



MISSION, VISION, AND CORE VALUES

March 2019

INTRODUCTION:

Hoffman Beverage Company's leaders started 2019 – and their hundredth year of business – with an emphasis on organizational culture. The development of a new Mission, Vision, and a set of Core Values meant inviting dozens of key Hoffman employees to share their perspectives on the organization's unique strengths. Hoffman's leadership understands that strengthening the organizational culture is more like a dimmer than a light switch – taking serious, small steps toward change will be more lasting and sustainable over time.

With that dimmer switch approach in mind, Hoffman set the foundation for the development of the company's Mission, Vision, and Core Values by bringing together their managers to 1) ideate and give voice to their shared direction; 2) understand and decide how to act on the factors that undergird a strong team culture – team climate and trust; and 3) take space and time to build rapport and cohesion.

Floricané proposed three facilitated sessions that accomplished two key goals – strengthening clarity and alignment across all of Hoffman's managers, and readying the organization for the development and introduction of a new Mission, Vision, and set of Core Values. Through an interactive and iterative process, Floricané cultivated a mix of perspectives that distilled into a set of options for Hoffman's new Mission, Vision, and Core Values.

VISION, MISSION AND CORE VALUES

Florican generated a set of alternative Vision and Mission statements with input from the Hoffman team. The team also reviewed and revised a set of six Core Values and provided descriptive language for each.

As a next step, a core group of leaders at Hoffman should review the Mission and Vision options, refining the language if desired, and select a Mission and a Vision statement that reflect their strongest sense of Hoffman and its future. Leadership should also review and if desired revise, the Core Values.

Once final choices for the Vision, Mission and Core Values have been made, leadership should prepare to make them public. Hoffman's leadership should present the final choices to the managers who participated in the three working sessions, and celebrate the hard work the team invested into the creation of these important guiding statements. Ultimately, this new Mission, Vision, and Values must also be shared with the entire team at Hoffman.

VISION STATEMENT OPTIONS: THE CHANGE WE ENVISION, OR OUR DESIRED FUTURE STATE.

Vision #1

- We will tap into our community's passion for great brands to become one of America's best beverage distributors.

Vision #2

- Hoffman will be America's most successful, family-operated beverage distributors.

Vision #3

- We will tap into our drive for excellence to deliver quality products and experiences for our customers.

Vision #4

- Our teamwork, customer service and passion for great brands will set a new standard for beverage distributors.

MISSION STATEMENT OPTIONS: WHO WE ARE AND WHAT WE DO.

Mission #1

- Delivering excellence for more than a century takes commitment. The team at Hoffman is proud to deliver the best products and service to our customers in southeast Virginia.

Mission #2

- Our commitment to quality brands and service drives us to deliver excellence to our customers every day.

Mission #3

- We deliver excellence every day through our commitment to long-lasting relationships, great customer service, and providing our customers with the best brands in the market.

Core Values: How we behave and work to live into our Vision and Mission.

Respect

We develop (earn) respect by demonstrating integrity consistently in all that we do.

Teamwork

Teamwork requires effective communication and respect. It happens when we work together to achieve excellence.

Dependability

Our dependability is on display daily when we follow through on our commitments and are consistent in our actions.

Success

We achieved success when our employees are engaged and happy and we have fulfilled our customers' expectations.

Relationships

When we are building positive relationships, we are continuously listening, and getting to know the people we meet on a personal level.

Actions: Build trust, have integrity, be honest, strong character, emphasize, encourage involvement.

Passion

We demonstrate passion through our commitment to employees, hard work, brands, and community.

Detailed notes from each of the three sessions can be found in the Appendix below. These notes serve to showcase the “seeds,” so to speak, that were planted in session one, and carried through to sessions two and three in order to iteratively build off of ideas, culminating in the creation of the recommended Mission, Vision, and Core Values options above. These notes can be used to follow the flow of idea generation in order to shed light on how the group got from initial ideas to final phrasing around the Vision, Mission and Core Values. These notes also contain ideas the team can refer back to an implement for strengthening trust, team climate, and employee engagement.

