

## 2 การจัดทำกลยุทธ์

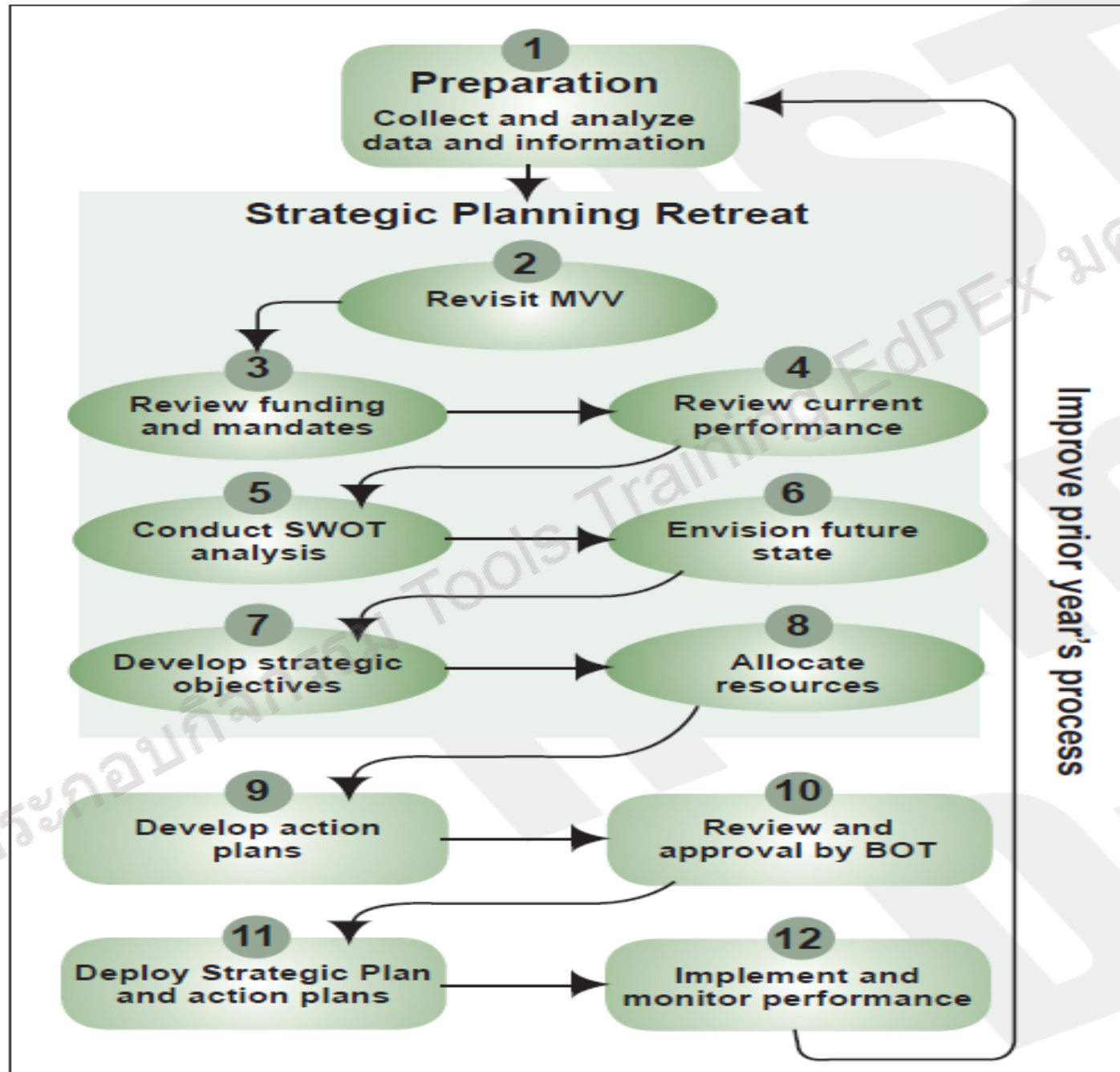
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## 2.1ก(1) กระบวนการวางแผนกลยุทธ์

