



Defence Teaming Centre Inc



STRATEGIC PLAN

July 2007 - Jun 2012

Industry Leadership
Enterprise Development
Building the Skills Base
Corporate Sustainability

Deliverables 2009-2010



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Executive Summary

The Defence Teaming Centre is the peak Defence Industry association in South Australia, with national capability. We facilitate collaboration and development of teams to work together, strengthening their ability to win a larger share of Defence business locally, nationally and internationally.

With specialist resources, expertise and wide network of contacts, the Teaming Centre is ideally positioned to carefully monitor industry needs and identify business opportunities for member companies. We also respond to South Australia's Defence workforce development needs, assisting the Defence Industry to upskill, transition and grow.

With South Australia distinguished as the "Defence State", the growth in the state due to major projects and infrastructure development provides substantial opportunities for member companies to grow their footprint in Defence and team to share expertise and collaborate on projects to achieve mutually beneficial outcomes, as a result they can be more competitive than they would be individually. Through the facilitation of teams with complimentary capabilities, the Defence Teaming Centre provides members with opportunities in Defence that would otherwise be beyond their individual capability.

The Defence Teaming Centre was established by industry in 1996 with support from State Government. We aim to grow our membership base and provide enhanced services to the South Australian Defence Industry. As membership continues to grow, the Defence Teaming Centre is transitioning into a new era as the Centre focuses on corporate sustainment and commercial viability. With a new business model and focus on customer service, the Defence Teaming Centre is positioning itself as the voice of the South Australian Defence Industry and the catalyst for opportunities for companies within or looking to enter the market.



Jim Whalley
Chairman



Phillip de Courcey
Chief Executive

Our Vision

The Defence Teaming Centre is the peak Defence Industry organisation in South Australia, nationally recognised for its reach, relevance, expertise and results.

Our Purpose

The Defence Teaming Centre will assist its members, including Primes and SME's, to grow their business in South Australia, and influence the national Defence Industry agenda to their benefit.

Market Position

The Defence Teaming Centre is commercially responsive to our membership base and is working towards self-sustainment.

The Defence Teaming Centre delivers improved capability and opportunities in the defence market for members, in a cost effective manner and is recognised as the peak Defence Industry organisation in SA by the State Government, Department of Defence and its agencies, the broader industry, government and the general community.



Values

We believe that putting our values into practice creates long-term benefits for members, customers, stakeholders, employees, suppliers, and the community we serve.

We Value

Collaboration

We believe in collaboration as a cornerstone to growing business and building the industry. Collaboration requires cooperation across sectors, between firms and with research organisations. It is built on transparency, trust, and rapport with a shared vision of the future of the industry.

Innovation

We exhibit initiative, resourcefulness, ingenuity and creativity in empowering others to present ideas and initiatives that deliver positive commercial outcomes.

Integrity

We are credible, reliable and sincere. We ascribe to a set of ethical and transparent practices that we continue to develop to build sustainable and equitable relationships with our members and the community we serve.

Responsiveness

We are customer focused, resourceful and respond in a timely manner, anticipating and delivering on member and stakeholders needs, whilst being creative in relationship management.

Strategic Intentions

The Defence Teaming Centre's Strategic Plan outlines the objectives and future strategies of the Teaming Centre for the benefit of its members and the Defence Industry. In alignment with these objectives, we continue to contribute to the growth of the Defence Industry. The Plan is exercised through four top level Strategic Intentions which are integrated and have clear and demonstrable linkages.

Our intentions are:

1. Industry Leadership

To provide valued and relevant leadership focused on building the Defence Industry in South Australia as part of the national Defence Industry.

2. Enterprise Development

To establish systems and resources to assist DTC members to identify, collaborate and win business, thereby delivering value to Defence Teaming Centre members and the Defence community.

3. Building the Skills Base

To share the knowledge to build the workforce and skills-base needed by the Defence Industry, by putting in place the systems and resources to ensure appropriate analysis of trends and opportunities and to provide the ability to respond proactively to changes in the industry.

4. Corporate Sustainability

To make the Defence Teaming Centre financially self-sufficient.

1. Industry Leadership

To provide valued and relevant leadership focused on building the Defence Industry in South Australia as part of the national Defence Industry.

| Outcomes by 2012 | Strategies to achieve Outcomes | Deliverables for 2009-10 |
|---|---|--|
| <p>1.1 The DTC is a leading industry organisation in Australia, representing the majority of companies and organisations that are participating in or pursuing Defence Industry opportunities in South Australia.</p> | <p>1.1.1 Increase DTC membership each year.</p> <p>1.1.2 DTC communicates the benefits and opportunities of the local and national defence industry and members understand how the DTC has contributed to their improved position in these markets.</p> | <p>1.1.1.1 The number of DTC members is increased by at least 10% over the 30 June 2009 baseline.</p> <p>1.1.2.1 Annual survey to establish that members perceive that the DTC has contributed to their improved position in the defence market.</p> |
| <p>1.2 DTC is recognised for strong effective industry leadership and has built national influence and recognition for the Defence Industry in South Australia - The Defence State.</p> | <p>1.2.1 Foster relationships to build recognition across the SA Defence Community and associated industries.</p> <p>1.2.2 Foster relationships to build recognition and influence nationally with key senior government & industry officials in order to communicate members' views.</p> | <p>1.2.1.1 Members and the industry have a wide array of opportunities to build relationships through networking events. A DTC Events Schedule is executed which delivers at least three events quarterly.</p> <p>1.2.2.1 Industry views are sought through consultation forums, and other means, at least 4 times per year, and consolidated positions on relevant matters are developed and communicated to key decision makers accordingly.</p> |

