



**MINISTRY OF FINANCE AND PUBLIC ENTERPRISES
(MFPE)**

**INTEGRATED STRATEGIC BUSINESS PLAN
(ISBP)
GUIDELINE**



Table of Contents

ABBREVIATIONS & ACRONYMS	iii
DEFINITIONS	iv
ICONS	vii
1 INTRODUCTION	1
1.1 ISBP Overview	1
1.2 PEGA	1
1.3 Purpose of this Guideline	1
1.4 ISBP Approval Process	2
2 PROPOSED ISBP CONTENT & SEQUENCE	3
2.1 ISBP Table of Contents	3
3 GUIDELINES FOR DEVELOPING AN ISBP	6
3.1 INTRODUCTION	6
3.2 MANDATE	6
3.3 MACRO-ECONOMIC ENVIRONMENT	7
3.4 INDUSTRY ANALYSIS	7
3.5 MARKET ANALYSIS	8
3.6 INTERNAL ANALYSIS	9
3.7 STAKEHOLDER ANALYSIS	9
3.8 SWOT SUMMARY	10
3.9 KEY STRATEGIC ISSUES	11
3.10 BUSINESS MODEL	11
3.11 HIGH LEVEL STATEMENTS	12
3.12 STRATEGIC RESPONSE	12
3.13 SCORECARD	16
3.14 HUMAN RESOURCES & SUPPORTING STRUCTURE	19
3.15 BUSINESS IMPLEMENTATION PLAN (BIP)	19
3.16 MARKETING PLAN	20
3.17 ANNEXURES REQUIRED FROM PEs	22
4 ISPB REVIEW	23
ANNEXURE A: STRATEGY MAP EXAMPLE	27

ABBREVIATIONS & ACRONYMS

ABFP	Annual Business & Financial Plan
AFS	Annual Financial Statements
BIP	Business Implementation Plan (part of 5-y ISBP)
BSC	Balanced Scorecard
CAPEX	Capital Expenditure (via Balance Sheet)
CPE	Commercial Public Enterprise
CSF	Critical Success Factor
DLP	Defects Liability Period
GAAP	Generally Accepted Accounting Practice
GRN	Government of the Republic of Namibia
HPP	Harambee Prosperity Plan
HRD	Human Resource Development
IPMF	Integrated Performance Management Framework (Draft)
IFRS	International Financial Reporting Standard
IFMS	Integrated Financial Management System
IPMS	Integrated Performance Management System
IPOO	Inputs-Processes-Outputs-Outcomes
IPSAS	International Public Sector Reporting Standard
ISBP	Integrated Strategic Business Plan (5 yr.)
KPI	Key Performance Indicator
KSI	Key Strategic Issue
MERIL	Measure, Evaluate, Report, Improve & Learn
MIL	Master Indicator List
MFPE	Ministry of Finance and Public Enterprises
NDP	National Development Plan
OPEX	Operating Expenditure (via Income Statement)
PE	Public Enterprise
PEGA	Public Enterprises Governance Act, 2019
PESTLE	Political, Economic, Social, Technological, Legal & Environmental
SMART	Specific, Measurable, Aligned/Agreed to, Realistic & Time-bound (objectives)
SWOT	Strengths, Weaknesses, Opportunities & Threats

DEFINITIONS

Annual Plan: A one-year organisational plan developed from the 5-year Strategic Plan that identifies the SMART objectives and related initiatives for the year ahead. The initiatives are linked to resources and budget(s); Clear accountabilities for objectives and responsibilities for initiatives are indicated that will enable cascading to Unit/Department Plans.

Balanced Scorecard (BSC): A strategic management system with a balanced set of linked objectives and performance indicators in different perspectives; valuable for establishing and communicating an organisation's vision, mission, and strategy to stakeholders and for the alignment of day-to-day work to strategy. The BSC methodology was developed by Norton & Kaplan in 1992 which is generally regarded as a balanced, integrated, and detailed approach for strategy planning and execution.

Cascading: A series of actions in which National Plans at higher level are converted into several lower level Organisational and then Unit Plans and eventually Individual Performance Agreements. Through good cascading, meaningful and accepted lower-level plans will be provided with a clear line of sight amongst NOUI levels.

Evaluation: follows measurement and includes analysis, synthesis, and interpretation of performance data to generate information – to interpret and make sense of the information to enable proper decision-making and to decide on the best response. This is best done through dialogue and making use of supporting technology. Evaluation should be evidence-based (from measurement) and conducted in a systematic, objective, and transparent manner. Performance evaluation should include all IPOO value creation elements, namely inputs, processes/projects, outputs, and outcomes.

Goal: A description of a desired outcome to be achieved through the cumulative actions of organisational component over a period of time; on a higher level than Strategic Theme or Focus Area.

Mission: A statement, based on its mandate, of what the organisation wants to do, why, for whom, where and broadly how; defining the nature and core purpose of the organisation.

Monitoring: A continuing function that uses systematic collection and capturing of data on specified indicators (KPIs and IPIs) to provide management with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds; *similar to measuring*

National Development Plan (NDP): A five-year strategic document which sets out all the strategic goals, objectives, targets and expected results of the cumulative actions of government, public service, and private sector organisations.

Objective: A specific and measurable short statement of a desired result, achievement, or accomplishment (serving as input, process, output, or outcome) which is regarded as an essential building block in the strategy towards realising the vision. Leading objectives are found under Inputs and Processes/Projects while lagging objectives are found under Outputs and Outcomes. Objectives are made SMART by means of KPIs with their associated baselines and targets. Unless objectives are made SMART, they cannot be acted upon (by means of initiatives) in a meaningful way.

Outcome: The likely or achieved short-term and medium-term effects of an initiative's/intervention's outputs; the consequences or effects of achieving specific objectives/results.

Output: The result or deliverable from an initiative (programme/project/activity) by an individual/unit/organisation; a tangible/concrete result produced from processing inputs or project work in the form of products, capital goods and/or services; these outputs may be an input to a successor process/ objective – therefore intermediate outputs.

Performance: in terms of 1) what was achieved (measures by the Objective KPI), 2) what was done (measures by the Initiative PI) and 3) how it was done (measures by the living the values) – applicable for the individual, unit, and organisation; expressed in terms of the degree to which compliance to the targets set in the plans (Strategic, Annual, Unit Plan or PA)

Performance Indicator (PI) or Key Performance Indicator (KPI): Indicates the performance of an objective. Often more than one KPI is required to describe the required performance for the objective. A KPI makes an objective specific and measurable in agreed-upon and realistic terms within specific timeframes. So, KPIs make objectives SMART. Non-SMART objectives will lead to different interpretations and would not allow the selection of appropriate initiatives. During strategy execution and performance review, KPIs are determining the level objectives are being achieved.

