OGSM Example
Florian's Fastener Solutions - 5 Year Strategic Growth Plan

Objective	Defend our market position and become market leader in fastener solutions for the building & construction industry by launching new categories of industrial fasteners and value-added services.				
Goals	**Strategies**	**Measures**			
		Metrics	Initiatives/Actions	Caretaker	Timeline
• $100MM sales in 5 years • 6% sales CAGR • >$10MM EBIT • >$5MM FOCF • $20MM sales from new mechanical fastener category • $5MM sales from value-added services	1. Defend existing fastener business against low price competition by reducing product & manufacturing costs	• Reduce COGS by 15% • Maintain >15% market share • >2/3 contract coverage	• Reduce raw material costs by qualifying alternative, lower cost suppliers • Increase automation in production to reduce manufacturing costs • Sign long-term, high volume contracts with key distribution partners	Procurement Production Sales	2021 2021 2022
	3. Win customers in new focus markets by expanding into IT/ data center and elevator & escalator segments	• Product launch <2 years • $20MM sales • >5 new customers	• Develop new fastener product line • Create product launch strategy and business model concept • Secure end use customer approvals	R&D Product Mgt. Business Dev.	2022 2022 2023
	3. Build value-added services as new business model and customer value driver	• $5MM sales from value-added services • New talent pipeline	• Analyze and prioritize value-added services • Build services business • Hire talents and expertise	Marketing Business Dev. HR	2020 2021 2020
	4. Create greater brand recognition by marketing Florian's via e-commerce platforms and digital media	• 8% click-thru-rate • 10% online conversion rate • Net promoter score >40	• Overhaul and optimize Florian's web and social media presence for SEO • Launch Florian's products & services on largest e-commerce site • Conduct customer survey	Marketing Product Mgt. Marketing	2020 2020 Annual