








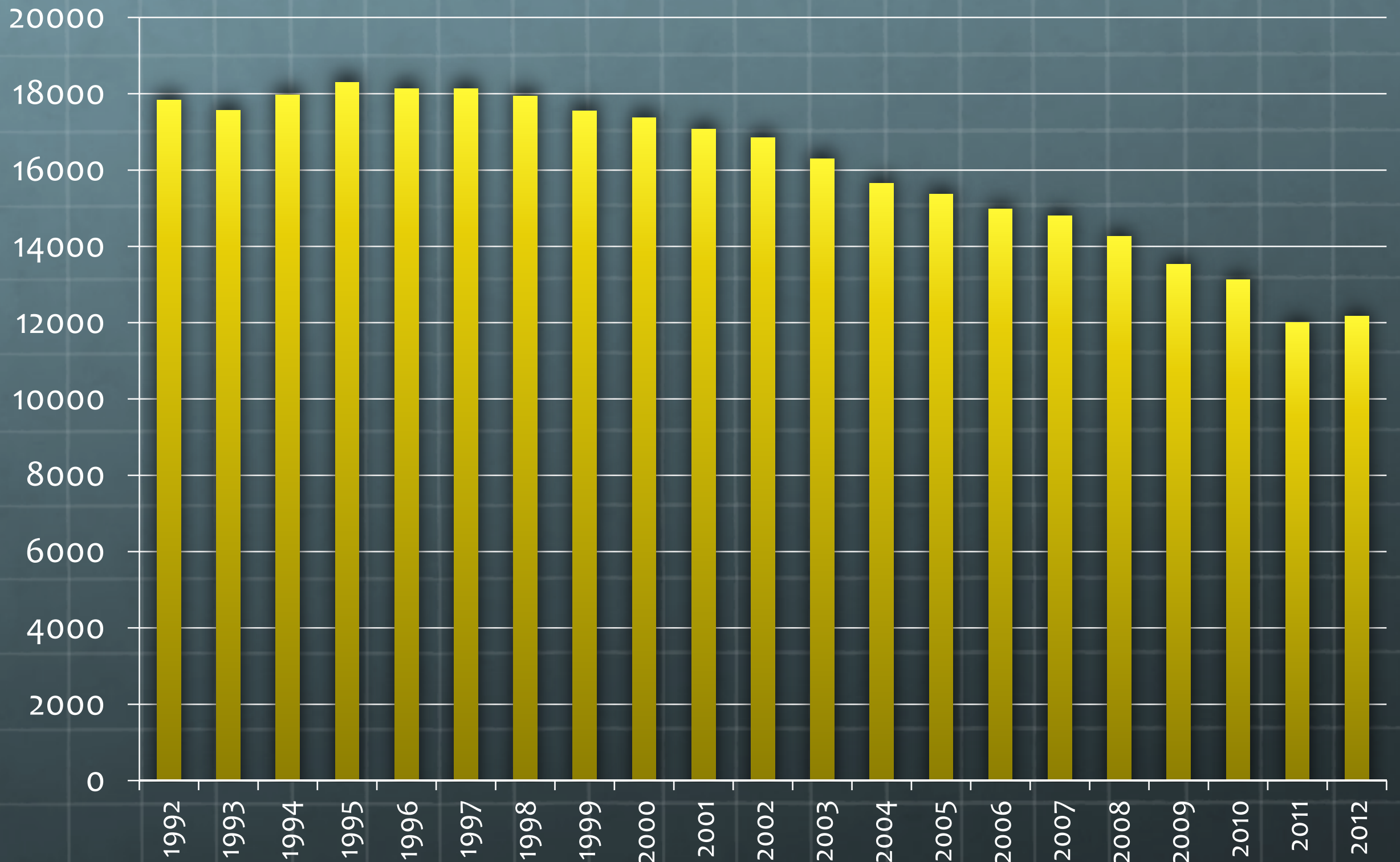
SAF's Brand Framework Core Language, & Strategic Direction

- 🌍 **Thriving** forests.
- 🌍 **Essential resources.**
- 🌍 **A strong community.**

Good to Great – why some firms make the leap and Others don't!

-  Level 5 Leaders
-  Getting the Right People on the Bus
-  Confront the Brutal facts
-  Hedgehog Concept
-  Culture of Discipline
-  Technology Accelerators
-  Flywheel

