

The **Seven Key** **Steps** to Successful **Strategic** **Planning**

Don't let luck determine the future of your organization...

Take control of its destiny with **an effective strategic planning process!**



ICI

LA PERFORMANCE

EN PRATIQUE

Mouvement
québécois
de la
qualité

Compiled by

Mouvement québécois de la qualité

Authors

Manon Duclos

Chief Operating Officer
MOUVEMENT QUÉBÉCOIS DE LA QUALITÉ

Marco Poutré

Quality Advisor
MOUVEMENT QUÉBÉCOIS DE LA QUALITÉ

Hélène Larose

Interim Communications Director
MOUVEMENT QUÉBÉCOIS DE LA QUALITÉ

Pierre Marchand

Communications Consultant

Advisory Committee

Johanne Maletto

Chief Executive Officer
MOUVEMENT QUÉBÉCOIS DE LA QUALITÉ

Marie Franc

Director of Communications and Marketing
MOUVEMENT QUÉBÉCOIS DE LA QUALITÉ

Design and layout

Mardigrafe

Jean-René Caron

Promotions and Web Coordinator
MOUVEMENT QUÉBÉCOIS DE LA QUALITÉ

Legal deposit – Bibliothèque et Archives nationales du Québec
2nd quarter, 2019

ISBN: 978-2-922087-41-3 (PDF)

© 2019 Mouvement québécois de la qualité

The Process

The Seven Key Steps of Strategic Planning	6
Why Create a Strategic Plan?.....	7
The Process	8
Prerequisites.....	8
Implementation.....	9
Roles and Responsibilities in Strategic Planning: the RACI Matrix.....	12
Your Strategic Plan... and What Follows	13

Tool Sheets

1. The Organization's Values.....	15
2. Mission	18
3. Vision	21
4. SWOT Analysis	24
5. Orientations and Initiatives	28
6. SMART Objectives.....	32
7. Hoshin Kanri.....	35
8. Business Plan	41
9. A3	45
10. Action Plan	49

A leap into **the future**

The Mouvement québécois de la qualité has begun to thoroughly transform how it operates. This transformation includes a digital shift, new methods, and an increasingly horizontal structure.

In light of these changes, this and future guides will only be available in digital format. This is a great way to reduce paper use and provide easy, universal access to content for the entire world.

After selling more than 500 copies of the first edition of *Seven Key Steps* and helping dozens of Quebec companies with strategic planning, we now have a second edition of this successful guide in English and French.

This version is filled with new approaches and questions on most of the sheets to help you delve deeper.

However big or small your organization or line of business, having a strategic plan in place is a must before embarking on a digital or 4.0 transformation journey. After all, why accelerate toward an unknown destination?

More than ever, organizations need to develop a clear picture of who they are and what they want to become. What makes them who they are? What does their market look like in the short and long term? How can we continue to grow and lead the pack?

This comprehensive edition of *Seven Key Steps* addresses these questions and provides tools to guide you through the process. Such is our mission.

Manon Duclos, eng., M. Eng.
CHIEF OPERATING OFFICER

SECTION **1**

The **Process**

