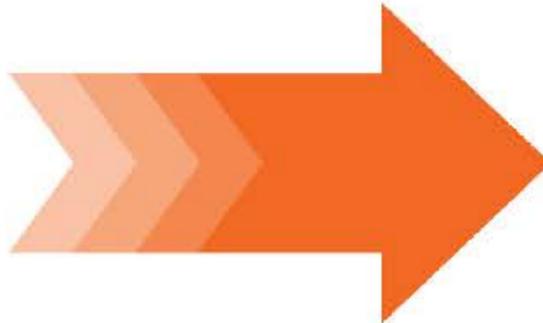
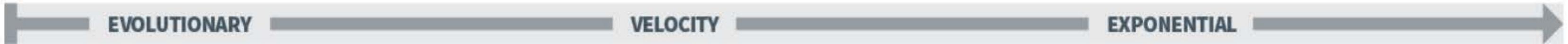




building **one** 

FUTURE

WINTER LEADERSHIP BAHAMAS



PACE OF CHANGE Volatility • Uncertainty • Complexity • Ambiguity

- Labor - Human Capital
- Technology
- Customer Expectations
- Political Uncertainty
- Consolidation
- Environmental Issues

**MEGA
TRENDS**



POLITICAL



SOCIAL



ECONOMICAL



TECHNOLOGICAL



ENVIRONMENTAL

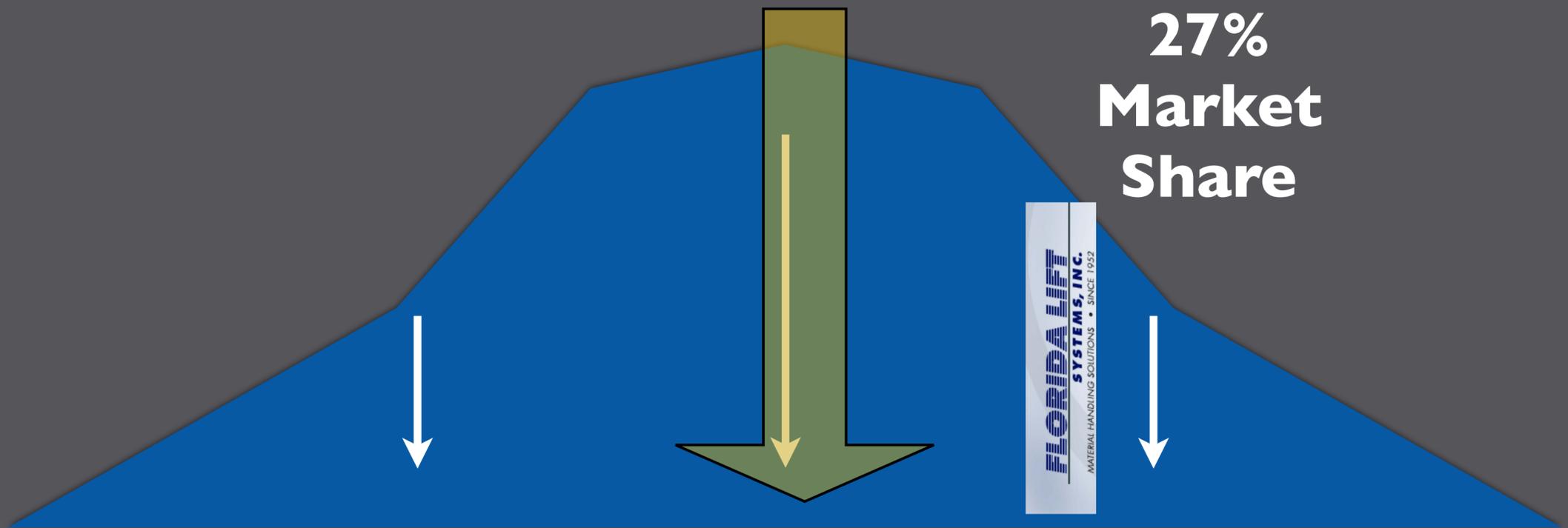
Spectrum Of ASA Members

“What we want is extraordinary results”



Jeff Fischer
CEO

FLORIDA LIFT
SYSTEMS, INC.
MATERIAL HANDLING SOLUTIONS • SINCE 1952



**Low Toyota
Market Share**
8%

**Avg Toyota
Market
Share** 19.1%

**High Toyota
Market Share**
31%

“You have to decide where you want to live your life.”



