



MTA  **LEADING AUTOMOTIVE INNOVATION**

STRATEGIC PLAN 2019-2021



WE HAVE SERVED QUEENSLAND AUTOMOTIVE BUSINESSES SINCE
1929 AND ARE PROUD TO BE THE VOICE OF INDUSTRY.

VISION

OUR VISION IS TO BE QUEENSLAND'S MOST TRUSTED, INFLUENTIAL AND ENGAGED INDUSTRY PEAK BODY

PURPOSE

MTA QUEENSLAND is the peak organisation in the State representing the specific interests of businesses in the retail, repair and service sector of Queensland's automotive industry. There are some 15,500 automotive value chain businesses employing more than 90,000 persons and generating in excess of \$20 billion annually. The Association represents and promotes issues of relevance from the automotive industry to all levels of Government and within Queensland's economic structure.

MTA INSTITUTE is the leading automotive training provider in Queensland offering nationally recognised training, covering technical, retail and the aftermarket sectors of the automotive industry. It is the largest private automotive apprentice trainer in Queensland employing many trainers who are geographically dispersed from Cairns to the Gold Coast and Toowoomba to Emerald.

MTAiQ is Australia's first automotive/mobility innovation hub established by MTA Queensland and offers an eco-system that supports innovation in the motor trades.

CORPORATE SOCIAL RESPONSIBILITY STATEMENT

The MTA Group comprises of MTA Queensland, the MTA Institute and MTAiQ.

The way we lead, work and behave is driven by our core values. These values influence the way we meet member and client needs, while respecting the regulatory requirements, and the way we promote ethically sound practices. The MTA Group is committed to integrating responsible and sustainable business practices across our operations. It is our policy to act responsibly in our day-to-day relationships with our members, clients, employees and communities. We have a long history of supporting industry and our leadership in corporate responsibility and sustainable excellence is driven by a bold and influential approach that encompasses high ethical standards and our actions are environmentally and socially conscientious and responsible.



MEMBER VALUES

① HONEST	⑥ CARING
② PROFESSIONAL	⑦ INNOVATIVE
③ TRANSPARENT	⑧ PROACTIVE
④ COURTEOUS	⑨ ACCOUNTABLE
⑤ INTEGROUS	⑩ COMPLIANT



THE PROFESSIONAL CIRCLE

The MTA Group is underpinned by the Professional Circle, which encompasses five core pillars. These pillars are constantly evolving and include:

- **ADVOCACY:** MTA Queensland will represent members and clients to state and federal governments on issues affecting their business and the industry.
- **SERVICES:** We provide members with leading intelligence on industry trends, industry policy developments, regulatory changes, future skills and innovation across all digital platforms. Through multiple platforms, we provide members with valuable, accurate and timely advice on all current and emerging industry issues and opportunities to maintain a competitive edge. The Association provides access to specialist industrial relations advice, resources, guides and representation.
- **TRAINING:** MTA Institute offers automotive apprenticeships, traineeships and cutting-edge industry courses. The Institute is the leading private training provider in the automotive industry in Queensland and demonstrates flexibility in innovative training delivery and support services. MTA Institute has high levels of stakeholder satisfaction, demonstrated through internal and external surveys and a student-focused, face-to-face approach to training where all learners benefit from qualified and experienced trainers. The Institute is the first trade RTO in Australia to be certified under the ACPET Industry Certification Program. The certification was awarded for our student centric educational quality, ethical practices and behaviours, continuous improvement culture and professional student services.
- **SUPPORT:** The “Knowledge Base” within our members’ portal has a library of industry resources, marketing material and industrial relations information. Strategic corporate partnerships and alliances deliver value and savings on a diverse range of products and services. We offer networking and learning opportunities through scheduled events and training.
- **INNOVATION:** Members and clients have access to free events and the MTAiQ innovation hub. Through our commitment to innovation we will bring education and awareness on new and emerging technologies that are essential to industry and present possible opportunities to member businesses.