Performance Management: including the planning, capacitating and cascading processes and the performance review processes on national, organisational, unit and individual levels; with the purpose to improve performance in terms of service delivery and creation of value to customers, stakeholders and the community at large; performance management answers the following questions: 1) What: plan, capacitate and cascade, as well as measure, evaluate, report, improve and learn (MERIL), 2) Of what: All resources and on all levels (NOUI) (actual vs. planned), 3) When: continuous (daily) and formalised monthly or quarterly as part of a repetitive process / cycle, 4) Why: To improve NOUI performance, 5) How: institutionalised / in a systematic manner aligning NOUI performance with strategic objectives, 6) For whom: NOUI

Performance Verification: the process through which the validity and reliability of performance information is determined, with the aim to develop a holistic picture of and improve the performance within the unit or organisation

Quality: the degree to which all project elements put together (incl. processes and end products) fulfils requirements/standards and satisfies stakeholder needs (both stated and implied needs)

Risk Management: risk identification, analysis, and risk response planning; risk can exist at 1) Individual project level, 2) Overall project level and/or 3) strategic level; individual project risk is defined as an uncertain event or condition that, if it occurs, has a positive or negative effect on one or more project objectives or elements, such as scope, schedule, cost, and quality. A risk may have one or more causes and, if it occurs, it may have one or more impacts; project risk management includes the processes concerned with conducting risk management planning, identification, analysis, responses and the monitoring and control on a project.

Sector: PEs operate in specific sectors or industry groupings, such as Mines & Energy, Works & Transport, Water & Sanitation, Environment, Education, Health and Finance.

SMART: The acronym SMART refers to an objective and is used to formulate PIs/KPIs for objectives that are Specific, Measurable, Agreed to, Realistic and Time-bound.

Stakeholder: is an individual, group or organisation who may affect, be affected by, or perceived to be affected by a decision, activity, output, or outcome of a project in a positive or negative way; they stand to win or lose; they have a claim or vested interest; typical main project stakeholder groups are: 1) Owner/ Sponsor/ Champion; 2) Project Team; 3) Partners; and 4) Customers/users/beneficiaries/communities

Strategy: Strategy represents the broad priorities adopted by the organisation in recognition of its who the organisation is, mandate, mission, and context and in pursuit of its vision; answering the questions: "Where are we now?" (By analysing our internal and external environment); "Where do we want to go?" (Where is our preferred destination); "How do we want to get there?" (Our roadmap); strategy can also mean the overall approach to achieve an objective.

Strategic Plan: the organisational level 5-year planning document, based on key strategic issues determined from situational analysis, setting out the selected strategic direction, incl. high level statements, strategic focus areas (or themes), objectives, their strategies, and related initiatives.

Target: The agreed quantifiable performance level to be attained by a specific date for each PI/KPI; the desired result of a PI/KPI during the 5-year planning period for the Strategic Plan and 4 quarters for the Annual Plan (therefore Time-bound). Targets should be Realistic and Aligned to NDP/HPP and other plans so as to ensure simultaneous achievement of the national objectives/goals in all the plans.

Values: Values determine the way things get done in the organisation. Values are timeless guiding principles, shared and deeply held beliefs within the organisation and demonstrated through the day-to-day behaviours of all employees. The organisation's values make an open proclamation about how it expects everyone to behave.

Value for Money: A combination of effectiveness, efficiency/economy measures which result in an indication of the best use of resources in achieving objectives.

Vision: A description of how the organisation perceives itself and its aspirations for its future – 'what it wants to be'; the attractive and desirable picture of the future PE in say 5- or 10-years' time, in terms of its likely physical appearance, location, size, image, products/services/activities, customers, processes, performance, staffing, capacities, etc.

Weight: A percentage (%) assigned in a Plan (Strategic/Annual) to an objective/output or initiative which indicates the level of its importance or priority.

ICONS

The icons used in this Guideline are as follows:



Description of topic / component



Link to other sections in the Guideline and the IPMS where relevant



Best Practice / Examples



Template / standard format



Evaluation criteria

1 INTRODUCTION

1.1 ISBP Overview

The Integrated Strategic Business Plan (ISBP) is a 5-year plan that every PE is mandated to develop that aligns and integrates its 5-year strategic plan and 5-year business and financial plan. The ISBP is therefore an integrated 5-year plan that covers the 5-year PE Strategic Plan and 5-year Business Implementation Plan (BIP). From this 5-year ISBP, Annual Business & Financial Plans (ABFPs) are being developed every year. Note that this guideline does not include the ABFP.

The ISBP provides the purpose, vision and objectives of the PE for the following 5-yr. period with related initiatives, resource requirements and required revenue. The ISBP should be regarded as a dynamic working document to be reviewed and updated on a regular basis.

Definitions of key terms are provided in the DEFINITIONS section.

1.2 PEGA

Public Enterprises Governance Act, 2019 (PEGA), section 13, requires from all PEs to develop a 5-year ISBP. In clauses (4) and (5) it states:

The integrated strategic business plan of a public enterprise must encompass all the businesses and activities, including investments, of the public enterprise and its subsidiaries, if any. The integrated strategic business plan of a public enterprise must include:

(a) a statement of -

- (i) the **purpose, vision and strategy** of the public enterprise; and
- (ii) **governance, organisation and management arrangements;**

(b) **key performance indicators** at enterprise level as they relate to financial performance and sector specific indicators, as well as relevant development impact indicators such as employment, positive environmental impact, gender balance, down and upstream opportunities, and innovation;

(c) a **five-year business implementation plan** to include, a **marketing plan**, an **operations plan**, an **investment plan**, **financial projections**, **work force plan** and **skills development plan**, **financing plan** and **risk management plan**; and

(d) any other matters as may be agreed on by the relevant Minister and the board of the public enterprise from time to time.

1.3 Purpose of this Guideline

To guide PEs to develop their 5-yr ISBPs, to particularly direct and guide the governing bodies (Boards) to ensure compliant and quality ISBPs.

This is a guideline and not a detailed prescription. Its purpose is to ensure that ISBPs are:

1. Complete (comprehensive; incl. all key components);
2. Logical (components are properly aligned and linked in a logical manner)
3. Integrated (components are properly integrated, forming part of a whole)
4. Standardised (as far as possible, allowing for industry/sector differences)
5. Enabling Automation (in the Integrated Performance Management System)
6. Enabling Evaluation (by MFPE who oversees PE performance)

1.4 ISBP Approval Process

The approval process for the ISBP and ABFP as per PEGA, section 13 (2), (a), (b) and 3 (a), (b)

Steps	Commercial Public Enterprise	Non-Commercial and Extra Budgetary Public Enterprise
1	The Minister of Finance and Public Enterprises must forward the ISBP or the ABFP to any other Minister with substantial interest, for information and comment, if any.	The relevant Minister must forward the ISBP or the ABFP submitted by the PE to the Minister of Finance and Public Enterprises for information and comment, if any; and ...
2	The Minister of Finance and Public Enterprises must after considering any comments, approve the ISBP or the ABFP if satisfied or must refer it back to the PE, together with comments and instructions for amendments thereto.	The relevant Minister must after considering any comments received, approve the ISBP/ ABFP if satisfied or refer it back to the PE, together with comments and instructions for amendments thereto.

