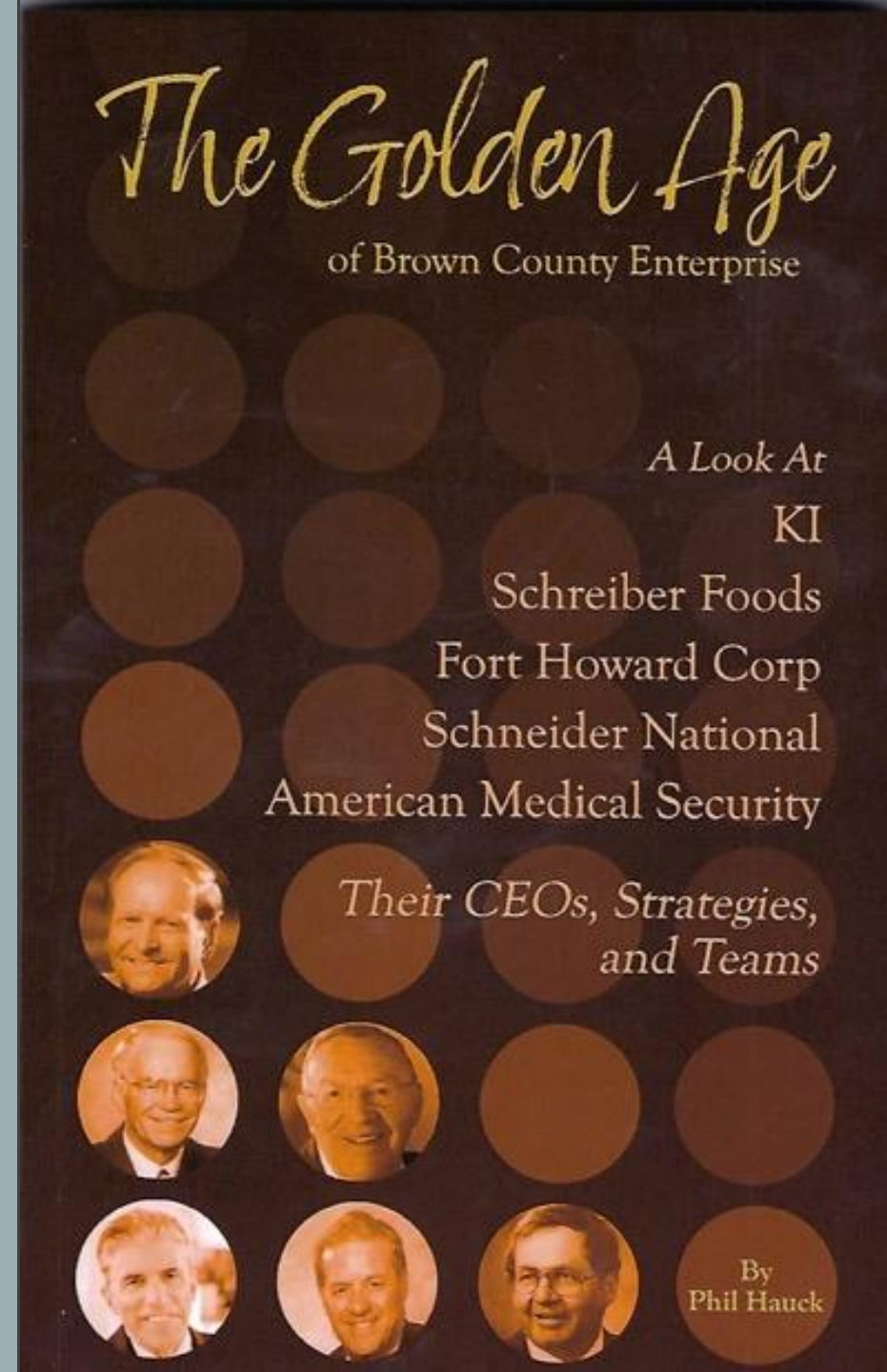


Retired Men's Club



February
21,
2023

THE GOLDEN AGE HAS PASSED ...

- ° 25 years ago, Green Bay leaders were ahead of the country in innovation. Now, not so much.
- ° Not taking advantage of technology.
- ° Resting on our Work Ethic ... our ability to EXECUTE!
- • Craig Dickman: “No reason the best ideas can’t be developed here.”

