CUNA
MARKETING & BUSINESS
DEVELOPMENT COUNCIL

Blueprinting Your Business Development Strategic Plan

Presented by:
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The Take-Away

Action steps & tools to blueprint a business development strategic plan & frame a department business plan that support organizational objectives & goals.

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just like

Planning Structure

Organizational Strategic Plan

↓

Department Strategic Plan

↓

Department/Branch Business Plan

↓

Individual Plan

How are Plans Related?

Organizational Strategic Plan	• Major goals & strategies
Department Strategic Plan	• Department-level strategies & initiatives
Department/Branch Business Plan	• Concrete plan of how to execute the strategy
Individual Plan	• Performance goals & Professional development

Strategic Plans & Department Plans Interact

A combination of top-down vision provided by Senior Team with a bottom-up solution from department managers for executing the strategy

"This is what we want to achieve, tell us how you will do it."

Business Development Strategic Plan

Strategic Plan: a description of where you want your department to be in the future and how you're going get there.

Strategic Plan Must Have:

1. ***Mission***
2. ***Appraisal: Where we are now***
3. ***Clear Vision***
4. ***Long-term strategic objectives***
5. ***Initiatives***

And a good idea…

Define what business development is at your credit union. Your philosophy.

Mission

Mission Statement

- ***AKA: Statement of Purpose***

Option 1:
"Apple designs Macs, the best personal computers in the world, along with OS X, iLife, iWork and professional software. Apple leads the digital music revolution with its iPods and iTunes online store. Apple has reinvented the mobile phone with its revolutionary iPhone and App Store, and has recently introduced iPad 2 which is defining the future of mobile media and computing devices."

Option 2:
"To make a contribution to the world by making tools for the mind that advance humankind."

Mission Statement

People don’t buy what you do, they buy why you do it.
-Simon Sinek

Why do you do what you do?

Now
Mission

Appraisal: Where We Are Now

- ***Appraisal***
  - *Current Data*
  - *Community*
  - *External Market*
  - *Staff*
  - *Membership*
  - *Industry*
- ***SWOT*** *(Strengths, Weaknesses, Opportunities, Threats)*

Vision
Now
Mission

Vision

- Where are we going?
  - 5+ Years
  - Future Minded
  - Inspirational
  - Big & Loud
  - Clear/Descriptive/Easily Understood
  - Quantitative ($ or #) or Superlative (#1)

"If you are working on something exciting that you really care about, you don't have to be pushed. The vision pulls you."

—Steve Jobs

Mission
Now
Vision
Strategic
Objectives

Long-term Strategic Objectives

- Focused 3-5 years out
- Balanced Scorecard Approach

Financial	• Improve our Department ROI
Member	• Grow our SEG market share
Processes	• Enhance department efficiency
People	• Develop our staff

Business Development Strategic Plan

Initiatives

- Operational, Interdepartmental, or Departmental
- Typically 1-year
- Support long-term strategies
- 3-5 supporting objectives
- Defined metrics and measurements of success
- Accountable team members
- Timeline
- Resources

Department Business Plan

Department Business Plans…

1. Create a link between the department strategic plan & individual work plans.
2. Align with organizational & departmental strategies.
3. Ensure better integration of financial targets all the way to the individual level.
4. Ensure organizational strategic initiatives have department plans that support them.

Department Plan Example

2016 Department Planning Template **Business Development**

Initiative #1: Strengthen & Expand SEG Partnerships

Related Strategic Goal

Select the organizational priority or priorities that this initiative wil

☒ (SITE THE SPECIFIC ORGANIZATIONAL STRATEGY THAT YOU ARE PLAN/OBJECTIVE)

Type of Initiative

Please help us categorize the initiative:

☒ **Operational Goal** (This will not have a definite beginning and end, for e

☐ **Department level Project** (definite beginning and end, generally depen

☐ **Interdepartmental Project** (definite beginning and end, dependent on i

Initiative Context and Expected Results

Describe the initiative/project and why it was developed – create the business c
WHAT ARE YOU GOING TO DO AND WHY IS IT SO IMPORTANT THAT YOU

List the objectives of the initiative/project.

- EXAMPLE: Deepen relationships within existing SEG partners
- EXAMPLE: Increase membership
- EXAMPLE: Increase checking accounts

Define one to three metrics that you will use to measure success.

- XXX on-site SEG events by 6/31/2016
- XXX New CUatWork members by 12/31/2016
- XXX New CUatWork checking accounts by 12/31/2016

Team

Initiative lead:	*WHO IS ULTIMATELY RESPO*
Team members:	*WHO ARE THE TEAM MEMBE OBJECTIVES*
Estimated Time to Complete	*12 months*
Proposed start date:	*1/1/2016*
Proposed end date:	12/31/2016

Resources Required

Financial and other resource implications:	*DO YOU HAVE A BUDGET? HO REQUIRE IT/MARKETING/SWA FINANCIAL/RESOURCE NEED*

Initiative Work Plans and Interdependencies

Deliverables	Lead	Due Date / Milestones	Interdependencies
List and describe the expected deliverables of the project, i.e what will be produced that will help you achieve the objectives. For example, new procedures, software implementation, training, new reports,	*Who will own the deliverable*	*Month or Quarter*	*List departments/ functions within the organization, if applicable, that will be needed to produce this outcome. Provide details in section below*
Create and implement SEG promotional Calendar/TIMELINE			
XYZ Sponsorship and Advertising			
SPECIAL SEG Event			
SEG Survey			
XXX New Members/xxx New Checking Accounts			
XXX New Members/xxx New Checking Accts			
XXX SEG events			

Inter-departmental Requirements Details

The information provided in "Interdependencies" above should be described in more detail in this section. Consult with department managers of affected departments.