2 PROPOSED ISBP CONTENT & SEQUENCE

2.1 ISBP Table of Contents

The following serves as a guide for the ISBP Table of Contents. The recommended length of the main text is 40-60 pages with Annexures maximum 40 pages. [Total length of max 100 pages.]

Although variations are expected in different industries, PEs are encouraged to follow this format as far as possible.

Abbreviations & Acronyms

Definitions / Glossary

Executive Summary

1. INTRODUCTION

- 1.1. Background: Founding & History
- 1.2. PE Overview: Governance, Organisation / Structure & Management
- 1.3. Summary of key achievements and challenges

2. MANDATE

3. MACRO ENVIRONMENT ANALYSIS

- 3.1. PESTLE Analysis
- 3.2. Strategic Implications

4. INDUSTRY ANALYSIS

- 4.1. History and evolution of the industry
- 4.2. Industry size, volumes & turnover / financial data
- 4.3. Industry organisation or structure or set-up
- 4.4. Industry changes, trends and driving forces
- 4.5. Benchmarking
- 4.6. Competitor analysis
- 4.7. Industry risks and opportunities
- 4.8. Outlook on the industry's future

5. MARKET ANALYSIS

- 5.1. Triggers: The Challenges / Needs / Opportunities
- 5.2. Value Proposition: The Products / Services / Solutions that the PE is offering
- 5.3. Target Customers: The Customers / Users / Beneficiaries
- 5.4. Niche Market: Target Customers & Value Proposition
- 5.5. Market size and volumes
- 5.6. Risks and assumptions

6. INTERNAL ANALYSIS

- 6.1. Resource Analysis (current / historical situation) (to determine Strengths & Weaknesses)
 - Human Resources (incl. staff, skills, culture)
 - Structural Resources (incl. organisational structure, policies, procedures)
 - Physical Resources (incl. infrastructure, buildings, vehicles, ICT, equipment, materials)
 - Relational Resources (incl. partnerships, stakeholder relations and engagements)
 - Financial Resources (historical sources of income, cash flow, profitability, etc.)
- 6.2. Strategic implications of these strengths and weaknesses

7. STAKEHOLDER ANALYSIS

7.1. Stakeholder Map

7.2. Analysis of roles, responsibilities, influences, requirements, etc. of:

- Owners / Shareholders
- Sponsors
- Regulators
- Board, Management & Staff
- Partners
- Customers, Users, Beneficiaries

8. SWOT SUMMARY

8.1. External Threats & Opportunities

8.2. Internal Strengths & Weaknesses

9. KEY STRATEGIC ISSUES

9.1. Limited number of KSIs, based on SWOT Summary

10. BUSINESS MODEL

10.1. Description of business model, based on situational analysis (incl. industry, market and internal analysis)

10.2. Sources of revenue

10.3. Viability in light of current and expected future situation

10.4. Critical Success Factors

11. HIGH LEVEL STATEMENTS

11.1. Mission

11.2. Vision

11.3. Core Values

12. STRATEGIC RESPONSE

12.1. High level statements, e.g., NDP

12.2. Strategic Themes / Focus Areas

12.3. Strategy per theme and / or Objective

12.4. Objectives in each Theme

12.5. Strategy Map / Value Creation Map, depicting Objectives in lead-lag relations, based on BSC and IPOO Logic

13. SCORECARD

13.1. SMART Objectives: selected PIs with baselines & annual targets for each Objective (what to achieve)

13.2. Accountabilities per Objective

13.3. Related detailed Initiatives (Programmes, Projects & Activities), incl:

- Scope (what to do to help achieve the objective)
- Responsibility (who should do it)
- Partners (who should support)
- Cost estimates (how much each initiative will cost) (these costs must correlate with financial projections cost under BIP)
- Timing (when should it be done)

13.4. Introducing the Scorecard / Strategy Implementation Plan

14. RESOURCES & SUPPORTING STRUCTURE

14.1. Human Resource requirements for executing all strategic initiatives

- 14.2. Supporting Organisational Structure
- 14.3. Staffing Plan & HR Development Plan

15. BUSINESS IMPLEMENTATION PLAN (BIP)

- 15.1. Overview of current financial status
- 15.2. Strategic Costs (in scorecard) and Operational Costs
 - a) Income Statement
 - b) Balance Sheet
 - c) Cash Flow
- 15.3. Investment Plan
- 15.4. Funding & Financing Plan (for Investment Plan and Top Creditors)

16. MARKETING PLAN






- 16.1. Industry & Market Analysis
- 16.2. Target Market
- 16.3. Products/Services
- 16.4. Competition
- 16.5. Marketing Objectives
- 16.6. Marketing Strategies
- 16.7. Pricing, Positioning and Branding
- 16.8. Marketing Budgeting
- 16.9. Monitoring of Results

ANNEXURES REQUIRED

- Annexure A: Company Fact Sheet & Organogram
- Annexure B: Situational Analysis, incl. SWOT Analysis & Stakeholder Analysis
- Annexure C: Staffing & HR Development Plan
- Annexure D: Financial Analysis, incl. Scenario Analysis, Detailed Financial Forecasts
- Annexure E: Risk Management Plan
- Annexure F: Investment, Funding & Financing Plan
- Annexure G: Detailed Scorecard (Strategy Implementation Plan)

3 GUIDELINES FOR DEVELOPING AN ISBP

This section presents the proposed components and integration of content of the ISBP. The icons used are as follows:

	Description of topic / component
	Link to other sections in the Guideline and link to the IPMS
	Best Practice / Examples
	Template / standard format
	Internal Evaluation criteria

3.1 INTRODUCTION

 **Description**

The following topics can be included:

1. Background: Founding & History
2. PE Overview: Governance, Organisation / Structure & Management
3. Summary of key achievements and challenges (historical performance)

 **Evaluation**

	The Introduction provides sufficient, but condensed information of the PE.
	The Introduction is linked to the Company Fact Sheet in Annexure A.

3.2 MANDATE

 **Description**

This is the foundation on which to build the ISBP.

The mandate gives the PE the legal right of existence, define its purpose and core functions and key products or services to deliver.

 **Link**

- Link to legislation giving the PE its legal mandate.

 **Examples / Best Practice**

- Keep this section short and simple

 **Evaluation**

	Clear reference to legislation giving the PE its legal mandate
--	--

3.3 MACRO-ECONOMIC ENVIRONMENT

 **Description**

Macro-economic analyses mainly consist of:

1. PESTLE Analysis: The macro environment (global, continental, regional and national context) is normally described in terms of the PESTLE elements (Political, Economic, Social, Technological, Legal & Environmental). These elements can have influence on all industries, but in particular in the PE industry. The PE therefore has to identify and analyse (influences, forces, changes, trends, with their probabilities and impacts.) those elements that have strategic implications for its industry.
2. Strategic Implications from PESTLE analysis

 **Link**

- Focus on elements with most influence or impact on the PE’s particular industry.
- Link PESTLE analysis where applicable, to the following industry and market analysis.

