

# CHAPTER 13

## STRATEGY

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# 1 INTRODUCTION



Strategic planning is vital to ensure that your organisation follows the most effective course towards its mission. Animal protection societies are bombarded with an increasingly wide and complex set of demands and it is easy to be reduced to a reactive fire-fighting organisation without a clear strategy. This invariably slows down progress towards mission completion.

**“STRATEGY IS THE GREAT WORK OF THE ORGANISATION. IN SITUATIONS OF LIFE OR DEATH, IT IS THE TAO OF SURVIVAL OR EXTINCTION. ITS STUDY CANNOT BE NEGLECTED.” ~ Sun Tzu’s classic ‘The Art of War’ (written about 480-221 BC)**

Strategy is about deciding the nature, domain and scope of an organisation’s activities and the way its success will be evaluated.

Essentially it is about using what you have available, in terms of money, people, potential allies etc., in the way that makes the most progress towards your objectives. It can be compared to a route map, which is needed to ensure the most direct route is taken between two points.

The underlying objective should be to maximise mission fulfilment, given available resources. This does not mean tackling everything! It means harnessing resources and leveraging them to the best effect.

**IN SIMPLE TERMS, STRATEGY SIGNIFIES: WHERE WE ARE NOW, WHERE WE WANT TO GO, AND HOW WE INTEND TO GET THERE.**

# 2 KEY ELEMENTS

A strategy can combine some or all of these factors:

- Mission Statement**
- Vision**
- Core Values**
- Critical Success Factors**
- Positioning**
- Brand (Reputation)**
- Operational Planning**

Each will be examined in turn, as follows.

## **Mission Statement**

**THE MISSION IS, OF COURSE, THE STARTING POINT OF ANY STRATEGY. WE ALL NEED A VISION OF WHO WE ARE AND WHAT WE ARE AIMING FOR. THEN WE NEED TO DECIDE WHAT STEPS WE WILL TAKE TO CLIMB TOWARDS OUR ULTIMATE GOALS.**



In essence, a mission statement is the declaration of an organisation's purpose, its *raison d'être*.

The mission is important because it can engage both the hearts (culture) and minds (strategy) of the organisation's staff and the board. A good mission that is used well can be inspirational and develop a strong, shared organisational culture. It helps to ensure that employees are emotionally tied to the organisation and that their goals are in synchrony with those of the organisation.

Guidance on developing a mission statement is given in section 3(a), below.

### Vision

**VISION IS THE ULTIMATE GOAL – IT PROFILES A REALISTIC, CREDIBLE AND ATTRACTIVE FUTURE.**

Vision is a longer-range idea of success and, as such, can be a powerful engine, driving an organisation towards excellence.

For most NGOs, a mission alone is probably sufficient. Indeed, it is debatable whether having both a vision and a mission dilutes and confuses what should be a powerful message of intent (particularly for external audiences). In reality, a powerfully worded mission statement will provide a clear indication of the organisation's ultimate goal and vision because this is what will result if it achieves its organisational purpose, set out in the mission.

**Core Values** are central beliefs deeply understood and shared by every member of an organisation. Core values guide the actions of everyone in the organisation and help shape all of its plans.

**Critical Success Factors** refer to what the organisation must get right to succeed in its mission.

**Positioning** is similar to brand. It is about building a valued and preferred position in the minds of your target audience. It is essentially about how you would like your target audience to describe you.

**Brand (Reputation)** is about developing and communicating powerful and meaningful differences between your offerings and those of your competition.

**Operation planning** is agreeing the practical plans to implement the strategy. A distinction is needed between strategy and operational planning (although the lines are sometimes blurred).

Within NGOs, governing boards tend to deal with strategy, and management deals with operations. In practise however, management often prepares draft strategies for the board to consider and approve.

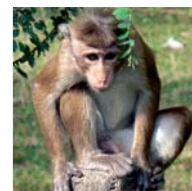
A **goal** is a specific, measurable statement of what will be done to address a problem or opportunity.

