



CO-CREATING BUSINESS GROWTH OPPORTUNITIES

WBA Strategic Plan
2013/2014 – 2016/2017

THE SATTERLEY
PROPERTY GROUP
CITY OF WANNEROO
2016
BUSINESS AWARDS



City of
Wanneroo



**EXPOSURE
EDUCATION
COLLABORATION
REPRESENTATION**



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OUR MISSION STATEMENT

As a successful, well-respected and reputable association the WBA has a core mission to ...

Co-create great business growth opportunities for the local (north/west Perth) businesses community within and around the Wanneroo region through ... education ... exposure ... collaboration ... representation

OUR VALUES

The WBA is committed to living and demonstrating the following brand values:

- **Authenticity** – *by always being true to our brand identity and how we live our brand values*
- **Integrity** – *by being ethical, honest and trustworthy in how we operate as an association*
- **Communication** – *by ensuring all our communication is clear and consistent*
- **Relationships** – *by creating opportunities for networking, collaboration and partnerships*
- **Innovation** – *by continuously delivering creative and innovative new products and services*
- **Independence** – *by ensuring we are free to represent and be a voice for our members*

BACKGROUND

The Wanneroo Business Association (WBA) Strategic Plan “Co-creating Business Growth Opportunities” sets out our strategic direction over the next three (3) years with input from our community of members and the WBA Board, in consultation with our strategic partners (City of Wanneroo) and sponsors.

We Asked

Our main focus in developing the 3-year Strategic Plan 2014/2015 – 2016/2017 was to incorporate input and feedback from our local business community telling us what they wanted the WBA to focus on and deliver over the next three (3) years. This was achieved by the WBA hosting two (World Café style) Member Forums (29th Jan 2014) with about 80 participants (our members, sponsors, strategic partners, suppliers and invited VIP guests). They shared and we listened to their thoughts, ideas and feedback to specific questions (refer to Appendix 2 for details); to inform and provide us with some guidance in the strategic direction we need to be heading if we are to retain our members, and more importantly continue to serve our members and grow our membership base.

The WBA board also held two strategic planning sessions and ongoing discussions with the City of Wanneroo, to help define the strategic framework of this plan.

They Told Us

- The best thing about the WBA are our events, especially the breakfasts and Awards
- Our members want the WBA to be a more relevant, proactive and progressive as an association
- We need to be better at advocating for and on behalf of the business community on issues that matter to our members
- Provide a 'co-working space' and 'one-stop-shop' facility to access business related support services; according to WBA members and stakeholders the City of Wanneroo doesn't provide anything specifically that is easily accessible to its business community.

We Did

- The WBA took note of the feedback and developed a new strategic plan, set of goals and objectives
- The objectives are consistent with members view
- This strategic plan has been built around the members and our strategic partners input - this became our starting point for drafting the plan.

This strategic plan focuses on "Co-creating Business Growth Opportunities" and where we want to be through detailing a set of strategic goals and objectives and how we aim to get there through specific set of strategies to achieve our objective and outline some of the key WBA actions.

EXECUTIVE SUMMARY

Overview

The Wanneroo Business Association (WBA) Strategic Plan “Co-creating Business Growth Opportunities” aims to set our way forward over the next three (3) year, as determined by the WBA member community and the Board, in consultation with our strategic partners and sponsors.

Our Goals

To successfully fulfil its strategic objective, the WBA needs to ensure we achieve the following five (5) goals:

- *Goal 1* – Continue to improve the quality of our service to our members and stakeholders
- *Goal 2* – Double our membership to make the WBA self-sufficient and financially sustainable
- *Goal 3* – Grow our sponsorship to make WBA self-sufficient and financially sustainable
- *Goal 4* – Improve our brand recognition to appeal to a broader demographic
- *Goal 5* – Increase our influence over the growth of businesses in the northern corridor

Our Objective

Our key strategic objective, over the next three (3) years, is to achieve our aspirational goals and as a result be financially sustainable by 2016/2017 and beyond.