 **Examples / Best Practice**

Start by identifying PESTLE elements through brainstorming, but then categorise and analyse these with strategic implications.

 **Template**

PESTLE	Influences / Forces	Strategic Implications
Political		
Economic		
Social		
Technological		
Legal		
Environmental		

 **Evaluation**

	PESTLE elements listed, but also categorised and analysed with strategic implications
--	---

3.4 INDUSTRY ANALYSIS

 **Description**

Variables in the external environment, which are not under the control of a PE, affect business performance. The industry and market in which a PE operates are two such factors that influence the commercial and financial performance.

An industry consists of businesses that produce or supply related products or services and the companies that support these producers and suppliers, such as the distributors that move a product from a manufacturer to a market.

Industry analysis can include:

1. History and evolution of the industry
2. Industry size, volumes & turnover / financial data
3. Industry organisation or structure or set-up: Key stakeholders and structures; participants in the industry are also listed, along with their particular profiles; regulator where applicable; industry leaders
4. Industry (and related industries) changes, trends and driving forces
5. Benchmarking
6. Competitor Analysis, incl. unfair competition from foreign governments subsidising companies operating in Namibia
7. Industry risks and opportunities
8. Outlook on the industry's future



Link

- Link PESTLE and Industry analysis, by mentioning the key PESTLE factors in the industry analysis
- Ensure the following market analysis is clearly grounded in the industry analysis.



Examples / Best Practice

- Regional and International comparisons



Evaluation

Appropriate and sufficient Industry analysis conducted backed by credible sources

3.5 MARKET ANALYSIS



Description

While an **industry analysis** confirms the existence of a strategic opportunity, the **market analysis** confirms the existence of a profitable market for a company's products or services.

Market analysis examines the market demand in relation to prices and product/service offerings, using consumer demographics and buying habits to identify trends. Industry analysis and market analysis are both used by investors and corporate managers in the projection of corporate financial performance.

The market analysis will also state the potential sales volume or value and the products/services and businesses with which the PE is operating.

Market analysis can include:

1. Triggers: The Challenges / Needs / Opportunities the PE is addressing
2. Value Proposition: The Products / Services / Solutions that the PE is offering
3. Target Customers: The Customers / Users / Beneficiaries PE is targeting
4. Niche Market: Target Customers & Value Proposition

5. Market size and volumes
6. Risks and assumptions



Link

- Link to previous PESTLE and Industry Analysis
- Link to later Marketing Plan



Evaluation

	Appropriate and sufficient market analysis conducted, aligned to industry analysis, with strategic implications indicated
--	---

3.6 INTERNAL ANALYSIS



Description

Internal analysis involves the analysis of all organisational resources making up its capacity. This can be done by engaging all units/departments of the PE.

1. Resource Analysis: As organisational capacity is determined by all its resources; these can be analysed (current / historical situation) under the following 5 resource categories to determine the PE's key strengths and weaknesses:
 - Human Resources (incl. staff, skills, culture)
 - Structural Resources (incl. organisational structure, policies, procedures)
 - Physical Resources (incl. infrastructure, buildings, vehicles, ICT, equipment, materials)
 - Relational Resources (incl. partnerships, stakeholder relations and engagements)
 - Financial Resources (historical sources of income, cash flow, profitability, etc.)
2. Strategic implications of these internal strengths and weaknesses for the PE are also noted. The key internal strengths and weaknesses will be transferred to the SWOT summary.



Link

- The key internal strengths and weaknesses will be transferred to the SWOT summary.



Examples / Best Practice

All organisational resources should be analysed – individually and in relation to one another to determine alignment.



Evaluation

	All organisational resources are analysed – individually and in relation to one another to determine alignment.
	From this analysis, strengths and weaknesses are identified.
	The strategic implications these internal strengths and weaknesses for the PE are also noted

3.7 STAKEHOLDER ANALYSIS

 **Description**

Stakeholder analysis normally involves the identification of key stakeholders, their roles and responsibilities in the industry/market, their needs and expectations (so-called strategic factors), the PE needs and expectations from the stakeholder, the stakeholder’s influence and current relations.

Stakeholder analysis normally includes the following:

1. Stakeholder Map: Key stakeholders and their relations can be depicted in a Stakeholder Map.
2. Analysis of roles, responsibilities, influences, requirements, etc. of:
 - Owners / Shareholders
 - Sponsors
 - Regulators
 - Board, Management & Staff
 - Partners
 - Customers, Users, Beneficiaries

 **Link**

- Link with PESTLE, industry, market and internal analysis

 **Templates**

Columns for a Stakeholder Analysis template can include:

- Name
- Description
- Role
- Strategic Factor (what is of critical importance for the stakeholder to receive from the PE)
- PE Needs / Requirements (what is of critical importance for the PE to receive from the stakeholder)
- Influence
- Current relations

 **Evaluation**

	All key stakeholders in all key stakeholder groups have been identified
	Key stakeholders are analysed in terms of e.g., role, responsibility, strategic factors, PE needs / requirements, influence and current relations

3.8 SWOT SUMMARY

 **Description**

This section summarises in table format the situational analysis conducted in earlier sections in terms of:

1. External Threats & Opportunities
2. Internal Strengths & Weaknesses



Link

- PESTLE, Industry and Market Analysis
- Internal analysis (Resource Stock Analysis)



Examples / Best Practice

- Remember the SWOT Summary is a summary, listing the main Strengths, Weaknesses, Opportunities and Threats of strategic significance to the PE
- Attempt to limit the SWOT Summary to maximum two pages.



Templates

EXTERNAL ANALYSIS

Opportunities	Threats
➤	!

INTERNAL ANALYSIS

Strengths	Weaknesses
✓	X



Evaluation

	The SWOT table summarises the main Strengths, Weaknesses, Opportunities and Threats of strategic significance to the PE on preferably one page
--	--

3.9 KEY STRATEGIC ISSUES



Description

Key Strategic Issues are the limited number of issues of strategic significance (typically, 10 – 20 Key Strategic Issues) extracted from the SWOT Summary.



