



Martech's Strategic Planning Model



V.8- 08.06

Martech's *Strategic Planning Model*

Overview

Martech helps clients build strategies that are strongly market and stakeholder focussed.

Martech's Strategic Planning Model is structured in six easily followed stages.

- Each stage is supported by worksheets that provide for input from a wide range of people, for example regional managers or sub-unit leaders.
- It is usual for a small task team to be charged with bringing the plan together.
- Two critical steps require the team to meet. In some situations both steps can be covered in the one session.
- Once the main points are agreed, the final detail can be drafted by whoever is going to carry out the plan.

Heritage

Our *Martech Strategic Planning Model* evolved from work we carried out with a number of government owned trading enterprises in Pacific countries. At the time we had some good academically-based marketing planning models. These were good in theory, but not so good in arriving at an action plan that is easily followed and has clear steps for implementation. Over a period of 10 years we have continuously refined this work and our present version builds on this experience.

Martech's *Strategic Planning Model*

Methodology

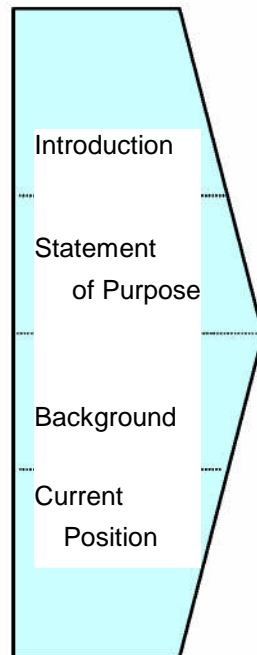
- Behind our *six-stage strategy model* is a methodology that allows us to include input from a number of participants, and to include the benefit of their wisdom in the plan development.
- The structure of the model is especially helpful to persons who have previously not participated in formal strategy development or market planning, but it is advanced enough for those who have.
- Each step effectively canvasses the areas in which the organisation should be looking for innovative insights and also recognising the realities that impact upon its activities.
- This is a robust model that produces effective results as evidenced by our being able to apply it simultaneously to 12 different enterprises in an offshore country.
- It is equally suited to single function organisations as it is to multi-functional organisations.
- The plan process works very well as a stand-alone methodology, but its value can be enhanced further by using the *SNAP* workshop(s) as a 'front end' to the development of a meaningful strategy.

Applications have been as varied as a local airline, building supply company, insurance, printing, tourism, sector groups in horticulture, a shipyard and a national trade development organisation. It is equally suited to single function organisations as it is to multi-functional organisations.

The plan sequence is set out on the following pages.

Martech's Strategic Planning Model

STAGE ONE Explanation & Foundation

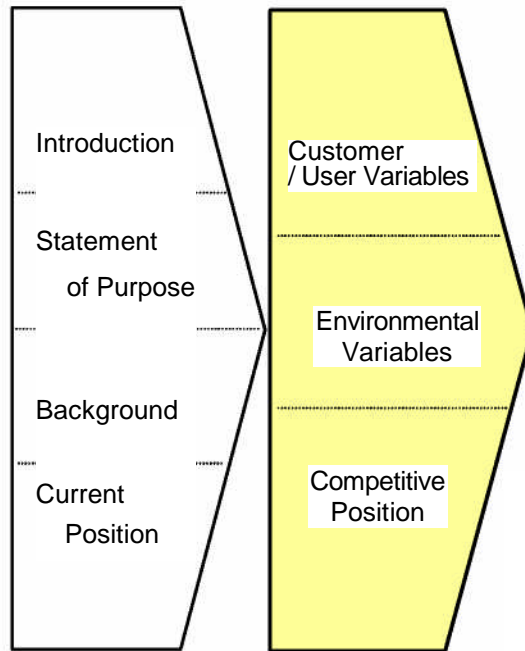


This first stage sets the scene as to why the plan is being developed, and profiles the present form and activity of the organisation.