The Trend is that for more and more jobs, **average is over.**

Thanks to the merger of, and advances in, globalization and the information technology revolution, every boss now has cheaper, easier access to more above-average software, labor and cheap genius than ever before.

So just doing a job in an average way will not return an average lifestyle any longer.

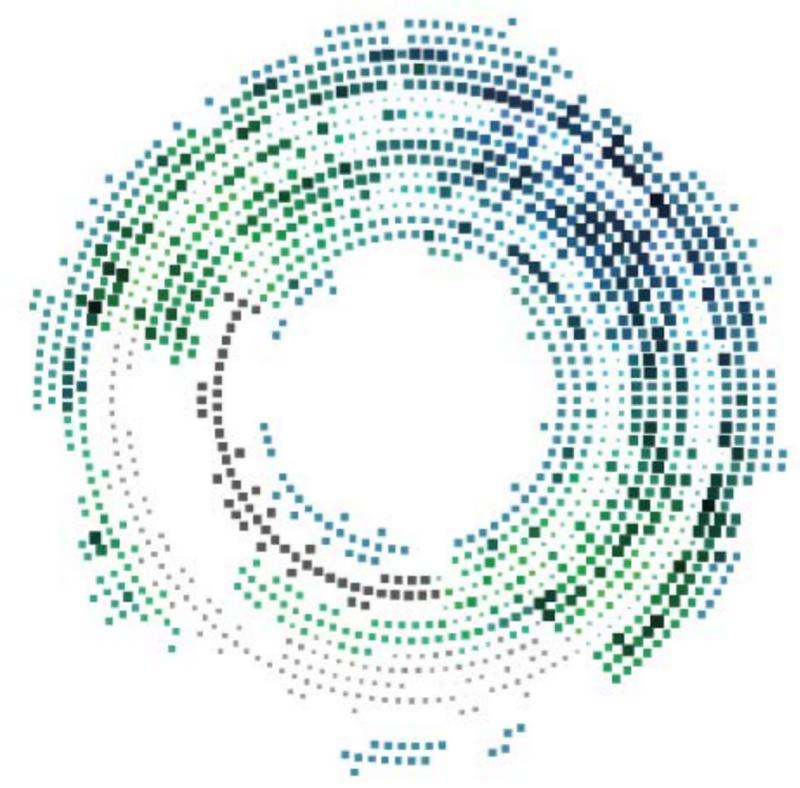
There is not a good job today that does not require more and better education to get it, hold it or advance it.

