

Strategic planning

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Strategic Planning Characteristics of Kaiser Permanente It is a nonprofit healthcare organization. It is a big sized organization and has nearly 185000 employees. The size is measured considering the total number of employees working for the organization.

The organization is based in California.

The organization shows good overall financial performance every year.

The organization provides jobs to medical professionals and a good HR structure.

The managers do effective strategic planning to provide healthcare facilities to its members.

States' policies and government structure influence the pace or time lines of strategic planning.

Characteristics of Google

It is an internet-based organization.

It is a small sized organization.

The organization based in California.

The organization shows good overall financial performance every year but revenues are less than Kaiser Permanente.

The organization provides jobs to IT professionals and a good HR structure.

The managers do effective strategic planning to provide internet-based facilities to its users.

Varying internet policies of different countries influence the pace or time lines of strategic planning.

Success Factors and Planning Pitfalls

Some success factors include effective communication with executive decision makers, overcoming challenges and difficulties, good use of

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technology, establishing efficient channels of distribution, and effective budgeting (Birnbaum, n. d.). Whereas, some planning pitfall include facing failure in developing answers, facing failure in staff coordination, ineffective management, and failure in recognizing board's limits (Liff, 1997).

For Kaiser Permanente:

Some of the success factors for Kaiser Permanente include overcoming challenges and difficulties, good partnership with labor, and timely implementation of policies (Garrido, Raymond, Jamieson, Liang, & Wiesenthal, 2004). On the other hand, some planning pitfalls include care management and incomplete and unreadable patients' charts.

For Google:

Some of the success factors for Google include customer relationship policies, good use of technology, and focus on customer experience. On the other hand, some planning pitfalls include policy management problems and incomplete and bookstore management problems.

Benefits of Strategic Planning

Benefits for both organizations include long-term success and productivity, stable organization environment, solution to major problems, and development of clear focus of organizations.

References

Birnbaum, B. (n. d.). Key Success Factors in Strategic Planning. Retrieved from <http://www.birnbaumassociates.com/key-success-factors.htm>

Garrido, T., Raymond, B., Jamieson, L., Liang, L., & Wiesenthal, A. (2004). Making the Business Case for Hospital Information Systems—A Kaiser Permanente Investment Decision. *J Health Care Finance*, 31(2), 16-25.

Liff, A. (1997). Avoiding Eight Pitfalls of Strategic Planning. Retrieved from <http://getaliff.com/uploads/EightPitfalls.pdf>