Our Strategy

The following is WBA's strategy in how we propose to achieve our objective, aspirational goals and be financially sustainable by 2016/2017 and beyond.

Member Services	Membership	Sponsorship	Branding	Advocacy
1. Develop 'Co-working spaces' for the City of Wanneroo business community.	1. Develop and implement Member Engagement and Retention Strategy	1. Introduce long term (1-3yr) sponsorship options	1. Re brand WBA logo and all promotional material	1. Encourage business owners to utilise the WBA as their Voice at local, state & federal level.
2. Expand member services by providing a 'one-stop-shop' for local businesses.	2. Develop and offer a range of Membership Packages to suit the size and need of different businesses.	2. Develop sponsorships packages with four (4) tier entry levels	2. Develop WBA membership incentive to be distributed by the City of Wanneroo to registered businesses	2. Develop an MOU with the City of Wanneroo to reinforce relationship between business and the City
3. Provide an additional human resource (Admin Support function)	3. Introduce a Member Referral Program.	3. Improve WBA and Sponsor co-branding and promotional opportunities	3. Improve the WBA's visibility through media (newspaper, radio, TV, online)	3. To represent WBA members at business related Forums
4. Maintain and improve networking opportunities	4. Provide additional opportunities for members to showcase their products and services	4. Improve our community presence and relationships in collaboration with potential sponsors	4. Deliver a Member Loyalty Program	4. Contribute to the City of Wanneroo's development and implementation of their Community, Economic and Advocacy strategy

The Organisation

The WBA is a not-for-profit member based association, for business leaders from within and around the City of Wanneroo region. The WBA operates as a successful and well-regarded association, managed by a full-time Executive Officer, Beverley Letton and is guided by a diverse group of volunteer Board of Directors, from many different business backgrounds and companies, offering a wealth of experience and knowledge across business, social and environmental areas and interests (refer to Appendix 1 for a list of current board members).

In addition to serving the needs of its members, the Association also recognises its role in supporting the wider business community in and around the Wanneroo area. This strategic plan sets in place an integral framework for the ongoing future development and financial sustainability of the Association, over the next three (3) years and beyond.

Location

The WBA has an office at Enterprise House 935 Wanneroo Road, Wanneroo.

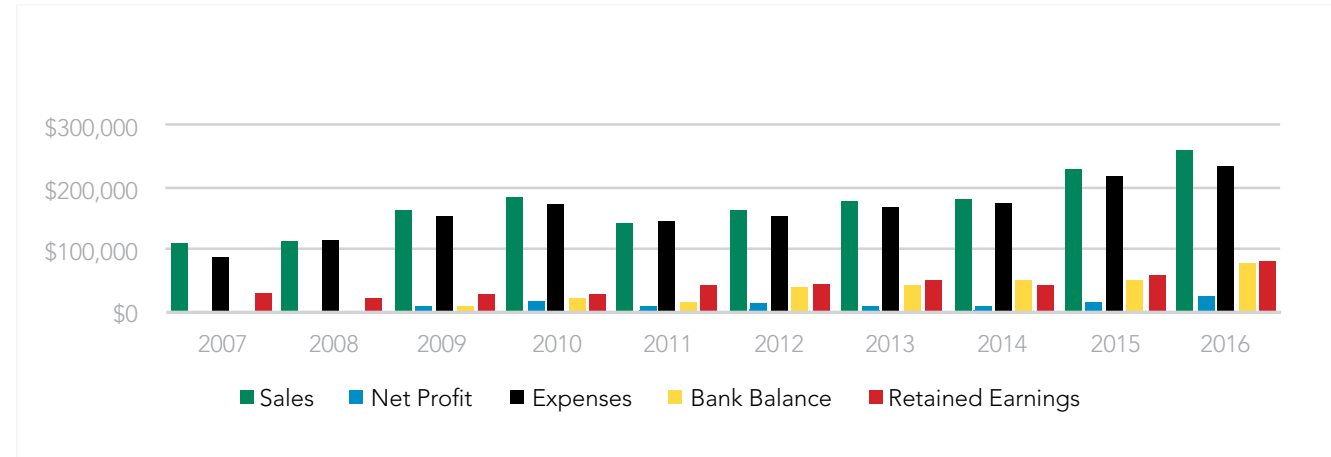
Hours of Operation

The WBA operates Monday – Friday from 9am – 5pm.