An **objective** is an activity or tactic that will help you accomplish a goal.

## BUILDING A STRATEGY

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The first stage in establishing a strategy is developing a mission statement. This is followed by research and analysis; the building blocks of strategy formulation. This will assist in establishing boundaries and limits in your strategy, which is vital to maintain focus and prioritisation. You are then in a position to chart a pathway to success, and finally, implement your plan.





### a) Developing a Mission Statement

The following guidance on developing a mission statement has been adapted from the HSUS web site (see 'Further Resources' section for the link).

A mission statement sets forth the fundamental purposes for which your organisation has been formed. It is very important to an organisation's formation and evolution.

It should cover:

- **Purpose:** why the organisation exists, its goals and objectives?
- **Programme:** how the organisation will achieve its purpose?
- **Principles:** what the organisation's values are.

### REMEMBER THE 3PS! PURPOSE, PROGRAMME, PRINCIPLES ~ HSUS

The mission statement should be:

- **Understandable** to the general public
- **Brief:** no more than a short paragraph
- **Realistic:** in terms of your financial and human resources
- **Specific** to provide a framework for developing objectives and programmes
- **Broad** enough to stand the test of time, so it does not need to be reworked frequently
- **Accurate** reflection of the board's intent and understanding
- **Operational:** state the expected outcome.

Don't forget that you can't do everything for every animal. Keep your mission focused.

### b) Research and Analysis

To determine the organisation's best fit within its industry (the role that will help it to achieve the most for animals), it is strongly recommended to carry out two types of analyses: an internal analysis of the organisation's resources and its own particular strengths; and secondly, an analysis of its operating environment. A stakeholder analysis, which considers what the various interested parties feel the organisation should do, can also be useful.

An **Internal Analysis** considers the **organisation's resources**, both financial and human, and its **distinct competencies**.

A common and simple tool for this is the **SWOT** analysis, which examines:

**Strengths:** key strengths, core competencies/capabilities and 'Unique Selling Points'

**Weaknesses:** weaknesses in the organisation, things it does less well or cannot cope with

**Opportunities:** opportunities that may arise for the organisation

**Threats:** potential threats to the organisation and its work.

A SWOT analysis can be charted on paper or simply prepared from a brainstorming session, this is popular as it throws up many and varied ideas.

**External Analysis:** The STEEPV analysis considers the **organisation's broader environment** and the situations/factors that could affect its work. This includes:

Social

Technological

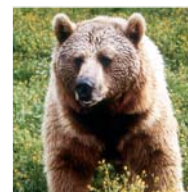
Economic

Environmental

Political

(Personal) Values.





When considering the 'environment', as indicated in the formula above, the following issues within the animal protection movement should be considered:

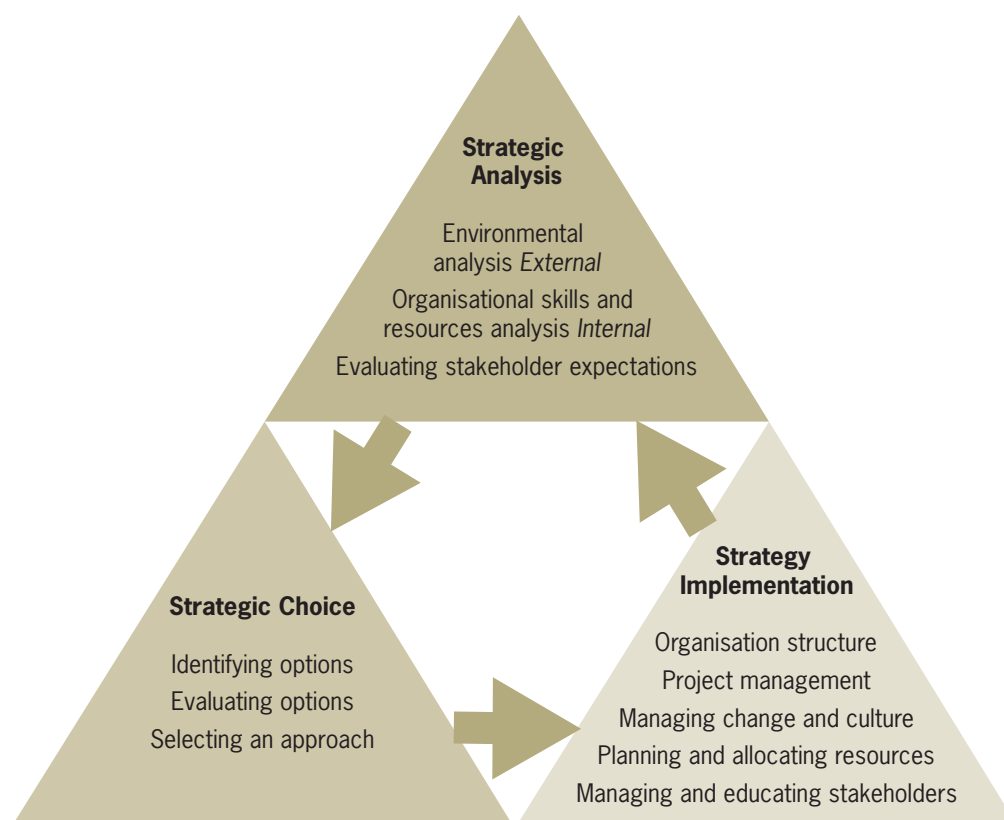
- How receptive is the government?
- How receptive are the consumers?
- What is the likelihood of success?
- Position between organisation and wider social movement
- Is the cause more important than the organisation?
- What are the industry's major problems?
- Different forms of cooperation: joint projects, coalitions and affiliations
- How full is the 'market' (will you be duplicating the work of others, or is there a real need)?

**Stakeholder Analysis:** The major stakeholders of an animal protection society include the board, staff, members, supporters, funders, partners, suppliers and competitors.

In animal protection organisations, the largest stakeholder group is not even represented here, probably because it cannot be consulted. It is, of course, the animals, and just because they cannot be consulted does not mean they should not be considered. In fact, they should be given priority over all stakeholders, as they are the reason for the organisation's existence. Animals can be considered by an assessment of how they are affected – numbers, severity and duration for example.

### c) Strategic Process

As can be seen from the previous sections, there is a tremendous amount of information to gather and assimilate before you can even think about putting together a plan. However, once you know what you want to achieve and you have analysed your organisation's resources, the broader environment in which it operates and the interests of the various stakeholders involved, you are in a much better position to plan how you will achieve your mission.



## 4 STRATEGIC REVIEW



The following is a model of the strategic process:

**IF AN ORGANISATION WISHES TO RETAIN ITS 'STRATEGIC ADVANTAGE', IT NEEDS TO KEEP ABREAST OF CHANGES TO ITS INTERNAL CAPABILITIES AND ITS EXTERNAL ENVIRONMENT, WHICH MAY NECESSITATE A CHANGE IN STRATEGY OR OTHER CORRECTIVE ACTION.**

Strategy is not a work that is set in stone as soon as it has been formulated.

**External environment:** An organisation needs to monitor emerging events and its environment and review its plans to see whether changes are appropriate. Many animal protection organisations will need to develop:

- General awareness of the broader strategic options and orientations of the sector
- Greater awareness of the plans and actions of competitors and collaborators
- Greater awareness of the political environment
- Ability to think strategically about aspects of day-to-day responsibility.

**Environmental scan** is a process for discovering and documenting facts and trends in the external environment that might impact an organisation's future.

Scanning means skimming through various sources of information, including television, newspapers and periodicals.

**Environmental scanning should include the following** (but not exclusively):

- Newspaper and news scanning for animal protection issues
- Trade journals
- Scientific press
- Trade conferences and shows
- Animal protection conferences
- Websites of key competitors
- Key animal protection meetings
- Relevant political and governmental conferences and meetings
- Funders' conferences and meetings with funders
- Supporters' and donors' meetings.



