



ASA'S LONG-RANGE STRATEGIC PLAN

A BOLD VISION
TO ADVANCE THE SUCCESS
OF MEMBERS AND THE INDUSTRY

ARE YOU INTERESTED IN
VOLUNTEERING WITH ASA?





In February of 2008 at the association's winter meeting in St. Petersburg Florida, the leadership of the American Supply Association established its first long-range strategic plan based on the vision of both volunteer leaders and staff through a process called strategic governance. Nearly 70 volunteers and staff participated in that two-day strategic planning retreat that established the association's first long-range vision which outlined where the association was going and how it was going to lead the membership to an envisioned future of success. Very few associations successfully pull off bringing together such a large crowd of opinionated individuals to a planning session and walk away united in purpose and thought. Not only did we successfully pull that off in 2008, but it is what is driving ASA today!

Since that inaugural strategic planning retreat, roughly 100 volunteers continue to meet annually during the association's strategic leadership summit, now referred to as LEAD, to collaborate and draw on their collective experiences, look to the future horizon, and push the association to shape a strategic vision that is forward thinking and actionable.



Today, roughly 250 volunteers work on 25 task groups, advisory groups, councils, and boards to help to guide the association toward a successful future.

The success of the long-range strategic plan is due in large part to creating a clearly defined organizational vision, mission, goals, and strategic outcomes. It is through this strategic governance process that ASA has radically expanded its value proposition to include:

- Economic forecasting programs.
- Full-time recognized advocacy efforts at the state and national levels, as well as in the codes and standards arena.
- Robust and comprehensive educational programs delivered to employees in a relevant and cost-effective way.
- First rate networking programs that engage all segments of a member's operation.
- Innovation and technological trends.
- Building robust employee recruitment, training, and retention programs.



In today's rapidly evolving landscape, the American Supply Association continues to stand at a pivotal crossroads, tasked with turning critical challenges into transformative opportunities through four strategic imperatives. Each imperative addresses a distinct facet of the current environment: from harnessing technological innovation and combating cyber threats to revitalizing the workforce and amplifying the industry's voice in the policy arena. The insights and recommendations detailed herein are the result of collaborative sessions among ASA volunteers, who have drawn on their collective expertise to shape a strategic vision that is both forward-thinking and actionable.

Together, these actions are critical to securing ASA's future success, positioning the association as an indispensable leader in driving industry-wide prosperity and resilience.

The following revised long-range strategic plan outlines the association's key goals, guiding our efforts toward a thriving future for our members. At the core of these initiatives is a call to the Strategic Councils to function as catalysts for change, driving short-term plans that align with and advance each council's long-term vision.



OUR PLAN

The American Supply Association has been led by a strategic governance process that has been successful in clearly defining the association's vision, mission, and four strategic goals. Each of the four strategic goals is driven by a strategic council and each council oversees tactical task groups that focus on short-term plans that will help achieve the long-range plan of each council.

The long-range strategic plan does not detail all the initiatives, programs, and activities that ASA undertakes while serving the membership and the industry. Those details are left to be developed by the strategic councils and the task groups, approved by the association's leadership, and then supported by the annual budget.



PLANNING HORIZON & ENVISIONED FUTURE

ASA's vision is the association's consistent identity that transcends all changes related to the relevant environment and the reason for being. It serves as a guide to those within the association and sets the groundwork for internal decision-making. It is what drives us as a national trade association. Our mission is what drives our association, and it is supported by the four strategic goals. Our core values are those essential and enduring principles that guide our members, volunteers and staff. The following are the vision, mission and core values of the American Supply Association.



OUR VISION

Be indispensable to achieving
prosperity in our industry.

&

OUR MISSION

To be the unified voice that
drives the success of the PHCP
and PVF supply chain industry.





CORE VALUES OF ASA



Integrity:

Demonstrated by ethical, proper, and responsible representation of the values, interests and expectations of our member companies.