Highlights

The chart and figures to the right provide an overview of the WBA financials for the past six (6) years.

Financial Overview



Year	Sales	Net Profit	Expenses	Bank Balance	Retained Earnings
2007	\$107,857		\$86,012		\$30,071
2008	\$112,033		\$112,033		\$20,155
2009	\$160,301	\$6,446	\$153,834	\$7,678	\$26,261
2010	\$183,407	\$12,842	\$170,565	\$18,074	\$27,364
2011	\$145,806	\$3,391	\$142,415	\$14,227	\$39,462
2012	\$161,271	\$8,102	\$153,161	\$36,534	\$42,854
2013	\$173,607	\$6,449	\$167,459	\$42,854	\$50,956
2014	\$180,000	\$7,500	\$172,000	\$50,354	\$43,456
2015	\$230,000	\$15,000	\$215,000	\$50,354	\$58,456
2016	\$260,000	\$25,000	\$235,000	\$75,354	\$83,456

BUSINESS DEVELOPMENT
BUSINESS TO GROW AND LOCATE IN THE REGION
Innovation
network



**Working for the
business community
in the
City of Wanneroo**



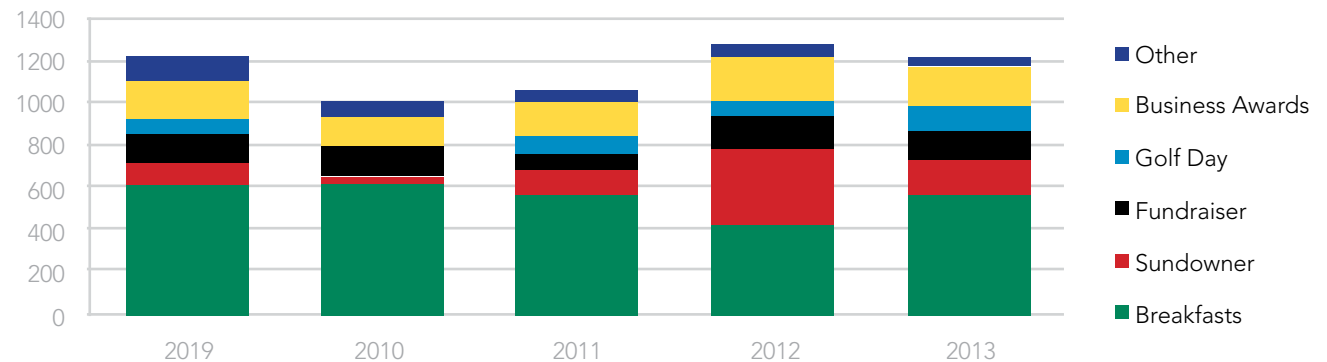
STRATEGIC DIRECTION

Member Services

The WBA provides a variety of services to the business community within and around the Wanneroo region, including the coordination and hosting of a number of events and activities. These include monthly Breakfast meetings for sharing valuable information and member networking opportunities; regular member hosted Sundowners, Member Forums and annual events such as the Corporate Golf Day, the Fundraiser Charity Auction and our gala event the Wanneroo Business Awards.

In addition, the WBA provides direct services to local businesses that include lobbying to represent our members with government agencies, distribution of business related communications in the forms of regular emails, weekly newsletter and monthly meetings; as well as special e-bulletins and group benefits such as co-ordinating the Business Expo and monthly e-business information sessions.

