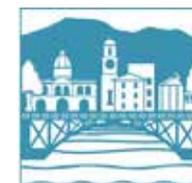


LAUNCESTON CHAMBER OF COMMERCE STRATEGIC PLAN 2017 - 2019



LAUNCESTON
CHAMBER of COMMERCE

The Voice of Business

VISION

Launceston is the region of choice for people to live, work, play and invest, because of its sound economy, innovation, and sustainability.

GOAL

We aim to make a valued contribution to the attractiveness of the Launceston region as a place to live, work, play and invest.

PURPOSE

We provide influential representation and strong leadership, and smart solutions that encourage the success of businesses in the Launceston region.

VALUES

- Launceston first
- Members matter
- Leadership
- Strength in unity
- Integrity

PRINCIPLES

- We will be bold and focused.
- We will be true to our values.
- We will develop and champion consistent, systematic and rigorous processes to support us in achieving our goals.
- We will be a self-sufficient and sustainable business.
- We will utilise and align our resources to ensure a return on investment and growth in member benefits.

1

BUILDING BUSINESS

Helping create a better environment in which local businesses can improve their productivity and quality, become more customer-centric, and strengthen market share.

WHAT WE DO:

- We identify opportunities and support members to innovate and adapt to changing market needs and new industry sectors.
- We identify and work to reduce barriers to attracting more investment and employment to our region.



HOW WE DO IT:

Identify strategic opportunities

- Using research, regional economic development plans, and information gathered from members - identify possible opportunities that will advance our region and our members' businesses.

Gain support for strategic projects from stakeholders/government

- Attract funding for feasibility studies for projects, or other mechanisms to test the viability of potential regional projects.
- To support the project/s and include them as a strategic priority for future funding where appropriate.
- Initiate and collaborate with relevant stakeholders to ensure worthwhile projects reach fruition.

Remove barriers to entry/investment

- Identify barriers and provide evidence to governments/stake-holders of their impacts.
- Advocate to remove or reduce the barriers to stimulate business investment.

Encourage the take-up of new opportunities by business

- Communicate and support business in considering business opportunities.

HOW WE MEASURE SUCCESS:

- Our members are expanding their operations or investing in new enterprises as they become more confident about opportunities in the region.

SETTING TARGETS:

- Identify at least one strategic project every year for further development.
- Identifying future issues/trends to enable the Chamber to provide thought leadership.

2

SHAPING THE FUTURE

Improving the policy and regulatory environment in which local businesses operate, through better public-private dialogue.

WHAT WE DO:

- We identify issues that affect our members.
- We provide evidence-based arguments to influence decisions and decision-makers.
- We develop and maintain networks and influence within government and stakeholder groups.
- We are courageous on issues affecting business.
- We hold decision-makers and other organisations to account.



SHAPING THE FUTURE

2

HOW WE DO IT:

Identify strategic opportunities

- Using research, regional economic development plans, and information gathered from members - identify possible opportunities that will advance our region and our members' businesses.

Gain support for strategic projects from stakeholders/government

- Attract funding for feasibility studies for projects, or other mechanisms to test the viability of potential regional projects.
- To support the project/s and include them as a strategic priority for future funding where appropriate.
- Initiate and collaborate with relevant stakeholders to ensure worthwhile projects reach fruition.

Remove barriers to entry/investment

- Identify barriers and provide evidence to governments/stake-holders of their impacts.
- Advocate to remove or reduce the barriers to stimulate business investment.

Encourage the take-up of new opportunities by business

- Communicate and support business in considering business opportunities.

HOW WE MEASURE SUCCESS:

- When decision makers and others present our ideas as their own.
- When our advocacy is viewed as credible and responsible, and decision-makers listen to our views.
- When the government, community and other stakeholders recognise the Chamber's efforts and results and understand we are getting things done for our members and the region.
- When we have earned a reputation of holding people to account.

SETTING TARGETS:

- Development of a suite of data sources that can support Chamber advocacy positions.
- Development of a policy template and translation of key policies into that format.
- Development of a submission template.
- Number of strategic submissions.
- Adoption of policy positions; or evidence of influence on policy outcome.s
- Trial new short 'single-issue' survey model.
- Number of media contacts via traditional media and social media.
- Number of advocacy/issue engagements.
- Membership satisfaction.

3

WORKING TOGETHER

Providing opportunities and tools for local businesses to strengthen networks and be better informed.

WHAT WE DO:

- We provide regular opportunities for our members to connect through networking events.
- We collaborate with strategic partners to maximise business opportunities.
- We are well connected and know what is happening in our region and elsewhere.
- We communicate business opportunities to our members.
- We gather, analyse and share knowledge and information that supports our members' businesses.
- We encourage and acknowledge innovation, adaptation and business excellence.



HOW WE DO IT:

Provide a regular schedule of networking events for members and their guests

- Regularly liaise with members to encourage their hosting of relevant 'Business to Business' events or briefings throughout the year.
- Offer a selection of high quality events at discounted prices to members.

Foster and acknowledge business excellence in our region

- Successfully host the Business Excellence Awards with support from sponsors and the business community

Promote the chamber as a well-connected organisation for business or sector problem-solving.

- Ensure the Chamber is recognised as a key referral point for information and facilitation of issues.

