

الفصل الرابع عشر

Strategic Planner

أشتمل هذا الفصل على:



Role of Strategic Planners.



Why use a Strategic Planning Facilitator?



PEST Analysis



SWOT Analysis.



Application the SWOT Model on Helwan
University - Egypt.

Strategic Planner

Strategic Planner

The strategic planner's role consists of helping the organization to gather, analyze, and organize information. They track industry and competitive trends, develop forecasting models and scenario analysis, examine strategic performance, spot emerging market opportunities, identify business threats, look for novel strategic solutions, and develop creative action plans. Strategic planners usually serve in a support or staff role. Various jobs in this function include: product development, product managers, change agent, transformation agent, vice president of corporate planning.

ROLE OF STRATEGIC PLANNERS

- COLLECT INFORMATION needed by strategy managers.
- Conduct BACKGROUND ANAL YSES as needed.
- Establish & administer an annul strategy review cycle.
- COORDINATE review & approval process of strategic plans.
- ASSIST all mangers to focus on strategic issues.

Warning

Planners should NOT make strategic decisions or do strategic thinking for line managers.

WHY PLANNERS SHOULD NOT BE STRATEGY MAKERS

- Planners know less about situation, placing them in weaker position than line managers to devise workable action plan.
- Separates responsibility & accountability for strategy-making from implementing.

A. MAJOR PLAN!

- Allows managers to toss decision to planners & avoid doing own strategic thinking .
- Implementers have no "buy in" to strategy.

Strategic Manager

Strategic managers have lead roles in the strategy planning and strategy implementation activities of an organization. They are usually found in higher levels of management where they have greater authority and can make strategic decisions for the firm. The CEO is the most visible and critical strategic manager. Any manager who has responsibility for a unit or division, responsibility for profit and loss outcomes, and direct authority over a major piece of the business is a strategic manager. Jobs include: vice president,

director, general manager, division head, CEO, member of the board of directors.

Management Consultant

Consultants are analysts and advisors of business. They are problem solvers, they bridge gaps in expertise for companies, and they are brought in for independent expertise and opinions. Jobs include: analyst, researcher, junior consultant, junior associate, associate, team leader, senior consultant, consulting manager, junior partner, senior partner.

Strategic Cost Analyst

A strategic cost analyst determines the costs of business activities within organizations. Will use tools like activity-based costing and break-even analysis to determine the true opportunity cost of resources devoted to various corporate activities. Plays an important role in determining which business units to retain and grow. Involved in the budgeting process. People in this position often find their job difficult to describe to outsiders, but it's essential. If your company know how much you're spending on what, you won't be around for long.

Transformation Agent

Companies like Cigna are increasingly looking to become more flexible and implement needed change. Bring in the transformation officer whose job is to work closely with teams of people who control change in the firm. Your

job is to help create the incentives and understanding required to grow and change. An emerging job area. Calls for a dynamic, humanistic person with a cool background.

Required Skills in Strategic Planning

Different skills are required by strategic planners, managers, and consultants depending upon the role they are asked to play in an organization. Strategic planners are internal advisors while strategic consultants are external advisors. As advisors their roles are fairly unique relative to other managerial career. Strategic managers have more authority to make and execute strategic decisions.

Strategic Planner

Must be comfortable with numbers, but not obsessed with them, creative, good synthesis and integration skills, excellent communication skills, excellent political savvy, able to dialogue with people from all ranks in the organization.

Strategic Manager

Excellent leadership skills, ability to see the big picture, a visionary, ability to see how the parts relate to each other and the big picture, ability to sell the vision.

Strategic Consultant

Positive self-image, excellent communication skills--especially presentation

skills, ability to work in teams, strong professional interests, independent, and self-motivated, enjoy variety and new challenges, ability to stick with a problem until it is solved, good analysis skills, strong computer skills, willingness to travel and humility.

Comments

Daily Variety

Over half of the work in a strategy position is with people either in the form of internal or external clients, teams, and customers. The rest of the time you may be conducting market or competitor research, analyzing data, and building financial models. If you are one of those folks that enjoys variety this is the field for you.

Puzzling Work

You need to demonstrate dedication and you especially need to be willing to solve the puzzle in a timely manner. Businesses frequently have serious issues that must be faced in a timely manner in order to compete. Therefore, you have to be able to do what ever it takes by real deadlines in order to help managers do their jobs.

