

Direction Setting

Four planning methods have been proven to be useful in setting the future direction for nonprofit organizations:

- Critical issues approach
- Scenario approach
- Goals approach
- Alignment approach

Critical Issues Approach

- 1) Sequence the issues
- 2) Address each issue, building a clearer vision of your organization's future as each issue is answered.
- 3) Incorporate this vision into the first draft of your strategic plan.

Scenario Approach

- 1) Identify major scenarios for the future.
- 2) Evaluate the scenarios.
- 3) Select the preferred scenario.
- 4) Incorporate this scenario into the first draft of your strategic plan.

Goals Approach

- 1) Set strategic goals or guidelines.
- 2) Develop strategies and plans to achieve goals (often done by each operating division or program).
- 3) Incorporate this scenario into the first draft of your strategic plan.

Alignment Approach

- 1) Outline the current plans, using mission/program/resources framework.
- 2) Identify what's working well and what needs adjusting in each dimension.
- 3) Determine how needed adjustments can be made.
- 4) Incorporate this scenario into the first draft of your strategic plan.

SWOT Analysis

A key element of Strategic Planning is the development and agreement of a deep understanding of your organization and the environment in which it operates. SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats) provides an effective approach to analyzing your environment.

Strengths

Document agency strengths while considering your marketplace and business knowledge. This material will be used in your planning process to assist in defining those areas from which you can gain the most. Questions that you might ask to start the process include –

- What advantages do you have?
- What do you do particularly well?
- What relevant resources do you have that you can bring to bear?
- What do others (outside of your organization) view as your strengths?
- What do you do to serve your market better than any other offerings?

Weaknesses

Document your weaknesses considering reference materials, your marketplace, and business knowledge. This material will be used in your planning process to assist in defining those areas requiring improvement or potential elimination. Questions that you might ask to start the process include –

- What could you do to improve?
- Where do you spend time and energy in non-value-add activities?
- What do you do poorly?
- What should you avoid?
- What areas of stress exist within your agency due to rapid growth or change?

Opportunities

Document the opportunities that your agency has, considering materials, research, area growth, competitors and your business knowledge. This material will be used in your planning process to identify potential growth areas. Questions that you might ask to start the process include –

- What are the best opportunities facing your agency?
- Consider - expansion, growth, programs, competitors, customers served, technology, and scope of services.
- Consider also - governmental or regulatory changes or influences, demographics, other agency or commercial programs and political relationships.
- Consider also - potential uses of technology for delivery, extension of reach, or leveraging of resources.

Threats

Document any potential threats. This material will be used in your planning process to help you to determine external pressures to your success. Questions that you might ask to start the process include –

- What would a sudden reduction of current funding sources do to your agency?
- How could economic challenges affect you?
- How could zoning or other regulatory changes affect your ability to serve your community?

Company Name

Planning Unit: Name

Fiscal Year: 2010

ONE
PAGE
PLAN

Your Name, Title

Last Updated: mm/dd/yyyy



vision



mission



objectives



strategies



action plans

Sample One Page Business Plan — Not-for-Profit Organization



vision

Build BAEA into a nationally recognized micro-enterprise organization with an extensive greater San Francisco Bay Area network of entrepreneurial support groups providing nationally recognized products, programs and services to entrepreneurs, small business owners, and partner organizations..



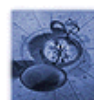
mission

Create viable businesses and successful entrepreneurial leaders through networking, support and connection to resources.



objectives

- Increase membership from 150 to 300 by 12/31t.
- Launch 2 networks by 6/30 and add 3 more networks by 12/31
- Generate \$8,000 from entrepreneurial programs, events and products in this FY.
- Host 3 regional network events with at least 50 attendees each and generate \$3,000.
- Conduct 4 workshops/programs with an average of 25 participants and generate \$4,000.
- Increase low-income members to 25 and increase minority members 25% by 3/20.
- Award 5 scholarships totaling \$1,300 in current FY.
- Recognize 10 entrepreneurs for outstanding business growth & community service.



strategies

- Use public relations and media to share successes, educate, recruit and fund.
- Market and sell BAEA endorsed products and services nationally.
- Collaborate with nat'l micro-enterprise org. in nat'l awareness programs and funding.
- Establish BAEA center to create long-term community presence & financial asset base.
- Enlist key community leaders and businesses to launch and develop new networks.
- Attract/retain low-income entrepreneurs by offering scholarships funded by corp. sponsors.
- Utilize multi-lingual/cultural programs to attract minority entrepreneurs.
- Package successful BAEA programs & products to sell to other micro-enterprise orgs.
- Use technology to manage growth, streamline ops., and deliver programs, & sell products.



plans

- Complete 5-year Strategic Plan by 4/30.
- Complete funding plan by June 15th.
- Hire executive director by 12/31.
- Expand board of directors from 4 to 7 by 11/15.
- Develop BAEA product and service marketing plan by 3/31
- Develop 2-year network expansion plan by 6/30
- Launch sales/marketing plan of One Page Business Plan by 7/10.
- Implement PR Plan by 8/20.

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