

2013 Mid Year Meeting Notes

The following pages are notes from the strategic planning process facilitated by T.D. Hughes at the 2013 midyear meeting. Their purpose is to remind board members of the results of that meeting. The images and notes are the results of two days' worth of activities designed to help AWCI identify, recognize, quantify, and qualify its Strengths, Weaknesses, Opportunities, Threats, and Customers. It also helped us identify what we would like the organization to be, how we will get there and what stands in our way. The photos and illustrations are included to help the board members remember the specific activity which generated those notes.

The most important areas are summarized on pages 8-9 and 10-12. Pages 8-9 are the result of an exercise where we defined what we would like AWCI to be in 5 years. The elements were then arranged in a dependent order. Items on the right side cannot be accomplished until success is reached in areas on the left side. From this exercise we identified three critical success factors (CSFs) which are summarized on pages 10 and 11. Page 12 was also used to help us determine the critical success factors by identifying the "weak links." These are areas which keep us from accomplishing our mission and growing our organization. By succeeding in the areas identified as the three CSFs we repair the weakest links allowing for growth.

STRENGTHS A WCI 2013

Educational/
Cultural
Leadership

Great training
program for
continuing education.

TEACHING
WATCHMAKERS

CREATING A
HIGH STANDARD
CERTIFICATION PROCESS

EDUCATION
OF PROFESSION
WATCHMAKERS

Provides standards
for the profession
and education
to meet standards

Provide education
to watchmakers
through Academy
of horology classes.

Industry -
Membership
Liaison/Network

Bring individuals
with common
interest in horology
together

CULTIVATE
WE GENERATE
VALUABLE PROFESSIONAL
RELATIONSHIPS.

THE MAJOR
COMPANIES IN
THE INDUSTRY
ARE ACTIVELY
INVOLVED WITH
THE INSTITUTE

TECHNICAL
REPOSITORY
AND ~~INFORMATION~~
INFORMATION
Center

A WCI
possesses a
wealth of
Tech Knowledge

Provides
technical &
business info
to members.

Provide technical
expertise to
independent watchmakers

FINANCIALLY
SOLID
INFRASTRUCTURE

A WCI has a
solid physical &
infrastructure.

We have a nice
watch education
classroom.

I STAY FOCUSED
ON RESERVE PARTS
FINANCE FURNISH
~~TECHNICAL~~
TECHNICAL
AS A WATCHMAKER
TYPE FINDER THEN

GREAT
PEOPLE

A WCI
has a good
young group with
good ideas

We have
an outstanding
watch
instructor

ability to attract
this group of
passionate people
to make change

A
RECOGNIZING
HISTORY
WITH
INVENTORY +
WATCHMAKERS

Long history
of org. Provides
great basis
for accountability
goals.

PROMOTE
AS PREPARE
ORGANIZATION
OF TRADE

A WCI has a strong
brand recognizing the
in the industry.

Key Support - Critical to Supply Product & Services

Independent Contractors	Board	Professional Services	Printing Support	Professional Clockmakers & Watchmakers	Staff	Industry	Products & Services	Total Sales	%	Direct Costs	%	Market Position	Competitive Position	Growth Potential	Professional Watchmakers	Industry / Brands	Consumers	ClockMakers	Retailers	Collectors	Non-Professionals	
30	42	18	27	30	54	42	Investments	345000	34			51	39	18	33	39	18	33	6	9	3	3
3	9	3	3	9	9	9	H.T. / Advertising	121000	12	174000	144	<	<	7	9	6	3	6	9	3	3	3
3	9	3	3	3	3	9	Education	118000	12	143000	121	^	^	^	9	3	3	6	9	3	3	6
9	9	3	3	3	9	9	Certification	44000	4	41000	93	^	^	^	9	9	3	3	9	3	3	3
3	3	3	6	3	9	3	Merchandise	58000	6	34000	59	v	<	<	6	3	3	6	3	3	3	3
6	9	3	3	3	9	9	Annual Meeting	15000	2	68000	453	v	<	<	9	9	3	6	3	3	3	3
3	9	3	3	9	9	3	Membership	257000	25	13000	5	v	^	^	9	9	3	6	3	6	3	3
30	42	18	27	30	54	42	Investments	345000	34						51	39	18	33	39	18	21	21

