



Noosa Chamber of Commerce & Industry

Road map & strategy

2021 - 2024

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Introduction

The purpose of this road map to the future strategy and implementation plan is to redefine and deliver what the Noosa Chamber of Commerce and Industry stands for, where it fits and how it can be effective to benefit business and the community.

It is designed to have both a big picture lens, to encompass and influence longer range visions and policies to shape and drive Noosa business potential, but just as important, is the lens of practical, credible, relevant value that needs to be applied to actions to ensure beneficial outcomes to existing and potential members.

Noosa Chamber of Commerce and Industry aims to be considered the peak business group for the Noosa region by stakeholders. But there is work to do to win respect, trust and to create an apolitical approach towards unified business representation and growth. This strategy focuses on delivery of clear, consistent, measurable messaging and actions.

There has never been a more critical time for Noosa stakeholders to work together towards sustainable economic, social, and environmental outcomes. For the Chamber to be perceived as relevant in today's challenging environment, there needs to be change. The current committee recognises the need for change and is committed to an inclusive, collaborative approach where actions are favoured over words. To demonstrate leadership, without talking about leading.

That is not to say that telling the Chamber story is not important – it is. But the focus of those stories can't be the same outdated messages from the past. For example, the Chamber must look beyond the traditional networking focus, particularly in this climate, when many of their small business members may struggle to attend. This new look Chamber will instead build a close network of other business associations and identify and demonstrate real value by sharing tangible examples of outcomes they bring to the business community, how they represent and advocate for the community's needs and how that translates to community benefits. This moves them up the value scale with key stakeholders, from relevant to vital.

Methodology

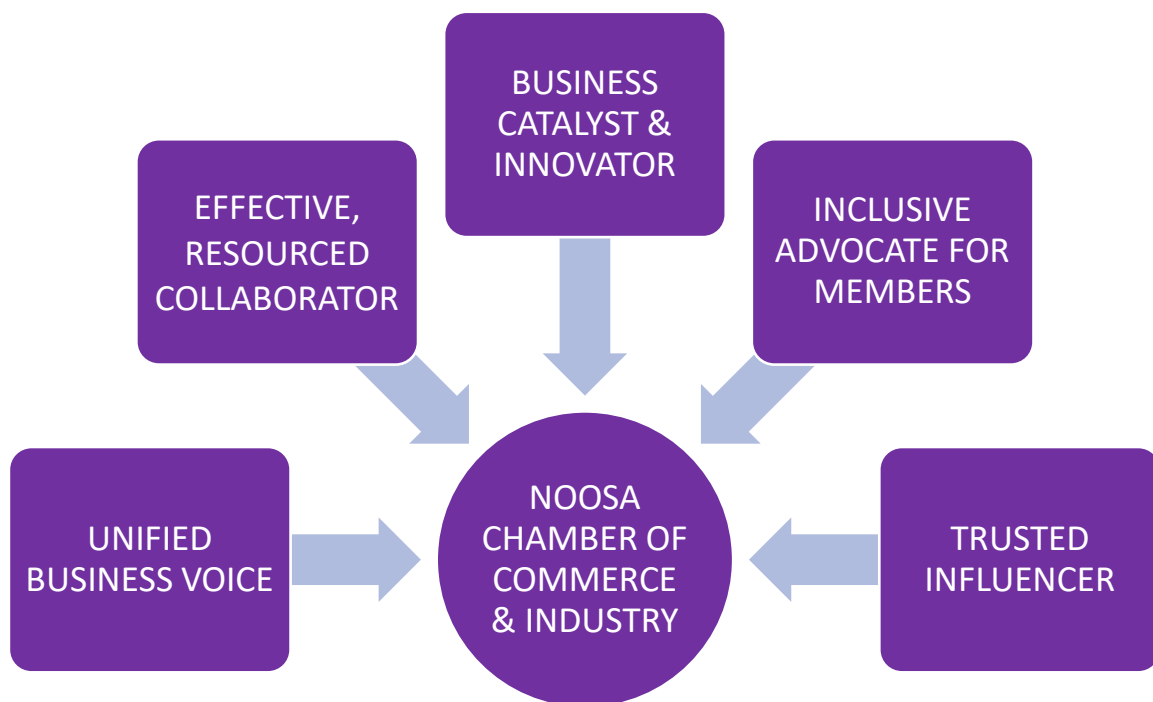
On one-on-one interview with Acting Committee President, Ralph Rogers provided detailed background, aspirations, and ambitions to deliver a more sustainable, equitable Noosa with practical solutions to bridge infrastructure and service gaps through a range of initiatives including private/public partnerships. A survey including a series of 'homework questions' for the Chamber of Commerce Committee was used to establish context and identify opportunities, barriers and key issues prior to strategic team workshop session. (See Appendix 1)