Yearly No. of Attendees at WBA Events



Aspirational Goal #1 Continue to improve the quality of services to our members and stakeholders	
Objectives	Strategies
Set-up a 'co-working space' for the City of Wanneroo business community.	<ul style="list-style-type: none"> o Make it easier for business owners to start-up, operate and grow their business by providing easy access to a 'co-working space' that can be utilised and linked with other co-working spaces within the north/west Perth region o Promote early adoption of innovation technology by business and community
Expand member services by providing a 'one-stop-shop' for local businesses.	<ul style="list-style-type: none"> o Provide mentoring and access to educational opportunities o Attract more Entrepreneurs to Wanneroo o Develop business attraction initiatives o Make it easier for businesses to operate and grow o Provide better access to information and services o Support the delivery of services to small business in the region <i>Supported by findings from the WBA Members Forum (29th Jan 2014)</i>
Secure an additional human resource	<ul style="list-style-type: none"> o Free up the Executive Officer (EO) to focus on Business Development and Sponsorships o Recruit or share at least a 0.5 FTE Administration Support person to assist the EO
Maintain and improve networking opportunities	<ul style="list-style-type: none"> o Continue to host WBA core networking events and activities throughout the year o Continue to present professional, engaging and knowledgeable speakers for WBA events

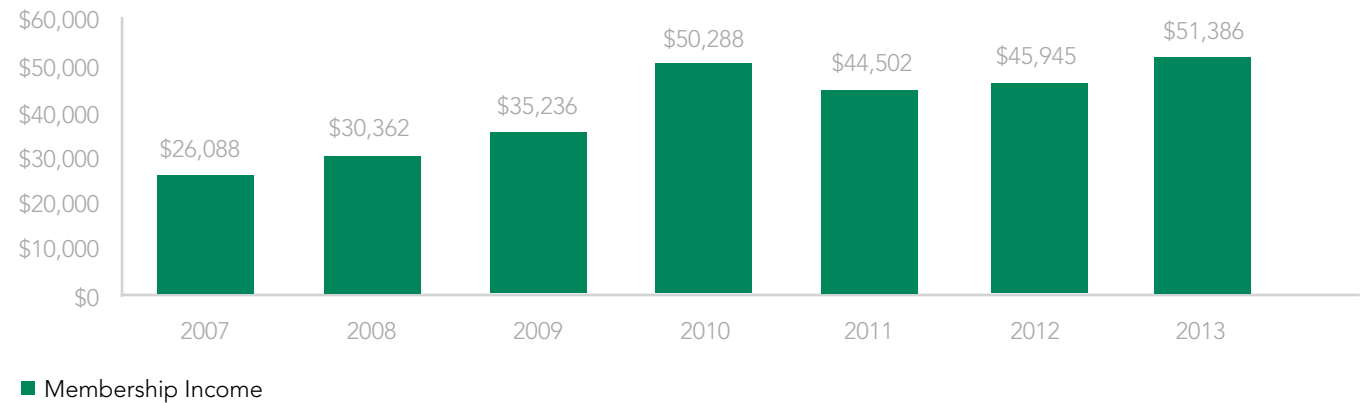
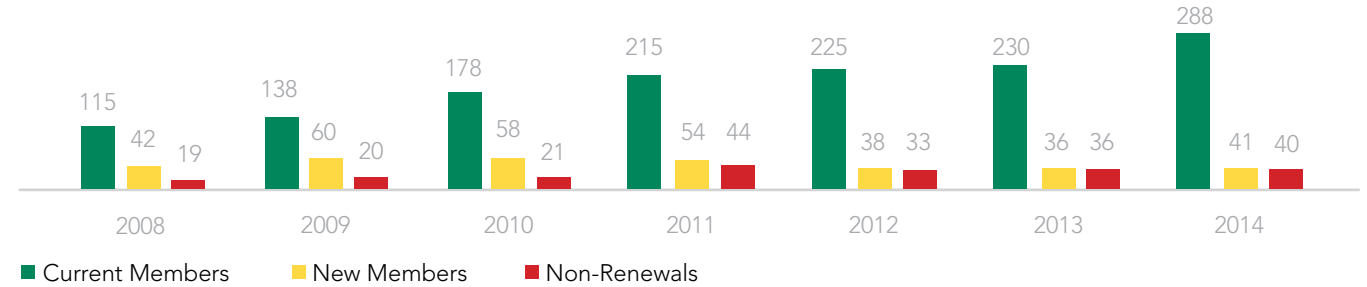
Some Key Strategic Actions

