

STRATEGIC PLANNING



Discussion

What do you know about strategic planning?

What do you think is the purpose of having a plan for the future of a company?

How do you think a company decides what goals it should focus on?

Why do you think it's important for a company to understand its strengths and weaknesses?

What is strategic planning?

Strategic Planning is a systematic process that helps an organization define its direction and make decisions on allocating resources to pursue this strategy. It involves setting long-term goals and objectives and developing a coherent plan to achieve them.

Key Components of Strategic Planning:

1. Vision and Mission Statements:

- Vision: Describes what the organization aspires to become in the future.
- Mission: Defines the organization's purpose and primary objectives.

2. SWOT Analysis:

- Analyzes the organization's internal Strengths and Weaknesses, as well as external Opportunities and Threats.

3. Goal Setting:

- Establishing specific, measurable, achievable, relevant, and time-bound (SMART) goals.

4. Strategy Formulation:

- Developing strategies to achieve the set goals and objectives.

5. Resource Allocation:

- Deciding how to distribute resources (financial, human, etc.) to implement the strategies.

Importance of Strategic Planning:

- Provides direction and focus.
- Facilitates efficient resource allocation.
- Enhances organizational performance.
- Prepares the organization to adapt to changes.
- Encourages proactive management.

Based on the information in the box, discuss the following questions:

1. Why are vision and mission statements important, and how do they guide a company's direction?
2. How does a SWOT analysis help a company, and what are examples of strengths, weaknesses, opportunities, and threats?
3. What are SMART goals, and why are they important for companies?
4. How does strategic planning help a company use its resources well, and what problems might come up?
5. How does strategic planning help a company deal with changes, and why is it important to plan ahead for long-term success?



Examples of Vision and Mission Statements

	Microsoft:
Vision	"To help people and businesses throughout the world realize their full potential."
Mission	"To empower every person and every organization on the planet to achieve more."

	Tesla
Vision	"To create the most compelling car company of the 21st century by driving the world's transition to electric vehicles."
Mission	"To accelerate the world's transition to sustainable energy."

	Amazon
Vision	"To be Earth's most customer-centric company, where customers can find and discover anything they might want to buy online."
Mission	"To serve consumers through online and physical stores and focus on selection, price, and convenience."

	Google
Vision	"To provide access to the world's information in one click."
Mission	"To organize the world's information and make it universally accessible and useful."

	Nike
Vision	"To bring inspiration and innovation to every athlete in the world. (If you have a body, you are an athlete.)"
Mission	"To bring inspiration and innovation to every athlete in the world."

Discussion

- Does your company have a vision and mission statement?
- If not, how would you describe its vision and mission statement?

SWOT test defined

S STRENGTHS	W WEAKNESSES	O OPPORTUNITIES	T THREATS
• Things your company does well • Qualities that separate you from your competitors • Internal resources such as skilled, knowledgeable staff • Tangible assets such as intellectual property, capital, proprietary technologies etc.	• Things your company lacks • Things your competitors do better than you • Resource limitations • Unclear unique selling proposition	• Underserved markets for specific products • Few competitors in your area • Emerging need for your products or services • Press/media coverage of your company	• Emerging competitors • Changing regulatory environment • Negative press/media coverage • Changing customer attitudes toward your company

WordStream

Discussion

- What is the primary purpose of conducting a SWOT analysis?
- In which scenarios or situations is SWOT analysis particularly useful?
- Which components of SWOT analysis are considered internal factors? Provide examples.
- Which components of SWOT analysis are considered external factors? Provide examples.
- Have you ever had to carry out a SWOT test?

Match these words to their definitions.