1

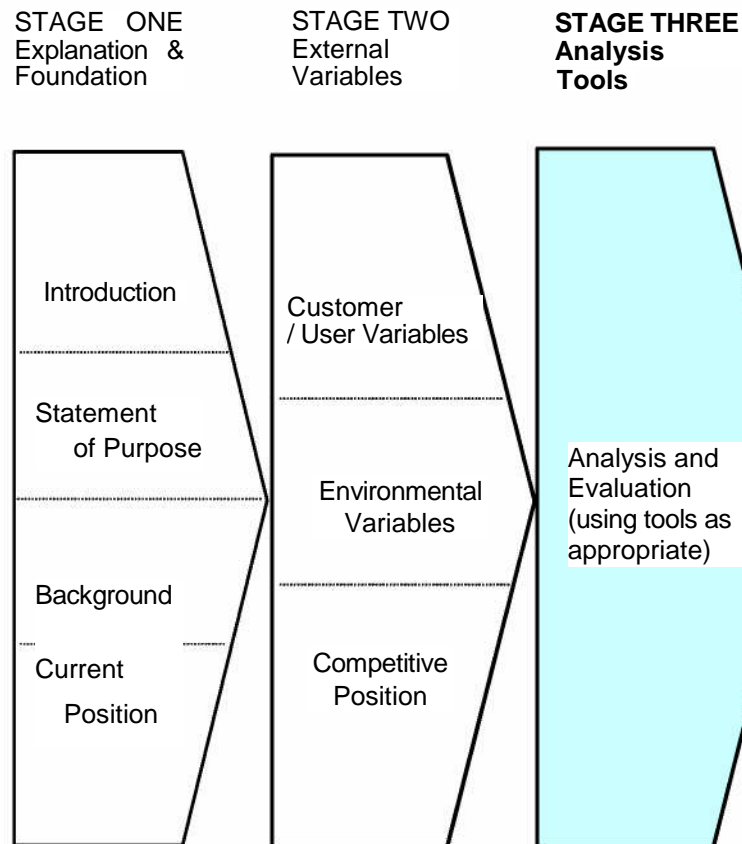
STAGE ONE
Explanation &
Foundation

STAGE TWO
External
Variables



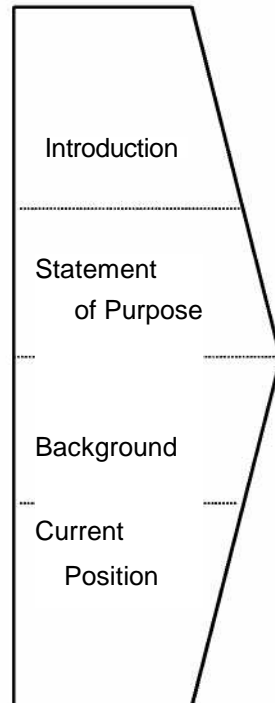
Step two is to consider:
(a) what people are doing, (customers & consumers)
(b) what 'rules' we have to abide by, and
(c) what alternatives customers have.

Martech's Strategic Planning Model

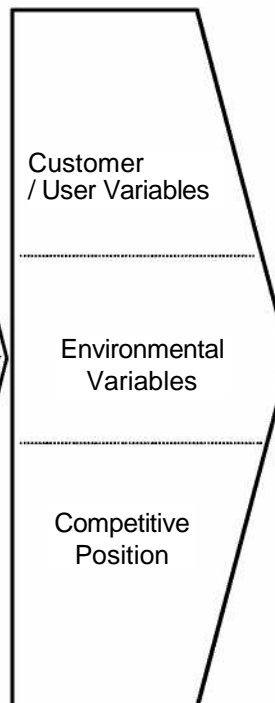


Stage Three is to start evaluating a wide range of factors. Most often these are captured into a SWOT Analysis. Observations from SNAP workshops can be an important input.

