

NPCA Strategic Plan

MISSION

NPCA provides industry leadership by promoting quality precast concrete across all markets, addressing industry challenges and developing opportunities for member success.

VISION

NPCA will be the trusted resource and voice for the precast concrete industry.

CORE VALUES

WHO WE ARE

- **Stewardship** – At the core of our values is stewardship. Stewardship of our financial position, our resources and our reputation.
- **Service** – All of our work begins with a focus on service. Service to our producers, our associates and our industry stakeholders.
- **Integrity** – As champions of the precast concrete industry, our program of work and our product offerings reflect those members and our industry. We measure all our actions with integrity.
- **Advancement** – We develop programs, educational services and forums for commerce and networking to advance the industry and create opportunities for member company growth.
- **Communication** – As a respected and authoritative voice in the construction industry, we work to promote the value of quality precast concrete construction to specifiers, contractors, elected officials, the public and other key audiences.

WHAT WE DO

- **Technical Resources** – By delivering the best in technical resources and state-of-the-art access to these resources, we have the best-informed members in the industry.
- **Plant Certification** – We administer the most trusted and respected plant certification program in the industry. This program is a vital source for product quality and production efficiency for our members.
- **Networking** – We develop outstanding programs and events that allow our members to network in the industry.
- **Enable Commerce** – Through the production of The Precast Show and the NPCA Annual Convention, industry publications and our website, we connect producer members with associate members in commerce.
- **Encourage Innovation** – We seek opportunities for growth in a rapidly changing business environment and promote those opportunities to our members.
- **Education** – We develop and administer relevant educational opportunities for owners, managers and production personnel.
- **Expand Opportunities** – We work to grow the industry and expand market share by building relationships with specifiers, regulators and federal, state and local agency officials and represent the industry on codes and standards committees.



Business Strategy

Certification Leadership

NPCA will help producer members pursue the highest levels of documented product quality through plant certification.

Specifier Outreach

NPCA will improve opportunities for companies to be successful by informing and educating the specifier community on the features and value of precast concrete relative to competing products.

Member Service and Value

NPCA will provide educational, networking and marketplace channels so that members can exchange ideas and knowledge and participate in commerce that advances the industry.

Improve Industry Marketing

NPCA will revise and update the tools needed to market precast concrete as a product line of choice for the specifier community, locally, regionally and nationally.

Align Related Industry Associations

NPCA will work to build a coalition within the industry to create a unified voice for precast concrete marketing, harmonize industry definitions of quality, and cross-promote industry education programs.

GOAL 1

Build a powerful brand identity known for premier technical expertise and resources that is respected and utilized by the industry.

The Brand Promise: NPCA is the “go-to” resource in precast concrete

Outcome: Outreach

Position precast as a highly engineered, high-quality material and NPCA members as solutions providers.

Strategy 1: Promote transparency with owners and specifiers; increase awareness.

Strategy 2: Reevaluate the quality of outreach to specifiers and end-users to ensure we're reaching the correct audiences with the correct information.

Strategy 3: Commission market research to learn more about target audiences including next generation.

Strategy 4: Position NPCA engineers as resource for specifiers/owners – encourage questions from that group and more interaction with staff experts; position precast structures as highly engineered quality products and NPCA as a resource for providing solutions; connect producers with specifiers to “grow the pie” through increased marketing.

Strategy 5: Convert cast-in-place specifications to precast; offer service to federal, state, and local entities to help them update their specs.

Strategy 6: Proactively communicate “working for you” success stories via video, at NPCA meetings, via emails and in print.

GOAL 2

Administer the industry's most comprehensive certification program that is valued and utilized by members and essential to specifiers and other customers.

Outcome: Impact Quality

Continue to stress high quality standards and develop online tools to increase transparency and reduce/eliminate risk for specifiers.

Strategy 1: Develop a communication plan for staff and Board; conduct a gap analysis with top 10/20 end users (DOTs, building specifiers, sanitarians) to measure perceptions of quality program; followed by communication and progress report.

Strategy 2: Quantify results from the gap analysis and formulate solutions in order of importance; creating a feedback loop with all participants.

Strategy 3: Board allocates resources to close the gap and satisfy needs of end user.

Strategy 4: Continue to monitor results and report to Board and members.

Actions:

- Gather information from survey groups, including scope (for all 50 states), present results, costs, methods, timeline.
- Gather information from previous communications with the DOTs.

GOAL 3

Enable broad involvement of stakeholders that promotes education and advocacy for the industry through customized means of affiliation and interaction.

Outcome: Knowledge Transfer

Create a broader understanding of NPCA and the precast concrete industry through increased collaboration with other associations, education of decision-makers and government officials, outreach to the next generation and positioning of NPCA engineers as subject matter experts.

Strategy 1: Connect with local associations and expand outreach to Europe; more emphasis on plant tours that incorporate events/activities at the plants; gather automation ideas; consider productivity tours in place of plant tours at Convention; work with CPCI and PCI to develop Precast Days.

Strategy 2: Bridge the generational gap; learn about new trends vs. old; promote mentoring and education of plant personnel.

Actions:

- Conduct a course on the generation gap, with managers and owners as the audience.
- Conduct a roundtable discussion focusing on generational issues – more townhall style.
- Form groups with diverse ages represented, focusing on the under 30 age group.

Strategy 3: Keep the membership informed on compliance issues – Federal, OSHA, State, Local, etc.

Strategy 4: Workforce development – increase interactive virtual training; staff-run regional training; create materials that members can use to promote precast to high schools, trade schools.

Strategy 5: Continue to broaden outreach to universities, specifiers and other key groups.

GOAL 4

An Engaged Industry and Association

Outcome: Grow an Engaged Industry and Association

Engage members with more outreach through all communication channels; increase focus on educational opportunities.

Strategy 1: Make NPCA irresistible and indispensable/magnetic to members.

- a. Focus on educational opportunities, value of education and communicate to members.
- b. Create regional NPCA engineering team to support members with technical and manufacturing issues.
- c. Communicate opportunities to associates to be more involved in NPCA programs (as subject matter experts).

Actions:

- Develop metrics: What is the level of engagement of our members?
- Produce video: How active membership helps your company.