SAF Membership 1992-2012



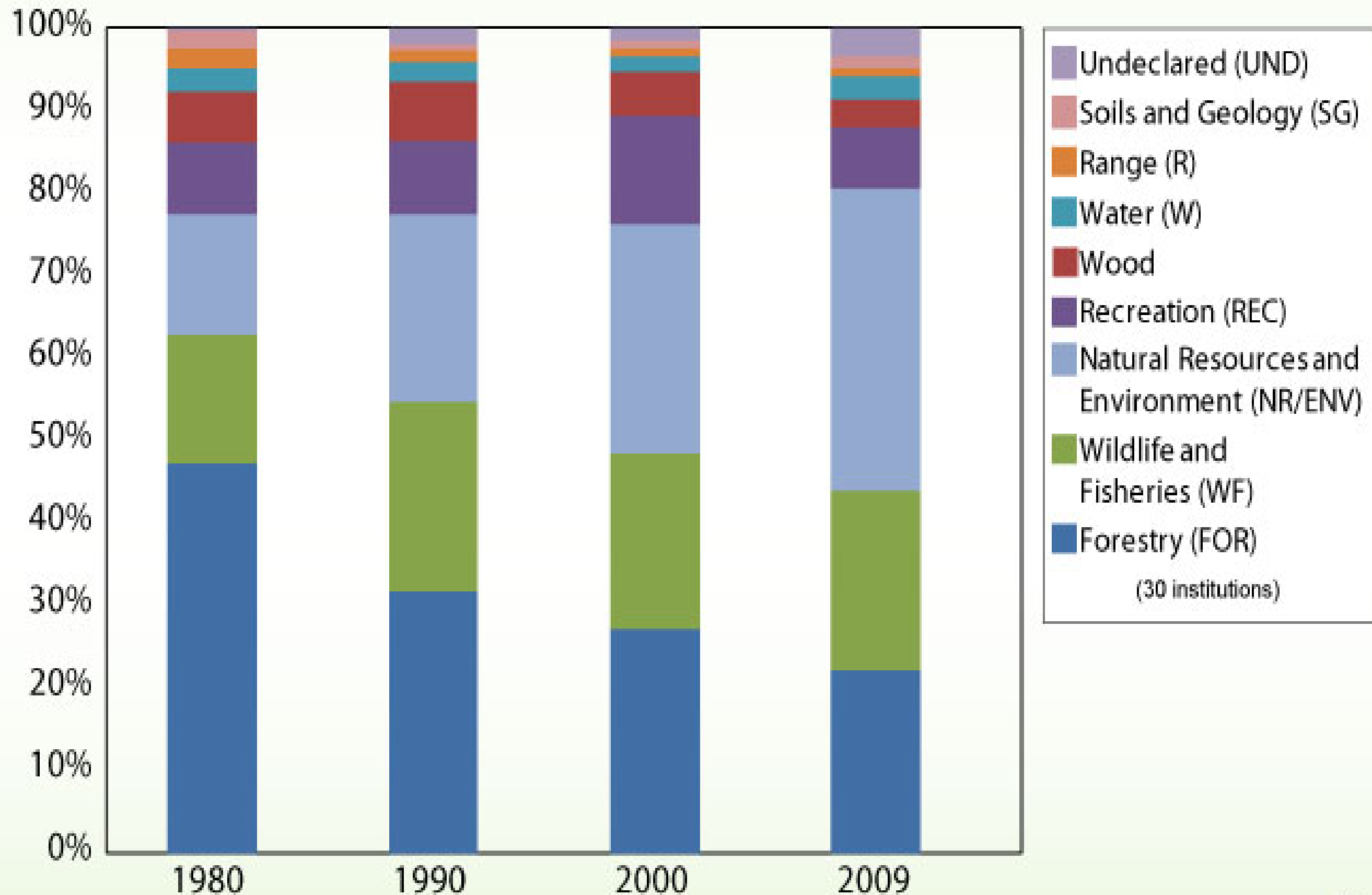
WHAT CAN WE LEARN FROM PAST SAF REVENUE?

- Since 2006, overall revenue averages \$3,332,450 and decreased by 20%!
- Membership revenue represents 38-40% of revenue, averaging \$1,296,000/yr.
- Publications and merchandize revenue averages \$775,000/yr. and has decreased by 33%
- Convention and meetings revenue averages \$640,500/yr.
- Education revenue averages \$182,000/yr. and increased by 27%
- Contributions average \$112,000/year

