

Sierra Technology Solutions : 2008 Strategic Plan

Mission and Vision	Strategic Objectives	Corporate Goals	Performance Measures and Targets	Department Goals	Performance Measures and Targets	Team Member Goals	Team Member Actions
<p>Mission Statement:</p> <p>The mission of Sierra Technology Solutions is to create technology solutions for forward-thinking organizations.</p> <p>Vision Statement:</p> <p>To be known as the technology experts and resource center for small to medium-sized organizations.</p> <p>Values:</p> <p>To empower and inspire entrepreneurial leaders. To be professional in our actions to our clients, partners and each other. To effectively impact the marketplace. To help all organizations regardless of their resource constraints. To have honesty, integrity and respect for all individuals. To continually pursue knowledge and learn. To practice what we teach. To have enjoyment and fulfillment in our work.</p>	1 Revenue Growth: Grow business 40% per year.	1.1 To generate sales of \$1 million by the end of the year. (Administration) (12-31-2008)	M: \$ in sales T: \$1,000,000.00				
	2 Productivity Improvement: Maintain an acceptable ROI on all projects.	2.1 To increase average billable hour factor. (Administration) (11-1-2008)	M: \$ per billable hour T: \$150.00				
		2.2 To fund online product development with a stated percentage of monthly net profit (Administration) (10-31-2008)	M: % complete T: 100%				
	3 New Customers: Increase new customer base.	3.1 Obtain one new client per day who has purchased Basic Package. (Customer Service) (12-31-2008)	M: # of Basic Packages T: 30	3.1.1 Explore and research habits of new customers to determine how best to deliver. (Customer Service) (12-31-2008)	M: % completed T: 100%	3.1.1.1 Compile names and industries of new customers to study.	
				3.1.2 Increase web traffic by 100%. (Customer Service) (6-1-2008)	M: Web traffic % increase T: 100%		
		3.2 Develop understanding of technological issues. (Customer Service) (9-30-2008)	M: % complete T: 100%	3.2.1 Send email blast to existing customers to explore their unique requirements new software solutions. (Customer Service) (12-31-2008)	M: # of responses T: 200	3.2.1.1 Compile current customer list	
	4 Current Customers: Retain current customer base.	4.1 Obtain 4 new clients per month who have purchased Premium Software package. (Customer Service) (8-31-2008)	M: # of Premium Packages T: 4	4.1.1 Do email blast to current customers to explore their commitment of resources and time. (Customer Service) (7-29-2008)		4.1.1.1 Compile names and email addresses of current customers from Premium Software package new customer list. (Randall Scion)	4.1.1.1.1 Compose copy for email blast exploring commitment of resource and time by current customers (Randall Scion)
				4.1.2 Explore methods to distribute access to new software (Web Specialists) (7-30-2008)	M: % complete T: 100%		
		4.2 To provide increased value to all existing online customers to enhance "stickiness." (Customer Service) (9-15-2008)	M: Retention rate of current customers T: 65%	4.2.1 Hold online focus group to explore pricing and value of Premium package (Customer Service) (6-30-2008)		4.2.1.1 Organize participants for the first focus group (Sue Smith)	
				4.2.2 Web site – updated monthly, Google ad words - ongoing, direct mail based on in-house lists - 1 newsletter, 2 promo pieces (Web Specialists) (1-30-2009)		4.2.1.2 Complete a competitive pricing analysis (Mikey Houglund)	
						4.2.2.1 Update web site (John Smith)	4.2.2.1.1 Create a web site update program (John Smith)
						4.2.2.2 Manage Google ad words (John Smith)	
					4.2.2.3 Institute direct mail program with newsletters (Rebecca Currie)		
					4.2.2.4 Institute direct mail campaign with promotional pieces (performance and webinar) (Rebecca Currie)		
					4.2.2.5 Continue direct mail campaign with promotional pieces (Rebecca Currie)		