KEY SUPPORT - CRITICAL TO SUPPLY PROD. SERVICES										KEY CUSTOMERS										
Job Description	NO. A.R.D.	PRO. MANRES.	PRO. CALIBRAT.	YEARLY COST	INDUSTRIAL	INDUSTRIAL	INDUSTRIAL	INDUSTRIAL	INDUSTRIAL	INDUSTRIAL	INDUSTRIAL	INDUSTRIAL	INDUSTRIAL	INDUSTRIAL	INDUSTRIAL	INDUSTRIAL	INDUSTRIAL	INDUSTRIAL	INDUSTRIAL	INDUSTRIAL
H.T./ADVERTISE	141K	127	116	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114
EDUCATION	116	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114
CERTIFICATION	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114
MERCHANDISE	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114
ANNUAL MEETING	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114
MEMBERSHIP	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114
INVESTMENTS	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114	114

**Key Customer
Professional Watchmaker**

- Sales
- More Retail Focus
- Higher Productivity
- Access to Parts
- Brand Specific Training
- External Components
- More Money
- Environment
- Life Balance
- Access to Info
- JIT Training
- Cultural Awareness

Industry Strategic Partners

- More Members
- Trust Collaboration
- Financial Independence
- Metrics
- More Additional Brands

Competition

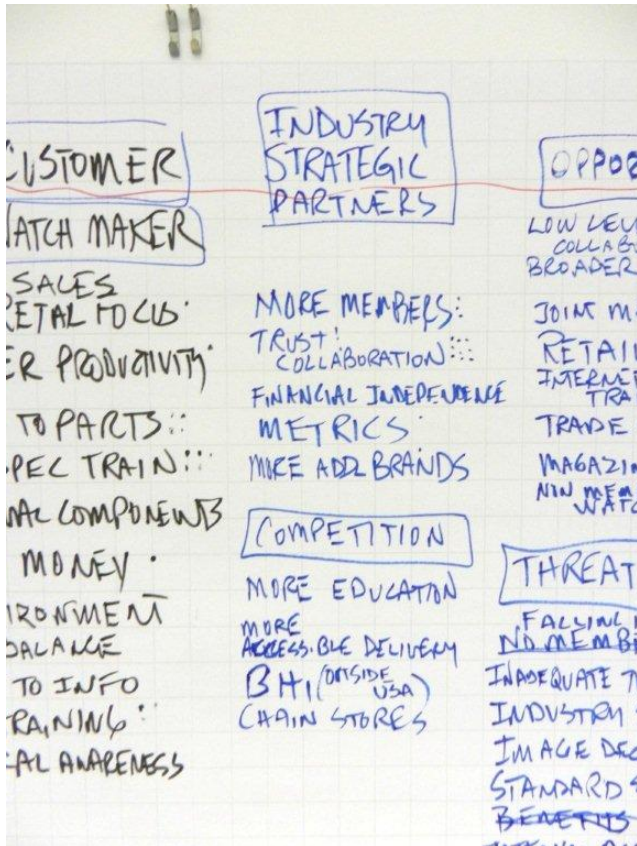
- More Education
- More Accessible Delivery
- BHI
- Chain Stores

Opportunities

- Low level collaboration
- Broader Treatment
- Joint Marketing
- Retailers
- Internet Training
- Trade Schools
- Magazine Subscription
- New Member Watchmakers

Threats

- Falling Membership
- Inadequate Training
- Industry Support
- Image Degradation
- Standard Erosion
- Internal Accountability
- Cell Phones
- Lower Level Watches
- Disposable
- Unqualified People

