Real-Time Strategic Planning

October 18, 2011

with
Lester Olmstead-Rose
Director, Strategy Practice

Hosted by
Ed Tepporn
HIV Program Director

Who We Are

Capacity for Health at APIAHF is a Capacity-Building Assistance Program, with offices in San Francisco and Washington, DC

Our program is funded by the **Centers for Disease Control and Prevention** (CDC) to provide **free** trainings and one-on-one technical assistance for community-based organization (CBOs) on:

- Organizational Infrastructure and Program Sustainability;
- Evidence-Based Interventions (EBIs) and Public Health Strategies (PHSs); and
- Monitoring and Evaluation.

Housekeeping

- All participants are automatically **muted** by webinar administrators.

- If your audio is through a telephone, please make sure to enter your **audio PIN**, otherwise we are unable to unmute you.

- You may ask questions by typing them in using the **chat** feature.

- If anyone is watching the webinar with multiple people around one computer, please **use the chat feature to provide everyone's email** so that we can include you on any follow up.

- **Today's webinar will be recorded**. The recording will be available on our website.

Lester Olmstead-Rose
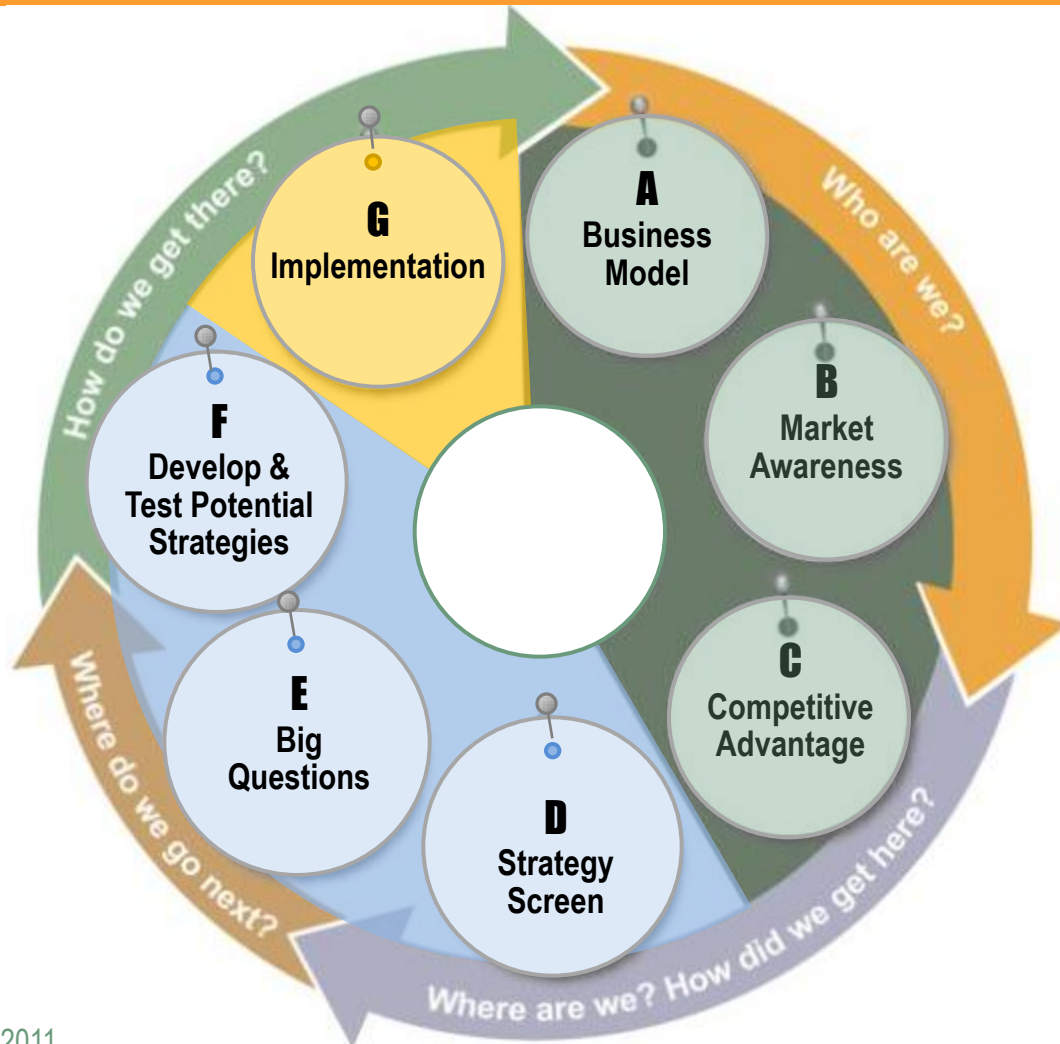**Director, Strategy Practice**
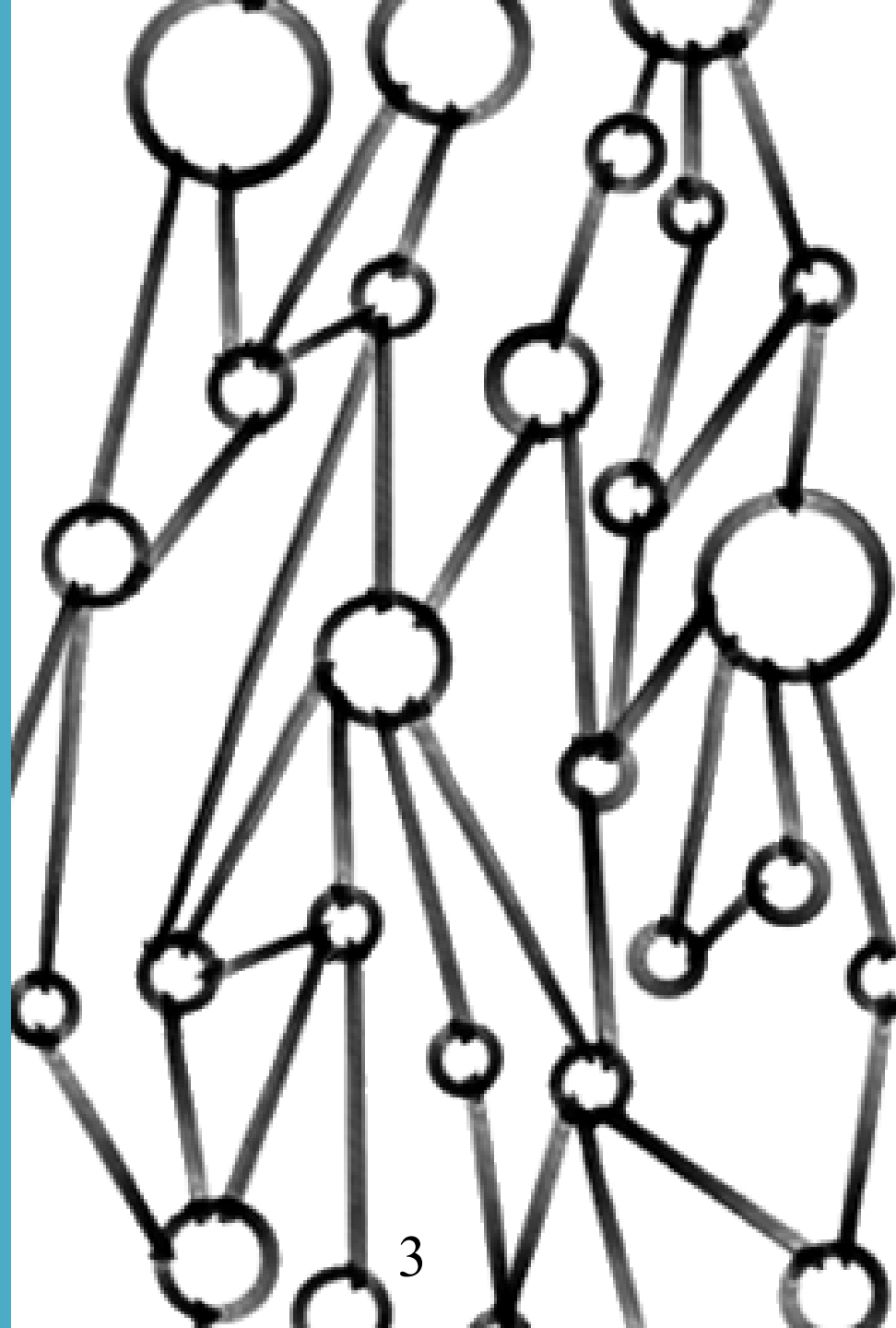**La Piana Consulting**

