2018 MEMBERSHIP HOSHIN PLAN - Updated 2018-02-06

						# of organizations contacted vs expected	Organizational member conversion rate (# contacted / # joined)	# of individuals contacted vs expected	Individual member conversion rate (# contacted / # joined)					BOARD POLICY DEPLOYMENT TEAM RESOURCES P = Primary S = Secondary					
	A				Build/buy and implement CRM solution to track organizational member movement through sales funnel *Purpose is to help us define a standard sales process and help keep us focused on bringing in new org members*	X	X									P			S
	B				Recruit volunteer members to perform outreach / organizational member marketing calls (by industry) *Purpose is to activate new potential org members into our sales funnel for conversion*	X	X								S		P		
	C				Promote new volunteer student project team availability to current organizational members (UM Tauber style) *Purpose is to provide value or perception of future value to existing org members*		X									S		P	
	D				Curate a Michigan-based organization contact list, categorized by industry, revenue, and # of employees *Purpose is to better understand our market and be able to target most likely organizations to join*	X	X							P		S		S	
	E				Work with Events team to pilot a referral program to leverage existing members networks for MLC growth *Purpose is to get new individual members and celebrate key existing members*			X	X						P	S			
	F				Create digital prospect packet and email to curated/purchased distribution list *Purpose is to showcase our value to prospective members and convert cold leads into interest*			X	X							P		S	S
Move from Chair/Board-led to President-led strategic plan and operational plan.	**Increase organizational members from 24 to 36, and individual membership from 169 to 254**	Increase the MLC networking and learning opportunities by 15%	Move from current technology to best-practice platform with ability to adapt to change.																
4	3	2	1																
O	O	O	O	1	The MLC will be recognized as the leading voice and the indispensable resource within the Michigan lean community	START & GO AROUND													

Tactical Initiatives

Initiatives Standard Work/Guidelines: 1) Min 1/Max 3 links to each Outcome 2) Consider

2017 1-Year Outcomes

Outcomes Standard Work/Guidelines: 1) Min 1/Max 3 links to each strategy 2) Consider resources 3) Linked to budget

MISSION

Develop and support lean systems thinkers to positively transform Michigan.

Metrics to measure if improvements are successful or not

3-Year Strategic Plan Conditions (complete by 2020-12-31)

Strategic Conditions Standard Work/Guidelines: 1) Based on learning, Hoshin refreshed Annually 2) Maximum 3 (to expect >80% success) 3) Mission first!