เอกสารประกอบกิจกรรม Tools Training LPEX มศว เท่านั้น

Figure 2.1-1 Strategic Planning Process



**Figure 2.1-1 Strategic Planning Process** (continued on page 7)

Step	Process Step	Details of Process Steps	Participants	Calendar Time
1	Preparation	To provide a disciplined approach to strategic planning, a writer and facilitator are selected. The writer is selected from employees or volunteers. Basic responsibilities of the writer include attending all of the planning meetings, gathering the information and data developed in the process, and writing a draft document that is presented to board members in step ten. The facilitator is selected from the board or community leadership and is responsible for deploying an effective process.	Executive Director and Board Chair	November
2	MVV	The Retreat Committee reviews the MVV. The Executive Director reviews the annual Community Needs Assessment (developed by the Ways of Connection), which guides the MVV discussion. An abbreviated version of the “hedgehog concept” (see Glossary) is used to gather participants’ perceptions of the organization, SF’s most passionately held values, and areas in which it excels (its strategic advantages). Resource drivers are examined and updated.	Retreat Committee: Senior Leaders, Board Committee Chairs, a Member Agency Representative, Community Leadership, a Volunteer, and a Donor Representative	December (Two-day retreat)
3	SWOT Analysis and Environmental Scan	The Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis is the central method used in this step. The SWOT ensures that the SPP addresses and analyzes data and information relative to the organization’s operations (e.g., state award feedback reports); shifts in the economic, legal, political, market, and competitive environments (e.g., customer satisfaction surveys); and regulatory issues and changes in technologies (e.g., new regulatory issues relative to U.S. nutritional guidelines). Potential blind spots are identified. The facilitator works with the Retreat Committee to prioritize the information generated by the SWOT through a consensus-building, multivoting technique.	Retreat Committee	December (Two-day retreat)
4	Review of Funding Mandates	This step is a review of the mandates that may exist from SF’s corporate contributors, donors, and regulating bodies. Mandates considered are those whose scope and severity are such that not meeting them may affect SF’s funding, reimbursement, and subsequently its ability to sustain operations.	Executive Director, Senior Leaders, Retreat Committee	December (Two-day retreat)
5	“Current State” Performance Analysis	Utilizing SF’s Balanced Plate Scorecard (Figure 4.1-1), a performance analysis is conducted by the Retreat Committee. Using the priorities established in the SWOT, SF identifies and lists gaps in current performance.	Retreat Committee	December (Two-day retreat)
6	“Future State” Brainstorming	In this step, using the information and data gathered in the previous two steps, appreciative inquiry (AI) is used to develop the “Future State” of the organization. The Retreat Committee identifies the best times during the best circumstances in SF’s past, assesses what worked best then, and envisions what the committee wants in the “Future State.” The committee then constructs a plan to work toward SF’s overall vision of a hunger-free Iowa heartland. Ideas and projections are grouped using affinity diagramming. This step is where the Retreat Committee’s job ends.	Retreat Committee	December (Two-day retreat)

