**Agenda**

**Council of Industrial Boiler Owners**

**Board of Directors**

**Strategic Planning Session**

**When:**

September 12-13, 2016

**Where:**

The Offices of BRACEWELL LLP  
2001 M Street, NW, Suite 900

Washington, DC

**Objectives:**

* **Define CIBO’s** [**Core Competencies**](#Core_Competency)
* **Review CIBO’s** **[Vision Statement](#Vision) and** [**Mission Statement**](#Mission) **for Alignment with the identified Core Competencies**
* **Identify and Discuss strengths, weaknesses, threats, and opportunities (**[**SWOT**](#SWOT)**) for CIBO**
* **Identify Goals & Objectives for CIBO for 2017-2018 to Leverage Strengths and Opportunities**
* **Brainstorm key initiatives to achieve identified Goals & Objectives and establish framework implementation plans**
* **Review Organizational Structure to ensure alignment (e.g., are the standing CIBO Committees structured to support and deliver the results?)**

**Monday, September 12, 2016**

***Convene as flights arrive – 3:30 – 4:00 PM***

Business Meeting (Begin No Later than 4:00 PM)

1. Call to Order 5 Minutes
2. Review and Approval of Minutes from Prior Meeting 5 Minutes
3. Treasurer’s Report 15 Minutes
4. Strategic Vision and Future Planning [Remainder of Time]
   1. What are CIBO’s Core Competencies? 30 Minutes
   2. Review CIBO’s Vision and Mission Statements for Alignment 30 Minutes
   3. Review SWOT Analysis 60 Minutes
5. Adjourn

7:30 PM Dinner (The Palm Restaurant)

*Continue lively discussion over dinner ☺*

**Tuesday, September 12, 2016**

***8:00 AM – 12:30 PM***

1. Call to Order 5 Minutes
2. Review Progress and Today’s Objectives 15 Minutes
3. Strategic Vision and Future Planning
   1. Identify Goals and Objectives 60 Minutes
      1. Financial (balancing revenue with expenses)
      2. Employee (succession and replacement planning)
      3. Business (primary activities, membership, growth)
   2. Brainstorming Key Initiatives 30 Minutes
   3. Prioritizing Key Initiatives for Action 30 Minutes
   4. Committee Structure Alignment with Key Initiatives 60 Minutes
4. Next Steps and Deployment 45 Minutes
5. Adjourn

**REFERENCES**

A **core competency** is a company's unique characteristic or capability that provides a competitive advantage in the marketplace, delivers value to customers, and contributes to continued organizational growth. Core competencies typically comprise fundamental knowledge, ability or expertise in a specific subject area or skill set, allow a business to reach a wide range of markets, and cannot be easily replicated by competitors.

**CIBO’s Vision Statement**

CIBO is dedicated to ensuring that non-utility industrial, commercial and institutional energy producers can continue to provide safe, cost-effective and reliable energy to sustain a strong and globally competitive economy.

**CIBO’s** **Mission Statement**

CIBO represents the interests of America’s non-utility energy producers and users. It is the organization of choice for advocacy and accurate information to achieve safe and cost-effective solutions for industrial energy, technology and environmental issues.

CIBO activities are designed to:

1. Provide for the focused exchange of accurate technical information among organizational members, government and the public concerning policies, laws and regulations that impact industrial energy systems.
2. Provide forums for the continued education of organizational members, and the broader industrial energy community on advances in technology and “best operational practices” to improve the reliability, cost-effectiveness and environmental safe production and use of energy.

**SWOT** analysis (alternatively **SWOT** matrix) is an acronym for strengths, weaknesses, opportunities, and threats—and is a structured planning method that evaluates those four elements of a project or business venture. A **SWOT** analysis can be carried out for a company, product, place, industry, or person.

<https://www.mindtools.com/pages/article/newTMC_05.htm>

**Strengths**

* What advantages does your organization have?
* What do you do better than anyone else?
* What unique or lowest-cost resources can you draw upon that others can't?
* What do people in your market see as your strengths?

Consider your strengths from both an internal perspective, and from the point of view of your customers and people in your market.

**Weaknesses**

* What could you improve?
* What should you avoid?
* What are people in your market likely to see as weaknesses?
* What factors lose you sales?

Again, consider this from an internal and external basis: Do other people seem to perceive weaknesses that you don't see? Are your competitors doing any better than you?

It's best to be realistic now, and face any unpleasant truths as soon as possible.

### Opportunities

* What good opportunities can you spot?
* What interesting trends are you aware of?

Useful opportunities can come from such things as:

* Changes in technology and markets on both a broad and narrow scale.
* Changes in government policy related to your field.
* Changes in social patterns, population profiles, lifestyle changes, and so on.
* Local events.

