Christiansen Consulting
Planning Process Matrix
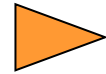
Positioning		Planning		Progress
Internal/External Market Analysis	**Case & Value Clarification**	**Priority/Strategy Development**	**Plan/Roadmap Development**	**Measuring/Monitoring**

Framing Questions
To clarify your Vision, Identity and Relevance

1. **How do you compare to and compete with others?** *(the piece of competitive landscape you own; trends and cost/benefit realities to factor in)*	2. **Are you investment worthy—how do you know? (***Measures and impact data)*	3. **What do you NEED to do to be relevant and compete?** *(in a changing funding/program delivery environment?)*	4. **How do you identify and allocate resources-for the most Mission Per Dollar?**	5. **What does success look like—your future vision?** *(key drivers and measures)*

The Process
To answer framing question and link your Strategy to Budget, Organization Capacity and Case for Support

• **Internal Realities**: Assess your position: *program, financial, staff,* and *cost/benefit* realities • **External Realities**: Assess market position: *competitor, partner* and *funder* realities, and potential *changes*	• **Case for Support**: Clarify impact—how you know you are worthy of support • **Value Proposition**: Clarify value—the *benefit* you bring for key audiences	• **Framing**: Frame key questions and clarify critical issues to explore • **Prioritizing**: Determine priorities (strategic imperatives) and key strategies	• **Roadmap**: Develop the implementation plan: activities, timeline, budget projections, resource requirements • **Integrated Plans**: Develop the supporting business, program, fundraising and marketing plans	• **Scorecards/Dashboards**: Develop tools to monitor success • **Re-evaluate**: Constantly monitor progress: priorities, competitive position, and activities relative to plans

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Helping Non-profits Achieve More Mission Per Dollar