

NECA
Vision 2020
Task Force
Final Report



NECA Vision 2020

Executive Summary

Why?

To prepare NECA for the future: With consideration for the internal and external forces of change. Disruptive technology, leadership transition, generational dynamics, shifting member expectations.

What we learned?

Being a member of the NECA community, using NECA to shape and improve the electrical industry, and the opportunity to interact with peers are central to the value of NECA membership.

What?

Vision: Empowering Lives & Communities

Mission: Deliver value to members; develop best talent; collaborate with partners; foster member relationships

Core Values: Customer Focused; Leadership; Partnership; Accountability; Excellence; Innovative; Stewardship; Community.

Where?

Vision 2020 establishes a foundation for NECA strategic plans, programs, organizational objectives, metrics and assessment.

How will NECA members benefit?

NECA clearly defines that the NECA member is its primary customer and that it will focus on the success of its members. The Vision, Mission, and Core Values will be shared by members and staff of the national organization and chapters.

When?

The NECA Executive Committee defined a primary important goal: increase market share by 10 percentage points by 2025.

Next?

The NECA Strategy and Innovation Committee has been established as a permanent committee to explore the future of the electrical construction industry in 10 years and beyond.

I could see from my very first meeting as NECA President that within 5 years, much of the leadership of the National staff and our Chapters will be retired. The time is now to learn from decades of knowledge and experience, from what we have done well and what we wish to do over again. We need to position NECA for the future.

—David Hardt, NECA President 2015–2017

NECA VISION 2020

*I know that our industry will experience profound change. We must be prepared for that change **before** it happens because predicting **when** it will happen is not possible.*

—Skip Perley, Task Force Chair

January 2018: The construction industry, particularly the electrical industry, is currently being impacted by the most unprecedented period of change at the fastest rate and with the least amount of notice than ever before. The National Electrical Contractors Association and its member companies are not alone. We can look to history of once-great organizations (Figure 1) that have either been winners or losers during these times of shifting paradigms.

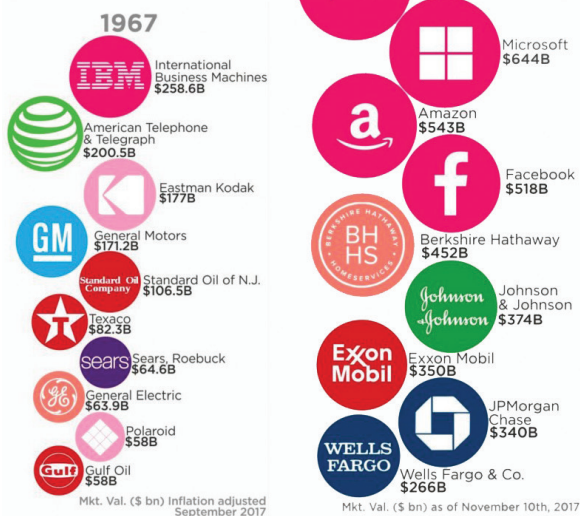
Why NECA Vision 2020 and Why Now?

One thing we can bet on, whatever might happen, is that it is going to happen a lot faster than we all think. In 2016, it was the legacy of then-NECA President David Hardt to form the NECA Vision 2020 Task Force with a purpose to prepare NECA for the future. Disruptive technology, leadership transition, generational dynamics, changing modes of communication and social interaction, declining union density, and a shift in member expectations are all forces of change that must be considered. Realizing that the future cannot be predicted, the Task Force quickly concluded that the best preparation for the future is to create an organization that is clear in its purpose and flexible and nimble in its operation. To achieve this goal, NECA needed to create a foundation of strength through a renewed VISION, MISSION, and set of CORE VALUES.

Most Valuable U.S. Companies over the Past 50 Years

It is not the strongest or the most intelligent who will survive but those who can best manage change.

—Charles Darwin



Source and Article:
<https://howmuch.net/articles/100-years-of-americas-top-10-companies>
<https://forbes.com>

Figure 1

	NECA	ANOTHER ASSOCIATION	OTHER
Voice/Advocate of Industry	90%	1%	3%
Market & Industry Data/Information	71%	9%	15%
Industry Innovation Knowledge Sharing Networking	69%	13%	11%
Education Professional Development	79%	7%	10%

Figure 2

Why is this Important to You?

If NECA went away, what elements of your business would you have to create or hire to fill the gaps? As part of the data gathering process, the NV2020 Task Force surveyed its members with respect to engagement. Two areas were particularly more positive than expected. NECA National and Local Chapters were highly aligned with the business objectives of the membership. Secondly, by a large margin, NECA is the primary source for key areas of value (Figure 2). Throughout the data gathering process, there were a number of areas of strengths that were identified. NECA National's value is strongly associated with government relations, education, and national labor relations. The value of a NECA Chapter is strongly associated with local labor relations, member support, networking, and local connections. In preparing for the future, NECA must leverage and maintain what makes itself relevant and strong today. Being a member of NECA, using NECA to shape and improve the electrical contracting industry, and the opportunity to interact with peers are central to the current value of membership. However, we must recognize that what NECA has done in the past may not be what is needed for the future.