American Medical Security

- • 1969 - 1987: Wisconsin Employers Group
- • 1988 – 1996: AMS
- • Ron Weyers and Wally Hilliard
- **Building Expansion**
 - 1969: Ron & Colleen's Freedom Home (17 e/e)
 - 1973: Ridge Road I (200 e/e)
 - 1984: Ridge Road II (600 e/e)
 - 1987: Scheuring Rd. (1450 e/e)
 - 1988: DePere (300 e/e)
 - 1996: Howard (3,000 e/e)



- ***Energizing Culture***

- • **Special Lunches, Pizza ... and Beer!**
- • **Leaders interest in personal lives.**
- • **4:30 Mtgs., Chocolate Milk Day, \$2 Lunches**
- • **Refrigerators in Departments**
- • **Hectic ... OJT ... Make Decisions Best You Can**
- • **Quick Promotions**
- • **Accessibility ... of everyone**

- *Innovations*

- • **Circle of Success (IBM)**
- • **Insurance Card**
- • **Co-Pays**
- • **Small Group Self-Funding**
- • **Flexible Software**
- • **Health/Fitness Premium Incentives**

Fort Howard

- **Founded 1919 by Austin Cofrin**
- **Paper Towels, Napkins, Toilet Paper**
- **Minimize costs by doing everything yourself**
- **Make machines more efficient**
- **Generate own power, mix own chemicals, create own landfill**
- **1935: Purchased first railcar of WASTE PAPER!**
- **Refined DE-INKING Capability!**
- **Keep it SECRET!**
- **Year-End Goodwill Bonus**



FORT HOWARD

- *Culture*

- • **Frugality ... Discipline ... “Will do” ...
Reward Performance ... Good Citizen ...
Egalitarian ... No Layoffs**

- *Paul Schierl*

- • **CEO, 1974 – 1990**
- • **1976: Muskogee**
- • **1986: Savannah**

FORT HOWARD

- • **1970: Went Public ... John Cofrin, CEO**
- • **1974: \$200 mm ... Paul Schierl, CEO**
- • **1983: Purchased Maryland Cup**
- • **1986: Purchased Lily Tulip**
- • **1988: Morgan Stanley LBO (Went Private)**
- • **1990: Don DeMeuse, CEO**
- • **1996: Mike Riordan, CEO**
- • **1997: Sold to James River**
- • **2003: Fort James bought by Georgia Pacific**
- • **2005: Georgia Pacific bought by Koch Industries**

FORT HOWARD

- *Innovations*
 - • **Purchased/Designed Most Efficient Machinery at the time**
 - • **Muskogee, Savannah**
 - • **Lowest Cost Paper Producer in the World**
 - **Recycled Paper, De-Inking Process, Machine Efficiencies**

KI

- **Founded 1941 by Al Krueger**
- **1964: Dick Resch joined; \$40 mm; U.S. leader in metal chairs, tables**
- **1982: Dick Resch, CEO; LBO (Northwestern Mutual)**
- **1988: LBO (Management)**
- **Largest in U.S. in K-12, Colleges, Prisons**
- **Primary To: Microsoft, Sun Microsystems, Google, Facebook**
- **2018: ESOP; \$600 million**
- **2019: Brian Krenke, CEO**



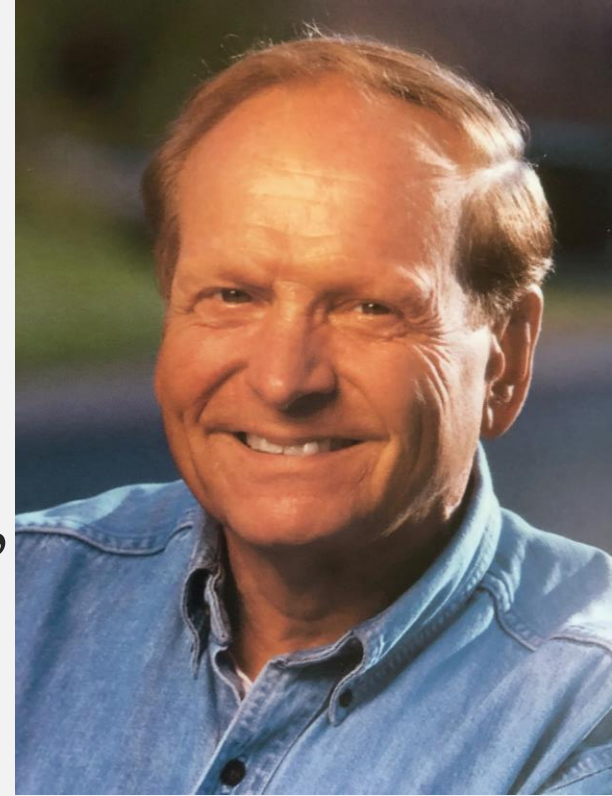
KI

- *Culture*
- • **”Skin in the Game” ... Healthy Behaviors ...
Accountability ... No Shortcuts**

