



Developing a Culture of Planning

Overview

Founded in 1909, Tillamook County Creamery Association is a dairy co-op owned by 99 farmers in Tillamook County, Oregon. Tillamook offers a variety of products: cheese, ice cream, sour cream, yogurt and butter. A very strong and distinct organizational culture has propelled the company's 100-year existence. The new CEO realized that significant and sustainable growth required a strategic shift in thinking to realize the full potential of the brand.

Challenge

Recognizing the need to strengthen the leadership team while transitioning to a new strategic mindset, the CEO asked Coraggio to assist in navigating the space between their annual initiative planning and their long-term strategic planning. At the time, over half of the leadership team members were new to their role, which introduced additional complexity to implementing a new planning

process.

Ultimately, Tillamook is working to reposition as a modern dairy company, not just a "cheese company," leveraging its strong culture and heritage.

Solution

Coraggio assisted Tillamook leadership with the development of an overall planning framework for the company. The new framework integrates both short-term and long-term planning, with a stronger link to the company's budget cycle. This included facilitation of leadership work sessions that defined initiative planning at Tillamook and took leaders through a prioritization process at the tactical level. The Coraggio engagement expanded to include leadership development and counsel to the CEO and executive team.

Following the initiative planning process, Coraggio developed an initiative management "playbook." This book is a detailed guide to help facilitate the

implementation of Tillamook's short-term plan, with detailed instructions and leadership meeting timelines and agendas.

Quote Here



About Coraggio Group

Coraggio Group is a Portland-based strategy and organizational change consultancy. Our clients choose us to help them get clear, get focused and get moving on their most important strategic and operational challenges. For more information about Coraggio Group, please visit coraggiogroup.com or call us at 503-493-1452.