is often different than "what is causing" the changes).
 - 3. The changes to made, including to goals, objectives, responsibilities and timelines.
- Manage the various versions of the plan (including by putting a new date on each new version of the plan).
- Always keep old copies of the plan.
- Always discuss and write down what can be learned from recent planning activity to make the next strategic planning activity more efficient.

VIEWPOINT FOR MEASURING SUCCESS OF OUR STRATEGIC PLAN

		Market Attractiveness		
		HIGH	MODERATE	LOW
C o m p e t i t i v e A d v a n t a g e	STRONG	QS Ranking – Top 100 Asia QS Star 5 * + SETARA 6 * MyRA 5* No 1 MTUN	QS Ranking – Top 200 Asia QS Star 5 * SETARA 5 * MyRA 5* No 2 MTUN	QS Ranking – Top 300 Asia QS Star 4 * SETARA 4 * MyRA 4* No 3 MTUN
	ADEQUATE	QS Ranking – Top 200 Asia QS Star 5 * SETARA 5 * MyRA 5* No 2 MTUN	QS Ranking – Top 300 Asia QS Star 4 * SETARA 4 * MyRA 4* No 3 MTUN	QS Ranking – Top 400 Asia QS Star 3 * SETARA 4 * MyRA 4* No 4 MTUN
	WEAK	QS Ranking – Top 300 Asia QS Star 4 * SETARA 4 * MyRA 4* No 3 MTUN	QS Ranking – Top 400 Asia QS Star 3 * SETARA 4 * MyRA 4* No 4 MTUN	QS Ranking – Top 500 Asia QS Star 2 * SETARA 4 * MyRA 3* No 4 MTUN

Thank you

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