The interactive session included exercises and group discussion on the following:

- Vision & goals – what's in/what's out
- Objectives & core business
- Stakeholder mapping & key target markets – where does Chamber 'fit'
- SWOT
- Roadmap for the future:
 - Identity & positioning – point of difference from other groups
 - Engagement & networking
 - Reporting and governance
 - Practical priorities, outcomes, funding & resources

Visioning the end goal

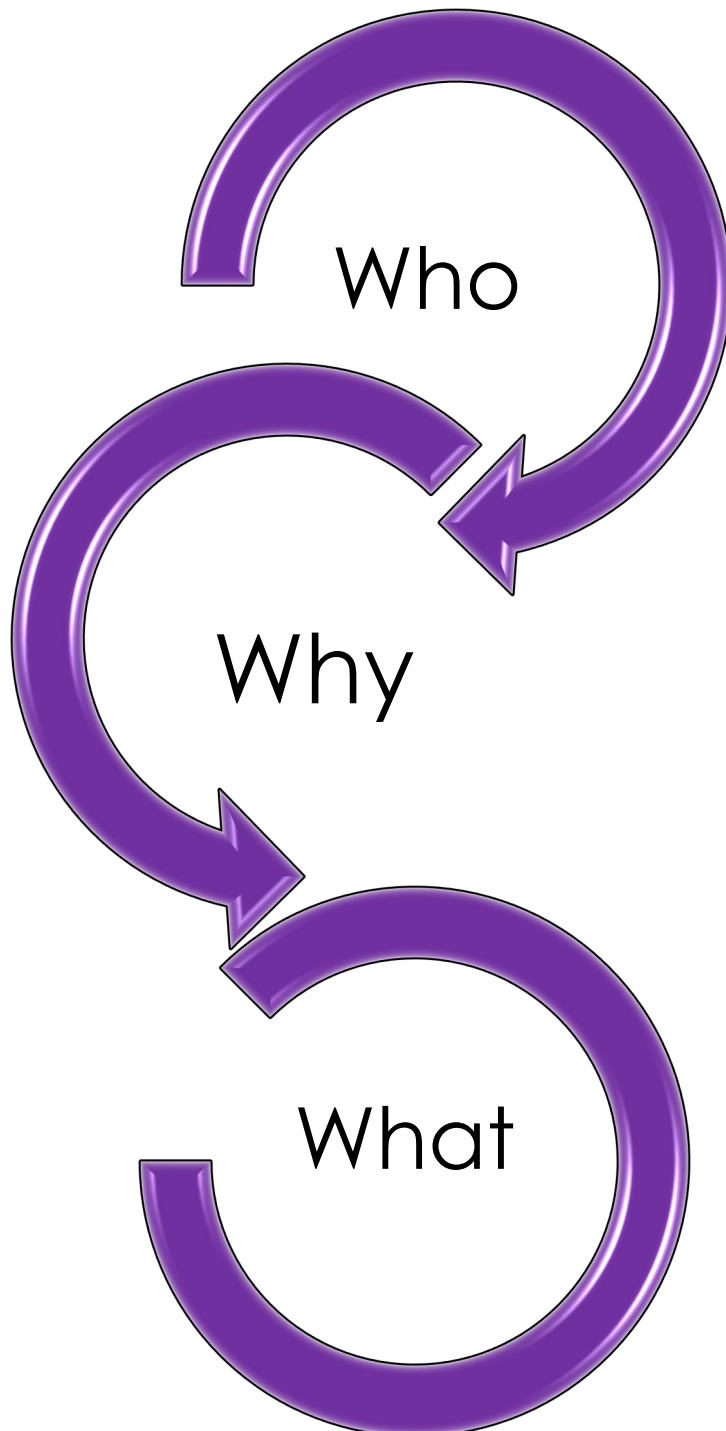
From the workshop session, participants were asked to vision the desired goal for the Noosa Chamber – the below diagram represents the collective desired goal:



The group was then asked to consider definitions, core roles & motivations...