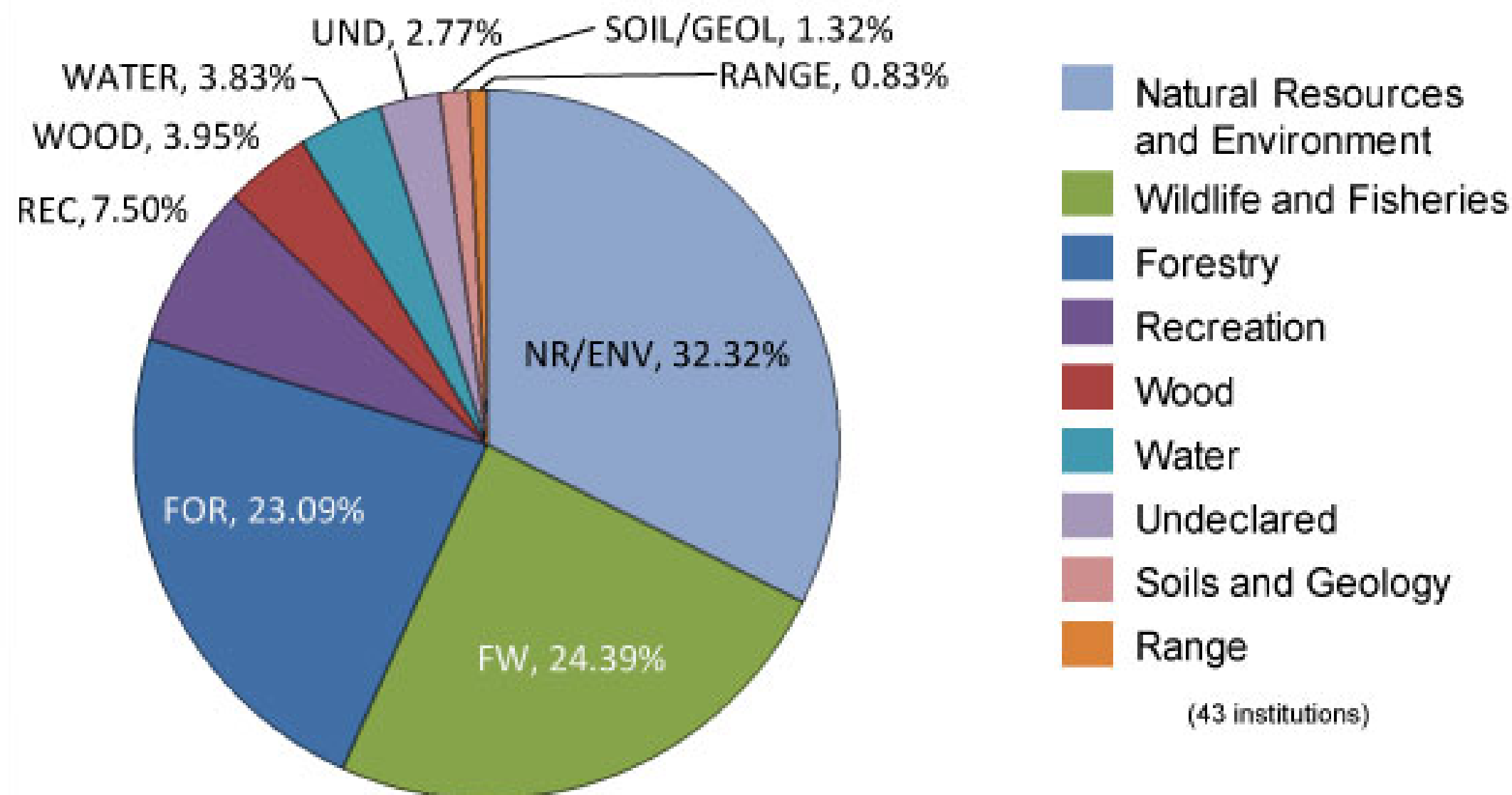
WHAT CAN WE LEARN FROM PAST SAF EXPENDITURES?

- Since 2006, total program expenses have averaged \$3,426,000,
- SAF has averaged a deficit budget of \$93,550/yr.
- Publications average \$862,000/yr.
-
- Convention and meetings average \$552,265/yr.
- Science and education averages \$229,795/yr.
- Member services average \$478,300/yr.

Proportion of undergraduate enrollments in various fields of study in natural resources for 1980, 1990, 2000 and 2009



