

KM Enterprise Strategy Process

ESP is a strategic planning framework, designed to help owner/managers simplify the process of business planning and to promote firm-wide engagement and accountability. It's based on the idea of free-association; the individual writing, thinking and re-writing, with minimal inputs from others.

Why does it exist?

Business planning frameworks broadly fall into two categories; those designed for small firms and those aimed at large organisations. The former is frequently over-simplified and avoids strategy and the latter is typically aimed at senior executives, who are supported by middle-managers who take the overarching strategy created by the c-suite, and break it down into departmental, functional, or project plans, explaining it to teams and linking goals to individual behaviour and possibly reward. Nothing existed in the middle ground and so the Kingmakers ESP was developed.

Description

The five primary functions of a business; Leadership, Marketing, Organisation, Operations and Finance make up the five sides of the pentagon. The detail for each primary function sits around the outer edge and the timeless themes for the firm sit in the triangle at the centre.

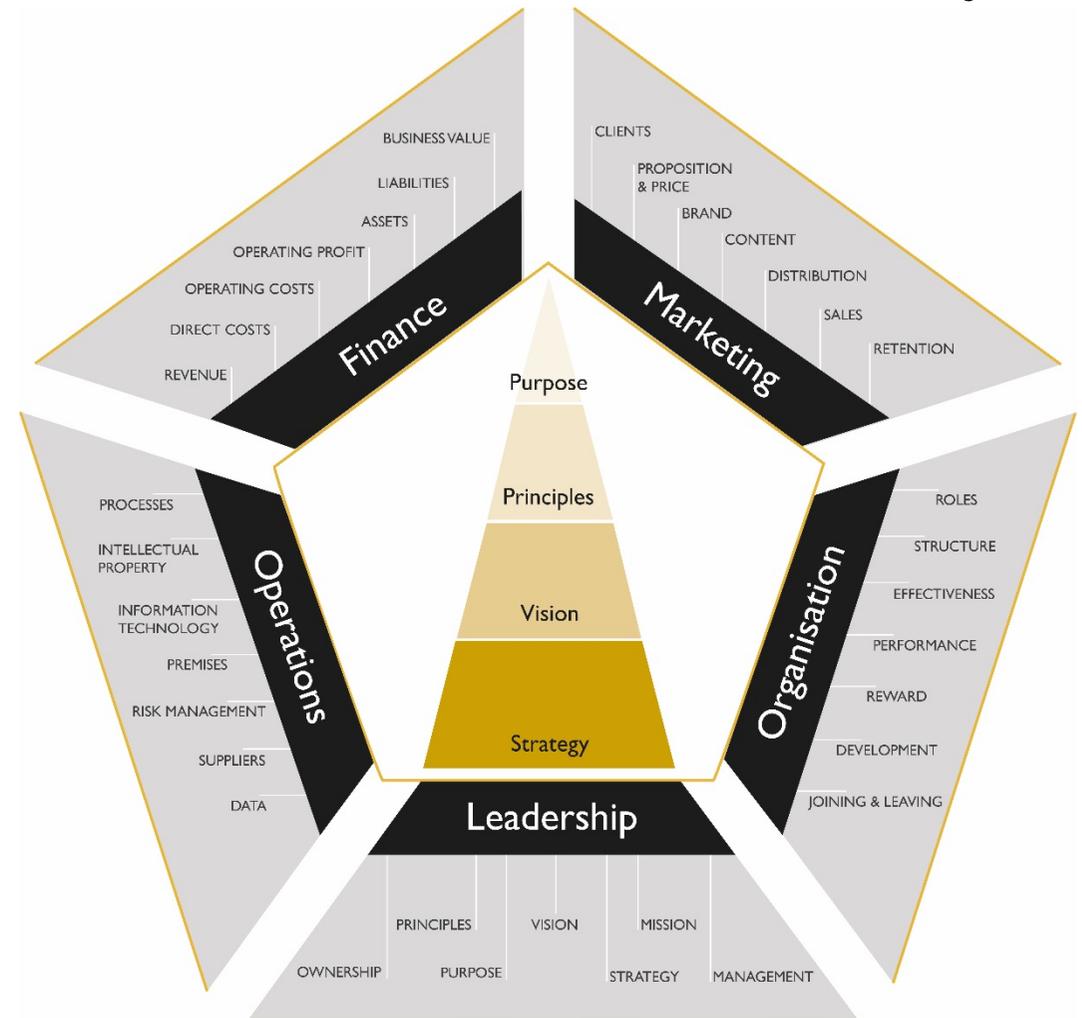
Using the ESP

While you can create the framework in your own notebook, we recommend downloading and completing the [Business Vision Sketchbook](#) from the resources section of our website.