Redefining the Noosa Chamber of Commerce

Who we are & why?



- We are a Noosa **community of local people** working together to grow & prosper

- When local business **prosper** communities **thrive**

- ***Together with our partners we...***
- Help business start-up, grow up, grow strong
- Attract new business
- Engage, connect & communicate
- Advocate & collaborate
- Cultivate the future
- An informed resource for Council & Government

Our Vision & Values



Our mission

To advocate, drive & ignite sustainable business excellence in Noosa through evidence & actions



Our vision

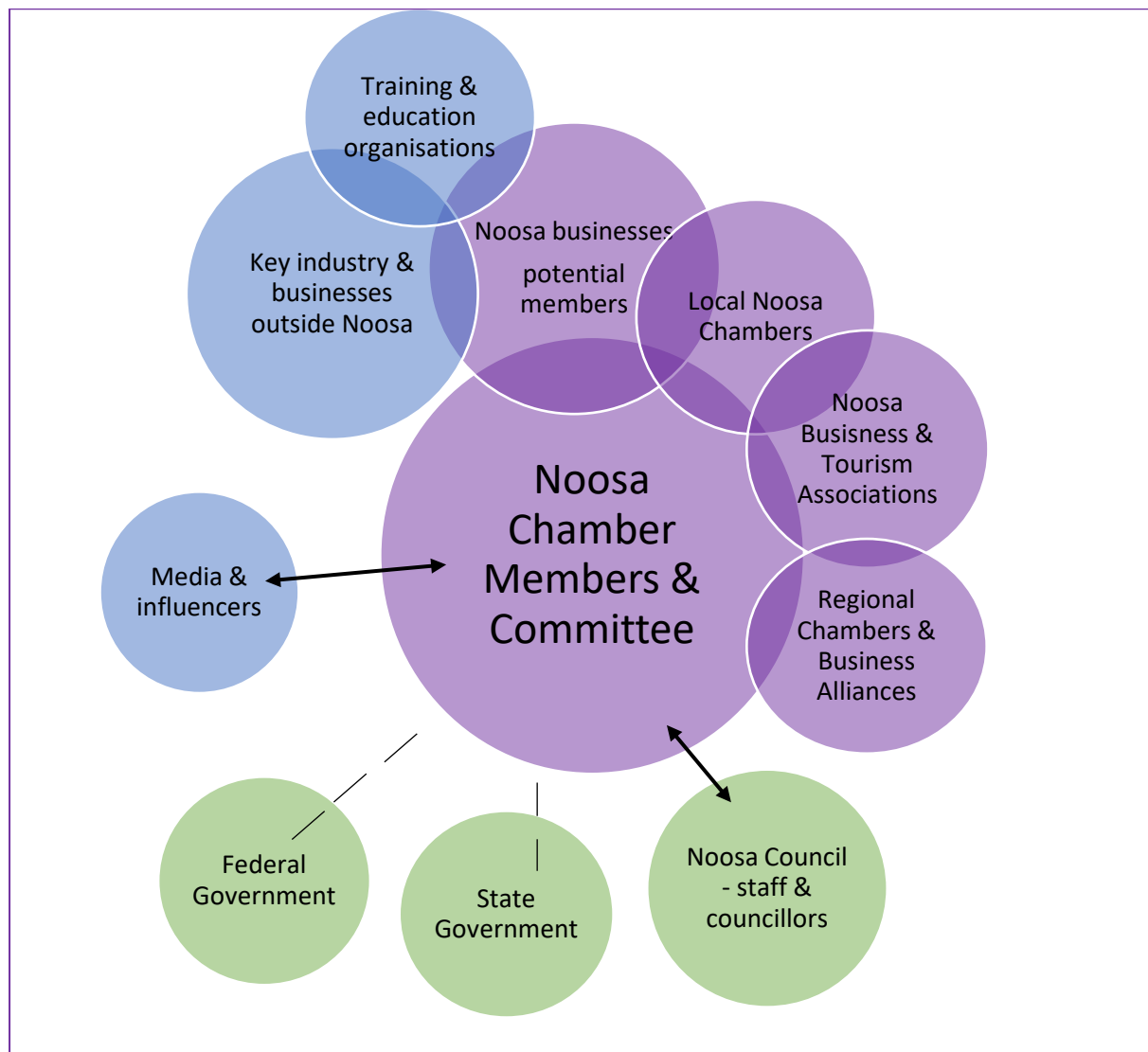
For Noosa to be the best place to live & do business