1	Innovative (adj)
2	Ecosystem (n)
3	Resilience (n)
4	Obsolescence (n)
5	Geopolitical (adj)
6	Affordability (n)
7	Compliance (n)
8	Seamless (adj)
9	Aspirational (adj)
10	Robust (adj)

the process of becoming outdated or no longer used.
the quality of being priced within one's financial means.
relating to or characterized by a strong desire for something high or great.
relating to politics, especially international relations, as influenced by geographical factors.
the action or fact of complying with a wish or command; adherence to rules, regulations, or laws.
strong and healthy; vigorous.
a complex network or interconnected system.
the ability to recover quickly from difficulties, toughness.
smooth and continuous, with no apparent gaps or discontinuities.
introducing or using new ideas, methods, or technologies.



SWOT analysis of Apple Inc.

	S	W	O	T
1	Strong Brand and Loyalty: Apple has a powerful brand with a loyal customer base that values the quality and innovation of its products.	High Price Point: Apple products are often priced higher than competitors, which can limit market share in price-sensitive segments.	Expansion in Emerging Markets: Growing middle-class populations in emerging markets like India and Southeast Asia present significant opportunities for Apple to expand its customer base.	Intense Competition: Apple faces strong competition from other tech giants like Samsung, Google, and Microsoft, which can affect market share and profitability.
2	Innovation and Design: Apple is known for its innovative products and unique design, setting industry standards with products like the iPhone, iPad, and MacBook.	Dependence on Key Products: A significant portion of Apple's revenue comes from the iPhone, making the company vulnerable to market saturation and competition in the smartphone industry.	Wearables and Health Tech: Increasing demand for health and fitness technology provides opportunities for Apple to innovate and expand its wearables market with products like the Apple Watch and health-related apps.	Regulatory Challenges: Increased scrutiny and regulations related to data privacy, antitrust issues, and digital taxes in various countries can impact Apple's operations and revenue.
3	Robust Financial Performance: Apple consistently shows strong financial performance with substantial revenue and profit margins, providing the resources for continuous investment in R&D.	Supply Chain Vulnerabilities: Apple's reliance on a global supply chain, including components from various countries, can lead to disruptions due to geopolitical issues or natural disasters.	Services and Subscriptions: Expanding Apple's services, such as Apple Music, Apple TV+, iCloud, and Apple Arcade, offers recurring revenue streams and strengthens the ecosystem.	Economic Fluctuations: Economic downturns and fluctuations can reduce consumer spending on premium products, affecting sales.
4	Ecosystem Integration: Apple's ecosystem, including iOS, macOS, watchOS, and tvOS, creates a seamless user experience that encourages customer retention and cross-selling of products.	Limited Customization: Apple's ecosystem is relatively closed, limiting customization and flexibility for users compared to some competitors.	Augmented Reality (AR) and Virtual Reality (VR): Investment in AR and VR technologies can open new avenues for product development and enhance user experiences across various applications.	Technological Obsolescence: Rapid advancements in technology require continuous innovation. Failure to keep pace can lead to obsolescence and loss of market relevance.
5	Global Retail Presence: Apple's extensive retail network, including its iconic Apple Stores, enhances brand visibility and customer service experience.			Supply Chain and Production Issues: Disruptions in the supply chain due to geopolitical tensions, natural disasters, or pandemics can impact production and delivery schedules.

Complete the box with the missing words from these word families

VERB	NOUN	ADJECTIVE	ADVERB
innovate			innovatively
		resilient	resiliently
	geopolitics		geopolitically
afford			affordably
comply		compliant	compliantly
	seamlessness		seamlessly
aspire			aspirationally
		robust	robustly

Discussion questions

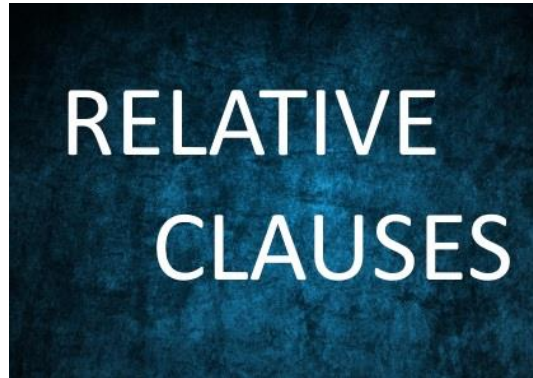
Based on the SWOT analysis, what are the key strategic priorities for Apple in the coming years?