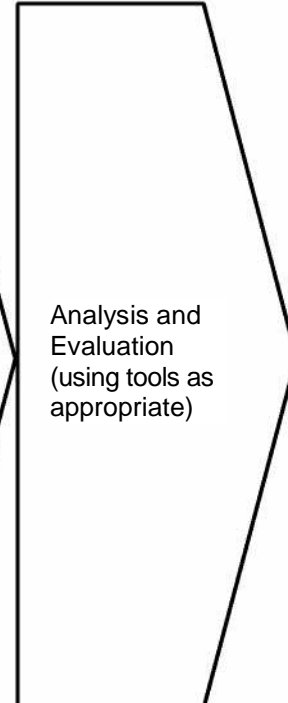
STAGE ONE
Explanation &
Foundation



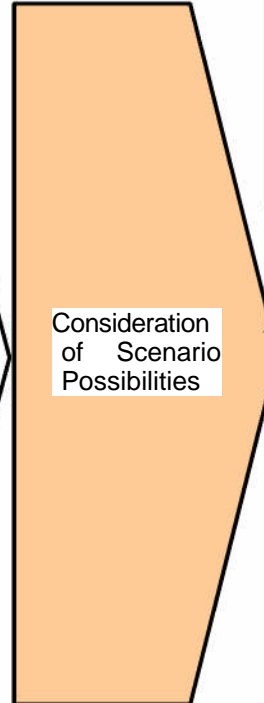
STAGE TWO
External
Variables



STAGE THREE
Analysis
Tools

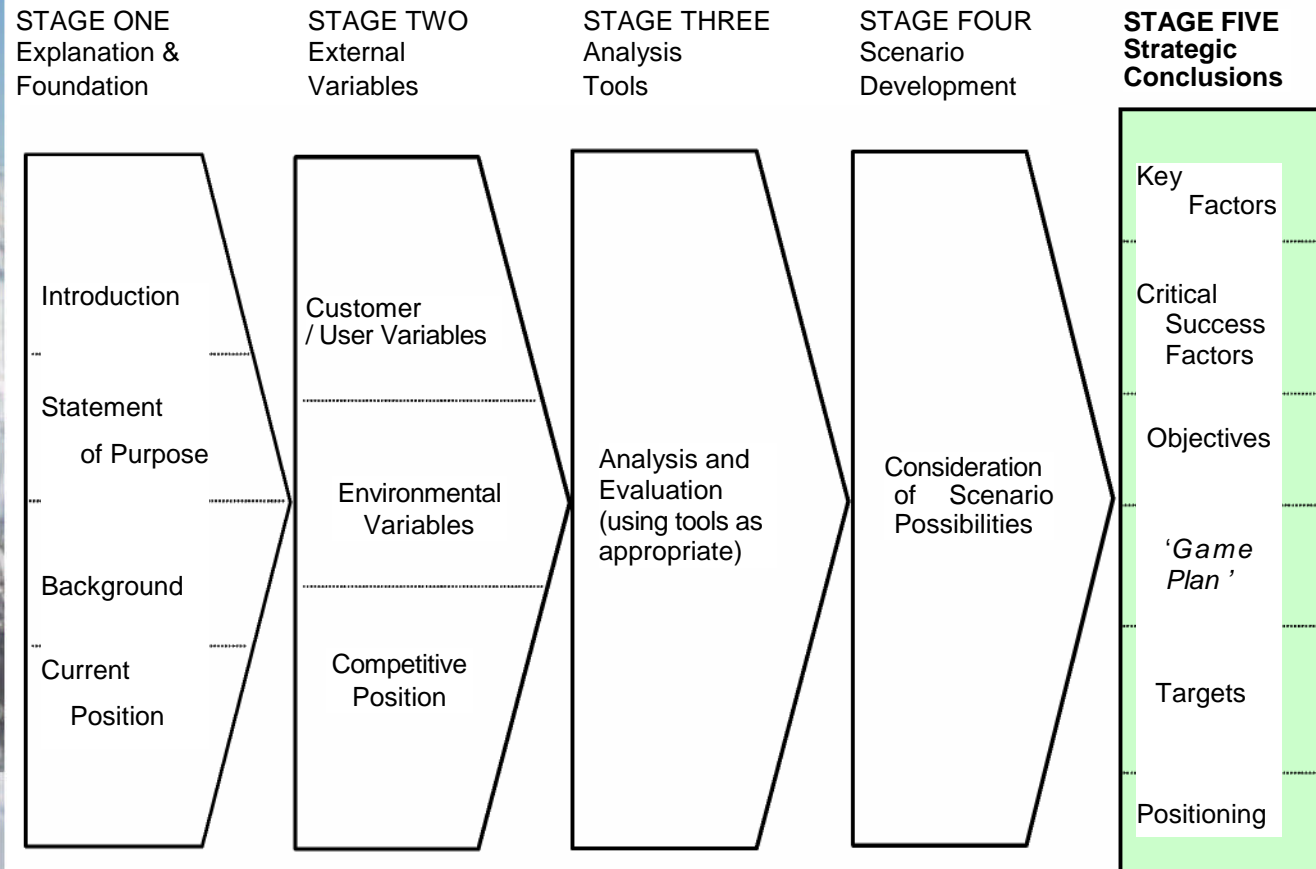


STAGE FOUR
Scenario
Development



As the process develops, a range of scenarios will start to emerge. These will come from (i) the process of plan development, (ii) outputs from any SNAP workshops (iii) the work already done by the Board & Management. These need to be considered for impact, strategic significance and consequence.