- Submit Business Case to CoW for the WBA to develop and implement an easily accessible and digitally enabled 'co-working space' within the City of Wanneroo
- Offer an expanded suite of business services to create an easily accessible 'one-stop-shop' for the local business community
- Secure a 0.5FTE additional human resource via recruitment or as a shared resource
- Schedule and action a yearly calendar of events and activities, to provide Members with opportunities for networking and promotion
- Support and strengthen our members to grow their business, by using members services whenever possible
- Develop and implement a Mentoring program (this was requested repeatedly at the Members Forum)

Memberships

As a membership funded not-for-profit organisation, the WBA has grown over the past six (6) years and has managed to sustain it's current membership numbers over the past three (3) years, which appear to have plateaued (as shown by the graphs below). It is important to note that the WBA has only one full-time employee, who is already operating at full capacity to achieve the below results. If the WBA is to be financially sustainable and purely rely on memberships to cover operational costs (of approx. \$100K) we would need to at least triple our current membership numbers. For that to be possible, the WBA needs to engage an additional human resource to assist the Executive Officer with Administration Support, so as to free up the Executive Officer to focus on the ongoing development and growth of the WBA.

WBA Membership Numbers



Aspirational Goal # 2 Double our membership to assist the WBA to be self-sufficient and financially sustainable

<i>Objectives</i>	<i>Strategies</i>
Develop and implement a Member Engagement and Retention Strategy	<ul style="list-style-type: none"> o Attract and retain more Entrepreneurs to Wanneroo o Offer great benefits and value for money for memberships, especially for renewals
Develop and offer a range of tiered Membership Packages to suit the size and need of different businesses.	<ul style="list-style-type: none"> o Develop business attraction initiatives e.g., Membership Loyalty Program and/or a Member 'Passport' providing members access to various co-working spaces within the north/west Perth region; including Member Rewards and Special Offers
Introduce Member Referral program	<ul style="list-style-type: none"> o Incentivize the WBA member community to help grow the WBA membership base
Provide additional opportunities for members to promote and showcase their products and services	<ul style="list-style-type: none"> o Develop a WBA Loyalty Program, providing all members discounted cross-promotional and business-to-business sales opportunities o Business Expo; Breakfasts, Sundowners; Awards ongoing Networking opportunities