APPENDIX

SESSION ONE

This session focused on Hoffman's purpose and key qualities, as seen through the perspective of its managers. A series of interactive exercises helped the group align around 1) Why each participant is in the room, or what brings them to the table to be a part of the first chapter of strengthening the culture at Hoffman; 2) What is their personal driver for being a part of the Hoffman family, and what they see as the organizational purpose; and 3) What actions and behaviors support that purpose, or makes Hoffman great beyond just "buzz words" on a piece of paper. The group's answers to the questions of "Why are you here?" "What is your purpose?" "What makes Hoffman Hoffman?" and "What makes Hoffman great?" created a wealth of data that we subsequently organized into the backbone for the design of sessions two and three.

WHY ARE YOU HERE STARTING THE FIRST CHAPTER OF STRENGTHENING CULTURE AT HOFFMAN?

- Every job matters
- Improve motivation for all employees
- Best wholesaler in the nation
- Set up for success
- Establishing who we are in the market
- We like beer
- Uniting management/ company around common goals
- Employees/families first
- One team/ One dream
- Families start from the heart
- Strengthen teamwork
- Becoming is better than being
- Katherine told us to come today
- Create a collaborative community
- Create shared culture
- Build confidence in our future/job security
- Give everyone a voice
- Clear statement: what Hoffman is all about
- Clarity/embrace our beliefs
- Set of goals, values, and principals that guides decisions of company
- A place you enjoy coming to
- Respect from all coworkers
- Competitive pay/tools to do your job
- Strengthen connections with all departments
- Increase quality of life within teams
- Excitement
- Career growth
- Learning and adapting
- Training

SCRIPTING YOUR PURPOSE:

- Obviously, it started out because I wanted money, but the people and the relationships I have with the people really make it an enjoyable work experience also learning new things and being able to apply what I've learned into my work gives me a sense of accomplishment.
- The challenge of just the day to day experiences. The relationships with the people and a sense of accomplishment you get when you learn new things and are able to apply them in your work
- We are driven by the competitive nature of the business. Beer is the greatest beverage in the world and we are lucky to represent the greatest brands in the world. It is great working at a small family business where you know everyone and have great connections with so many.
- It started out of necessity where we just needed a job with great pay and security. It's morphed into a fun job with relationships that we value and a career where we feel respected and appreciated.
- The mystique of being the 'Bud Man' and the memories and friendships with all the different people and personalities.
- We come to Hoffman because Hoffman has given the opportunity to teach our team members about Hoffman and give them the knowledge that was given to us so that Hoffman can continue on being successful. Also, being able to watch team members grow and advance which makes us proud to do what we do.
- Hoffman is a place of opportunity and room for growth. Being able to interact with all Hoffman Beverage employees from top to bottom gathering information to help the business grow.
- Hoffman Beverage is a family tree whose roots run deep in the community. Hopefully they continue to grow and bear fruit.
- I work at Hoffman because I enjoy going out into the market meeting new people, seeing friends I've met along the way, the competitiveness of the job and the support from Hoffman to make each day a great place to work.
- We like coming to work every day because we feel like we can make a difference in our coworkers' day. Hoffman is also a great place to work because they care and give you the tools it takes to grow. Another thing we like about working for Hoffman is the feeling of family.
- Started out of need to provide for my family and enjoyed the camaraderie and family atmosphere ever since. It is a great place to work because of the teamwork and shared values. If you do right by Hoffman, you do right by you.
- The ability to see how our hard work and strong customer service skills affect the market.
- The strong camaraderie we've had will continue to help solidify our place in the market. This will keep Hoffman as the number one wholesaler in our market.
- I came to Hoffman because I love selling beer and products we all stand behind. Going to the market and looking for ways to grow Hoffman's business and the stores (customers). Working with my team and growing their knowledge of the business and watching them grow into better sale representatives.
- What makes Hoffman is its strong leadership and direction. You know that you're getting the best when it comes to Hoffman with service and sales and product. You know that Hoffman will always compete in the market.