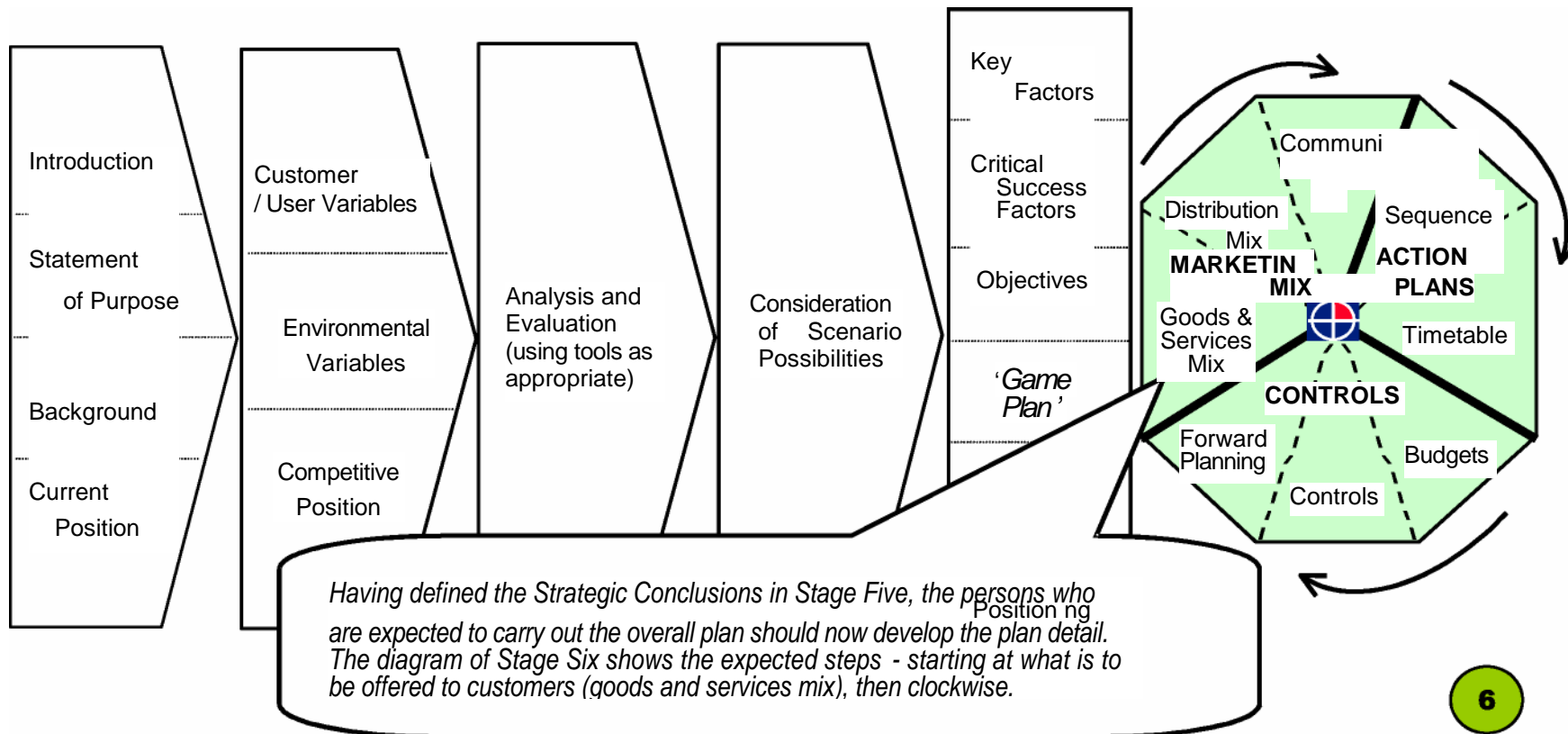
Martech's Strategic Planning Model



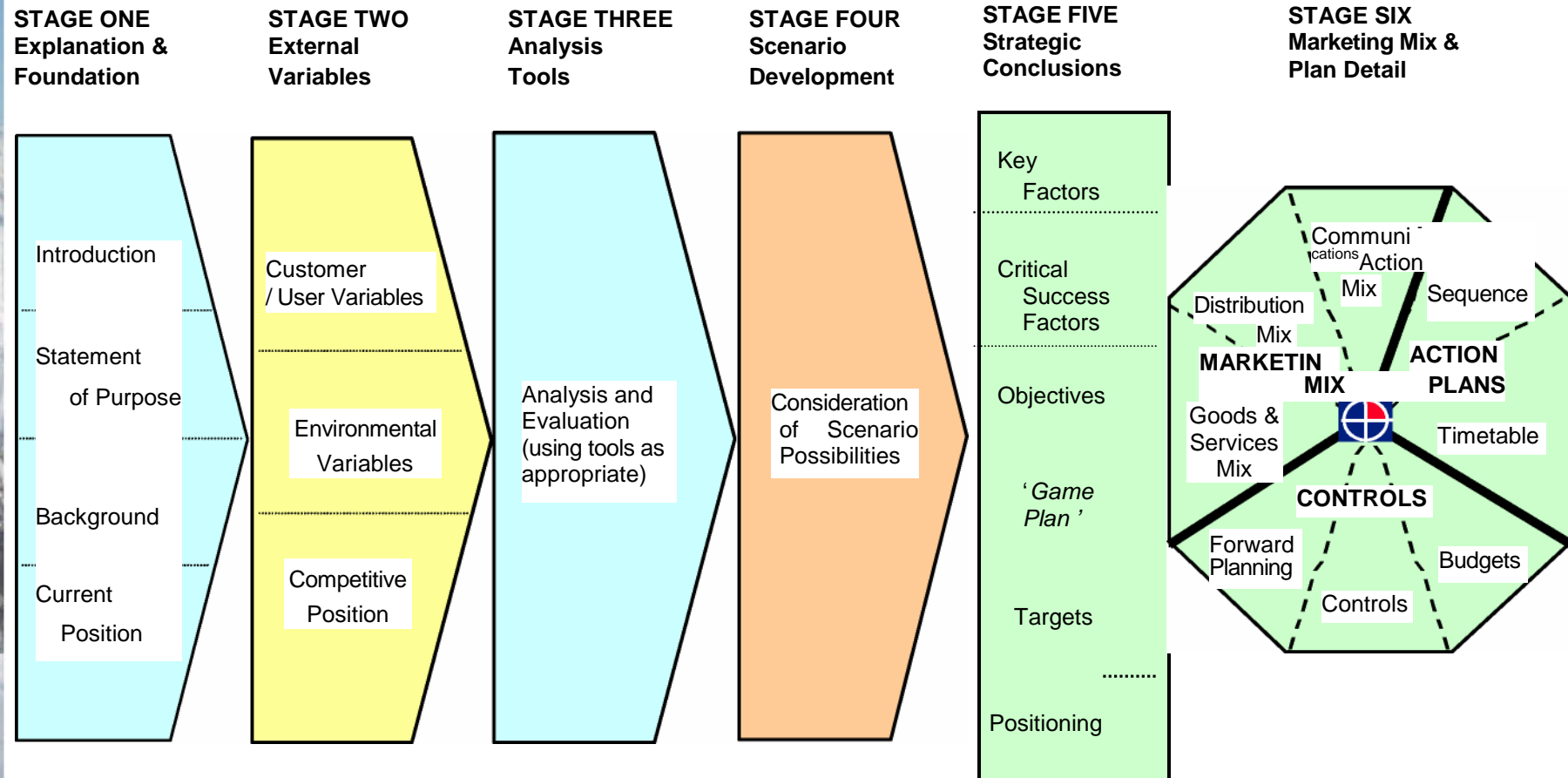
The evaluation stages and consideration of scenarios being complete, the strategic plan can now be narrowed to those issues that have the most importance. This stage works through those important issues in sequence to arrive at a definition of the enterprise's future business, how it is to get there (in simple terms), and how it wishes to be perceived by stakeholders (positioning).