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How Will You Benefit?

NECA must take the lead in the areas that positively impact their primary customer, the contractor member. NECA members must have access to member benefits and services that save their companies time, money and technical expertise, exclusive industry research, and unprecedented access to industry partners. These are the areas that characterize the current member experience. In addition to the current state, the future NECA membership experience should be one that is measured in terms of member satisfaction.

- NECA's impact on the success of a business should be clearly understood and quantifiable.
- NECA should also operate beyond the current needs of its member companies.
- NECA should be a source of stability and strength during times of dramatic change and uncertainty.
- NECA should be constantly trying to meet unarticulated and future needs without sacrificing the present.

Ultimately, the success of NECA's customer—the contractor member—should be at the core of what NECA does.

The Outcome

VISION

Empowering Lives & Communities

MISSION

- Deliver exceptional value for our members through relentless focus on their success
- Attract, Develop, and Retain the best talent
- Collaborate with world-class partners to advance our industry
- Foster member relationships

CORE VALUES

- **Customer Focused:** Our customers are our members
- **Leadership:** To be the driving force to shape our industry
- **Partnership:** NECA and its Chapters will collaborate to deliver optimal value for our members
- **Accountability:** We measure what we do with a commitment to continuous improvement, transparency, & integrity
- **Excellence:** The standard by which individual and team performance is measured and rewarded
- **Innovative:** A declaration to be more effective through delivering creative solutions
- **Stewardship:** Invest in our people and industry to leave our world a safer and better place for future generations
- **Community:** To share experiences, ideas, and have fun

*People don't buy
WHAT you do. People
buy WHY you do it.
—Simon Sinek*

What Did We Learn?

VISION (WHY)

Empowering Lives & Communities



NECA members are highly aligned with the organization. They value the sense of community, empowerment, and interaction that NECA provides at both the national and especially the chapter level. NECA members embrace their role as a citizen of the community in which they live and work. They volunteer their time and money to improve the association and other organizations in which they actively participate. They embrace their role in the construction process and as an important member of the construction team. They are proud of their work and the tangible results of their efforts. NECA members also derive great satisfaction from creating jobs and improving the lives of their employees. They view their life's work as more than managing a business and creating profits. They expect their association to embrace this expansive viewpoint and help them achieve their objectives.

A valuable resource to understand the task force's perspective of Vision, Mission, and Core Values is Simon Sinek's 18-minute TED Talk "How Great Leaders Inspire Action."

https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action

MISSION (HOW)

Deliver exceptional value for our members through relentless focus on their success

- NECA, essentially, is in the customer service business, but it does not have a customer service operating model with a well-defined feedback loop to capture/measure customer satisfaction. NECA needs to leverage its valuable breadth of products and services, its highest performing chapters, and align its focus and current structure toward superior customer satisfaction.
- It must be crystal clear who our customer is!
- NECA National must deliver its products and services in a way that the Chapters and their members can consume them most effectively.
- If the Chapters feel their needs are not being met, they may create their own products and services. This can be a good thing where more tools and best practices can be created with fresh perspectives.
- NECA can leverage information systems, such as Customer Relationship Management platforms, to better serve its current membership and its members of the future. NECA will need to develop digital and virtual communities for the next generation of members as well as maintain the traditional "live and in person" communities that have been a strength and key value of membership.
- NECA needs to deliver productivity and labor availability solutions for its members.
- Leverage the current strengths of programs such as ELECTRI, education, labor relations, business development, advocacy, safety, codes & standards, networking, and publications.

Attract, develop, and retain the best talent

- Traditional competitors are becoming better, and non-traditional competitors are emerging. We must recognize that we could be "UBERed" if we don't keep our eyes peeled.
- Fact: The construction economy's ability to recover and grow is directly related to labor availability and productivity, and the construction growth curve is capped by the lack of these two things.
- NECA needs to develop an exhaustive and strategic marketing and messaging plan.
- Let's do something about NECA and our competitive advantage being a "best kept secret".
- Leverage current strengths of programs such as involvement in the electrical training ALLIANCE, local JATC committees, Staff Associate program, NECA student chapters, EMI, and the National Convention.



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Collaborate with world-class partners to advance our industry

- With risks and expectations increasing for the MEP trades, how can NECA help implement lean construction principles, trade coordination, and owner education?
- A proactive, positive NECA and IBEW partnership is more important than ever in operating in this current, hyper-competitive/lower margin business of electrical contracting.
- The more NECA can positively partner with the IBEW by communicating a shared vision, mission and strategy to align goals and objectives, the less need for the “with or without the IBEW” argument.
- Why do we, NECA and IBEW, have to wait for a market share below 15% in order to come together and move forward?
- We don't have a labor problem. We have a technology adoption opportunity.
- Leverage the current strengths of programs such as Premier Partners, NECANow, National Convention, and industry alliances.

Foster member relationships

- NECA helps its members, small and large, connect with each other to share best practices and make each other better.
- Leverage the current strengths of programs such as: Future Leaders, Academy of Electrical Contracting, Women in NECA, NECA Field Rep structure, Chapters, Safety Executives, events, conferences. and trainings.