Link

- Backward link: Direct and clear link with the SWOT summary:
- Forward link: Direct and clear link with the strategic themes and objectives



Evaluation

	Limited number of KSIs (say 10-20), based on SWOT Summary
--	---

3.10 BUSINESS MODEL



Description

The business model should be described, including:

1. Description of business model, based on situational analysis (incl. macro environment, industry, market and internal analysis)
2. Sources of revenue
3. Viability in light of current and expected future situation
4. Critical Success Factors



Link

- Backward link: Situational analysis and key strategic issues
- Forward link: all forward processes, incl. strategic response and BIP



Evaluation

The business model is clearly described, including: 1) description of business model, based on situational analysis (incl. macro environment, industry, market and internal analysis), 2) sources of revenue, 3) viability in light of current and expected future situation, 4) assumptions, 5) critical success factors

3.11 HIGH LEVEL STATEMENTS



Description

Mission Statement: Based on the mandate, the mission statement defines the core purpose of the PE – it's very reason for existence; answering the following 5 questions: 1) what we do; 2) why we do it; 3) for whom we do it; 4) where we do it; and 5) broadly how we do it.

Vision Statement: The PE is required to develop a vision statement, that is, a word picture of what the PE ultimately intends to become in say 5 - 15-years' time; the desired future picture of itself.

Core Values: Each PE is required to identify the core values that are specific and unique to its environment. Core values are principles that should guide PE staff in their day-to-day activities and relationships and are normally limited to a maximum of 6 core values, which are also well described.



Link

- Backward link: Situational analysis and business model
- Forward link: Strategic Response



Evaluation

The mission and vision statements are well formulated and aligned to one another

Core values [maximum 6] are listed and briefly described

3.12 STRATEGIC RESPONSE



Description

This is the heart of the strategy and includes:

1. **High level statements:** National plans such as NDP, HPP and global plans such as SDGs are determining the required PE strategic response, in addition to the situational analysis conducted in previous sections, particularly as summarised by the key strategic issues.
2. **Strategic Themes / Focus Areas:** Identify the few strategic themes or strategic focus areas to achieve the PE vision, based on:
 - National Plans, e.g., NDP and HPP
 - Mandate, Mission and Vision of the PE
 - Key strategic issues identified in situational analysis
 - IPOO logic
 - Balanced Scorecard perspectives

Strategic Themes are those focus areas in which the organisation must excel in order to fulfill its mission and achieve its vision, given the enablers it can leverage, the challenges it must overcome, and the customer value proposition it must deliver upon.

3. **Strategy** per theme and / or Objective:

Agree on the best way, approach, or strategy to achieve these objectives in the various themes. Consider alternative strategies/options/solutions, weigh them up, and agree on the best strategy. Examples of strategies are:

- Partnerships / Public-Private Partnerships / Outsourcing
- Phased /Incremental approach
- Community participation / Engaging local Small to Medium Enterprise's
- Integrating infrastructure development with institutional development.

These strategies will determine the nature, number, and size of Initiatives.

4. **Objectives** in each Theme

Strategic objectives may be cascaded but not limited from the National Development Plans, while others will be translated from the situational analysis. Others might be new strategic objectives drawn from the PE mission statement. A strategic objective is a specific and measurable short statement of a desired result, achievement, or accomplishment (serving as input, process, output, or outcome) which is regarded as an essential building block in the strategy towards realising the vision.

Examples of objectives:

- Objective as input (Learning & Growth Perspective): "Sufficient Staff & Skills"
- Objective as Core Process (Internal Processes Perspective): "Improved Process & Technology"
- Objective as Output (Customer Perspective): "Improved Service Delivery"

To achieve each of these objectives, initiatives have to be selected and successfully executed. So, objectives are achieved through programmes, projects, and activities.

PE must clearly describe each objective, giving a clear description of the desired result. Remember that objectives are stated differently than Initiatives. While Initiatives always start with a verb, Objectives are stating the preferred/desired position in the past tense, e.g., "Increased Functional Health Facilities".

5. **Strategy Map** / Value Creation Map, depicting Objectives in lead-lag relations, based on BSC and IPOO Logic. Link all objectives in a cause– effect relationships in a strategy map. A strategy map is a one-page summary of the strategy, showing how all objectives are related to one another and presented in the different themes. It is a tool to communicate the overall strategy to internal and external stakeholders, which is depicted in below.



Link

- Backward link: SWOT/ Key strategic issues, business model and high-level statements
- Forward link: scorecards, resources and all sections following
- Risk Management



Examples / Best Practice

The following is a generic format of a one-page strategy map or value creation map showing how value is created from bottom to top in 15 linked Objectives in 7 Themes.

Strategic Themes and Objectives should reflect the different Balanced Scorecard perspectives, namely the 1) Learning & Growth / Capacity perspective; 2) Internal processes perspective, 3) financial perspective and 4) customer perspective. This is shown on the left of the diagram below.

The strategy map should also clearly show how value is (logically) created from Inputs to Processes, to Outputs to Outcomes (and to Impact, if possible, to show). This link is often referred to as the Logical Framework.

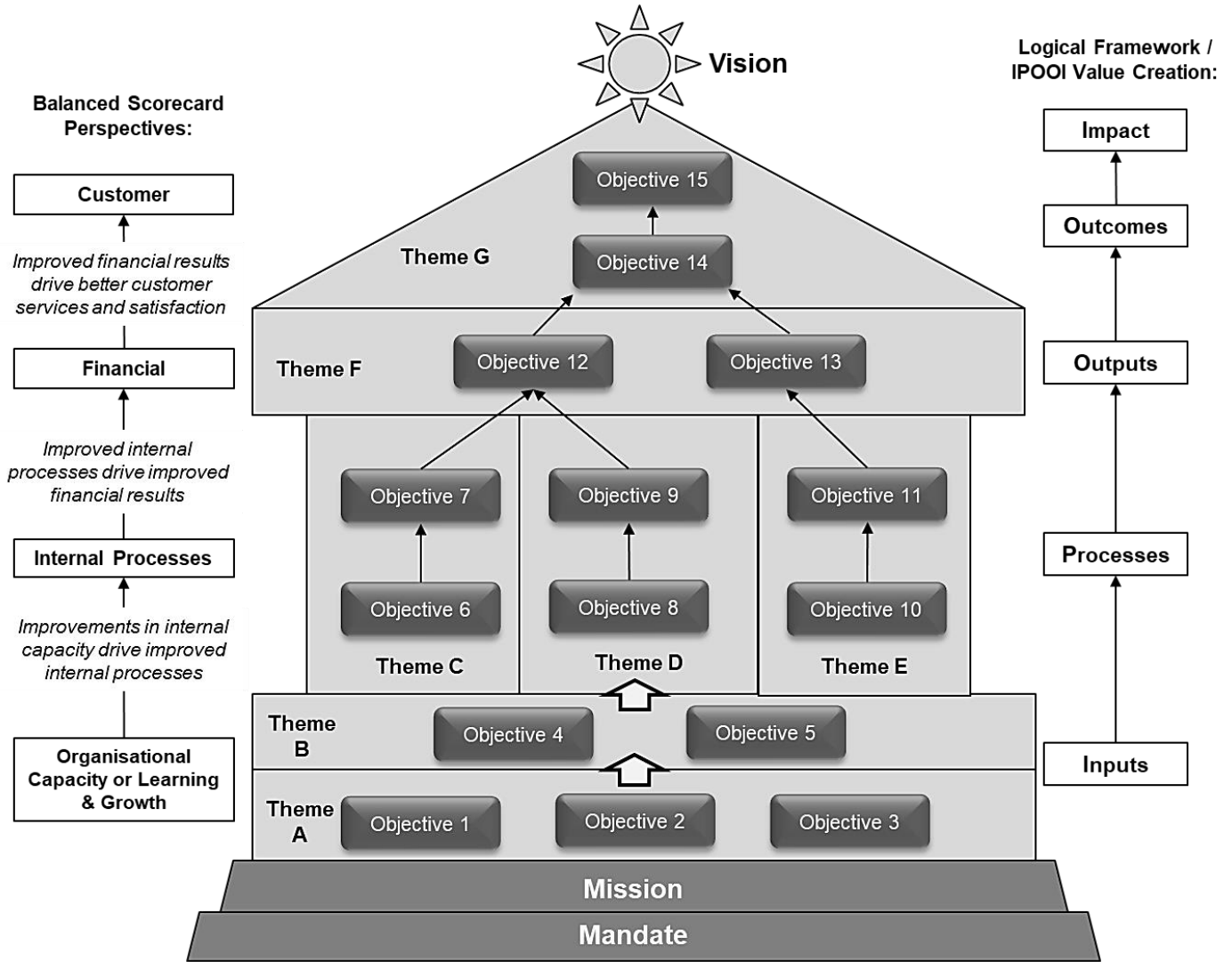
Best practice is to minimise the number of themes (but to cover all BSC perspectives and IPOO elements) and objectives, as strategy is in essence to focus – to identify the 20% things t do that will make the 80% difference.

