What’s A Strategy?

preparation for tomorrow
I'm thinking of getting into the strategic planning game.

If I understand the job description, you basically hallucinate about the future and then something different happens.

You also have to pretend it's useful.

Really? That sounds hard.
Content

• Why do I need to strategize?
• Where do I start?
• What tools do I use?
• Frameworks
• Recommendations
• Case Study
Why do I need to strategize?

“This Way”

“This Way”

“That Way”

“That Way”

“Failing to plan is planning to fail” - Alan Lakein.
Where do I start?

• Vision Statement
• Mission
• Goals & Objectives
Frameworks

- PEST
- SWOT
- SOAR
- Porter’s 5 Forces
SWOT

**Strengths**
- competitive edge

**Weakness**
- inefficiencies
- no value add
- what others do better

**Opportunities**
- PEST changes
- innovative process/technology
- unfilled demand

**Threats**
- PEST changes
- constraints
- competitor impact
• What can we build on?
• What do we care deeply about?
• What are our stakeholders asking for?
• How do we know we are succeeding?
Porter’s 5 Forces

Legend:
- Competitive Rivalry
- Threat of New Entry
- Threat of Substitution
- Supplier Power
- Customer Power
Recommendation

• Recommend strategy(s)
• Summarize proposal results
• Identify action items
• Identify success metrics
Case Study

• Vision: To facilitate scientific discovery and medical breakthroughs that improve human health.
• Mission: Provide exemplary service that enhances and supports the endeavors of our research community.
• 500 PIs, $100M+ Portfolio
• 30 Staff
• UG Implemented to reduce admin burden
• F&A cap of 10% on federal projects
“The best-laid plans of mice and men often go awry”

- Adaptation of Robert Burns’ poem
Questions?