5 Product Management: All web-based strategic planning sites and supporting products meet operational excellence guidelines	5.1 To develop webinars (IT Group) (9-30-2008)	M: # of webinars per month T: 4	5.1.1 Develop 15 minute "Basic Package" presentation (Customer Service) (3-31-2008)	M: Accomplish T: 100	5.1.1.1 Review existing presentations format for consistency (Sue Smith)	
			5.1.2 Develop 30 minute "Premium Package" presentation (Web Specialists) (4-30-2008)			
			5.1.3 Schedule Webinars on an ongoing basis. (Web Specialists) (6-30-2008)		5.1.3.1 Create an account and manage webinar scheduling on GoToWebinar (Rebecca Currie)	5.1.3.1.1 Determine best time for everyone to attend Webinar. (Rebecca Currie)
	5.2 Update software "how-to" books. (Customer Service) (11-30-2008)	M: # of books updated T: 3	5.2.1 Accumulate and synthesize all corrections and revisions for books. (Customer Service) (9-30-2008)		5.2.1.1 Gather corrections and revisions for books from each department head	
			5.2.2 Hire editor/writer for updates. (Customer Service) (9-30-2008)		5.2.2.1 Review resumes on file (Sue Smith)	
			5.2.3 Increase sales by... (Customer Service) (12-31-2008)	M: \$ in sales T: \$200,000.00		
	5.3 Optimize websites by end of the year (Web Specialists) (12-31-2008)	M: # of websites optimized T: 3	5.3.1 Hire outside vendor to assess system and provide recommendations (Web Specialists) (9-30-2008)			
			5.3.2 Optimize system in-house based upon recommendations of vendor. (Web Specialists) (11-30-2008)			
	5.4 To finalize New Software Plan with summary statistic pages (Web Specialists) (6-30-2008)	M: % complete T: 100%	5.4.1 Develop quantitative basis for all benchmarks (Customer Service) (6-30-2008)			
			5.4.2 Write and edit content for Software Intro (Web Specialists) (7-31-2008)			
			5.4.3 Have new software programmed (IT Group) (8-31-2008)			
	6 Operations Management: Develop and maintain an infrastructure that allows for a virtual office and efficient overhead.	6.1 Set up computers to be accessed from any destination. (Customer Service) (12-31-2008)	M: # of computers T: 5	6.1.1 Investigate international access requirements. (IT Group) (10-31-2008)		
6.1.2 Purchase necessary software/hardware or make arrangements with an internet service provider for virtual access. (IT Group) (12-31-2008)					6.1.2.1 Investigate necessary software/hardware (Grant Howell)	
					6.1.2.2 Determine potential internet service providers for virtual access (Grant Howell)	
	6.2 Define all procedures and process in writing in order to support projected growth. (Administration) (12-31-2008)	M: # of process in writing. T: 100%	6.2.1 Write down steps for accounting and marketing system. (IT Group) (12-31-2008)			
7 Technology Management: Continue to develop technology innovation.	7.1 Develop version #2 of the web-based planning system. (IT Group) (11-30-2008)	M: Accomplishment T: 100%	7.1.1 Map out entire new version including all revision thoughts. (Web Specialists) (5-31-2008)			
			7.1.2 Hire a vendor to re-program system based upon at least 3 proposals. (IT Group) (8-31-2008)	M: % Complete T: 100	7.1.2.1 Make recommendation to department head based on proposals received. (Tom Jones)	7.1.2.1.1 Send out a request for proposal to qualified vendors. (Tom Jones)
					7.1.2.2 Research vendors both locally and nationally. Provide a short list to Tom. (Geoff Mack)	

8 Community Involvement: Establish a program that contributes 10% of net profit and staff time.	8.1 Develop an effective scholarship program for socially/community focused entrepreneurs. (Administration) (12-31-2008)	M: Accomplishment T: 100%	8.1.1 Research existing scholarship programs from other companies. (12-31-2008)			
			8.1.2 Synthesize best programs available into one that fits our parameters. (IT Group) (12-31-2008)		8.1.2.1 Research and compare available programs currently available (Tom Jones)	
9 Customer Management: Execute and maintain a CRM process that is producing results						
10 Training: Continue to learn and adopt best practices about strategy and strategic planning.	10.1 Create strategic planning library and resource center (Web Specialists) (7-2-2008)		10.1.1 Research strategic planning recommended reading list, best practices (Administration) (6-29-2008)		10.1.1.1 Use the internet to locate strategic planning titles, reading lists, professional organizations (JoAnne Rogers)	10.1.1.1.1 Get approval from IT department to use the internet for research purposes (JoAnne Rogers)
	10.2 Attendance at best practice conference by management. (12-31-2008)	M: actual attendance per year T: 1	10.2.1 Research information technology conferences and workshops available this year. (IT Group) (2-1-2008)		10.2.1.1 Use the internet for identifying regional IT conferences and workshops (Geoff Mack)	
			10.2.2 Circulate list of conferences and workshops and get commitment from all management personnel. (IT Group) (2-15-2008)			
11 People: To be the employer of choice in our field.	11.1 Retain services of public relations firm to develop industry presence (Administration) (7-31-2008)	M: % completed T: 100	11.1.1 Create formal request for bids from local, state, regional public relations firms (Administration) (6-8-2008)		11.1.1.1 Compile names and addresses of potential public relations firms (Thomas Wright)	
	11.2 To support individual staff personal development plans. (Administration) (7-31-2008)	M: % of staff with plans. T: 100%	11.2.1 Research facilitation training programs. (Customer Service) (6-30-2008)			
11.2.2 Have all staff complete a 3 year development plan. (Customer Service) (7-31-2008)				11.2.2.1 Create sample development plan for reference (Mikey Houglund)		
12 Culture: To align incentives and employee rewards with staff performance.	12.1 Increase the number of innovative ideas through an incentive program. (Administration) (9-30-2008)	M: # of innovative ideas implemented. T: 5	12.1.1 Develop a program to encourage ideas from everyone. (Customer Service) (9-30-2008)		12.1.1.1 Research best practices in building employee morale (Mikey Houglund)	
			12.1.2 Throw a party to kick off incentive program. (Customer Service) (9-30-2008)		12.1.2.1 Determine budget for party (Sue Smith)	
						12.1.2.2 Solicit ideas for theme, entertainment, catering (Sue Smith)