



The benchmark of industry standards.



# STRATEGIC PLAN 2016-2018

*We have served Queensland Automotive businesses for more than 86 years.  
We are proud to be the voice of industry and aim to help our members through everything we do.*



# VISION

**Our vision is to be Queensland’s most trusted, influential and respected industry peak body.**

## PURPOSE

The purpose of the MTA Queensland and its subsidiaries (‘The Group’) is to be the voice of the retail service and repair sectors of the automotive industry in Queensland. It is our vision that by 2018, we will represent more than 3500 Queensland automotive businesses. Industry will know that our members enjoy the many benefits that membership provides. Our training solutions will be key to industry success and all graduates will be armed with relevant skills and knowledge that contribute to the success and performance of business.

Moving forward, we will constantly challenge what we offer with the aim of exceeding the expectations of industry in everything we do.

We currently have five core pillars – advocacy, services, training, support, and innovation. We aim to build on these pillars, encompassing new and exciting products that will benefit industry. To achieve this we will:

- Advocate, support and provide services that are founded on our members and clients’ expectations
- Thrive on creativity and innovation, and remain committed to engagement with stakeholders
- Respect our members and clients and recognise that they hold the power of choice
- Anticipate market trends and move quickly to engage them for the benefit of our members and clients
- Be unafraid to take informed conscientious risks and take advantage of opportunity when it presents

## VALUES

① Honesty	⑥ Care
② Professionalism	⑦ Clarity
③ Transparency	⑧ Proactivity
④ Courtesy	⑨ Accountability
⑤ Integrity	⑩ Compliance





# ABOUT US

## MTA QUEENSLAND

The Motor Trades Association of Queensland (MTA Queensland) is the peak body representing the interests of employers in the retail service and repair sectors of Queensland's automotive industry. The automotive industry is vital to Queensland's economy. The industry is made up of 14,000 businesses and employs 90,000 people working in businesses such as car dealerships, mechanical workshops, smash repairers, and service stations.

MTA Queensland represents the automotive industry by influencing policy development in areas directly and indirectly impacting our members.

- Providing workplace services including industrial relations and business advice
- Training and developing the next generation of automotive experts through MTA Institute
- Providing up-to-date industry information and advice
- Facilitating networking events for industry

MTA Queensland comprises 11 separate divisions, each representing a specific industry sector. Each division elects a chairperson bi-annually. The chairperson represents the interests of their industry sector as a member of the MTA Queensland Board.

MTA Queensland's Head Office is located in Eight Mile Plains in Brisbane. MTA Queensland have staff based in regional centres across Queensland where they are chartered with the responsibility to identify the needs of members operating outside of the southeast corner.

## MTA INSTITUTE

The MTA Institute is a Registered Training Organisation that is owned and led by industry, for industry. MTA Institute was established as a small member-focused operation in 1975 and has grown to become the largest private provider of automotive vocational training in Queensland.

MTA Institute is based in the Sir Jack Brabham Automotive Centre of Excellence in Eight Mile Plains, on the southern outskirts of Brisbane. This world-class facility was opened in 2012 and utilises the latest equipment and technology to ensure students get the best possible training experience.

MTA Institute is responsive to the needs of businesses and customizes training products to suit their individual needs aligned to National Standards.



## MTA GLOBAL

MTA Global specialise in contracted delivery of education and training and advisory services in offshore markets as part of major consulting projects. The key to our success is the development of strategic relationships with key clients. We visit our partners and clients regularly and maintain effective communications to ensure all obligations are met. The senior executive team invest in 'high level' stakeholder engagement in all relevant sectors.

Effective delivery of services is supported by a fully coordinated and consolidated project management approach using highly experienced teams who manage the activities under each market segment. MTA Global has dedicated personnel who manage project outputs, milestones, finance and general project administration.

MTA Global have developed extensive resources and networks and have the capacity to respond quickly and effectively to clients worldwide.