Workshop Objectives

Agenda

About the Participants

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What is Strategy?

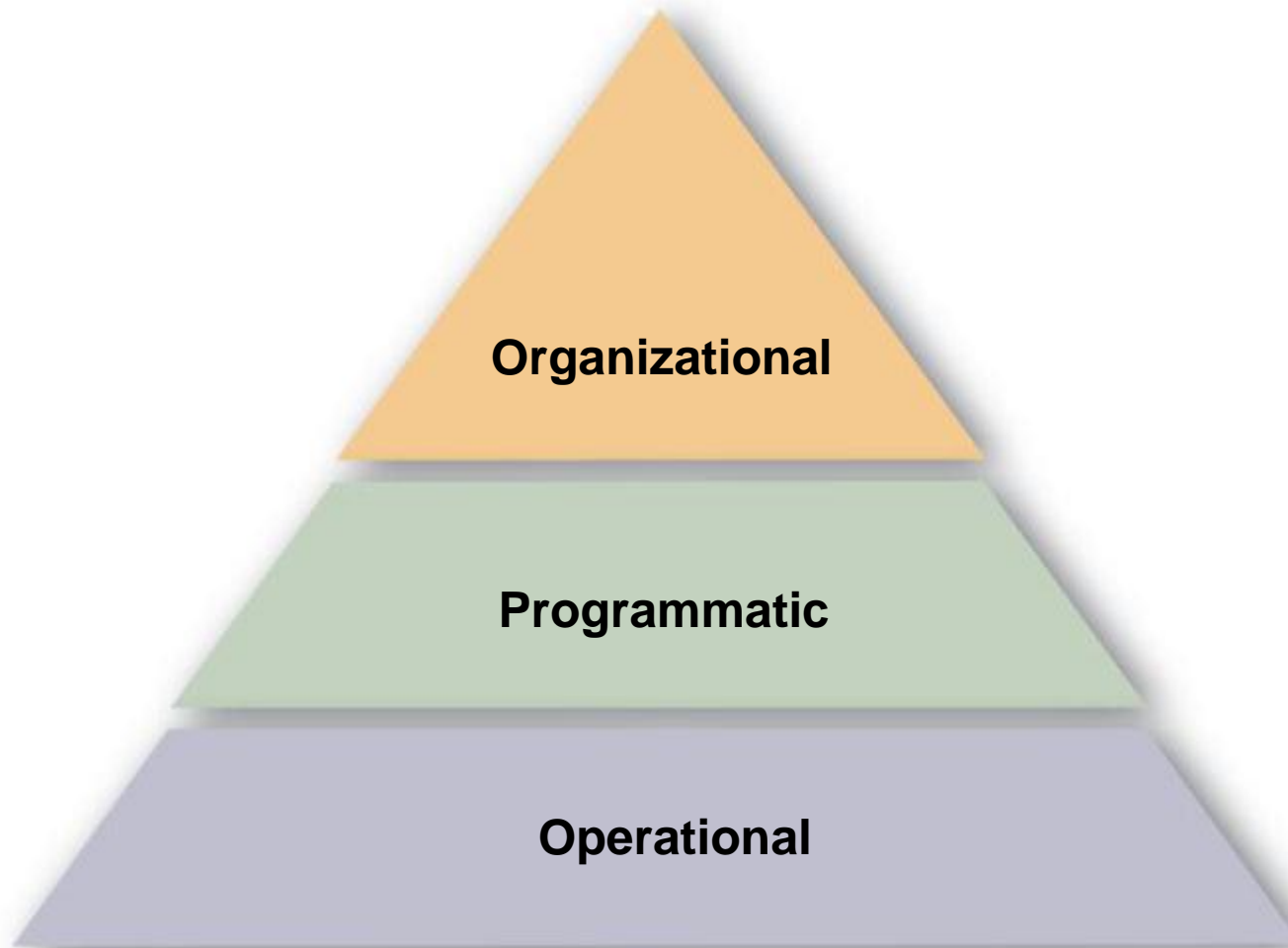A coordinated set of actions designed to create and sustain a competitive advantage in achieving a nonprofit's mission.

