



Strategy Planning at Midwest Rubber

Presenter: Brent Anderson

Midwest Rubber Service & Supply Company

Family owned

Founded 1976 (40 years)

100 employees

Headquarters: Plymouth, MN

Production: Netherlands, China, and USA
Conveyor belting
Rubber components for floor care

Manufacturer, distributor, job shop



Expert Knowledge **Global Resource** **Local Support**

Conveyor Belting



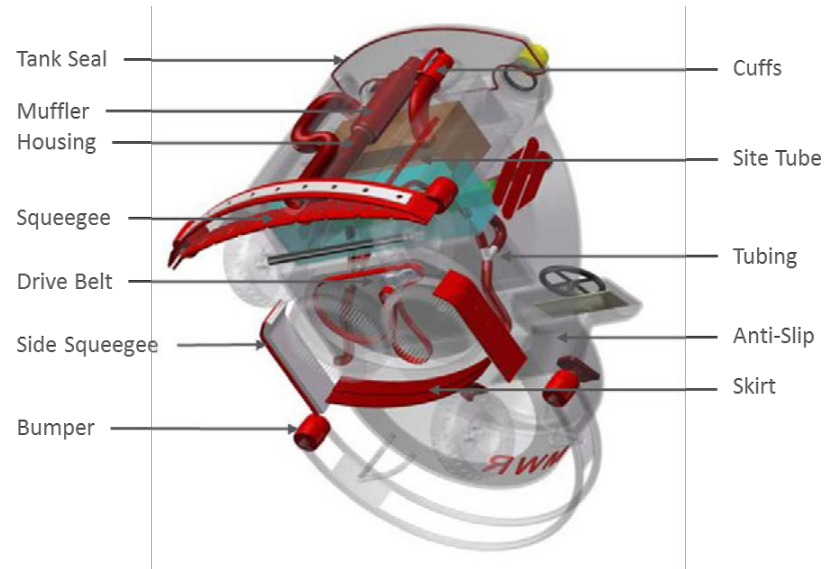
Food & Beverage • Paper • Printing & Publishing
 Packaging • Wood Products • General Conveying



24 Hour service and installation



Floor Care



Midwest Rubber Products:

LINATEX[®]

PRIMOthane[®]



Company Transformations

Ownership: Transition from founder to next generation (5)

Regional to Global

Fabricator to Manufacturer

Entrepreneurial to professionally managed

New members on leadership team

...reasons we committed to a formal planning process

A couple of quotes

“When left to their own natural aging process, revenues rot, costs climb, teams tire, service sinks, and profits plummet and all of this can happen quite rapidly.”

Do you want to be in a different place tomorrow than you are today?

Strategic Planning @ Midwest Rubber

Enterprise Minnesota



Use of facilitator

21 Research categories

1400 sticky notes = data

Reduced to 35 categories, reduced to 5 initiatives

Widespread engagement!

Enterprise Minnesota

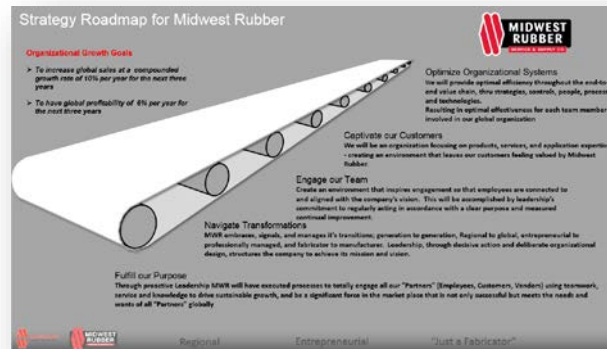
Pulse on internal and external environment

Management and employee engagement

Identified core values

5 strategic initiatives

Barriers to success (transitions)



