

Margaret River .com



Five Year Strategic Plan

2010 - 2015

AUGUSTA MARGARET RIVER TOURISM ASSOCIATION INC

Our Strategic Plan for the next 5 years...

The AMRTA has developed a five year strategic plan to guide our activities and priorities over the next five years. The Strategic Plan that follows was developed on the foundation of wide consultation with members, community stakeholders, visitors to the region, staff and the Committee of Management. It relied upon both national and international industry research and drew upon the operational experiences and historical performance of the Association.

The Strategic Plan focuses on eight key result areas with specific goals, key performance indicators and key strategies. The Strategic Plan will be reviewed at least annually and monitored quarterly to ensure our Vision and Mission are achieved. Our Strategic Plan will inspire and guide us and link to our annual business plans and key performance indicators.

We are passionate about our future direction and proud to share it with you...

OUR VISION

To create a world renowned tourism destination

OUR MISSION

To promote the Margaret River region and provide visitors with unique experiences whilst investing in our people, community and environment

OUR CORPORATE VALUES

- Unity
- Leadership
- Excellence
- Innovation
- Responsibility
- Honesty
- Respect

What our Vision means to us...

The AMRTA's Vision is *"to create a world renowned tourism destination"* over the next five years and beyond. To achieve our Vision we will focus on promoting the natural beauty and diversity of the region with the overall aim of attracting visitors from around the world to experience the Margaret River uniqueness.

What we aim to offer Visitors...

The Margaret River region possesses great diversity from the amazing beaches to the natural forests and wildflowers, wine and food indulgences and authentic cultural experiences. Coupled with world-class tourist attractions and events we aim to offer visitors a friendly, unique and memorable experience.

How will we get there...

We recognise the most critical success factors will be in our leadership, our people, our planning and our performance. We know the importance of ensuring the 'right' product and service for visitors which requires commitment to our Vision from members and support from the wider community. We know we must continue to invest in our assets, be financially sustainable and espouse high standards of corporate governance procedures. We will get there by not losing sight of these imperatives and being focused on our Mission, Vision and Values.

Our 5-year Strategic Plan follows...

KRA 1: Investing in our People

To lead and develop a team of staff who are competent and passionate about providing world class service in a world renowned destination

Goals:

- 1.1** Leaders will be competent, professional and passionate people who inspire and empower us to be true to our Vision, Mission and Corporate Values
- 1.2** All staff will have a baseline qualification in tourism
- 1.3** Staff will be provided with targeted education and training so we can deliver world class customer service and uphold our responsibilities
- 1.4** Our Corporate Values will underpin our shared culture of excellence in all that we do
- 1.5** We will be equipped with human resource and industrial relations expertise and resources
- 1.6** Our Association will be able to attract, develop and retain a high performing team of passionate staff
- 1.7** We will regularly monitor the level of overall job and customer/visitor satisfaction
- 1.8** We will reward and celebrate success

KRA 2: Refreshing our Governance

The governance of the Association enables the Mission and Vision to become a reality and ensures all regulatory and statutory requirements are upheld

Goals:

- 2.1** Review the AMRTA Constitution
- 2.2** Committee of Management performance annually assessed and reviewed
- 2.3** Corporate governance policies and procedures are effective, contemporary and meet the needs and aspirations of the Association
- 2.4** Annual Strategic Planning workshops are held with the Committee of Management and Management Team to review and evaluate the implementation of the Association's Strategic Plan 2010-2015

KRA 3: Maintaining our Financial Sustainability

To ensure the viability and security of the Association through sustainable financial strategies

Goals:

- 3.1** Increase revenue and growth of existing income streams
- 3.2** Expand and develop new income streams which are in keeping with our key objectives and which spread the financial risk for the Association
- 3.3** Efficient use of human, physical and financial resources
- 3.4** Increase market share and profitability of the online booking system
- 3.5** The Finance and Audit Committee will oversee and guide the Association's financial strategies and key performance indicators

KRA 4: Conservation & Protection of our Environment

To preserve and protect the natural beauty of our region and our heritage assets

Goals:

- 4.1** Undertake an in-depth Hydrology study for Lake Cave
- 4.2** Complete the Jewel Cave redevelopment maintaining the important conservation values of the site
- 4.3** Preserve, protect and maintain Caves and the Lighthouse in accordance with our management plans
- 4.4** Undertake second stage of the Cape Leeuwin Lighthouse redevelopment to protect and preserve the heritage values of the site
- 4.5** Encourage local tourism industry to be environmentally aware and sustainable

KRA 5: Building Relationships and Industry Development

To foster our member and external stakeholder relationships to develop a world renowned tourism industry

Goals:

- 5.1** Meaningful and valued relationships will be built with existing members
- 5.2** Members will be assisted to attain their Tourism Council Accreditation
- 5.3** The membership base will grow
- 5.4** The community's perception of the AMRTA will be enhanced
- 5.5** Government will be lobbied to ensure recognition and priority of tourism related infra-structure requirements are met in the region
- 5.6** Relationships will be established with similar destinations to promote the sharing of tourism information and for benchmarking purposes
- 5.7** Strong relationships will exist with other key stakeholders to help make the Association's Vision become a reality e.g. tourism bodies, media, CCI, DEC and local environmental, caving and indigenous groups
- 5.8** Cultural awareness amongst members and key stakeholders will be enhanced to reflect the changes in emerging tourism markets

KRA 6: Destination Promotion

To position the Margaret River region as a world renowned tourism destination

Goals:

- 6.1** We will provide a quality visitor service to enhance the visitor experience
- 6.2** We will continually provide retail offerings relevant to the visitor and the experience
- 6.3** The MargaretRiver.com brand will be reviewed
- 6.4** Collection and analysis of data will be improved
- 6.5** Improved competitiveness of Margaret River as a destination by way of providing a more positive “through the chain” visitor experience
- 6.6** New digital strategy will be implemented
- 6.7** Opportunities to capitalize on new technologies will be embraced
- 6.8** Synergy between stakeholders will be created and nurtured to make the Vision real
- 6.9** Cooperative marketing will be undertaken with key stakeholders whilst still maintaining competitive advantage
- 6.10** We will continuously adapt to the dynamic and changing macro, competitive and market environments

KRA 7: Events

To develop and grow events within the Margaret River region to increase visitation and tourism spend

Goals:

- 7.1** Develop and implement three annual iconic events /festivals
- 7.2** Develop and implement a programme of training and education events that assists AMRTA members and the community
- 7.3** Develop and implement an events management service for members and the community under a fee for service arrangement
- 7.4** Long term funding streams for events will be established
- 7.5** We will financially support or offer other assistance to events that bring positive brand awareness and increased visitation to the region

KRA 8: Attractions

To establish new and existing attractions as world renowned

Goals:

- 8.1** World renowned tourism attractions will be created through unique and memorable experiences and the quality of our product
- 8.2** We will continually invest in our sites to ensure they are at the forefront of technology and tourism
- 8.3** We will reinvent and refresh our tourism product to ensure repeat visitation
- 8.4** We will grow new visitation and markets
- 8.5** New products will be developed and linked to each attraction