## 5 THE MOVEMENT AND ITS STAGES OF DEVELOPMENT

When considering the position of the animal protection movement in your country, it may be helpful to bear in mind the following model, which sets out the **five major stages in the growth of the movement** (adapted from comments by Kim Stallwood, a long-time animal activist, author, editor and founder of The Institute for Animals and Society):

- **Acceptance building:** broad, softer education
- **Awareness and consensus building:** campaigning – harder, more focused, issue-related education, consumer awareness and lobbying
- Legislation
- Action to embed legislation: investigations and exposés, enforcement, legal action (test cases) etc.
- Functioning system of protection.

## 6

**FURTHER RESOURCES****Websites****Amnesty International: Strategic Campaigning**

[www.amnesty.org/resources/pdf/campaigning-manual/chapter1.pdf](http://www.amnesty.org/resources/pdf/campaigning-manual/chapter1.pdf)

**Humane Society of the United States**

[www.hsus.org/ace/18478](http://www.hsus.org/ace/18478)

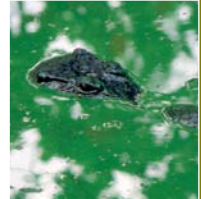
**Humane Society organisation and operation documents**

[http://files.hsus.org/web-files/HSI/E\\_Library\\_PDFs/eng\\_ht\\_form\\_org.pdf](http://files.hsus.org/web-files/HSI/E_Library_PDFs/eng_ht_form_org.pdf)

HSUS advice on forming an animal protection society and developing a mission statement

**Organisational strategy**

[www.family-business-experts.com/organisational-strategy.html](http://www.family-business-experts.com/organisational-strategy.html)

**Books****The Art of the Long View: Planning for the Future in an Uncertain World**

By: Peter Schwartz

Publisher: John Wiley and Sons Ltd

ISBN: 0471977853

**Competitive Strategy: Techniques for Analysing Industries and Competitors**

By: Michael E. Porter

Publisher: Free Press

ISBN: 0743260880

**Exploring Corporate Strategy: Text and Cases with Business Dictionary**

By: Kevan Scholes, Gerry Johnson, Richard Whittington

Publisher: FT Prentice Hall

ISBN: 0582843294

**The Leader's Change Handbook: An Essential Guide to Setting Direction and Taking Action**

By: Jay A. Conger (Editor), Edward E. Lawler III (Editor), Gretchen M. Spreitzer (Editor)

Publisher: Jossey Bass Wiley

ISBN: 0787943517

**Mastering Strategy (Financial Times Mastering Series)**

Financial Times, Chicago, Michigan, Said, Insead Universities

Publisher: Financial Times Prentice Hall

ISBN: 0273649302

**Mintzberg on Management:****Inside Our Strange World of Organisations**

By: Henry Mintzberg

Publisher: John Wiley & Sons Inc

ISBN: 0029213711

**The New, Completely Revised Understanding Organisations**

Charles Handy

Publisher: Penguin Books

ISBN: 0141017309

**The Portable MBA in Strategy**

By: Liam Fahey (Editor), Robert M. Randall (Editor)

Publisher: John Wiley & Sons Inc

ISBN: 0471197084

**The Rise and Fall of Strategic Planning**

Henry Mintzberg

Publisher: Financial Times Prentice Hall

ISBN: 0273650378

**Strategy Safari: A Guided Tour Through the Wilds of Strategic Management**

Henry Mintzberg, Bruce Ahlstrand, Joseph Lampel

Publisher: Financial Times Prentice Hall

ISBN: 0273656368

**The Strategy Process**

James Brian Quinn, Henry Mintzberg,

Joseph B. Lampel (Editor), Sumantra Ghoshal (Editor)

Publisher: Prentice Hall

ISBN: 0131227904

**What Is Strategy and Does It Matter?**

Richard Whittington

Publisher: Thomson Learning

ISBN: 1861523777