**Figure 2.1-1 Strategic Planning Process** (continued from page 6)

Step	Process Step	Details of Process Steps	Participants	Calendar Time
7	Development of Strategic Objectives, Goals, and Time Frames	At a separately scheduled session, the senior leaders and board committee chairs meet to establish strategic objectives, along with key indicators, goals, and time frames required to support the achievement of the objectives. This executive planning session uses the information gathered in steps three through six, and the MVV is kept at the center of this step. Throughout the development of the objectives and goals, SF's senior leaders ensure that actions are consistent with the MVV. The facilitator's job is to maintain consensus and alignment with the MVV. In addition, during this step, priorities for breakthrough improvement are identified.	Senior Leaders, Board Committee Chairs	December
8	Resource Allocation	The Executive Director, with assistance from the senior leaders, develops the annual fiscal and capital budgets to support the objectives and goals established in step seven. The Finance/Audit Committee reviews the budgets and an outline of resources needed to support the Strategic Plan. Resources are allocated through a recommendation for action by the Finance/Audit Committee, and the budgets are presented to the entire board in February.	Senior Leaders and Board	January
9	Action Planning	Action plans are developed to support the success of the strategic objectives. The PDCA Process (Figure 6.1-3) is used to develop the plans. SF employees and Des Couers community leaders, who also serve as SF volunteers, are assigned specific action plans to champion. Each action plan and champion is assigned to a committee of the board for oversight and accountability. In addition, comparative data to measure performance are selected.	Senior Leaders, Employees, Community and Volunteer Leadership	February
10	Board Approval	The Strategic Plan, resource outline, and action plans, along with the annual fiscal and capital budgets, are presented to the entire board for approval.	Senior Leaders and Board	February
11	Strategic Plan and Action Plan Deployment	The action plans are deployed into all elements of SF through several communication methods (see Figure 3.1-2).	All Employees and Volunteers	January–February
12	Strategic Plan Monitoring	The Executive Director updates the board on the status of the Strategic Plan; this update is a regular part of the board's agenda. The champions for action plans make quarterly reports to the committees of the board.	Senior Leadership	January–February