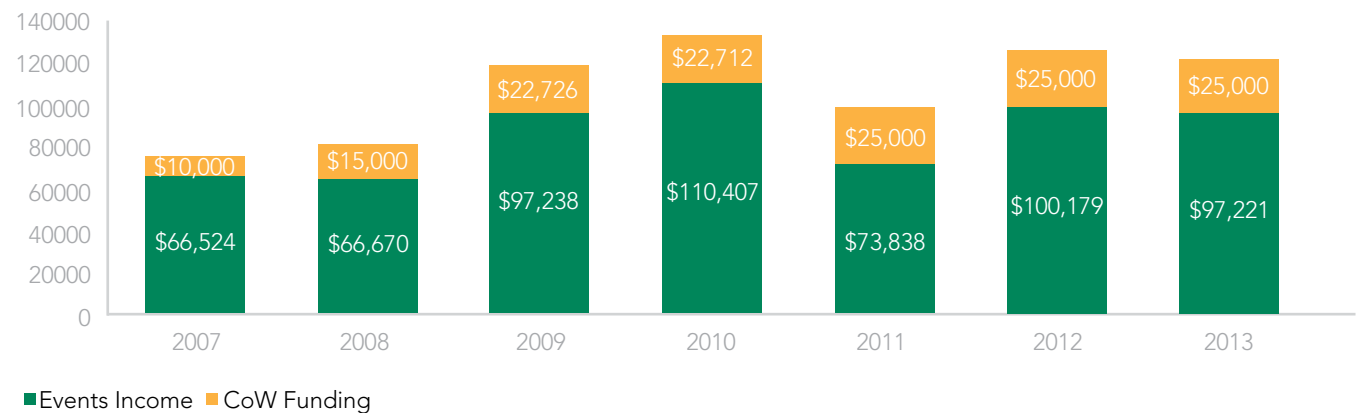
Some Key Strategic Actions

- Develop a WBA Member Engagement and Retention Strategy
- Develop and implement a multi-tiered Membership Pack offering great value for money, products and services
- Offer a Membership Drive initiative, at least x2 per year
- Develop and implement a WBA Member Referral program
- Develop and implement a WBA Loyalty Program

Sponsorships

Over the years the WBA has been very fortunate to have ongoing support from local organisations as our Sponsors and most importantly the City of Wanneroo as our main strategic partner. It is therefore essential that we continue to nurture and foster our relationships with our sponsors, of which we have about 14 regular sponsors, who help fund various events year after year.

Hence why, the WBA has decided the best way to strengthen those relationships is to develop a new Sponsorship Program which will enable sponsors to sign-up and support the WBA as a long-term strategic partner, to collaborate with on a number of events, projects and initiatives on behalf of an for the WBA members and the local business community.



Aspirational Goal # 3 Grow our sponsorship to make WBA self-sufficient and financially sustainable	
<i>Objectives</i>	<i>Strategies</i>
Introduce long-term (1-3yr) sponsorship options	<ul style="list-style-type: none"> ○ Attract and retain long-term partnerships and sponsorships ○ Attract sponsors from small, medium to large enterprise
Develop sponsorships packages with four (4) tier entry levels	<ul style="list-style-type: none"> ○ Give sponsors options to a range of sponsorship packages to sign-up for 1 – 3yrs ○ Secure at least 3 Major Sponsors (x1 Platinum, x1 Gold and 1 Silver) for 3yr period
Improve sponsors co-branding and promotional opportunities with the WBA	<ul style="list-style-type: none"> ○ Develop program for sponsors to ‘purchase’ premium advertising space ○ Potentially offer exclusive naming rights to co-brand WBA’s Loyalty program (for 3yrs)
Improve WBA community presence and relationships in collaboration with key sponsors	<ul style="list-style-type: none"> ○ Support and celebrate our community by co-hosting regular community initiatives ○ Co-host an annual WBA Charity Fundraiser ○ Design and Implement WBA Magazine (online publication) – funded by advertising opportunity for members and sponsors

Some Key Strategic Actions

- Design and implement a four-tiered Sponsorship Pack offering great co-branding and promotional opportunities
- Develop and implement more SME and corporate business attraction initiatives
- Develop and implement a WBA Loyalty Program
- Ensure WBA Website is relevant, up-to-date and user friendly for Sponsors
- Design and implement WBA Magazine (online publication)
- Assist in the development of a community Safety and Crime prevention Plan with the City of Wanneroo

Branding

At the recent WBA Members Forum (29/01/14) a significant number of participants were unclear in how to best promote the WBA brand and Membership benefits. The other main feedback was that the WBA needed to refresh its brand, look and feel to make it more progressive, relevant and appealing to a broader demographic if we are to attract a larger and more diverse membership

base (that includes cross generational and culturally diverse entrepreneurs, business leaders from new and innovative industries, along with a more equal representation of both men and women business owners and guest speakers).