Relevance:

Demonstrated by policies, products, and services that are in step with our members' needs and result in added value relevant to our customers and beneficial to our industry.



Fairness:

Demonstrated by representation of all industry segments, accessibility, constructive dialogue, communication without fear of reprisal, and an open and enjoyable environment characteristic of an industry united by common interests.



Leadership:

Demonstrated by commitment to excellence, adaptability, and continuous improvement that advances and enhances the industry and ASA members.

OUTCOME ORIENTED GOALS

ASA's strategic goals are outcome-oriented statements that represent what will constitute the association's future success. The achievement of each goal will move ASA towards the realization of its vision.



OPERATIONAL EXCELLENCE GOAL

Having access to vital data and business intelligence is crucial to allow members to turn raw data into actionable insights. By leveraging advanced analytics and data visualization tools, BI reports help members track key performance indicators (KPIs), monitor trends, and make data-driven decisions providing leadership with a clear view of the organization's performance and areas for improvement, streamline decision-making processes, and uncover opportunities for growth.

However, having access to data alone is just a part of the long-term solution. As organizations continue to grow and adapt to technological advancements, it's crucial to cultivate a culture of knowledge sharing. Fostering an environment where experienced employees pass on their customer and data expertise ensures that the next generation safeguard the continuity of the business intelligence capabilities, ensuring that their analytical workforce remains strong, adaptive, and future-ready.

Mission:

Support members' ability to be more profitable and sustainable through understanding market trends, enhancing operational efficiencies and providing relevant data intelligence to enhance our members' decision-making.

Strategies:

- Provide ASA members with relevant business intelligence that drives sustainable innovation and operational performance excellence.
- Assist ASA members in taking action to address changing customer purchasing trends that will support member marketing and sales efforts.
- Support ASA members in being on the leading edge of leveraging and utilizing technology to enhance a member's profitability through greater efficiencies.
- ASA will produce monthly podcasts to interview members that have had success with knowledge transfer & multi-generational workforce collaboration.
- Embrace diversity and innovation through effective knowledge transfer and leadership development to combat aging workforce challenges.



EMPLOYEE RECRUITMENT & EDUCATION GOAL

In an era marked by a rapidly aging workforce and a shrinking pool of new talent, ASA is confronted with a critical challenge: revitalizing the industry's human capital to sustain long-term growth and competitiveness. Across three dedicated groups, the collective voice calls for ASA to lead a transformative approach to workforce development.

The Strategic Councils are being asked to serve as the architects of this transformation by crafting a comprehensive strategy that blends immediate, actionable steps with long-term vision. Specifically, they are tasked with developing best practices for succession planning, onboarding, and career path mapping—initiatives that will not only create a sustainable pipeline of skilled professionals but also elevate the industry's profile as a viable and rewarding career destination. By establishing clear guidelines, fostering continuous communication, and implementing an adaptive review process, the councils will help ensure that the industry remains dynamic, competitive, and resilient in the face of evolving labor market challenges. This strategic commitment is essential for transforming the workforce landscape and securing ASA's future success.

Mission:

Support ASA members in their ability to attract, develop, and retain a skilled and diversified workforce that will become the best in the industry.

Strategies:

- Increase the number of talented workers taking advantage of rewarding career opportunities in the PHCP/PVF industry.
- Assist ASA members by providing tools that will develop their workforce in all aspects of the business.
- Increase visibility and utilization of ASA talent management support programs.
- Remain focused on the ASA Education Foundation bylaws and the Karl E. Neupert Endowment Fund guidelines.
- Establish best practices in succession planning and onboarding, developing a structured framework for career path and leadership development, and ultimately, amplifying the industry's voice to attract fresh talent and compete with other sectors.
- Develop a detailed career path roadmap that not only outlines progression from entry-level positions to leadership roles but also ensures that organizational goals and expectations are communicated consistently.