- First and foremost, it's not work when you enjoy what you do. It's great knowing that we have the best service and products available. It's a great feeling to be a part of making Hoffman the best wholesaler.
- The people. They have your back, you have theirs. We are given the tools to be a successful in the trade no matter what department you work in.
- I come to work because I love what I do, and I have pride in the job that my employees do each day and pride in the image my company projects in the community.
- Love selling beer, love the competitive nature of this job. Great environment to work in with great people and leadership.
- We come to work to challenge ourselves by setting goals and achieving them, to have genuine, meaningful relationships with co-workers and customers, to learn and apply new skills, to contribute to both our customers and HBC by solving problems, to improve our health, including financial health and family health by doing the above.
- I come to work every day excited to bring external value to enhance and improve the current processes and communications within this company. I also enjoy working with those that work here.
- A career with a good path in a competitive atmosphere that gives me the ability to win long term. HBC has given me the skills that can benefit me now and later in my life. A family atmosphere with a nationally known brand that gives you a sense of pride in the community.
- Each and every day we get out of bed to come to work with obligations to feed and secure our families. Knowing that we're providing is motivation day to day. We come to work with a positive vibe and mentality because this job has been a blessing to our personal lives and have alleviated a lot of problems. We come to work hoping to learn something new so we can be better leaders and role models. We also believe Hoffman is family oriented. We're each relationship is vital to the growth.
- Engage in fun diverse opportunities/challenges that provide to the organizations of family, community, and company. Hoffman is Hoffman because of its people, beliefs, and mindset to do the heavy lifting, not take the easy way/path. Help others not wait to be asked.
- We work really hard, it's a fun environment and a great company to work for. We have dedicated employees selling the #1 brands in the market with pride because take care of our employees.
- Hoffman is place we enjoy working at to be given an opportunity to provide for our family. The competitiveness between us and other companies is a motivator to keep kicking ass. There are different challenges every day that keep this job exciting. This company gives everyone the feeling from management on down to strive to be the best.
- This company has recognized my accomplishments, strengths and has made me feel valued as a person. I am able to give back to my coworkers by creating company events that makes people smile. It's easy to come to work when what you do makes people happy.
- Hoffman is Hoffman. It's like asking what makes your best friend your best friend. It just is. (King of beers doesn't hurt)
- My life purpose to create an organization that is truly outstanding and exceptional in best people, best results, best place to work.
- What makes Hoffman Hoffman is the family style support.

WHAT MAKES HOFFMAN GREAT:

Enthusiasm and Positive Attitude

- Lead by example: your actions impact how others react
- Enthusiasm through wins by making things happen, by getting better
- Sometimes you have to decide to be positive
- How you greet people/ how you start

Compassion, Relationships, Empathy, Care

- Listen
- Active listening
- Knowing people on a personal level

Communication

- Listening skills
- Make an effort to learn about other departments roles, and people
- A smile goes a long way to open communication doors
- Personal communication

Respect

- Consistency over time
- Valuing the other person (and feeling valued)
- Giving people your time
- Treating others how you want to be treated

Integrity

- 100% dependability
- Honesty
- Following through
- Doing the right thing
- Unity and fairness

SESSION TWO

In the second session, the group dove deep into how trust and a strong climate drive employee engagement. The group used the concepts of engagement, trust, and the climate factors of flexibility, responsibility, standards, rewards, clarity, and team commitment as levers they could pull to get the most out of each employee. They compared those levers to the actions and behaviors that support Hoffman's purpose – discussed in session one – to create a list of what those concepts of trust, engagement, and climate categories specifically mean at Hoffman. They then they used an engagement self-assessment to gauge when, where, and how they might have opportunities to pull those levers better.