Aspirational Goal # 4 Improve our brand recognition to appeal to a broader demographic	
Objectives	Strategies
Rebrand WBA logo and all promotional material	<ul style="list-style-type: none"> Engage member community to participate in the redesign of the WBA brand identity Position WBA brand as progressive, connected and enabling businesses to grow Create a new WBA Member Welcome Pack
Develop WBA membership incentive to be distributed by the City of Wanneroo to registered businesses	<ul style="list-style-type: none"> Develop WBA Welcome Pack for CoW to distribute to all registered businesses Assist CoW to “Grow Business” and create “Smart Communities” In collaboration with CoW offer businesses access to a ‘one-stop-shop’ facility
Improve visibility through media (newspaper, radio, TV, online etc.)	<ul style="list-style-type: none"> Submit regular articles to the community papers and business publications Run regular promotional campaigns to increase brand recognition Design and implement a WBA Magazine (online) and provide cost-effective and affordable advertising and promotional opportunities for members and sponsors
Deliver a Member Loyalty Program	<ul style="list-style-type: none"> Offer co-branding opportunity to major sponsor and strategic partners

Some Key Strategic Actions

- Ensure to consult with members for input into WBA brand identity for engagement and support
- Develop and implement new WBA Member Welcome Pack
- Assist CoW in the continual planning and support for business growth and diversity
- Use the ECU and WCIT marketing student interns to assist in WBA's rebranding initiative and event management
- Develop and implement WBA's Loyalty Card Program

Advocacy

At the recent WBA Members Forum (29/01/14) a significant number of participants expressed the need for the WBA to engage in collective advocacy for and on behalf of our members and the local business community at local, state and federal levels. Our Members provided us with the following key issues they wanted representation to improve:

1. Infrastructure
2. Tax and Compliance
3. Security
4. (Tele-)Communications
5. Streamline Regulative/Legislative Requirements
6. Community Development e.g., youth activities

Aspirational Goal # 5 Increase our influence over the growth of businesses in the northern corridor	
Objectives	Strategies
Encourage business owners utilise the WBA as their Voice at local, state and Federal level.	<ul style="list-style-type: none"> o Contribute to the development and implementation of business attraction initiatives o Advocate with CoW for early roll-out of the NBN in Wanneroo o Advocate with CoW for the delivery of improved access to public transport o In partnership with CoW be strong advocates in the community's interests
Develop an MOU with the City of Wanneroo to reinforce relationships between business' and the City	<ul style="list-style-type: none"> o Assist CoW in the continual planning and support for business growth and diversity o In collaboration with CoW make it easier for businesses to start-up, operate and grow o Advocate for better development and delivery of essential infrastructure
Represent WBA members at business related Forums	<ul style="list-style-type: none"> o Support the delivery of essential services to SME business' in the region o Participate in the Business and Tourism Forum
To contribute to the City of Wanneroo development and implementation of its Community, Economic and Advocacy strategy	<ul style="list-style-type: none"> o Assist CoW to make it easier for businesses to operate and grow o In collaboration with CoW provide better access to information and services o Assist CoW in the development and implementation of business attraction initiatives o Assist CoW in the development and implementation of relevant strategies

Some Key Strategic Actions

- Assist CoW in the development and implementation of it's Advocacy Strategy
- Assist CoW action the regional economic and community strategic development plans
- Assist CoW advocate the provision of educational institutions
- Assist CoW in the continual planning and support for business growth and diversity