The number of themes is normally between 4 and 7

The number of objectives is normally between 10 and 20.

This strategy map should be accompanied by a one-page narrative telling the strategy story.

A strategy map example.is shown in **Annexure A**.



Templates

See strategy map format above.

Evaluation

	Strategic themes are identified and linked to one-another
	Strategies per theme and/or objective are described
	Objectives are identified and clearly described
	A clear strategy map is presented with linked objectives in various themes in clear lead-lag relations showing how value is created from inputs to processes to outputs to outcomes, considering the BSC perspectives.

3.13 SCORECARD

Description

The Scorecard is clearly linked to the strategy map. It can also be called a matrix or strategy implementation plan. The scorecard consists of two main components, namely the Objectives (on the left) and Initiatives (on the right). The essential elements in each of these two components are as follows:

1) **Objective details:**

- Objectives are made SMART by means of a limited number of KPIs with baselines & annual targets for each Objective, making it clear what to achieve. (See box below.)
- There should be single accountability per Objective. The term “Accountable” is used for achieving an objective (the intended benefit). Accountability will have to be aligned to the level of authority, competency, and autonomy. Accountability should only be assigned to a position/person who have sufficient authority and competency.

KPIs:

Definition: A KPI indicates the performance of an objective. Often more than one KPI is required to describe the required performance for the objective. A KPI makes an objective specific and measurable in agreed-upon and realistic terms within specific timeframes (SMART). Non-SMART objectives will lead to different interpretations and would not allow the selection of appropriate initiatives.

Sources of KPIs are:

- KPIs used in NDP / HPP
- KPIs in the Master Indicator List (MIL) and defined in the Technical Indicator Definitions (TID)
- KPIs used in the industry

Leading & Lagging KPIs: Balanced performance management requires both leading and lagging KPIs (and objectives).

- Lagging KPIs (referring to outputs / outcomes) and
- Leading KPIs (referring to inputs / processes / projects).

Units of KPIs can be expressed in terms of (Units):

- Numbers; Percentages; Timelines; Ratios; Rates; Indexes; N\$ values/costs.

Target values could be:

- Absolute (remaining fixed at a certain value over time, e.g., the funding available for strategic initiatives remaining at 90% per year).
- Incremental (e.g., increasing the % of households with appropriate sanitation from 50% to 80% over the 5-year planning period); or
- Decremental (e.g., reduction of poverty or non-payment, from 40% to 30%)

Baselines & Annual Targets: For every KPI there is a baseline (BL) and future (annual/quarterly) targets. The frequency of measuring the KPI can be quarterly (mostly for Inputs and Processes/Projects) or six-monthly or annually (mostly for outputs and outcomes).

Notes:

- Baselines are often not available during strategic planning. This should not delay the Strategic Plan to be completed and launched. However, as part of the quarterly performance review process, these BLs should be determined, and the Scorecard updated.
- Targets will determine the number and size of Initiatives. Should the target for sanitation e.g., be 100 households per year to be provided with waterborne sanitation, one or two projects could be sufficient (with limited budget). However, should the annual target be increased to 1,000

households per year, the number of projects and associated budget will have to increase. For more information on developing performance information please refer to Annexure 6: Developing Performance Information.

- **Benchmarking** plays an important role in determining the Baselines and Targets.

2) Initiative details:

Objectives are achieved by means of carefully selected Initiatives (Programmes, Projects & Activities). Initiatives therefore have to be clearly linked to specific objectives with the following details:

- Scope (short description of what to do to help achieve the objective; starting with a verb)
- Milestones (key deliverables could be included in the scope or indicated in a separate column; Note these serves as performance indicators for initiatives – to deliver on time and within budget)
- Responsibility (who should do it; single responsibility, but key support could also be included / the partners (who should support); responsibility should be aligned to the level of competency, e.g., a qualified/certified project manager should be appointed and made responsible for a significant project.
- Cost estimate (how much it will cost)
- Timing (when should it be done – indicating the years in which the initiative will be done)



Link

- The scorecard should be clearly linked to the strategy map, using the same numbering.
- KPIs are based on KPIs in the NDP/HPP and common Industry KPIs.
- The scorecard has a direct link to the IPMS.










Templates

It is recommended to use the following scorecard template. Note the following:

- 1) The two main components – objective details (left with blue headings) and initiative details (right with green headings)
- 2) Keep the objective and related initiative details on one page for ease of linking the initiatives contributing to the achievement of the related objectives. This is the reason why annual targets appear below one another in one column and not next to one another in separate columns.
- 3) Initiatives (on the right-hand side) are the programmes, projects and activities selected to achieve the SMART objectives on the left-hand side. It is recommended to indicate programmes where relevant, as well as its specific project. Ensure correct and consistent numbering. Milestones are the few key intermediate deliverables and the final deliverable of the project, e.g., Needs Assessment, Design, Construction, Completion.

