

# STRATEGIC PLANNING



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# PLANNING - DO YOU LIKE IT?

**Not everyone enjoys planning or strategy!**



How can we improve this?



# THE SECRET TO SUCCESS

Bring out your inner Napoleon.

Napoleon Dynamite



Napoleon Bonaparte



# NAPOLEON WAS A GREAT STRATEGIST

***“Circumstances? I make circumstances!”***



- Prepared Yet Agile
- Information Driven
- Understood Reinforcing Processes
- Learned from Mistakes (well, except Waterloo)
- Extraordinarily Persistent



# MEDRAD STRATEGIC PLANNING

## How we prepare for the future...

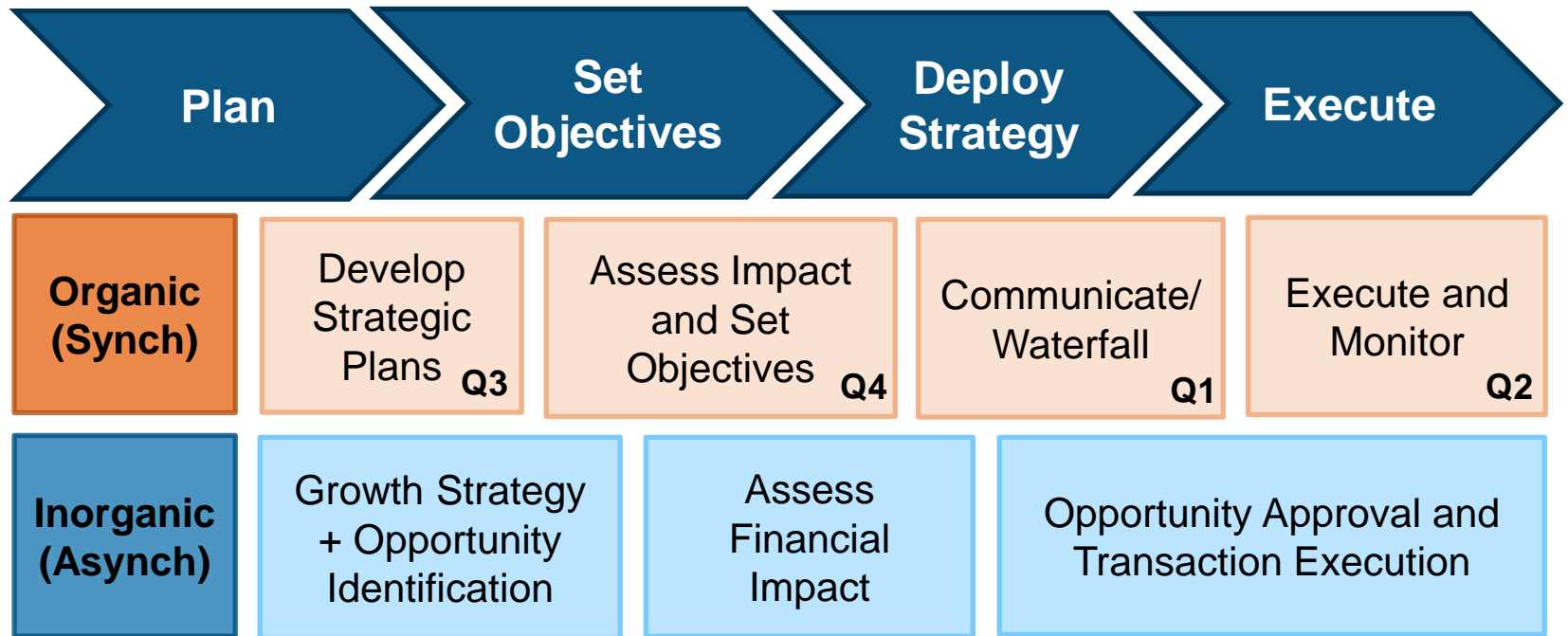
- Planning Activities Include Multiple Time Horizons
  - Ten Year Focus on Vision and Strategy
  - Five Year Focus on Portfolio and Lifecycle Management
  - Annual Focus on Action Planning and Strategy Deployment
- Organic and Inorganic elements
- Sets Corporate Objectives and Strategic Initiatives
- Includes Mechanisms for Flexibility and Adaptation