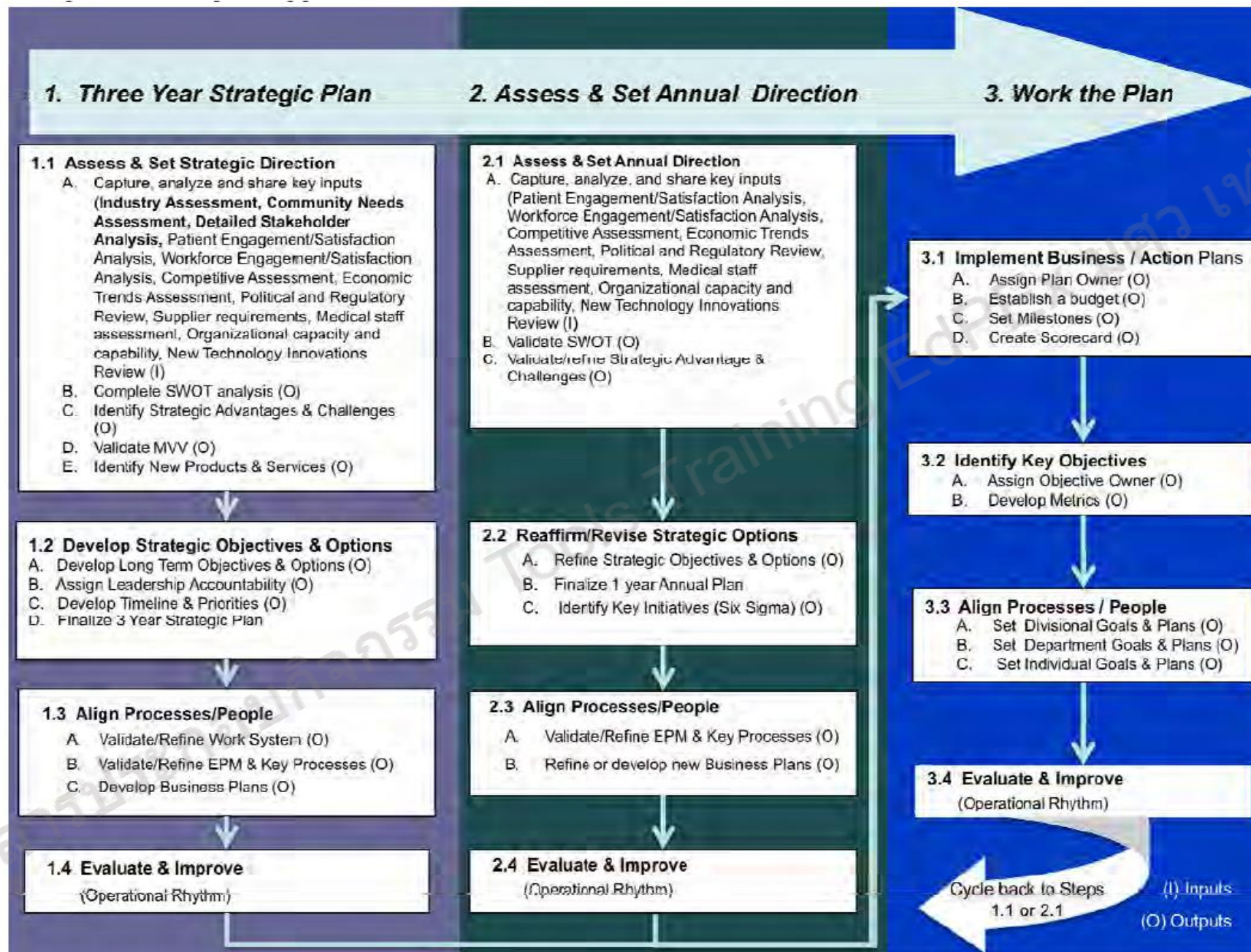


Figure 2.1-1 Strategic, Annual, and Business Planning Processes

Key Factors Reviewed	Examples of Types of Data and Information Collected	Sources
Student/stakeholder/market needs, expectations, and opportunities	Requirements, listening/learning methods, IPM findings, higher education requirements, local demographic trends, real estate/business growth	Student and Stakeholder Requirements Determination Process (Figure 3.1-2), listening/learning methods (Figure 3.1-3), IPM Process (Figure 3.2-3), HEC, Chamber reports
Compet. environment, capabilities relative to competitors and comparable orgs.	Student achievement/assessment, school academic and operational performance indicators; student/stakeholder and employee satisfaction; financial, risk mgmt., and safety performance	ASDE, ASBE, USEA, USAEP, AAEP, SAT; ESC meetings (3.2b[3]); USSBO; Baldrige state/national recipients; Benchmarking Process reports (4.1a[2])
Education reform and technical changes	NCLB, federal/state reforms, technology use to enhance classroom learning/operations and promote KM practices	Conferences, meetings with officials, press releases, Web sites, KM grant reports
Strengths/weaknesses, including faculty/staff and other resources	District self-assessment findings, Education Planning and Deployment Process (5.2a[1]), labor shortages and requirements, leadership change, building and renovation needs	Baldrige self-assessment, SIPs, Diversity Team findings (5.1a[2]), PMP (5.1b), Education Planning and Deployment Process (Figure 5.2-1), labor union newsletters/meetings
Redirection of resources	Action plan progress, academic achievement	Leadership performance reviews (1.1c[1])
Capability to assess student learning and development	Classroom/school/state/federal student academic achievement data, CEP progress, AYP	Leadership performance reviews (1.1c[1]), regional superintendent reports, results assessment (Figure 6.1-1)
Risks (budgetary, societal, ethical, regulatory, other)	State budget forecast, audit/inspection performance, ethical behavior data (Figure 1.2-2), NCLB/state compliance, Safe Schools Act compliance	School Board Finance Planning Committee findings; audit reports; Safety Team, Social Responsibility and Compliance Team, and Community Support Team reports
Changes in economy	Ed. funding patterns, economic trends/forecasts	Federal/state budget analyses/forecasts
Partner/supplier information	Partner performance, UA admissions changes	Supplier report card (6.2a[4]), HEC, meetings with UA

**Figure 2.1-2 SPP Key Factors Reviewed and Examples of Types of Data and Information Collected**

<b>Up Until 1997</b>	Annual budget planning drove strategy and fund allocations
<b>1998</b>	Systematic and fact-based strategic planning process deployed
<b>1999</b>	TriView Trust Teams provide input on customers and associates at offsite meeting
<b>2000</b>	Key suppliers and partners are invited to provide input into the Strategic Planning Process

