

**Mission: The "Why" — ...sustainability, growth, exit...whatever Enterprise desires**

**Vision/Goal: The "What" — ... whatever allows the Enterprise to achieve the Mission...**



**Where are you going?**

<b>Commercial</b> <ul style="list-style-type: none"> <li>• Supplier of choice</li> <li>• Strong Reputation/Brand</li> <li>• No. 1 or No. 2 competitively</li> <li>• World Class Manufacturer (WCM) Recognition</li> <li>• Great customer relationships</li> <li>• Highly competitive</li> <li>• Industry Leader</li> </ul>	<b>Operations</b> <ul style="list-style-type: none"> <li>• LEAN Transformation attained</li> <li>• Best in class WCM company</li> <li>• Premium supplier</li> <li>• Highly efficient/Speed</li> <li>• World Class Quality</li> <li>• Sustainable Supply Chain</li> </ul>	<b>People</b> <ul style="list-style-type: none"> <li>• Superb work culture</li> <li>• Magnet for top talent</li> <li>• Strong, committed team</li> <li>• Growth-Voice-Reward</li> <li>• Gender diversity reached</li> <li>• Workforce transformed</li> <li>• Business Democratization</li> <li>• Competitive Compensation</li> </ul>	<b>Financials</b> <ul style="list-style-type: none"> <li>• 2x Sales/3x EBITDA growth</li> <li>• Solid Capital Structure</li> <li>• Best In class cost controls</li> <li>• Sustained Financial integrity</li> <li>• Solid Credit Facilities</li> <li>• Treasury</li> <li>• Cash Management</li> <li>• Asset Management</li> </ul>	<b>Technology/Engineering</b> <ul style="list-style-type: none"> <li>• Best-In-Class Technology</li> <li>• Recognized Expertise</li> <li>• Robust Product Development</li> <li>• Innovation Culture</li> <li>• Bus. &amp; Tech. Linkage</li> <li>• Wise Investments</li> <li>• Core Competency</li> </ul>	<b>Other</b> <ul style="list-style-type: none"> <li>• Pathway - Good to Great</li> <li>• Community Outreach</li> <li>• Crisis Response ready</li> <li>• Bulletproof IT Systems</li> <li>• Institutionalized Corporate Values</li> <li>• Innovative Partnerships</li> <li>• Corporate Growth</li> </ul>
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**What's it going to take to get there?**

<b>External Factors</b> (examples only) <ul style="list-style-type: none"> <li>• Economic conditions</li> <li>• Industry dynamics/health</li> <li>• Market Forces</li> <li>• Competition</li> <li>• Government regulations</li> <li>• Technology trends</li> <li>• Talent availability</li> <li>• Financial Support</li> <li>• Millennials</li> <li>• Global Economic Outlook</li> </ul>	<b>Strategically</b> <ul style="list-style-type: none"> <li>•</li> </ul> <b>Commercially</b> <ul style="list-style-type: none"> <li>•</li> </ul> <b>Operationally</b> <ul style="list-style-type: none"> <li>•</li> </ul> <b>Financially</b> <ul style="list-style-type: none"> <li>•</li> </ul> <b>Technically</b> <ul style="list-style-type: none"> <li>•</li> </ul> <b>Employment</b> <ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul> <b>Corporate Governance, Communications...and much more</b>	<h1>Sample</h1> <p>[Specifics strategic actions to be inserted here]</p>	<b>Internal Factors</b> (examples only) <ul style="list-style-type: none"> <li>• Company History/Heritage</li> <li>• Corporate Values</li> <li>• Company Culture</li> <li>• Talent/Bench strength</li> <li>• Availability of Resources</li> <li>• Company Health</li> <li>• Company Future Prospects</li> <li>• Industry Reputation</li> <li>• Competencies of Sr. Leadership/Management Team</li> <li>• Development/Training</li> <li>• Ethos/Pathos/Logos</li> <li>• Owners ST/LT Goals</li> </ul>
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**Where are you now?**

<b>Commercial</b> <ul style="list-style-type: none"> <li>• Fair Reputation/Brand</li> <li>• Mild Market Position</li> <li>• Fair Customer Relationships</li> <li>• Moderately Competitive</li> <li>• Not low cost supplier</li> <li>• Not industry leader</li> <li>• Aging sales force</li> <li>• Minimal Marketing</li> </ul>	<b>Operations</b> <ul style="list-style-type: none"> <li>• Underperforming</li> <li>• Programs in trouble</li> <li>• Room for significant improvement</li> <li>• Mismanaged operations</li> <li>• Cost overruns</li> <li>• Purchasing inefficiencies</li> <li>• Lean Transformation needed</li> </ul>	<b>People</b> <ul style="list-style-type: none"> <li>• Leadership/Management weak</li> <li>• Low morale</li> <li>• Culture of mediocrity</li> <li>• Veteran work force</li> <li>• Union &amp; non-union</li> <li>• Weak bench</li> </ul>	<b>Financials</b> <ul style="list-style-type: none"> <li>• Underperforming</li> <li>• Negative earning growth</li> <li>• Balance sheet issues</li> <li>• Covenants at risk of "tripping"</li> <li>• Threat of bankruptcy</li> <li>• Valuation collapsing</li> <li>• Taxes</li> </ul>	<b>Technical/Engineering</b> <ul style="list-style-type: none"> <li>• Product Development weak</li> <li>• Under resourced</li> <li>• Old technologies</li> <li>• Losing ground to competition</li> <li>• Lacking necessary investment</li> <li>• Aging technology</li> </ul>	<b>Other</b> <ul style="list-style-type: none"> <li>• Ownership issues</li> <li>• Business fundamentals</li> <li>• Corporate social responsibilities</li> <li>• Cyber crime</li> <li>• Partnerships</li> <li>• Legal Issues</li> <li>• Shareholder Activism</li> </ul>
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