



# Planning with Purpose

*10 quick qins + 2 Models  
for Communications Teams  
in International Corporations*

**Planung**  
*with Purpose*



**How annual planning becomes  
a tool for leadership, management,  
and motivation**

# Planung *with Purpose*



## **Why this cheat sheet?**

In international corporate structures, annual communication planning is more than just coordination. It is a tool for aligning global strategy, local realities, and individual motivation.

This cheat sheet will help you make your planning not only efficient but also effective—as a management tool, a means of internal communication, and a cultural process.



# *Part 1*

# 10 Quick Wins for Planning with Purpose



# 10 Quick Wins

## *for planning with purpose*

### **1. Don't just plan topics - plan orientation.**

In global organizations, people first need clarity about where the journey is headed before they want to know what to do.

### **2. Think in terms of systems - work with people.**

Matrix structures, regions, and functions follow different logics. Successful planning consciously takes these tensions into account.

### **3. Start with a system and engagement analysis.**

Don't just ask, "What are our goals?" but also: Who supports them? Who has doubts? Who doesn't feel included?

### **4. Make planning a dialogue - not a rollout.**

An annual plan that is merely communicated remains abstract. An annual plan developed collaboratively creates ownership—across national borders.

### **5. Reduce complexity visually.**

Global teams need an overview, not deep detail. A clear one-pager creates more alignment than a perfect 40-page document.

### **6. Use models as a basis for discussion, not as dogma.**

Frameworks structure thinking—they do not replace it. Added value comes from dialogue, not from filling in the blanks.

### **7. Consciously build in flexibility for local realities.**

Global guidelines need local adaptation. A good plan allows for adjustments without losing its direction.

### **8. Embed internal communication from the very beginning.**

Planning is communication - not its precursor. Those who do not stay involved in the process lose impact during implementation.

### **9. Keep the plan alive.**

An annual plan is not a static document, but a working tool. Regular updates build trust and commitment.

### **10. Measure success not only in KPIs, but in engagement.**

A plan works when people understand, accept, and actively use it - not just when it's reportable.

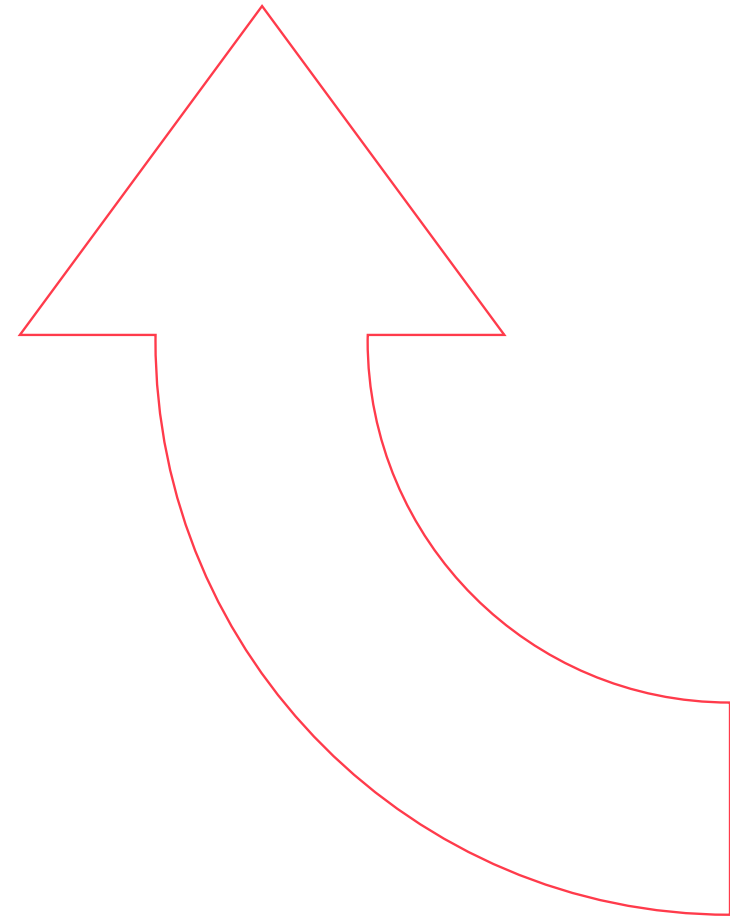
# 10 Quick Wins

*for planning with purpose*



## Don't just plan topics - plan orientation.

In global organizations, people first need clarity about where the journey is headed before they want to know what to do.



