



SODA

Southern Ontario Defence Association

STRATEGIC PLAN 2019-2022



A FUTURE OF ADDING VALUE

With over 60 members whose businesses support the defence supply chain, our member partners impact the defence sector throughout Canada and globally.

SODA's mission is to promote the growth of small and medium-sized enterprises in the Ontario defence sector.

We accomplish our mission by adding value to our member companies – through education, networking, thought-leadership, awareness by decision makers of SODA, and outreach.

As we head into an era that will be dominated by the changes proposed in the Defence Policy Review, the procurement of defence materiel on land, sea and air, technological integration of operational and human systems, and further globalization of defence industries, it is our vision that SODA will be the “go-to” organization for Primes and the Government when they think of new defence projects and procurement. To become such an organization we must transform from what we are today, to what our members want us to become on their behalf – an organization that provides incredible value by providing a collective voice to defence decision makers and influencers; connecting members to opportunities internally and externally; and providing knowledge-leadership through education and training giving our members a competitive advantage.



AN INVITATION FROM THE PRESIDENT OF SODA

SODA's Vision embraces the bold new direction of the organization. Leveraging the strengths of our past with a commitment to our future, this Strategic Plan for SODA not only defines who we are, but what we aspire to be in support of our members.

We are setting out on a journey that will see the organization transformed – much like the transformation occurring in the defence sector itself. Our future is defined by our value proposition where we are known as *the* connection to the Ontario defence sector, and the “go-to” organization in the eyes of all Ontario defence firms, Primes and the government. Our Values will assist us in transforming our organization, as they are the guiding principles to which we adhere.

Our strategy is one of adding value for our members. Hearing personally from our members this summer about their needs and how SODA can help has inspired this Plan. To ensure we add value in membership, the Board has set specific goals to be achieved on behalf of our members, with detailed commitments to hold itself accountable to those goals.

To advance SODA as the Ontario defence sector knowledge-leader, and to build for our membership the awareness, networks and connections with key decision makers so members' businesses may thrive in the 21st century economy, we must continuously add value for our members. That is why we created this Plan, and that is why we will achieve our goals.

I ask you to join us on this journey as we look to the future, as we educate, network, and build awareness - and as we add value.



Heather Pilot



OUR VISION

We are your connection to the Ontario defence sector.

OUR MISSION

Our mission is to promote the growth of small and medium sized enterprises in the Ontario defence sector. As a trusted partner, we leverage our experience, reputation and knowledge-leadership position to connect and network your organization with the influencers and decision makers in the defence sector and the Canadian government.

OUR VALUES

SODA is a pragmatic organization, built on transparency, trust and integrity in all that we do. We are respectful in our relationships, inclusive in our outreach, and fiscally responsible stewards for our membership. We leverage our experience and reputation to enhance the SODA experience for its members, stakeholders and the defence sector.

OUR PATH

SODA's Vision, Mission and Values are key components of the association's future. Our Vision is a compelling picture of our enterprise in the future. Our Mission lays out an inspirational path towards achievement of our Vision, improving the focus and alignment of our decisions and planning. Our Values guide our behaviours along that path as we take this journey together.





OUR INDUSTRY

The defence sector is undergoing change. With the recently completed Defence Policy Review and a new commitment to increase defence spending on materiel assets, the Canadian defence sector is poised for significant transformative shifts in procurement patterns and the technological complexity of the procured materiel. These shifts are transforming the nature of our members' businesses to address the integration of advanced manufacturing with production analytics (Industry 4.0); the integration of embedded systems expressed through the internet of things (IoT) delivered at the soldier/field level; federal regulations addressing new standards and their impacts on soldier sustainment; cyber-infiltration and cyber-security for human systems and C4ISR connected to the IoT; and the multi-billion dollar investment in land vehicle, surface combatant, and FWSAR (Fixed-Wing Search and Rescue Aircraft) assets over the next 10 years.

Ontario's defence sector represents over \$5.3Billion per year in sales, and over half of Canada's defence industry. With manufacturing and service sector clusters supporting the Ontario defence supply chain throughout the province, the sector has over 300 direct, and over 500 tier-2, suppliers – and it is expanding. This positions SODA well to support new firms entering the sector and to support the growth of existing members already supplying the industry.

US

SODA is setting out in a new direction to support its members. We have historically provided networking events and mini-trade shows to showcase member capabilities and bring defence sector information to event participants. In this next phase of our evolution, we will bring greater value to our members by serving them as a knowledge-leader, a knowledge resource, and an awareness builder within the broader defence community by fostering deep connections to industry decision makers and influencers so they are aware of the capabilities of our members – positioning SODA as the “go-to” association for defence procurement in Ontario.



OUR STRATEGIC GOALS

Our goals are aligned directly to the membership's needs to ensure our plans, our decisions, and our actions further the organization's strategic direction on behalf of its members. Our goals have been developed in consultation with the Board and the membership to ensure both alignment and buy-in for our Strategic Plan.

