



**MANUFACTURING
WORKS**

2024-2027

Strategic Plan

mfgworksle.org



Contents

02

Introduction

03

Stakeholder Input

05

Who We Are

06

Strategic Goals

08

Objectives

13

Measuring Success



Introduction

Manufacturing Works (MW) is a non-profit organization dedicated to strengthening manufacturing and economic growth in the Northeast Ohio region. MW provides expertise and resources that proactively assist manufacturers in understanding and adapting to fast-changing trends in technology, workforce, and organizational leadership. MW also connects leaders to each other and engages them in their communities.

To ensure that the organization is well-positioned for long-term mission impact and sustainability, MW embarked on a strategic planning initiative. MW leaders retained Gallagher Consulting Group Inc. ("Gallagher") to facilitate the planning process. The process began with an environmental scan which included soliciting input from a variety of valued stakeholders including its Board of Directors, members, staff, funders, and other external partners. Gallagher conducted a planning session for the Board of Directors to set strategic direction and the path forward for the next four years. Gallagher facilitated a subsequent planning meeting with MW's staff team to operationalize the Board's vision.

This document is the result of the effort. The following strategic plan will guide MW from FY 2024 – 2027. It is designed to be a dynamic, living, breathing blueprint that can be adjusted to respond to significant changes in the environment.

Stakeholder Input

GENERAL ASSESSMENT

As part of the strategic planning process, Gallagher conducted personal telephone interviews with key stakeholders including the Board of Directors, staff leadership team, and external partners. In addition to the interviews, an online survey was administered with Manufacturing Works' members and full staff.

The results of this research provided the foundation for the Board and staff planning discussions.

Key results are shared to the right:

STRENGTHS OF ORGANIZATION

- People, e.g., leadership, staff, members
- Niche market, e.g., small/mid-sized manufacturers
- Networking opportunities/connections
- Program offerings
- Relationships/collaboration
- Innovative
- Membership organization
- Community involvement

WEAKNESSES/IMPROVEMENTS NEEDED

- Lack of clear strategic direction, e.g., mission, core focus, prioritization
- Brand identity/differentiation
- Financial sustainability, e.g., lack of diversified, stable funding
- Value proposition and messaging

MOST IMPORTANT PROGRAMS

(member responses only – listed in order of priority)

- Workforce programs (frontline supervisor training, apprenticeships, staffing, youth development)
- Networking events
- Manufacturing services
- Industry-focused forums (workshops, seminars)
- Outreach program (CIRI)
- Ownership transition

TOP PRIORITIES FOR FUTURE SUCCESS

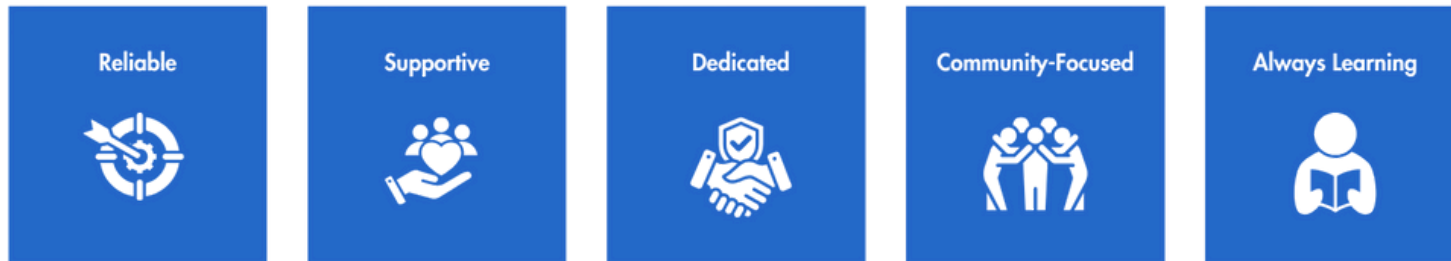
- Diversify and increase sustainable funding
- Align on strategic direction of organization
- Evaluate and prioritize programs/initiatives
- Cultivate and maintain strong partnerships
- Increase membership engagement/awareness/value
- Develop and articulate value proposition
- Boost marketing/outreach/awareness

Who We Are

MISSION

We strengthen manufacturing through connection, education, and training.

VALUES



RELIABLE

We walk the talk, meaning we do what we say we will. We transform the words behind our mission into tangible actions. We are trustworthy.

