



Strategic Plan Report
 September 18 – 19, 2016
 Ann Arbor, MI

The Michigan Restaurant Association (MRA) was founded in 1921. There are approximately 4,500 member locations. The organization is guided by 31 – member Board of Directors and a professional staff of 20.

Initial discussions emphasized association “growth and revenue.” Discussions changed the emphasis to “value and experience” for members, which in turn will impact growth and revenue.



There was a strong emphasis on fostering better integration of the plan into the activities and marketing of the association.

Mission Statement

In 2013 the mission was amended to embrace the hospitality industry. The board wanted to further strengthen the mission by showing *leadership* and *innovation*.

Mission – Existing	Mission - Amended
<p>Enhancing the food service and hospitality industry through advocacy, education and leadership.</p>	<p><i>“Leading the food service and hospitality industry through advocacy, education and innovation.”</i></p>

Goals 2017-2020

Goals are the core competencies for which the board of directors is committed to allocating sufficient resources¹. Four goal are external industry deliverables to support membership value. The fifth is an internal goal to ensure a dynamic association.

- I. **Voice of the Industry**
- II. **Value of Membership**
- III. **Access to Expertise**
- IV. **Industry Image**
- V. **Dynamic Trade Association**



Strategies

Strategies are the continuing and new programs to serve members and advance the mission. The committees should be assigned tasks from the strategic plan by the incoming executive officers.

- I. **Voice of the Industry** – Serving as the voice of the food service and hospitality industry, and advocating for their interests.
 - A. **Lobbying Force** – Invest in the manpower, tools and time to be a highly effective lobbying force.
 - B. **Political Influence** – Maintain respected political and legislative action committees to influence lawmakers and drive relevant issues. Increase industry understanding of their distinct purposes. Develop a culture within the MRA that encourages 100% participation of its leaders.
 - C. **Grassroots Involvement** – Engage the membership and serve as a leader for membership at the local and regional level.
 - D. **National Restaurant Association** –Maintain a close working relationship with NRA to maximize voice of the industry and value to membership.
 - E. **Alliances and Coalitions**² – Take a leadership role in business and industry partnerships that enhance advocacy efforts.

¹ Resources include volunteer leaders, task forces, tech., subsidiaries, consultants and profession staff.

² Note specific reference to Detroit issues is identified in II. H. – Detroit Strategy.

- II. **Value of Membership** - Providing benefits, services and opportunities that support members' success.
- A. **Growth** – Develop a strategic approach to membership recruitment that draws up to 5,000 by 2020³; maintain a retention rate for growth.
 - B. **Involvement** – Increase industry awareness of MRA achievements and value; enroll more members in the advantageous programs and services.
 - C. **Inclusiveness** – Identify industry sectors that provide appropriate growth opportunity.
 - D. **Knowledge Center** – Develop an industry knowledge center that provides member access to best practices, templates and data to support member success⁴.
 - E. **Members Research Polling** – Engage membership with semi-regular polling of interests, concerns, policy preferences. Share data with membership and use it to make more informed decisions.
 - F. **Programs and Services** – Maintain existing quality programs while exploring opportunities for new programs and services.
 - G. **Trade Show** – Continue producing annual trade show as a platform for education, connections and opportunities for the industry.
 - H. **Detroit Strategy** – Maintain vigilance of the unique Detroit industry and regulatory issues; find avenues to collaborate and help the industry as appropriate.

³ Estimated to have 4,500 locations currently among the 16,000 licensees.

⁴ Determining if it should be industry accessible or for members only.

- III. **Access to Expertise** – Facilitating access to compliance education, shared knowledge and professional practices.
 - A. **Compliance Education** – Support the course needs to ensure compliance in programs such as ServSafe, ServSafe Alcohol and ServSafe Allergen training.
 - B. **Evolving Education** – Be responsive to the evolving educational needs that support member success.
 - C. **On-Line Education** – Assemble educational materials and programs that support member needs through distance learning.
 - D. **Foundation** – Maximize the relationship of the Educational Support Foundation (ESF) to advance education, scholarship and university relations.
 - E. **Grant Opportunities** – Explore new opportunities for the administration of grants.
 - F. **Trade Show** – Provide industry education at the annual show.
 - G. **Strategic Partnerships** – Strengthen ties with related industries to provide synergy and stronger overall representation.

- IV. **Industry Image** – Promoting the impact of the food service and hospitality industry and the association.
 - A. **Industry Awareness** – Create a consistent year-round campaign to engage and inform members using all channels of communications, technology, etc.
 - B. **Resource Central** – Position MRA as the resource center for media and government; leverage NRA resources and campaigns.
 - C. **Coherent Campaigns** – Establish a reliable calendar of PR campaigns, public service announcements and social media to improve awareness and engagement of members.
 - D. **Consolidation** – Consider consolidation of MRA marketing and communications assistance to a single firm.
 - E. **MRA Association and Brand** – Strengthen public awareness and member use of the association brand and logo.

- V. **Dynamic Trade Association** – Leading an innovative and respected association.
- A. **Board of Directors** – Maintain the most effective structure of governance for the association and industry⁵.
 - B. **Committees** – Align committees with the goals of the strategic plan.
 - C. **Dues Review** – Consider adoption of a policy that requires a periodic review by the board to ensure the amounts reflect value of services, costs and inflation.
 - D. **Professional Staffing** – Maintain the professional staffing necessary for a growing association and aggressive strategic plan; provide funding for professional development.
 - E. **Local Chapters** – Consider modifying MRA Bylaws to allow for creation of local chapters if it is in the best interest of the MRA.
 - F. **Industry Strength and Unity** – Explore opportunities to maximize industry strength and representation through collaborative efforts, strategies and partnerships with allied associations.

⁵ Discussions of board size or reimbursement determined NO changes were necessary.