INFERENTIAL 
FOCUS

THE BIG SHIFT PLAYS OUT: A RESTRUCTURING ECONOMY AND ITS EFFECTS

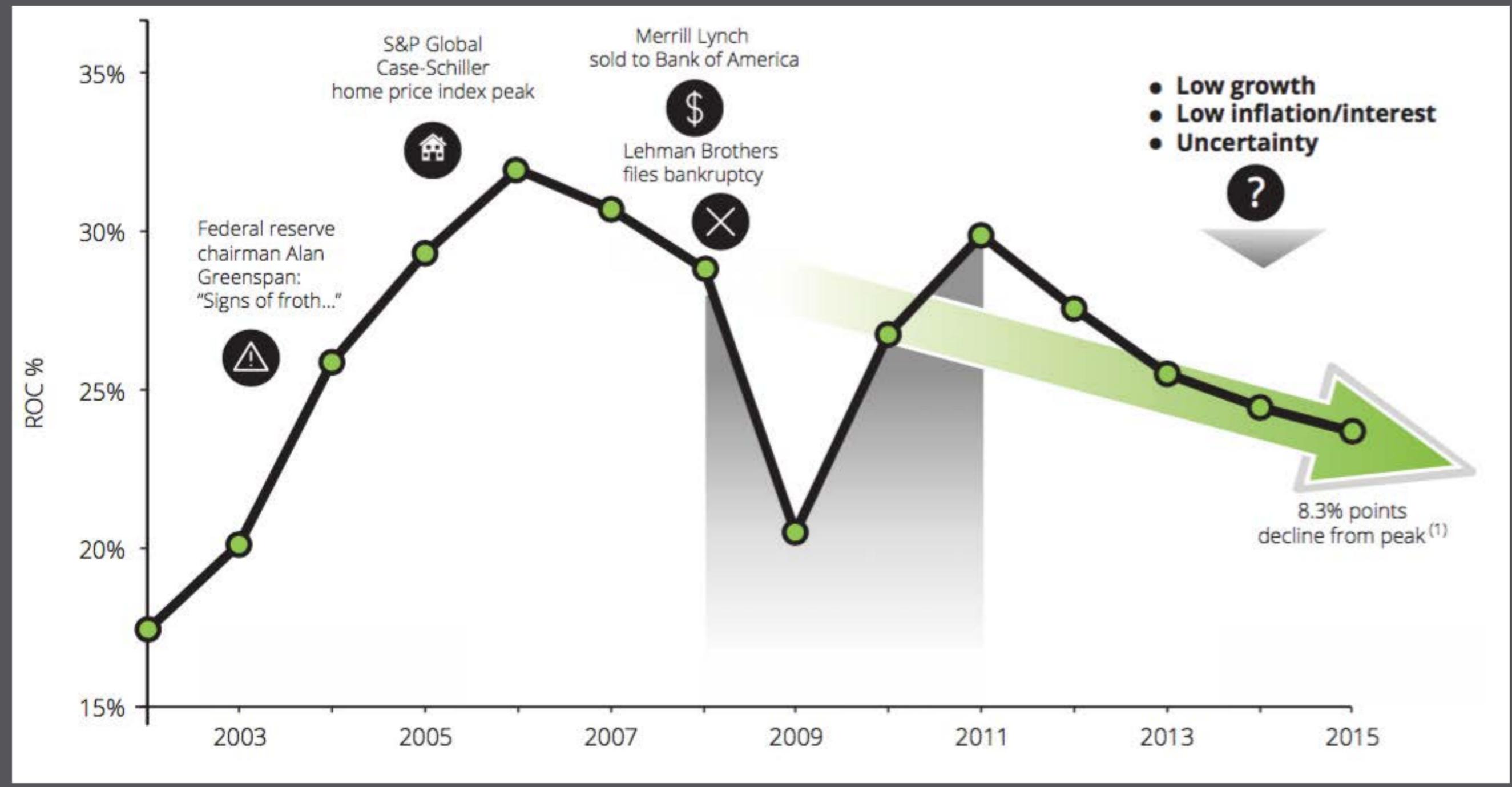
- Fundamental Structural Changes In The Economy
- While Economy Grows - Fewer Are Taking Part In Its Growth
- Growth Will Be Harder To Generate

Deloitte.