ADVOCACY GOAL

In today's turbulent political landscape, the ASA is being called upon to transform its fragmented influence into a unified, potent force that shapes policy from the ground up. The Strategic Council is tasked with converting our impressive economic clout into a formidable Political Action Committee—leveraging \$80 billion in sales to build a \$5 million PAC that can decisively influence Washington. This approach is not just about financial clout; it's about ensuring that our collective voice is strong enough to advocate for policies before they are imposed, rather than reacting to them after the fact. By uniting our industry's diverse stakeholders, ASA can secure a consistent, proactive presence in Washington, turning a weak, singular voice into a rallying cry for industry strength.

Mission:

Create an engaging, unified and proactive voice of all the stakeholders within the PHCP/PVF industry to secure our members' common interests in legislative, regulatory, and code and standards across all levels of government, while having a viable PAC to support these efforts.



Strategies:

- Expand the members' and association's leadership voice and ability to influence government, industry and stakeholders.
- Develop and present a consistent and meaningful communication of association positions, priorities, and advantages to key audiences including members, potential members, government and customer groups.
- Support members' ability to be leading voices for industry issues and to engage in advocacy efforts that advance our issues and positions.
- Educate ASA members on all trends in national, state, and local legislative, codes and regulations that will impact their businesses.
- ASA will navigate the complexities of the political climate and enhance the influence of the American Supply Association (ASA) and the broader PHCP and PVF distribution industry, the "10-Year Strategic Political Plan" initiative focuses on setting clear political priorities, establishing a robust financial strategy for advocacy efforts, fostering cross-industry partnerships, and enhancing education and awareness among stakeholders.
- Increase engagement among association members with a minimum political cycle goal of \$100,000.
- Engage proactively with policymakers to influence beneficial regulations, while adapting business models to navigate compliance challenges.
- Step up and become both an educator and a unifier—engaging policymakers, raising funds to support pro-industry candidates, and forging a cohesive political strategy. This unified effort is essential for turning individual influence into a powerful collective force that can shape legislation in a way that safeguards and promotes the industry's interests.
- Develop a centralized portal to clearly define and communicate critical state and national legislative developments. This portal would not only keep members informed but also serve as a conduit for sharing best practices in fundraising and political strategy.



EMBRACING THE FUTURE GOAL

In an era where technology and AI evolve at breakneck speed, ASA members are confronted with two pressing challenges: an overwhelming array of new tools and the constant uncertainty of which innovations to embrace. The Strategic Council is being called upon to transform these challenges into opportunities by creating a clear, actionable roadmap that demystifies the digital landscape. This is not merely about keeping up with change—it's about equipping members with the insights, strategies, and resources necessary to thrive. The council is asked to craft comprehensive playbooks, secure advantageous vendor partnerships, and compile real-world case studies that turn nebulous concepts into tangible competitive advantages.



Mission:

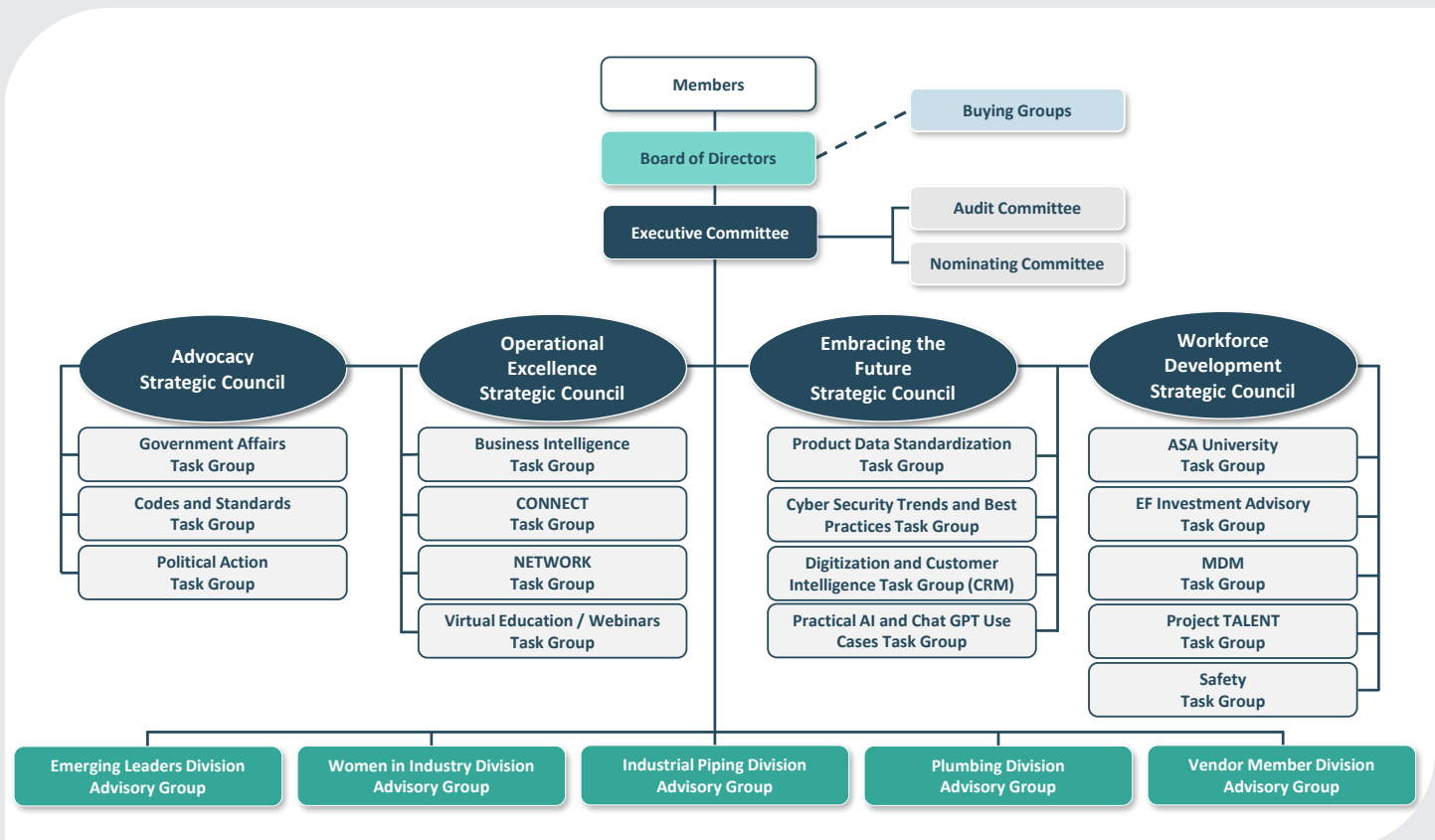
Support members' ability to succeed in the future by providing data, insights, and best practices to address disruption and innovation in the channel.