Our values

| | |
|-------------------|---|
| FOCUS | <ul style="list-style-type: none"> • <i>Members first – support & advocacy</i> • <i>Value driven</i> • <i>Action based to benefit members & community</i> |
| COLLABORATION | <ul style="list-style-type: none"> • <i>We succeed together – one wins we all win</i> • <i>Success is better shared</i> • <i>Not a competition, a commitment to partnerships</i> |
| INTEGRITY & TRUST | <ul style="list-style-type: none"> • <i>Transparent</i> • <i>Apolitical</i> • <i>Evidence based position & policy</i> |
| INCLUSIVE | <ul style="list-style-type: none"> • <i>Building stronger business & community through diversity & inclusiveness</i> |
| INNOVATION | <ul style="list-style-type: none"> • <i>Champion innovative thinking & the entrepreneurial community</i> |

Where we fit - our key stakeholders



It was important to the group that the role and importance of other local chambers and business associations be acknowledged in the strategy, along with key stakeholders. A 'one voice' approach to a sustainable Noosa business climate is an inclusive and collaborative journey, and is more about agreed values, directions & aspirations than who is doing the talking.

SWOT - Situation Analysis

| | |
|--|---|
| <p>Strengths</p> <ul style="list-style-type: none"> • Overarching strength & awareness of 'chamber' brand (CCIQ) • New, passionate, skilled Committee with individual track records & networks • New plan • No debt • Growing relationships & networks • Relationships with key stakeholders • Broad representation of sectors on committee • Resource back up from CCIQ | <p>Weaknesses</p> <ul style="list-style-type: none"> • Reactive not proactive • No clear plan • Lack of member intel & understanding • Public perception – lack of trust • Resources (funding/people) • Reliance on volunteers • Historical lack of clarity, consistency & results • Lack of digital, social, marketing support • Lack of credible /united share of voice • Strength of relationships – ability to influence policy • Member relationship management • Outdated constitution |
| <p>Opportunities</p> <ul style="list-style-type: none"> • Team, collaborative focus collective cohesion from 'one voice' approach • Fresh start – clean slate • Evidence based approach use real data to benefit & influence policy • Members – growth & engagement – meaningful networking & events • Stakeholder engagement - 'learn & listen' approach • New strategic plan • Brand & social media • Small business collaboration to compete with scale & shared knowledge • Rebalance economy – new markets, industry, jobs, workshops, education • Strategic partnerships • New pathways including youth • Enduring legacy beyond current people | <p>Threats</p> <ul style="list-style-type: none"> • Number of businesses in Noosa • Sector diversity – over-reliance on some sectors • Underestimation of tourism sector value • Affordable housing for workers • Strategy & actions based on anecdotal direction • Personal agendas and politics • Town plan & policies stifle growth & opportunity • Covid – economic downturn • Share of voice/competition from louder, more resourced organisations • Under employment • Lack of funding to deliver significant outcomes and quality work |

Our environment

Current trends

Local market

In 2020 Noosa Council's economic profile listed just under half (25,302) of Noosa Shire's 56,587 residents as employed, with 24,286 of those jobs considered local. The ongoing fallout from the Covid pandemic could see these figures fluctuate.

According to the Noosa Council website the Noosa economy reflects many national trends such as an ageing population and growth in the health care and social services, professional, scientific, and technical services. Noosa's economy relies significantly on the tourism, retail and construction sectors and is home to approximately 7,263 mainly small and micro businesses. A more diversified industry base, geared more towards knowledge-based sectors such as healthcare and wellness, digital economy, environmental industries, rural enterprise, creative industries, and professional services, are recognised by Council as priority industry sectors of competitive advantage that will support economic growth and provide employment opportunities.

The LEP indicates a desire by Council to strive to a more diversified economy and identifies effective land use planning; enterprise support; essential infrastructure; skilled and connected businesses and implementation; and monitoring and reporting as key themes to achieve diversification. A range of very successful entrepreneurs and skilled businesspeople also call Noosa home. Attracting and retaining people with the skills and talent to deliver to these goals along with creating and sustaining collaborative alliances and networks is integral to success.

