Some businesses have only founders and top managers; others have a wider range of positions, such as consultants and blue-collar staff. One of the main considerations in the planning process is the correct choice of strategic planning partners. There are only a few longitudinal findings on the effect of the simultaneous participation of various actors in strategic planning. The involvement of owners and top managers in this process is almost evident. Their presence helps to create the top management team consensus on priorities and sub-goals, strengthen the unity of guidance and commands. Owners and top management have the best description of the company's priorities and suggestions about how it can be handled (Täks, 2019).

Many organizations often employ Strategic Planning Experts to help company leaders and their executive teams create an integrated strategic strategy that builds clarity and consensus on a crucial game plan for potential success.

The role of a strategy consultant is to provide guidance to businesses on their priorities and future course. These consultants use insights, business insight and research to help their clients identify tactics that improve their sales and market share by strengthening their competitive advantage. Strategy consultants help companies to grow faster and increase the value of their business.

The Strategic Planning Consultant will seek to explain the goals and results of the company needed by all main stakeholders, including clients, shareholders, employees and the community. The resulting strategic strategy is formulated within the context of corporate policies and procedures and against economic and regulatory contexts.

The key role of strategy consultants is to help companies define what they are doing and to identify their capabilities, strengths and weaknesses. Consultants analyze the product range of the organization, the expertise of its staff, its customer base and its marketing communications to provide a description of its existing capabilities.

Strategy consultants enable management teams to compare their existing skills with business prospects. They evaluate a range of opportunities, compare consumer requirements with the capabilities of the business and define a range of viable options. Options may involve the production or sourcing of new goods, the expansion into broader geographic regions or the entry of new business sectors. Consultants will illustrate the associated risk for each alternative and define the improvements needed for success.

Independent strategy consultants are equipped with skills and experience in resolving management challenges for small and large companies across various sectors of the industry. This insight and experience will allow the management team to concentrate on what the organization can do to separate itself from the competition. As part of their position, strategic consultants help management teams define goals and concentrate the team on the criteria to make the plan a reality.

Strategic planning consultants will usually call on a wide variety of individuals to provide additional expertise with specialized experience in specific areas such as: global, financial, risk management, marketing, business resource planning, supply chain management, information technology and human resources.

First, the Strategic Planning Consultant analyses the existing business activities of the company, both internally and with its clients and suppliers. Based on the evaluations made, the Business Strategy Consultant outlines the priorities, both tactically and strategically. When the strategy has been stabilized and based, the consultant works with the Executive Team on a continuous basis to execute the strategic plan and handle the changes, typically at defined intervals, e.g. periodically or annually (Content, 2020)

Postulation

The Desk Analysis addressed the principles of policy, strategic planning, strategic plan and key players in the strategic planning process. In addition, this paper will suggest a realistic and easy-to - understand strategy planning process that the top managers and advisors of the owners may use to build an impactful strategic plan for the company. The suggested step-by - step method is followed;

Step 1: Scan

Scan means an examination of the situation or an environmental scan of the company. It will be based on the SKEPTIC Environmental Scanning Model, originally developed by Stephen Haines. In their book, Reinventing Strategic Planning: Systems Thinking Approach. Here's the rundown of the components of SKEPTIC:

S (Socio-demographics) – What are the demographic patterns facing the organization? This involve market analysis by analyzing various age groups (think Boomers vs. Millennials, for example) as well as different socio-economic groups.

K (Competition) **–** This implies the study of rivals with regard to their goods, pricing, positioning and promotion, processes and human strategies. In addition, do intelligence about their potential movements.

E (Economics) **–** Economics explores what is happening with the purchasing power of potential consumers and also studies the income classes prevailing in the countries where the business operates.

P (Political and Regulatory) – This category should come as no surprise, as many government regulations have a direct effect on the organization’s strategic decisions. This category therefore

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provides an opportunity to think critically about the possible long-term consequences of strategy, finance and regulatory decisions.

T (Technology) – Technology continues to grow and evolve; thus, taking these developments into consideration when designing a strategic plan is essential for any organization.

I (Industry) – Evaluating the state of the industry as a whole, updated data on the organization of business.

C (Customers) – Research the level of satisfaction of current customers through surveys and focus groups to evaluate what current clients of the organization think and feel about the current product and service of the organization and what their overall perception of the organization is.