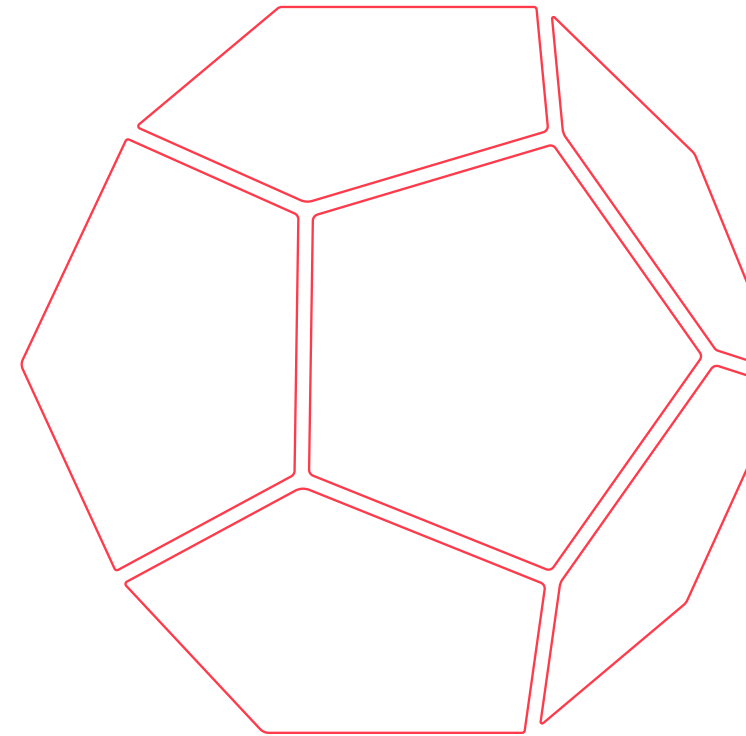


# 10 Quick Wins

*for planning with purpose*

## Think in terms of systems – work with people.

Matrix structures, regions, and functions operate according to different logics. Successful planning consciously takes these tensions into account.



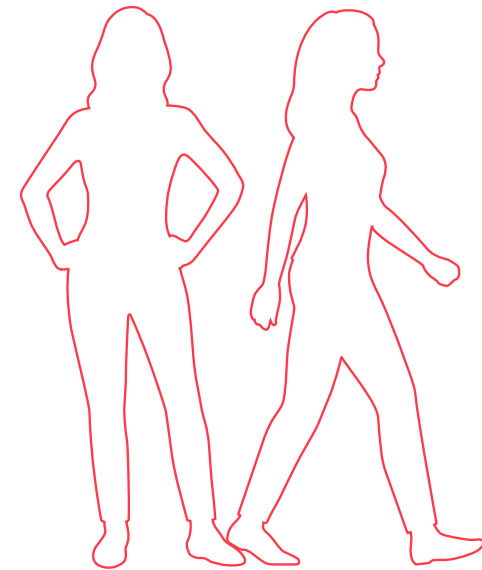


# 10 Quick Wins

*for planning with purpose*

## Start with a system and engagement analysis.

Don't just ask, "What are our goals?" but also: "Who supports them? Who has doubts? Who doesn't feel included?"