**Figure 2.1-2 Cycles of Refinement in the Strategic Planning Process**



	Strategic Challenges	Strategic Advantages	Core Competencies	Strategic Objectives	Most Important Goals	Action Plans and Timetable (ST=Short-term LT=Long-term)	TNBCS Metrics	Cat. 7 Figure/ Ref.	Projection 2011	Projection 2013	Comp. Projection 2013
CUSTOMERS	3. Addressing the loss of public confidence in the financial industry		Legendary Service	Use Legendary Service as a means to become the preferred bank in the TriState region	Maintain customer satisfaction leadership position  Increase market share by 5% year over year	Implement TOE project for VOC process (ST: 2011, Q3)  Create a virtual version of Legendary Service (LT: 2013)	Customer satisfaction Market share—assets Market share—loans Total deposits Products/household Consumer transactions accuracy Time deposit statement accuracy	7.2-1 7.5-7 7.5-8 7.5-5 7.2a(2) 7.1-5 7.1-5	3.70 \$6,921m \$77,767m \$1,900m 4.6 1 per 1,000 0.008%	3.80 \$8,375m \$94,098m \$2,100m 4.7 0.5 per 1,000 0.0045%	3.75 \$7,924m \$89,032m    1 per 1,000
ASSOCIATES		4. Loyal and stable workforce with low turnover	Legendary Service	Be known as the financial services employer of choice	Create a cross-functional workforce so that every associate has a dual career path	Implement TOE project for Legendary coaching (ST: 2011, Q2)  Implement PMDP for Widmark (ST: 2011, Q4)	“Best Places to Work” Associate satisfaction Associate engagement Associate vacancy rate	7.3a(1) 7.3-1 7.3-2 7.3-6	23rd 91% 80% 0.40%	10th 93% 84% 0.75%	4%
PROCESSES	4. Integrating the mortgage operation acquisition processes and workforce, into TNB's structure and culture	5. Process discipline and TOE focus enables TNB to process transactions better than competitors and at a lower cost	Operational Excellence	Integrate the Widmark acquisition, including customers, associates, and products	Streamline the traditional TNB mortgage process, using technology, as appropriate  Win new business from Widmark customers through Legendary Service	Conduct TOE review for all Widmark processes (ST: 2011, Q4) Implement Widmark mortgage process in all branches (ST: 2011, Q3) Conduct Legendary Service training (ST: 2011)	Action plan to scorecard metric performance Time to auto loan approval Efficiency Ratio Cost per check transaction	7.1-19 7.1-6 7.1-10 7.1-16	0.75 1 day 0.3 \$0.31	0.75 1 day 0.28 \$0.29	0.78 2 days
REGULATORY	1. Addressing the many changes in banking regulations	2. Hometown bank with a reputation for stability and integrity	Operational Excellence  Agility	Meet and exceed all regulations so as to become the role-model financial organization	Become aware of new regulations as soon as possible  Have a voice in future bank regulations	Implement weekly MNO-Factor Watch (ST: 2011, Q1)  Get elected to bank industry committees (LT: 2013)	CAMELS rating Ethical/legal findings External audit compliance Tier 1 ratio	7.1-17 7.4-8 7.4-4 7.5a(1)	1 0 100% 17.8%	1 0 100% 18.1%	1  98% NA
FINANCIAL	2. Meeting earnings targets while serving increasing numbers of customers using low-margin services	1. Taking advantage of the relatively low cost of TARP funds (5%) through 2013  3. Numerous opportunities for mergers/acquisitions for banks with capital	Operational Excellence  Agility	Maintain current earnings as part of “Sustain” strategy; and position for “Grow” strategy  Optimize market opportunities	Drive down past-due rate for Widmark  Become proficient on acquisitions	Implement TOE project for Widmark customer payment plans (ST: 2011, Q1)  Implement TOE project for risk analysis (ST: 2011, Q2)  Tighten UCL/LCL limits  Deliver products and services process (LT: 2012)  Target one acquisition (LT: 2013)	Audit findings ROE Nonperforming asset ratio Net interest margin Net interest income  Efficiency Ratio	7.4-4 7.5-1 7.5-4 7.5-6 7.5-6 7.1-10	100% 40% 0.50 3.75% \$78m 0.3	100% 43% 0.40 4.03% \$93m 0.28	99% 45%BC 0.43 Top-Q  4.16% \$98.4m