

MOVING THE WORLD AT WORK



Strategic Planning for Continuous Improvement of your Ethics and Compliance Program

Society of Corporate Compliance and Ethics
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Oshkosh Corporation

- Leading manufacturer and marketer of access equipment, specialty vehicles and truck bodies for the primary markets of defense, concrete placement, refuse hauling, access equipment and fire & emergency.
- Headquarters: Oshkosh, Wisconsin
- \$7.7 billion in FY13 revenue
- 14,000 employees globally
- Fortune 350 company



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Why a Strategic Plan is Important

- Align program strategy to company mission and objectives
- Roadmap on how to take the program to the next level
- Buy-in and commitment on future state of the program
- Establish manageable goals with reasonable timelines
- Make sure everyone on my team is on the same page
- Manage expectations (Audit Committee, CEO, General Counsel)
- Way to communicate initiatives to stakeholders
- Prioritize activities

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What is a Strategic Plan

- It is a formal document of a set of related actions that a business/department can take to achieve specific goals
- Drives activities of an existing business/department
- Provides direction to achieve specific goals and objectives
- It is an on-going process
- Describes the future state goals

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SWOT - Analysis

Strengths <ul style="list-style-type: none">• What do we do better than anyone else?• What do our customers or others perceive as our strengths?	Weaknesses <ul style="list-style-type: none">• What do our customers or others in our industry perceive as our weaknesses?• Where is the waste in the process?
Opportunities <ul style="list-style-type: none">• How can we turn strengths into opportunities?• Are there any trends that could affect our industry?	Threats <ul style="list-style-type: none">• What weaknesses could seriously impact or threaten our business?• Are there regulatory changes that create more risk for our business?

Internal: Strengths and Weaknesses
External: Opportunities and Threats

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Discussion:

The customer is talking, are you listening?

Who are your customers? **What are their basic needs?**



What would make them even happier? What could you do to *delight* them?

How are you translating their voice into actions?

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Voice of the Customer

The illustrations show a tree with a swing set. The captions are:

- How the customer explained it
- How the Project Leader understood it
- How the Analyst designed it
- How the Programmer wrote it
- How the Business Consultant described it
- How the project was documented
- What operations installed
- How the customer was billed
- How it was supported
- What the customer really needed

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Ordering a Pizza: A Customer Map Example

Activities Designed to Support Customers

- Take order
- Produce to customer specifications
- Box pizza
- Deliver pizza

External Customers

Who	What They Value
Consumer	• Hot, on-time, defect-free pizza

Outputs to External Customer

- Pizza

Internal Customers

Who	What They Value
Order Taker	• Good phone • Clear reception
Pizza Baker	• In-stock ingredients • Reliable oven • Good facilities
Delivery Person	• Hot bag • Reliable transportation • Valid address • Reliable directions/GPS

Outputs to Internal Customer

- Order
- Fresh ingredients
- Reliable equipment

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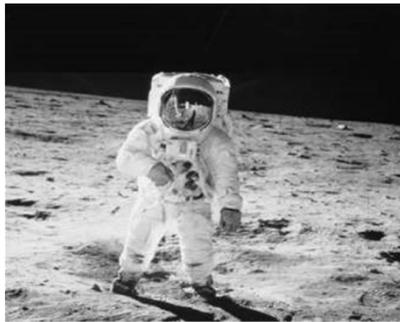
Breakthrough Objective

- Significant benefit to the organization
- Customer focused
- Stretch target (Not easy)
- Resulting in a new system

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BTO – An Example



“ I believe this nation should challenge itself to put a man on the moon, and return him safely to earth by the end of this decade.”

- John F. Kennedy, 1961

What characteristics make this a Breakthrough?

- _____
- _____
- _____
- _____
- _____

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