



# Developing a Strategic Plan for the VLRC

*Recommendations for a framework for an initial Strategic Plan*

Dr. Thomas W. Mastaglio

MYMIC LLC

Michelle Tomaszewski, PhD (ABD)

Thomas-Carrera Consulting

July 16, 2010



Virginia Logistics Research Center



## Topics

- **Overview of Study Process**
- **Results**
- **Recommendations**
- **Discussion**



## SUMMARY

- Establish VLRC as 501(c)3 governed by Board
- Potential to become unique national center for logistics research and education
- Organize with participation from Industry, Academia, and Government
- Hire a dynamic Executive Director with industry ties, organize staff hierarchically under the Executive Director
- Identify and execute near term projects to validate value to constituents
- Funding for first 5 years should come from Commonwealth, local government, and stakeholders; thereafter center should be self supporting
- Partnerships between VLRC and members and amongst the members will be key to success



# Overview of Study Process

1. **Data Collection**
  - **Identified Stakeholders and prioritized for interviews and/or surveys**
  - **Conducted 13 interviews**
  - **Collected survey input from 27 respondents**
  - **Conducted customer focus group with 8 industry (user) participants**
2. **Analyzed Data to determine consensus opinions**
3. **Expanded on results by applying researcher's expertise to clarify or add detail**
4. **Prepared written report for CPDC Review**
5. **Outbriefing!!**



## Results

- **Strategic Framework**
- **Operations Structure**
- **Policy and Processes**
- **Staffing**
- **Market Identification**
- **Research**
- **Financial**
- **Intellectual Property**



## Strategic Framework

- **Center Vision: Become a premier center for applied logistics research leveraging best practices from all sectors to improve logistics operations.**
- **Mission**
  - **Pursue projects for industry, government and military leveraging academic expertise**
  - **Identify key issues in logistics to leverage applied research**
  - **Provide professionals and corporate members access to VLRC resources, facilities and research results**



## Operations Structure

*Organize as a separate, stand alone not-for-profit entity (501(c)3)*

### **Governed by a Board of Directors**

- Representation from industry, regional government, defense community and academia
- Board member organizations are or will be invested in VLRC success
- 15 members selected by a neutral nominating committee with outside consulting support
- Establish By-Laws,
- Set Task Forces to
  - Hire Executive Director,
  - Coordinate financing, facilities, research, education and industry engagement
- Establish a membership structure
- Develop industry and research advisory groups



## Policy and Processes

- **Define Standard Operating Procedures**
  - **Personnel**
  - **Accounting**
  - **Project Management and Communications**
  - **Public Relations**
  - **Facility Management**
- **Intellectual Property Management Process**
- **Process and Policies for interaction with DoD**



## Staffing

- **Executive Director**
  - Industry Experience
  - Proven record in collaborative partnerships
  - Reports directly to BOD with high degree of autonomy
- **Director of Business Development**
- **Director of Research**
- **Director of Education\***
- **Government/military Liaison\***
- **Industry Liaison\***
- **Operations Manager**
- **Administrative Staff**

\* Potential in-kind support from member organizations



## Market Identification

- **Target Markets**
  - **Industry**
  - **Regional Government Agencies**
  - **Academic Institutions**
- **Capturing Relationships**
  - **Focused Networking: Field Forums, Economic Development Events, Business Groups**
  - **News and Information Dissemination**
  - **Tours and Showcase Events**
  - **Sponsored Events**



## Research

- **Short Term Focus (2 Years)**
  - **Defense Systems Gap Analysis**
  - **Regional Impact and Options Study**
  - **Application of Existing Transportation Impact Data to Industry Challenges**
- **Long Term Focus (5 Years)**
  - **Medical Transport and Distribution for Veterans Administration**
  - **Tracking and Response Systems for Homeland Security**



## Financial Strategies

### **Near Term (12 Months)**

Public Funding

- Initial Operations
- Initial Research

### **Strategic Term (5 Years)**

Private Funding

- Exploratory Research
- Innovation Capacity

### **Short Term (Two Years)**

Grant Funding

- Bricks and Mortar
- Technology

### **Long Term (5 Years)**

Project Funding

- Sustainability: Overhead
- Growth Funding



## Intellectual Property

- **Information Rights Counsel**
- **Intellectual Property Review Process**
- **Continuous Improvement Process**



## Facilities

- **Linked with Ft. Lee activities**
- **Adaptable Space**
- **Sponsored Areas in Facility**
- **Collaborative working areas**



## Recommendations

- Establish a 501(c)3
- Appoint a proactive Board of Directors
- Focus on Applied Research
- Engage Industry, Academia, and Government/Military
- Identify and promote the value of the Crater region
- Initiate a campaign to brand the Crater region as a national center for logistics research and education and stimulate economic development
- Partner with the Commonwealth, local government, and industry
- Partner with the VLRC key to success
- Establish the VLRC as authoritative source for information, models, methods and research in logistics

A regionally supported VLRC will brand the Crater region as a national center for logistics research and education and stimulate economic development



# Discussion