SUPPORTIVE

We engage with businesses, communities, and individuals throughout the region and celebrate each one's success. We respect a diversity of ideas and people.

DEDICATED

Because we believe in the why of what we do, we happily put forth the extra effort it takes to achieve our mission.

COMMUNITY-FOCUSED

We thoughtfully manage the relationships we develop. We recognize that every decision we make impacts someone.

ALWAYS LEARNING

Our mindset is to always do better, always be better. We pursue excellence without compromise to stay ahead of those who are content to stand still. We ask our members how we're doing and adjust our programs to answer the needs of the manufacturing community.



Strategic Goals

GOAL
01

PROGRAMS & SERVICES

Offer education, workforce, and other programming that drives value for members, manufacturers, and the region.

GOAL
04

FISCAL STEWARDSHIP & STRENGTH

Increase and diversify funding and demonstrate sound fiscal stewardship to achieve sustained growth.

GOAL
02

MEMBER ENGAGEMENT

Increase engagement and enhance member experience.

GOAL
05

ORGANIZATIONAL EXCELLENCE

Achieve organizational excellence through commitment to the highest standards of operational and administrative practices.

GOAL
03

AWARENESS & OUTREACH

Elevate brand awareness and stakeholder engagement to support development efforts and advance the mission.

Goal 1: Programming & Services

Offer education, workforce, and other programming that drives value for members, manufacturers, and the region.

OBJECTIVES	KEY TACTICS
<p>A. PROGRAM & SERVICE DELIVERY Continue to deliver high-quality signature programs, events, and services</p>	<ul style="list-style-type: none"> • Strengthen collaboration with peer providers to better link manufacturers to services • Advance popular workforce and related programs, e.g., people, production, prosperity • Serve as a source for information and best practices for the manufacturing community • Regularly solicit feedback and evaluate program outcomes through qualitative and quantitative metrics
<p>B. PROGRAM PRIORITIZATION Conduct robust market analysis and program evaluation to determine program priorities which drive organizational funding and alignment</p>	<ul style="list-style-type: none"> • Conduct competitive market analysis to make informed strategic programmatic decisions • Perform internal program evaluation to understand where Manufacturing Works is best in class, align core focus areas, and develop program level strategies, e.g., ROI, mission critical, delivering value, market need, growth opportunity, etc. • Work with Board ad hoc committee to advise the process • Use results to clearly-define program priorities and align organizational resources
<p>C. POTENTIAL NEW PROGRAMS Explore and identify new offerings to address unmet needs of manufacturers in the region</p>	<ul style="list-style-type: none"> • Explore potential new offering(s) for on-site education and training programs for mid-tier leadership • Test possible virtual /online programming concepts • Determine possible (non-lobbying) advocacy role for MW

Goal 2: Member Engagement

Increase engagement and enhance member experience.

OBJECTIVES	KEY TACTICS
<p>A. MEMBERSHIP MODEL & GROWTH Evaluate and refine MW's membership model to foster growth</p>	<ul style="list-style-type: none"> • Conduct in depth analysis of current membership financials, i.e., dues structure, cost to serve each member, member spend beyond dues, number of members, market share • Explore various membership models and determine optimal structure for MW • Leverage ad hoc Board committee to advise the effort
<p>B. PROGRAMMING, EVENTS, & SERVICES Drive member value by offering programming, events, and services that support manufacturers in the region</p>	<ul style="list-style-type: none"> • Continue to offer popular member training, education, and other programming, i.e. apprentice, production, owner programs • Enhance and expand events and networking opportunities (including online community) • Share relevant information and toolkits for members on key topics, e.g., workforce, industry trends, TNT roadshow • Deepen relationships inside member organizations
<p>C. MEASURING SATISFACTION Continually seek member feedback and measure satisfaction</p>	<ul style="list-style-type: none"> • Conduct periodic member satisfaction survey and use findings to enhance member experience • Conduct feasibility/cost analysis of developing a customized return on investment report (via CRM technology) which displays services, events, and personal contact information each member uses annually

Goal 3: Awareness & Outreach

Elevate brand awareness and stakeholder engagement to support development efforts and advance the mission.