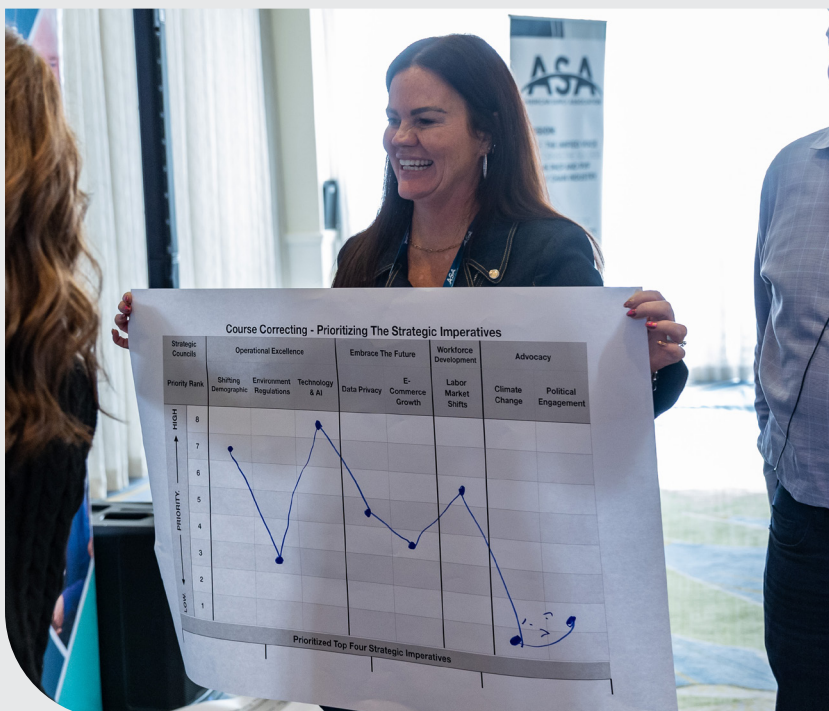
Strategies:

- Encourage, educate and support member innovation.
- Create, collect and disseminate compelling data in support of member innovation.
- Identify ideas, insights, threats, and opportunities that are relevant to the industry in areas like/including: supply chain innovation, information technology, changing customer needs/ wants, digital transformation and data-related strategies.
- Strengthen data protection measures and ensure regulatory compliance to maintain customer trust and safeguard business operations.
- ASA will vet and create a resource list of cyber security firms for members to utilize in establishing their cyber security systems.
- Elevate the understanding and adoption of Artificial Intelligence (AI) tools within the American Supply Association (ASA) and potentially across the broader PHCP and PVF distribution industry. By showcasing monthly AI use case challenges, this program aims to highlight practical applications of AI, fostering a culture of innovation and technological advancement.
- Create a benchmarking survey to assess the cybersecurity practices of American Supply Association (ASA) members against the "Cyber Five" critical cybersecurity measures. This initiative aims to provide valuable insights into current cybersecurity postures, identify areas for improvement, and track progress over time.
- Harness digital transformation to expand market reach, improve customer engagement, and streamline operations in a borderless retail environment.
- Provide members with the necessary tools, use cases, educational resources, and competitive advantages in the realm of AI and technology, as well as develop comprehensive playbooks and secure negotiated discounts with technology vendors. This would create a suite of meaningful solutions designed to deliver that crucial "ah-ha" moment, setting members firmly on the path to success. Provide "LESSON(S)" learned along the way—namely, that shortening the learning curve and actively sharing success stories across the membership will be essential in driving rapid and effective adoption of new tools.
- Survey the membership and capture current use cases, pain points, and successful applications of AI both within ASA organizations and in other industries; and second, to leverage this data in developing a strategic guide.
- Establish a trusted partner list and offering tangible case studies—for instance, in pricing, delivery, and order processing—that demonstrate technology's impact. They further stressed the importance of continuous learning, proposing regular refreshers and an annual review process within the council to keep the toolkit current and effective.
- Develop a holistic cybersecurity strategy that spans the entire lifecycle of data protection by establishing detailed playbooks, curating a vetted list of service providers, outlining an ideal IT framework, and creating peer support networks.
- Develop a comprehensive toolkit—a "punch list" of best practices, checklists, resources, and lessons learned, potentially in partnership with vetted cybersecurity experts.
- Develop a comprehensive action plan—a blueprint that spans prevention, immediate response, and post-attack recovery. This includes outlining an ideal IT team structure, compiling a vetted list of service providers, and organizing regular webinars and training sessions, alongside establishing a dedicated support group for members who have faced breaches.

GOVERNANCE STRUCTURE

ASA's Governance Structure is aligned so that each strategic council, task group, and special interest division advisory group supports the four strategic goals and their missions. This structure provides greater focus and resource allocation to enable the long-term success of the association.





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