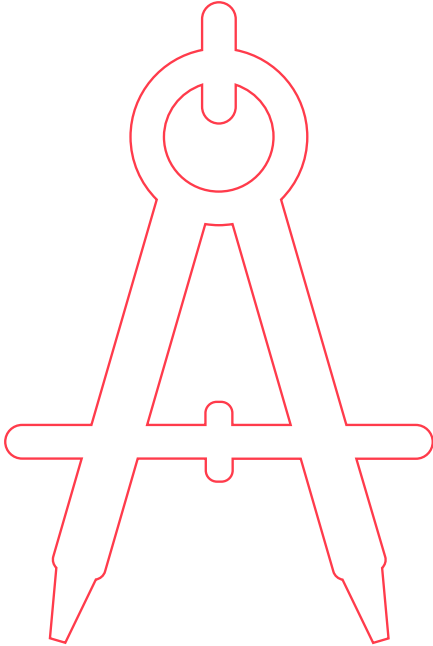


# 10 Quick Wins

*for planning with purpose*

## Turn planning into a dialogue - not a roll-out.

An annual plan that is merely communicated remains abstract. An annual plan that is developed collaboratively fosters a sense of ownership—across national borders.





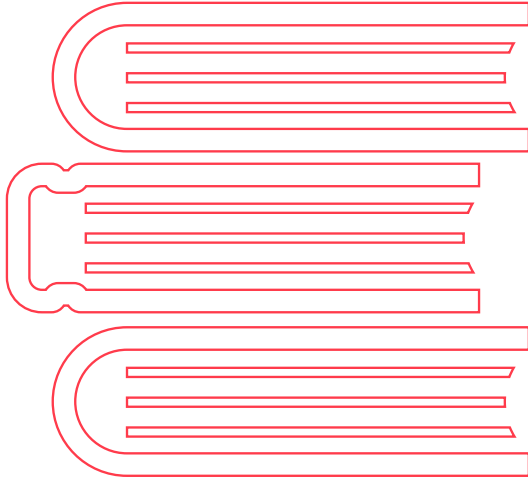
# 10 Quick Wins

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## Reduce complexity visually.

Global teams need an overview, not excessive detail. A clear one-pager creates more alignment than a perfect 40-page document.



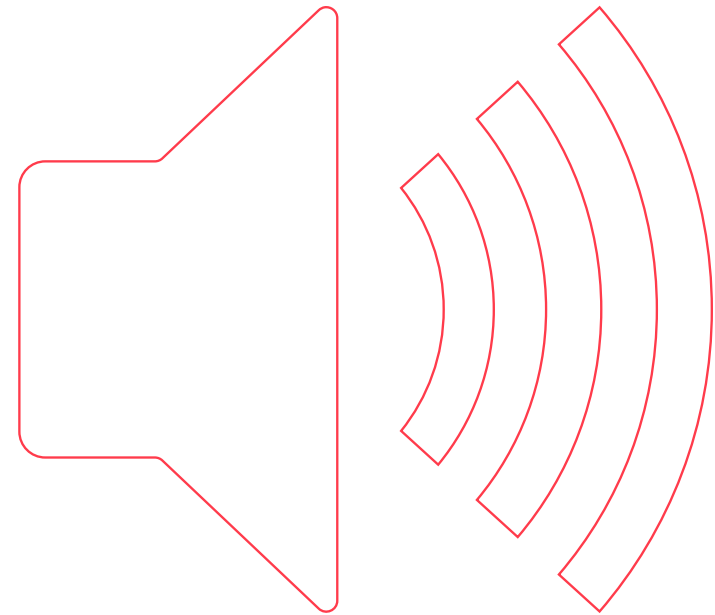


# 10 Quick Wins

*for planning with purpose*

## Use models as a basis for discussion, not as dogma.

Frameworks structure thinking - they don't replace it.  
The added value comes from dialogue, not from filling in the blanks.