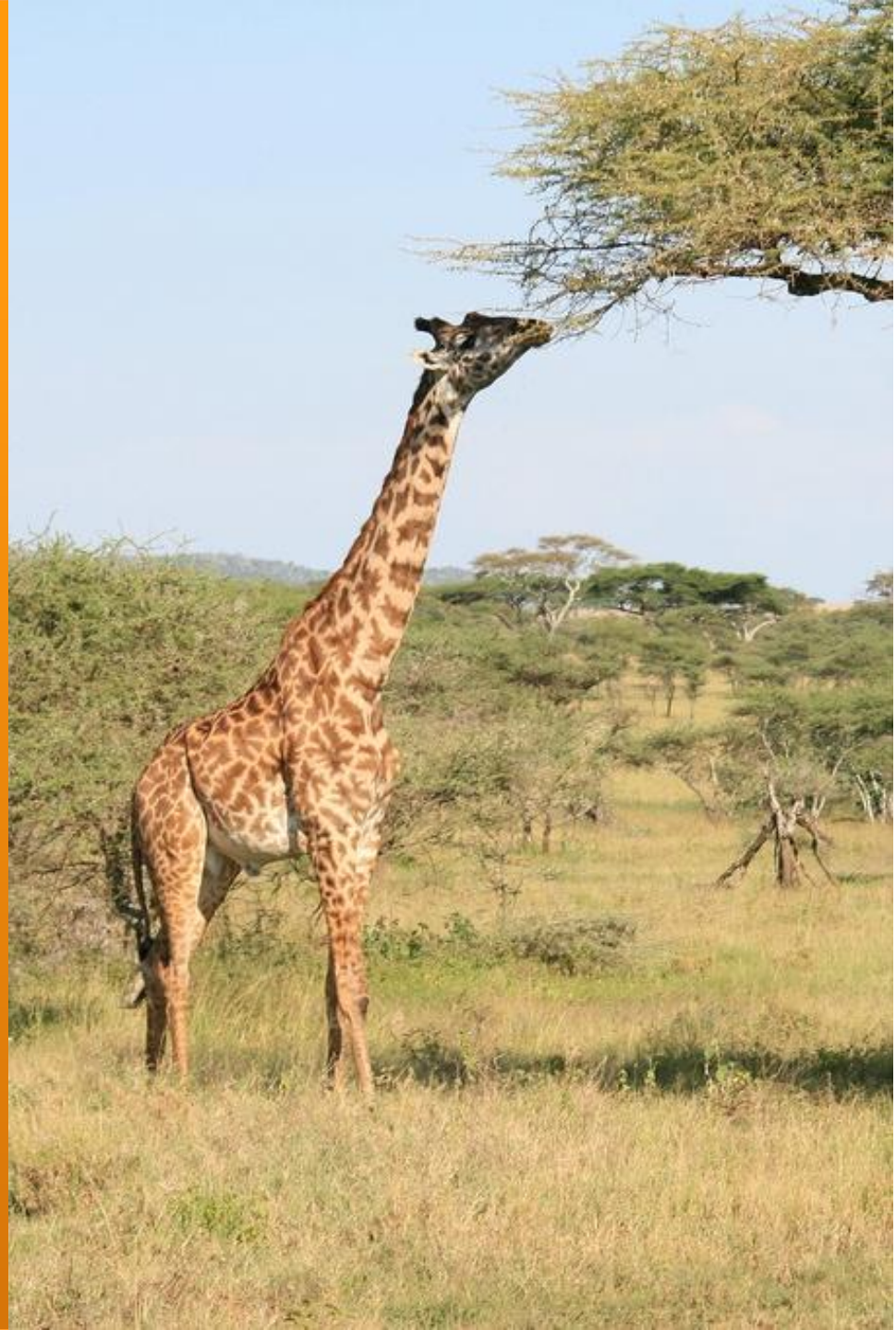# The Strategy Pyramid

Principles for Building Strategy

Strategy is not planning.

Know thyself.

Build on your strengths.

Make your criteria explicit.

