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IDFA Cheese Board Meeting

Wednesday, March 27 | 7:00 – 8:30 a.m.
Room 474b | McCormick Place | Chicago



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MAKING A DIFFERENCE FOR DAIRY

McKinsey&Company



Best Practices: Scope, Purpose & Strategic Focus

Key success factors for an effective industry association

	Description
Customer focus	<ul style="list-style-type: none">As the association interacts with multiple stakeholders, a clear "customer" focus is important to obtain support and commitment from key stakeholders. To enable satisfaction of most important stakeholders, critically evaluate stakeholder interactions and ensure solid mechanisms for feedback.
Narrow topic focus	<ul style="list-style-type: none">A clear focus with few carefully selected flagship topics enables maximization of resources, permits the acquisition of expertise and ensures impact of the association.
Lean organization	<ul style="list-style-type: none">A lean organization structure with working groups comprised of member companies enables better utilization of resources; it gives updated industry-specific knowledge and a broader network to stakeholders.
Low levels of hierarchy	<ul style="list-style-type: none">Low levels of organizational hierarchy with shared responsibility for the achievements enable commitment among board, secretariat and working groups.
Learning organization	<ul style="list-style-type: none">Being a learning organization with an environment where learning is codified and shared internally will improve the association's overall performance and enable continuous growth over time.
Talent management	<ul style="list-style-type: none">Talent management with identification, recruiting and retention of high quality staff are critical for performance. Make sure to develop and maintain talent networks in the immediate and adjacent areas of focus.

To be effective, industry boards need to clearly articulate their scope, purpose, strategic focus and operating model

Description	
1 Scope	Identify the general boundaries of the association measured in terms of geographical span, industrial member types and stakeholders.
2 Purpose	Define the vision, stating the desired future state of the industry board, and the mission, expressing the reason for existence.
3 Strategic focus	Clearly define the strategic focus of the industry board in terms of industry-relevant topics, which will then be translated into tangible member services/products.
4 Operating model	Describe the operating model for how the industry board will carry out its tasks, through definition of organizational setup and governance, performance management and KPIs.

Purpose: The purpose and tasks undertaken by the association are articulated in the mission statement

A Mission Statement is:

Inspiring

- An energizing assertion of what the industry board wants to achieve

Purposeful

- A reflection of the industry board's plan to realize its vision, which specifies details such as service areas, target population, geographic area

Enduring

- Broad enough to last as an enduring purpose; not contingent on current conditions

Memorable

- Compelling and unique; distinguishable from other initiatives

Clear

- A lucid statement about purpose and objectives, intended for both internal and external audiences

Examples



- Use the law to advance reproductive freedom as a fundamental human right that all governments are legally obligated to protect, respect and fulfill.

Children's Defense Fund

- Ensure that every child gets a healthy start, a head start, a fair start, a safe start and a moral start in life and successful passage to adulthood with the help of caring families and communities.



- To eradicate breast cancer as a life threatening disease by advancing research, education, screening and treatment.

Strategic focus: External trends are important to consider when prioritizing flagship topics

The millennial effect: Millennials now have more spending power than any other generation. Empowered by digitization, millennials are on the whole more diverse, more sophisticated and more demanding.

Better for you: Consumers are redefining what “healthy” and “better for me” mean, increasingly demanding products that are natural, green, organic and free from additives.