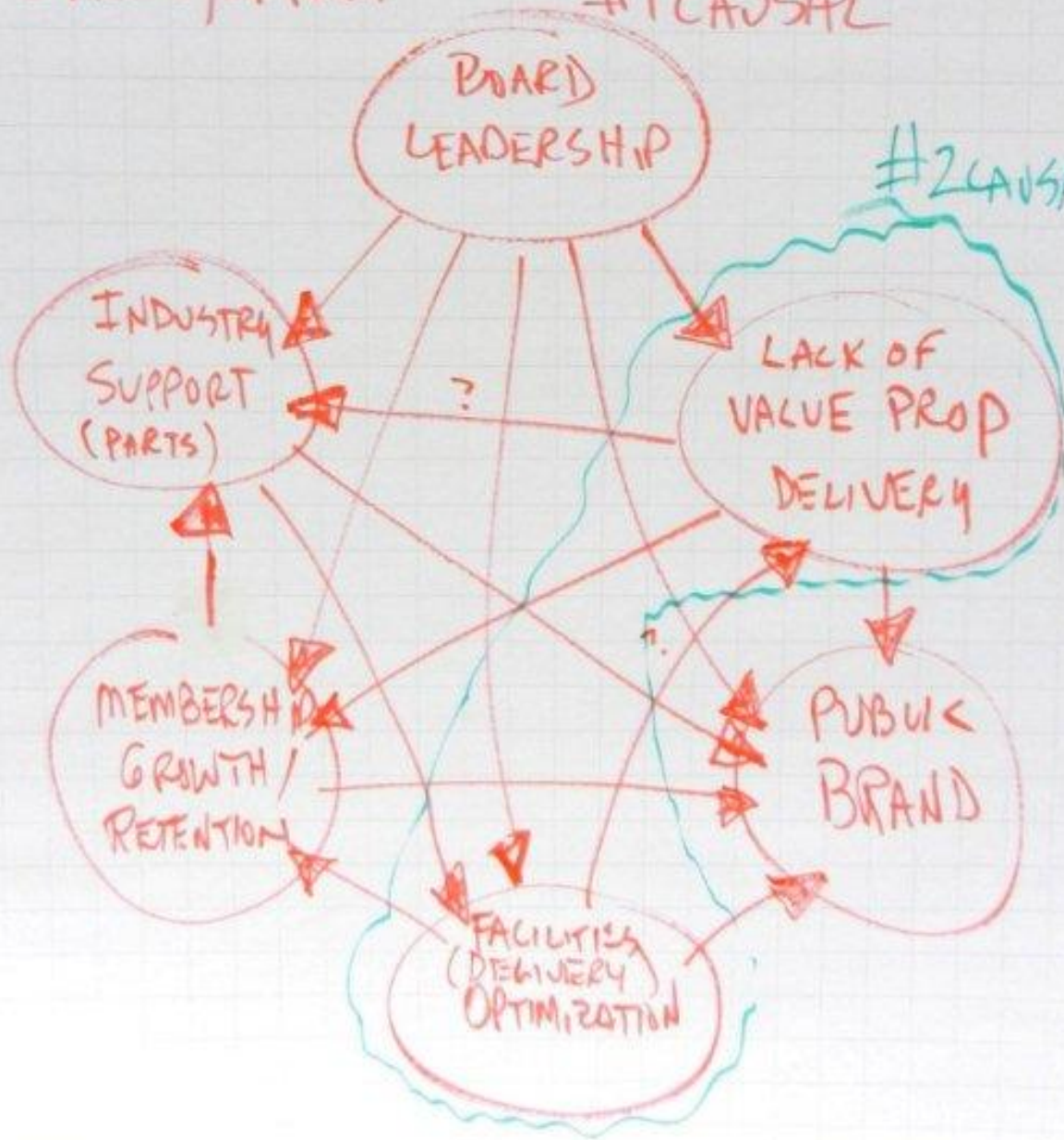


WEAKNESSES CAUSE/EFFECT

AWCI 2013

