

MISSIONS AND VISIONS: IF ALL YOU DO IS DO WHAT YOU DO, THEN YOU WON'T DO IT FOR LONG

Stuart A. Foster

Kentucky Climate Center

Western Kentucky University

Midwestern Regional Climate Center Virtual Workshop

January 27, 2021

Overview



Mission

What is the purpose of your office?

Vision

What is the aspiration for your office?

What you get

- *An overview of strategic planning from a state climate office perspective*
- *A challenge to assess and act*

What you don't get

- *Sample mission and vision statements*
- *A prescribed answer that is right for your office*

Taking stock of what you do



- **S**trengths
 - **W**eaknesses
 - **O**pportunities
 - **T**hreats
-
- How do you see your office?
 - How do others see your office?

Competitive Advantage and the Value Chain

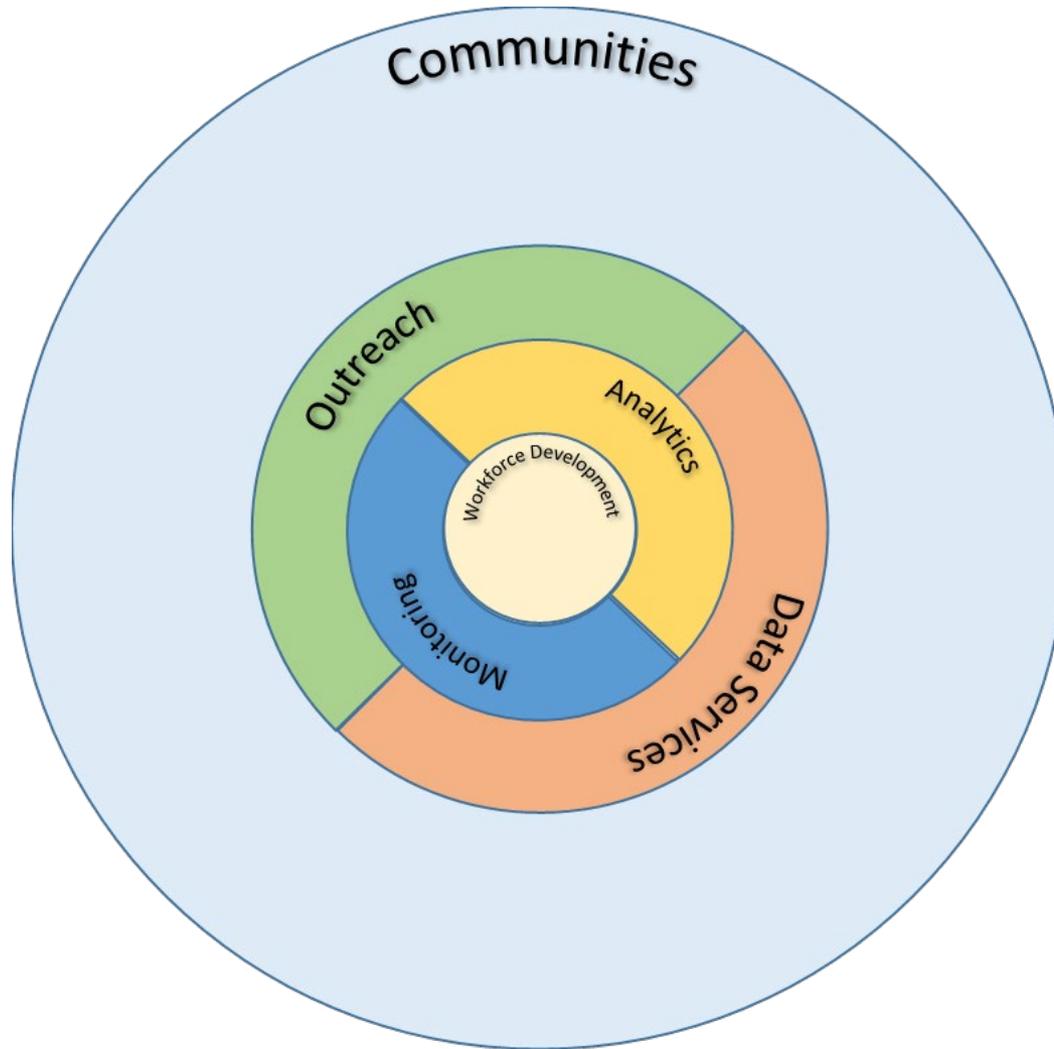
“Superior performance resulting from sustainably higher prices, lower costs, or both.” *

OR

Superior performance resulting from sustainably higher return on invested capital.



