

DRAFT FOR BOARD APPROVAL



FOODSERVICE CONSULTANTS SOCIETY INTERNATIONAL – WW

2013 STRATEGIC PLAN

The Challenge, The Opportunity and The Focus

January 2011

2013 STRATEGIC PLAN

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2013 STRATEGIC PLAN

A. INTRODUCTION

The Foodservice Consultants Society International – WW (FCSI WW) Board of Directors and senior staff are committed to enhancing the association's strategic management activities. The anticipated outcomes of this significant effort will be:

- Clear direction with desired outcomes and the ability to measure progress and results;
- Identification of emerging issues, and an enhanced ability to track situations and respond in a timely manner;
- Innovative and creative activities;
- A governance approach that makes the change process easier;
- The alignment of individual effort with the organizational plan;
- Improved internal and external communications;
- A greater understanding and commitment to FCSI-WW by all stakeholders, so that a cooperative approach is utilized when dealing with problems and opportunities; and,
- The assurance that decision-makers are properly informed, resulting in sound decisions and the effective and efficient use of resources.

The Board convened in late January of 2011 to engage in a strategy formulation session. Prior to the session an information gathering process was undertaken. The information gathering involved the conduct of a comprehensive Member Needs Survey and the use of an External Environmental Analysis that gathered information from members of the Board and other key leaders.

The Member Needs Survey sought out members' opinions on the services provided by FCSI-WW, and provided the Board with a snapshot of the issues and concerns that are confronting the membership. Almost 19% of the membership responded to the survey. The results made it clear that FCSI-WW was trying to be all things to all people, and as a consequence, not doing any one thing well. It was also evident that FCSI had structural issues - the role of Worldwide, the Division, and local entities needs examination to ensure there is no duplication of effort and that maximum benefit is derived from the resources available to the Society.

The External Environmental Analysis gathered information on:

- The external environment, in particular, political, social, economic, information/technology, and association trends and issues;
- Opportunities and threats arising from the external environment trends and issues;
- Strengths and weaknesses; and
- Issues by key business areas of FCSI-WW.

The planning process involved reviewing FCSI-WW's key strategic statements (vision, mission, values and goals). A general consensus on the priorities for strategies was developed.

B. STRATEGIC STATEMENTS

VISION STATEMENT

The vision is based on current and anticipated needs of the membership, trends and issues in the environment, and reflects the desired position of FCSI-WW. The following statement was developed to capture the vision.

FCSI is the worldwide leader in foodservice and hospitality consulting.

MISSION

The mission defines the purpose of the organization, recognizes stakeholders, indicates needs and the products and services offered, and implies the image the organization seeks to project. The following mission statement exists to provide direction and support for the vision.

To promote professionalism in foodservice and hospitality consulting while returning maximum benefit to all members.

As the Board focuses on the vision and mission of FCSI-WW, it acknowledged and adopted the following values as key to achieving success:

- Leadership (understanding that the Board is a servant to the members)
- The need to govern with honesty and integrity
- A committed and professional approach is mandatory
- That understanding member needs and wants is critical, as is responding to same
- That the Society is transparent
- That operations are streamlined to ensure maximum value for members (i.e. that resources are used efficiently)
- That the Society operates in an innovative, results-based, effective and fiscally responsible manner

C. WHAT MEMBERS WANT

The FCSI-WW Board analyzed the results of the Member Needs Survey and identified the following as the top four expectations the membership have of the Society:

1. Brand awareness and quality associated with the brand.
2. Recognition of the brand as a sign of professionalism and credibility.
3. A source of knowledge and education.
4. A sense of community (internal and external).

D. KEY STRATEGIES

A total of 30 (thirty) strategic goals were developed by the Board. The following were identified as priorities following a review of current strategic statements and current performance, the external environmental analysis, issues, responses to the member needs survey and a review of strengths, weaknesses, opportunities, and threats. These strategies will help ensure FCSI-WW achieves its future goals and vision.

STRATEGY #1 – EXTERNAL RELATIONS & COMMUNICATIONS

- Public relations re the brand: determine if external promotion of the brand is a local, divisional or worldwide responsibility to reduce duplication of effort and waste of member resources and ensure consistent messaging. Promote sharing between divisions.

STRATEGY #2 – EDUCATION AND TRAINING

- Establish an FCSI-WW education program for consultants that is university based.

STRATEGY #3 – ADMINISTRATION

- Improve communication between the Board and administration and from level to level in FCSI.

STRATEGY #4 – BOARD GOVERNANCE

- Establish clear definitions of the roles of the Board, management companies, FCSI-WW, Divisions and local entities.

STRATEGY #5 – BOARD GOVERNANCE

- Ensure the FCSI-WW Board continues to focus on what members want and turn those plans into actions.

STRATEGY #6 – ADMINISTRATION

- Focus on ways to ensure adequate resources and budgets are available.

STRATEGY #7 – STANDARDS, RESEARCH, INFORMATION & KNOWLEDGE

- Define common standards for FCSI.

D. CONCLUSION

This Strategic Plan identifies FCSI-WW priorities for the years 2011-2013. Ongoing success will require changes as the vision, mission, goals and strategies suggest. As new trends emerge, new strategic goals may also present themselves – as they do, the Board will determine where on its list of priorities the new goals fall, so that everyone playing a role in helping achieve the vision are constantly aware of what success will look like, and what their role is as part of the FCSI-WW team.

APPENDIX A

CURRENT TRENDS, THREATS AND OPPORTUNITIES

After significant discussion, the Board identified the following trends and the impact each may have on the Society and the membership in the foreseeable future.

