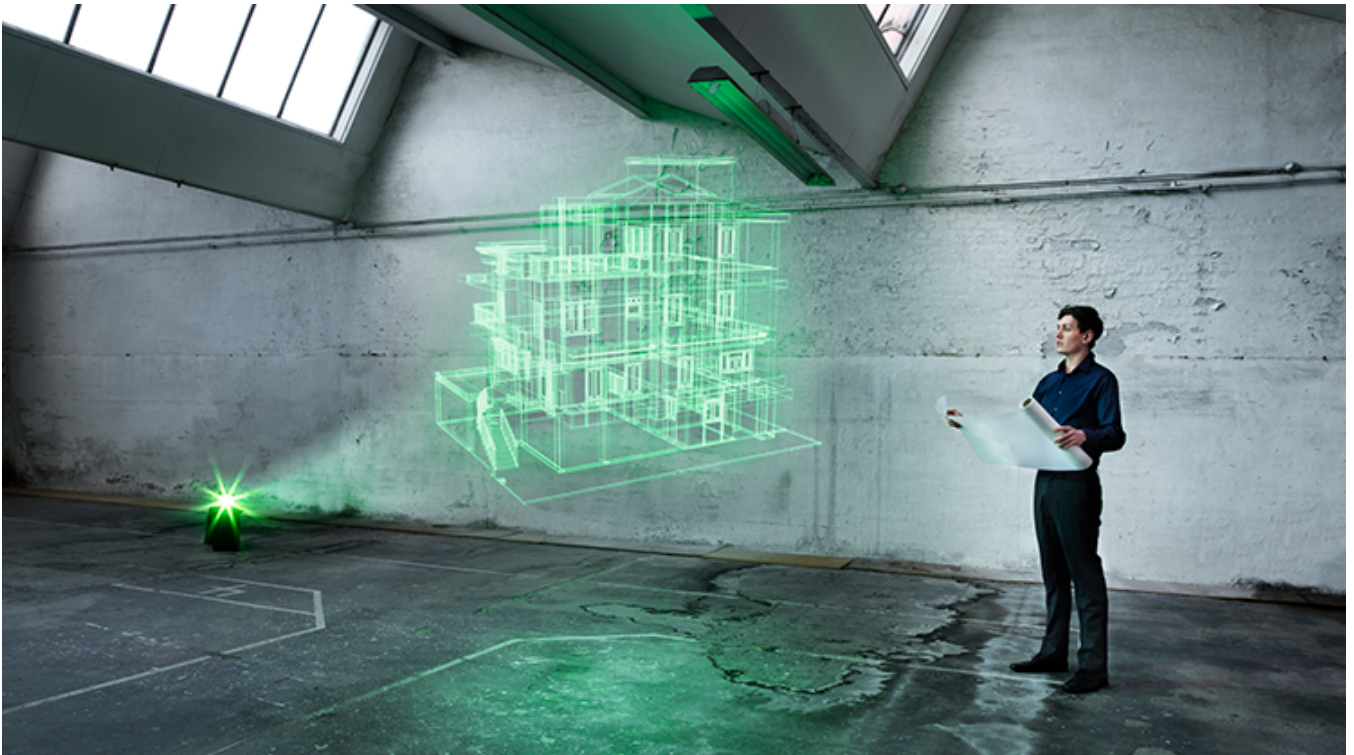


# Navigating business challenges through strategic planning

By Zac Hunter

29 April 2024



In the dynamic landscape of business, owners often find themselves grappling with a multitude of challenges while simultaneously striving to position their business for sustainable growth. Despite harbouring the best intentions, the task of implementing strategic changes can often seem daunting amidst the countless demands of daily operations. However, it is through

effective planning that these obstacles can be overcome, laying the foundation for long-term success and resilience.

## **Setting a Clear Vision**

Central to any successful plan is the establishment of a clear and compelling vision for the business. This vision serves as a guiding beacon, providing direction and purpose to stakeholders at every level. Without a well-defined objective, plans risk becoming aimless endeavours devoid of motivation. Therefore, it is imperative for business owners to articulate their vision in a manner that ensures alignment and inspires collective action among all involved in the planning process.

## **Understanding the Current State**

A thorough understanding of the business's current state is fundamental to devising a viable strategic plan. This can be achieved through a comprehensive SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis, involving key stakeholders from each department to gain multifaceted insights. The engagement of external facilitators can further enrich these discussions by offering impartial perspectives and expertise in uncovering nuanced opportunities and challenges.

## **Selecting Focus Areas**

From the insights gathered through the SWOT analysis, it is important to prioritise key weaknesses and opportunities to focus on. However, to prevent paralysis by analysis, it is crucial to streamline these focus areas to a manageable number. Through a participatory and democratic process, stakeholders can collaboratively identify and prioritise these areas, ensuring that the resulting plan remains pragmatic and actionable.

## **Creating SMART Goals**

With the focus areas delineated, the next step involves translating them into SMART goals—Specific, Measurable, Achievable, Realistic, and Timely. Each goal must be meticulously crafted to provide clear direction and accountability. By assigning specific responsibilities to individuals or teams, the plan ensures that everyone understands their role in contributing to its successful execution.

## **Stress-Testing and Improvement**

Before proceeding with implementation, it is imperative to subject the plan to rigorous stress-testing and evaluation. This involves soliciting feedback from impartial parties and subject matter experts to identify potential blind spots and weaknesses. By refining and enhancing the plan based on these insights, it becomes more robust and adaptive to changing circumstances.

## **Embedding the Plan into Organisational Culture**

To ensure the successful implementation of the plan, it must be ingrained into the fabric of the organisation's culture. This entails embedding the plan into staff members' KPIs through tools such as remuneration scorecards and budgets they are responsible for, thereby fostering a sense of ownership and accountability. Regular reviews and check-ins provide opportunities for course correction and alignment with evolving priorities.

Effective strategic planning is not merely a theoretical exercise but a practical tool for navigating the complexities of modern business. By setting a clear vision, understanding the current state, selecting focus areas, creating SMART goals, stress-testing the plan, and embedding it into the organisational culture, businesses can proactively address challenges and capitalise on opportunities for growth.

Embrace strategic planning as a proactive approach to building a resilient and thriving business in an ever-evolving landscape. Remember, failing to plan is planning to fail!

Should you wish to understand more about how a planning session can help your business, please contact your [Fordham Partner](#).

This information has been prepared by Fordham Business Advisors Pty Ltd (Fordham) ABN 77 140 981 853. Fordham's liability is limited by a scheme approved under Professional Standards Legislation. It is general information only and is not intended to provide you with advice or take into account your objectives, financial situation or needs. You should consider, with a financial adviser, whether the information is suitable for your circumstances. To the extent permitted by law, no liability is accepted for any loss or damage as a result of any reliance on this information. This information is believed to be accurate at the time of compilation and is provided in good faith. Fordham is a subsidiary of Perpetual Limited ABN 86 000 431 827.