With two facilitated strategy sessions held throughout the spring and summer of 2018, consultations engaged our 12 Board members, 9 members from the association, 3 government partners (2 federal and 1 provincial – MoD, ISED, MEDG), for information and insight to build our strategy based on our Board's and members' expectations.

The Strategic Goals for SODA were created using appreciative inquiry in the facilitated sessions, PEST (political, environmental, social and technological) and SWOT (strengths, weaknesses, opportunities and threats) analyses to set the context for the state of the defence sector in Ontario, the 4"1" Model of stakeholder engagement and the Wilbrink Model for strategic plan development.

With the sole purpose of continuously adding value for our members, we define our Strategy under the following 3 Goals and their associated Commitments:

SODA Goal 1	Commitments
Improve Educational Opportunities	Develop courses on Selling to Primes, Export Controls, Navigating Challenging Trade Markets by September 2019
	Develop Topics/Modules for the courses on ITBs, Procurement Opportunities, Exporting, Certifications, Trade Regimes by September 2019
	Deliver 2 live courses per year, beginning in 2019
	Deliver 4 webinars on topics/modules per year, beginning in 2019
	Restructure Made in Canada as an educational/information event by September 2022
	Develop a best-in-class workshop on regulatory compliance and export controls, and deliver workshop 3 times per year in multiple locations, beginning April 2019
SODA Goal 2	Commitments
Enhance Networking Opportunities and Improve Awareness <i>(internally and externally)</i>	Create 2 Member to Prime networking events per year, by 2019
	Create 2 Member to Government networking events per year, by 2019
	Increase the number of members to 100 by 2020, and 150 by 2022
	Create member directory for decision makers by April 2019
	Create member profiles by December 2018
	Develop new, modern, value-added web site highlighting members, opportunities, outreach, networks and education by April 2019
SODA Goal 3	Commitments
Expand Outreach Opportunities	Engage directly with Primes and their internal decision makers to promote SODA member capabilities beginning 2019
	Engage directly with government (Trade commissions, ISED, GAC, MEDG) and their internal decision makers to promote SODA member capabilities beginning 2019
	Develop at least 1 formal partnership with other defence organizations to build affiliation and awareness by 2020
	Expand the geographic reach of SODA to increase membership by 2019
	Develop and distribute quarterly to all defence firms in Ontario the link to educational, opportunity and member information from the web site by April 2019

Our connection to our members is our source of strength - where through their membership, they gain invaluable knowledge and build connections to grow their businesses with the Ontario defence sector, we gain the power of our voice on their behalf.



THE OUTCOME: OUR DESIRED FUTURE STATE

By meeting our commitments we shall achieve our goals. Those goals support our Vision through our Mission, and has the following desired Long-Term Future State for SODA:

As your connection to the Ontario defence sector:

1. We are recognized as the Ontario defence sector knowledge leader – the “go to” organization for government and Primes
2. We are the trusted voice for Ontario defence SMEs to other organizations and government
3. We represent all Ontario defence sector SMEs – increasing membership to 300
4. We continuously develop value-added services for our members based on emerging defence sector trends
5. We partner with other organizations to extend both the reach and influence for members
6. We routinely publish defence procurement opportunities, government and sector updates
7. We are known for our training of members and their knowledge in the industry
8. We are recognized by our members as a high value-add association
9. Our organization is sustained with a full-time staff led by an Executive Director

To drive towards this future state, our actions will be purposeful with the singular intent of meeting our commitments and goals. Therefore, we must:

- Further engage with decision makers and influencers, building both awareness of member capabilities and trust-based relationships between members and client groups – as such these networks will reflect our value to members;
- Enhance our reputation as a knowledge leader, especially with the government, members and among client groups – as knowledge leadership will differentiate SODA in the defence sector, improving our reputation and thus enhancing our value to members; and,
- Increase membership to represent all Ontario defence sector firms. With enhanced education, networks, connections and outreach, our value to members becomes self-evident. Membership growth is the operational activity that drives all other measures of success.



OUR COMMITMENT TO THE PLAN

On behalf of the Board of SODA, we affirm our commitment to our vision of the future in support of the membership.

Our purpose is to be your connection to the Ontario defence sector.

As we follow this Plan we hold each other accountable to live the Values of SODA.

We invite the entire defence community to join us in our Vision. We will continue to tell our stories about the incredible things that happen at our members' companies, about the ground-breaking advancements in technology and services developed by our members, and the outstanding people with whom we get to work every day.

We hold steadfast that we live in a culture of possibility that is client-focused, member-oriented and value-driven so that we are the association of choice for Ontario defence industry SMEs, Primes, government ministries and the communities we represent. We are the home where Ontario defence sector knowledge resides, and where relationships are built to support each and every one of our members, government colleagues and clients.



