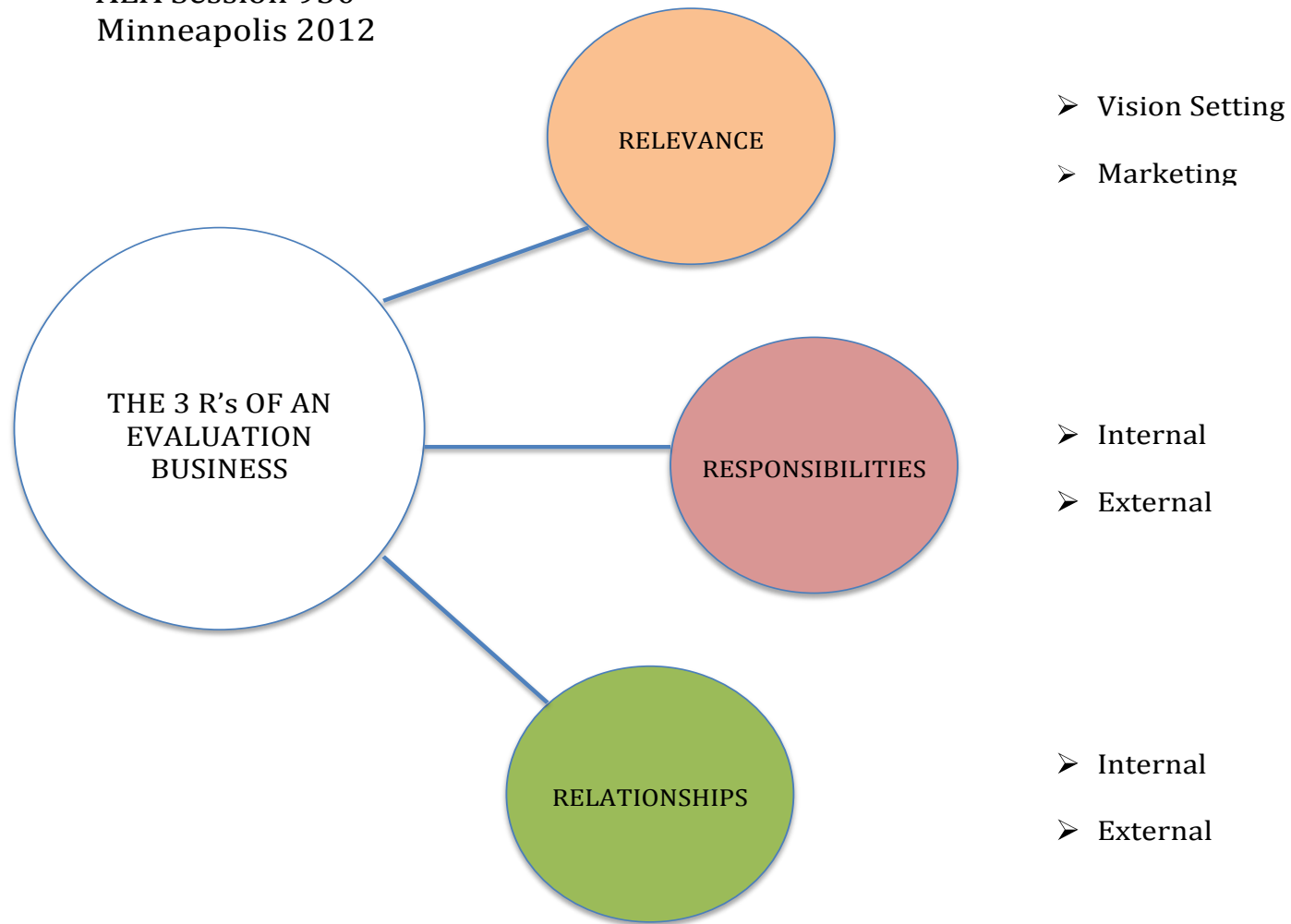