NAUFRP Proportion Enrolled by Field of Study, 2009

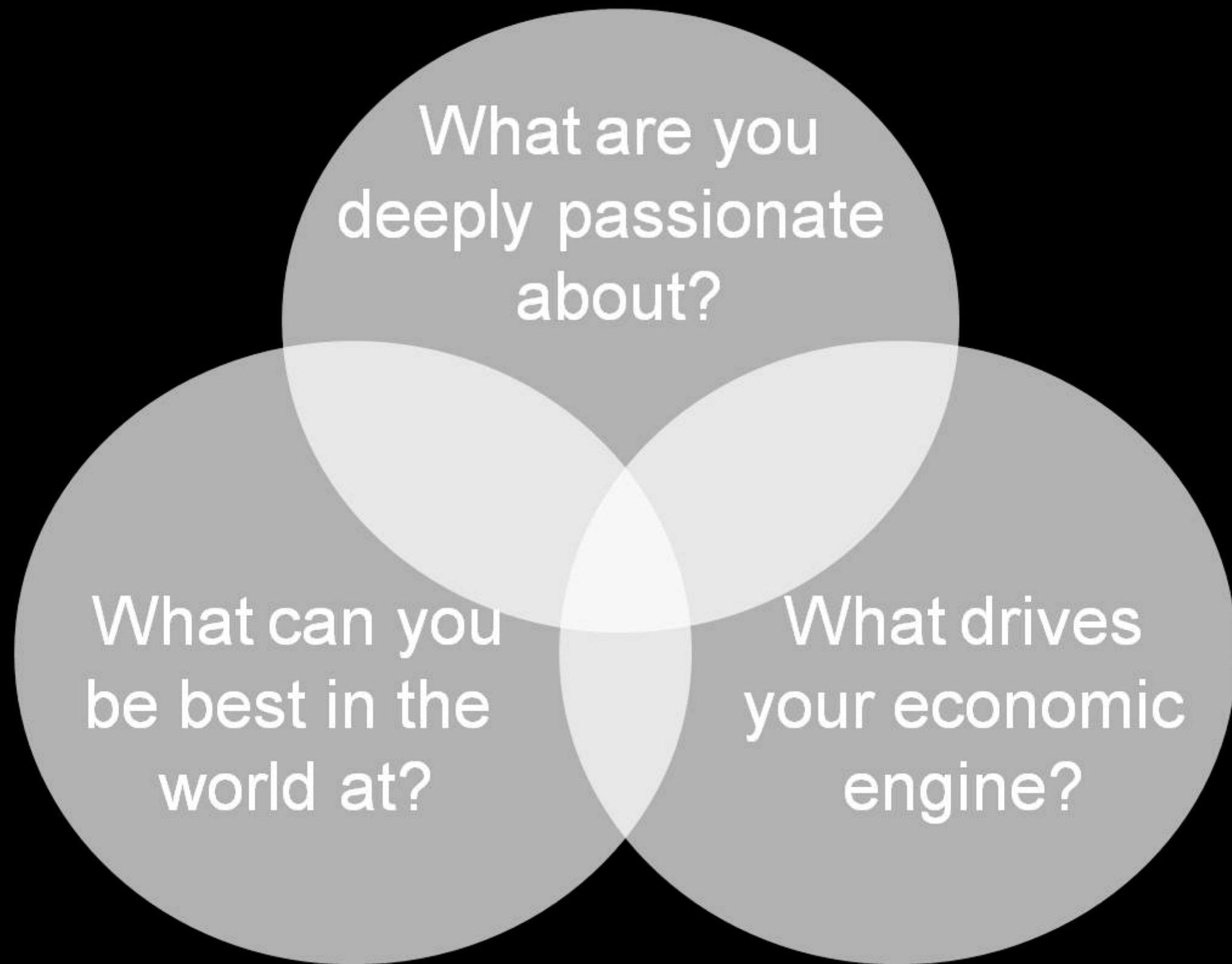


Going from Good to Great: the Hedgehog Concept

Intersection of:

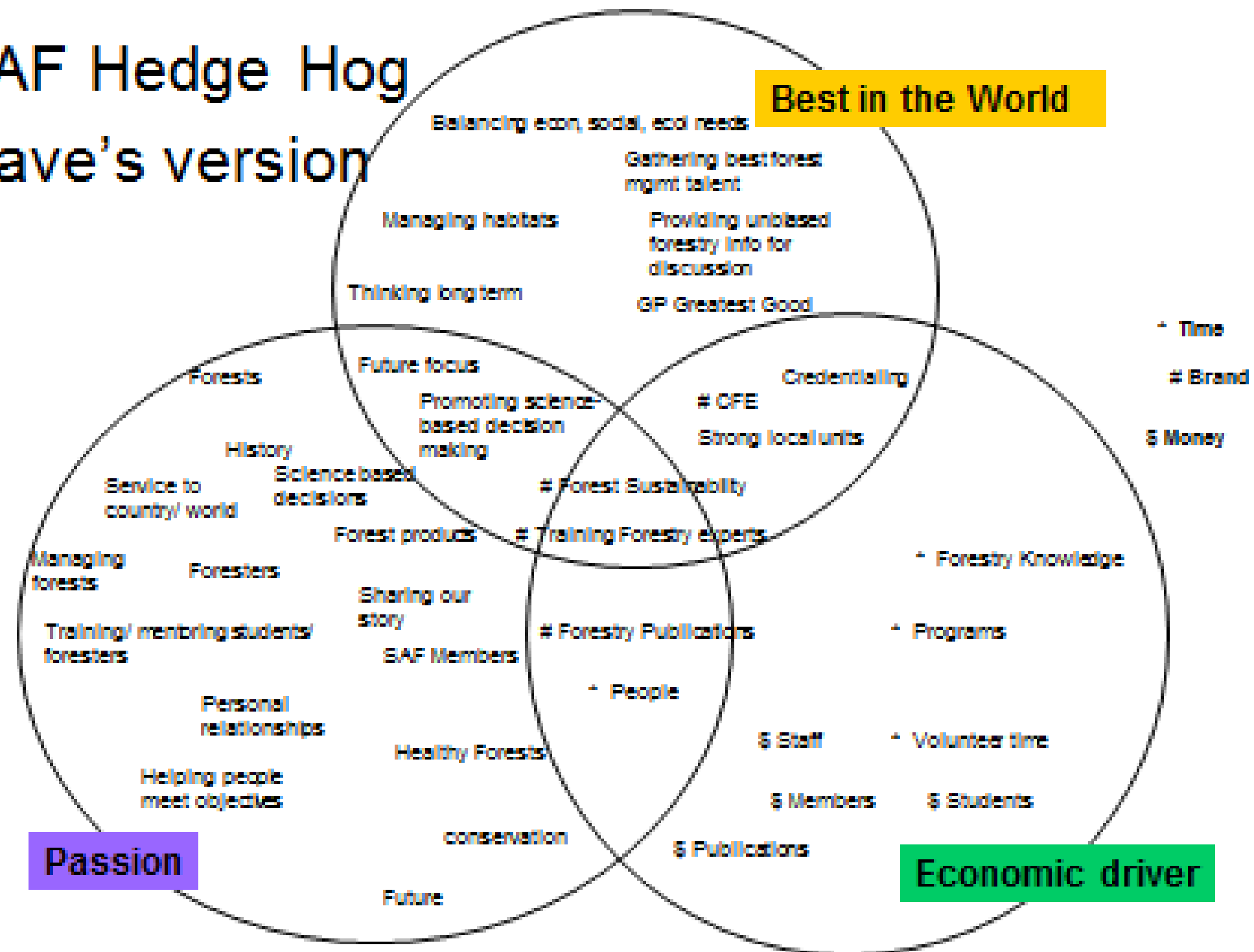
- 🌐 What are we passionate about?
- 🌐 What can we be best in the world at?
- 🌐 What is our 'resource engine'?

