

Using Strategic Planning for improving Global Competitiveness- (Dr Kanak Madrecha)

Strategy Definition: Strategy is a high-level plan describing the tactics by which an organization or individual plans to achieve its **Mission, Vision & Values**, that are later translated into aligned strategic objectives reflecting what the organization or individual has to do. **Profit or not for profit Organization can be a Country, Emirate/State, Division, District, City, Town, Organization, Family etc.**

Role of Strategy in improving global competitiveness of an organization: Many business, industry or government organizations' strategy aim towards delighting all stakeholders i.e. employees, customers, suppliers, shareholders, bankers, society and governments from more than one country or across the globe thereby **improving their revenue, profits, market share & global competitiveness.**

Role of Strategy in improving global competitiveness of a nation: Similarly, countries use their strategy in improving their global competitiveness. Example UAE Government launched UAE Centennial Plan 2071 (long-term, full-vision plan that extends for 5 decades after 2021). It forms a clear map for the long-term government work, to fortify the country's reputation and its soft power. The plan aims at investing in the future generations, by preparing them with the skills & knowledge needed to face rapid changes and to make the **UAE the best country in the world by year 2071.**

Strategic Planning & Implementation Process & its Components

Component of Strategy Process	Description of the Strategy Process Component
1. Using External Inputs to Strategy	Gather needs and expectations of all external stakeholders (i.e. Customers, Suppliers/Principals, Shareholders, Bankers, Society at large & Government) using various mechanisms i.e. Stakeholder Needs & Expectations, Perception, Satisfaction at regular interval (at minimum every year). SWOT & PESTLE Analysis are used to analyse these external internal inputs & related risks.
2. Using Internal Inputs to Strategy	Consider Organization's Past Financial & Non-Financial Performance for last 1 to 10 years (including employee inputs) and Past/Current Equipment/ Technology/ Financial/ Human Capabilities as important inputs to building the future strategy.
3. Strategy Development for a planning horizon	Many organizations have been conducting structured formal Annual Planning Exercise including Annual Budgeting (covering financial & non-financial performance of all business /support functions). However, organizations making significant investments for future have to make Strategic Plan for 3 to 5 years as many strategic/ digital/ technology/human transformations take 1-3 years. Many large MNCs/Countries have to plan for a horizon of 5-10-20-30-50 years.
4. Target Setting linked to Benchmarking	"Setting /Approving targets for future" require consideration of past performance (reality), present & future capability, management's ambition to improve in future which is triggered by what other local, regional & global industry/other role model organizations have achieved in the past (Relevant Benchmarks).
5. Cascading of Strategy to all levels	Typical Long-Term High-Level Corporate Strategy & Supporting Policies needs to be cascaded across the organization i.e. at Business Division/ Product/ Geography/ Department / Section/ Individual level for understanding/buy-in
6. Strategy Communication	Strategy & Supporting Policies has to be effectively communicated to the lowest level of employee/section/small team as the action happens on the ground at that level using multiple channels of communication (meetings /online /handouts).
7. Strategy Implementation	Organizations have to ensure that strategy is implemented by Strategic Initiatives /Projects/ Daily/Weekly/Monthly operating actions (i.e. Production/ Sales/ Marketing/ Procurement/ R&D/HR/IT/Finance etc.) to achieve the agreed financial & non-financial performance (some may use Balanced Score Card Framework with 4/5 legs i.e. Financial, Customer, Process, Learning & Growth, CSR/Sustainability weightages assigned aligned with strategic importance)
8. Strategy Effectiveness / Performance Management	Typical ERPs have in-built organizational /individual performance management system/ dashboards for measuring & improving strategy effectiveness & related decision making. STRATandGO is one of the best software for strategy execution, performance management, project portfolio management & RISK etc.

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