



Strategic Plan 2016-2017

Global Ends:

We Grow: a thriving and connected community.

We Gather: healthful and local foods and goods, caring and committed people, and ideas and information about the interconnectedness of food, health and the environment.

We Give: back by modeling environmental and economic responsibility, and promoting and inspiring action for a humane and sustainable future.

Strategic Vision:

Store Strategic Vision

To grow our sales and our community through locally sourcing nutritious and convenient food and by providing outstanding service!

Team Strategic Vision

We are authentic and respectful leaders on this journey together. We provide support, encouragement and a fun workplace environment in which our staff can thrive.

Areas of Strategic Focus:

To achieve our Strategic Vision we will focus on three strategic areas: Growing our Sales, Educating the community our Story, and Customer Service. The following plan outlines each of the three areas and the goals, visions and plans for the coming years within.

Growing our Sales

The Co-op will increase our sales 2% over last year driven by maximizing what is bringing people into our store as well as educating people on what they don't know about what we offer.

The Co-op will focus and expand on the deli as our "main attraction". To do this, we will invest in experienced staff to provide a broader range of food choices and services including catering and seasonal items. The Co-op will focus on what our shoppers tell us their needs are. Customer feedback will be obtained through period surveys and from direct feedback given to our staff. Currently our shoppers are looking for fast, convenient and healthy food options. We will provide this through analyzing sales trends and strong category management.

Our shoppers have told us that they perceive our prices to be higher than our competitors. Our analysis indicates that in many areas we are at or below competitor prices for like items. The Co-op will respond to our price image through education and through continuing to make sure that our prices are competitive throughout our store. Strong pricing strategies within Fresh and the continued expansion of Field Day will position us to compete on price.

The Co-op will put a strong emphasis on supporting local suppliers. We will continue to establish strong relationships with local farmers and producers and will educate our shoppers on the important role this plays for the community.

Telling Our Story /Education

We will educate our shoppers about who we are, what differentiates us and why supporting us is fundamental to a strong community.

We will rebuild trust and reliability within our community by telling our story over and over and delivering on it. Our story is grounded in our Co-ops End's statement as well as the vision we as a team have established.

We will educate our shoppers through focused community events, product selection, store services and educational classes. We will put in place and regularly communicate a Marketing Calendar that outlines our community events and classes. We will publish the store's Product Standards so our shoppers have a clear understanding of what they can expect at the Co-op.

We will focus on services that align with our shoppers needs (i.e. deli catering, dinner to go options, meat packs for grilling, and convenient food options throughout grocery)

We will embrace our Co-op culture as this is what defines and differentiates us. This will be through silent tellers (signs throughout the co-op), educational communication (i.e. our newsletters, emails) and interaction between staff and our shoppers and community as a whole. We are a co-op and that is a different experience than a grocery store.

We will educate our shoppers on the true meaning of supporting local, meaning when our customers support us, we in turn can support local producers and farmers

Customer Service

We are going to provide a consistent and excellent shopping experience for all shoppers through an engaged and experienced team that knows individual shoppers and our overall customer base well.

We will develop and maintain a comprehensive Customer Service manual. We will establish consistent and thorough training of all new hires on our Customer Service expectations and provide continuing education and development for existing staff.

We will continue to build a strong Leadership team through education and training offered from NCG. Our Leadership team will model our expectations of excellent customer service.

We will hold consistent team meetings at all levels

Bi-Monthly: Leadership Team meetings

Bi-Monthly – Buyer meetings

Monthly: Individual team meetings (ie: all deli meeting)

Semi-Annual: May / Oct

We will also be transitioning into our Open-Book management in the 2016/2017 fiscal year. This will take the Leadership team and store to a more advanced level of accountability.

Summary

We are excited about the possibility of strong planning, a strong team and a strong message. These things will position the Co-op for success in the year to come. We are excited about continuing to educate this community about the importance of supporting local suppliers and eating nutritious food that is produced in an environmentally sustainable way, remembering that we are all on this food journey together.

We will remain mindful of the changing world around us and be proactive in our planning. Ultimately our community will be strengthened by our existence as we are strengthened by our community.