Real-Time Strategic Planning Cycle

Step A: Business Model

A

Business Model
Who we are
What we do
How we do it
How we finance it

B
Market Awareness
Trends
Position
Competition

C
Competitive
Advantage
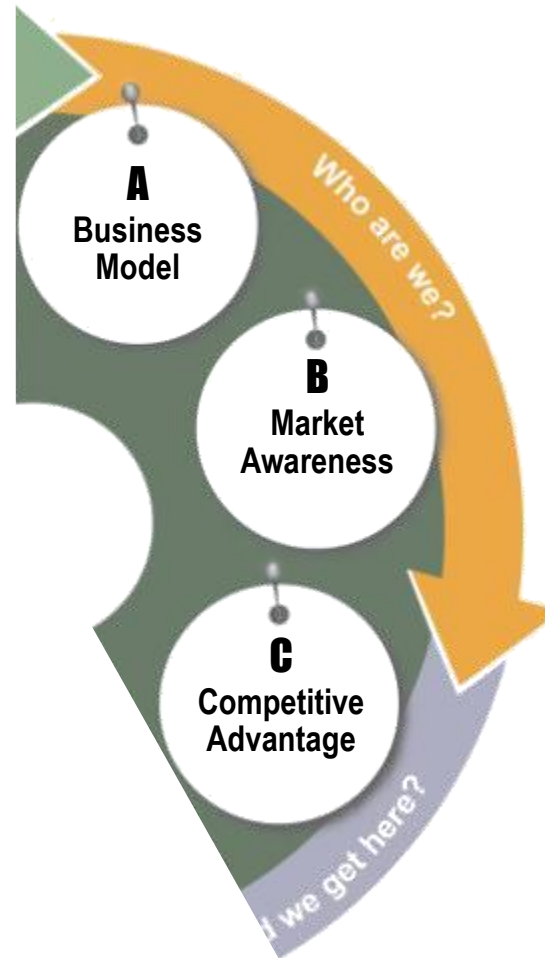
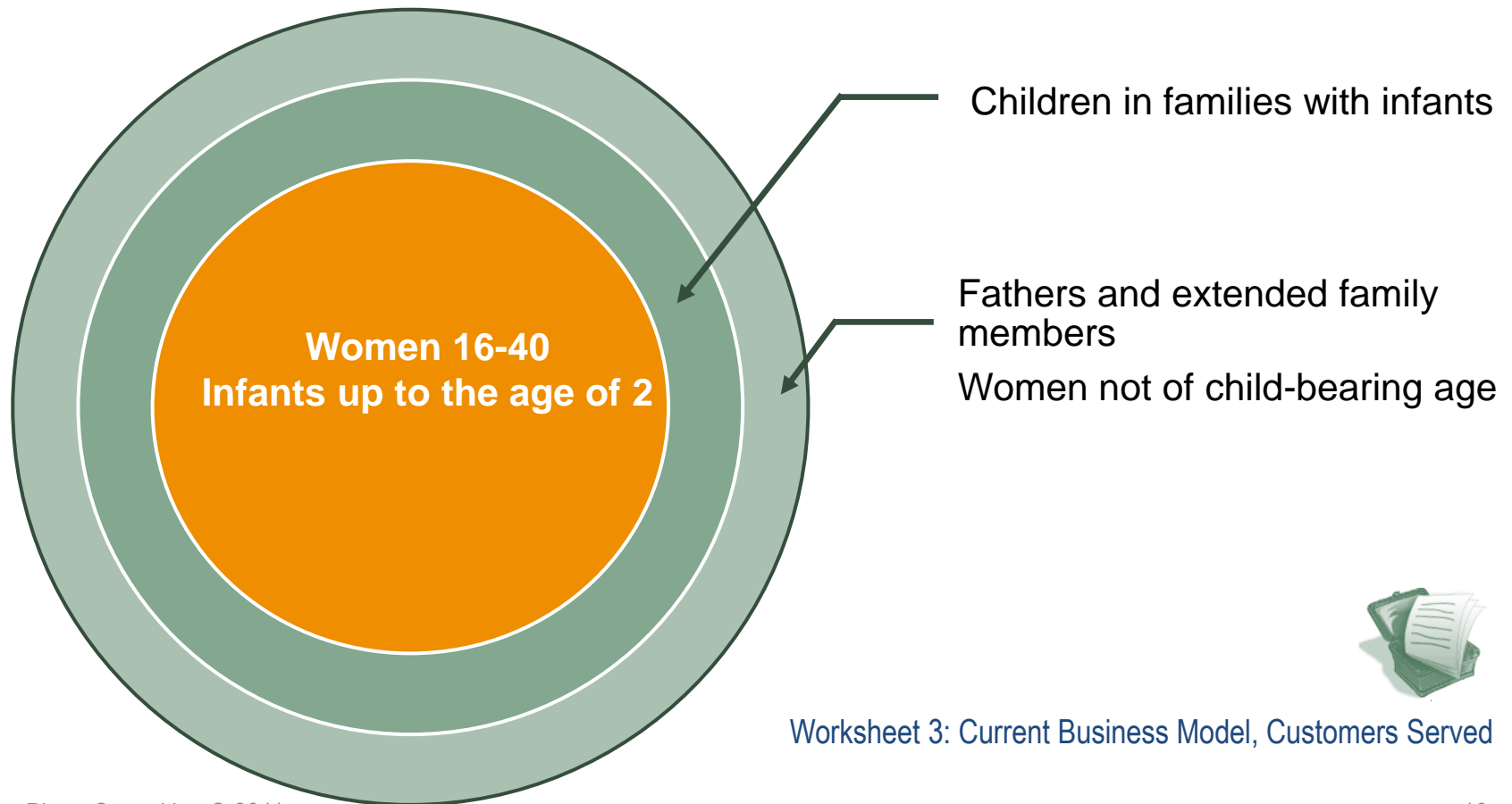# Building Your Business Model:
Geography Programs
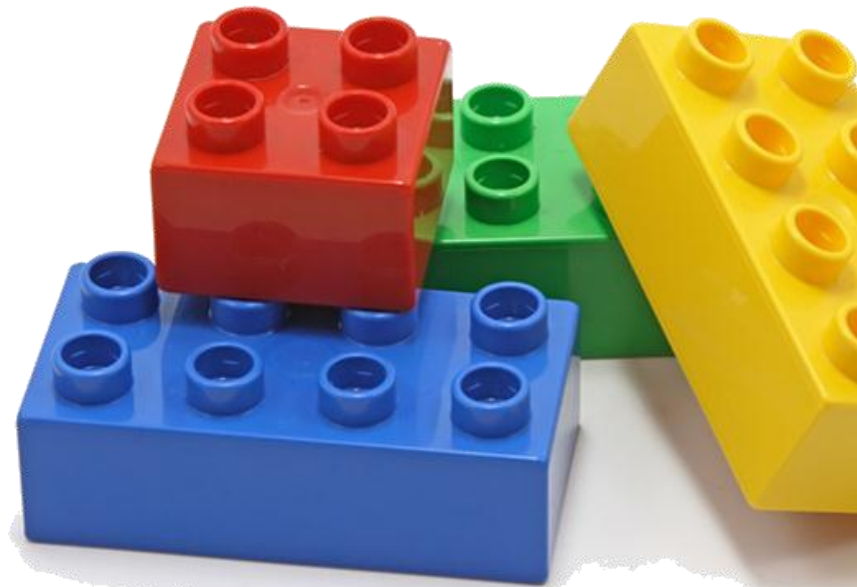
Worksheet 1: Current Business Model, Geography
Worksheet 2: Current Business Model, Programs

Business Model: Customers Served

Children in families with infants

Fathers and extended family members

Women not of child-bearing age

**Women 16-40
Infants up to the age of 2**

Worksheet 3: Current Business Model, Customers Served

Funding Sources

Current Business Model

Scope	Includes	Does not include
Geographic service area	*Areas we serve:*	*Areas we do not serve:*
Customers served	*Customers, Clients, or Audience that is an important focus for us:*	*Customers, Clients, or Audience that we do not focus on serving:*
Programs or services offered	*Primary program areas:*	*Programs we do not offer:*
Funding sources	*Current sources of funding and why we pursue these sources:*	*Funding sources we do not have or seek:*

Step B: Market Awareness

A
Business Model
Who we are
What we do
How we do it
How we finance it

B
Market Awareness
Trends
Position
Competition

C
Competitive Advantage
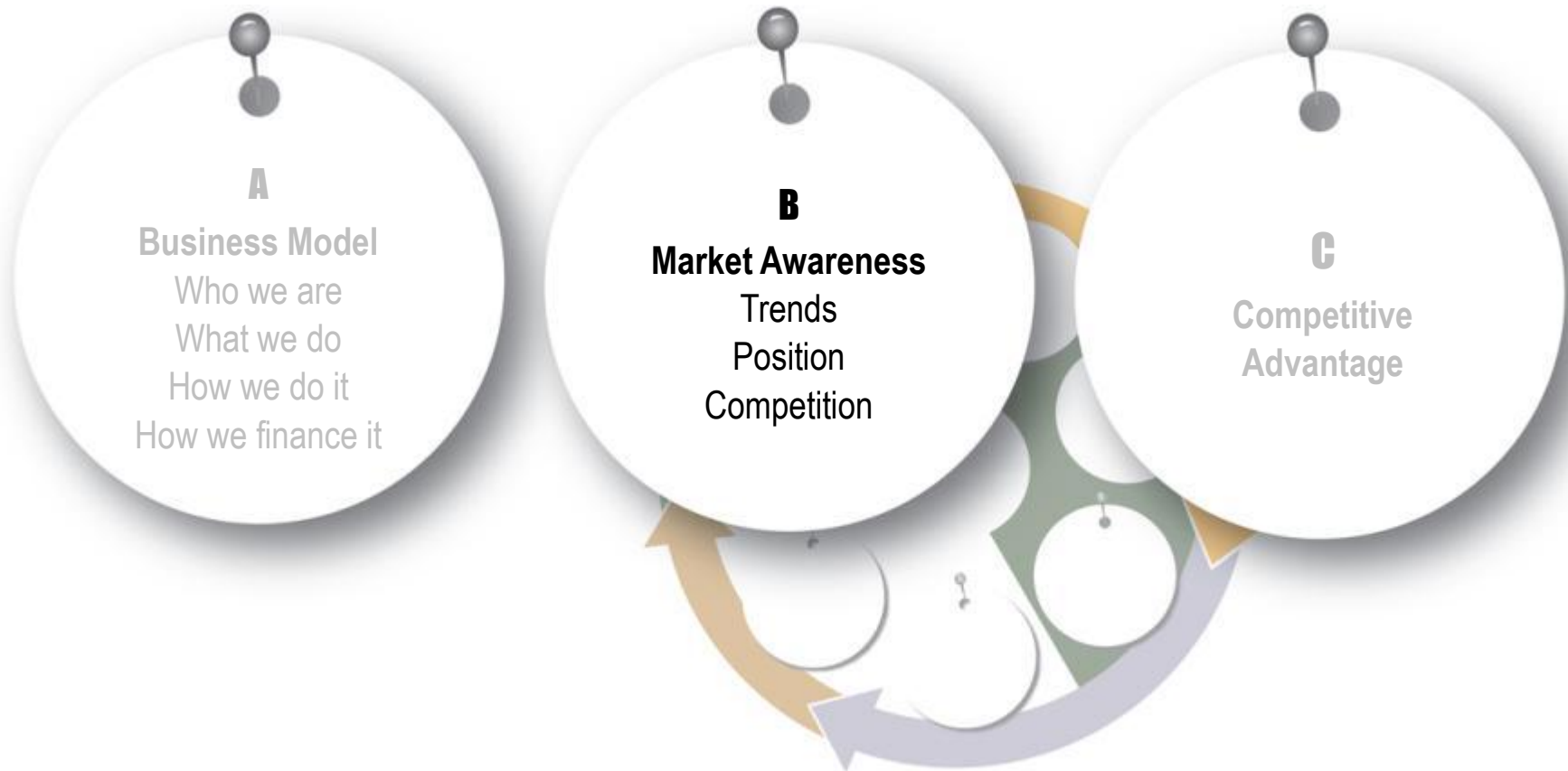
Market Awareness: Trends