#### Tip:

A useful approach when looking at opportunities is to look at your strengths and ask yourself whether these open up any opportunities. Alternatively, look at your weaknesses and ask yourself whether you could open up opportunities by eliminating them.

### Threats

* What obstacles do you face?
* What are your competitors doing?
* Are quality standards or specifications for your job, products or services changing?
* Is changing technology threatening your position?
* Do you have bad debt or cash-flow problems?
* Could any of your weaknesses seriously threaten your business?

#### Tip:

When looking at opportunities and threats, **PEST Analysis** can help to ensure that you don't overlook external factors, such as new government regulations, or technological changes in your industry.

**How to Use the PEST Analysis Tool**

<https://www.mindtools.com/pages/article/newTMC_09.htm>

Follow these steps to analyze your business environment, and the opportunities and threats that it presents.

1. Use PEST to brainstorm the changes happening around you. Use the prompts below to guide your questioning, and tailor the questions to suit the specific needs of your business.
2. Brainstorm opportunities arising from each of these changes.
3. Brainstorm threats or issues that could be caused by them.
4. Take appropriate action.

**Step 1: Brainstorm Factors**

**Political Factors to Consider**

* When is the country's next local, state, or national election? How could this change government or regional policy?
* Who are the most likely contenders for power? What are their views on business policy, and on other policies that affect your organization?
* Depending on the country, how well developed are property rights and the rule of law, and how widespread are corruption and organized crime? How are these situations likely to change, and how is this likely to affect you?
* Could any pending legislation or taxation changes affect your business, either positively or negatively?
* How will business regulation, along with any planned changes to it, affect your business? And is there a trend towards regulation or deregulation?
* How does government approach corporate policy, corporate social responsibility, environmental issues, and customer protection legislation? What impact does this have, and is it likely to change?
* What is the likely timescale of proposed legislative changes?
* Are there any other political factors that are likely to change?

**Economic Factors to Consider**

* How stable is the current economy? Is it growing, stagnating, or declining?
* Are key exchange rates stable, or do they tend to vary significantly?
* Are customers' levels of disposable income rising or falling? How is this likely to change in the next few years?
* What is the unemployment rate? Will it be easy to build a skilled workforce? Or will it be expensive to hire skilled labor?
* Do consumers and businesses have easy access to credit? If not, how will this affect your organization?
* How is globalization affecting the economic environment?
* Are there any other economic factors that you should consider?

**Tip:**

Use [Porter's Diamond](https://www.mindtools.com/pages/article/newSTR_92.htm) https://www.mindtools.com/images/tooltip/reading-plus-grey.gifto align your strategy with your country's business conditions.

**Socio-Cultural Factors to Consider**

* What is the population's growth rate and age profile? How is this likely to change?
* Are generational shifts in attitude likely to affect what you're doing?
* What are your society's levels of health, education, and social mobility? How are these changing, and what impact does this have?
* What employment patterns, job market trends, and attitudes toward work can you observe? Are these different for different age groups?
* What social attitudes and social taboos could affect your business? Have there been recent socio-cultural changes that might affect this?
* How do religious beliefs and lifestyle choices affect the population?
* Are any other socio-cultural factors likely to drive change for your business?

**Tip:**

Values take a central role in any society. Use the [Competing Values Framework](https://www.mindtools.com/pages/article/newSTR_55.htm) https://www.mindtools.com/images/tooltip/reading-plus-grey.gifto identify your organization's values, and [Hofstede's Cultural Dimensions](https://www.mindtools.com/pages/article/newLDR_66.htm) https://www.mindtools.com/images/tooltip/reading-plus-grey.gifto explore the values of your customers.

**Technological Factors to Consider**

* Are there any new technologies that you could be using?
* Are there any new technologies on the horizon that could radically affect your work or your industry?
* Do any of your competitors have access to new technologies that could redefine their products?
* In which areas do governments and educational institutions focus their research? Is there anything you can do to take advantage of this?
* How have infrastructure changes affected work patterns (for example, levels of remote working)?
* Are there existing technological hubs that you could work with or learn from?
* Are there any other technological factors that you should consider?

<http://www.driveyoursuccess.com/2010/06/how-can-strategic-planning-help-your-business-grow.html#tp>

<http://www.bdi-ltd.net/Article_5.pdf>

<http://www.dummies.com/how-to/content/strategic-planning-kit-for-dummies-cheat-sheet.html>

<https://www.irs.gov/pub/irs-tege/eotopick03.pdf>

<https://www.irs.gov/pub/irs-pdf/p598.pdf>