Decision filter for everything we do

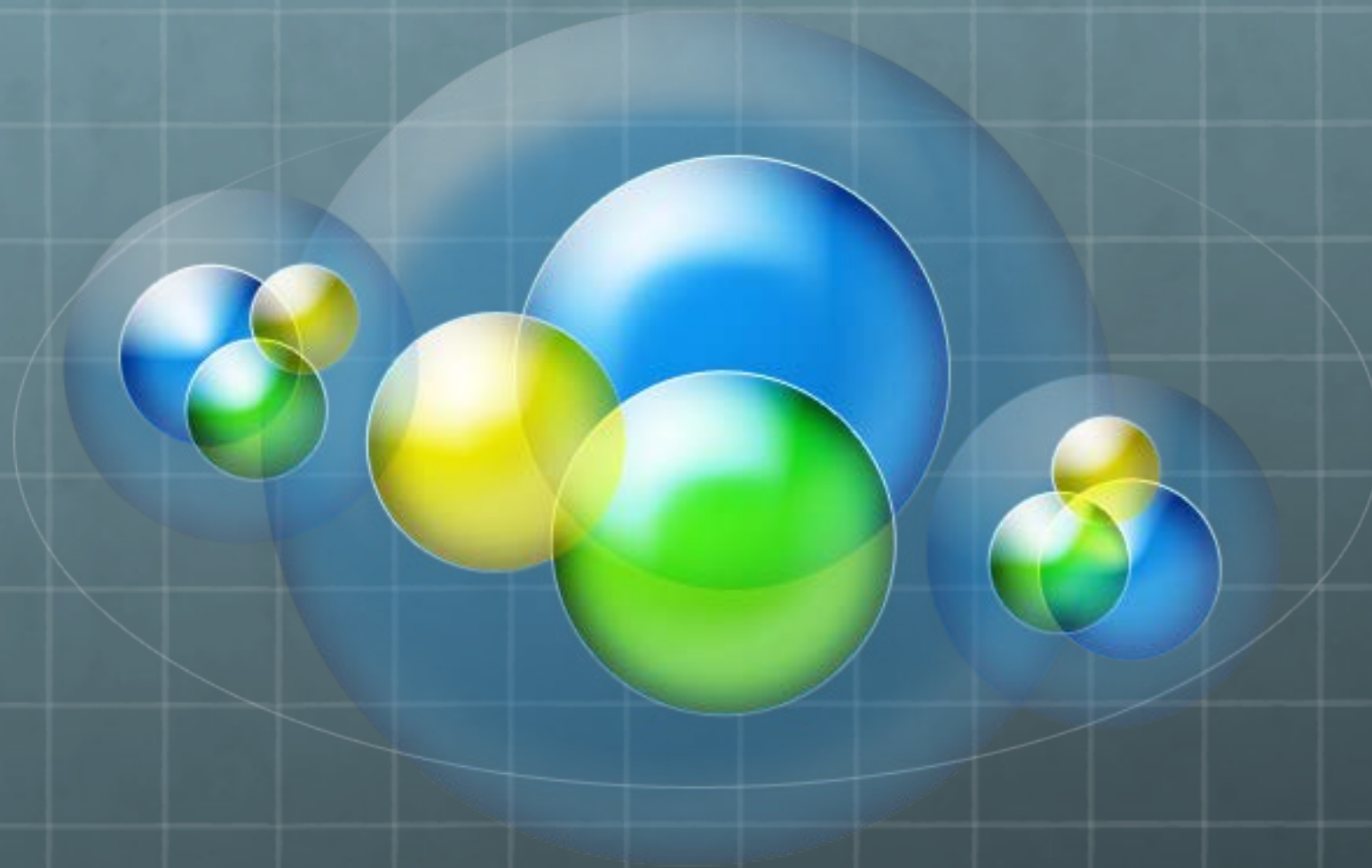


SAF Hedge Hog

Dave's version



Branding 101






Our Objective is to Improve SAF

We will do this by providing clarity for who we are, what we do and why it matters

People want to know:

- 🌐 **Who** are you?
- 🌐 What do you **do**?
- 🌐 Why does it **matter**?

We have to know how to say:

-  **Who** we are.
-  What we **do**.
-  Why it **matters**.