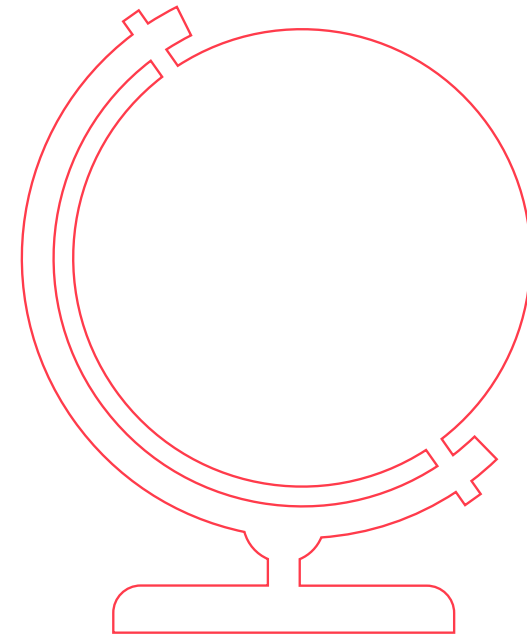


# 10 Quick Wins

*for planning with purpose*

## Make sure to leave room for local realities.

Global guidelines need to be adapted to local contexts.  
A good plan allows for adaptation without losing its direction.





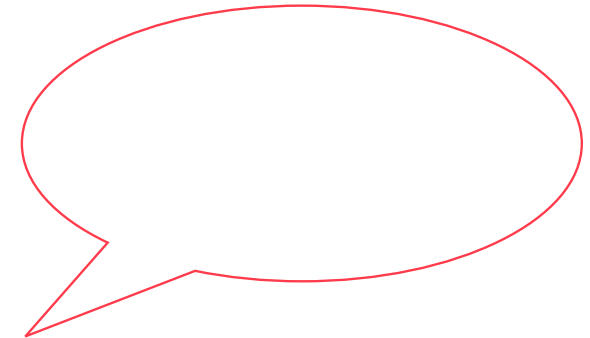
# 10 Quick Wins

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**Establish internal communication  
from the very beginning.**

Planning is communication - not its precursor.  
Those who do not stay involved in the process lose impact during implementation.





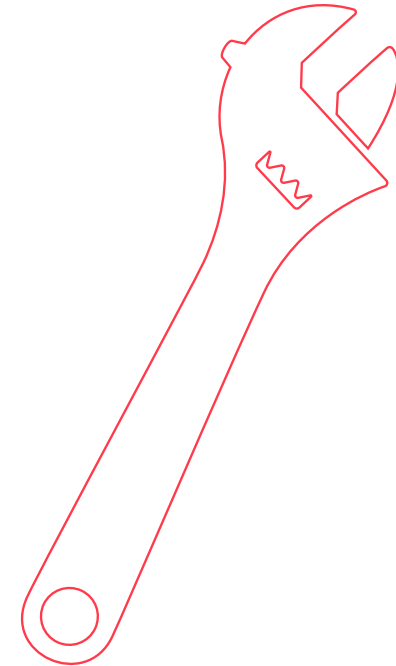
# 10 Quick Wins

*for planning with purpose*



## Keep the plan alive.

An annual plan is not a static document, but a working tool. Regular updates build trust and commitment.



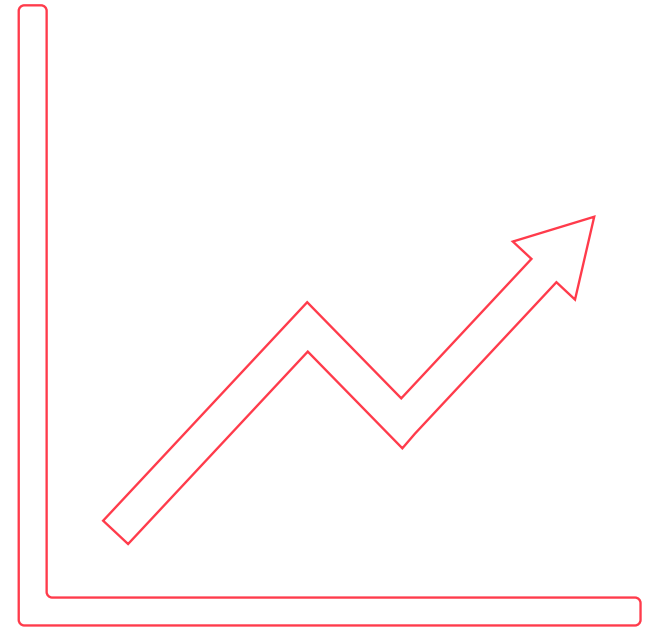


# 10 Quick Wins

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**Measure success not only in KPIs, but in engagement.**

A plan works when people understand, accept, and actively use it—not just when it's reportable.