Engagement

- Engage and motivate employees so that feels a part of the goals
- Engage employees with open ended questions to reveal goals
- Action idea: more social events
- Sharing my experiences: often I think they don't want to hear it
- Something makes employees want to be here – advancement, communication, relationships, trust

Trust

- Encourage own thinking/trust team
- Let the team handle business issues on their own, don't do it for them

Flexibility

The HayGroup's definition does apply to Hoffman except for the obvious safety and customer service constraints; we as a group feel the company is very flexible

Team Strengths and Opportunities

- Flexibility helps with team work
- Cross department flexibility is something we do well (team work)
- Promote best practices
- Thinking outside the box for new and creative ideas
- Communication on new packages and items selected
- Procreative instead of reactive when possible
- Not implementing the cross training process
- Katherine's door is always open/she is open minded

Individual Commitments

- Empower individual work to accomplish goals at their own pace
- More empowerment

Responsibility

At Hoffman, responsibility looks like guidelines; it's up to you to get it done.

Team Strengths and Opportunities

- Many roles at HBC offer quite a bit of freedom and responsibility. For an example, in our sales organization most positions work off site and independently.
- Engaged ownership, better accountability, trust and verify
- Honest and ongoing feedback. Constant process improvement at risk of being monolithic.
- The team gets good direction and they're empowered from the top down
- They have improved their ability to internally verify results and hold people accountable

Individual Commitments

- Don't just fix it yourself, show them how
- Responsibility for your actions
- Action idea: self-motivated resolving issues
- Set higher expectations
- Encourage employees to resolve issues prior to stepping in for help
- Want more open and honest feedback, and don't want to be too rigid – they want to remain being fast and nimble
- Want to snapshot all the spot check displays, but there are pros and cons to that program

Standards

Standards, at Hoffman, means looking to always improve year over year (you're actually never "there"). Constant striving is motivating; they are energized by opportunity.

Team Strengths and Opportunities

- Historically standards have varied by department.
- Constantly looking to improve us.
- Consistent communication of standards to all employees
- Culture of ownership
- Mediocrity catches up with people

Individual Commitments

- Need to set better example
- Action idea: appraisal keep doing company performance review – negative and positive
- Look for the positive, be less critical (including attitude and thoughts) Be more upbeat
- How do we consistently communicate to employees?

Rewards

Team Strengths and Opportunities

- HBC does it well in some areas but is lacking in others
- Lately raises and bonuses have been across the board not rewarding those who exceed expectations
- Operations/warehouse is strong with their recognition but needs to be communicated across the company (ex. Brian D did not know that Shalber rewards “warehouse employee of the month”)
- Ex. Lagunitas sales person of the month was a great idea but giving the employee an option would drive performance

Individual Commitments

- Action idea: provide more career opportunities
- More recognition for above and beyond performance than just the annual meeting
- More collaborative goals and assignments that energize the team and improve company and brand performance
- Express appreciation for efforts as well as results. Never in the top but stays steady and in the middle pack. Get caught up in the leaders.
- More reminders, top of mind
- Expand recognition to entire company
- Recognition for accomplishments

Clarity

Team Strengths and Opportunities

- Employees know what is expected of them
- Do we effectively communicate what's expected of them?
- Do we set expectations before holding employees accountable?
- Do we blame ourselves first/reprimand employees
- Training Program
- Employees given proper tools to do their job
- Cross training in other departments
- How do we communicate with each other
- Do we clearly communicate with our customers
- Where is the Friday Taco Truck

Individual Commitments

- Open, efficient communication
- Offer solutions to the problems you present
- Work on communication across the department
- First: Have a more personal conversation about employees aspirations/future
- Employees need to know and understand the company goals
- Could be more specific with goals, targets, and expectations
- Don't assume the team is doing what is asked of them
- Better communicate to team so that they feel empowered in the sales trade

Team Commitment

Definition: Proud to belong, take one for the team (extra effort), trust one another to work toward common goal

Strengths

- Management works well: good relationships
- Updating our onboarding
- Serve the community as a team
- Changed/upgraded drivers and warehouse communications
- Decrease finger pointing and increase accountability
- Positive attitude and proud to work

Opportunities

- Individual communication
- Knowing the drivers and salesmen at each delivery point
- Disconnect between company goal and individual job
- Enhance respect for other's roles/ jobs between departments
- Enhance recognition for those that go beyond