In terms that are:

**Different. Relevant.
And Simple.**

reducing complexity to richness

Brand: The core promise
of our organization.

Branding: The signals we
send to transmit that promise.

The **brand framework** aims to authentically distill who we are and who we aspire to be. It becomes the decision principle, the lens we use to examine decisions and opportunities and helps us stay on course. We work to create and manage the **signals** SAF sends to **communicate our promise.**

We will get beyond the mission statement, core values, and strategic plan which are important, but we are working to find the core of who we are that lives in the hearts and minds of all our members.

Simple

**Brand
Promise**

Different

Relevant



Marin Waldorf School: Mission

To provide an education that will prepare children to fulfill their highest potential as free human beings

energized by a life-long joy for learning. Recognizing the spiritual nature of the human being, we bring into practice the education principles of Rudolf Steiner in a way that

reflects their relevance for an every-changing and socially diverse world. Each stage of a children's development is supported by activities that engage the mind, **fire an imagination, and** strengthen the will in order to develop capacities and skills that can serve an evolving humanity.

Simple

Create
Exceptional
Human Beings

Different

Relevant

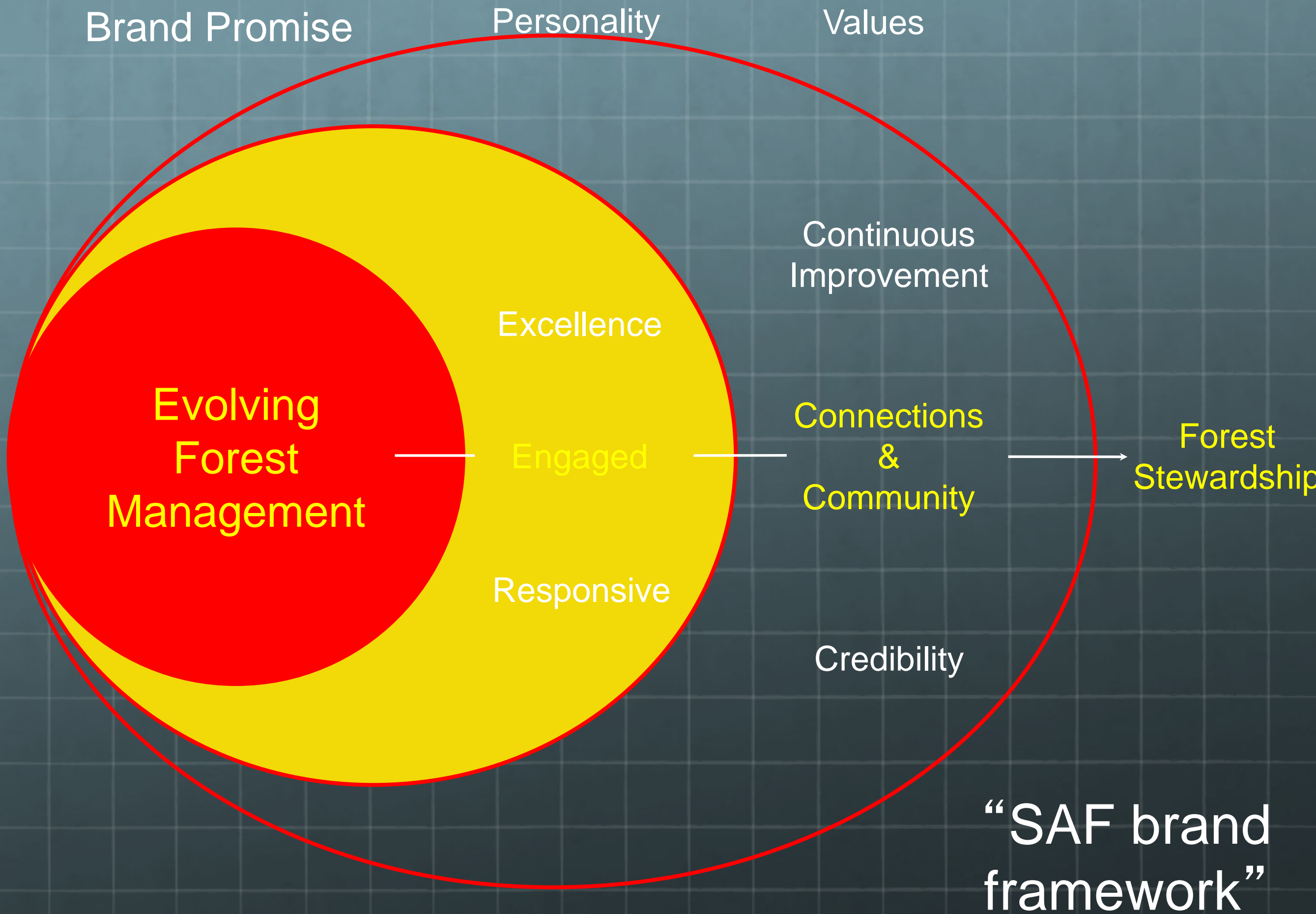


The Mission

of the Society of American Foresters
is to advance the science, education,
technology and practice of forestry enhance the
competency of its members; establish
professional excellence, and use the knowledge,
skills, and conservation ethic of the profession
to ensure the continued health and
use of forest ecosystems and
the present and future availability
of forest resources
to benefit society.