Nonprofit Competition

A
Business Model
Who we are
What we do
How we do it
How we finance it

B
Market Awareness
Trends
Position
Competition

C
Competitive Advantage

What do Nonprofits Compete For?
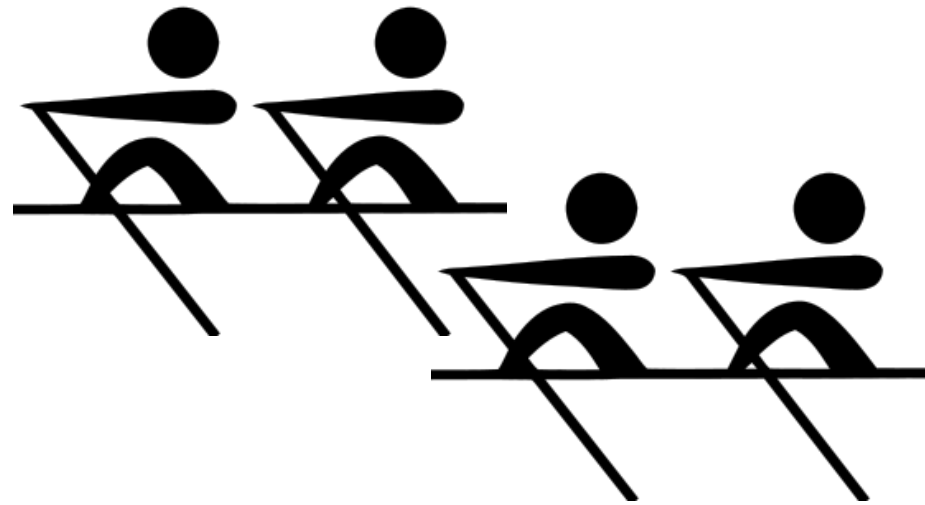
Know Your Competition

Direct Competitors

- Those organizations with the same market focus as your nonprofit – they do what you do (that is, they have a similar program) within the same geographic area, for the same types of customers.

Substitutable Competitors

- Those organizations that meet the same need that your nonprofit meets, but in a different way.