Martech's Strategic Planning Model

STAGE ONE Explanation & Foundation STAGE TWO External Variables STAGE THREE Analysis Tools STAGE FOUR Scenario Development STAGE FIVE Strategic Conclusions STAGE SIX Marketing Mix & Plan Detail



STRATEGIC PLANNING MODEL



Martech's *Strategic Planning Model*

About Martech

- Martech is a strategic consultancy with significant experience in:
 - Investigation, consultation and facilitation
 - Strategy development
 - Strategic management
 - Development of marketing plans and their implementation
 - Optimising innovation and knowledge
 - Enhancing business value
 - Governance development and evaluation
- All of Martech's work is with national organisations, or businesses or organisations that have national significance.

The key person for contact at Martech is its Director, Alastair Aitken

Alastair Aitken

- Alastair is the Director of Martech Consulting Group and he has been a management consultant for over 20 years. He has worked with a wide range of organisations in New Zealand and off-shore totalling over 150 enterprises. He was a senior consultant with international PA Consulting Group for 12 years before establishing Martech Consulting Group Ltd in 1996. He has had consulting projects with private and public sector clients, including assignments for the Asian Development Bank and the World Bank.
- In strategic planning work, Alastair is a past winner of a national marketing award – for establishing The Helicopter Line – now THL. He consulted to them for over 10 years.
- Alastair was the primary author of Martech's *Strategic Planning* process and also its *Stakeholder Needs Analysis Programme* – a consultative workshop that is especially effective in helping disparate groups to agree on strategic issues. He has been involved in the development of Martech's *governance programmes* from their inception in the 1990s and has been involved in all of Martech's governance assignments.

In working with diverse groups in strategy and governance, an example is his work with the Organic Sector. The diversity of the people involved in that sector would be as wide as any sector. In 2005, at their formal awards dinner, the national body for organics presented Alastair and Martech with an award in recognition of their work in helping that sector to establish a new national organisation, strategy and governance framework.

Martech's *Strategic Planning Model*

Co NTACT

Contact person:

A handwritten signature in black ink, appearing to read "Alastair Aitken", with a long horizontal stroke underneath.