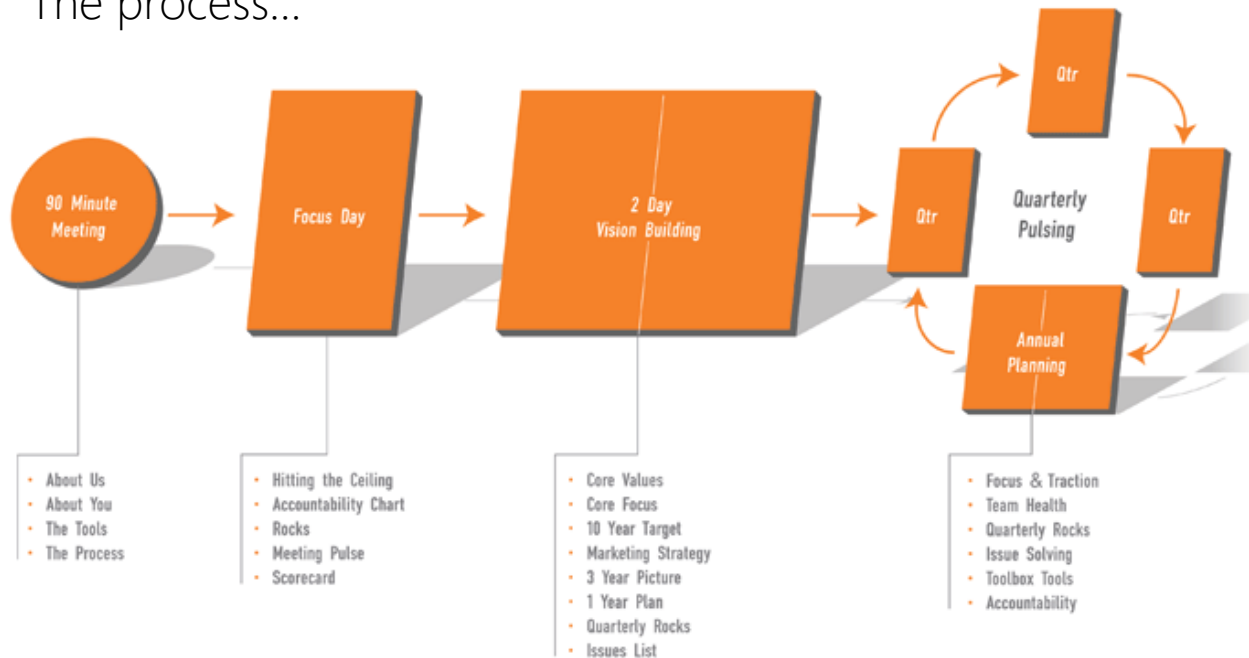
EOS

Management team adopted EOS framework

Establish and build new leadership team

Work with outside facilitator

The process...



PRIMARY FOCUS

- ✓ Vision/Traction (VTO)
- ✓ Accountability Chart
- ✓ L10 meetings
- ✓ Rocks
- ✓ People analyzer
- ✓ Scorecard

EOS Vision/Traction Organizer

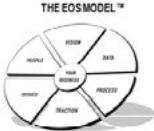
Powerful tool to simplify the strategic planning process

Getting your vision out of your head and on to paper

Simple 2 page tool: Page #1 Vision, Page #2 Traction

8 questions to crystallize where you are going and how you will get there

“It’s not that you don’t have a vision...it’s that you don’t agree on it.” ~Geno



THE EOSMODEL™


THE VISION/TRACTION ORGANIZER™

ORGANIZATION NAME: Midwest Rubber Service & Supply Company

VISION

CORE VALUES	1. 2. 3.	3-YEAR PICTURE™
CORE FOCUS™	Purpose/Cause/Passion: Our Niche:	Future Date: Revenue: Profit: Measurables: What does it look like? *
10-YEAR TARGET™		
MARKETING STRATEGY	Target Market™/The List: Three Uniques: Proven Process: Guarantee:	

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THE EOSMODEL™

THE VISION/TRACTION ORGANIZER™

ORGANIZATION NAME: Midwest Rubber Service & Supply Company

TRACTION

1-YEAR PLAN	ROCKS	ISSUES LIST
Future Date: Revenue: Profit: Measurables: Goals for the Year:	Future Date: Revenue: \$ Profit: \$ Measurables: Rocks for the Quarter:	
1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7 8 9 10
With your cursor in the last row, press Tab to add another row.	With your cursor in the last row, press Tab to add another row.	With your cursor in the last row, press Tab to add another row.

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OUR VALUES

SERVICE

MY BEHAVIORS

- I pursue ways to understand customer and supplier needs
- I provide timely and thoughtful responses
- I go the extra mile for both internal and external customers

TEAMWORK

- I trust and support my colleagues
- I put team and company goals before personal agendas
- I am reliable and contribute to the success of the group

GROWTH

- I strive to improve myself and develop my God-given talents
- I use my creativity to support innovation and company growth
- I embrace new challenges that help me learn new skills

5 Takeaways from our experience

1. Identify reasons Why?

Unique to your company

2. Commit to a planning framework, use a facilitator

It's a process not an event! Keep working at it

Figure out which one fits your culture

3. Align and execute

Even a great strategy doesn't implement itself

Annual planning alone isn't good enough

4. Leadership team health

Does the leadership team agree on the company's direction?

Are they committed to building the system?

5. Employee engagement

Involve your people in the planning process

Core values use right people, right seats

Keep it simple and communicate!



Good luck! Thank you

Brent Anderson
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