

# **Missouri Motor Carriers Association**

## **Strategic Plan** ***A Vision for the Future***

**2007**

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## ***Strategic Plan – A Vision for the Future***

### **MMCA Mission**

- to serve the united interest of the motor carrier industry;
- to enhance the industry's image, efficiency, productivity and competitiveness;
- to promote highway safety; provide educational programs; and
- to promote and protect the interests of the motor carrier industry through government relations program; and

### **MMCA Vision**

#### **MMCA...**

A POWERFUL VOICE  
MEMBER DRIVEN  
BEST IN CLASS

- What is MMCA's 3 year vision...what should we look like?
  - Best in Class
    - Funding
    - Access
  - Most Desired Membership
  - High value, low cost (investment) benefit
  - Best at advocacy
  - The voice for Missouri Trucking
    - 1000 members, 1.5m revenue, active membership

## Environmental Analysis: SWOT

<p><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>• Government Relations</li> <li>• Office location</li> <li>• Large membership</li> <li>• Good track record of Legislative success in Jeff City</li> <li>• Good resource for Safety and information</li> <li>• MMCA well respected by state agencies</li> <li>• Lobbying</li> <li>• Member services</li> <li>• Education activities</li> <li>• Debt Free</li> <li>• Technology</li> <li>• Staff</li> <li>• Lobby efforts</li> <li>• Government Relations</li> <li>• Access into the non-elected state officials</li> <li>• Perceived as an effective organization</li> <li>• Office staff talent in safety and compliance</li> <li>• Good physical location</li> <li>• Good employer</li> <li>• Large carrier base in Missouri</li> <li>• Sponsorship; financial support is strong</li> <li>• Results oriented – when members need assistance</li> </ul>	<p><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>• Revenue source base is weak</li> <li>• Membership-lack of involvement</li> <li>• PR programs</li> <li>• Industry consolidation trends</li> <li>• Inadequate reserves</li> <li>• Lack of positive media coverage throughout Missouri</li> <li>• Lack of Political fundraising</li> <li>• Lack of full time “membership recruiter”</li> <li>• Be all things to all people</li> <li>• Member apathy / Membership participation</li> <li>• Lack of new members</li> <li>• Reliable consistent revenues</li> <li>• Lack of flexibility on Leg policy</li> <li>• Representation in major metro areas</li> <li>• Ability to create change</li> <li>• Utilization of office space for rent/revenue</li> <li>• Succession Planning</li> <li>• Compensation methodology for office staff</li> <li>• Visibility of motor carrier participation</li> <li>• Number of carriers that belong to MMCA</li> <li>• Executive and Member Relations</li> <li>• Leadership operates as an isolated group</li> <li>• No outreach programs directed with members</li> <li>• Innovation</li> <li>• Short – term financial status</li> <li>• Policy development</li> </ul>
<p><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>• New revenue sources</li> <li>• Membership outreach programs / PR plan</li> <li>• Journalism internship</li> <li>• Increase and Involved membership</li> <li>• Motivated leadership: Leverage leadership to drive plan and move MMCA forward</li> <li>• County membership source</li> <li>• Joint Ventures / Partnerships with other states</li> <li>• Maximize best practices</li> <li>• Adding value of membership</li> <li>• Strengthen Government Relations</li> <li>• Proactive in HR practices, Member Relations, and Marketing</li> <li>• Utilize building assets</li> <li>• Cross train office staff</li> <li>• Strengthen Member Relation efforts</li> <li>• Drive sales, marketing, and recruiting effort</li> <li>• Enhance image of MMCA -- Connect with Economic Development process</li> <li>• Establish a Public Relations effort</li> <li>• Tap into diverse population and potential market for MMCA</li> <li>• Develop and strengthen strategic alliances with other associations</li> <li>• Partner and leverage resources with other state associates</li> <li>• Promote value of MMCA to members</li> <li>• Foster regular and proactive communication with members</li> <li>• Educate membership-Value to membership</li> </ul>	<p><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>• Loss of revenue sources due to consolidation</li> <li>• Lack of membership involvement</li> <li>• Bad public image of trucking/industry</li> <li>• Decline in membership</li> <li>• Too much government regulation</li> <li>• Mission is “advocacy”</li> <li>• Major divisions and disagreement on legislative and/or association policies</li> <li>• Failure to anticipate legislative threats and opportunities</li> <li>• Hostile political environment</li> <li>• Membership service perception (big vs. small)</li> <li>• Staff retention</li> <li>• Change of leadership</li> <li>• Loss of consistent relationships</li> <li>• Value for the investment</li> <li>• Loss of membership (current and potential) because of benefit realization</li> <li>• Consolidation in the industry</li> <li>• Non-business friendly</li> <li>• Change in the political environment</li> <li>• Image in the industry</li> <li>• Legal environment – litigation</li> <li>• Economic Environment-down turn in the environment</li> </ul>