Provide relevant information and data

- Determine member information needs.
- Develop an evidence-based data library.
- Provide a resources page for members on the Chamber website
- Communicate important information via Chamber communications tools.

Facilitate relevant training and development for members

- Identify and facilitate appropriate training and development opportunities for members
- Provide thought leadership on market trends, innovations, and industry sector changes where appropriate.
- Communicate with members about relevant information and opportunities.

HOW WE MEASURE SUCCESS:

- The Chamber hosts a successful program of diverse events.
- The Chamber hosts a highly acclaimed Business Awards Program that is valued by our members.
- The Chamber has valuable partnerships that assist and support our members.
- The media regularly contacts the Chamber for advice on all issues relating to business in our region.
- The Chamber is contacted regularly by members for advice on steps to overcome business issues and concerns.
- Members agree they are well informed about business issues in the region.

SETTING TARGETS:

- Number of Chamber events.
- Attendance at Chamber events.
- Number of media mentions of Chamber events.
- Number of businesses entering the Business Excellence Awards.
- Level of sponsorship support for Business Excellence Awards.
- Net income generated by Chamber events including Business Excellence Awards.
- Membership satisfaction and use of Chamber information resources.
- Quantum of training and development opportunities communicated to members and levels of attendance.
- Member satisfaction.

4

ADDING VALUE

Creating long-term value for the Chamber from members, customers, markets, and relationships, through a focus on business development.

WHAT WE DO:

- We provide a membership value proposition that encourages diverse and engaged members.
- We offer a strong value proposition to partners, sponsors and supporters.
- We provide access to a range of products and services tailored to enhance the ability of businesses to grow and compete in the marketplace.
- We apply sound business principles matched with a strong service ethos in developing and delivering business products and services.



HOW WE DO IT:

Ensure a strong membership base

- Review and update membership value offerings
- Develop effective membership recruitment and retention strategies.

Ensure a strong business partner base

- Review and update sponsor and supporter value offerings
- Develop effective sponsor and supporter growth and retention strategies

Develop broad and relevant partnerships

- Identify organisations that can assist our members with value-added products or services
- Liaise with organisations that can assist the Chamber deliver strategic projects.
- Position the Chamber as a valued resource, working with members and other partners to improve business outcomes

Continually refresh product and service offerings for members

- Undertake customer feedback initiatives (including market research) on a regular basis to ensure a strong linkage between product offerings and member needs
- Ensure all Chamber products and services are valued and widely understood and adopted.
- Aim to ensure products and services deliver a surplus.

HOW WE MEASURE SUCCESS:

- Membership recruitment and retention.
- Levels of sponsor and supporter engagement.
- Member satisfaction survey.
- Chamber has valuable partnerships that provide products and services that assist and support our members.

SETTING TARGETS:

- Increase number of Chamber members and business partners.
- Improve retention rate of Chamber members and business partners.
- Improve life-time value of Chamber members and business partners.
- Build strategic partnerships that provide benefits to members.
- Develop a range of products and services.
- Surplus created through provision of business services.

5

TAKING CARE OF BUSINESS

Building long-term resilience for the Chamber by managing business risks, obligations and opportunities.

WHAT WE DO:

- We communicate effectively with stakeholders by providing professional and responsive marketing and communications tools.
- We deliver professional and competent management systems.
- We deliver best practice management and governance processes.



TAKING CARE OF BUSINESS

5

HOW WE DO IT:

Develop and refine Chamber marketing and communications tools

- Continually improve the quality of the Chamber's corporate publications and make them more relevant by covering industry news, highlighting Chamber activities and achievements, and constantly refining the format to ensure reader appeal.
- Redesign the web site to introduce a members-only section, make it easier to navigate, more tailored to members and our other industry stakeholders, and including only relevant and up-to-date information
- Create a suite of marketing materials that communicate a consistent message and corporate look.

Deliver professional and competent management systems

- Provide high quality financial and accounting management reports.
- Develop effective strategies for managing the Chamber's financial reserves.
- Provide comprehensive and cost effective internal knowledge management and IT systems.
- Achieve a high level of member/client satisfaction through friendly and helpful staff interactions.

Ensure best practice board and committee governance procedures

- Implement comprehensive board charter and documented policies.
- Ensure all statutory reporting requirements are complied with.
- Provide professional development opportunities for board members.
- Review and update the Chamber's constitution.

HOW WE MEASURE SUCCESS:

- Chamber publications and communications tools are valued and well read.
- Chamber governance processes are robust and continuously improved.
- Member survey.
- Stakeholders are aware of the Chamber and its role.

SETTING TARGETS:

- Readership analytics reflect improvements.
- Strong advertising income and contributions to publications and communications tools.
- Web site increases in popularity and members access secure section.
- An unqualified audit report.
- Annual programs delivered within approved budget.
- Accurate and timely financial reports for board and management.
- Member survey rates staff response as professional and friendly.
- Board evaluation process rates performance and processes highly.
- Constitutional review.



LAUNCESTON
CHAMBER *of* COMMERCE

The Voice of Business

STRATEGIC PLAN 2017 - 2019

Level 1, 29 Paterson Street, Launceston, Tasmania 7300

PO Box 1854, Launceston, Tasmania 7300

03 6331 9364

info@lcc.asn.au | www.lcc.asn.au