

# KM Entrepreneurs Strategic 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.

## 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.

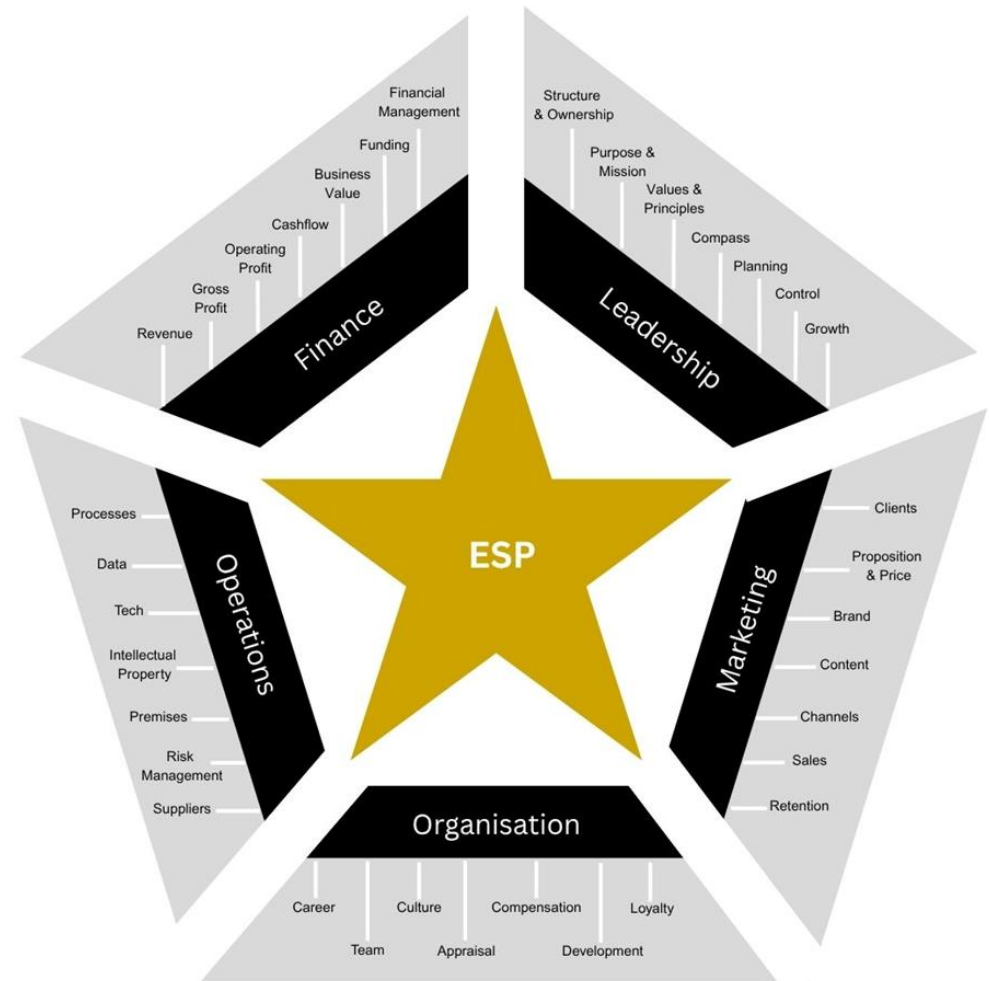
## Using the ESP

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](http://www.kingmakersgroup.co.uk)



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Area	Description	Current State	Possible Action	Desired State
Structure & Ownership				
Purpose & Mission				
Values & Principles				
Compass	You can work through this following the x or y axis. Experience has shown that the optimum results come from following the x axis			
Planning				
Control				
Growth				
Clients				
Proposition & Price				
Brand				
Content	1. Agree a description of the area of the firm			
Channels				
Sales				
Retention				
Career				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.
Team				
Culture				
Appraisal				
Compensation				
Development				
Loyalty		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.		
Processes				
Data				
Tech				
Intellectual Property				
Premises				
Risk Management			4. With the desired and current states agreed, identify the gap and consider the actions and resources required to close the gap.	
Suppliers				
Revenue				
Gross Profit				
Operating Profit				
Cashflow				
Business Value				
Funding				
Financial Management				

## Plan Summary

Purpose & Mission						
Values & Principles						
Vision						
Strategy						
Plans & Goals	Short		Medium		Long	
Leadership						
Marketing						
Organisation						
Operations						
Finance						
Key Tactics						