

2024-27

# STRATEGIC PLAN

GROWING OUR FUTURE



25TH ANNIVERSARY



A stylized background illustration featuring a large, light grey tree on the left, a wide, light grey rainbow arching across the middle, and two dark grey birds in flight on the right. The bottom of the page is a solid dark green band.

## ACKNOWLEDGEMENT OF COUNTRY

The Wanneroo Business Association acknowledges the Traditional Custodians of the land we are working on, the Whadjuk people. We would like to pay respect to the elders of the Noongar nation, past, present and future, who have walked and cared for the land and we acknowledge and respect their continuing culture and the contributions made to the life of this region

# EXECUTIVE SUMMARY

I am pleased to present the Wanneroo Business Association's Strategic Plan, a roadmap designed to reflect the evolving needs of our local business community. This plan results from thoughtful discussions and input from our dedicated board members and staff, representing the goals of our association and the interests of our members.

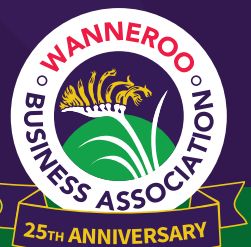
At the core of this strategy are our newly defined pillars, addressing key areas of membership retention and growth, financial stability, technology, brand visibility, leadership and governance, and networking. By focusing on these critical areas, we are not only building the foundation for moving forward, strengthening our community and supporting local business growth but also remaining adaptable in a rapidly changing business environment.

We recognise that our strength comes from working together, and this plan reflects that. Each pillar is led by a dedicated board member, with the input and involvement of our staff and wider membership. This collaborative approach not only ensures accountability but also provides every member with the opportunity to shape the direction of our future.

As we progress, I encourage everyone to get involved, share your expertise, and help us work toward our common goals. Together, we can make this vision a reality.

*Andy Kahle*

**Andy Kahle, WBA President**







# VISION

*Fostering collaboration, innovation, and growth of our members.*

At the Wanneroo Business Association (WBA), we aim to continue building our supportive community where members not only connect but also grow through shared experiences and fresh ideas. By encouraging meaningful relationships and offering practical support, we help every business in our network succeed in an ever-changing business world.

# PURPOSE

*To support the needs of the Wanneroo business community.*

Our focus is to help local businesses by giving them the tools they need to overcome challenges and tap into new opportunities. With a strong network and a wide range of events, we make sure our members have access to the resources and connections that help them stay competitive and grow over time.

# VALUES

*Affordable business networking, support, and collaboration.*

Our focus is on providing networking opportunities and support that offer genuine value for our members while ensuring accessibility for all. Our goal is to create an environment where members can share resources, collaborate, and build strong relationships, driving the growth of a connected and successful business community.



### Business in City of Wanneroo

**62%**

Solo Businesses

**26%**

1-4 Employees

**11%**

5+ Employees

**NEW WBA  
MEMBERS**

average 80 per year



**14,900+**

businesses  
within City of Wanneroo

producing

**2.27%**

Gross State Product

WBA members across  
**86 suburbs**

CHILD CARE

Administrative

TELECOMMUNICATION

**HEALTH**

EDUCATION

AGRICULTURE

**Media / Marketing**

TRADES & SERVICES

**EMPLOYMENT**

Not for Profit

**Real Estate**

GOVERNMENT

SOCIAL

ART & RECREATION

**FINANCIAL**

Tourism & Hospitality

Professional Services

**TRANSPORT**

**Construction**

**Safety & Security**

Scientific & Technical

**SPORT & FITNESS**





# WBA BOARD & STAFF



**Andy Kahle**  
**President**



**Niamh Campbell**  
**Vice President**



**Shaun Lawson**  
**Treasurer**



**Kate Keiley**  
**Secretary**



**Agatha Da Fonseca**



**Steven Windsor**



**Alice Tran**



**Greg Hebble**



**Erika Williams**



**Kayla Vukancic**



**Eleanor Mulder**  
**Communications &  
Program Facilitator**



**Amy Sellick**  
**Member Engagement  
Coordinator**

# FUTURE FOCUS

## STRATEGIC PILLARS

Through a series of intensive planning sessions, the staff along with the 2023/24 WBA board came together to reflect on the past and look forward to shaping a brighter future for our business community. We carefully analysed the evolving needs of our members while benchmarking against other associations to create a strategy that truly sets us apart.

Our new strategic plan is focused on ensuring our members receive value for their investment, making membership worthwhile for businesses of all sizes. While we stay true to the goals and purpose outlined in our original constitution, we are also adapting to the ever-changing business climate.

### **Setting Clear Goals for the Future**

Our strategic plan introduces new pillars that address key areas of focus, each chaired by a dedicated board member and supported by the staff and members from the WBA community.