Visualizing the Mission of a State Climate Office

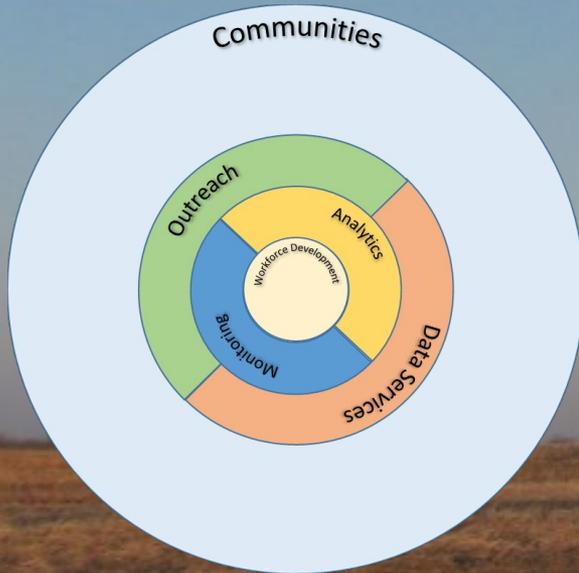


Monitoring and Data Services

Do you operate a network of weather stations?

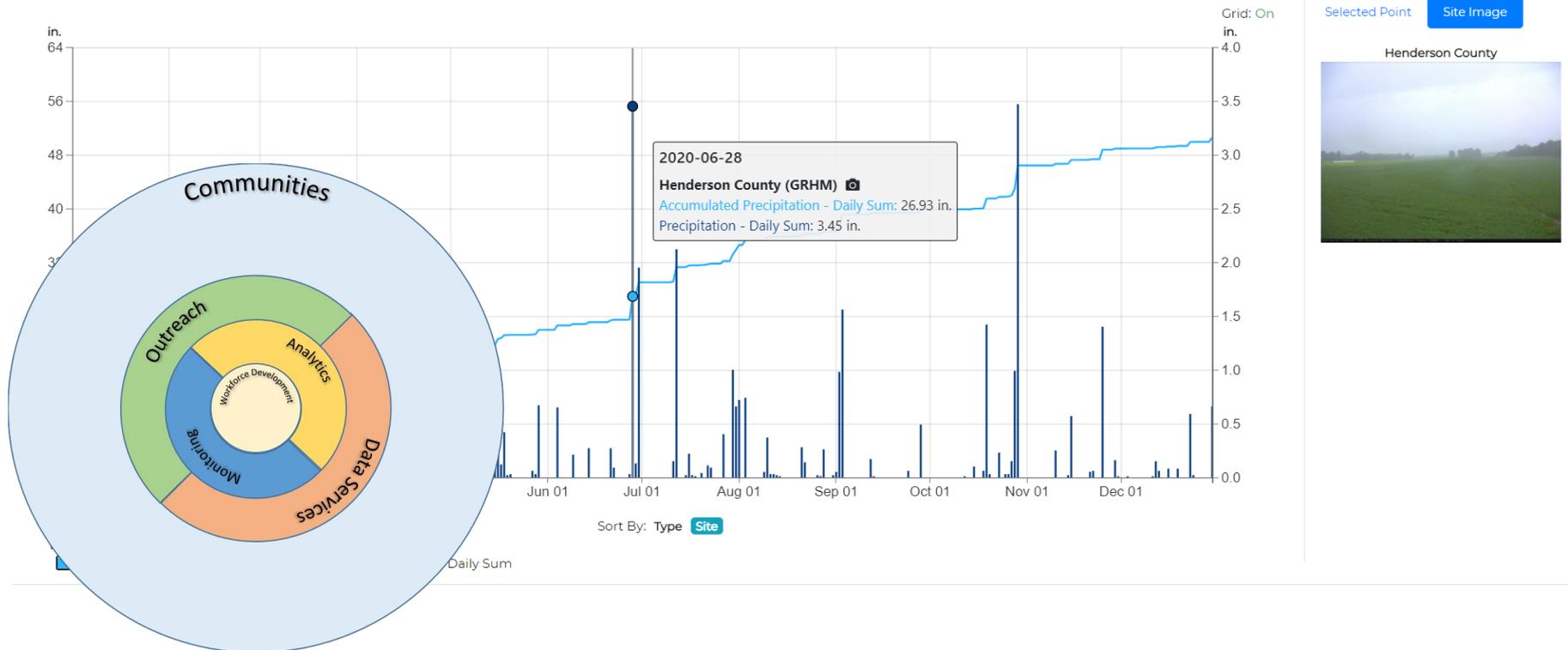
OR

Do you operate a mission-critical infrastructure consisting of integrated, scalable, automated environmental monitoring platforms?



