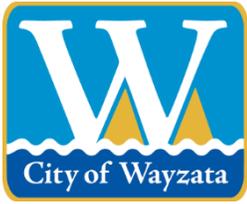


**Wayzata City Council Workshop Meeting Agenda
Wayzata City Hall Community Room, 600 Rice Street
MONDAY, SEPTEMBER 26, 2022**

WORKSHOP TOPICS FOR DISCUSSION:

1. Update and SWOT Analysis Discussion of Wine and Spirits Strategic and Marketing Assessment (5:45-6:45 p.m. and after adjournment of regular meeting)



City Council Workshop City Council Agenda Report

MEETING DATE: September 26, 2022	WORKSHOP AGENDA ITEM: 1
TITLE: Update and SWOT Analysis Discussion of Wine and Spirits Strategic and Marketing Assessment (5:45-6:45 p.m. and after adjournment of regular meeting)	
PREPARED BY: Jeffrey Dahl, City Manager	
REVIEWED BY: N/A	

DISCUSSION OBJECTIVE:

To receive an update of the Wine and Spirits Strategic and Marketing Assessment process and participate in a SWOT analysis exercise.

BACKGROUND:

Earlier this year, the City Council approved a professional services agreement with Delaney Consulting to provide for a Strategic and Marketing Assessment for Wine and Spirits Operations. The last time an assessment like this was completed was in 2015. The goal of the assessment is to analyze the operations and marketing in order to maximize the profitability and sustainability of the operations as the market and retail environment continues to evolve.

Over the past 3 months, staff, led by General Manager Kevin Castellano, along with Michael Bitzer of Delaney, have been analyzing financials and collecting data via a customer survey, market research, and speaking with employees. The last phase of this process, before the findings of the assessment are presented, is to complete a SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) with key stakeholders in order to create a strategic action plan. At the workshop, the Council, along with key staff members and Steve McDonald, will participate in this exercise and Mr. Bitzer will lead the discussion.

If more time is needed, the discussion may continue after the regular meeting adjourns. The final findings of the assessment are planned to be presented at a regular meeting in October.

ATTACHMENTS:

1. 9.26.22 Wayzata Wine and Spirits Workshop Agenda and Prewrite
2. Wayzata SWOT To Populate for 9.26.22 Workshop



Wayzata Wine & Spirits Workshop

Date: 9.26.22

Time: 1+ hours

Location: Wayzata City Hall

Attendees: Wayzata City Council Members, Department Heads and other Wayzata City Stakeholders associated with the Wayzata Wine & Spirits operations. Facilitated by Michael Bitzer from Delaney Consulting.

Objectives: Gather and prioritize insights from city stakeholders through a facilitated SWOT exercise and group discussion. Update stakeholders on the SOW, progress, and milestones of the engagement.

Agenda for 9.26.22

- Introductions and Kickoff
- SOW and Project Updates
- SWOT Framework and Prework
- SWOT Exercise and Group Discussion
- Review and Prioritize SWOT
- Next Steps until Project Completion

Prework Needs before 9.26.22

- Review provided Wayzata Zoo SWOT example and directions below
- Individually populate your own SWOT for Wayzata Wine & Spirits before 9.26.22
- Bring your SWOT to the 9.26.22 workshop to populate and prioritize with the other city stakeholders in attendance

SWOT Directions for 9.26.22 Workshop

Thank you in advance for investing your time and providing your needed and valuable input into this work. As part of Delaney Consulting's SOW, we are using this time to gather insights from city stakeholders on Wayzata Wine & Spirit's Strengths, Weaknesses, Opportunities, and Threats (SWOT).

Here are a few helpful hints to come prepared with your independent thoughts that will be brought together through a group exercise to create a single SWOT:

- Review the illustrative "Wayzata Zoo SWOT" example provided for the purpose of this workshop, paying close attention to the definitions on the edges of the quadrant as well as populated examples.
 - Strengths and Weaknesses are internal, which means you should create of list that answers:
 - Strengths: What are we good and great at? Why do customers choose us?
 - Weaknesses: What aren't we good and great at? Why do customers choose to go elsewhere?
 - You have control over your strengths and weaknesses.

- Opportunities and Threats are external, which means you should be thinking outside of current operations and capabilities to points that influence your Muni store operation, but you may not have any or great control over them. Think about answering these questions for Opportunities and Threats:
 - Opportunities: What could we do differently; or start, or stop doing to create a more optimal operation? How can we get customers to choose us more often?
 - Threats: What is outside of our control but affects our operation?
- Reflect on your knowledge of Wayzata Wine & Spirits as a city stakeholder:
 - Try to avoid getting input from other people regarding this exercise. It's important that your initial input isn't influenced by others and is central to the city stakeholders participating in this workshop.
 - Your unique role and experience within the City of Wayzata as it pertains to the Wayzata Wine & Spirit retail store.
 - Your professional and working knowledge and experience of Wayzata Wine & Spirits
 - If you are also their customer, that will naturally come into your thoughts, but we have a customer survey that will represent customer insights in this work. As a city stakeholder, you likely know more and different things than your customers and these are the insights we most want to capture during this workshop.
- Create a list of points and how you would categorize key aspects of Wayzata Wines and Spirits according to the SWOT quadrants. Be as detailed and specific as possible.
- Obvious and first instinct answers aren't to be undervalued or overlooked. We want to ensure we capture and document those points that are well known.
- Bring your pre-work to the 9.26.22 workshop organized by S-W-O-T.
- You will then take your individual prework and plot them on a single City Stakeholder SWOT.
- It is common to have many entries in a quadrant. When that happens, give a little further thought about how you prioritize the importance or impact of each entry. We will be prioritizing them as a group after all of your input is plotted.

Again, we appreciate your participation in this workshop and value your input.

We look forward to an engaging and enlightening workshop!

Sincerely,

Michael Bitzer

Sr. Consultant

Delaney Consulting

m: 612.708.2642

SWOT Analysis : Wayzata Wines & Spirits

STRENGTHS– INTERNAL

Obvious Natural Advantages
Our unique selling points
What our customers value in us
and what we already do well –
We feel in control of this.
Examples: Resources, Assets,
People, Experience, Knowledge,
Data, Financial Reserves,
Marketing, Location, price,
systems, processes, etc

Strengths

Weaknesses

WEAKNESSES – INTERNAL

Things we need to shore up
and address that we have some
level of control over
Potentially attractive Options
Likely to produce good returns
if capability and
implementation are viable
Potentially more rewarding and
differentiating than
Strengths/Opportunities
because they are more
challenging, a surprise to the
competition, and customers
would see a shift and
improvements

OPPORTUNITIES – EXTERNAL

Usually easy to defend and
counter
Only basic awareness, planning
and implementation required to
meet these challenges
Investment is generally safe
and necessary

Opportunities

Threats

THREATS – EXTERNAL

Potentially high risk
Must assess capability gaps
and plan to defend in very
controlled ways
Examples: Legislative changes,
environment, economy, market
demand changes, different
financial requirements,
technology changes, etc