## **MMCA Critical Issues**

- Revenue Base
- Potential decline in membership / to protect revenue base
  - Revenue diversification
- Lobbying force and efforts
- Staffing
  - Succession plan
- Policy Development
  - Highway funding
  - Infrastructure
  - Image

## **Strategic Imperatives**

- Recognized as the “voice” of the industry
- Revenue
  - Consistent and adequate funding
- Effective / Powerful force...
  - Lobbying
  - Professional, trained lobby staff
  - Quality staff
- Broad membership base
  - Advocates in membership – Strong involved membership
  - Strength in numbers
  - Geographic representation
- Policy
  - Structure of policy development / healthy thoughtful policy development, continuous process
  - Involved, educated, motivated members

## **MMCA Corporate Objectives**

### **Goal: Growth**

- Objective: To have membership growth to achieve 850 members by 2011
- Objective: To achieve \$1.5 in Revenue by 2009
- Objective: Seek possible affiliations with other related associations

### **Goal: Financial Strength**

- Objective: To have 6 months of annual budget in reserve, but not to exceed \$500,000
- Objective: To build the financial strength of MMCA by optimizing revenue diversification focused on best of class services

### **Goal: Human Resource Utilization**

- Objective: To be an employer of choice...
  - Maintain best trained staff, using annual reviews to assure quality job performance
  - Reach maximum utilization of each employee toward objectives of MMCA
  - Provide fair / competitive compensation and benefits
  - Recruit, develop, and retain a talent workforce
- Objective: Create an environment which is a great place to work, a best in class environment; culture, work ethic, training and development

### **Goal: Positioning**

- Objective: Membership--To be the "go to" organization for all things trucking with big rubber wheels
  - Financial advantage of member
  - Value via knowledge action or transactions
  - Develop a maintenance council
- Objective: Government--To have a powerful lobbying and grassroots structure
  - Identify, consolidate, and mobilize a powerful lobbying and grassroots structure
  - Establish an "influence map"
  - Relationship with leaders
  - Establish a systematic method of Policy review and development
  - Leverage partnerships with ATA and TCA

### **Goal: Image**

- Objective: To be an advocate of safe and efficient highway systems
- Objective: To be a voice of the industry
- Objective: To have a proactive professional approach for public and member image management
  - Communicate "big wins" / News release
  - Surveys
  - Contingency planning
  - Marketing / PR campaign—building the image of MMCA

## **Strategic Planning Assumptions**

- We have the right talent
- Board is proactive and stays involved
- External conditions and factors allow us to move forward with plan
- Revenue generating programs will be successful
- New management, new approach, and new way of thinking
- Favorable response by staff and members
- MMCA remains relevant to industry
- Drive vision, while maintaining the mission of MMCA

## **Next Steps**

- Complete summary document
  - Mission
  - 3 year vision
  - Strategic imperatives
  - Corporate objectives and assumptions
- Define 2008 corporate objectives
- Department strategies and action plans established
- 2007 and 3 year plan approved and communicated to employees