1. Industry Leadership *(cont)*

To provide valued and relevant leadership focused on building the Defence Industry in South Australia as part of the national Defence Industry.

| Outcomes by 2012 | Strategies to achieve Outcomes | Deliverables for 2009-10 |
|---|--|--|
| <p>1.3 DTC has promoted the capabilities of DTC members.</p> | <p>1.3.1 Build awareness of the capabilities of DTC member companies locally and nationally.</p> | <p>1.3.1.1 An annual survey of the Defence Industry, locally and nationally, is conducted seeking feedback on Defence Industry awareness of DTC member's capabilities, with the results showing an annual increased awareness.</p> |
| <p>1.4 The DTC's profile and credibility is raised in the Defence industry and the broader community.</p> | <p>1.4.1 Use effective communication tools to build the brand and credibility of the DTC.</p> | <p>1.4.1.1 An annual satisfaction survey demonstrates that the Defence Industry rates the DTC as a trustworthy, ethical and effective Defence Industry organisation.</p> |

2. Enterprise Development

To establish systems and resources to assist DTC members to identify, collaborate and win business, thereby delivering value to Defence Teaming Centre members and the Defence community.

| Outcomes by 2012 | Strategies to achieve Outcomes | Deliverables for 2009-10 |
|--|---|---|
| <p>2.1 DTC has assisted members to the benefit of their businesses; including collaborating with others.</p> | <p>2.1.1 Understand the capability of members.</p> <p>2.1.2 Use market intelligence to benefit members' businesses by identifying opportunities.</p> <p>2.1.3 Encourage members to collaborate to benefit their businesses.</p> <p>2.1.4 Engage national and international Primes and promote DTC members capabilities and strengths for participation in their Global Supply Chains.</p> | <p>2.1.1.1 A contact plan is executed with 100% of the membership base and industry visits and capability reports conducted with at least 25% of core members.</p> <p>2.1.2.1 A Market Intelligence system is defined and implemented with reports delivered to members weekly.</p> <p>2.1.2.2 Twenty companies have identified that the DTC played an influential role in their bid for projects.</p> <p>2.1.3.1 At least four teams formed to compete for business as a result of DTC intervention.</p> <p>2.1.4.1 A DTC Recognised Supplier Scheme is established which feeds DTC member companies into at least one prime contractor's supply chain and at least 10 DTC members are registered to supply because of DTC intervention.</p> |
| <p>2.2 Members recognise the benefits of using or considering innovation and commercialisation activities to improve their businesses.</p> | <p>2.2.1 Encourage and assist members to benefit their businesses through commercialisation of new products and/or services, and through business innovation.</p> | <p>2.2.1.1 Awareness and education sessions are conducted which result in at least 10 members considering commercialisation opportunities.</p> |

3. Building the Skills Base

To share the knowledge to build the workforce and skills-base needed by the Defence Industry, by putting in place the systems and resources to ensure appropriate analysis of trends and opportunities and to provide the ability to respond proactively to changes in the industry.

| Outcomes by 2012 | Strategies to achieve Outcomes | Deliverables for 2009-10 |
|--|--|---|
| <p>3.1 The DTC is recognised as the pre-eminent Defence workforce planning and coordination provider in South Australia.</p> | <p>3.1.1 Position the DTC to better influence industry and government workforce and skills decisions.</p> | <p>3.1.1.1 A workforce planning forum meets quarterly to review and maintain a Defence industry workforce action plan and report on progress accordingly.</p> |
| <p>3.2 DTC has contributed to increasing the pool of Defence Industry skills and labour.</p> | <p>3.2.1 Contribute to the pool of available skilled personnel in SA by facilitating improved international and interstate migration.</p> <p>3.2.2 Support member Workforce Development by creating better working partnerships with key funding stakeholders.</p> <p>3.2.3 Support member Workforce Capability Development.</p> | <p>3.2.1.1 DTC will host an Immigration Outreach Officer to provide practical support to members on Immigration strategies.</p> <p>3.2.1.2 Coordinate with State Government Agencies to assist in the attraction of interstate Defence Industry workers to SA.</p> <p>3.2.2.1 Three successful bids for external funding to support skills and workforce development.</p> <p>3.2.3.1 Facilitate and provide Human Resources and/or Organisational Development and training for members.</p> |

4. Corporate Sustainability

To make the Defence Teaming Centre financially self-sufficient.

| Outcomes by 2012 | Strategies to achieve Outcomes | Deliverables for 2009-10 |
|---|---|---|
| <p>4.1 DTC is generating significant revenues by delivering services for the benefit of the Defence Industry.</p> | <p>4.1.1 Maintain and continue to develop a framework for DTC to provide fee for services to customers.</p> <p>4.1.2 Offer business support services, including financial, IT, infrastructure and other services.</p> | <p>4.1.1.1 Develop and execute a sales plan.</p> <p>4.1.2.1 Corporate Sustainment projects will make a contribution to net margin of \$100,000.</p> |