

CEO Annual Plan

Company Name:

CEO:

Period the Plan is Covering:

I. Last Year's Progress against Key Goals

Take a look at last year's plan. Comment on how you think you did relative to the goals you set out for your company. In particular, what were the financial targets and did you achieve them? What were the strategic goals and did you achieve them? Bring a copy of last's years plan for the group to reference.

II. An Analysis of the Environment

Comment on your perception of the environment. Looking externally at the market, what are the top opportunities you foresee for the company? What are the threats? Consider trends, key competitors, regulatory, etc. Looking internally at your organization, what internal weaknesses is your organization dealing with? What strengths should your company leverage? (Consider people, culture, systems, processes, etc). Focus only on the top two or three in each of the four areas. Provide a brief summary of the competitive landscape.

External Opportunities:

.....

External Threats:

.....

Internal Weaknesses:

.....

Internal Strengths:

.....

Competitive Landscape:

III. The Resulting Company Direction (Mission):

Based on your analysis above, what business are you directing the company to be in? Who are you selling to (target customer)? What are you selling them (offering)? What is your unique differentiator and value proposition (why should people buy from you)? What barriers to entry are you building for your competition?

Who you sell to, what you sell them, how you do it differently, barrier to entry, business model

IV. Longer Term Vision:

What is the long term direction for the company? Do you have a long term goal either financially or from a positioning perspective? Do you use a longer term vision to inspire your organization, if so, what is it?

V. One Year Financial Targets

At a high level, what are the financial targets you are setting for the company this upcoming year? Please attach a balance sheet, P&L and forecast.

	2006	2007	2008	2009
Revenue				
Gross Profit				
PBT				

VI. Upcoming Year Strategic Objectives

What are the highest level priorities for your company? What do you need to do to achieve your financial targets? Is there anything about your business model that needs to change? If so, is it articulated in your goals? Try to list no more than five, if possible. Ask yourself: how will you know if you have been successful in achieving your goals? Are the goals results oriented? Can you measure success? Who is responsible for driving these goals? Consider categories such as new products/services, other ways to increase customer value, key processes, and organizational or culture related changes.

Goals	Measures	Targets	Who

VII. Your Foresight Regarding the Execution of These Goals

For each of the goals write a paragraph explaining how you see these goals unfolding. Who will do what? By what date? What will be difficult? Where are you vulnerable? What are the risks? How will they be dealt with? This section is the heart of the plan it forces you to anticipate the future and think through how you might deal with it. It will also help you to clearly set expectations with your team so they know what you expect.

VIII. Upcoming Year Operational Goals

What are the operational goals that your company must achieve to hit your financial projections? You can organize these goals by department, product line, or business unit. This section clearly should illustrate where your revenue growth and or margin changes are coming from.

Goals	Measures	Targets	Who

IX. Your Foresight Regarding the Execution of These Goals

Where it is not obvious, use this section to concisely explain how you see these goals unfolding. Who will do what? By what date? What will be difficult? Where are you vulnerable? What are the risks? How will they be dealt with?

X. Resources

What resource changes do you need to make? Do you have the proper management team and consequent organizational structure? Do you need to prune, if so where? Do you need to invest, if so where?

XI. Governance

How will you manage and monitor the success of these goals? What types of standard meetings will you have? How will you manage performance and drive accountability?

XII. Summary of CEO Impact

How do you plan to navigate the challenges above? How will you govern the execution of the goals? How will you spend your time to achieve the most leverage? What will be your priorities? What goals do you have to increase your skill as CEO? What expectations do you have for the peer group, how do you see it helping you to further develop?

XIII. Attachments

- Income Statement
- Balance Sheet