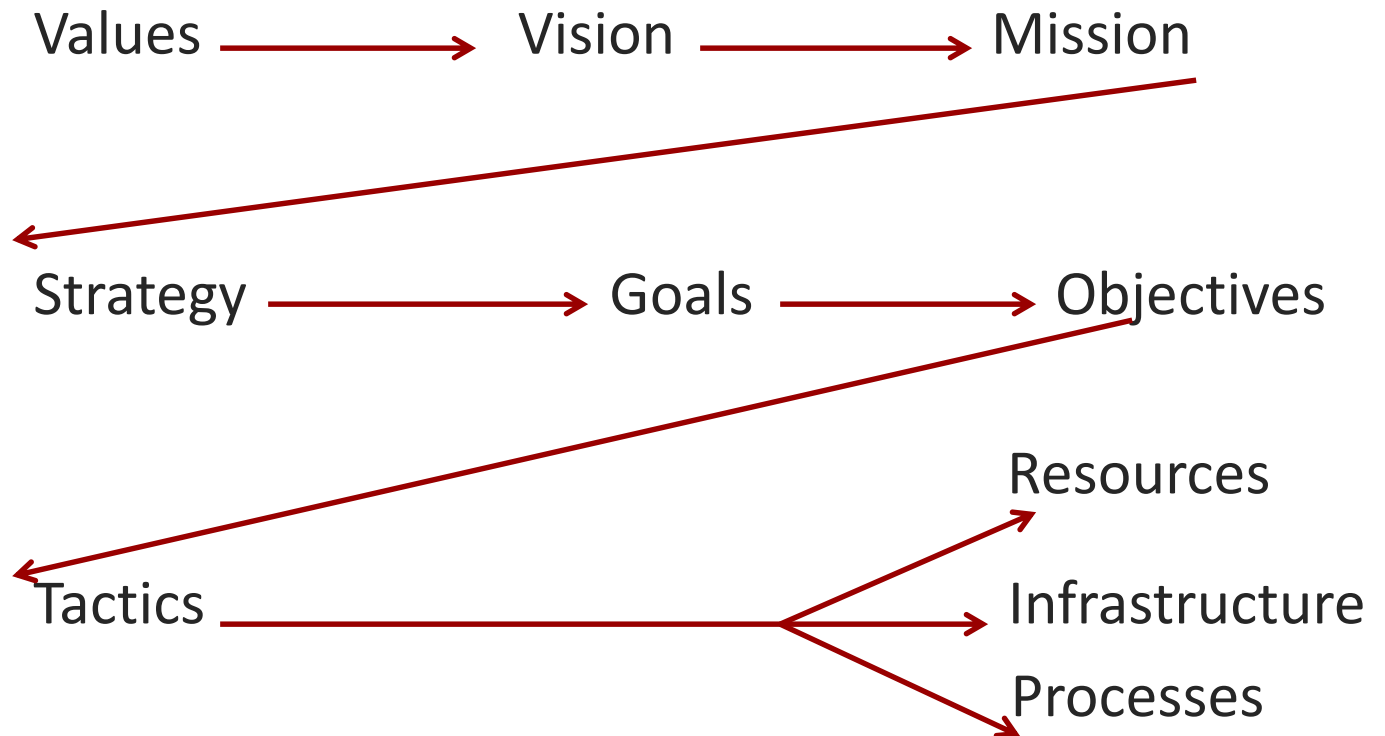