This collaborative approach ensures that committees develop detailed plans, set measurable targets, and remain accountable.

By inviting members to contribute their expertise and insights, we ensure that the WBA's goals not only align with the needs of our community but also adapt to the ever-evolving business landscape.

Together, we create a strong foundation for future growth and success.



# STRATEGIC GOALS



## Membership Retention

### Goal:

To enhance member retention by delivering exceptional value, offering flexible membership options, and providing personalised support.

### Priorities:

- Conduct regular member satisfaction surveys to gather feedback and implement necessary improvements.
- Use data analytics to identify patterns and develop targeted retention campaigns to re-engage members.
- Provide ongoing education and support, offering workshops, webinars, and one-on-one assistance to help members.
- Offer flexible membership options with various pricing tiers and add-on services to accommodate the diverse needs of members.
- Continuously deliver value through exclusive content, resources, and access to relevant events.



## Membership & Market Growth

### Goal:

Drive growth through targeted acquisition, segmented membership tiers, and value-added services that appeal to a broad audience.

### Priorities:

- Implement targeted outreach campaigns to attract new members from diverse industries, increasing our reach and impact.
- Introduce segmented membership tiers with varying benefits and price points appealing to a wider range of members.
- Provide ongoing education and support to members through workshops, webinars, networking events, and promotional opportunities.
- Focus on SEO, social media campaigns, and tracking to enhance our marketing efforts and measure effectiveness.





## Financial Stability

### Goal:

Achieve financial stability through revenue growth, productivity improvements, and diversified revenue streams.

### Priorities:

- Diversify revenue streams by exploring opportunities beyond membership fees, including fundraising events, grants, sponsorships, and corporate partnerships.
- Offer premium services and products to members, such as exclusive content, specialised training sessions, or access to premium resources, creating additional revenue opportunities.
- Develop contingency plans to mitigate potential risks, such as economic downturns or changes in key funding sources.

## Brand Visibility & Recognition

### Goal:

To implement a comprehensive marketing strategy that drives brand awareness, member acquisition, and retention through targeted campaigns and partnerships.

### Priorities:

- Develop a robust marketing strategy focused on brand awareness, member acquisition, and retention.
- Create an annual tactical campaign plan that includes not only events but also ongoing acquisition and retention initiatives.
- Conduct a review of current partnerships and develop a strategic plan for key business partners, including industry groups, to enhance collaboration and mutual growth.
- Undertake a brand refresh to ensure the WBA remains relevant, modern, and reflective of our members' needs and aspirations.



# STRATEGIC GOALS



## Technology Integration

### Goal:

To utilise industry-standard technology across all customer-facing and internal operations, improving productivity and delivering an exceptional member experience.

### Priorities:

- Assess external (customer-facing) technology issues, barriers, or challenges to improve the overall member experience.
- Conduct an internal technology audit to identify issues, barriers, or challenges affecting productivity and operational efficiency.
- Develop and implement a technology improvement plan, prioritising areas for updates and setting clear review and upgrade deadlines.



## Governance & Leadership

### Goal:

To drive organisational success by reinforcing governance practices and investing in leadership programs that ensure sustainability and growth.

### Priorities:

- Strengthen governance structures and practices, ensuring transparency, accountability, and integrity.
- Invest in leadership development programs to build a strong, capable board and leadership team that can effectively guide the WBA.
- Develop a succession plan for the future business structure, outlining clear roles, responsibilities, and staffing needs.
- Ensure thorough documentation of all internal processes to support continuity and operational efficiency.
- Establish a comprehensive onboarding program for board members, including SOPs, succession planning, and training initiatives to ensure smooth transitions and strong leadership.



## Networking & Collaboration

### Goal:

Create a robust networking and event calendar that caters to the diverse needs of businesses in our community, providing opportunities for meaningful connections and growth across various styles, formats, and timings.

### Priorities:

- Develop a diverse range of networking events tailored to different industries and business types.
- Implement flexible event timings and formats to ensure accessibility and maximise attendance across various sectors.
- Regularly assess member feedback and encourage subcommittee and working group participation to ensure we are meeting the evolving needs of our business community and members.
- Foster strategic partnerships and collaborations with external organisations to enhance networking opportunities and deliver additional value to our members.

## How to share your voice

As a valued member of the Wanneroo Business Association, your voice plays a vital role in shaping our future.

We encourage you to actively participate by sharing your feedback through our regular member satisfaction surveys, engaging with our board and staff at events, and offering your insights on how we can continue to improve.

You can also take a more hands-on approach by joining one of our committees or nominating for the board, where your expertise can help drive key initiatives.

Your involvement is key to making the WBA a vibrant and thriving association.







CONNECT  
COMMUNICATE  
COLLABORATE

Your active and  
supportive community  
of local businesses.

