



# 2023–2025 STRATEGIC PLAN

## **EXECUTIVE SUMMARY**

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Developed by the  
MRAA Board of Directors,  
MRAA's Strategic Partners,  
and the MRAA Staff



# Why Statement

At the Marine Retailers Association of the Americas, we believe that the success of the marine industry begins and ends with the success of our dealers – the retail organizations that deliver sales and ownership experiences to today's boaters. These organizations and the individuals they employ must deliver on the promise of the boating lifestyle every single day with every single interaction. Their success drives the success of our entire industry.

As the leading training and education organization for the marine dealer body, MRAA fuels the success of the boating industry by delivering dealerships the tools, resources and educational programs they can use to strengthen their organizations and find the success they desire. Stronger dealers lead to stronger manufacturers and suppliers, which lead to a stronger industry. And in the midst of it all, MRAA promotes and protects that success by serving as the voice of those dealers, continuously working to ensure a business environment that is conducive to boat sales and retail operations.

# Stakeholder Feedback

MRAA's strategic planning session was held April 11-12, 2022, in Minneapolis. The MRAA Board of Directors, Staff and Strategic Partners were in attendance.

Informing the strategic planning process were the results from several stakeholder insight-gathering efforts, which are included in the full report, available to MRAA members.

- » **Stakeholder Survey Results**
- » **Dealer Call Insights**
- » **Member Survey Results**
- » **Non-Member Survey Results**

Additionally, ASAE Foresight Works Drivers of Change summaries were shared in advance of the session for the Trends Think Tank exercise. The takeaways from these conversations are also available members-only full report.

# Mission, Vision, and Values

**MRAA'S Vision:** A thriving marine industry, driven by dealer success.

**MRAA'S Mission:** We fuel success.

**MRAA'S Core Values:** Authenticity. Accountability. Leadership. Drive.



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# Strategic Plan Goals

The MRAA board established four strategic goals, each with supporting strategies to achieve them.

### GOAL 1: DRIVE DEALER SUCCESS

- » Help dealers overcome workforce shortages
- » Offer position-specific education and credentialing
- » Improve industrywide Repair Event Cycle Times
- » Drive improvements in the overall customer experience

### GOAL 2: GROW AND ENGAGE DEALERS, MANUFACTURERS

- » MRAA.com becomes industry's go-to Resource Center
- » Grow MRAA membership to represent 50% of dealership locations
- » Deliver dealer development programs for manufacturers
- » Launch new programs and services for increased industry engagement

### GOAL 3: ADVOCATE AND RAISE AWARENESS

- » Promote benefit of Dealership Certification to consumers
- » Produce retail data dashboards to inform dealers, manufacturers
- » Bolster advocacy efforts and increase dealer participation
- » Serve as an advocate between dealers and manufacturers

### GOAL 4: ACHIEVE OPERATIONAL EXCELLENCE (INTERNAL)

- » Implement marketing and branding enhancements
- » Diversify revenue by growing programs
- » Deliver focused, clear and customized marketing messages



## 2023–2025 STRATEGIC PLAN

# 3-Year Picture, 1-Year Plan, 90-Day Rocks

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(Taken from Traction – Get a Grip on Your Business by Gino Wickman. A book summary can be found [here](#).)

### WHAT IS YOUR 3-YEAR PICTURE?

With life and business moving as fast as it does in the 21st century, there is little value in detailed strategic planning beyond a three-year window. Planning a 3-Year Picture greatly improves the one-year planning process. With the three-year picture clearly in mind, you can more easily determine what you have to do in the next 12 months to stay on track.

### WHAT IS YOUR 1-YEAR PLAN?

Bring your long-range vision down to the ground and make it real. That means deciding on what must get done this year. Remember, less is more. Most companies make the mistake of trying to accomplish too many objectives per year. The Traction/Entrepreneurial Operating System approach forces you to focus on a few goals rather than too many. By doing that, you will actually accomplish more. That is the power of focus.

### WHAT ARE YOUR QUARTERLY ROCKS?

Once your one-year plan is clear, you need to narrow your vision all the way down to what really matters: the next 90 days. You should determine what the most important priorities are in the coming quarter. Those priorities are called Rocks. Quarterly Rocks create a 90-Day World for your organization, a powerful concept that enables you to gain tremendous traction. How do they work? Every 90 days your leadership team comes together to establish its priorities for the next 90 days based on your one-year plan. You discuss and ultimately conclude what has to be executed in the next quarter to put you on track for the one-year plan, which in turn puts you on track for the three-year picture, and so on.





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# The 3-Year Picture

Future Date: December 2025

### **WHAT DOES MRAA LOOK LIKE IF WE ARE SUCCESSFUL?**

- » MRAA recognized as the leading organization for dealership employee training and onboarding.
- » MRAA leads the marine industry with multiple position-specific credentialing programs for dealership employees.
- » MRAA leads and has elevated the customer experience conversation through a focus on Repair Event Cycle Times.
- » MRAA noted as the go-to resource for real-time data on marine industry retail activity and performance.
- » MRAA champions workforce development across the industry.
- » MRAA serves as the No. 1 choice among industry suppliers for dealer development programs – online training, Dealer Week, credentialing, Certification and more.
- » Dealership Certification becomes a recognized consumer brand.
- » Dealership participation in advocacy improves significantly, fueled by MRAA's revamped advocacy strategy.
- » 50% of dealership locations are MRAA members; 1,000 new locations engaged with MRAA programs and services; 1,000 dealers at Dealer Week; 400-plus locations become Certified Dealers; 100-plus position-specific credentials awarded.





## 2023–2025 STRATEGIC PLAN

# The One-Year Plan

Future Date: December 2025

### **WHAT DOES MRAA LOOK LIKE IF WE ARE SUCCESSFUL?**

- » Build boat dealer-specific Service Manager credentialing program; begin awarding credentials prior to Dealer Week.
- » Reach 574 dues-paying dealership entities as MRAA members.
- » Engage 350-plus new boat dealerships in MRAA programs or services.
- » Establish retail data expertise throughout industry with MRAA database, multiple data points.
- » Strengthen dealer-focused advocacy strategy to improve industry contributions.
- » Strengthen manufacturer engagement with MRAA through formal strategy.
- » Attend, present at 10 dealer meetings in 2023.
- » Host two dealer meetings at Dealer Week 2023.
- » Establish, publish six-plus internal core processes using Traction methodologies.