ABOUT US

MTA QUEENSLAND

MTA Queensland has been performing its vital representative role for the automotive industry since 1929. The Association comprises of 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 at Eight Mile Plains in Brisbane. We have staff based in regional centres across Queensland who are responsible for communicating the needs of our members and clients operating outside of the southeast corner.

MTA INSTITUTE

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. The Institute is based in the Sir Jack Brabham Automotive Centre of Excellence in Eight Mile Plains, on the southern outskirts of Brisbane.

This industry-led 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 customises training products to suit their individual needs aligned to industry expectations and nationally accredited standards.

MTAiQ

Established in 2017, the innovation hub is an eco-system that supports innovation for the automotive/mobility industry.

The innovation hub brings together mentors, investors, coaches, commercial partners and industry experts to collaborate on digital disruption and emerging technologies. The hub will assist existing automotive/mobility businesses to develop business models to capitalise on opportunities linked to new technology and support start-ups and entrepreneurs with connections to industry, commercialisation and scaling.



KEY STRATEGY 1

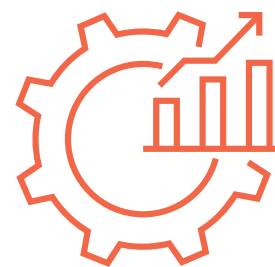
SERVICE EXCELLENCE

ACTIONS

- Demonstrate a culture that recognises members and clients as the core of the organisation
- Through effective consultation, understand the drivers of industry and influence policy that supports our members' and clients' businesses
- Customise products and services that make clear value propositions for members and clients
- Identify preferred mediums to effectively communicate to members and clients the benefits and work of the Group
- Continuously improve a well-resourced member portal and the Group websites
- Deliver purposeful and ongoing member engagement
- Develop efficiencies aligned with best practice and automation
- Share relevant and authorised data to inform decision making

MEASURES

- The Group's business priorities are underpinned by the needs of our members and clients (survey evidence and industry feedback)
- The quarterly scorecard reflects high engagement with key stakeholders, clients and members and clients
- Client testimonials validate membership, products and services as positive business contributors
- Support strategies have been considered and designed to promote our members' and clients' competitiveness
- Service delivery is aligned with member expectations
- Decisions are based on industry intelligence
- Analytics reflect increased interaction and reach



KEY STRATEGY 2

CORPORATE SOCIAL RESPONSIBILITY

ACTIONS

- Establish a green team committee
- Minimise unnecessary travel
- All business decisions are underpinned by environmental, social and economic sustainability
- Create opportunities for disadvantaged young adults
- Create opportunities for women in automotive
- Raising funds and make contribution to approved charities
- Develop a competent, responsible workforce and share corporate knowledge & invest in PD
- Build individual, team, and organisational resilience
- All business objectives are purposeful and relevant to industry
- Policy, practice and opportunities reflect equity and gender balance
- Support mental health wellbeing
- Investment is responsible and aligns with policy and procedures
- Provide opportunities for indigenous learners
- Provide scholarship opportunities for trade persons to become trainers

MEASURES

- Green team appointed, and meeting outcomes are reported
- Waste is minimal and all possible recycling is actioned
- Programs developed to support staff release for short term charity support
- Meetings are primarily paperless
- Formal charity partners have been identified and strategies to support have been negotiated
- All suppliers are reviewed annually
- Due diligence is common place
- Activity and partnerships have been established to support women in automotive
- Resources promoted and distributed to support mental health wellbeing
- Indigenous pre-vocational and training registrations reflect an increase



KEY STRATEGY 3

BUSINESS EXCELLENCE

ACTIONS

- Expand our network of support and advocacy that is recognised as the authority for industry
- 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, clients and their consumers as a trusted brand
- Continuously review Constitution to align with legislation
- Actively seek and apply for national/state business excellence awards