Alastair Aitken
Director

021 727 148

(09) 303 2930

a.aitken@martech.co.nz



P O Box 31-308, Milford, Auckland, New Zealand
Tel : 64 9 303 2930 Fax : 64 9 489 6845 www.martech.co.nz

APPENDIX: *Lifelines for Organisations*

Proven processes to help organisations achieve what they hoped to. We call them ‘Lifelines’ because they connect sound management practices that might otherwise expose organisations to gaps, perhaps chasms, and avoidable difficulties.

Based on our experience in helping organisations become more effective and of more value to stakeholders, MARTECH has progressively developed and refined an integrated set of modules under the title of ***Lifelines for Organisations*** that link together

-Consultation / investigation, with

-Strategic planning, and

-Governance policy development and a Board Members Handbook (for direction, process and induction).

Lifelines for Organisations is a powerful set of management processes and the way they link together is probably unique. They are especially suitable for people not used to operating in a disciplined business environment – but advanced enough for those who are.

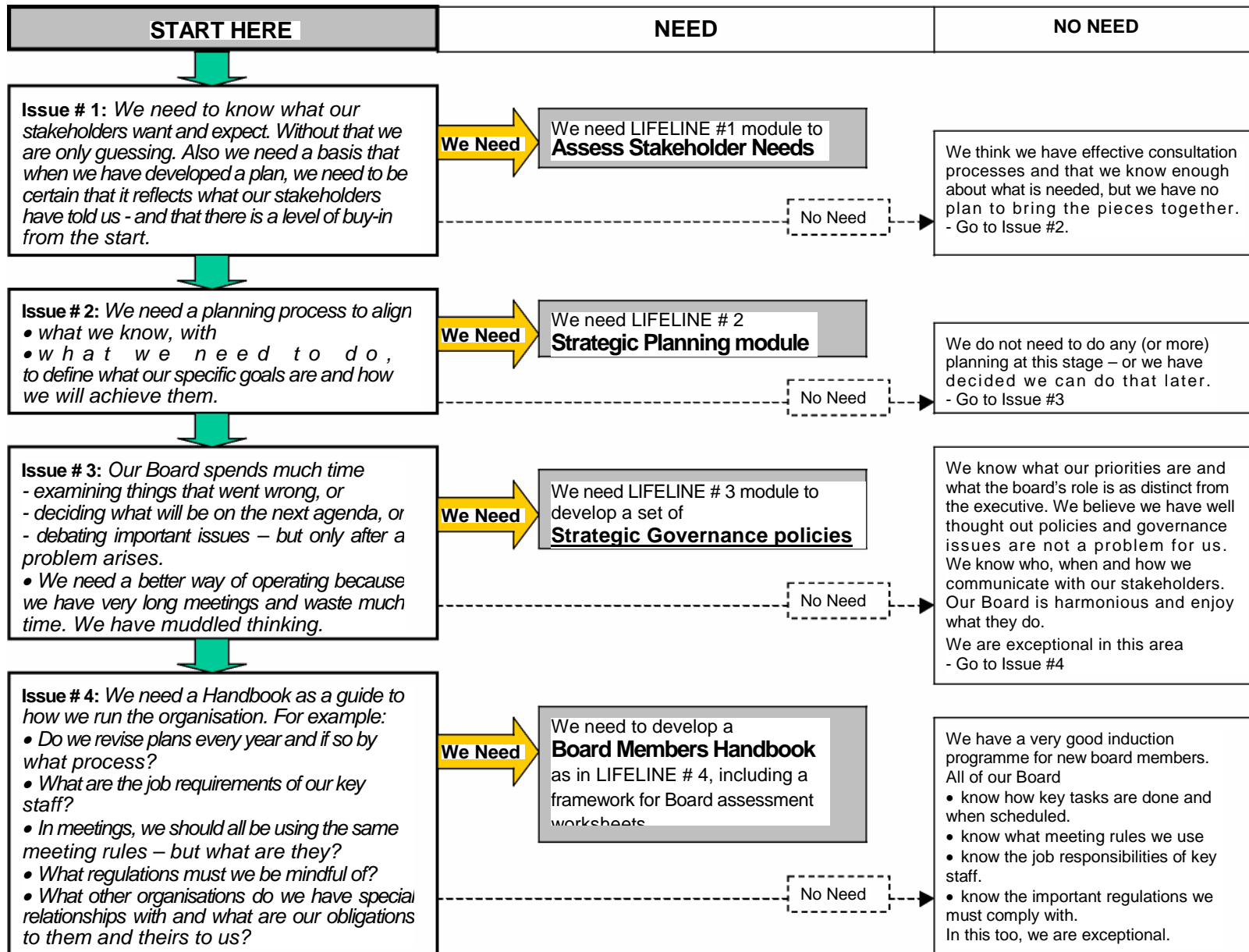
BACKGROUND

Every organisation is different, but there are frameworks to make things a lot better than they usually are. Faced with the question “*how do you go about setting up or refining an organisation*”, the *Lifelines for Organisations* modules bring together our learning as to where to start and outlines how the main planks fit together.

What the Martech team have found is that the theory is important, but often the translation from theory to practice is too complicated or it comes with having to bring in consultants who cost far more than the organisation is prepared to invest. We too were concerned that there had to be a better way.

Starting in the mid 1980s, Martech consultants have progressively developed and refined an integrated set of tools and techniques that have proved to be very effective. Each ‘Lifeline’ process has been thoroughly tested and we can cite client testimonials to support this. Also important is that each has been improved with refinements to ensure that they work well, link together and reflect best practice.

- On following page is a diagram for application of the four modules and on a further page is a schedule of examples of where modules have been effectively applied. A separate brochure is available outlining the four modules.