The bulk of SAF members will read the mission statement, and core values maybe once, and they are not likely to read the strategic plan.

The **brand framework** is who we **are** and should be widely recognized by the membership, not necessarily through words, but through experience and instinct. This framework will then flow through everything we do.



Strategic Planning

A Map

“1000 Words”

Vision/Mission/TOC

Black & White

Strategic Clarity

A Compass

“The picture”

Decision Filters

Color

Core Language

🌐 Thriving forests. Essential resources. A strong community.

🌐 We challenge land-owners, decision-makers and society at large to make choices about our forests based on professional knowledge, leading-edge thinking and a century of practical experience.

🌐 We seek viable pathways forward, balancing diverse demands on our natural resources.

🌐 We set the standard in forest management, bringing science, best practice and the best people together to actively shape the future of the profession.

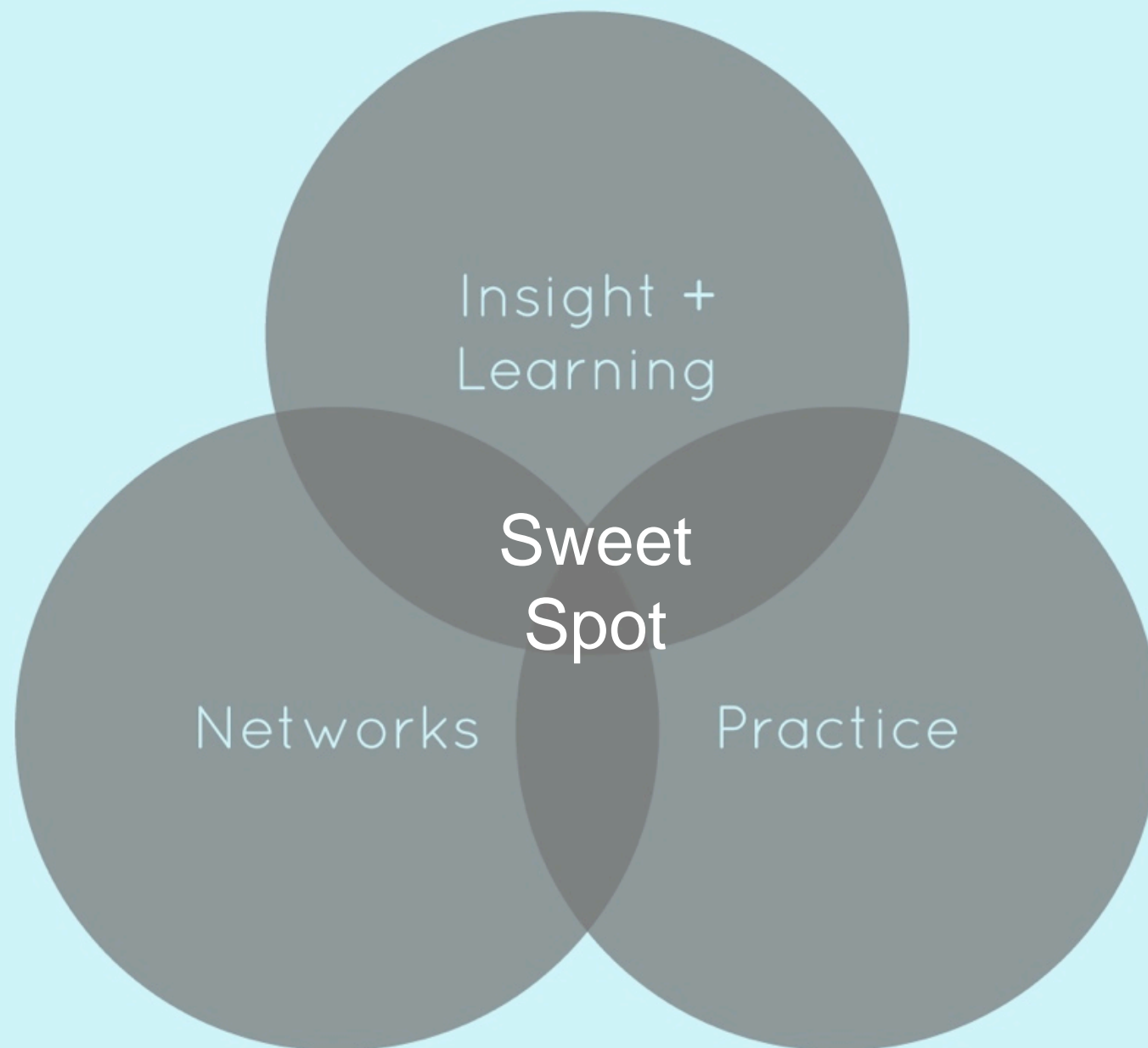
🌐 ‘For the greatest good. For the greatest number. For the long run.’