SWOT (Strength, Weakness , Opportunities and Threats) also applies to Scanning with respect to Financial, Customer, Work Processes and Employees organizations (Haines Stephen, 2007)

Step 2: Purpose

After scanning, another step in strategic planning is to establish a "purpose." This is the mission statement of every company and is the basis of a successful plan. What an organization is currently trying to do for its customers is sometimes referred to as the aim or goal of the company.

It addresses the question, "What is the justification for the company to be in existence?" An organization with a clear goal or objective is one that is easy to understand and manage. A shared purpose unifies workers and allows them to understand the course of the organization.

According to a professor of strategy and governance at McMaster University, the statement's business mission consists of three main components

- ✓ Main market: target audiences
- ✓ Contribution: the good or service to the consumer

- ✓ Distinction: what makes the product special, or why the consumer should purchase it over another product? (Chris, 2020; Erica, 2020; Lumen, 2020)

The paper also suggests that the mission statement should also include what the company does for the development of its workers and the green environment.

Step 3: Inspiration

After identifying the intent of the organization, the next step is to establish the "Inspiration" that the organization wishes to be in the future. It is regarded as the Mission Statement of every organization, or simply a "Dream." Vision can be a crucial inspiring tool and make workers feel more involved. Organization should also develop it in transparent and encouraging terms, so that staff and other stakeholders understand and feel it and are ready to live by it (Hartford, 2020).

Elements of an inspiring vision:

1. It paints a simple and convincing picture of the future. It is founded on the intent (why we exist) the vision, translated into concrete, bold visionary objectives, announces that this is the future we want. It's unique, and while demanding, it's believable. It also recognizes that the path will not be easy, the starting point may be difficult, but "we can overcome"
2. It’s coming from the heart. The message is a representation of the hopes, dreams and values of the audience. It's making an emotional bond.
3. It’s a matter of excellence. It's brave, thrilling, and idealistic. It focuses on what can be done, not on the issues. It's seeding hope.

4. People in the vision can see themselves. The message is between the present and the future in a way that people might feel is part of the vision. It would seem realistic (Performance, 2015).

Step 4: Values

Values state what's essential to an organization. In other words, the principles are what the company stands for. They show who the company is and what its culture is. In reality, culture can become a responsibility if the core organizational principles are not accepted and followed by all in the organization. This breakdown will interfere with an organization’s ability to achieve its strategic objectives, and it may cost money.

Culture is the guiding force behind actions in any organization. One of the ways in which an organizational culture is developed or cultivated is centered on the values of the organization. These principles allow us to consider what is acceptable and unacceptable to our staff, to our customers and to our society. Thus, when culture is clearly defined, it makes it easier for leaders and employees to show better judgement. Since culture is born out of our beliefs, we should know how to behave, communicate, handle and react to events and changes in our work environment. This is very clear if, from a cultural point of view, we know who we are and who we are not (SHRM, 2016).

Planners need to establish or revisit corporate principles through proper common values surveys in organizations during strategic planning. Since beliefs must be shared and shared from top to bottom in a company for its strong culture.

Step 5: Strategy

The plan is at the core of any decision that needs to be taken within an organization. If the plan is not well selected and formulated by the top management, it has a huge effect on the productivity of workers in almost every department within the company. There are three stages of strategy in place: Corporate-level strategy, Business-level strategy and Functional-level strategy. Together, these three stages of strategy can be demonstrated in the so-called 'Strategy Pyramid' (Figure 1).

Figure 1: Three Levels of Strategy

Corporate Level Strategy It is a matter of choosing an optimal set of companies and of deciding how they should be incorporated into the whole of the company: a portfolio. Significant investment and divestment decisions are usually taken at this stage by top management. Mergers and Acquisitions (M&A) is also a vital part of the business strategy. This level of strategy is only appropriate if the organization operates in two or more business areas across separate business units with separate business-level strategies that need to be aligned to shape an internally coherent corporate-level strategy. That is why corporate strategy is mostly not seen in small and medium-sized enterprises (SMEs), but in multinational enterprises (MNEs) or conglomerates.

Business-level planning is what most people know about, and the question is, "Why do we compete? “How can we achieve (sustainable) competitive advantage over rivals? There are typically three business strategy choices and these are 1) Cost Leadership (cost leadership is establishing a competitive advantage by having the lowest cost of operation in the industry). 2) Differentiation (is a way for a business to distinguish itself from the competition.3) Blue Ocean (It is a simultaneous pursuit of differentiation and low cost that will open up a new market room and generate new demand. It is about establishing and capturing undisputed market space, making competition meaningless (Kim, 2005). The SKEPTIC and SWOT analysis helps to select the best one for the company.