We don't have a labor problem. We have a technology adoption opportunity.



CORE VALUES (WHAT)

Core values are the standard that we operate by. They say who we are, what we believe in, and what you can expect from us. They support the vision, shape the culture, and reflect what an organization values. They are the essence of the organization's identity. Of particular importance in these core values is that NECA will be contractor member focused. It also states that we will be collaborative, accountable, and strive for a high level of performance. And very importantly it recognizes that NECA is more than just an organization that provides products and services. NECA is its members. Members join NECA to advance their industry; to share their experiences and ideas, and yes, to also have fun.

What are the Next Steps?

The new Vision, Mission and Core Values reconfirms the direction NECA has been taking for many years and refocuses the organization's efforts as it is impacted by changes in the construction industry and society. NECA's Vision, Mission, and Core Values should be known throughout the organization and shared with partners and stakeholders.

Defining our Vision, Mission, and Core Values goes beyond just defining who we are. It is also defining who we are NOT. Vision 2020 is intended to guide NECA into the future. As the work of the Vision 2020 Task Force was concluding, NECA began two new efforts. The first is the formation of the Innovation & Strategy Committee and the second is the announcement by President David Long of the 1025 Goal (increase NECA member marketshare 10 percentage points by 2025). NECA should continue to build on the lessons learned in the Vision 2020 process as it pursues these exciting and challenging goals.

If you have any comments or would like to provide your input, we welcome your feedback, both good and bad.



NECA Vision 2020 Task Force

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Supporting Documents

The Methodology

This is a list of actions taken by the NECA Vision 2020 Task Force to gather the data and information to construct the in depth current state situational analysis:

- Review in detail the NECA's Value of Membership survey results
- Read book *The Race to Relevance: 5 Strategies for Competitive Associations*
- Create and implement the NECA Membership engagement survey.
- Premier Partner interviews
- Internal Situational Analysis: two-day cross-functional stakeholder planning session (see acknowledgements)
- External Situational Analysis: two-day cross functional stakeholder planning session (see acknowledgements)
- Monthly NECA Vision 2020 Task Force planning sessions

The key output from the above data gathering efforts generated a SWOT analysis, which was one of the tools used to support the development of the recommended VISION, MISSION, and CORE VALUES.

What is a SWOT?

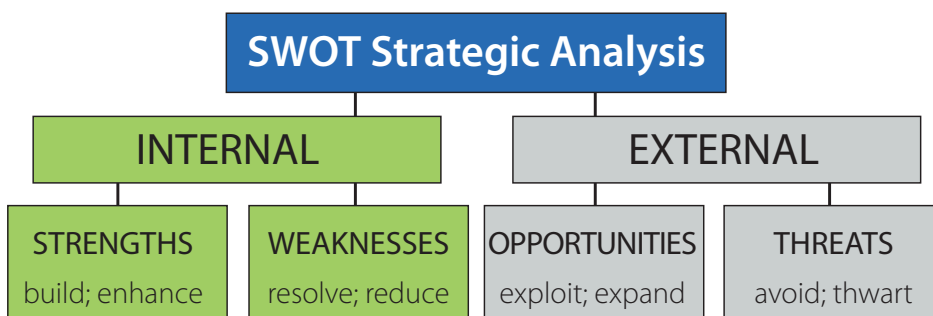
SWOT is an acronym that stands for Strengths, Weaknesses, Opportunities, and Threats. A SWOT analysis is an organized list of a business's greatest strengths, weaknesses, opportunities, and threats.

Strengths and weaknesses are internal to the company (think: reputation, patents, location). They can be changed over time but not without some work. Opportunities and threats are external (think: suppliers, competitors, prices)—they are out there in the market, happening whether you like it or not. You can't change them.

The point of a SWOT analysis is to help develop a strong business strategy by making sure all of a business's strengths and weaknesses, as well as the opportunities and threats it faces in the marketplace, are considered.



A SWOT analysis is an organized list of a business's greatest strengths, weaknesses, opportunities, and threats.



NECA Vision 2020 SWOT

S	W	O	T
<p>Products and services</p> <p>Distribution structure (NECA Bethesda, NECA Field, Chapters)</p> <p>Industry influence and relationships</p> <p>Finances and ability to raise capital and funding</p>	<p>Lack of customer service operating model and culture</p> <p>Distribution and consumption rates of products and services</p> <p>Lack of strategic marketing plan</p> <p>Lagging info systems (IS) and strategic IS plan</p> <p>Utilization of distribution structure for tools</p>	<p>Current state of jobsite and operational efficiency</p> <p>Emerging technology and innovation</p> <p>Evolving partnership with IBEW and electrical training ALLIANCE</p> <p>New markets</p>	<p>Competitors: traditional, emerging "Uber", other trades, ourselves</p> <p>IBEW, electrical training ALLIANCE and NECA without partnership or evolving relationship</p> <p>Increased risk from financially driven/unknowledgable owners</p> <p>Lack of succession planning, slim profits, and image of unions</p>

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