Resource Competitors

- Those organizations that do not compete with your nonprofit for customers, but do compete for other resources, such as funding, board members, other volunteers, paid staff, and media attention.
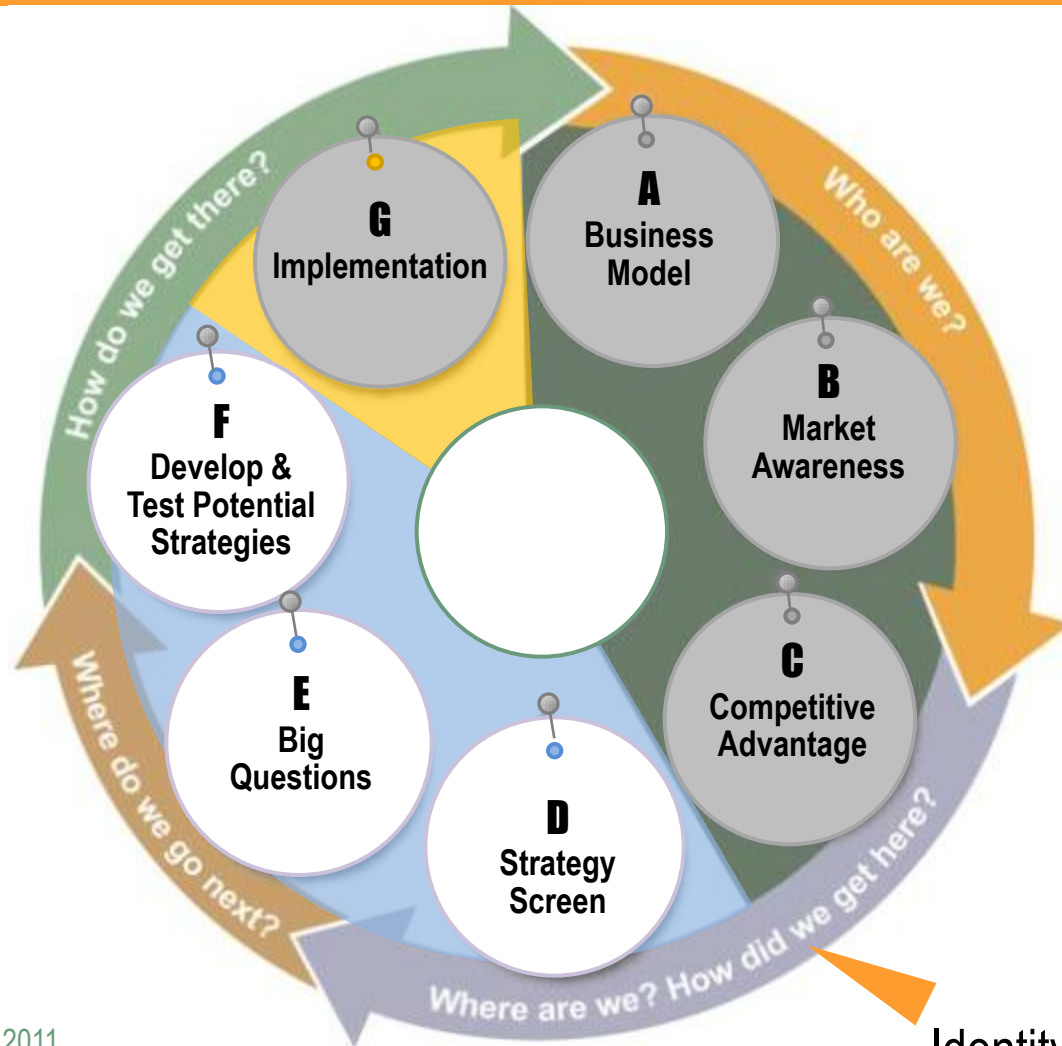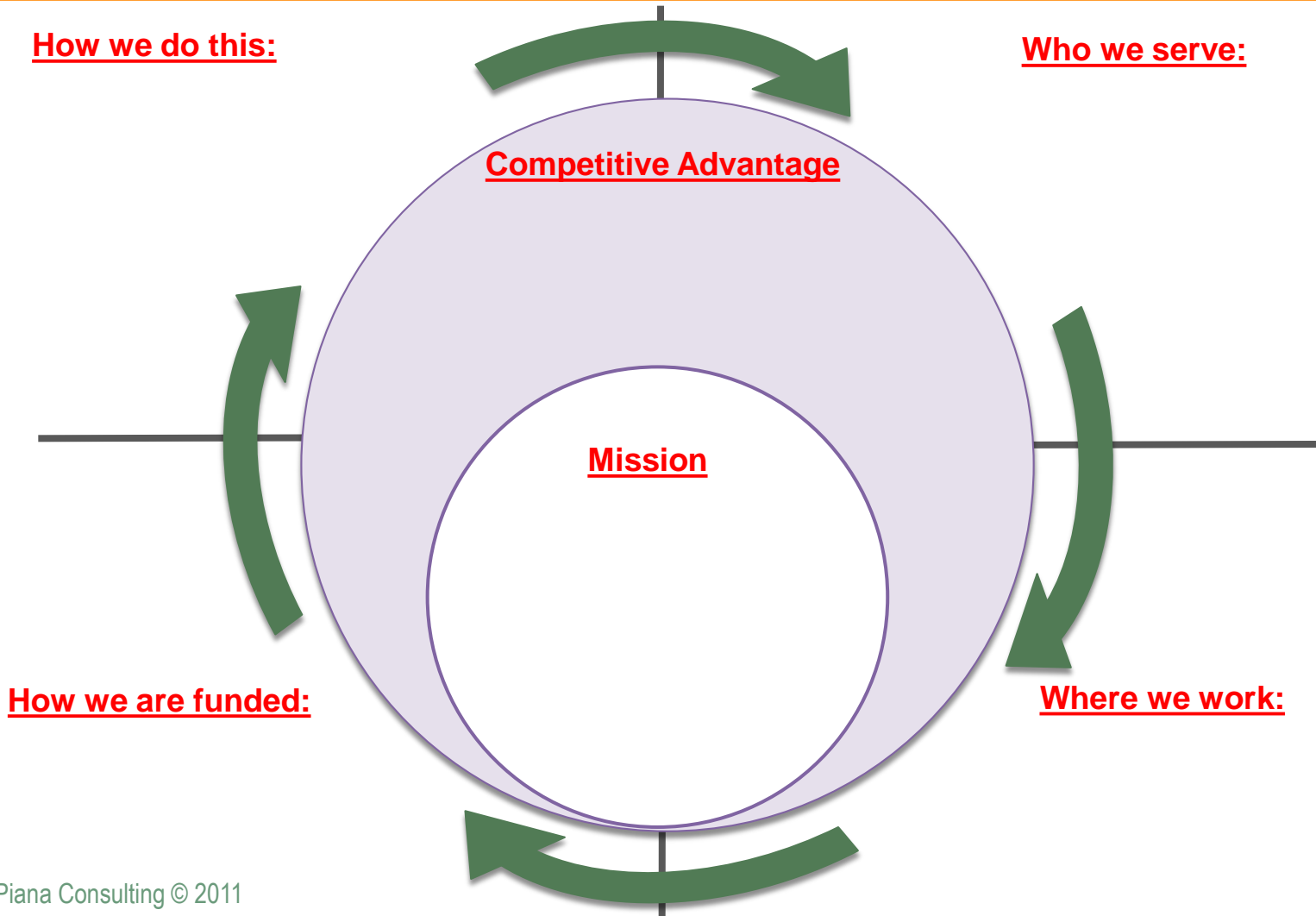
Step C: Competitive Advantage

Competitive Advantage

Creating Your Identity Statement

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Identity Statement

How we do this:

Who we serve:

Competitive Advantage

Mission

How we are funded:

Where we work:

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Identity Statement

How we do this:
Comprehensive health services

Who we serve:
Women and children and their families

Competitive Advantage
Expertise working with immigrant families
Superior, unique facilities

Mission

Provide health care to women and children and seek to improve community health outcomes

How we are funded:
Primarily government grants

Where we work:
Greater metropolitan area

Agenda

Strategy Screen

Step D: Strategy Screen

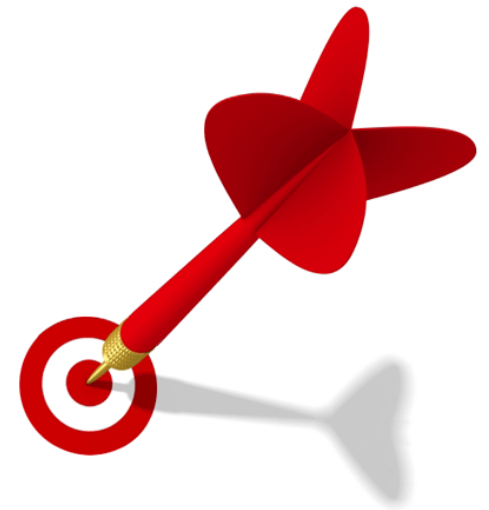| What it is	What it is __not__
▪ Explicit criteria for how to make decisions ▪ Tool to challenge the organization's thinking ▪ Aid in weighing choices	▪ A rigid framework ▪ A checklist ▪ A set of absolute values