Department	Timing-Month/Qtr	Description of deliverables required from other departments
Learning & Organizational Development		
Information Technology	Q1	Create tracking for new members/new checking growth at SEG
Marketing	Q1 Q1 Q2	Create and implement SEG promotional Calendar/TIMELINE Sign SEG promotion agreement and fulfill requirements Create SEG event promotional materials
Operations Support		
Risk Management		
Consumer Lending		
Accounting / Finance		
Other		
Other		
Other		
Other		

Related Strategic Goal

2016 Department Planning Template **Business Development**

Initiative #1: Strengthen & Expand SEG Partnerships

Related Strategic Goal

Select the organizational priority or priorities that this initiative will help to achieve

☒ (SITE THE SPECIFIC ORGANIZATIONAL STRATEGY THAT YOU ARE GOING TO SUPPORT WITH THIS PLAN/OBJECTIVE)

1. Define the initiative
2. Define what organizational strategies the initiative supports

Type of Initiative

Type of Initiative

Please help us categorize the initiative:

- ☒ **Operational Goal** (This will not have a definite beginning and end, for example increasing market share or lending portfolio)
- ☐ **Department level Project** (definite beginning and end, generally dependent on departmental resources)
- ☐ **Interdepartmental Project** (definite beginning and end, dependent on interdepartmental resources)

- Operational
  - Not time-bound
- **Department-Level**
  - Time-bound
  - Primarily uses departmental resources
- Interdepartmental
  - Time-bound
  - Primarily uses other departments resources

Initiative Context & Expected Results

Initiative Context and Expected Results

Describe the initiative/project and why it was developed – create the business case
WHAT ARE YOU GOING TO DO AND WHY IS IT SO IMPORTANT THAT YOU ARE DOING THIS?

List the objectives of the initiative/project.

- EXAMPLE: Deepen relationships within existing SEG partners
- EXAMPLE: Increase membership
- EXAMPLE: Increase checking accounts

Define one to three metrics that you will use to measure success.

- XXX on-site SEG events by 6/31/2016
- XXX New CUatWork members by 12/31/2016
- XXX New CUatWork checking accounts by 12/31/2016

1. What we are going to do
2. Why
3. What things we need to do to make it happen
4. How we will measure success and when it'll be done by

Team

Team	
Initiative lead:	*WHO IS ULTIMATELY RESPONSIBLE FOR MAKING THIS HAPPEN?*
Team members:	*WHO ARE THE TEAM MEMBERS THAT PLAY A ROLE IN ACHIEVING OBJECTIVES*
Estimated Time to Complete	*12 months*
Proposed start date:	*1/1/2016*
Proposed end date:	12/31/2016

- Who’s responsible
- Who’s doing the work
- How long till it’s done
- Start/End Date

Resources Required

Resources Required	
Financial and other resource implications:	*DO YOU HAVE A BUDGET? HOW MUCH DO YOU HAVE? ARE YOU GOING TO REQUIRE IT/MARKETING/SWAG INVESTMENT? WHAT ARE THE "OTHER" FINANCIAL/RESOURCE NEEDS YOU ANTICIPATE?*

- Budget Amount Allocated
- Investments from other departments
  - IT
  - Marketing
  - Branch Network
  - OPS Support
- Anticipated "other" Financial/Resource needs

Initiative Work Plans & Interdependencies

Initiative Work Plans and Interdependencies			
Deliverables	**Lead**	**Due Date / Milestones**	**Interdependencies**
List and describe the expected deliverables of the project, i.e what will be produced that will help you achieve the objectives. For example, new procedures, software implementation, training, new reports,	*Who will own the deliverable*	*Month or Quarter*	*List departments/ functions within the organization, if applicable, that will be needed to produce this outcome. Provide details in section below*
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XYZ Sponsorship and Advertising			
SPECIAL SEG Event			
SEG Survey			
XXX New Members/xxx New Checking Accounts			
XXX New Members/xxx New Checking Accts			
XXX SEG events			

- What we will do to achieve objectives.
- Who is responsible for making it happen.
- When we will assess or be done with it.
- Departments/Functions involved.

Inter-departmental Requirements Details

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Operations Support		
Risk Management		
Consumer Lending		
Accounting / Finance		
Other		
Other		
Other		
Other		

Department Planning Timeline

DEPARTMENT PLANNING TIMELINE EXAMPLE	
Date	**2017 Task**
14-Oct-10	Communicate the planning process to department owners, timeline, guidelines and template.
31-Oct-10	**Have discussed your top three initiatives that will impact others with your Sr. Manager**
03-Nov-10	Distribute draft list of each AVP/VP's top three initiatives that may impact others
30-Nov-10	**Department plan owners and managers submit first draft of their top three initiatives for next year**
07-Dec-10	Plan documents are reviewed for clarity, consistency and completeness. Input provided to plan owners & Sr. Managers
14-Dec-10	**Department plan owners and managers have discussed completed templates for the top three initiatives with their Senior Manager**
21-Dec-10	Revised department planning templates are updated based on feedback from Senior Manager
31-Dec-10	**Senior Management team will review final department plans**

Track, Report, and Promote

Track & Report

Promote

Blueprinting Your Business Development Department Plan

- Organizational, Department, & Individual Plans Interact
- Department Strategic Plan
  - Mission, Appraisal, Vision, Long-term Strategies, Initiatives
- Department Business Plan
  - Links the strategic plan & individual plans
  - Aligns with corporate strategies
  - Integrates financial targets
  - Supports strategic initiatives
- Individual Goals
  - SMART
  - Performance: Define goals, Act, Inspect, Assess
  - Focus on Professional Development
- Track, Report, and Promote

“Strategic pauses and great connections make all the difference in Business Development success.”

– Jeremiah DeGollon