

HOW TO USE THIS MANUAL

This title of this book, *Strategic Planning Guidance*, is deceptive. The primary goal of this manual is to help your bank significantly improve its performance, and the manual provides discussions on several ways to improve performance other than through strategic planning.

Chapters are organized behind the following tabs:

Part 1 — Path to Improvements

Chapter 1 tells you how to improve the bank in a number of ways.

Part 2 — Financial Performance Improvements

Chapter 2 gives specific guidance on how to improve the bank's financial performance through the use of a multi-peer group comparative performance analysis report. Chapter 3 consists of more than a dozen ideas on how you might improve your bank's performance, and chapter 3A discusses ways to control non interest expenses.

Part 3 — Strategic Planning Discussion Papers

Chapter 4 consists of about a dozen discussion topics all of which have the potential of becoming topics that should be addressed at the strategic planning retreat. Chapter 5 discusses board effectiveness (which might also be a planning discussion topic).

Part 4 — Regulatory Matters

In this section of the manual there are chapters on risk management; a model risk management system; and a chapter containing about a dozen regulatory discussion papers worthy of discussion at the strategic planning retreat. There is also a chapter on minimizing bank losses due to customer bankruptcies and another on protecting the bank from losses due to contaminated real estate collateral.

Part 5 — Technology

Information in this section discusses how to prepare a technology plan for the bank and how to manage technology change and development.

Part 6 — Marketing

This section contains discussions on about a dozen marketing topics.

Part 7 — HR Management

This section addresses ways in which the bank might significantly improve how the HR function is managed at the bank.

Part 8 — Strategic Planning Guidance

This section provides step-by-step directions on developing a strategic plan for your bank. In this section there is a model strategic plan and guidance on how to obtain other models that are potentially available.

Part 9 — Financial Planning

This is an independent section of the manual that guides the reader through the steps necessary to arrive at practical financial and capital plans for the bank. This section is built around Microsoft Excel spreadsheets, which are available on the manual's accompanying CD. Choose the financial planning system that best fits your bank; then use your numbers on our Excel spreadsheets to arrive at financial and capital plans for the bank. There is also a chapter on budgeting.