Core Required Skills	
Ability to Synthesize	Very high
Analytical Skills	Exceptional
Computer Skills	High
Decisive	High
Interpersonal Skills	Exceptional
Listening Skills	Very High
Persuasiveness	Very High
Problem Solving Skills	High
Research Skills	High
Team Skills	Very High
Verbal Skills	Very High
Written Skills	High

See the Big Picture

One of the most important skills or abilities needed in a strategic function is to see how decisions and choices affect the long-term viability and the overall effectiveness of the organization. You need to understand the big picture and vision. If you cannot do this you will not be successful in this job.

Let Others Take the Bow

Because both strategic planners and strategic consultants serve as advisors in a support role, they usually do not have decision authority either to make or execute strategic choices. Thus these folks require some humility and must be willing to slip into the background. They need to be able to let others take credit for their ideas in order to see them embraced and executed.

If you are seen as a threat by the manager that you are helping you will not be effective in your role.

Are You a Renaissance Person?

Not only do people in a strategic role need to see the big picture, they must understand the world from multiple functional perspectives. In order to solve strategic problems and effectively pursue strategic opportunities you must understand how each function contributes to the grand plan. Be multi functional.

Is This Your Persuasion?

Strategic staffers and strategic consultants must spend time convincing strategic managers and other managers in the organization to adopt their ideas. They do not have decision authority to execute their ideas, so they must be able to sell their ideas to others in the organization who can implement those ideas.

Listen Carefully ...

While strategic planners, managers, and consultants sell solutions they must also be able to get to the root problem. Their solutions will only be as good as their understanding of the underlying causes of the problem. Their research efforts will not be complete if they just rely on financial and annual reports. They need to be able to listen to what clients, employees in the firm, and customers are telling them. Soft information will be as important if not more important than hard information.

STRATEGIC ROLES OF A BOARD OF DIRECTORS

- See that five strategic management tasks are performed adequately.
- Review important strategic moves & officially approve strategic plans.
- Ensure strategic proposals are adequately analyzed & superior to alternatives.
- Evaluate caliber of top management's strategy - making & implementing skills.

Why use a Strategic Planning Facilitator?

Experience shows that planning sessions run by team members often become expanded staff meetings, rehashing old positions and leaning toward the strongest members views.

An outside facilitator for Strategic Planning maintains a climate of openness

and participation - minimizing personally and departmental differences and encouraging opinions that differ from the leader's.

PEST ANALYSIS:

<p>POLITICAL</p> <ul style="list-style-type: none">● Political Parties, alignments. Trade blocks.● Legislation.● Relationships between government and the organisation.● Government ownership.	<p>ENVIRONMENTAL</p> <ul style="list-style-type: none">● Consumer expenditure● Interest rates● Unemployment● Investment● Energy Costs
<p>SOCIAL</p> <ul style="list-style-type: none">● Change in lifestyle● Shifts in values and culture● Demographic changes● Distribution of income● Attitude to work and leisure	<p>TECHNOLOGICAL</p> <ul style="list-style-type: none">● Government investment policy● New patents and products● Speed of change● New technology● Level of expenditure on research and development by organisation's rivals

Once a risk has been identified, there are four ways of managing it:

- Accept it - deal with it when it happens
- Avoid it - adjust the plan, change it, or leave some parts out
- Monitor it - prepare a contingency plan just in case and be ready to put it into operation
- Transfer it - insure against the risk

The final stage in the risk management process is to determine which of the four ways of managing risk will be applied to each one in turn.

SWOT Analysis:

Strengths, Weaknesses, Opportunities and Threats (SWOT) .

SWOT analysis is a tool for auditing an organization and its environment. It is the first stage of planning and helps marketers to focus on key issues. SWOT stands for strengths, weaknesses, opportunities, and threats. Strengths and weaknesses are internal factors. Opportunities and threats are external factors.

In SWOT, strengths and weaknesses are internal factors. For example: **A strength could be:**

- Your specialist marketing expertise.
- A new, innovative product or service.
- Location of your business.
- Quality processes and procedures.

- Any other aspect of your business that adds value to your product or service.

A weakness could be:

- Lack of marketing expertise.
- Undifferentiated products or services (i.e. in relation to your competitors).
- Location of your business.
- Poor quality goods or services.
- Damaged reputation.

In SWOT, opportunities and threats are external factors. For example:

An opportunity could be:

- A developing market such as the Internet.
- Mergers, joint ventures or strategic alliances.
- Moving into new market segments that offer improved profits.
- A new international market.
- A market vacated by an ineffective competitor .

A threat could be:

- A new competitor in your home market.
- Price wars with competitors.
- A competitor has a new, innovative product or service.
- Competitors have superior access to channels of distribution.
- Taxation is introduced on your product or service.