Financial Management

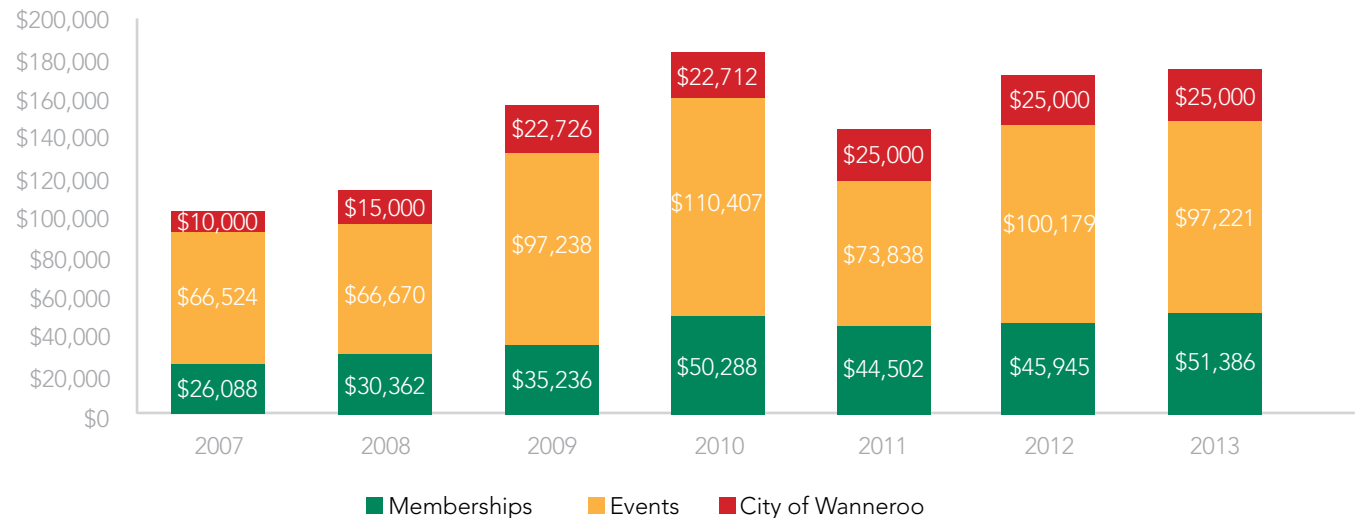
The graphs clearly show the annual income and expenses of the WBA. For the WBA to be financially sustainable and be able to increase its products, services and influence it is essential for us to secure long-term sponsorship partners with organisations that share our goals and objectives for the benefit of the (north/west Perth) business community.

For the WBA to continue to be financially sustainable (well beyond 2017) and achieve its goals, double our memberships and increase sponsorships, we essentially require additional human resources. With one full time staff member (the Executive Officer) we are currently only able to sustain the current services and membership numbers. For the WBA to increase memberships (by 18% per year) we will need to either employ or have shared access to an additional Administrative Support person, to enable us to better serve and meet the increasing needs and expectations of our members. This will increase our operational cost to at least \$130K - \$150K.

WBA Costs



WBA Income



KPI's

The KPI's the WBA is aiming to achieve over the next three years are as follows:

1. **Move the WBA towards being financial sustainable by 2016/2017**
 - i.e., no Council operational support funding required after 2017
2. **18% average growth in memberships over the next three (3) years**
 - i.e., grow the WBA membership from 230 to 450 members by 2016/2017
3. **Secured at least four (x4) long-term (1 – 3 year) Sponsors by 2016/2017**
 - i.e., x1 platinum \$20K and x1 Gold \$10K x1 Silver \$5K and x1 Bronze \$2.5K
4. **Continue to host at least the core number of WBA events each year**
 - i.e., x10 breakfasts, x3 Sundowners, x1 Golf Day, x1 Fundraiser, x1 Awards
 - co-host a Business Expo and Members Forum at least every two (2) years
 - introduce at least 1 new event each year
5. **Secure an additional human resource (directly or as a shared resource)**
 - i.e., at least (x1) one 0.5 FTE Administration Support person by 2016/2017

WBA BOARD OF MANAGEMENT 2013/14



Vesna Sampson
President



Martyn Glover
Vice President



Dinesh Aggarwal
Treasurer



John Denton
Immediate Past President



Teresa Livingston
Board Member



Todd Sainsbury
Board Member



Max Wilson
Board Member



Chris Finn
Board Member



Beverly Letton
Executive Officer

MAJOR SPONSORS





THE SATTERLEY
PROPERTY GROUP
CITY OF WANNEROO
2010
BUSINESS AWARDS



City of
Wanneroo

The Satterley Property Group
City of Wanneroo
2010 Business Awards
23rd March 2010



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