- 4) The key for colour coding in the templates is as follows:

	Dark Blue = Objectives with numbering 1, 2, 3, etc.
	Light Blue = KPIs with baselines and annual performance targets with numberings a), b), etc.
	Green = Programmes/Projects (Initiatives), with numberings related to the objective number
	Light Brown = Accountabilities for Objective and Responsibility & Key Support for Initiatives
	Pink = Cost estimates of initiatives
	Yellow = Timing of initiatives (years in which initiatives will be executed)

 Grey = Weights (relative importance/priorities) of Objectives and Initiatives

Objective	Weight	Accountable	Performance Indicator	BL & Annual Targets	Programmes	Projects	Phases / Key Tasks / Milestones	Weight	Responsible	Key Support	Total Cost [N\$m]	Y1	Y2	Y3	Y4	Y5
1. Objective description	20%	Unit/ Position	a) KPI description, unit, type, frequency, source	BL= 0 Y1=100 Y2=200 Y3=300 Y4=400 Y5=500	1.1. Programme	1.1.1. Project	◆ Milestone 1 ◆ Milestone 2 ◆ Milestone 3	25%	PM	Other Other	200	X	X			
						1.1.2. Project	◆ Milestone 1 ◆ Milestone 2 ◆ Milestone 3	25%	PM	Other Other	300	X		X		X
						1.1.3. Project	◆ Milestone ◆ Milestone ◆ Milestone	10%	PM	Other Other	200		X	X		
			1.2. Programme		1.2.1. Project	◆ Milestone ◆ Milestone ◆ Milestone	20%	PM	Other Other	200				X	X	
					1.2.2. Project	◆ Milestone 1 ◆ Milestone 2 ◆ Milestone 3	20%	PM	Other Other	500	X	X	X	X	X	
			b) KPI description, unit, type, frequency, source	BL=60% Y1=50% Y2=40% Y3=30% Y4=20% Y5=10%												

 **Evaluation**

	Two main components (objective details with related initiative details) appear on one page
	Objectives are SMART
	Objectives have single accountabilities
	Initiatives are clearly described, starting with a verb, including key milestones or deliverables
	Initiatives have single responsibilities (with key support from partners)
	Initiatives are costed
	Initiatives have timelines

3.14 HUMAN RESOURCES & SUPPORTING STRUCTURE

 **Description**

Based on the Scorecard, the required human resources can be determined and the most appropriate and supportive structure recommended for the successful implementation of the strategy (and business plan). The following should be addressed:

1. Human Resource requirements for executing all strategic initiatives (in terms of numbers and levels of qualifications and experience required)
2. Supporting Organisational Structure
3. Staffing Plan & HR Development Plan (in terms of specific people)

 **Link**

- Backward link: Clearly link strategy with structure through accountabilities and responsibilities in the scorecard.
- Forward link: Ensure these human resources and structure is reflected in the operational plan and financial statements.

 **Evaluation**

	Required human resources are indicated to successfully execute the strategy
	The best organisational structure is presented to support strategy execution in a way that clearly link strategy with structure
	The Human resources development plan is indicated

3.15 BUSINESS IMPLEMENTATION PLAN (BIP)

 **Description**

The Business Implementation Plan (BIP) includes:

1. Overview of the Organizational financial status
2. Strategic Costs (in scorecard)
 - a) Income Statement
 - b) Balance Sheet
 - c) Cash Flow Statement
3. Investment Plan [includes the Capital Expenditures]
4. Funding & Financing Plan (for Investment Plan and Top Creditors)

Risk management has to be integrated into strategic management and performance management. Risks can be internal or external. External risks could appear in the immediate industry environment or in the macro environment (PESTLE elements).

Risk management includes risk identification, qualitative and quantitative risk analysis, risk response planning and risk control. Responses to negative risk can be to avoid/prevent, mitigate, transfer, or accept the risk. Possible responses to positive risk are to exploit, enhance, share, or accept the risk.

Risk management requires extra effort, time, and cost, but is critical for successful strategy execution. So, although risks are assessed during strategic planning, it should be an ongoing process during the execution of the strategy.



Link

- Backward link: Strategic Plan
- Inward links: All components in the BIP to be properly aligned.
- Forward link: Marketing Plan



Examples / Best Practice

None



Templates

Template for Risk Management Plan: (Note risks could be positive, described as challenges, or positive, described as opportunities).

Risks	Prob	Imp	Risk Response
1. <i>Description of risk with cause and effect; linked to strategic objective / initiatives</i>	<i>High/ Med / Low</i>	<i>High/ Med / Low</i>	<i>Naming and describing the most appropriate risk response(s), considering, prevention, mitigation, transfer, escalation, acceptance.</i>



Evaluation

	Overview of current financial status is presented
	Five-year <u>Cash Flow</u> projections based on different scenarios and assumptions are presented
	Five-year <u>Income Statement</u> projections based on different scenarios and assumptions are presented
	Five-year <u>Balance Sheet</u> projections based on different scenarios and assumptions are presented
	Risk Management Plan is presented
	Investment Plan with all the major capital expenditures is presented with expected returns
	Feasible Funding & Financing Plan is presented (for Investment Plan, Top creditors, Operational activities and strategic initiatives)

3.16 MARKETING PLAN



Description

Marketing is defined as all activities a company does to promote and sell products or services to consumers. Marketing makes use of the "marketing mix," also known as the four Ps—Product, Price, Place & Promotion.

A **Marketing Plan** is part of a business plan, which describes all of the important aspects of a business. The terms marketing plan and marketing strategy are often used interchangeably because a marketing plan is developed based on the strategy and business plan. It describes the specific

actions the PE plans to take, e.g., to reach target customers, foster brand awareness and increase revenue.

Contents / Components of a Marketing Plan can include:

1. **Industry & Market Analysis:** Collect, organize, and write down data about the market that is currently buying the product(s) or service(s) you will sell. Some areas to consider:
 - 2.1. Market dynamics and patterns, including seasonality
 - 2.2. Customers: demographics, market segment, target markets, needs, and buying decisions
 - 2.3. Product: what's out there now and what the competition's offering
 - 2.4. Current sales in the industry
 - 2.5. Benchmarks in the industry
 - 2.6. Suppliers: vendors that you'll need to rely on
2. **Target Market:** Find niche or target markets for your product and describe them. Link this to your mission statement, stating your "Key Market" (who you're selling to); "Contribution" (what you're selling); "Distinction" (your unique selling proposition).
3. **Products/Services:** Describe your products/services. How does your product/service relate to the market? What does your market need, what do they currently use, and what do they need above and beyond current use?
4. **Competition:** Describe your competition. Develop your "unique selling proposition." What makes you stand apart from your competition? What is your competition doing about branding?
5. **Marketing Objectives:** Establish quantifiable marketing goals. This means goals that you can turn into numbers. For instance, your goals might be to gain at least 30 new clients or to sell 10 products per week, or to increase your income by 30% this year. Your goals might include sales, profits, or customer satisfaction.
6. **Market Strategies:** Write down the marketing and promotion strategies, considering:
 - 2.1. Networking – Go where your market is.
 - 2.2. Direct marketing – sales letters, brochures, and flyers
 - 2.3. Advertising – print media and directories
 - 2.4. Training programmes – to increase awareness
 - 2.5. Write articles, give advice, become known as an expert.
 - 2.6. Direct/personal selling
 - 2.7. Publicity/press releases
 - 2.8. Trade shows
 - 2.9. Business website
7. **Pricing, Positioning, and Branding:** From the information you've collected, establish strategies for determining the price of your product/service, where your product/service will be positioned in the market, and how you will achieve brand awareness.
8. **Marketing Budgeting:** Do cost estimates of your marketing actions in your strategies. What strategies can you afford? What can you do in-house, what do you need to outsource?
9. **Monitoring of Results:** State how you will test and analyse whether selected strategies are working or not (e.g., through surveying of customers and tracking sales, leads, visitors to your web site, and percentage of sales to impressions).