Ref.: www.marketingteacher.com/lessons/lessonswot.htm

The SWOT Matrix Model

Positive	Internal		Negative or potential to be negative
	Strengths	Weaknesses	
	Opportunities	Threats	
	External		

An Alternative Matrix:

	Strengths	Weaknesses
Opportunities	Offensive- make the most of these	Defensive - watch competition closely
Threats	Adjust - restore strengths	Survive - turn around

Translate The SWOT Model Into Tasks for the Project Plane:

	Strengths	Weaknesses
Opportunities	[How Do I Use These Strengths To Take Advantage Of These Opportunities?]	[How do I overcome the weaknesses that prevent me taking advantage of these opportunities?]
Threats	[how do I use these strengths to reduce the likelihood and impact of these threats?]	[how do I address the weaknesses that will make these threats a reality?]

Ref.: <http://www.jiscinfonet.ac.uk/infokits/analytical-tools/pestle-SWOT>

What makes a SWOT analysis work?

Due to the collaborative nature of this tool, your working group will need certain qualities to succeed:

- trust - the questions that Swot will bring up, particularly in the weaknesses and Threats categories may be uncomfortable. Your group must be at a point in its irking relationship where weaknesses and potential threats can be faced openly id objectively.
- Ability and willingness to implement change.
- Diversity - the team conducting the SWOT analysis should be representative of your entire planning team.
- Time - taking time to do a thorough SWOT assessment will help your group move Forward in developing a workable plan.

Steps / process:

- Establish that your coalition has the necessary components to successfully.
- Conduct a SWOT analysis (above).
- Assemble the group that will conduct the SWOT.
- Set up meeting times (if the SWOT is not going to be completed in one 'sitting').
- Distribute/ complete the tool individually.
- In the group meeting, combine individual answers. Collaborate on each category. Complete the analysis.

- Discuss how to use the information gathered from the swot to inform your next steps.

SWOT analysis can be very subjective. Do not rely on SWOT too much. Two people rarely come-up with the same final version of SWOT. TOWS analysis is extremely similar. It simply looks at the negative factors first in order to turn them into positive factors. So use SWOT as guide and not a prescription. Simple rules for successful SWOT analysis .

- Be realistic about the strengths and weaknesses of your organization when conducting SWOT analysis.
- SWOT analysis should distinguish between where your organization is today, and where it could be in the future.
- SWOT should always be specific. Avoid grey areas.
- Always apply SWOT in relation to your competition Le. better than or worse than your competition.
- Keep your SWOT short and simple. Avoid complexity and over analysis.
- SWOT is subjective.

Application the SWOT Model on Helwan University-Egypt:

Opportunities:

- Industrial Environment surrounding the University.
- Diversity of Specializations and Majors.
- Community Development.

- National Projects
- Collaboration with other universities (National & International)
- New Quality Academic Programs.
- Satisfy house hold , bus , communication needs.

Strengths:

- University leaderships & staff supporting the developing enhancement processes.
- Presence of specialized faculties as art, music, etc.
- Presence of high percent of qualified staff.
- Presence of high percent of international publications.
- Good landscape.
- Projects with international, regional and national association.
- Protocols with other universities.
- Special units (52) for community services.
- Presence of digital library.
- Applying technology in education as e-learning & e-courses.
- Good university resources as sports costs, music halls, financial support for students,
- Suitable and cheap transportation to the university campus.
- University Awards for all researches that published at international journals.
- Awards for distinguished students.

- Student's host at the university campus.
- Post-graduated agreement with international universities for PHD and post-doctors.
- Research- production- consultancy- units.

Weaknesses:

We need to improve the following:

Human & system:

- Salaries.
- Training.
- Researches.
- Commitment.
- Communication.
- Weak background of students.
- Goals are not clear.
- Evaluation system.
- Inadequate staff: students ratio.

Location & infrastructure:

- Internal transportation.
- Scattered faculties (colleges),
- Communication network.
- Inadequate classrooms

Funding:

- Lack of resources.
- The- system selecting (hiring)the leaders within the university.
- The relationship with the labor market.
- The rules of recruitments(employee & staff).
- Equality (providing equal).

Threats:

- External competition & Quality of students.
- Lack or Decrease of Governmental support.
- Losing qualified staff members.
- Community supports.
- Number of students.
- Environmental Aspects.
- Changing of Governmental Educational policies.
- External support / funding vs. research work.
- Accreditation.
- Opposing change.