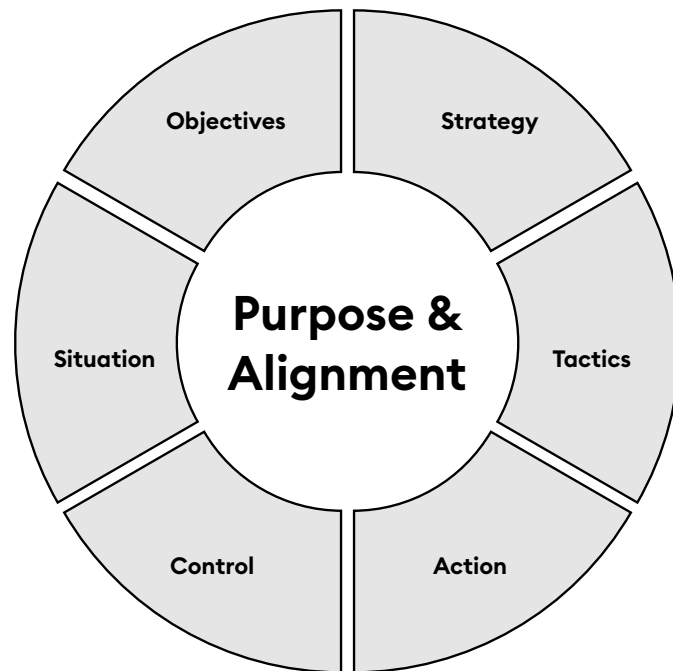
# *Part 2*

# Two Models for International Planning



# Model 1

## *SOSTAC*<sup>®</sup> – *Structure for complex planning*



### **S – Situation**

Where do we stand globally—and where locally?

### **O – Objectives**

What goals do all the units have in common?

### **S – Strategy**

What is the overarching strategic framework worldwide?

### **T – Tactics**

Which measures can be adapted locally?

### **A – Action**

Who does what – globally vs. locally?

### **C – Control**

How do we measure progress and impact?

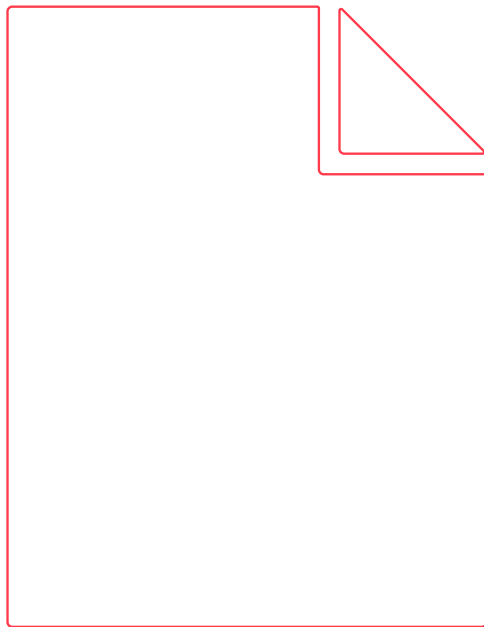
### **Why is this relevant for corporations?**

SOSTAC<sup>®</sup> enables cross-market comparability without ignoring local nuances.



## Model 2

### *Planning canvas – The global 1-pager*



#### **Objective:**

Showcase strategy, content, and implementation all on one page.

#### **Typical components:**

- Strategic objectives
- Target audiences / stakeholders
- Key themes & narratives
- Channels & touchpoints
- Responsibilities (global / local)
- Timing & milestones

#### **Why is this relevant for international teams?**

The planning canvas reduces the effort required for coordination, encourages discussion, and creates a shared mental model.



# 10 Quick Wins

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## **Here's how to use this cheat sheet:**

- as a starting point for annual planning
- as a basis for discussion in workshops
- as a reminder for managers
- as a supplement to the annual communication plan



# In conclusion

## **Planning with purpose means:**

- Efficiency for the system.
- Meaning for the individual.
- Connection across boundaries.