OBJECTIVES	KEY TACTICS
<p>A. BRAND POSITIONING Increase awareness of MW by elevating the brand and articulating the value proposition among the manufacturing community, funders, and other influencers</p>	<ul style="list-style-type: none"> • Develop compelling message platform that articulates the value and impact of MW • Continue to adhere to MW's brand standards and framework, i.e. People, Production, Prosperity • Create a story bank of compelling anecdotes, testimonials, and positive outcome data • Educate current and prospective funders/donors about mission impact • Create regular report to members, stakeholders, and funders • Boost owned media and increase use of digital, web-based, and video across online platforms (including web refresh)
<p>B. STRATEGIC PARTNERSHIPS & OUTREACH Cultivate and strengthen partnerships and collaborative relationships to expand outreach and advance the mission</p>	<ul style="list-style-type: none"> • Create guidelines for partnership management • Enhance relationships with peer providers • Advance cultivation efforts with funders /influencers • Continue to serve as a thought-leader and share best practices with stakeholders and the media • Strengthen partnerships with the public sector, e.g., local, state, federal, public-private • Continue to work closely with key segments such as higher education/education, trade groups, economic development groups • Prioritize and pursue new partnerships

Goal 4: Fiscal Stewardship & Strength

Increase and diversify funding and demonstrate sound fiscal stewardship to achieve sustained growth.

OBJECTIVES	KEY TACTICS
<p>A. FUNDRAISING & DEVELOPMENT Diversify and increase contributed revenue to support program priorities</p>	<ul style="list-style-type: none"> • Increase organizational capacity and expertise to support development efforts, e.g., staff, external resources, Board development committee • Incorporate program outcome data into a dynamic case for support • Continue to pursue public sector funding (at local, state, & federal levels) that aligns with program priorities • Create a development/stewardship approach targeting foundations and select corporations to yield unrestricted funding • Leverage Board members to support cultivation efforts
<p>B. MEMBERSHIP Increase membership revenue in relation to program offerings</p>	<ul style="list-style-type: none"> • Revisit and adjust member dues structure (See Goal 2A) • Use results of adjusted model to define and pursue membership targets • Develop and communicate value proposition
<p>C. NON-DUES REVENUE Pursue opportunities to increase non-dues revenue</p>	<ul style="list-style-type: none"> • Create and package additional sponsorship opportunities • Explore potential fee-for-service offerings
<p>D. FISCAL STEWARDSHIP Demonstrate sound fiscal stewardship by maximizing resources and operational efficiencies while adhering to best practices</p>	<ul style="list-style-type: none"> • Build financial reserves through non-operating sources, <i>i.e., development and fundraising</i> • Improve financial reporting and transparency for all stakeholders, <i>i.e., Board, staff, funders, members</i> • Generate regular financial forecasts • Conduct annual independent audit • Thoughtfully balance financial reserves with advancing the mission • Continually review and adjust the organization's investment strategy

Goal 5: Organizational Excellence

Achieve organizational excellence through commitment to the highest standards of operational and administrative practices.

OBJECTIVES	KEY TACTICS
<p>A. TALENT ATTRACTION & RETENTION Advance innovative and effective methods to attract and retain quality, diverse staff</p>	<ul style="list-style-type: none"> • Conduct ongoing assessment of staffing needs to meet capacity, backfill positions, and scale for growth • Complete a compensation review and clarify job descriptions to ensure that the organization is competitive in the marketplace • Continue to provide a robust onboarding process to inform and engage new team members
<p>B. TRAINING & PROFESSIONAL DEVELOPMENT Identify organizational skill gaps and align individualized training and development to increase organizational competencies</p>	<ul style="list-style-type: none"> • Provide ongoing, targeted training to upgrade and increase competencies to fill skill gaps • Create succession planning framework for leadership roles and implement successful transition of executive director role • Leverage existing training tools and programs for staff, e.g., RETI training, It's the Manager, Traction
<p>C. CULTURE Foster a dynamic, positive workplace culture dedicated to helping staff reach their full potential and to advance the mission</p>	<ul style="list-style-type: none"> • Invest in regular staff recognition programs, appreciation events, and team building opportunities • Improve internal communication and departmental collaboration • Conduct periodic employee satisfaction survey
<p>D. FACILITIES Evaluate office needs and opportunities to upgrade space</p>	<ul style="list-style-type: none"> • Conduct space needs assessment • Analyze available options and feasibility / costs • Determine facility plan forward based on analysis

Goal 5: Organizational Excellence (cont.)