# Strategy Screen Criteria

Consider key elements of your identity

- Mission
- Competitive advantages
- Customer focus
- Geographic focus

Strategy Screen Criteria

Examples of other criteria that may be considered

- Fills a gap that we are best suited to fill
- Builds on our program expertise
- Consistent with our values
- Build on our knowledge of the community
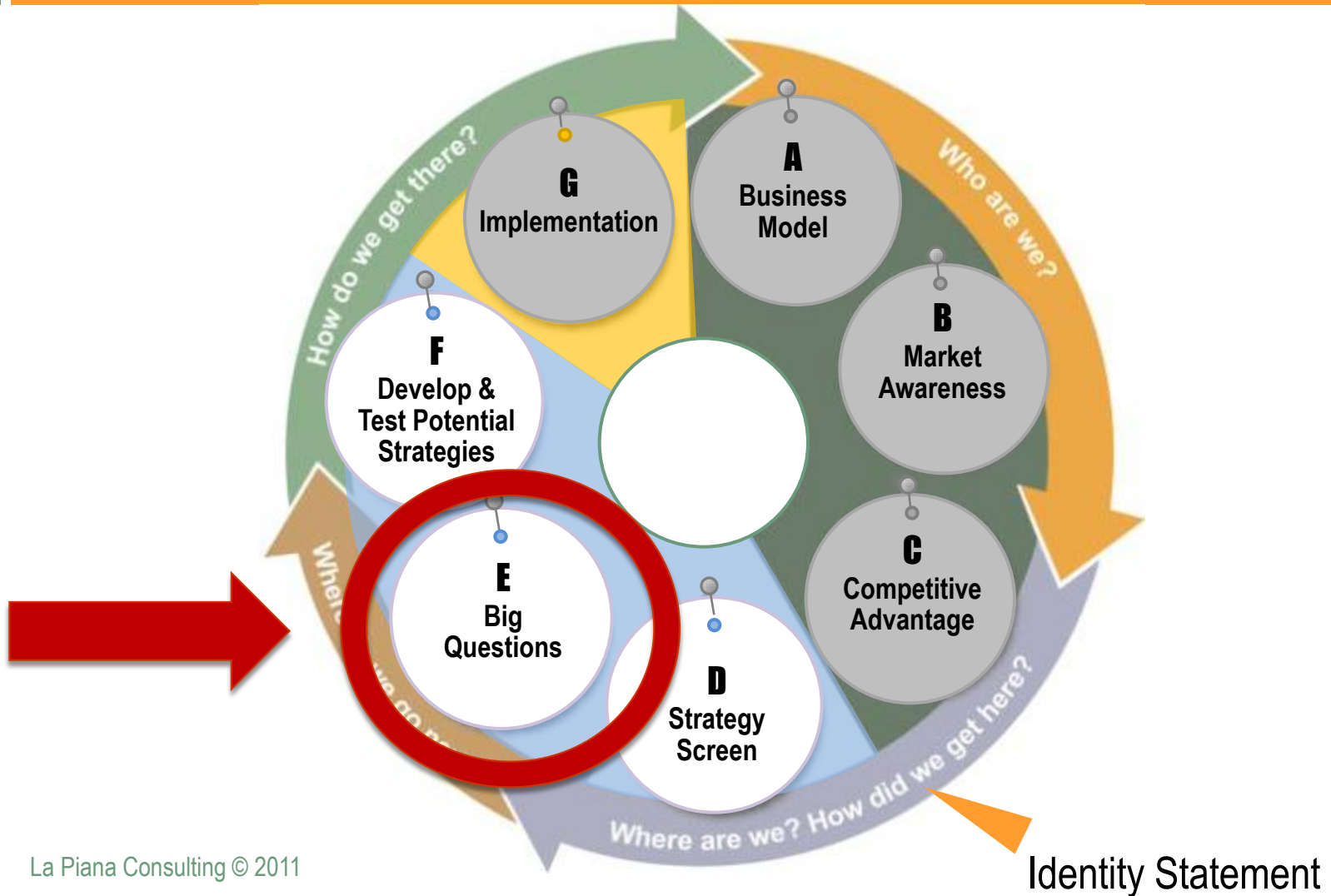- Challenge our thinking
- Others?
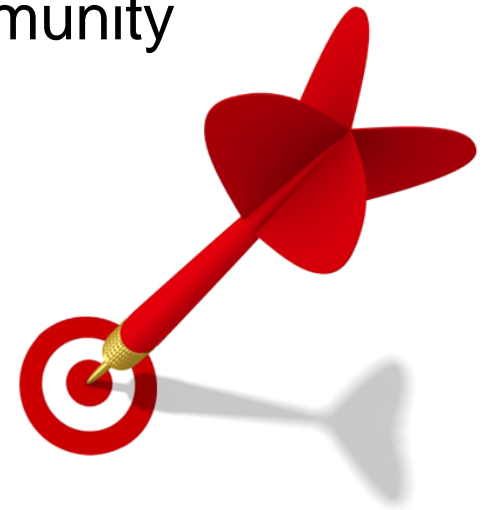
Strategy Screen

	Is this decision…
√	… the best way to achieve our mission?

√	… leveraging and/or supporting our competitive advantages?
	    ▪ expertise working with immigrant families
	    ▪ superior, unique facilities

√	… achievable through staff and funding resources we have or can obtain?
√	… based on a clearly defined purpose and explicit outcomes that can be measured for long-term value?
√	… sustainable?
√	… consistent with our role in the overall field and focused on activities for which we are best suited?
√	… supported by our core stakeholders?
√	
√	

Where do we go next?

Step E: Big Question

Require Action

- Opportunities or threats you must respond to…
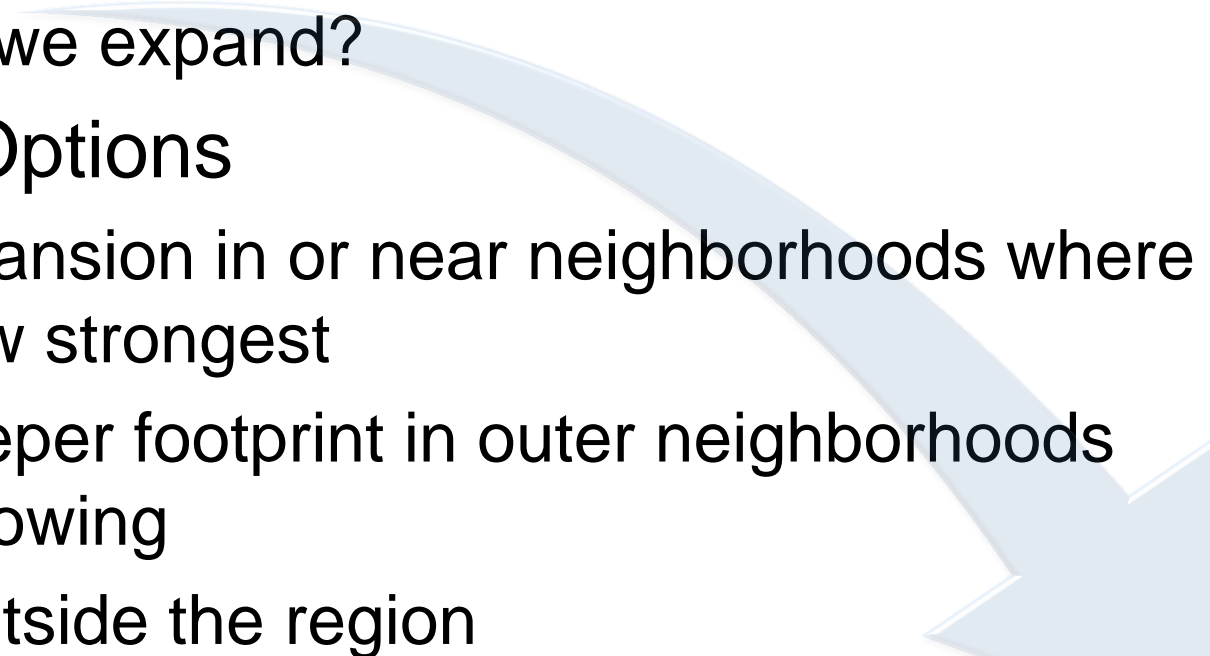
Require New Strategy