AEA Session 950
Minneapolis 2012



Relevance: Vision Setting



The Making of the University of Vermont's Vision

\$460,000 was spent in strategic-planning consulting fees in pursuit of its goal: becoming a 'premier' small research university. But measuring progress isn't so easy

- **Has UVM attained that status or not?**
- **How would anybody know?**



Ben & Jerry's Mission Statement

Ben & Jerry's is founded on and dedicated to a sustainable corporate concept of linked prosperity. Our mission consists of 3 interrelated parts:

Social Mission: To operate the Company in a way that actively recognizes the central role that business plays in society by initiating innovative ways to improve the quality of life locally, nationally and internationally.

Product Mission: To make, distribute and sell the finest quality all natural ice cream and euphoric concoctions with a continued commitment to incorporating wholesome, natural ingredients and promoting business practices that respect the Earth and the Environment.

Economic Mission: To operate the Company on a sustainable financial basis of profitable growth, increasing value for our stakeholders and expanding opportunities for development and career growth for our employees.

Underlying the mission of Ben & Jerry's is the determination to seek new and creative ways of addressing all three parts, while holding a deep respect for individuals inside and outside the company and for the communities of which they are a part.

Activism

Mission Statement

Occupy Movement
Get the Dough Out!
Foundation
Environmental
Inside the Pint
Peace & Justice

We're a Company on a mission!

Our three-part
Mission Statement
guides our
Company forward;
Our Progressive
Values Statement
leads the way.
Learn more!



We have a progressive, nonpartisan social mission that seeks to meet human needs and eliminate injustices in our local, national and international communities by integrating these concerns into our day-to-day business activities. Our focus is on children and families, the environment and sustainable agriculture on family farms.

- Capitalism and the wealth it produces do not create opportunity for everyone equally. We recognize that the gap between the rich and the poor is wider than at any time since the 1920's. We strive to create economic opportunities for those who have been denied them and to advance new models of economic justice that are sustainable and replicable.
- By definition, the manufacturing of products creates waste. We strive to minimize our negative impact on the environment.
- The growing of food is overly reliant on the use of toxic chemicals and other methods that are unsustainable. We support sustainable and safe methods of food production that reduce environmental degradation, maintain the productivity of the land over time, and support the economic viability of family farms and rural communities.

➤ Branding

- Your brand is your promise to your customer.
- It tells them what they can expect from you.
- Your brand is derived from who you are, who you want to be and who people perceive you to be.

Marketing

- Integrate your brand
- Be true to your brand
- Be consistent

Responsibilities

➤ Resources

- Internal: Hardware/software
Cash on hand
- External: Location of sub-contractors
Accounting services
Legal

Responsibilities

➤ Infrastructure

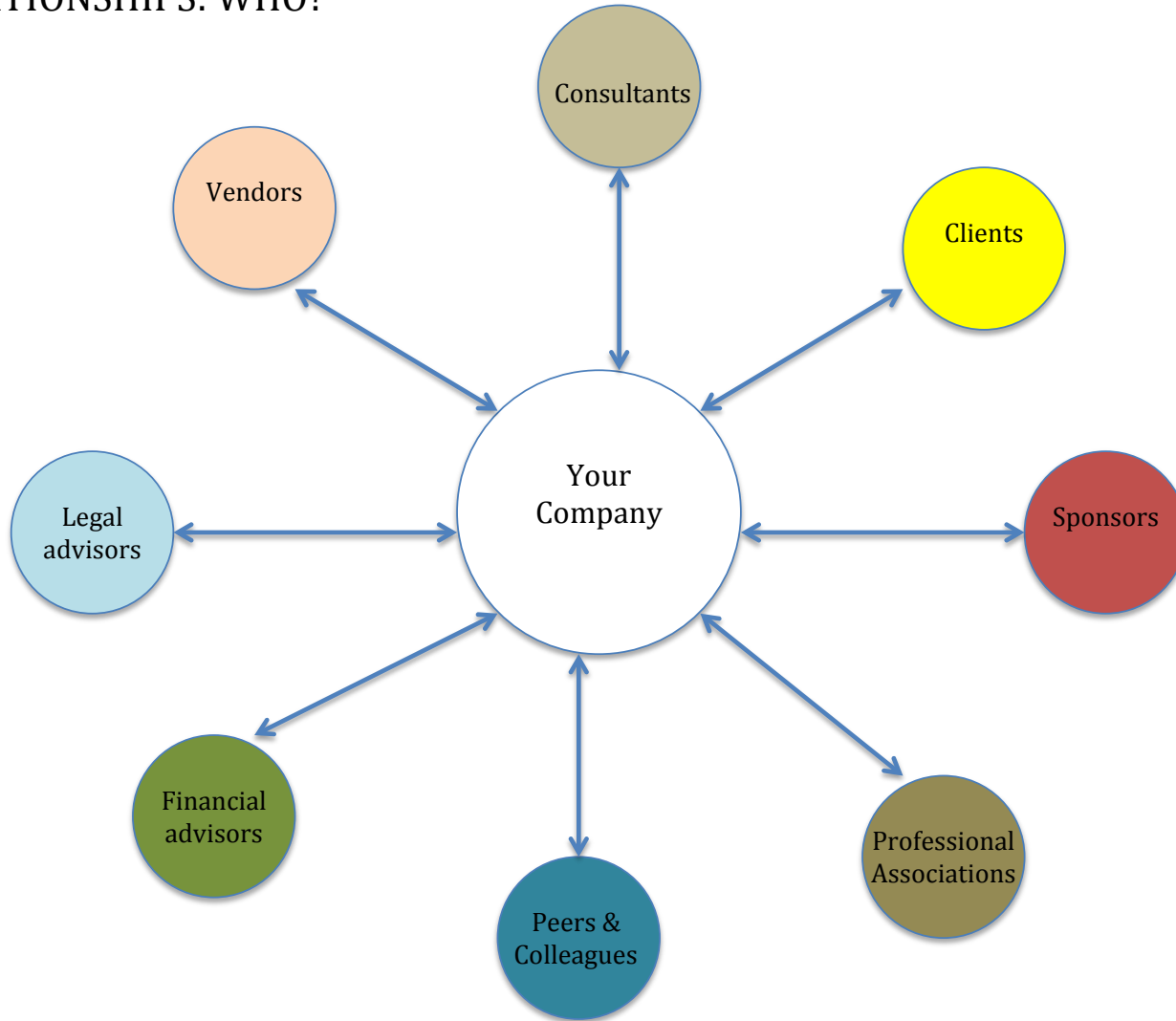
- Physical and organizational structures needed to operate your business
 - Phone system for example
- Resources impact your infrastructure
 - Office Furniture
 - Staffing