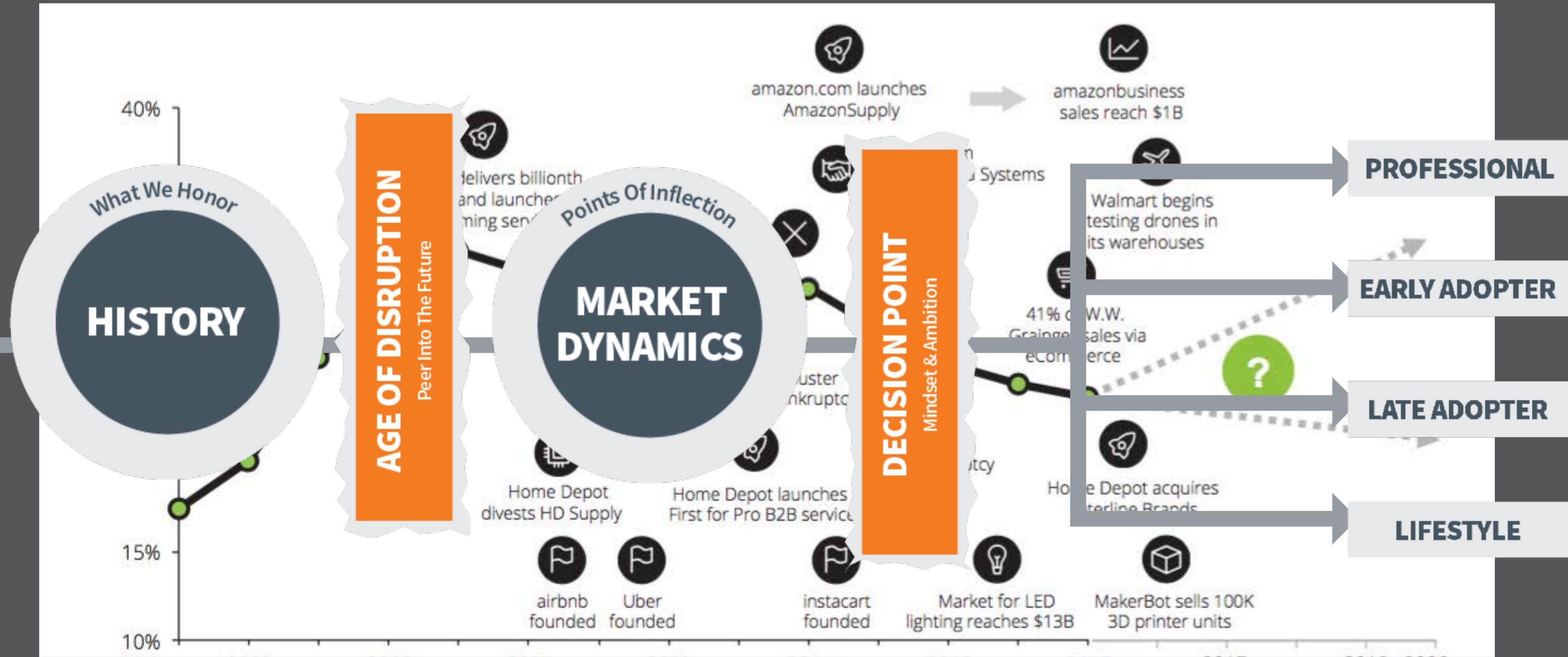


Wholesale distribution disrupted

Wholesale Distribution Performance Trend - Return On Operating Capital

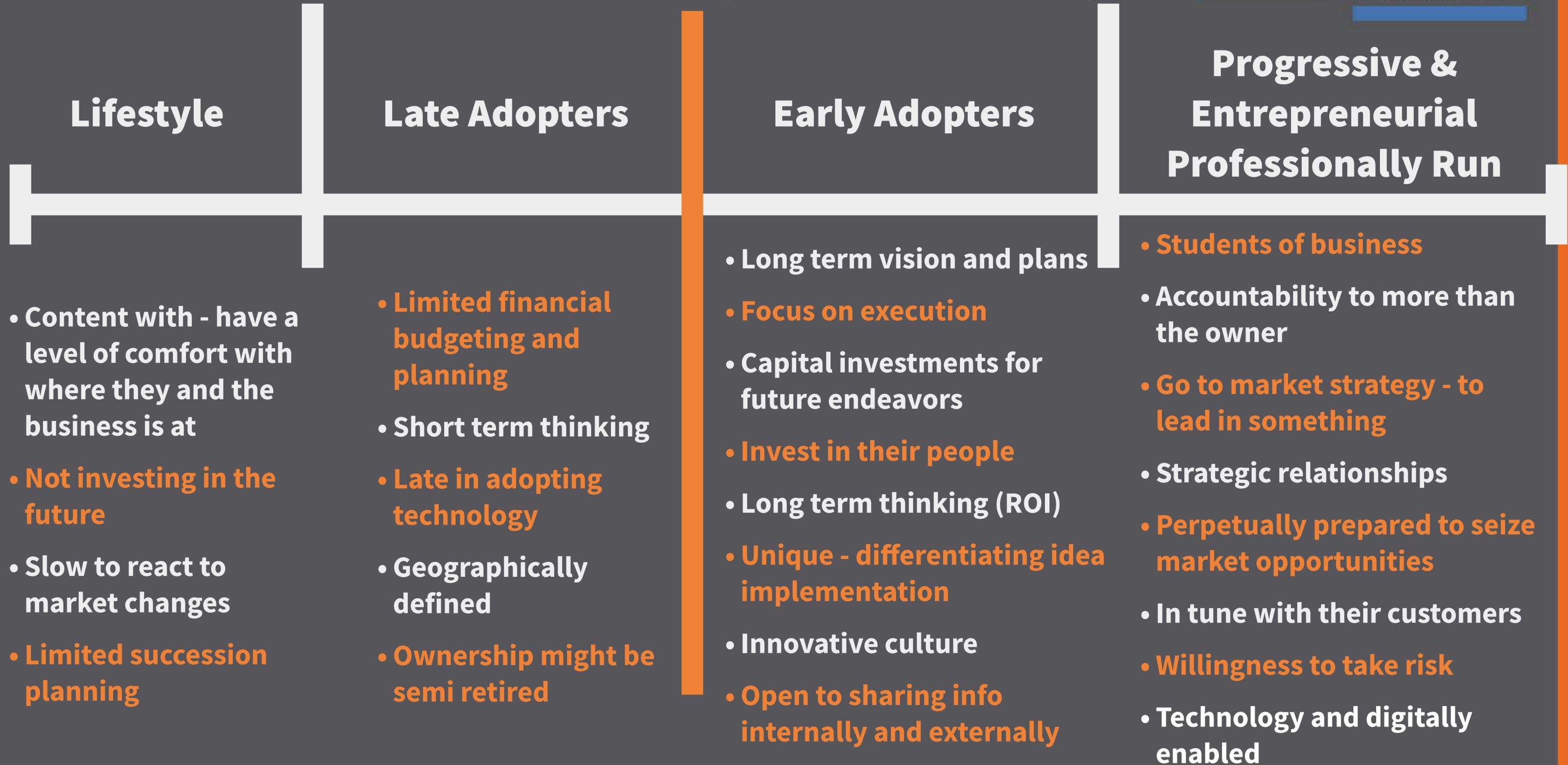


Wholesale Distribution Performance Trend - Notable Business Disruptions



PACE OF CHANGE Volatility • Uncertainty • Complexity • Ambiguity

Spectrum of Distributors In Age of Rapid Change



Thoughts?

PROFESSIONAL

EARLY ADOPTER

LATE ADOPTER

LIFESTYLE

Observations?

LIFESTYLE
A traditional business with no legacy, no successionship, and little market value which is not bad if it's premeditated.

LATE ADOPTER
A business with leaders who like to talk about change, technology, and the future yet are reluctant to act. There is an internal struggle with desire for growth, improvement, and innovation, yet being pulled back to yesterday.

EARLY ADOPTER
A business with leaders that stand in line when the new iPhone comes out. Always with an eye on the future, they are driven to define their "next" and insure the business is perpetually trying new things.

PROGRESSIVE & ENTREPRENURIAL
A business that shines as the clear market leader that is not bound by today but is challenged by what is possible. Intent on organizational legacy.