# KEY STRATEGIES

## ① PROMOTE AND LEAD CREATIVITY AND INNOVATION

- Collaborate to innovate - involve our stakeholders and members as partners in industry innovation
- Actively seek out and deliver innovative solutions to achieve success for industry
- Explore innovative business and skilling opportunities
- Embrace and encourage new ideas and provide support and resources to innovate
- Develop innovative education solutions and lead industry to recognise and embrace technology
- Attract and retain staff who are creative and able to innovate
- Develop an intrapreneurial organisation committed to industry success
- Foster and develop a business culture free from innovative barriers

## ② BUILD A REPUTATION THAT IS RECOGNISED FOR EXCELLENCE

- Build a reputation based on business excellence
- Our approach to business is rigorous and transparent
- Decision-making is based on sound governance and efficient work practices that exceed the expectations of regulatory bodies and industry
- Ensure business processes and policies are relevant and identify and mitigate risks
- Build a network of support and advocacy that is recognised as the authority for industry
- Build on relationships and partner with national like-minded bodies to advance industry
- Be recognised by our members and their consumers as a trusted brand

## ③ PROVIDE OUTSTANDING SUPPORT AND SERVICES TO OUR MEMBERS

- Demonstrate a culture that recognises members as the heart of the organisation
- Through effective consultation, understand the drivers of industry and influence policy that supports our members' businesses
- Customise products and services that make clear value propositions for members
- Create success for members by anticipating and exceeding their business needs
- Provide support to members that fosters a competitive position



#### ④ GROW OUR BRAND THROUGH MARKETING AND COMMUNICATIONS

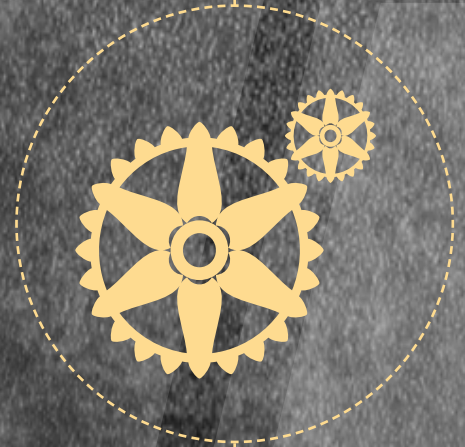
- Understand the demands and expectations of all markets and their differences
- Ensure the Group is promoted widely for its programs, services and member support
- Create a brand without limits
- Make our brand nationally recognisable
- Embrace new technology to communicate and market industry
- Maintain effective internal communications
- Be engaged and visual to create strong “word of mouth” from internal and external clients

#### ⑤ PROVIDE WORLD CLASS SKILLING AND WORKFORCE SOLUTIONS

- Support economic sustainability through future-focussed training and skilling
- Value and build individual skills and provide the resources to support industry to achieve organisational goals
- Build a strong client focus that recognises the need to customise solutions based on industry’s needs
- Be renowned as a one-stop service and skills provider for Industry
- Customise training services based on the clients’ business needs
- Be recognised as the training centre of excellence

#### ⑥ LEAD GROWTH AND REMAIN AGILE

- Develop commercial opportunities that support the Group’s future
- Explore new funding opportunities and diversify funding sources, particularly where contract deliverables have synergies
- Develop internal capacity and establish partnerships to sustain industry
- Develop and consider new international educational and business opportunities
- Maintain a business posture that allows the Group to seize opportunity
- Develop targets that reward and recognise excellence





# STRATEGY 1

## KEY STRATEGY

Promote and lead creativity and innovation

## ACTIONS

- Collaborate to innovate – involve our stakeholders and members as partners in industry innovation via the innovation hub
- Actively seek out and deliver innovative solutions to achieve success for industry
- Explore innovative business and skilling opportunities
- Embrace and encourage new ideas and provide support and resources to innovate
- Attract and retain staff who are creative and able to innovate
- Develop an intrapreneurial organisation committed to industry success
- Foster and develop a business culture free from innovative barriers

## MEASURES

- Industry is informed of emerging technology and the latest innovations
- Innovation is considered at all Senior Executive Team (SET) meetings and opportunities are seized
- Creativity and innovation will be rewarded when it leads to improved products and services, business processes and employment conditions
- The culture of the organisation is intrapreneurial
- Barriers to innovation are removed/mitigated
- Stakeholder engagement considers innovation, growth and profile opportunities
- Innovation hub is established to support industry





## STRATEGY 2

### KEY STRATEGY

MTA Queensland will build a reputation that is recognised for excellence.