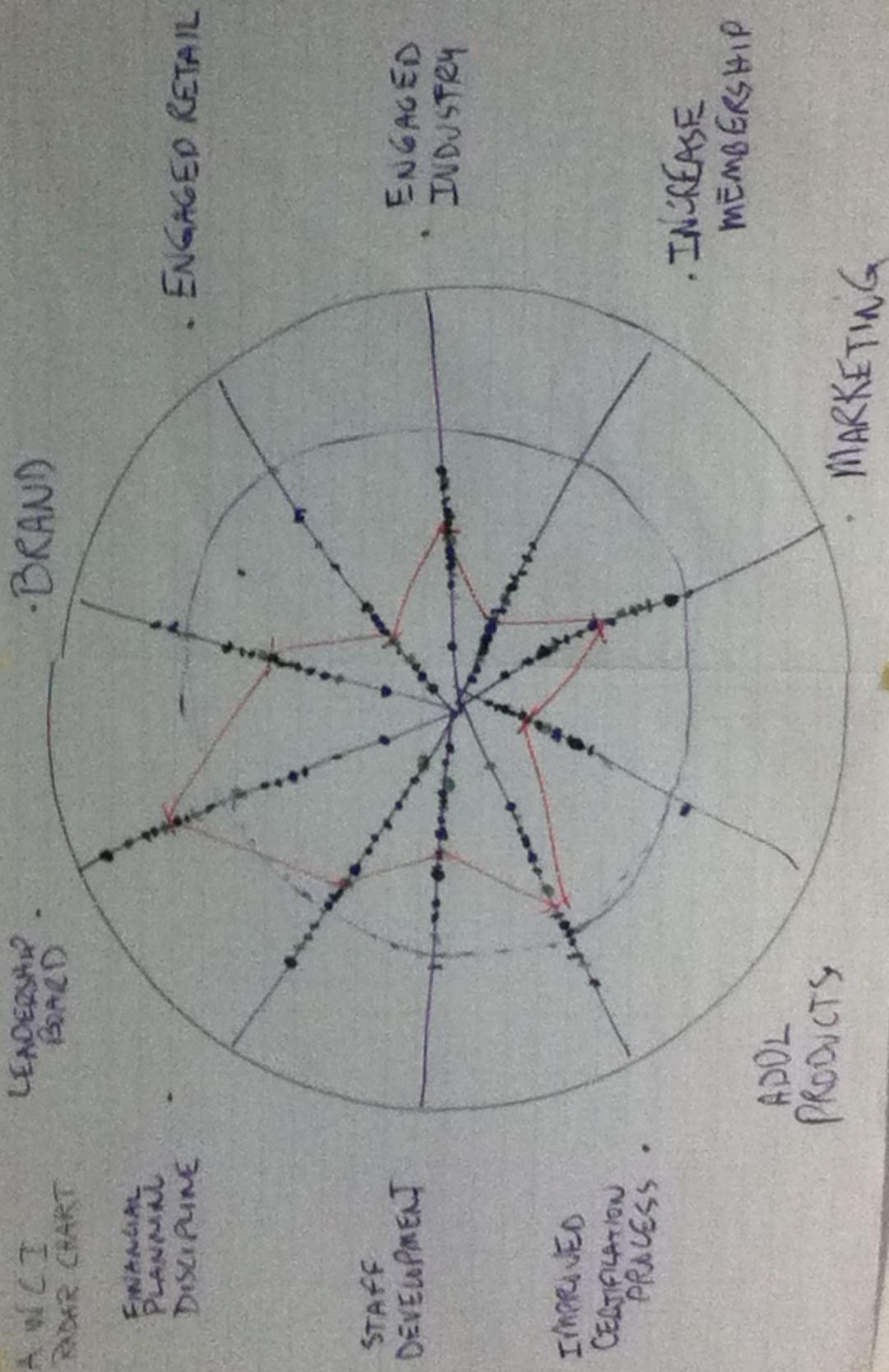
#1 CAUSAL