Functional-level strategy is concerned with the question "How do we endorse business-level strategies within functional departments such as Marketing, HR, Development and R&D? These techniques are also aimed at improving the productivity of a company's activities within divisions. Among these divisions, staff sometimes refer to their 'Marketing Plan,' 'Human Resource Strategy' or 'R&D Strategy.' The aim is to match these techniques as much as possible with a wider business strategy (B2U, 2020).

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Step 6: Aims

The last step in strategic planning is to establish organizational goals in the form in financial and non-financial goals. These priorities can be established using the Balanced Scorecard (BSC) method.

Established by Kaplan Robert (1992), the Balanced Scorecard approach to management has gained worldwide popularity since the publication of their book, The Balanced Scorecard: Turning Strategy into Motion, in 1996.The Balanced Scorecard is a system designed to translate the mission and vision statements of the organization and the overall strategic plan into concrete, quantifiable goals and objectives and to track the success of the organization in achieving these objectives The Balanced Scorecard has four distinct viewpoints for the development of organizational objectives (Lawrie & Cobbold, 2014). It sets out goals and objectives for financial, consumer, internal processes and people.

- Financial perspectives are the goals of companies related to total sales, gross income, net income and return on investment.
- The customer field is concerned with customer loyalty, retention and the growth of new customers.
- The internal process region looks at the priorities of enhancement of business processes.

• People's dimension means the priorities of employee satisfaction and retention and their growth.

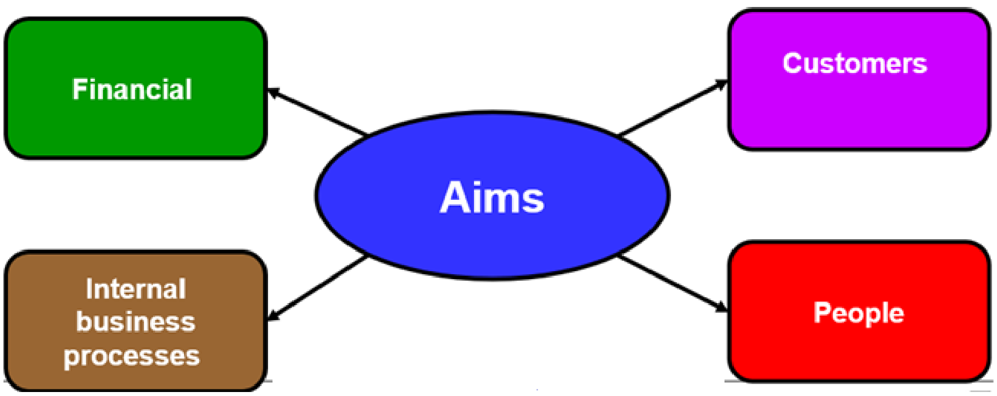

Figure 2: Balanced Scorecard

Framework

The above proposed sequential six steps process of Strategic Planning is forming a following framework:

1: **S**can (Environmental Scanning based on SKEPTIC Model and SWOT Analysis)

2: **P**urpose (Craft the Mission Statement of Organization)

3: **I**nspiration (Develop the Inspiring Vison)

4: **V**alues (Identify and define shared values of organization)

5: **S**trategy (Formulate Three Levels of Strategy)

6: **A**ims (Set Organizational Goals by using Balanced Scorecard Approach)

If we combine the starting alphabets of assigning words to all the proposed six phases of the strategic planning process in a sequence, then the word pronounced as SPIVSA. This paper therefore proposed the name of the framework as SPIVSA Strategic Planning Framework.

Figure3: SPIVSA Framework

Impact

The structure set out in this paper is useful for strategic planners such as CEOs, senior managers or strategic consultants to carry out strategic planning on a sequential basis. Furthermore, this structure proposes authentic resources for use at different stages of the plan. Finally, if the planners use this framework, they can achieve a detailed production in the form of a strategy paper often known as a strategic plan text.

Cessation

This paper introduces a modern strategic planning paradigm based on a system approach. It will have a greater understanding of strategic planning for many scholars and practitioners on both the theoretical and practical sides of the market. Because of its applied nature, the system would create more and more strategists rather than grow another vague and confounding definition of strategic planning.

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Footnote

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