### ACTIONS

- Build a network of support and advocacy that is recognised as the authority for industry
- Build a reputation based on business excellence
- Our approach to business is rigorous and transparent
- Decision-making is based on sound governance and efficient work practices that exceed the expectations of regulatory bodies and industry
- Ensure business processes and policies are relevant and identify and mitigate risks
- Be recognised by our members and their consumers as a trusted brand

### MEASURES

- Awarded national/state awards for excellence
- We are ASQA and UC compliant as a consequence of our commitment to continuous improvement
- Our annual financial audited accounts confirms our rigor in managing our finance
- The Group maintains high level risk management strategies and there is no major incident reported
- The Group is a key collaborator with National and State bodies and are sought by relevant agencies for expert advice
- Member and consumer surveys identify the Group's branding with trust







## STRATEGY 3

### KEY STRATEGY

Provide outstanding support and services to our members

### ACTIONS

- Demonstrate a culture that recognises members as the heart of the organisation
- Through effective consultation, understand the drivers of industry and influence policy that supports our members' businesses
- Customise products and services that make clear value propositions for members
- Create success for members by anticipating and exceeding their business needs
- Provide support to members that fosters a competitive position

### MEASURES

- The Group's business priorities are underpinned by the needs of our members and clients (survey evidence)
- The SET meets with a minimum of 15 key stakeholders per quarter
- Client surveys confirm an overall satisfaction of 85 percent or higher
- Client testimonials validate membership, products and services as positive business contributors
- Support strategies have been considered and designed to promote our members' competitiveness
- We have a growth in membership of 5 percent per annum





## STRATEGY 4

### KEY STRATEGY

Grow our brand through marketing and communications

### ACTIONS

- Understand the demands and expectations of all markets and their differences
- Ensure the Group is promoted widely for its programs, services and member support
- Create a brand without limits
- Make our brand nationally recognisable
- Embrace new technology to communicate and market industry
- Maintain effective internal communications
- Be engaged and visual to create strong “word of mouth” from internal and external clients

### MEASURES

- Marketing research and analysis influences the Group’s approach to marketing and branding
- The Group is marketed through numerous strategies and the reach goes beyond our borders
- The professional circle is recognised by industry, key stakeholders and consumers
- Our brand is recognised nationally
- Our digital platforms and their reach demonstrate our leadership role in technological advances
- Our staff, client and members are our most influential sales assets





## STRATEGY 5

### KEY STRATEGY

Provide world class skilling and workforce solutions

### ACTIONS

- Support economic sustainability through future-focused training and skilling
- Value and build individual skills and provide the resources to support industry to achieve their goals
- Build a strong client focus that recognises the need to customise solutions based on industry needs
- Be renowned as a one-stop service and skills provider for industry
- Customise training services based on the client business needs
- Be recognised as the training centre of excellence

### MEASURES

- Our training delivery model is cutting edge and leads to growth and employment solutions
- Our skilling solutions create economic return for the Queensland automotive industry and the greater Queensland economy
- We instinctively think of our clients business needs before developing a training solution
- Our training clients can obtain all their skilling needs from the MTA Institute
- We are recognised for training excellence
- We achieve a satisfaction level of 85 percent or higher





# STRATEGY 6

## KEY STRATEGY

Lead growth and remain agile

## ACTIONS

- Develop commercial opportunities that support the Group's future
- Explore new funding opportunities and diversify funding sources, particularly where contract deliverables have synergies
- Develop internal capacity and establish partnerships to sustain industry
- Maintain a business posture that allows the group to seize opportunity
- Develop targets that reward and recognise excellence

## MEASURES

- We have added to our suite of courses to meet the needs of emerging technology and opportunity
- The Group will secure new commercial opportunities
- Internal capacity has been recognised and redeployed where necessary
- Formal partnerships will be established that create efficiencies and ROI
- The culture of the Group keeps us agile and ready to grasp new opportunities
- KPIs have been set and monitored resulting in or exceeding forecast growth





The benchmark of industry standards.