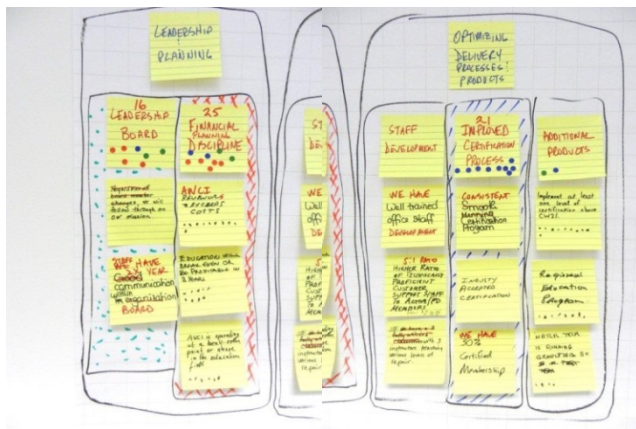
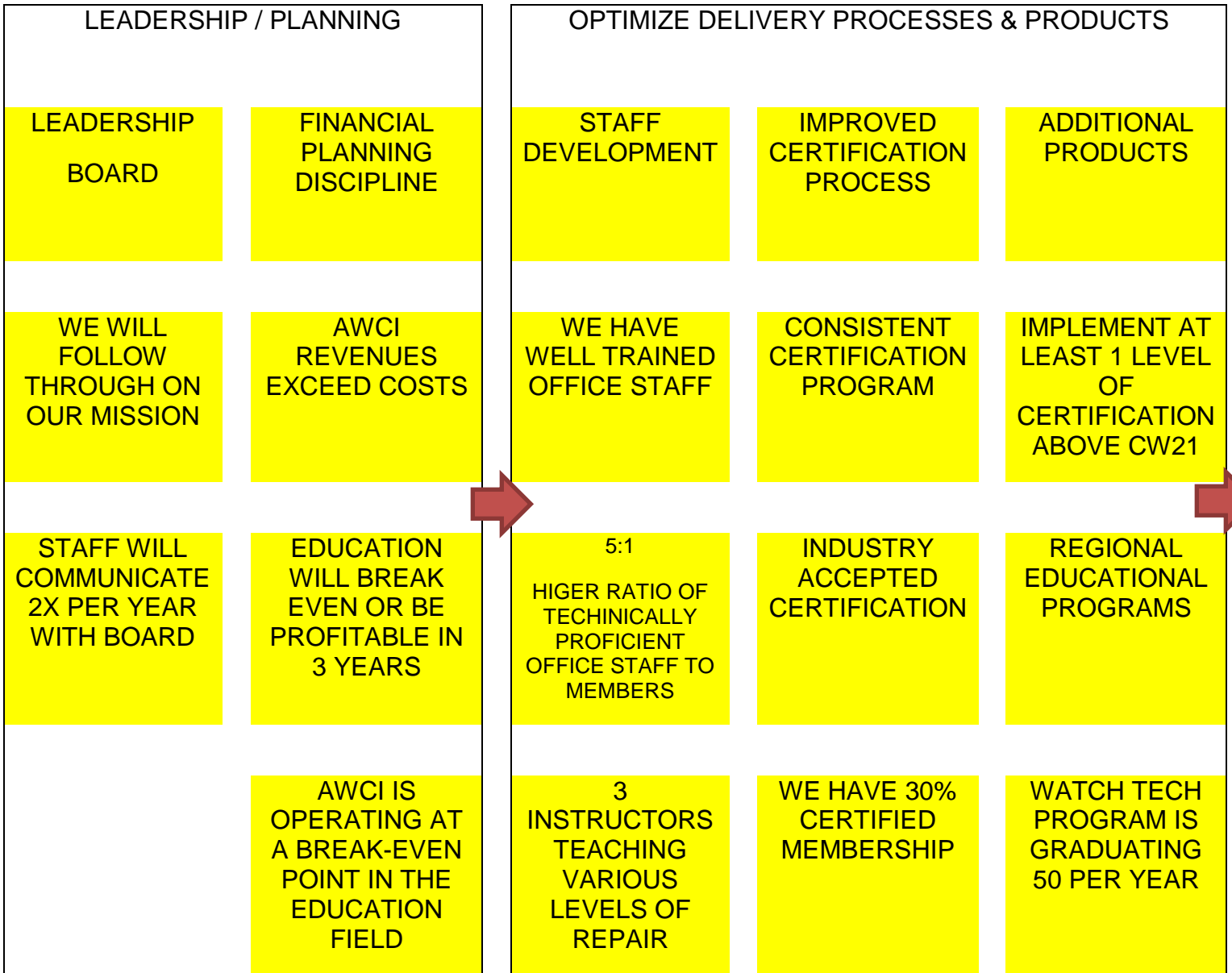
#2 CAUSAL

