

# Best Practices Enterprise™:

## How to Drive Program-Centric Strategic Planning



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# About Kerr Consulting Group

It takes more than desire to successfully navigate the waters of today's tumultuous business environment. For over 15 years, Kerr Consulting Group has helped its clients stem the tide.

Different from the rest, Kerr Consulting Group does not pretend to be everything to everybody. Instead, we exclusively focus on providing top-shelf services within our core competencies, which include:



***Strategic Planning***  
***Work Process Redesign***  
***Information Technology Transformation***  
***Project Advisory Services***

Because of this strict focus, Kerr Consulting Group is uniquely positioned to bring only proven methods and practices to the helm.

As our corporate logo above suggests, you can count on Kerr Consulting Group to deliver results, while being a compass from which to gauge your organization's future success. Call us the next time that you would like objective advice and assistance.



# How Do You Build a Strategic Business Plan?

## The KCG Strategic Planning Methodology™



# Strategic Framework:

## Building Business Principles

- **Business principles are statements of management's preferences regarding the way an enterprise will be managed in the pursuit and achievement of its goals / objectives.**
- **Each principle statement should include the *Rationale* and set of *Implications***



# Organizing the Business Principles

- **Business principles are organized across three dimensions:**
  - People
  - Processes
  - Technology
- **All organizations are comprised of these three elements**





*EXAMPLE:*

*"Information is a corporate asset that should be managed deliberately."*



# Baseline Assessment:

Characterizing where we are today?

- **People – Who does what**
- **Process – What they do and when**
- **Technology – How they do it better**



# Target Definition:

A Vision for What is to Be

- **Takes A Story Form – What can and should be**
- **Loose and Sinuous in Style – Tells a tale of success**
- **Modern in Tone – Covers the whole picture, at a high-level**
- **Implicit by Nature – Hints at what work needs to be done to get there**





## Opportunities Identification: Identifying the Gaps

- **Compares and contrasts the two views**
- **Determines the differences and defines initiatives that will deliver results that bridge the gaps**
- **Each Opportunity is documented using a *Methodology* Template**
- **Each Opportunity will translate into a project or a program for the enterprise**



# Projects vs. Programs

## •Projects

- Once and done
- May be executed in phases
- Must be managed aggressively

## •Programs

- Ongoing
- Can spawn add'l projects/programs
- Must be managed deliberately



# Implementation Planning:

## Setting Priorities & Timelines

- **Groups each Opportunity based on its strategic significance and the inter-dependencies among other initiatives**
- **Once Plateaus are defined, timelines are set**



# Plan Administration:

## Keeping it Alive

- **Defines ongoing planning process that allows for new initiatives to be introduced and existing ones to be “re-prioritized”**
- **Determines proper communication vehicles needed to keep all stakeholders abreast on project status/progress**
- **Identifies administrative structures needed to oversee project implementation and plan coordination**



## To Close

Any organization will greatly benefit by the creation of a *Program-Centric Strategic Plan*.

Such a plan will act as a road map for achieving the stated goals and objectives for the concern. It will become the “yardstick” by which progress is monitored.





# About The Author of This Briefing

**James M. Kerr** is a managing partner and resident futurist at Kerr Consulting Group, a leading management consulting firm, located in Cromwell, Connecticut. Kerr Consulting Group specializes in assisting Fortune 500 firms in corporate visioning, scenario planning, mergers / acquisitions, process design and enterprise reorganization.

With over 20 years of experience in the field, Mr. Kerr is a sought after lecturer and a well-respected management consultant known for his corporate transformation, strategy formulation and business redesign work.

He can claim such diverse organizations as JP Morgan Chase, Bic, The Hartford, IBM and the U.S. Joint Chiefs of Staff as clients.

A graduate of Bentley College located in Waltham, Massachusetts, Mr. Kerr earned an M.S. degree in Management Science from Rensselaer Polytechnic Institute. He serves as an adjunct professor within the Lally School of Management at Rensselaer, teaching graduate-level strategic planning courses.