Achieve organizational excellence through commitment to the highest standards of operational and administrative practices.

OBJECTIVES	KEY TACTICS
<p>E. BOARD GOVERNANCE Follow best practices for governance to recruit and develop highly-qualified, diverse, engaged Board members and prepare future leaders of MW</p>	<ul style="list-style-type: none"> • The following are Board-led activities: • Revamp Board committee structure to align with organizational strategy, e.g. charters, staffing • Streamline Board meetings by using consent agenda and clear financial reporting/KPIs • Clarify and educate Board about role and responsibilities, including fundraising expectations • Continue to identify potential candidates to enrich and diversify the Board • Continue to provide education and briefings for Board members • Design and implement a formal succession plan to identify and develop future Board leaders • Enhance the Board/staff relationship
<p>F. TECHNOLOGY & DATA Optimize the use of technology and data to increase efficiencies and enhance stakeholder engagement</p>	<ul style="list-style-type: none"> • Conduct technology needs assessment/gap analysis • Communicate and educate staff about MW's existing tools, data, software, and other technology • Leverage technology (CRM) to increase member and community engagement • Strengthen infrastructure for data management, i.e., collection, storage, integration • Improve methods to input and track data to demonstrate program outcomes and value proposition • Explore project management (PMP) software • Provide technology user-training and support to staff
<p>G. PERFORMANCE MANAGEMENT Execute operational improvements to streamline processes and increase productivity</p>	<ul style="list-style-type: none"> • Update and maintain organizational procedures (SOPs) to document the "Manufacturing Works Way" • Determine vendor procurement policy and guidelines • Document team norms • Formalize and enhance grant management process

Measuring Success

Timeline Milestones

2024

- Market and program analyses
- Define program priorities and strategies
- Executive staff role leadership transition
- Revamp Board committee structure and enhance operations
- Ongoing outreach and engagement with members, funders, and strategic partners

2025

- Align organizational resources and funding efforts to new program priorities
- Revamp membership model & dues structure
- Build internal development and fundraising capacity
- Administer employee satisfaction survey
- Ongoing evaluation of programs
- Ongoing outreach and engagement with members, funders, and strategic partners
- Conduct office space needs assessment / feasibility study

2026

- Advance fundraising and development efforts
- Ongoing evaluation of programs
- Ongoing outreach and engagement with members, funders, and strategic partners

2027

- Ongoing evaluation of programs
- Ongoing outreach and engagement with members, funders, and strategic partners

Measuring Success

Key Metrics

PROGRAMS & SERVICES

- Market and program analyses completed
- Clear program priorities identified
- # served
- # served by each program
- Favorable outcomes achieved as evidenced by program level outcomes data
- Customer satisfaction scores

FISCAL STEWARDSHIP & STRENGTH

- Annual revenue \$5M by end of FY27
- 3-6 months cash reserves by end of FY27
- Increased access to unrestricted funds
- # new donors
- Increased internal development & fundraising capability

MEMBER ENGAGEMENT

- # members
- Member satisfaction scores
- Completion of analysis of member model and dues structure
- Compelling member value proposition
- Completion of member ROI report feasibility study
- Attraction and retention rates

AWARENESS & OUTREACH

- Productive, mutually-beneficial partnerships
- ROI on strategic partnerships
- Traditional, earned media hits
- Digital and social media engagement clicks / views

ORGANIZATIONAL EXCELLENCE

- Turnover rate
- Duration of open positions
- Updated job descriptions
- Enhanced employee onboarding
- Employee satisfaction survey scores
- Revised Board committee structure with charters
- Formal Board succession plan

ORGANIZATIONAL EXCELLENCE (CONT.)

- Increased data analytics and technology capabilities
- Completed office space assessment
- Improved project management practices
- More efficient, streamline processes and procedures (SOPs)
- Improved grant management
- Enhanced use of technology

BOARD OF DIRECTORS

Pete Accorti

Bridgette Berthelot

Gwen Blagg

Brian Carroll

Stephen Caviness

Mark Dawson

Goren Dillard

James Domingo

Jason Drake

Jill Hennessey

Mick Jendrisak

Marilyn Kysela

Todd Lancaster

Una Lauricia

Betsy Minnick

Aaron Morrow

Jay O'Neill

Dave Robinson

Tom Schumann

Robert Shenton

Jon Shoop

Edward Steele

Jason Tuma

Roger Zona



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