To add detail for each function of the firm, use the table structure on page two. The table's y axis details all the areas of the firm (taken from the outer edges of the model), and the x axis sets out a simple gap analysis structure. Using the framework as a guide, you simply explore and create your plans for each area of the business, before prioritising actions, assigning responsibility and creating financial forecasts. Summarise the detail in the one-page 'Our plan' layout.

Finally, once you've created the functional plans, review the detail in the triangle and adjust as required. You can go on to build out the next levels of detail for your functional plans, any project plans and eventually, plans for everyone in your organisation. The final body of work represents a carefully considered plan, with goals and action plans cascaded down to every individual in your firm.

The ESP was created by Rob Stevenson, founder of Kingmakers. Related tools can be found at www.kingmakersgroup.co.uk



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Area	Description	Current State	Possible Action	Desired State	
Ownership					
Principles					
Purpose					
Vision	You can work through this following the x or y axis. Experience has shown that the optimum results come from following the x axis				
Strategy					
Mission					
Management					
Clients					
Proposition & price					
Brand					
Content	1. Agree a description of the area of the firm				
Distribution					
Sales					
Retention				2. Discuss and agree a desired future state. This should be a strategic objective, so think of it as a mini-vision and don't get too caught up on the detail at this stage.	
Roles					
Structure					
Effectiveness					
Performance					
Reward					
Development		3. Discuss and agree the current state for the relevant area of the firm. Ranking current performance from 1 (low) to 10 (high) works well.			
Joining & Leaving					
Processes					
IP					
IT					
Premises					
Risk Management					
Suppliers			4. With the desired and current states agreed, identify the gap and consider the actions and resources required to close the gap.		
Data					
Revenue					
Direct costs					
Operating costs					
Operating Profit					
Assets					
Liabilities					
Business Value					

Our plan

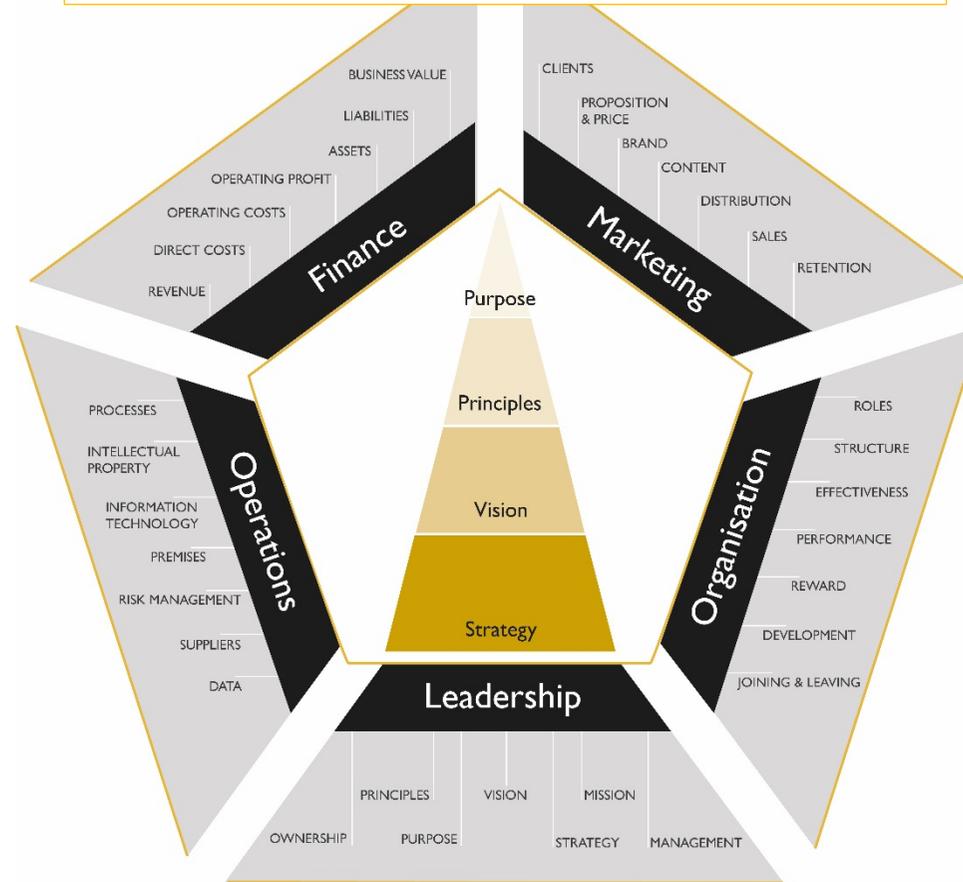
This is a summary of your plan. The detail will be recorded in separate notes, or the Vision Sketchbook if you've used that.

Finance goals:

Add a summary of your goals here.

Marketing goals:

Add a summary of your goals here.



Operations goals:

Add a summary of your goals here.

Organisation goals:

Add a summary of your goals here.

Leadership goals:

Add a summary of your goals here.