FOODSERVICE CONSULTING SECTOR – trends and issues

TRENDS	OPPORTUNITIES	THREATS
Dealer/manufacturer design	Reach new markets through accreditation	Foodservice consultants could become obsolete
Technology allowing easy entry – more sole proprietors	Creativity New concepts	Dealers/manufacturers taking our business
Difficulty attracting and keeping new employees	Different brand awareness Providing support for members	Hard to find.

TECHNOLOGY – trends and issues

TRENDS	OPPORTUNITIES	THREATS
In kitchen design: building information modelling (3D) and competing FCSI consultants	Move ahead on 3D, code of conduct, young people may get more interested	Stay current or die. Young people not interested
In marketing: information exchange and need versus “willing”	Member only resource library	Lack of willingness to share
In social media: website and networking (we are not there, e.g. Twitter, FaceBook)	Keep developing, make it more sexy, benefits driven Be with it	Manage it or someone else will. Don’t reach the young ones. Non recognition. Or die!
The cloud (non resident software)		

GOVERNMENT – trends and issues

TRENDS	OPPORTUNITIES	THREATS
Recognition of FCSI input through legislation	Positively affect regulations	Impractical
	Standardized assistance	Uncertainty
Proliferation of regulations. Standardization (e.g. green, sustainability, food safety)	Minimize financial impact to clients	Proliferation
		Less viable
Taxation negative impact on projects		

SOCIAL – trends and issues

TRENDS	OPPORTUNITIES	THREATS
Languages (Spanish, Mandarin and Indian) to become more dominant	Improved communication and translation	Be professional or fail – need to invest \$
	Professionalism	If no younger consultants, no FCSI in ten years
Aging society – lack of younger consultants	Aging – no better time	
Social communication	Communication (colleges, Sheffield)	
No family meals – food on the run	Social communication	
	Mentoring	

THE ECONOMY – trends and issues

TRENDS	OPPORTUNITIES	THREATS
Financial cycles vary depending on where you live in the world	Pursue projects in expanded geography	Limited opportunities if one remains locally focused
Rising energy/resource costs	Sustainable design	Rising costs and business failures
Shortages of goods/materials	Employee efficiency	Fewer job opportunities/projects
Governmental instability	Lower operating costs, reduced waste and CO2.	Climate refugees
Natural disasters/climate change	Renewable/alternate energy solutions	Unemployment
Shortage of money	FCSI becomes a leader in the industry and a change agent through setting standards	
	Disaster plans (rebuild, reclaim, recycle)	
	Innovative and creative solutions	

APPENDIX B

FCSI-WW STRENGTHS AND WEAKNESSES

The Board identified the following organizational strengths and weaknesses:

STRENGTHS	WEAKNESSES
Worldwide organization	The brand (the best kept secret)
Knowledge/experience/expertise	Communication (with Divisions and members)
Ethics/code of conduct	Lack of succession (not enough new/young members)
Breadth of membership	Marketing (brand and standards)
Structure/history	Slow to adopt new technology
The brand (the best kept secret)	Member are small businesses
Global/divisional conferences and events	Lack of funds
	Member value
	Failure in the past to act on ideas and change when change is indicated

APPENDIX C

FCSI-WW STRATEGIC GOALS

To assist in providing greater direction towards achieving the vision and mission, the following strategic goals were established by the Board. (Note: the number in brackets following each goal reflects the number of Board members who identified it as a high-priority goal. Where no number follows the goal, it indicates the issue was deemed worthy but not of utmost priority.

EXTERNAL RELATIONS AND COMMUNICATIONS

- Public relations re the brand: determine if external promotion of the brand is a local, divisional or worldwide responsibility to reduce duplication of effort and waste of member resources and ensure consistent messaging. Promote sharing between divisions. (9)
- Identify new and effective methods to communicate (internal and external). (2)
- Hold joint meetings with groups (multiple associations, operator based). (2)
- Ensure translation of all FCSI communications. (1)
- Inform governments.
- Write and communicate in a positive way.

STANDARDS, RESEARCH, INFORMATION AND KNOWLEDGE

- Define common standards for FCSI. (3)
- Deliver up-to-date knowledge to members. (2)
- Establish a procedural platform. (1)
- Prioritize – too much work in progress.
- Best practice: define what it is.
- Keep up-to-date and ahead.

EDUCATION AND TRAINING

- Establish an FCSI-WW education program for consultants that is university based. (7)
- Offer a career path for future consultants. (2)
- Cover this in CEU program – clarification. (2)
- Provide an exchange program for students and consultants.
- Every Division – examination (each discipline: design and MAS)

BOARD GOVERNANCE

- Establish clear definitions of the roles of the Board, management companies, FCSI-WW, Divisions and local entities. (5)
- Ensure the FCSI-WW Board continues to focus on what members want and turn those plans into actions. (4)
- Consider ways to enhance Board member accountability. (2)
- Follow up the strategic plan with action, evaluation and a timetable. (1)
- Determine and measure against performance objectives. (1)

- Provide learning opportunities to the Board on governance.
- Focus on sustainability.

ADMINISTRATION

- Improve communication between the Board and administration and from level to level in FCSI. (6)
- Focus on ways to ensure adequate resources and budgets are available. (3)
- Promote to Divisions the need for Boards to provide their administration with strategic plans and policies. (1)
- Administrations need performance indicators and expectations from Boards and ongoing feedback. (1)
- Formality between worldwide, divisions and local FCSI administrative teams.
- Administration needs to seek continuing education in association management.