- *Innovations*
 - • **High Design**
 - • **Market of One ... Cell Manufacturing**
 - • **Wellness ... Premiums based on Behaviors**
 - • **Sell Direct ... not through Dealers**
 - • **Heath Presentations**
 - • **Real-Time Metrics ... Monthly Gain-Sharing**
 - • **Lean**
 - • **Direct Reports Assess Supervisors**
 - • **“Premiere Sales Training in Industry (Marty Wikoff)**

• **Schneider National**

- • **Founded in 1938 by Al Schneider**
- • **Don Schneider born in 1935, joined in 1961**
- • **Mission: "Build a Sustainable Private Company ..."**
- • **1970: \$13 million; 400 drivers**
- • **Began small Non-Union operations**
- • **1976: \$90 million; 1000 drivers**
- • **1977: Hired Ed Thompson, Larry Sur**
- • **1980: Motor Carrier Act (De-regulation)!**
- • **1982: Exited Teamsters National Freight Agreement!**
- • **1982: Created Schneider Communications (WATS Lines)**



SCHNEIDER NATIONAL

- *Continuing*
- • **1986: Created Schneider National (Non-Union)**
- • **Mid-1980's: Qualcomm deal to satellite-track all trucks**
- • **1992: \$1 billion**
- • **1993: Created Schneider Logistics**
- • **1995: \$2 billion**
- • **1995: Sold shares to Trust; no Voting shares for family**
- • **2004: Exited Teamster programs**
- • **2005: \$3 billion**

SCHNEIDER NATIONAL

- *Innovations*

- • **Satellite Tracking on every truck**
- • **Best in industry Recruiting, Training, Career Development**
- • **Created Schneider Communications (WATS Lines)**
- • **Created Schneider Logistics (P&G, Walmart, 3M, GM Parts)**
- • **Led industry in negotiations to exit Teamsters, go Non-Union**

- *Today*

- • **15,000 employees, 9,000 trucks, 35,000 trailers, 22,000 containers**
- • **\$4.5 billion**

Schreiber Foods



- **L.D. Schreiber Cheese Co. founded 1946
by Merl Bush, Dave Nusbaum**
- **Processed Cheese in bulk**
- **“16 Ounces to the Pound”, “Drive Costs Lower”**

SCHREIBER

- • **1968 Bob Bush joins.**
- • **1985: Bob Bush CEO (Creative Technologist)**
- • **1992: Jack Meng CEO (Professional Manager)**
- • **1993: \$1 billion**
- • **1999: ESOP; Larry Ferguson CEO (Relationships)**
- • **Early 2000s: Entered Cream Cheese, Yogurt Markets**
- • **2007: David Pozniak CEO (International)**
- • **2009: \$4 billion**
- • **2009: Mike Haddad CEO (Modern and Global)**
- • **2019: Ron Dunford**
- • **2022: \$6 billion**

- *Innovations*

- • **Values-Based**
- • **Outsourcer ... Drive Costs Lower**
- • **McDonald's/Competitors, Walmart, Dannon**
- • **Sliced Cheese, offset**
- • **Individually Wrapped Slices**
- • **Formula Discipline**
- • **Gain-Sharing for Everyone**
- • **ESOP**

• *Takeaways/Lessons*

- • **Innovation and Growth are a State Of Mind**
- • **Customer Focus**
- • **CEOs are Drivers, Great Business Knowledge**
- • **Compelling Missions and Visions; Values Set Early**
- • **Constantly Seeking Breakthroughs**
- • **Spread the Wealth**
- • **Continuous Improvement**