How can Apple leverage its strengths to mitigate weaknesses and capitalize on opportunities while managing threats effectively?

What recommendations would you propose for Apple's strategic direction to sustain growth and innovation in a rapidly evolving tech landscape?

Now in pairs/groups, prepare a SWOT analysis of your company or another company you know.

ADVANCED RELATIVE CLAUSES



Defining (Restrictive) Relative Clauses

Defining relative clauses provide essential information about the noun they modify. Without this information, the sentence would lose its meaning. They are introduced by relative pronouns like "who," "whom," "whose," "which," and "that."

Examples:

- The book that I borrowed from the library was fascinating.
- The person who called you is my brother.

Non-defining (Non-restrictive) Relative Clauses

Non-defining relative clauses provide additional information that can be omitted without losing the sentence's basic meaning. These clauses are set off by commas and cannot use "that" as a relative pronoun.

Examples:

- My brother, who lives in New York, is visiting us next week.
- The Eiffel Tower, which is located in Paris, is a famous landmark.



Reduced Relative Clauses

Reduced relative clauses make sentences more concise. They often omit the relative pronoun and auxiliary verb.

Examples:

- The man sitting next to me is a doctor. (Reduced from "The man who is sitting next to me is a doctor.")
- The book borrowed from the library was fascinating. (Reduced from "The book that was borrowed from the library was fascinating.")

Relative Clauses with Prepositions

Relative clauses can also include prepositions. The preposition can either precede the relative pronoun (formal) or come at the end of the clause (informal).

Examples:

- The house in which I grew up is being sold. (Formal)
- The house which I grew up in is being sold. (Informal)



Relative Clauses with "Whose"

"Whose" is used to indicate possession and can refer to both people and things.

Examples:

- The artist whose paintings were stolen was very upset.
- I met a woman whose son is a famous actor.

Relative Clauses with "Whom"

"Whom" is used as the object of a verb or preposition. In modern English, "who" is often used instead of "whom," especially in informal contexts.

Examples:

- The professor whom I met yesterday is an expert in linguistics.
- The colleague with whom I worked has retired.

Using "Where," "When," and "Why"

"Where" is used for places, "when" for times, and "why" for reasons.

Examples:

- This is the place where we first met.
- I remember the day when we graduated.
- The reason why I called is to invite you to a presentation.



Combining Types for Complex Sentences

Complex sentences can combine multiple relative clauses to add layers of detail and information.

Example:

- The scientist who won the Nobel Prize, whose research changed the field of biology, and whom many admire, gave an inspiring lecture.

Practice

To master advanced relative clauses, practice by incorporating them into your writing and speech. By understanding and practicing these advanced structures, you can enhance the clarity, precision, and elegance of your communication.

Here are a few exercises to get started:

1. Combine the sentences using a relative clause:

- I have a friend. She is a talented musician.
- The restaurant is popular. It serves delicious food.

2. Rewrite the sentences with reduced relative clauses:

- The man who is talking to the manager is my uncle.
- The documents that were submitted yesterday need to be reviewed.

Defining Relative Clauses:

- Rewrite the following sentences by adding defining relative clauses:
 - Example: "I read a book. The book was recommended by my teacher."
 - Revised: "I read a book that was recommended by my teacher."
- a. She visited a country. The country is famous for its historical landmarks.
- b. He bought a laptop. The laptop has a powerful graphics card.
- c. They attended a seminar. The seminar focused on sustainable development.

Non-Defining Relative Clauses:

- Rewrite the sentences below by adding non-defining relative clauses:
 - Example: "My sister loves science fiction movies. My sister lives in London."
 - Revised: "My sister, who lives in London, loves science fiction movies."
- a. The project received funding. The project aims to reduce carbon emissions.
- b. The CEO made an announcement. The announcement surprised everyone.
- c. She won the award. The award recognizes academic excellence.