# ANNUAL PLANNING PROCESS

Approach has synchronous and asynchronous threads





# HOW TO GET ALIGNMENT

***“The word impossible is not in my dictionary.” – N.B.***

“Waterfalling” system of cascading strategic objectives





# WE USE INFORMATION TO PLAN

***“Genius is an infinite capacity for taking pains.” – N.B.***

- Market Research
- Voice-of-the-Customer (VOC)
- Trends
  - Industry
  - Technology
  - Reimbursement
- Competitive Benchmarks
- Year-on-Year Comparisons

The image shows a close-up, blue-tinted view of a data table or spreadsheet. The table contains various numerical values and text labels, including "FUTURE FUTURES", "SNIP TION 1", and "CCMP". The text is slightly blurred, suggesting a shallow depth of field. The overall appearance is that of a financial or analytical report.



# HOW DO YOU KNOW?

## Measure Data Linked to Key Stakeholders

### Shareholders

- Financial Performance
- Market Performance
- Competitor Performance

### Customers

- Customer Satisfaction Measures
- Voice of the Customer Data
- Complaints

### Employees

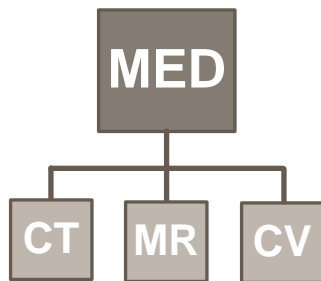
- Employee Survey and Satisfaction Measures
- EH&S Information
- Turnover Data



# AGILITY IS KEY

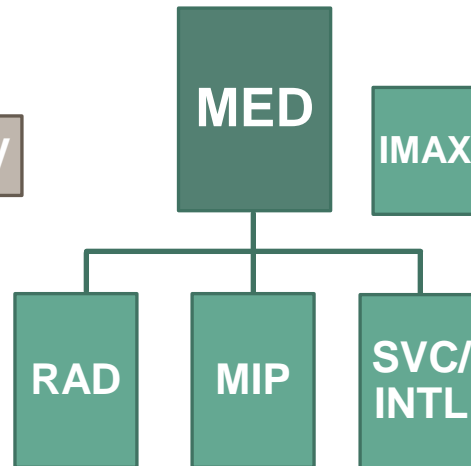
We adapt our planning process as we change

**Business  
Reorganizations**

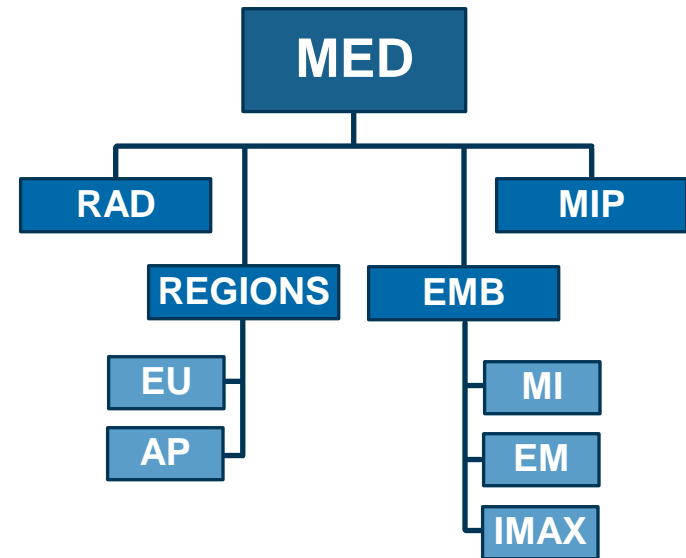


**Acquisitions**

**Ownership  
Changes**



**New Planning  
Requirements**



2003

2011





# UNCHANGING CORE

## MEDRAD strategic planning considers three key stakeholder groups

- **The Customer:** Market and customer needs
- **The Shareholder:** Business performance
- **The Employees:** Workforce planning and development