Analytics and Outreach

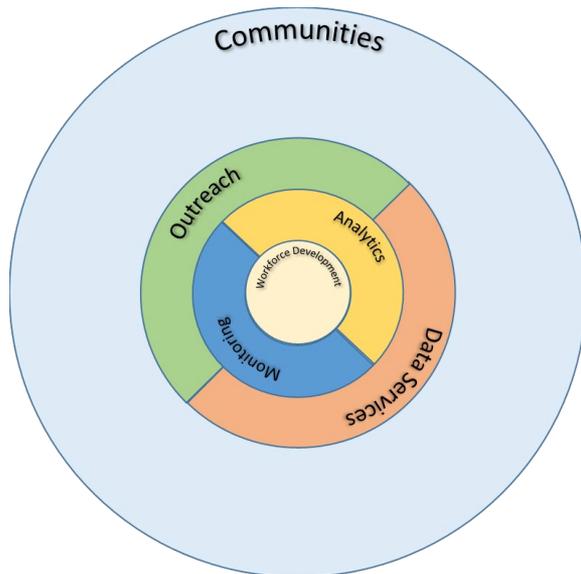
- What types of tools and information products do you offer your customers?
- How do you deliver these?
- How do these bring value to your customers?



Communities

- What communities do you serve?
 - Public
 - Local, state, federal agencies
 - Non-governmental organizations
 - Business and industry

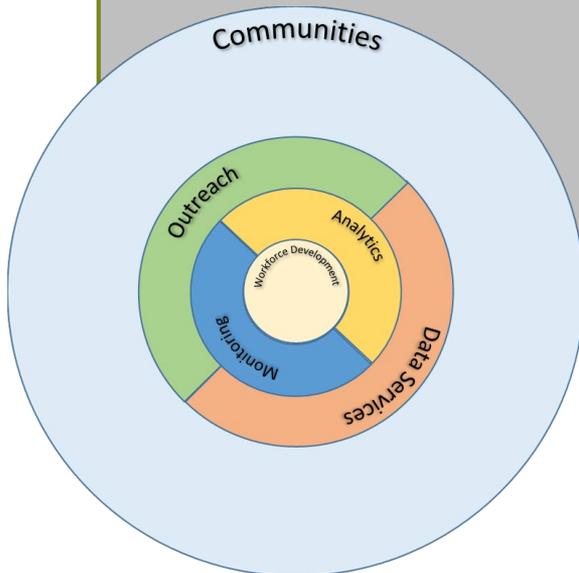
- What is your nature of your relationship with those communities?



Strategic Priorities

Monitoring – Meso Scale Network
Monitoring – Multi-Level Temperature
Monitoring – Soil Moisture
Monitoring – Landscape Imagery
Monitoring – Micro Scale Environment
Monitoring – Quality Assurance

Analytics – Data Exploration
Analytics – Machine Learning
Analytics – Climate Tracking
Outreach – Drought Early Warning
Outreach – Education and Information Programs
Data Services – kymesonet.org and kyclimate.org
Data Services – Custom Data Feeds
Workforce Training – Student Internships



Assessing Fit: Are your priorities consistent with your mission and do they complement one another?

Innovation Strategy

The Focus on Customer Needs

You never stay same. You either move forward or fall behind.



- Customers vary widely in terms of the types of data, information, and tools that they need.
- The ability of customers to utilize weather and climate services increase over time.
- Innovations should not only respond to customers needs, they should also anticipate their needs.

Sustaining and Disruptive Innovations in the Public Domain

You never stay same. You either move forward or fall behind.



- Sustaining innovations typically target your high-end customers by providing better service than was previously available.
 - Sustaining innovations in monitoring
 - Sustaining innovations in analytics
- Disruptive innovations typically target your low-end customers by providing a simpler, less expensive alternative
- How will these create value? How will you capture a fair share of the value created?

Conclusion / Takeaways

- Assess where you are today.
- Visualize your mission.
- Determine how you can create a competitive advantage.
- Identify your strategic priorities with an emphasis on fit.
- Creating value by serving customers is necessary but not sufficient, you must capture a fair share of the value that you create.
- Oh, yes, write mission and vision statements that capture the essence of what you are about and inspire your team to excel.