

Strategic Planning through Collaborative Design
Guide to Terms and Definitions
NASCO Institute 2016

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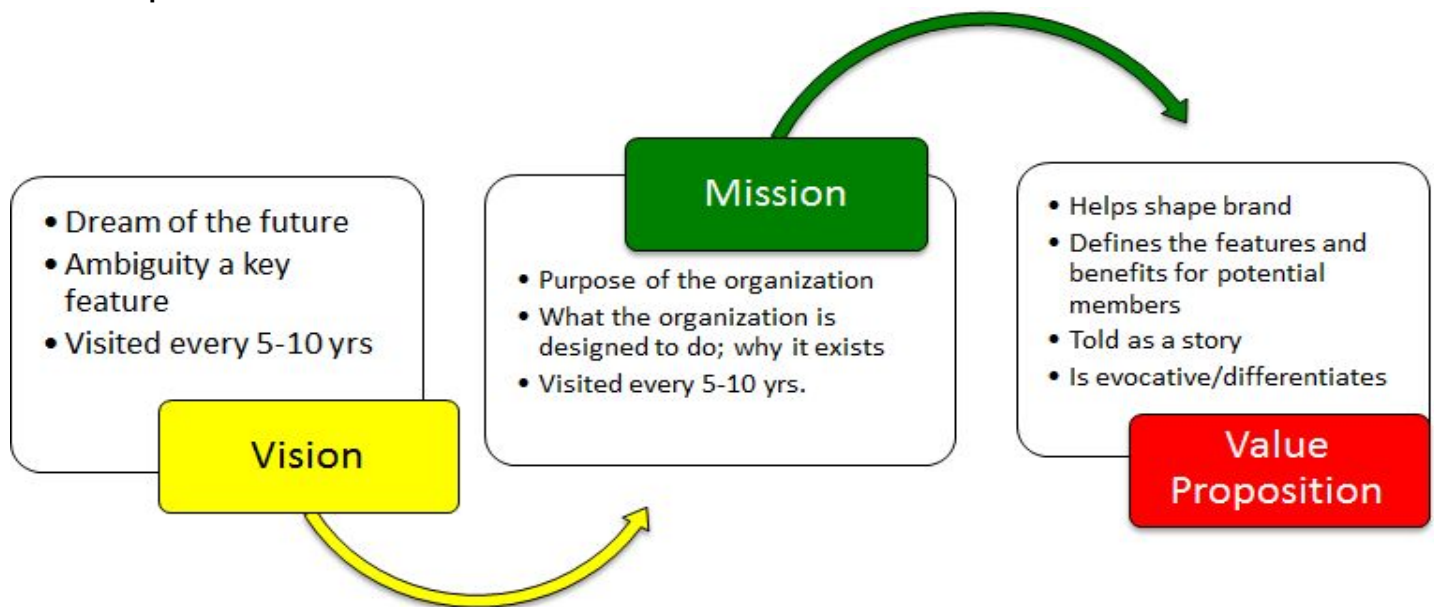
Strategic Thinking: The ability to think conceptually, creatively, and systemically. The ability anticipate events, factors, opportunities that will help get to a preferred future; then designing ways to capitalize on the good stuff and deflect impediments.

Strategic Planning: A structured process of envisioning and defining an organization's preferred future; then figuring out how to best get there (strategic targets/goals/resources optimization/ etc). A strategic plan is broad and takes the long view. It generally covers a period of time (3-5 yrs.) and helps the organization align annual goals, tactics, resource allocation and optimization to achieve the preferred future.

Strategic Goals: Define specific targets to achieve the preferred future. They are long-term in nature. They provide the framework for annual objectives to be developed. Annual objectives should be actionable.

Brand: A set of expectations, memories, stories, and relationships that, taken together, account for a person's decision to choose one experience/product/service over another. Brand is the promise made to members/potential members. It's the trust that's built by making good on that promise. Successful branding creates a community of people who share the same perceptions of value and connect that value specifically to your organization.

**Mission, Vision,
Value Proposition:**



Value Propositions: Statements of explicit value that will be gained by engaging with, buying from or receiving services from your organization. Value propositions differentiate your organization from others. Value propositions are a direct reflection of your organization's brand.

Possible Value Propositions for housing co-ops

- Affordability, community and convenience
- Collective empowerment
- Members gain leadership, technical, social, business management, life skills

Strategic Objectives, Annual Objectives, Project Plan:

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