
HADLEY ASSOCIATES

I N C O R P O R A T E D S

STRATEGIC MARKETING CONSULTANTS

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Business Planning for Manufacturers

- Overview Statement -

“BUSINESS PLANNING FOR MANUFACTURERS” has the purpose of stimulating your vision of your manufacturing operations and how to achieve your desired results. We encourage you to bring your strategic business plan and key managers with you to the workshop, no matter how developed the plan may be. The workshop will help you improve your strategic thinking skills and aid you to reducing your thoughts to paper so it can be shared with others.

The workshop has been designed as a hands-on, practical learning experience. It has been prepared for both the novice and the experienced manager; each participant will leave the workshop better prepared than when you entered. You will bring home resource materials that will allow you to continue the learning experience to improve your business. Participants should expect to learn, understand and practice the fundamentals of strategic thinking, planning terms and how-to transition planning into practice within your specific manufacturing business.

Specifically, you will learn the following:

- Writing a Vision Statement
- Preparing Strategic Objectives

- How to Complete a Self Assessment
 - Strengths
 - Limitations
 - Opportunities
 - Threats
 - Issues

- Understand Competitive Analysis
- Isolating Key Success Factors

- Developing Business Strategies
 - Organizational
 - Sales and Marketing
 - Operations
 - Manufacturing

- Financial
- Human Resources

- Preparing Supporting Action Programs
- Financial Projections and Statements
- Formal Review Process

Hadley Associates invites you to start the journey towards managing and planning your business's future through this workshop. It will be time well spent. You will leave the workshop, smarter, more experienced and better prepared to lead your company towards continued success.

Business Planning for Manufacturers

Instructor's Background

The instructor and facilitator for "Business Planning for Manufacturers" is Drew Hill, principal consultant for Hadley Associates (Birdsboro, PA).

Drew Hill has eleven years of experience as a sales forecaster, production scheduler and capacity planner for Cooper Tire & Rubber Company. He served seven years as Director of Corporate Planning for General Battery Corporation, now Exide.

For the past twenty years, Hill has been conducting independent consulting with various businesses. He has experience in process and value stream mapping, as well as strategic analysis and planning. His consulting expertise includes intensive personal interviewing and facilitating focus groups.

He has experience teaching at the college level at Lebanon Valley College, Elizabethtown College, Albright College and Penn State – Berks. Most recently, he taught the graduate class "Exceeding Customer Expectations" and is currently teaching "Organization Communication".

Drew Hill holds a BBA from Parsons College (Fairfield, IA) and a MBA from Case Western Reserve University (Cleveland, OH).

Business Planning for Manufacturers

- Workshop Agenda -

8:30 AM **Overview of Strategic Thinking**

- Current State of Planning Activity
- Successes and Frustrations
- Review of the Fundamentals
 - Evolution of Strategic Thinking and Planning
 - Plan Components and Terminology
 - Business Concepts To Consider
- ***Exercise: Reality Check of Your Processes***

9:15 AM **Completing a Self-Assessment**

- Completing Assessment and Reflecting
 - Internal Assessment
 - External Assessment
 - Gap Analysis
- Identifying the Critical Components
 - Strategic Vision
 - Strategic Objectives
 - Prioritizing Issues
- More In-depth Data Collection and Analysis
- ***Exercise: Self-Assessment Process***

10:00 AM **Applying What You Are Learning**

- Strategic Approach and Planning Philosophies
 - Incremental Improvement Strategies
 - Bold Moves and Aggressive Strategies
- Business Overview and Support Functions
 - Sales and Marketing
 - Manufacturing and Operations
 - Accounting and Finance
 - Administration (IS, HR, etc)
- ***Exercise: Developing/Improving Your Plan***

11:15 AM **Plan Implementation and Review**

- Plan Format and Presentation
 - Distribution to Stakeholders
 - Building Commitments
- Working the Plan and Following Results
 - Metrics and Accomplishments
 - Reviews with Management Team
 - Reconfirming and Adjusting the Plan
- ***Exercise: Visualizing How to Challenge and Lead***

Business Planning for Manufacturers

Participant's Background

Business Name _____

Participant _____ Position _____

Email Address _____ Telephone _____

Description of Business:

Objective for This Workshop:

Level of Planning at Your Business:

	Operating Period		Strategic Period		Specific Improvements Needed
	Yes	No	Yes	No	
Planning Document:	_____	_____	_____	_____	_____
Year doing planning:	_____	_____	_____	_____	
Time preparing plan:	_____	_____	_____	_____	
Plan Format:					
• Vision/Mission	Yes	No	Yes	No	_____
• Assumptions	Yes	No	Yes	No	_____
• Opportunities	Yes	No	Yes	No	_____
• Threats	Yes	No	Yes	No	_____
• Strengths	Yes	No	Yes	No	_____
• Limitations	Yes	No	Yes	No	_____
• Goals	Yes	No	Yes	No	_____
• Objectives	Yes	No	Yes	No	_____
• Strategies	Yes	No	Yes	No	_____
• Support Programs	Yes	No	Yes	No	_____
• Financials	Yes	No	Yes	No	_____
• Formal review	Yes	No	Yes	No	_____
Functional Input:					
• Overview	Yes	No	Yes	No	_____
• Sales and Marketing	Yes	No	Yes	No	_____
• Operations	Yes	No	Yes	No	_____
• Manufacturing	Yes	No	Yes	No	_____
• Engineering	Yes	No	Yes	No	_____
• Personnel (HR)	Yes	No	Yes	No	_____
• Information Services	Yes	No	Yes	No	_____
• Accounting	Yes	No	Yes	No	_____

Business Planning for Manufacturers

- List of Resources Provided -

Business Planning for Manufacturers - Worksheets

- Worksheet #1: *Critiquing Yourself and Business Plan*
- Worksheet #2: *Establishing Strategic Objectives/Goals*
- Worksheet #3: *Vision Statement*
- Worksheet #4: *Self-Assessment*
- Worksheet #5: *Issues and Rough Cut Analysis*

- Worksheet #6: *Developing Strategies*
- Worksheet #7: *Developing Support Programs*
- Worksheet #8: *Developing Financial Statement*
- Worksheet #9: *Plan Review and Scorecard*
- Worksheet #10: *Historical Lessons/What to Anticipate*

Hadley Associates Web-Based Articles

- *Strategic Planning and Management* PowerPoint
- *Strategic Planning Terms & Concepts* Listing

- *A Consultant's Perspective* Article
- *Listening to Your Customers* Article
- *Repositioning Manufactured Products* Article

Worksheet #1: **Critiquing Yourself and Business Plan**

Internal Assessment:

Functional Area	Strengths	Limitations	Opportunities and Threats Action Needed
<u>Suggested Areas to Consider:</u> Sales & Marketing Business Development	Manufacturing & Operations Management Processes	Customer Satisfaction Capacity & Equipment	Cost Accounting Planning Vision

External Assessment:

Functional Area	Strengths	Limitations	Opportunities and Threats Action Needed
<u>Suggested Areas to Consider:</u> Market Understanding Emerging Services	Competitive Position Channels of Distribution	Customer Choices Materials Management	New Technology Financing & Interest

Worksheet #2: **Establishing Strategic Objectives/Goals**

Quantitative Objective/Goals: (How will you measure success?)

Current Period		Long Term	
<i>Suggested Objectives to Consider:</i>			
Revenue Dollars	Operating Margin (\$ or %)	Pre-tax Margin (\$ or %)	Market Share
Employee Productivity	Customer Satisfaction	Cost Reduction	Capacity Utilization

Qualitative Objectives/Goals: (How will you measure success?)

Current Period		Long Term	
<i>Suggested Objectives to Consider:</i>			
Management Succession	Employee Empowerment	Planning Discipline	Customer Focus
Lean Manufacturing	Employee Accountability	Six Sigma Quality	Entrepreneurial

Worksheet #4: **Self-Assessment**

Business Issues: (Roadblocks to be addressed to achieve your vision)

Business Issues	Description and Why It Is Important

Worksheet #5: **Rough Cut Analysis Required**

Data/Analysis Needed to Understand the Issues

Business Issues	Analysis or Data to Gather

Worksheet #6: **Developing Strategies**

Overall Business Strategy: (Overall approach to achieving your goals)

Functional Strategies:

Suggested Objectives to Consider:

Sales and Marketing Manufacturing Operations Materials Management Human Resources

Worksheet #8: *Developing Financial Statement*

High-Level Pro Forma:

History	History	History	History	Current	Plan	Plan	Plan	Plan	Plan
Yr-4	Yr-3	Yr-2	Yr-1	Year	Yr+1	Yr+2	Yr+3	Yr+4	Yr+5

Income Statement

Key high-level summary items
Level of detail depends on strategies being implemented
Financial statements should just another piece of your planning document
Should test the validity of your action programs

Balance Sheet

Key high-level summary items
Level of detail depends on strategies being implemented
Financial statements should just another piece of your planning document
Should test the validity of your action programs

Cash Flow

Key high-level summary items
Level of detail depends on strategies being implemented
Financial statements should just another piece of your planning document
Should test the validity of your action programs

Capital Budget

Key high-level summary items
Level of detail depends on strategies being implemented
Financial statements should just another piece of your planning document
Should test the validity of your action programs