Reduced Relative Clauses:

- Rewrite the sentences using reduced relative clauses where possible:
 - Example: "This is the house. The house has a beautiful garden."
 - Revised: "This is the house with a beautiful garden."
- a. He attended a workshop. The workshop covered advanced programming techniques.
- b. The company launched a new product. The product uses innovative technology.
- c. She joined a team. The team specializes in digital marketing.

Relative Clauses with Prepositions:

- Rewrite the sentences using relative clauses with prepositions correctly:
 - Example: "This is the company. I work for the company."
 - Revised: "This is the company For which I work."
- a. He visited a city. His grandparents were born in the city.
- b. She met a professor. The professor taught at Harvard University.
- c. They attended a conference. The conference focused on environmental sustainability.

Mixed Practice - Complex Relative Clauses:

- Combine the sentences into complex sentences using both defining and non-defining relative clauses:
 - Example: "She read a book. The book was recommended by her friend. The book is a bestseller."
 - Revised: "She read a book that was recommended by her friend, which is a bestseller."
- a. He attended a seminar. The seminar discussed future trends in technology. The seminar was organized by his company.
- b. They visited a museum. The museum houses artifacts from ancient civilizations. The museum is located in the city centre.
- c. She applied for a scholarship. The scholarship supports students pursuing degrees in science and engineering. The scholarship is funded by a local foundation.

Role-Play Activity: Job Interview Scenario

Objective: Practice using advanced relative clauses in a professional context, such as during a job interview.

Scenario Description:

In pairs you will participate in a mock job interview setting where you take turns being the interviewer and the interviewee. The interviewer will ask questions that require the interviewee to respond using advanced relative clauses appropriately.

Interviewer Role:

Prepare a list of interview questions that naturally prompt the use of defining or non-defining relative clauses. For example:

Can you tell me about a project that you worked on recently which demonstrates your problem-solving skills?

Could you describe a team where you had to lead a project that faced challenges?

Have you ever been involved in a situation where you had to work with a diverse group of people who had different opinions?

Interviewee Role:

Practice responding to interview questions using advanced relative clauses. Focus on:

Choosing between defining and non-defining relative clauses.

Using reduced relative clauses where appropriate.

Ensuring correct use of relative clauses with prepositions.

Answers:

1. Why are vision and mission statements critical components of strategic planning, and how do they influence an organization's direction?

Answer: Vision and mission statements are foundational elements of strategic planning because they articulate the long-term aspirations and core purpose of an organization. The vision statement describes what the organization aims to become in the future, providing a clear direction and inspiring employees towards a common goal. The mission statement defines the organization's purpose, outlining its primary objectives and the approach it will take to achieve them. Together, these statements help align the organization's activities and decisions with its overall goals, ensuring consistency and coherence in its strategic efforts.

2. How can a SWOT analysis help an organization in its strategic planning process, and what are some examples of strengths, weaknesses, opportunities, and threats that a company might identify?

Answer: A SWOT analysis is a valuable tool in strategic planning as it provides a comprehensive overview of the organization's internal strengths and weaknesses, as well as external opportunities and threats. This analysis helps organizations understand their current position and identify areas for improvement and growth.

Examples include:

- **Strengths:** Strong brand reputation, skilled workforce, proprietary technology.
- **Weaknesses:** High operational costs, limited market presence, outdated infrastructure.
- **Opportunities:** Emerging markets, technological advancements, favorable regulatory changes.
- **Threats:** Economic downturns, increased competition, changing consumer preferences.

By analyzing these factors, organizations can develop strategies that leverage their strengths, mitigate weaknesses, capitalize on opportunities, and protect against threats.

3. What are SMART goals, and why is it essential for organizations to set goals that are specific, measurable, achievable, relevant, and time-bound?

Answer: SMART goals are specific, measurable, achievable, relevant, and time-bound objectives that provide a clear framework for achieving desired outcomes.

