

Offense and Defense

Focus on both to compete and win in 2023

As we head into the end of the first quarter of 2023, we are cautiously optimistic even knowing this year will be challenging. Since none of us can control or substantially impact the economic and market conditions factors in play, changes might seem inevitable, that we must take whatever comes our way. There is a grain of truth here, so we're positioning ourselves to play good defense as well as continuing to play the smart offense we are known for.

It can be helpful to remember that recessionary cycles are much like the weather. As we have seen our fair share of unpredictable weather recently (How many inches of snow did you get Portland?) we recognize we can't precisely predict the timing or severity. Economic downturns will come, and they are part of a cycle, just like storms are a normal part of weather patterns.

While we are going to be savvy and disciplined about running our business well, we are simultaneously planning an aggressive offense to pursue opportunities to increase our market and wallet share. These actions are encouraging as we head into our 75th year in business! We are also very confident about the long-term prospects of the industries we serve. So remember to work hard to position yourself and Norco well and take full advantage of future opportunities.

We will play both offense and defense at the same time over the next year by watching expenses closely while also intentionally making smart investments. We should also be cautious with our time. Remember to recharge (we need that after having another plant outage) while also pursuing new skills, knowledge, and sales opportunities.

I've read that clever owners make wise investments, no matter the economic conditions. Let's invest in ourselves, each other, and Norco this year. We are a company that focuses on current and future customers, current and future employees, and on long-term and financial sustainability. Keeping that in mind along with a concentrated, combined focus on both offense and defense will give us the ability to compete and win in 2023!

A handwritten signature in black ink, appearing to read "Nicole Kissler".

Nicole Kissler, CEO