🌐 Society of American Foresters

🌐 **Evolving Forest Management since 1900**

Key Insights

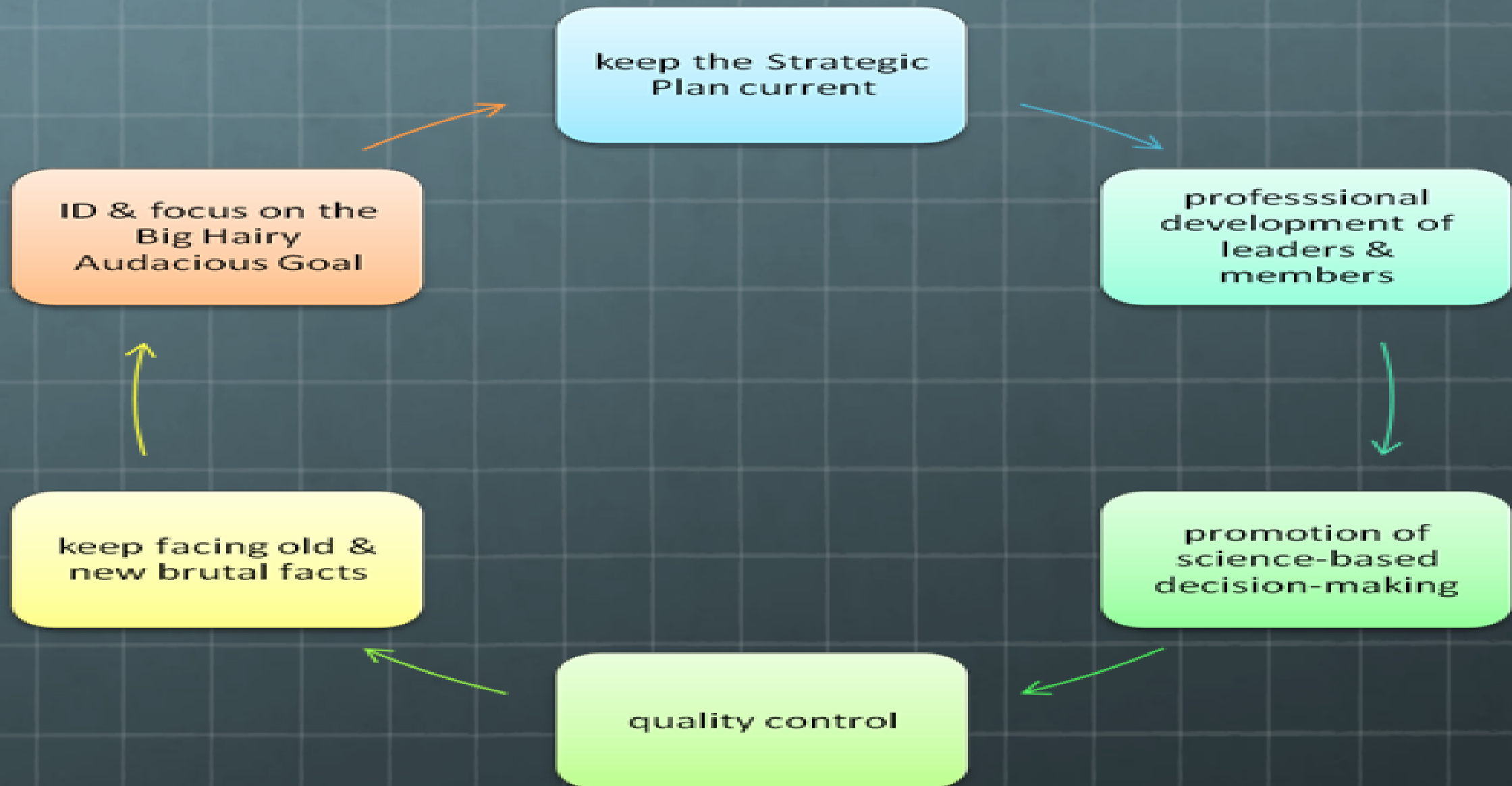
from the Brand Framework
& Core Language



To improve
the practice of
forest
management

Spinning the Flywheel

accelerating SAF's momentum to keep us moving & on track



Pushing the Flywheel

- 🌐 Developing the “TEM” accreditation
- 🌐 Annual strategic planning cycle
- 🌐 Improved budget & program analysis
- 🌐 New Membership/Credentialing Task Force
- 🌐 Draft Implementation Road Map
- 🌐 Big, Hairy Audacious Goal

Pushing the Flywheel

-  **Gathered membership feedback from two exercises at State society meetings**

The Miracle Occurred

Exercise 1: You wake up tomorrow and find that a miracle has occurred. Overnight the core purpose of SAF has been achieved.

How will you know the miracle has occurred?

What will be different in the world?

What conversations will be different?

Exercise # 2 -- \$100 Exercise

If we were to give you \$100, how would you spend it across the current activities of SAF

convention, accreditation, science, publications, policy, local meetings, networking, etc. –

how would you allocate the \$100 in terms of benefits to members?

Exercise #3

- 🌐 Write down your top three ideas to evolve SAF and its activities at the local level to better reflect the core insights of SAF's brand framework.

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