- **Specific:** Clearly defined and unambiguous.
- **Measurable:** Quantifiable, allowing for progress tracking.
- **Achievable:** Realistic and attainable given the resources.
- **Relevant:** Aligned with the organization's mission and vision.
- **Time-bound:** Set within a specific timeframe.

Setting SMART goals is essential because it ensures clarity, focus, and accountability. It allows organizations to track progress, adjust strategies as needed, and achieve their objectives efficiently and effectively.

4. In what ways does strategic planning facilitate efficient resource allocation within an organization, and what challenges might arise during this process?

Answer: Strategic planning helps organizations prioritize their objectives and allocate resources—such as financial, human, and technological—where they are most needed to achieve strategic goals. By aligning

resources with strategic priorities, organizations can optimize their operations, enhance productivity, and achieve better outcomes. However, challenges may include competing priorities, limited resources, and resistance to change. Effective communication, stakeholder engagement, and continuous evaluation are crucial to overcoming these challenges and ensuring successful resource allocation.

5. How does strategic planning prepare an organization to adapt to changes in the external environment, and why is proactive management crucial for long-term success?

Answer: Strategic planning equips organizations to anticipate and respond to changes in the external environment by incorporating flexibility and foresight into their strategies. It encourages organizations to regularly assess external trends, market conditions, and potential disruptions, allowing them to adapt proactively rather than reactively. Proactive management involves continuously monitoring the business environment, identifying potential challenges and opportunities, and making informed decisions to stay ahead of the curve. This approach is crucial for long-term success as it enables organizations to remain competitive, innovative, and resilient in the face of change.

1. **Defining Relative Clauses:**

- Rewrite the following sentences by adding defining relative clauses:

a. She visited a country. The country is famous for its historical landmarks.

- Answer: She visited a country ****that is famous for its historical landmarks**

b. He bought a laptop. The laptop has a powerful graphics card.

- Answer: He bought a laptop ****that has a powerful graphics card**

c. They attended a seminar. The seminar focused on sustainable development.

- Answer: They attended a seminar ****that focused on sustainable development**

2. Non-Defining Relative Clauses:

- Rewrite the sentences below by adding non-defining relative clauses:

a. The project received funding. The project aims to reduce carbon emissions.

- Answer: The project, which aims to reduce carbon emissions, received funding.

b. The CEO made an announcement. The announcement surprised everyone.

- Answer: The CEO made an announcement, which surprised everyone

c. She won the award. The award recognizes academic excellence.

- Answer: She won the award, which recognizes academic excellence

3. Reduced Relative Clauses:

- Rewrite the sentences using reduced relative clauses where possible:

a. He attended a workshop. The workshop covered advanced programming techniques.

- Answer: He attended a workshop covering advanced programming techniques

b. The company launched a new product. The product uses innovative technology.

- Answer: The company launched a new product using innovative technology

c. She joined a team. The team specializes in digital marketing.

- Answer: She joined a team specializing in digital marketing

4. **Relative Clauses with Prepositions:

- Rewrite the sentences using relative clauses with prepositions correctly:

a. He visited a city. His grandparents were born in the city.

- Answer: He visited a city where his grandparents were born

b. She met a professor. The professor taught at Harvard University.

- Answer: She met a professor who taught at Harvard University

c. They attended a conference. The conference focused on environmental sustainability.

- Answer: They attended a conference focused on environmental sustainability*

5. Mixed Practice - Complex Relative Clauses:

- Combine the sentences into complex sentences using both defining and non-defining relative clauses

a. He attended a seminar. The seminar discussed future trends in technology. The seminar was organized by his company.

- Answer: He attended a seminar organized by his company, which discussed future trends in technology

b. They visited a museum. The museum houses artifacts from ancient civilizations. The museum is located in the city center.

- Answer: They visited a museum located in the city center, which houses artifacts from ancient civilizations.

c. She applied for a scholarship. The scholarship supports students pursuing degrees in science and engineering. The scholarship is funded by a local foundation.

- Answer: She applied for a scholarship **funded by a local foundation**, **which supports students pursuing degrees in science and engineering**.