Strategic Foresight
February 21, 2023

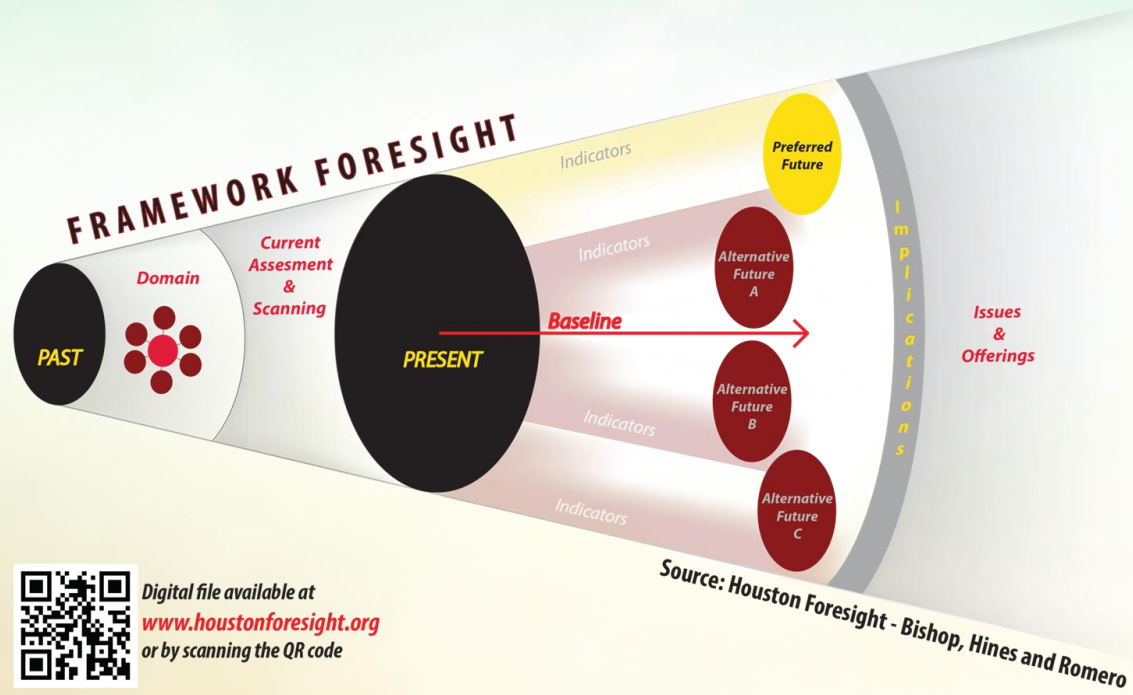
Mission

To guide our community toward a thriving future based on proven Foresight strategies.

Vision

Community leaders identify trends, events and choices, systemically driving decisions toward a preferred future.

Strategic Foresight Model



Digital file available at
www.houstonforesight.org
or by scanning the QR code

Source: Houston Foresight - Bishop, Hines and Romero

Six Steps to Foresight

- Framing The Project
- Assessing Current Status
- Scanning for Signals
- Creating Baseline & Alternative Futures
- Examining Implications
- Identifying Issues & Actions

What We're Doing For The Community

**What Will Our
“Community Of Choice”
Look Like In 2028? 2033? 2040?**

- **Workshops**
- **Consulting**

- **Network Cohorts**
- **World Future's Day**

Green Bay's Advantages

- **David vs. Goliath**
- **Comparable Competence, Equal Knowledge**
- **Better Speed, Work Ethic, Execution, Personalities, Living Environment**

But, Our WHY! Innovation: *Not As Much Today*

Remember: KI, Others “Back In The Day”

- **Generational Mellowness**

1983 – 2001 2008 2020

- **Work Ethic Anesthesia**



- **Technology**

How To Be Innovative

- **Understand the Technology Toolbox**
- **Intuit YOUR Customer's Pains, and THEIR Customers' Pains**

*Even When They
Don't Recognize
Those Pains Themselves*





“You Must *Build* Innovation Into Your Culture!”

Satya Nadella

Four C's

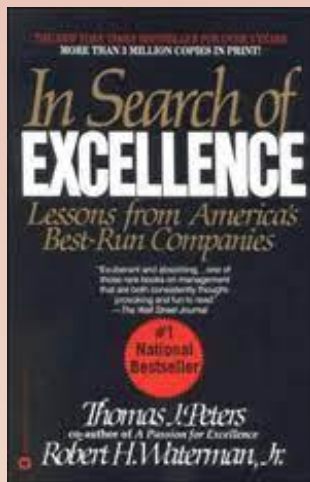
- Concept
- Capabilities
- **Culture**
- Configuration

to keep you looking
toward the future

Empathy

- **Only leading indicator of success**
- **Drives perception of unmet needs**
- ... for innovative ideas

Fueled by experience



“If the other guy’s getting better, then you’d better be getting better faster than that other guys’ getting better ... or you’re getting worse.”

Tom Peters, in The Circle Of Innovation

“If you can develop a view of the future, it will improve the decisions you make today.”

Thomas Frey, The DaVinci Institute



• ***Thank You!***

• **Questions?**

- **For more information and to order:**
 - **www.GoldenAgebce.com**