MEASURES

- Recognised in national/state business awards for excellence
- Our annual financial audited accounts confirm our rigor in managing our finances
- The Group maintains high level risk management strategies and there are no major incidents 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
- Our reputation is underpinned by business excellence
- Our views are regularly reported in the media
- Our policies and procedures meet or exceed legislative requirements



KEY STRATEGY 4

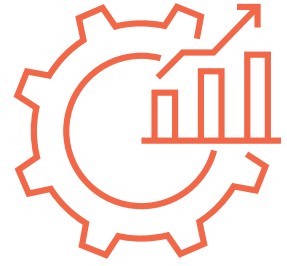
EXPAND OUR PROFILE

ACTIONS

- Increase profile through print and online platforms
- Ensure the Group is promoted widely for events, training and member support
- Create a brand without limits through social media activity
- Make our brand nationally recognisable
- Embrace new technology to communicate and market industry
- Maintain effective internal and external communications
- Be engaged and visual to create strong “word of mouth” from internal and external clients
- Collaborate and develop partnerships to deliver on key initiatives

MEASURES

- Marketing research and analysis influences the Group’s approach to marketing and branding
- Over one million reach in media mentions per annum
- The logos and professional circle are recognised by industry, key stakeholders and consumers and used by members and clients
- Our brand is recognised nationally
- Increased engagement and followers on all social media platforms
- Our staff, members and clients are our most influential advocates
- Internal and external stakeholder’s awareness of key activities and events through increased participation
- We have expanded our contact list through block 2



KEY STRATEGY 5

WORKFORCE AND SKILLING SOLUTIONS

ACTIONS

- Be renowned as the premium skills provider for industry
- 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 and flexible client focus that is underpinned by industry needs
- Customise training services based on the client's business needs
- Investment in resources to provide training service excellence
- Diversification of training products
- We instinctively think of our clients' business needs before developing a training solution

MEASURES

- Our training delivery model is best practice and leads to skills growth and employment solutions
- Our skilling solutions create economic return for the automotive/mobility industry and the greater economy
- Our clients can obtain all their skilling needs from the MTA Institute
- We are recognised for training excellence domestically and internationally for product relevance
- We achieve a satisfaction level of 85 per cent or higher from our clients



KEY STRATEGY 6

CREATIVITY AND INNOVATION

ACTIONS

- Collaborate to innovate – engage our stakeholders, members and clients as partners in industry transformation
- Actively seek out and deliver innovative solutions to achieve success for industry
- Explore innovative business and skilling opportunities
- Embrace and encourage emerging technology and provide support and resources to innovate
- Attract and retain a diverse workforce who are creative and able to innovate
- Develop an intrapreneurial organisation driven by industry needs
- Foster and develop a business culture free from innovative barriers
- Validate feedback through industry committees

MEASURES

- Industry is informed of emerging technology and the latest innovations
- Innovation is considered organisation-wide and opportunities are pursued
- 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 identified and managed
- Stakeholder engagement considers innovation, growth and profile opportunities
- Start-ups and entrepreneurs are connected to members and industry
- Committee Minutes reflect satisfaction



KEY STRATEGY 7

GROW AND DIVERSIFY

ACTIONS

- Develop commercial opportunities that support the Group's future
- Explore new funding opportunities and diversify funding sources, particularly where synergies exist
- Develop internal capacity committed to growing the Group
- Maintain a business posture that enables commercial agility
- Reward and recognise growth contributors
- Actively seek to grow members and clients
- Diversify through innovation
- Build a business network that facilitates growth opportunities
- Understand and represent the challenges facing industry
- Extend our representation to all things mobility

MEASURES

- We have added to our suite of products and services to meet the needs of emerging technology and opportunity
- Internal capacity has been recognised and redeployed where necessary
- Established strategic partnerships that create and support commercial growth
- The culture of the Group is agile and ready to respond to new opportunities
- KPIs have been set resulting in or exceeding forecast
- Growth in members and clients
- Attract commercially viable product offerings through the MTAiQ
- Financial performance of the Group reflects an overall increase
- Industry challenges/ disruptors are considered through MTAiQ





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