Responsibilities

➤ Processes

- Internal: Bookkeeping
Business development
- External: Client relationship management
Contract/Scope of Work negotiations
Marketing

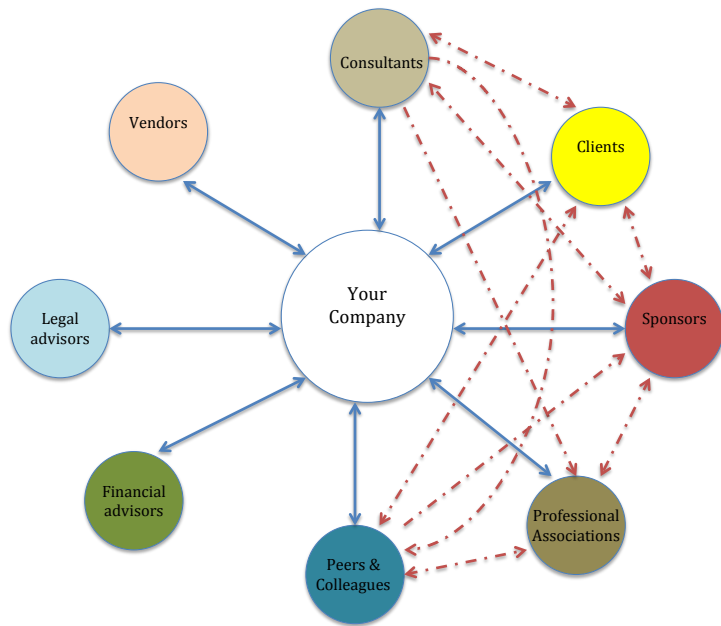
RELATIONSHIPS: WHO?



Relationships: Why?

- “None of us is as smart as all of us.”
- Adds value.
- Saves time.
- Lends credibility.
- Extends sphere of capability.
- Provides leverage.
- Ensures success and growth.

RELATIONSHIPS



Relationships: How?

- Pick the best.
- Play it for the long-term.
- Ask for what you want/need.
- Demand honesty.
- Be explicit and specific.
- Expect reciprocity.
- Be willing to cut your losses.

Thank You

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