

Public Affairs Strategic Planning Process

Draft Sequence of Questions

Mission & Values

- What is public affairs' mission? Why does your department/function exist?
- How will you conduct business?

Situation Analysis

- Macroeconomy: What forces are shaping the marketplace?
- Industry: What is the competitive environment in this industry like?
- Company: What is the company's competitive position? What is the nature of the company's competitive advantage?
- What does the future look like for the macroeconomy, the industry and the company?

Corporate & Business Unit Strategy

- What are the company's overarching goals?
- What are the goals of the business units?
- What strategy (or strategies) have been articulated by the company and the business units?

Key Customer Description

- Who are your key customers? Identify specific individuals, departments, &/or business units.
- What do they need from public affairs in order to achieve their goals?
- How are those needs likely to change given the "future" that you projected earlier?

Strategic Areas of Focus

- What will you do to fulfill your mission?
- What is public affairs' "value proposition"? That is, what is it that public affairs does that creates value for the company?
- How will you fulfill public affairs' "value proposition" for the company?
 - Avoid/minimize risk
 - Create/maximize business opportunities
- For which customers?

Goals/ Strategies/Objectives

- Goals: what you will do to accomplish your mission
- Objectives: the checkpoints that will enable you to measure progress toward goals
- Strategies: how you plan to meet your objectives & accomplish your goals

Budget/Resource Allocation

- What staff and budget resources are required to carry out the strategic plan? What staff and budget resources are *available* to carry out the strategic plan?
- How will those resources be allocated? What are the priorities?

Performance Measurement & Evaluation

- How will you know if you are successful in carrying out the strategic plan?
- What kinds of measures will you use:
 - Financial
 - Customer satisfaction
 - Innovation & learning
 - Internal business practices