Link

- Clearly link to market analysis (either done in this section or in the earlier section)
- Link market analysis and response also the industry analysis



Evaluation

<input type="checkbox"/>	Complete and appropriate marketing plan presented
--------------------------	---

3.17 ANNEXURES REQUIRED FROM PEs



Description

The recommended length of the main text is 40-60 pages with Annexures maximum 40 pages.

The following Annexures are recommended as guide, but actual needs will determine the actual Annexures included.

Annexure A: Company Fact Sheet & Organogram

Annexure B: Situational Analysis, incl. SWOT Analysis & Stakeholder Analysis

Annexure C: Staffing & HR Development Plan

Annexure D: Financial Analysis, incl. Scenario Analysis, Detailed Financial Forecasts

Annexure E: Risk Management Plan

Annexure F: Investment, Funding & Financing Plan

Annexure G: Detailed Scorecard (Strategy Implementation Plan)



Link

These Annexures should be clearly referred to and described in the main text.



Templates

None. Various formats can be used.



Evaluation

	Annexure A: Company Fact Sheet & Organogram
	Annexure B: Situational Analysis, incl. SWOT Analysis & Stakeholder Analysis
	Annexure C: Staffing & HR Development Plan
	Annexure D: Financial Analysis, incl. Scenario Analysis, Detailed Financial Forecasts
	Annexure E: Risk Management Plan
	Annexure F: Investment, Funding & Financing Plan
	Annexure G: Detailed Scorecard (Strategy Implementation Plan)

4 ISPB REVIEW

MFPE and Relevant Ministries will review submitted ISBPs using the following evaluation criteria.



ISBP evaluation grid with the key evaluation criteria.

The following table serves as a basis evaluating ISBPs submitted by PEs. (Combining the evaluation criteria under each section)

The proposed key for ratings (R) is as follows:

4	Accepted: very good / benchmark
3	Accepted, but room for some improvements
2	Not Accepted: Needs minor improvements
1	Not Accepted: Needs major improvements

ISBP Component	Evaluation Criteria	R	Comments
1. INTRODUCTION	The Introduction provides sufficient, but condensed information of the PE.		
	The Introduction is linked to the Company Fact Sheet in Annexure A.		
2. MANDATE	Clear reference to legislation giving the PE its legal mandate		
3. MACRO ENVIRONMENT ANALYSIS	PESTLE elements listed, but also categorised and analysed with strategic implications		
4. INDUSTRY ANALYSIS	Appropriate and sufficient Industry analysis conducted with strategic implications indicated		
5. MARKET ANALYSIS	Appropriate and sufficient market analysis conducted, aligned to industry analysis, with strategic implications indicated		
6. INTERNAL ANALYSIS	All organisational resources are analysed – individually and in relation to one another to determine alignment.		
	From this analysis, strengths and weaknesses are identified.		
	The strategic implications these internal strengths and weaknesses for the PE are also noted		
7. STAKEHOLDER ANALYSIS	All key stakeholders in all key stakeholder groups have been identified		
	Key stakeholders are analysed in terms of e.g., role, responsibility, strategic factors, PE needs / requirements, influence and current relations		
8. SWOT SUMMARY	The SWOT table summarises the main Strengths, Weaknesses, Opportunities and Threats of strategic significance to the PE on preferably one page		
9. KEY STRATEGIC ISSUES	Limited number of KSIs (say 10-20), based on SWOT Summary		
10. BUSINESS MODEL	The business model is clearly described, including: 1) description of business model, based on situational analysis (incl. macro environment, industry, market and internal analysis), 2) sources of revenue, 3) feasibility / viability in light of current and expected future situation, 4) assumptions, 5) Critical Success Factors		

11. HIGH LEVEL STATEMENTS	The mission and vision statements are well formulated and aligned to one another		
	Core values [maximum 6] are listed and briefly described		
12. STRATEGIC RESPONSE	Strategic themes identified		
	Strategy per theme / objective described		
	Objectives clearly described in each theme		
	Clear strategy map presented, linking objectives in lead-lag relations how value is added from inputs to processes to outputs to outcomes, considering the BSC perspectives.		
13. SCORECARD	Two main components appear on one page		
	Objectives are SMART		
	Objectives have single accountabilities		
	Initiatives are clearly described, starting with a verb, including key milestones or deliverables		
	Initiatives have single responsibilities (with key support from partners)		
	Initiatives are costed		
	Initiatives have timelines		
14. HR & SUPPORTING STRUCTURE	Required human resources are indicated to successfully execute the strategy		
	The best organisational structure is presented to support strategy execution in a way that clearly link strategy with structure		
15. BUSINESS IMPLEMENTATION PLAN (BIP)	Overview of the financial status is presented based on previous financial reports		
	Five-year <u>Cash Flow</u> projections based on different scenarios and assumptions are presented		

	Five-year <u>Income Statement</u> projections based on different scenarios and assumptions are presented with ratios		
	Five-year <u>Balance Sheet</u> projections based on different scenarios and assumptions are presented with ratios		
	Risk Management Plan is presented		
	Investment Plan is presented with Capital expenditures [with reference to details in Annexure F]		
	Feasible Funding & Financing Plan is presented (for Investment Plan, Top creditors, Operational activities and strategic initiatives)		
16. MARKETING PLAN	Complete and appropriate marketing plan presented		
17. ANNEXURES	Annexure A: Company Fact Sheet & Organogram		
	Annexure B: Situational Analysis, incl. SWOT Analysis & Stakeholder Analysis		
	Annexure C: Staffing & HR Development Plan		
	Annexure D: Financial Analysis, incl. Scenario Analysis, Detailed Financial Forecasts		
	Annexure E: Risk Management Plan		
	Annexure F: Investment, Funding & Financing Plan		
	Annexure G: Detailed Scorecard (Strategy Implementation Plan)		

ANNEXURE A: STRATEGY MAP EXAMPLE

The following is an example of a strategy map or value creation map for NamPower (only for illustrative purposes), showing how value is created from bottom to top in 20 linked objectives in 7 themes. Best practice is to minimise the number of themes (but to cover all BSC perspectives) and objectives (normally between 10 and 20 objectives).

