COORDINATION: Defining and achieving industry goals

Activities to define and achieve industry goals are designed to produce a collectively agreed upon strategic vision for the industry with strategies and activities designed and implemented to achieve the vision. These may include working with members and external stakeholders to define goals; designing strategies and activities to achieve those goals; and establishing monitoring and evaluation mechanisms to evaluate progress.

Ninety-two percent of participants responded that their industry associations implement strategies to define and achieve industry goals.

Participants from those industry associations were asked how important activities to define and achieve industry goals are for achieving each of the association’s industry development goals. The results indicate that most industry associations regard activities to define and achieve industry goals as moderately to very important for achieving all industrial development goals:

**Firm improvement**: Most participants regarded activities to define and achieve industry goals to be very important for developing a firm’s capabilities to improve its current activities.

**Firm value adding**: Most participants regarded activities to define and achieve industry goals to be moderately or very important for developing a firm’s capabilities to undertake new, higher value activities.

**Firm diversification**: Most participants regarded activities to define and achieve industry goals to be moderately or very important for developing a firm’s capabilities to enter new industry sectors.

**Industry development**: Most participants regarded activities to define and achieve industry goals to be very important for developing the industry’s collective capabilities to improve its current activities.
Industry value-adding: Most participants regarded activities to define and achieve industry goals to be very important for developing the industry’s collective capabilities to undertake new higher value activities.

Institutional development: Most participants regarded activities to define and achieve industry goals to be very important for improving or establishing a more favourable economic, political and/or social operating environment for individual firms and the industry.

Participants were asked which of four activities to define and achieve industry goals the industry association undertakes:

Summary defining and achieving industry goals
Industry associations can contribute to and shape industry development and transition by drawing on members’ knowledge and feedback and involving members and other stakeholders to develop strategic vision with focussed strategies, identifying new market niches and potential challenges, coordinating and mobilising members to act collectively to strive for common goals and establishing monitoring and evaluation mechanisms to ensure goals are met within predicted timeframes.

In this survey, participants responded that defining and achieving industry goals was a moderately or very important strategy for achieving all industrial development goals. Almost all participants responded that their industry associations conducted activities to define industry goals and implement strategies to achieve them. Fewer participants responded that their industry associations had established mechanisms to monitor and evaluate progress towards achieving those goals.

Monitoring and evaluation mechanisms enable the progress of strategies and activities to be tracked during and after implementation and allow for modifications to adapt to changing conditions.