



Labels. Packaging. Leadership.

Strategic Plan

Revision 2 Approved May 17, 2019

Revision 1 Approved May 30, 2018

Original Approval July 18, 2016

TIMELESS CORE IDEOLOGY

CORE PURPOSE

To enhance member success in the label and package printing industry.

CORE VALUES

- Knowledge-sharing
- Innovation
- Respect
- Integrity

LONG-TERM ENVISIONED FUTURE (10+ Years)

VISION

The recognized leader delivering on-going solutions for the label and package printing industry.

VIVID DESCRIPTION OF A DESIRED FUTURE

The label and package printing industry is recognized for driving technological innovation and anticipating future customer needs. It is viewed by younger generations as a desirable profession because of its innovative technology and career advancement opportunities. Through TLMI leadership the industry contributes to an environmentally sustainable world and has made significant progress in reducing waste and the recycling of packaging.

As the leading association for the label and packaging industry, TLMI facilitates the industry's commitment to sustainability and management of matrix/liner waste. Principals of industry companies actively participate in TLMI and support its legislative and advocacy agenda. They find great value in sharing with each other through TLMI sponsored programs. TLMI is known equally for its industry leadership and for facilitating an exchange of knowledge. Other associations and policy makers seek out TLMI for answers. Member customers know of TLMI and are aware of its valuable contribution the association makes to their success as well as the success of its members. Leadership, relevance, industry data, networking, and technology innovation are all words that members and other constantly use to describe TLMI. The association's members and the industry are financially strong as a result of TLMI's leadership.

GOALS & OBJECTIVES (3 – 5 YEARS)

COMMUNICATION TOOLS

Goal: TLMI has an efficient and effective two-way communication system for members and external stakeholders.

Objectives:

1. Improve and increase effectiveness of social media communication.
2. Improve effectiveness of the association's website.
3. Emphasize external stakeholders collaboration on mutually beneficial issues.

SUSTAINABILITY

Goal: TLMI member companies will progressively become more sustainable as businesses and TLMI will quantify and report on the commitment of its members to sustainability

Objectives:

1. At least 50 percent of TLMI members will publicly disclose one or more sustainability goals that commit to reduce negative environmental and/or social impacts by 2022 and 100 percent by 2025
2. By 2022, at least 50 percent and by 2025 100 percent of TLMI members will request their major suppliers to have publicly disclosed sustainability goals.

LABEL LEADERSHIP

Goal: TLMI members have influence on all things that impact our member companies

Objectives:

1. Increase TLMI's exposure at user events.
2. Increase TLMI's value with *Legislation, Regulation and Label & Packaging Users*.

WORKFORCE RECRUITMENT

Goal: TLMI is positioned to assist members in attracting a qualified industry workforce.

Objectives:

1. Increase member ability to recruit locally.
2. Increase job seekers' clarity on value of industry employment.
3. Increase TLMI's outreach to educational institutions.
4. Align TLMI's scholarship objectives to support workforce recruitment

FINANCIAL

Goal: TLMI's revenue streams are diversified and positioned to fund the association's strategic plan.

Objectives:

1. Increase products/services that generate income.
2. Enhance sponsorships.

3. Increase membership.

APPENDIX A

ASSUMPTIONS ABOUT THE FUTURE (UPDATED: May 2018)

In order to make progress toward an envisioned future, an organization must constantly anticipate the strategic factors likely to affect its ability to succeed and to assess the implications of those factors. This process of building foresight about the future will assist TLMI to constantly recalibrate its view of the relevant future, a basis upon which to update the strategic plan.

INDUSTRY COMPETITION & STRUCTURE

1. Label production will increasingly move to the end-user (customers).
2. There will be continued consolidations and/or reduction of the number of converters.
3. “Economies of scale” will favor large converters leading to a bifurcation of TLMI membership.
4. There will be continued marketing and environmental drivers leading to changes in packaging.
5. Consumer technologies and behaviors will continue to evolve.
6. There will be greater competition from direct printing on containers.
7. With the increase of on-line buying, there will be opportunities for the label industry to increase label relevance.
8. Shifts in package size will provide more opportunities for single and multi-service labeling.

SOCIAL VALUES & DEMOGRAPHICS

1. It will continue to be difficult to attract a sufficient quantity and quality of workers to the industry.
2. Workers will increasingly expect greater work/life balance (i.e. work hours, vacation, flex-time, etc.).
3. The rate of change will outpace the ability of workers to keep up.
4. Consumers will continue to have immediate access to information and provide immediate satisfaction feedback.
5. Communication tools will continue to evolve.
6. Brand loyalty will continue to decline.
7. The consumer will continue to expect products “to be of high quality at a low price delivered.

GLOBAL BUSINESS & ECONOMIC ENVIRONMENT

1. The government’s “debt load” will continue to grow negatively influencing economic growth.
2. The industry’s customer base will continue to grow globally.
3. Competition from off-shore converters will increase for larger market opportunities
4. Currency fluctuations will continue to impact global converters.
5. Continued changes in immigration will impact the future workforce.
6. Investments in technology (equipment) can make it easier to find labor (less craftsmanship) and reduce the need for labor.

ASSUMPTIONS ABOUT THE FUTURE CONTINUED

LEGISLATION & REGULATION

1. Legislative and regulatory issues related to employment, the environment, OSHA/Health and safety, and tax changes will increasingly impact members.
2. Government regulation of the industry will continue to increase.
3. There will be on-going change to trade barriers.
4. Legislation relating to the packaging industry will more stringent (i.e. food safety).
5. The future balance between state and Federal legislation and regulations is unclear.
6. States will be tougher on environmental packaging and waste.
7. Regulatory impacts on labor costs will increase.
8. There will be increased attentions on liner and matrix waste.

TECHNOLOGY & SCIENCE

1. There will be increased personalization of labels.
2. There will be increased interaction between the label and consumer.
3. Online purchasing of products and services will increase.
4. Digital printing and converting will continue to expand.
5. Technology will allow for greater processing and operational efficiencies.
6. Investments in technology and equipment will make it easier to find labor (less craftsmanship) and reduce the need for labor.