# CONSTANT ADAPTABILITY



**EARS:** Seek and include stakeholder feedback as part of each cycle



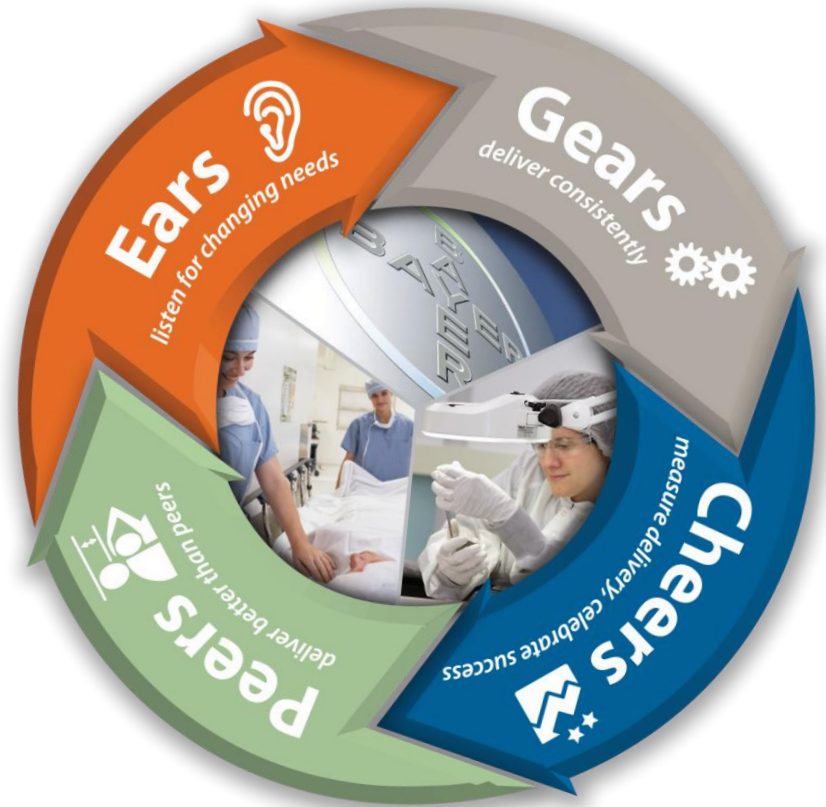
**GEARS:** Strategic planning is a consistent annual process that is constantly updated



**CHEERS:** Planning teams get recognition



**PEERS:** Benchmark process and performance





# INCLUDE REINFORCING PROCESSES

## Strategy planning connects to key processes



Business Planning



Workforce Planning



M&A Planning



# CONTINUOUS IMPROVEMENT

**An organizational mindset focused on learning and improving**



- Incorporate insights from planning teams and executives
- Leverage Baldrige feedback
- Hold annual process updates
- Make it part of the culture



# OBSERVE, LEARN AND PERSIST

***“Victory belongs to the most persevering.” – N.B.***

MEDRAD applies for the Baldrige primarily as a way to get feedback on how we do business.



**Winning is just the icing on the cake.**



# WE ARE NOT THE SAME

## How we are not like Napoleon

- Planning at MEDRAD is a cross-organization collaborative and team based effort
- We do not use cavalry or artillery (yet)





# PLANNING IS NOT EVERYTHING

***“Take time to deliberate, but when the time for action has arrived, stop thinking and go.” – N.B.***

Eventually you have to perform.



**“Sweet!”**



# DISCUSSION

## PANELISTS

### **Dave Griffiths**

Manager, Corporate Development

### **Rose Almon-Martin**

Vice President, Performance Excellence and Brand

### **Joe Havrilla**

Chief Strategy and Technology Officer

### **Judy Wagner**

Vice President, Finance and Corporate Controlling