Family Culture
The culture is focused on the needs of ownership and there is little to no succession planning. Long term employees have found it a good place to work. The business of distribution may have become second to other assets such as real estate in the family's wealth creation strategies.

Managers Versus Leaders
Execution of the day-to-day is the singular focus. Limited planning for the future. Will wait for others to blaze a trail and provide proof of success before change.

Optimistic
Leadership sees a path forward and is focused on both growth and profits.

Standout Leadership
Leadership is energized and excited, dynamic and positive, with a possibility mindset. They develop, articulate, and align the organization around clear goals and strategies.



AGE OF DISRUPTION
Peer Into The Future



DECISION POINT
Mindset & Ambition

Co...
Business in its current state, and it holds no e...

Investments
The possibility of being profitable with "good e... and invest only a... remaining rel...

Aware
There is an insatiable desire for growth that are impacting the competitive environment. The business will be done in the future.

Team of Leaders
The business is propelled forward not by one hero but by a team of leaders - including the leaders themselves.

Co...
Business in its current state, and it holds no e...

Investments
The possibility of being profitable with "good e... and invest only a... remaining rel...

Aware
There is an insatiable desire for growth that are impacting the competitive environment. The business will be done in the future.

Partnerships
Collaboration with suppliers and customers is central to their business strategy. Beyond transactional relationships, deep collaboration, definition of value, and the creations of solutions the market rewards.

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No Future Thinking
Leadership is stuck in the past, not driven to build, and has no view of what is to come. As a result there is no vision for the future beyond the status quo.

Succession Issues
The workforce may be aging and as a result of the Late Adopter positioning, the business is having difficulty attracting the talent and skill sets required to compete in the changing marketplace.

Nimble
The organization and continuous improvement always a better way.

Constructive Paranoia
Leadership is constantly facing forward to the future identifying the next opportunities with a healthy awareness of threats. There is a constant questioning if...

No Reinvestment
The business is marginally profitable. Due to complacency, no future thinking, and risk aversion, the thinking of "what isn't broken, doesn't need fixing" prevails.

Succession Issues
The workforce may be aging and as a result of the Late Adopter positioning, the business is having difficulty attracting the talent and skill sets required to compete in the changing marketplace.

Embraces Technology
See the world as it is and not how they would like it to be. As a result they make the needed investment in technology to insure relevance.

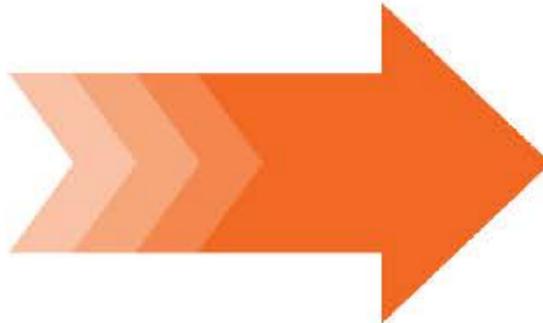
Change or Die Mentality
There is an organizational commitment to deeply understand the speed of change & insure that the change within the business keeps pace. They understand that...

Obsessed With Growth
With a belief that the business is either growing or dying, growth is a guiding principle. Deployment of resources is laser focused on generating growth.

Foreverness
Leadership is focused on continuing the business forever. As such is not simply focused on the next 12 months or even three years, but is continually setting the conditions for the next generation's success.