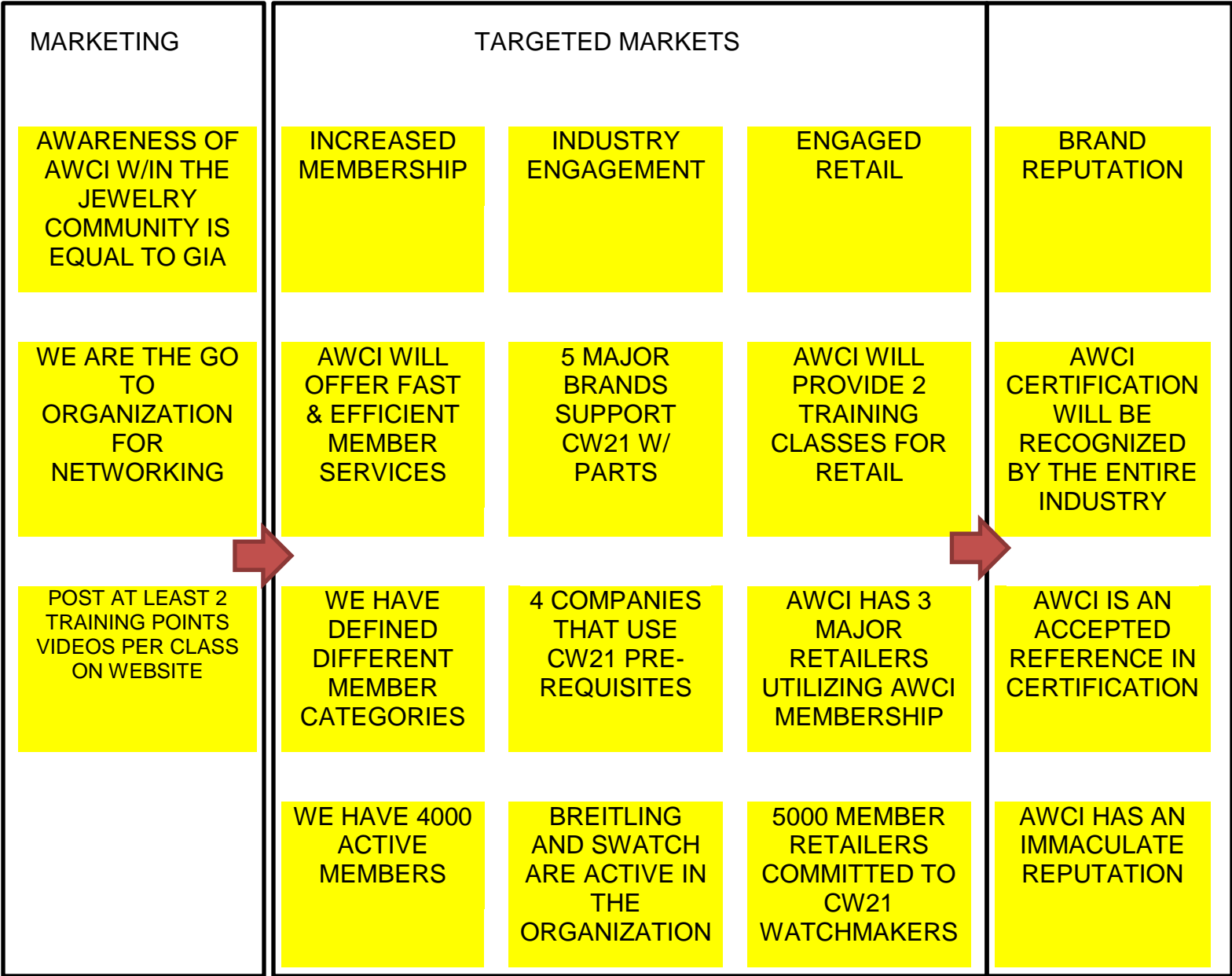


STRENGTHS PRIORITY AWC1 2013

- I ~~III~~ 1. EDUCATION LEADERSHIP
- II ~~III~~ 2. INDUSTRY NETWORK
- II ~~III~~ 3. TECHNICAL INFORMATION
- II 4. FINANCIALLY SOLID INFRASTRUCTURE
- I 5. GREAT PEOPLE
- I 6. HISTORY (BRAND) INDUSTRY
- II 7. LEADERSHIP BOARD







Critical Success Factors (1-3 Years)

Leadership & Financial Planning

Owner: Manuel Yazijian

Goal: Scheduled Communication with Staff (Face to Face) Twice a Year (During midyear and annual meetings).

1. Also consider using Gotomeeting webcam meeting with Staff & Exec Committee to start with. Subsequent to this trial period, the whole Board can also participate (*once we work out all the bugs*)
2. Keith (with help of IT person) can look into setting up audiovisual.

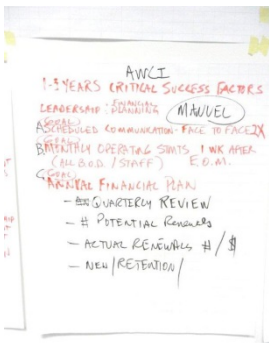
Goal: Monthly Operating Statements (**Due one [1] week after end of the month**)

1. Will go to All board members and staff

Goal: Annual Financial Plan

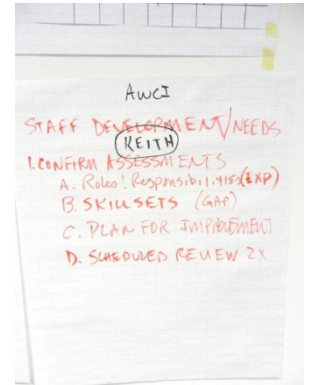
1. Quarterly Review
2. No. of potential renewals
3. Actual renewals
4. Membership: New, Retention, etc.