Individual Commitments

- Improve driver/salesman communication
- Employee reviews more often, start slowly
- Casual team building
- More communication asking question
- Communicating with team members their true goals and aspirations with Hoffman Beverage
- Action Idea: encouraging more team work and communication
- Encourage teams to share their successes more no matter how small
- Follow up on work performance with a meeting
- We need to encourage better performance at work but do it in a way that makes employee more motivated and encouraged
- Encourage to participate in social events rather than organize
- Getting the whole team together more for relationship building at all levels
- Have more "where can we improve meetings"
- Commitment to your work

SESSION THREE

In this final session, the group co-created drafts of Hoffman's new Mission, Vision, and Values. Floricane started by reviewing what is a Mission and Vision. We provided three sample Mission statements for participants to workshop in small groups, and we provided six Values, with definitions, for the group to collaboratively revise. When working together to edit the Mission statements and Values we provided, we asked the small groups to focus on these questions: What needs to be worded differently? What's missing? What does not belong? What needs to be more precise? How can you make the Mission statement simple, clear, true, powerful, and energetic? What actions and behaviors can you, teams, and the organization take to ensure you live this value day-to-day?

What Is A Mission And A Vision:

- A vision statement focuses on tomorrow and what an organization wants to become.
- A mission statement focuses on today and what an organization does to achieve it.

Three Sample Mission Statements Provided By Floricane:

- At Hoffman, everything starts with family. For 100 years, we've proudly provided the people of Hampton Roads the best beer in the world. Along the way, we've watched our family – our brands, employees, customers, and consumers –grow.
- It takes a team to deliver the best beer in the world. At HBC, our team takes pride in connecting our community with the brands they love.
- The people at HBC embrace the challenge of hard work, love the product, and treat teammates like family. When you bring your whole heart to work every day, distributing the best beer in the world to the people of Hampton Roads is a pleasure.

Revised Mission Statements Created By Participants:

Including the group's notes on each other's statements

Mission: Our family connects best brands to the community.

- Begin within "for 100 years:
- Beverages
- Market
- HBC not family
- Relationships
- Great brands and not best
- Need to mention beverage
- Our HBC family

Mission: Family owned company providing the best service with long lasting community relationships.

- Best
- What service?
- What do we do?
- Market leading service
- What company?

Mission: Hoffman Beverage strives to provide the highest level of service for all retailers/suppliers while providing the highest quality products through (the) dedication of our hard working employees

- ☹
- Zzzzzzzzzzzzzzz
- Not suppliers
- Shorter statement
- Too long
- Too much
- Too long. Needs to be shorten
- Too long
- Too much

Mission: Proud to deliver the best products, people, and service in an industry leading way. Vision: Our team strives to deliver the highest quality product with the best service in a profitable and industry leading way.

- Ok
- Good
- Do not deliver people
- Deliver people?
- Provide
- Provide
- Need a better word for deliver
- Delivering people?
- Keep people out team

Mission: A family tradition of bringing the best products and service to our customers and community!

- Distributing
- Delivering
- Get rid of family
- X

Mission: Distributing excellence for over 100 years!

- Great
- #1
- Short and sweet
- More energy
- Best one so far but not quite there
- This is a great bumper sticker
- Strive in accelerating brand value (not just distribution). Provide access to the best brands
- Not enough substance
- Excellence is not a product
- Too generic
- More detail
- Needs more/too basic
- A+
- Great!
- What about next year?
- #1
- Best!
- Too short
- Great

Six Values Statements Provided by Floricane:

The revised versions created by participants are in the beginning section of this document, as our recommended final Values

Enthusiasm

We demonstrate enthusiasm by being positive, and having a passion for our products, our customers, our teammates, our community.

Relationships

When we are building genuine relationships, we are truly listening, and getting to know people on a personal level.

Respect

We develop respect by building integrity with others by doing the right thing time after time.

Dependability

Our dependability is on display when we follow through, deliver on our commitments, and are consistent in our actions.

Teamwork

Our commitment to teamwork starts with a recognition that success happens when we work together to achieve great things.

Success

We've achieved success when our employees are engaged and happy, our clients feel cared for and supported, and our consumers are enjoying the products we deliver.