LIFESTYLE A traditional business with no legacy, no successionship, and little market value which is not bad if it's premeditated.	LATE ADOPTER A business with leaders who like to talk about change, technology, and the future yet are reluctant to act. There is an internal struggle with desire for growth, improvement, and innovation, yet being pulled back to yesterday.	EARLY ADOPTER A business with leaders that stand in line when the new iPhone comes out. Always with an eye on the future, they are driven to define their "next" and insure the business is perpetually trying new things.	PROGRESSIVE & ENTREPRENURIAL A business that shines as the clear market leader that is not bound by today but is challenged by what is possible. Intent on organizational legacy.
Family Culture The culture is focused on the needs of ownership and there is little to no succession planning. Long term employees have found it a good place to work. The business of distribution may have become secondary to other assets such as real estate in the family's wealth creation strategies.	Managers Versus Leaders Execution of the day-to-day is the singular focus. Limited planning for the future. Will wait for others to blaze a trail and provide proof of success before making change.	Optimistic Leadership sees a path forward and is focused on both growth and profits.	Standout Leadership Leadership is energized and excited, dynamic and positive, with a possibility mindset. They develop, articulate, and align the organization around clear goals and strategies.
Complacent and Content Leadership is satisfied with the business in its current state, the distribution business is stagnant, and because there is a reluctance to change adds no extra value to the marketplace.	Defensive Investments While aware of possibility of being left behind, they are comfortable with "good enough" technology and systems and invest only after realizing its requirement for remaining relevant.	Aware There is an insatiable desire to understand the trends that are impacting society, the marketplace, the competitive environment, and how business will be done in the future.	Team of Leaders The business is propelled forward not by one hero, but by a team of leaders. There is an insistence on talent development - including the leaders themselves.
Risk Averse Avoids change at all costs rationalizing that "this is the way we have always done it. Unable or unwilling to take risk for fear of disrupting the lifestyle and as such avoids asking the hard questions.	Stuck In Gray Zone Because of the follower mindset and a focus on profit at the expense of growth there is a reluctance to invest in advancement. The business is in this gray zone of being too big to be small yet too small to be big.	Vision Leadership has connected the dots to craft and articulate a vision for what the organization will become in the future.	Partnerships Collaboration with suppliers and customers is central to their business strategy. Beyond transactional relationships, deep collaboration, definition of value, and recognition of the interconnectedness of the supply chain drives the creations of solutions the market rewards.
Lack of Specialization Perpetuates the business with traditional - old school thinking, is reactive to the whims of the market, and is trapped in a "me too" business model.	Clash Between Generations The current generation liking the current financials is reluctant to change until they reactively must. The next generation however sees a new path forward and are pushing for change.	Quality People Leadership recognizes the value of quality people and has established a succession plan with individuals who are going to challenge the status quo.	Constructive Paranoia Leadership is constantly facing forward to the future identifying the next opportunities with a healthy awareness of threats. There is a constant questioning if the business is prepared for what the market will demand next. They are often pleased with progress but never satisfied.
No Future Thinking Leadership is stuck in the past, not driven to build, and has no view of what is to come. As a result there is no vision for the future beyond the status quo.	Traditional and Transactional Relationships The business functions primarily transactionally with suppliers and customers relying on personal relationships.	Operational Excellence The business is focused on implementing best practices with a mindset of "we only do it the best way."	Change or Die Mentality There is an organizational commitment to deeply understand the speed of change & insure that the change within the business keeps pace. They understand that change is inevitable and are aggressive in taking action.
No Reinvestment The business is marginally profitable. Due to complacency, no future thinking, and risk aversion, the thinking of "what isn't broken, doesn't need fixing" prevails.	Succession Issues The workforce may be aging and as a result of the Late Adopter positioning, the business is having difficulty attracting the talent and skill sets required to compete in the changing marketplace.	Nimble The organization and culture allows for change and continuous improvement with a mindset of "there is always a better way."	Obsessed With Growth With a belief that the business is either growing or dying, growth is a guiding principle. Deployment of resources is laser focused on generating growth.
		Embraces Technology See the world as it is and not how they would like it to be. As a result they make the needed investment in technology to insure relevance.	Foreverness Leadership is focused on continuing the business forever. As such is not simply focused on the next 12 months or even three years, but is continually setting the conditions for the next generation's success.

