

Critical Evaluation of the Business Concept

Strategic Assessment Model

- Numerous models and workbooks available
- Any model should be adapted to fit the needs and resources of the organization

Stage 1: Getting Ready

- › Internal Agency Project
 - › Determine Format & Timeline & Outcome
 - › Select Participants & Facilitator
 - › Internal & External Stakeholders
 - › Gather Resources/Information Need
 - › Internal: History, Profile, Financial
 - › External: Community factors, Market
- › External – New Entity Project
 - › Gather Resources/ Information

Stage 2: Mission & Vision

Mission Statement

- › Who the organization is & Why it exists
- › **Broad** enough to encompass the general purpose and operation of the organization and to allow the organization flexibility to operate and grow
- › **Specific** enough to define the characteristics that differentiate the individual organization
- › Test your Mission/Vision Statement for clarity

Sample Mission Statements

- Easter Seals: Easter Seals provides exceptional services to ensure that all people with disabilities or other special needs and their families have equal opportunities to live, learn, work and play in their communities.
- Boy Scouts of America: The mission of the Boy Scouts of America is to prepare young people to make ethical and moral choices over their lifetimes by instilling in them the values of the Scout Oath and Law.

Sample Mission Statements

- Starbucks Coffee: To inspire and nurture the human spirit— one person, one cup, and one neighborhood at a time.
- Motel 6:
 - To establish Accor as the best-managed, most profitable hotel and services company in the U.S., Canada and Mexico.
 - To execute strategies which balance the needs of our customers, employees, investors and the communities in which we do business while respecting their diversity.
 - To be resourceful in overcoming obstacles, while being practical, cost conscious and realistic.

Stage 2: Mission & Vision

Vision Statement

- › Future-oriented
- › Reflects the realization of the mission
- › Clear statement of the 'preferred future'
- › Balance between inspiration and reality

Stage 3: Assessing the Environment

Gathering Information to Guide Planning

- › Current or Future Programs
 - › Market Analysis
- › S.W.O.T. Analysis
 - › Can include external stakeholder input

S.W.O.T. Analysis

Internal Environment

- › **Strengths**
- › **Weaknesses**

External Environment

- › **Opportunities**
- › **Threats**

Stage 4: Agreeing on Priorities

- › Interplay of SWOT Analysis
- › Identify Critical Issues
- › Core Future Strategies
 - › Reality Check – Agree & Prioritize
- › Goals & Objectives to Support Strategies
- › Scale & Scope of Programs
- › Financial Projections

Interplay of SWOT

	O	T
S	Invest Comparative Advantage	Defend Mobilize Resources
W	Decide Judgment Call: Invest or Divest	Divest Damage Control

Identify Critical Issues

- Based on Assessment of Business Concept and Interplay of SWOT Analysis
- Limit to Issues that are Most Critical
 - What issues must be addressed for success

Step 5: Core Future Strategies

- Core Future Strategies to Address each of the Critical Issues Identified
 - Assumptions & Facts to Support
 - Potential Obstacles
 - Triggers to Reevaluate

Questions?