- Big Questions reach beyond the scope of your current strategies.

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Strategic Options

Example: Growth Strategy

- Big Question
  - Where do we expand?
- Strategic Options
  - Focus expansion in or near neighborhoods where we are now strongest
  - Create deeper footprint in outer neighborhoods that are growing
  - Expand outside the region

Applying the Strategy Screen

| Criteria | Option A
Current Neighborhoods | Option B
Outer Neighborhoods | Option C
Outside Region |
|---|---|---|---|
| **Best Way to Achieve Mission** | | | |
| **Leverage Competitive Advantage** | | | |
| **Resources Available** | | | |
| **We are Best Suited** | | | |

Worksheet 12: Applying the Strategy Screen

Agenda

G Implementation

A Business Model

B Market Awareness

C Competitive Advantage

D Strategy Screen

E Big Questions

F Develop & Test Potential Strategies

Who are we?

How did we get here? Where are we?

Where do we go next?

How do we get there?

Identity Statement
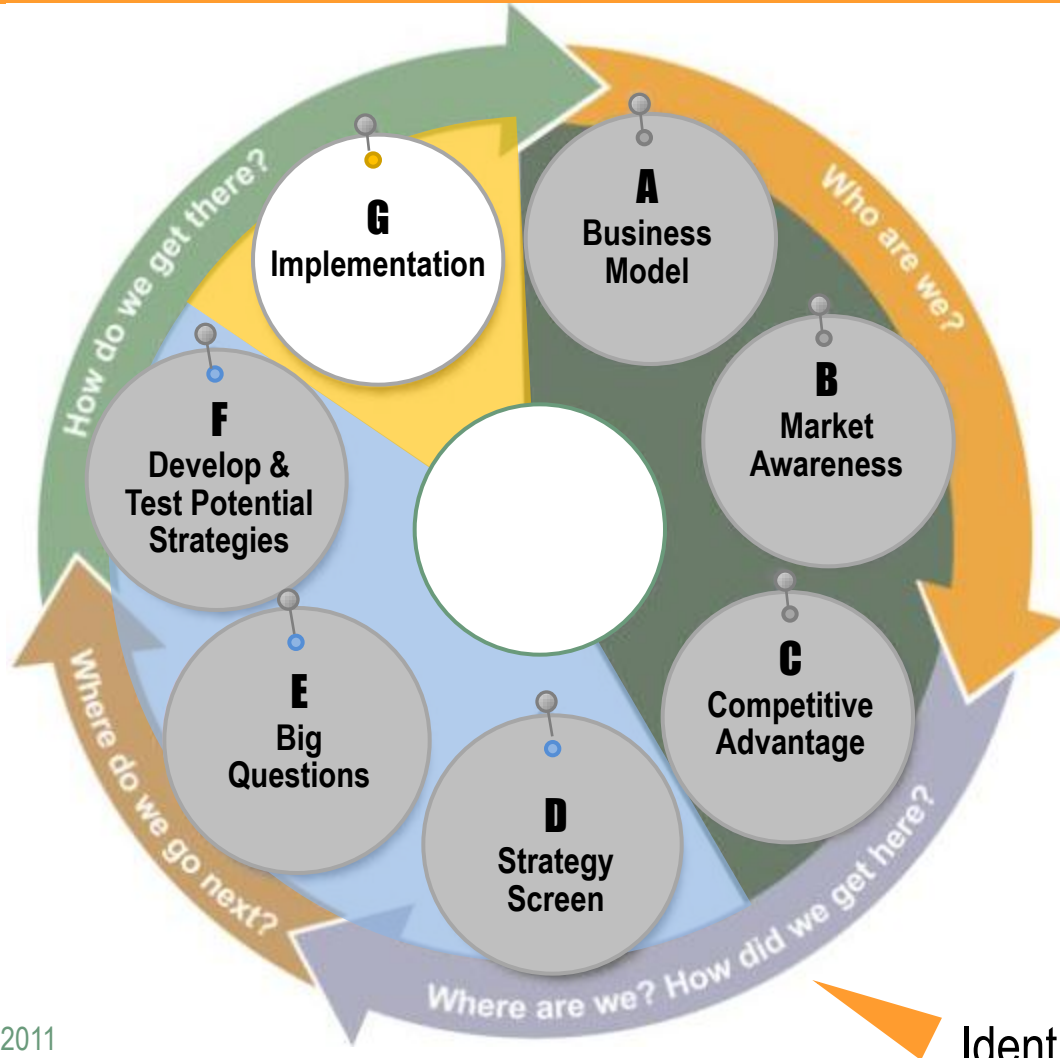
Planning and Implementation

- Program Implications and Strategies
- Operational Implications and Strategies
- Action Steps
- Who is Responsible
- Timeline
- Plan
- Review and Adjust

Implementation Guidelines

Operational Strategies

Focus expansion efforts in neighborhoods where we are currently strong.

What are the programmatic strategies to support the organizational strategy?

What are the operational strategies needed to carry this through including finance, technology, human resources, and marketing/communications?

Strategy and Planning Steps

Big Question

Organizational Strategy

Program and Operational Strategies

Implementation Steps

Strategic Thinking

Questions and Discussion

Thank You!

Visit us online at **www.lapiana.org** or

email Lester at **olmstead-rose@lapiana.org**

Follow Up

Slides, additional materials, and a recorded version of this webinar will be available on our website at www.capacity4health.org

Contact us for individualized capacity-building assistance
Edward Tepporn, Capacity for Health
415-568-3309, etepporn@apiahf.org

We will be following up for your feedback!

Thank you!