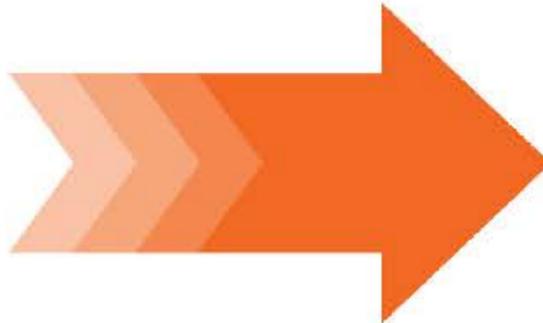


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FUTURE

WINTER LEADERSHIP BAHAMAS



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FUTURE

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asa.net/WINTERLEADERSHIP18

ASA's Strategic Focus



“It’s always day one.”

- Labor - Human Capital
- Technology
- Customer Expectations
- Political Uncertainty
- Consolidation
- Environmental Issues

**MEGA
TRENDS**



POLITICAL



SOCIAL



ECONOMICAL



TECHNOLOGICAL



ENVIRONMENTAL

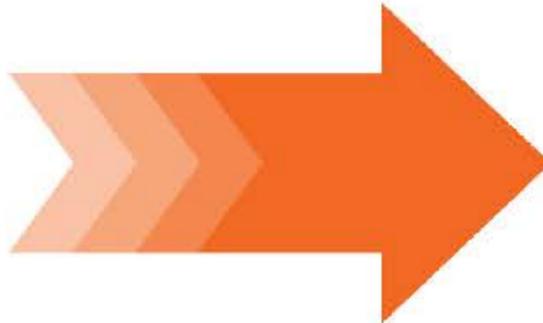
- **Awareness - Vision - Urgency of Spectrum**
- **Roadmap of Spectrum**
- **ASA Staff Develop Skills For These Conversations**
- **Education - NETWORK Tacks**
- **Marketing & Branding**
- **Push Constructive Paranoia**
- **Technology Roadmaps - Best Practices**
- **Future Leaders**
- **Advocacy**

PRIORITIZING ASA'S STRATEGIC FOCUS: MY INDIVIDUAL THOUGHTS

BUILDING ONE FUTURE	
List Of Alternatives	Mission Critical
Based on our thinking over the last two days, what are the most important trends, problems, and/or opportunities ASA members must seize in the next five years?	What are the top three mission critical needs of our members that they don't have the resources and/or capabilities to solve individually?
Brainstorm All Ideas	
	Mission Critical #1
	Mission Critical #2
	Mission Critical #3
#1 PRIORITY If the resources and capabilities were available for only one of these mission critical needs, which would you prioritize over all others and why?	
#1 Mission Critical Need	Why #1

BUILDING ONE FUTURE	
Importance	Value
Why is it of critical importance that ASA prioritize this area of focus over all others?	When ASA designs, develops, and delivers a solution for this mission critical need, what value would it create for our members?
#1 PRIORITY If the resources and capabilities were available for only one of these mission critical needs, which would you prioritize over all others and why?	
Why #2	Why #3



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FUTURE

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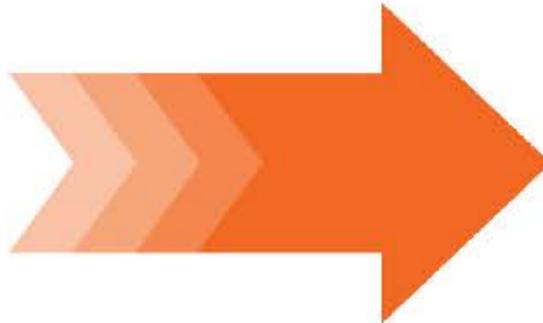


“Leadership is the ability to inspire others to achieve shared objectives. **It starts with vision, and the clarity of vision that the leader has, and the ability to think about where they ultimately want to take the business, the team, or a particular product.”**



Jeff Weiner
CEO



building **one** 

FUTURE

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