 - a. When will we develop the first plan?
 - b. When the plan is in place there need to be graphs of the CSF on the wall at HQ.

[Project Management Guide - On Google Drive](#)



Staff Development and Needs

Owner: Keith Rosser



Goal: Confirm Assessments

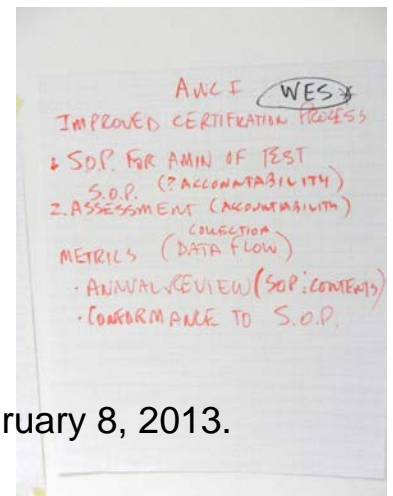
1. Define Roles & Responsibilities
2. Determine Skill Sets & Gaps that exist
3. Plan for Improvement
4. Scheduled Employee Reviews

Improved Certification Process

Owner: Wes Grau

Goal 1: Establish Standard Operating Procedure for Administration by June 2013

1. Task Force Established by February 8
 - a. Wes Grau (Chief Examiner)
 - b. Herman Mayer
 - c. Tamara Houk
 - d. Tom Schomaker
 - e. Manuel Yazijian
 - f. Gerhard Loitz
 - g. Michael Michaels



2. Board receives report every 2 weeks on Friday starting February 8, 2013.

Goal 2: Establish SOP for Assessment by June 2013

Goal 3: Establish metrics by June 2013

Goal 4: Annual Review (midyear meetings?)

Goal 5: Financially neutral certification program

- Identify the resources
- Establish accounting policies & procedures which will help us identify the actual costs

