



LAYPERSON'S APPROACH

SETTING SPECIFICATIONS, STANDARDS & ACCEPTABLE DEVIATIONS

- Identity
- Where to start
 - BHAG
 - Niche within a Niche
- What we will not do
- Standards/ Acceptable deviations (Touch / feel / taste)
- Flat structure with accountability across the board / instilled values

IDENTITY

Identity gives purpose and direction

Offers a foundation to build on

Mental touchstone

BELcher

NOrman

RIna

BELNORI

ONE IDENTITY – HAD TO CHANGE





B H A G

Big, Hairy, Audacious Goals

What was that Goal?

**When folk thought of Goat's Cheese - the first
name I wanted to come to their minds was
BELNORI**



Niche within a Niche

- **Goat's Milk Products already a Niche in the Dairy Industry**
 - **Create a Niche in that Niche**
 - **How?**
 - **Different products and a good variety**
 - **Different styles**
 - **Different presentation**
 - **Innovation**
 - **Above ALL – Quality EVERY time**
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What we will NOT do

- Sell inferior cheese
- Raw milk products
- Compromise on ingredients
- Take short cuts

- Free range the goats
- Cut feed
- Underpay staff
- Undercut prices
- Refuse to assist others



Specifications, Standards, Deviations

- Methods are learned – no ‘following’ of ‘recipes’
- We do not standardise the milk or environment
- Challenges with cultures v small milk quantities
- Deviations are wider than in commercial dairies
 - If the quality is not good – discarded
 - If the quality is good = new product?



FLAT STRUCTURE

- Hardly any hierarchical structure
 - Accountability across the board
 - No ‘values’/ ‘instructions’ on posters – one does not read it – you live it!
 - Little things matter – consistency
 - The ‘Belnori-way’.
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ARTISANAL



Highvelder Classic