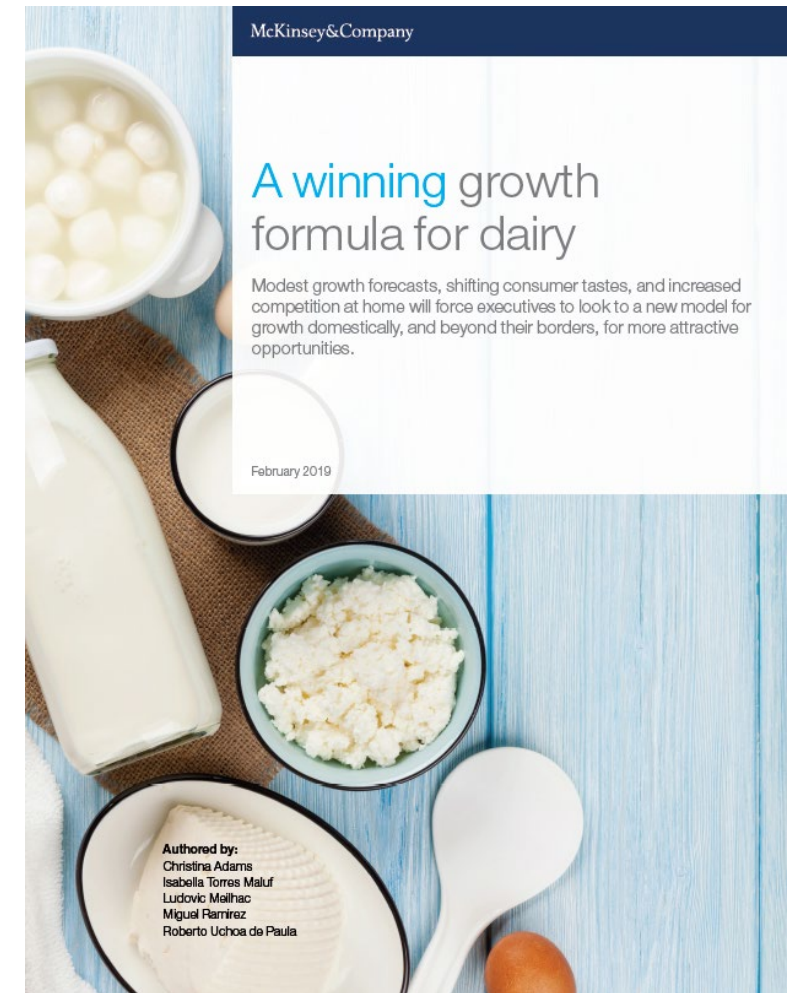
Infinite intimacy: The increased penetration of mobile devices and digital profiles is creating a significant volume of data for savvy companies to collect and develop an unprecedented level of consumer intimacy.

Retailer revolution: The emergence of value discounters and the growth of omnichannel retailers (especially Amazon) have led to channel fragmentation and bifurcation.

Explosion of small: Across the industry, smaller brands are realizing more momentum than larger brands or private label due to the ability to capture an intimate brand story at moderate scale.

Pressure on profit: In trying to tailor value propositions to excite an increasing number of consumer microsegments, companies face rising commercial costs from SKU growth, channel proliferation and media fragmentation.

Industry consolidation and vertical integration: Putting pressure on the remaining small and medium-sized firms/farms, which then must make difficult strategic decisions in an effort to remain competitive.



Strategic focus: Prioritization criteria

Filters

Impact

Relevant questions to ask

- Can the association make a difference by undertaking the activity?

Natural owner

- Is the association the natural owner of the topic?
- Do other associations undertake the same activity? Are they successful?

Feasible

- Does the association have the right resources and capabilities - capital, personnel and time - to address the topic properly?

Time critical

- Is the topic critical to address on a short-term horizon?
- Will the importance of the topic increase over time? Is there an advantage to start focusing on the topics now?

Strategic focus: Potential services that associations could offer

Role	Potential services	Potential impact	Requirements and pitfalls
Administration	Reactive communication	<ul style="list-style-type: none"> A larger external voice due to coordination of entire industry Increased awareness from stakeholders Obtainment of industry goodwill and enhanced industry image 	<ul style="list-style-type: none"> Both types of communication require professional communications staff and possibly ad hoc professional consultancy Proactive communication is binding - risk of increased negative attention if topics arise
	Advocacy & PR		
	Networking & Events	<ul style="list-style-type: none"> Sharing of knowledge and best practices Aid awareness/understanding of emerging topics/issues Creation of stronger ties across industry stakeholders 	Requires a secretariat coordinating and facilitating networking and diverse events
	Partnerships	<ul style="list-style-type: none"> Stronger industry through joint projects 	<ul style="list-style-type: none"> Requires strict legal scrutiny Requires secretariat staff as facilitators/coordinators
Knowledge development	Research & publications	<ul style="list-style-type: none"> Increased knowledge base of the industry and potential for increased competitiveness in the industry 	Requires in-house research unit, strong working groups of industry members or external consultancy

Operating model: Typical role of industry boards

Board – areas of responsibilities

Strategy development

- Approve strategy and short-/long-term targets

Review strategy implementation

- Execute the strategy and ensure compliance with bylaws. Review the goal achievements

Compliance oversight

- Oversee compliance with purpose, acting in the interest of the association members
- Oversee general risk management

**Chairman to
evaluate board
performance**



Natural Cheese





Identify Next Steps






Discussion





New Business



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