

NWPCA

Strategic Plan

(Board Reviewed and Revised, 2017)

(Board Adopted November 10, 2017)

(Board Originally Adopted August 26, 2014)

Timeless Core Ideology

Core Ideology describes an organization's consistent identity that transcends all changes related to its relevant environment. Core ideology consists of two elements: **Core Purpose** – the organization's reason for being – and **Core Organizational Values** – essential and enduring principles that guide the behavior of an organization.

Core Purpose (Mission):

To provide an environment for our members to succeed while promoting the wood pallet and wood packaging industry.

Core Values:

NWPCA is committed to:

- Wood as a sustainable and highly-valued resource
- Exemplary service to members
- High ethical standards and integrity
- Building collaboration and community

Longer-term Envisioned Future (10+ years)

The **envisioned future** conveys a concrete yet unrealized future for the organization. It consists of a **vision or big (hairy) audacious goal (BHAG)** – a clear and compelling catalyst that serves as a focal point for effort and a **vivid description of a desired future** which is a vibrant and engaging description of what it will be like to achieve the vision/BHAG.

Vision (BHAG):

Achieve and sustain worldwide acceptance of the NWPCA as the thought and information leader on wood packaging in unit-load solutions.

Vivid Description of a Desired Future:

As a result of NWPCA's estimable leadership, the benefits of wood packaging are understood and wood packaging is utilized as the solution of choice for securing and transporting the unit-load globally. The demand for a wood packaging solution has grown. Wood packaging is recognized as the high-quality and low-cost solution when compared to other shipping platform options. It is accepted as an economical, sustainable, flexible, clean, and environmentally friendly product.

NWPCA is recognized as the "go to" resource for supportive research, **the latest technologies** and expertise on the advantages of wood packaging. Being a role model and NWPCA is a unifying voice for the global wood packaging industry. Members, government decision-makers, end-users, universities, and the consumer utilize NWPCA as the information source on wood packaging design and unit-load solutions. NWPCA's global membership is extremely satisfied with the opportunities provided by the association for networking, business development, education, **strategic workforce approaches** and finding solutions. **While maintaining strength domestically, NWPCA is recognized as the global market leader for pallet and unit load design.**

Goals and Objectives (3-5 years)

Goals represent **outcome-oriented statements** intended to guide and measure the organization's future success. The achievement of each goal will move the organization towards the realization of its "Envisioned Future." Supporting **objectives further clarify direction** and describe what the organization wants to have happen; a descriptive statement of what constitutes success in measurable terms.

Priority Key:

(H) = Must begin objective in next fiscal year

(M) = May begin objective, if resources permit, in next fiscal year

(L) = Begin objective in subsequent fiscal year

Pallet Design System (PDS)

Goal: NWPCA achieves strategic penetration of the global market for pallet and unit load design.

Objectives:

1. Expand use globally through incorporating targeted functionality that meets global user needs. (H)
2. Ensure that PDS remains cutting-edge technology. (H)
3. Ensure that PDS remains most-used pallet and unit load design system globally. (H/M)

Advocacy

Goal: NWPCA is well-known, respected, and relevant, actively anticipating and reacting accordingly to strategic government and non-government entities specific to wood packaging markets and issues.

Objectives:

1. Increase dialogue with strategic entities on relevant issues. (H)
2. Increase effectiveness of members in communicating legislative and regulatory issues and the effects on business with government officials. (H)
3. Improve member engagement with strategic entities. (L)

Web Presence

Goal: NWPCA's virtual presence is utilized by our members, their customers and other strategic entities for easily accessible and useable industry information.

Objectives:

1. Increase member use and sharing of industry practices. (H)
2. Expand virtual training for PDS and educational needs of members. (M)
3. Increase understanding of the value of wood by member customers. (M)
4. Increase utilization of NWPCA web presence by member customers and strategic entities. (L)

Automation

Goal: NWPCA is recognized as a resource for automation trends and industry opportunities.

Objectives:

1. Increase member exposure to automation trends and opportunities at NWPCA events. (H)
2. Highlight automation trends and opportunities in printed and online member resources. (M)
3. Increase member understanding of the role of automation in addressing workforce challenges. (L)

Workforce

Goal: NWPCA is recognized as a resource for industry workforce trends and practices in recruitment, retention, and management.

Objectives:

1. Increase member engagement on shared experiences and solutions on industry workforce issues. (H)
2. Expand awareness of technology solutions for wood packaging industry workforce issues. (L)
3. Support advocacy initiatives that advance industry workforce solutions. (L)