- Each organisation is expected to have aspects that are unique, requiring adaptation of the modules selected. Martech would be pleased to discuss where and how a particular module might be applied.



Lifelines for Organisations

Examples where Martech's LIFELINE Modules have been used

	Lifeline # 1 S.N.A.P. Workshops	Lifeline # 2 Strategic Plans	Lifeline # 3 Strategi Governance	Lifeline # 4 Board Handbook	
Auckland City Council	X (14)				Over 400 persons involved; the basis for city strategic plan development
BioGro			X	X	Development of governance policies and Board Members Handbook materials
Centre of Excellence - Bio-sciences	X				Joint task for Massey Univ., HortResearch, Crop& Food, AgResearch
Cook Islands Govt.! Asian Dev. Bank	X	X			Establishment of Business Development Board (like a TradeNZ)
Fishing Sector R&D	X				For The Royal Society of NZ
Forestry sector R&D	X (4)				R&D Strategy for NZ Forest Industries Council
Gullivers ! Holiday Shoppe	X				Workshop with franchisees to review strategy
Kingdom of Nepal ! UNDP - World Bank		X (3)			Privatisation ! commercialisation of paper mill, brick and leather & shoe factories
Kingdom of Tonga ! Asian Dev. Bank		X (3)			Commodities Board privatisation tasks
Large independent school			X	X	Also assistance with subsequent governance review
MAF Policy ! Codex	X (2)				To define NZ position on standards for foods derived from biotechnology
NZ Agrichemical Education Trust	X				Review of <i>GrowSafe</i> programmes and Trust strategy development
Organic Sector	X (4)		X	X	Development of Organic Sector Strategy leading to Establishment Board
Republic of Kiribati ! Asian Dev. Bank		X (12)			Privatisation of 12 state-owned enterprises: hotels, airline, trading businesses, etc.
The Helicopter Line (now THL)		X			Original investigation and successive market development input
Waitakeri City Council	X				Community workshop for 50 persons - Te Atatu peninsula community development
NZ Winegrowers		X			R&D Strategy for New Zealand's wine industry
Vision Manawatu	X				Framework for a NZ Animal Health Research Network - based on Inst. of Vet. & Animal Biosciences (IVABS) and Hopkirk Research Inst.

Martech have also carried out many other assignments that investigate and develop improved outcomes - from restructures to market research and case studies.