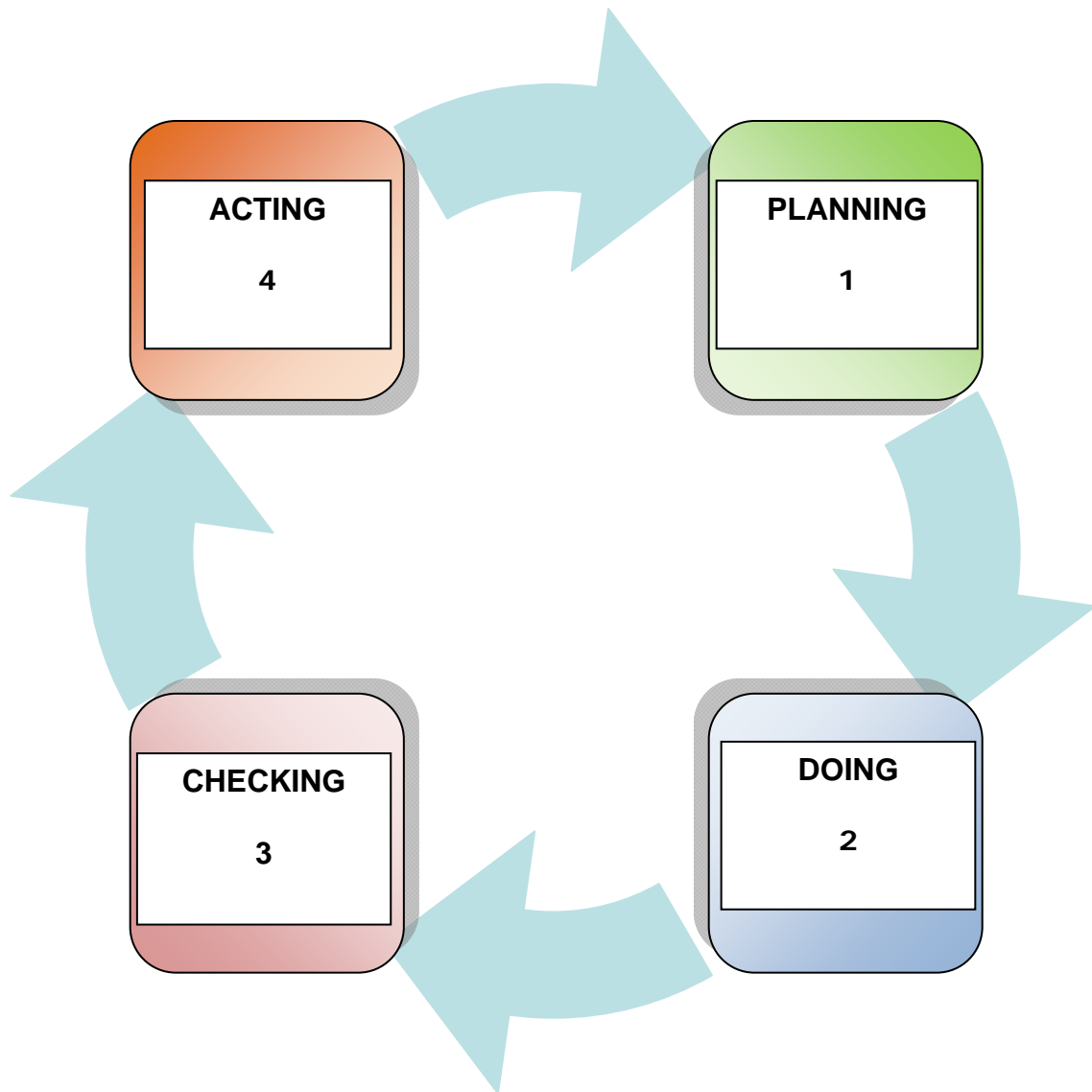




## PDCA – Cycle



1. **PLANNING** – Devise long-term (Strategic Market Planning) and short-term plans; performance budgets (sales, costs, and profits; cash flows; and so forth), CAPEX (capital expenditures); devise overall and detailed goals and objectives (ROCE, and other profitability ratios). Goal formulation should be “**smart**”: *simple, measurable, attractive, reachable*, and limited in terms of *time*
2. **DOING** – Put plans into actions; implement, monitor, and follow up

3. **CHECKING** – Variance analyses help you detect gaps between plans and actual results; separate positive and negative deviations from original goals and objectives; communicate; introduce critical and creative thinking processes; articulate strengths and weaknesses (SWOT and Gap analyses); strive to capitalize on your strengths and modify your organization's weaknesses
  
4. **ACTING** – Revisit your planning process; find solutions for situational changes; introduce contingency planning methods; implement re-engineered plans to meet - original or new - goals and objectives; act toward your vision and mission statements