According to Noosa Council's Economic Profile and Economic Development Plan to inform and assist business and industry decision making:

- Noosa has an ageing population. In 2011 the median age for the Shire was 46 years compared to 38 and 36 years in South-East Queensland and the State respectively.
- Three of the top five employment sectors focus primarily on providing for residents, and tourism driven industries. They are retail, accommodation & foods services, and construction. The retail and accommodation and food services sectors also offer the lowest wages, and this, combined with high proportion of part-time work in the region, sees Noosa Shire report a median household income below that of the SEQ Region and the State.
- Noosa Shire has an unemployment rate of 7.3% (prior to Covid) and significant underemployment, particularly among youth (cited in 2015 by Sandy Bolton as potentially as high as 49%) and lower than average household income.
- Noosa Shire Council's Gross Regional Product is estimated at \$3.00 billion in the 2020 economic profile which represents 0.8% of the state's GSP (Gross State Product). Prior to Covid, this was growing at a rate of around 2.5% per annum (LEP) up from around \$2.6 billion in 2013-14.

The Chamber's role - transitioning to a, diversified, innovative future





















For Noosa to realise economic diversification and sustainable growth in knowledge-based industries – innovation, change and investment is needed. A unified, collaborative approach will be needed to encourage and enable new sector investment in Noosa.

In 2020, Daily Mail Australia cited University of Newcastle's Centre of Full Employment and Equity's identification of Noosa as particularly vulnerable to economic downturn - 'Noosa, an exclusive resort town north of Brisbane, was listed as a 'red alert - high risk' area for employment vulnerability - even more so than other parts of the Sunshine Coast.

The Noosa Chamber of Commerce and Industry has a key role to work in partnership with Council, industry and business groups, businesses, and other key stakeholders to drive, support and advocate for economic diversification through a collaborative, unified approach towards attraction and retention of key talent, businesses and institutions, training, capacity, and skills development along with evidence based data to inform and support policies and practices from all levels of government and industry. Council's LEP cites the importance of business assistance and that it has never been higher. The Chamber with its network and real-time business skill set could play a valuable role as a conduit between Council, Government and business by distilling information so it is easy to understand, practical and accessible. According to the Regional Australia Institute, across regional Australia there is an emergence of start-ups, business accelerators, co-working spaces, and entrepreneurial hot spots. Much of this activity is occurring in areas less connected to traditional R&D institutions. A university or other R&D presence remains a real innovation asset for any community, but a modern economy it is the ecosystem around that capability – the region's entrepreneurs, business start-ups and the strength of their connections to the R&D presence – that will drive the economic outcomes from innovation.

The below diagram shows how Noosa, and the Sunshine Coast are ranked on the updated Insight Innovation index which enables Australian communities to benchmark their innovation performance on eight foundations of innovation.

Noosa's scorecard as ranked by others diversifying economy and innovative culture

| Noosa QLD (LGA) | | | Sunshine Coast QLD (LGA) | | |
|---|-------------------------------------|-----|---|-------------------------------------|-----|
| COMPARE REGION + | | | COMPARE REGION + | | |
| DOWNLOAD DATA (PREMIUM SUBSCRIBERS) ↓ | | | DOWNLOAD DATA (PREMIUM SUBSCRIBERS) ↓ | | |
|  | Institutional Foundations | 9 + |  | Institutional Foundations | 5 + |
|  | Technological Readiness | 3 + |  | Technological Readiness | 3 + |
|  | Infrastructure & Essential Services | 5 + |  | Infrastructure & Essential Services | 3 + |
|  | Business Sophistication | 2 + |  | Business Sophistication | 2 + |
|  | Economic Fundamentals | 6 + |  | Economic Fundamentals | 3 + |
|  | Natural Resources | 9 + |  | Natural Resources | 8 + |
|  | Human Capital | 2 + |  | Human Capital | 2 + |
|  | Demography | 4 + |  | Demography | 2 + |
|  | Labour Market Efficiency | 6 + |  | Labour Market Efficiency | 6 + |
|  | Innovation | 2 + |  | Innovation | 2 + |

Why does innovation matter to Noosa?

As Council mentions in its LEP, the goal is to move towards an economy shaped around knowledge and service products with a focus on exports. The Regional Australia report cites 'our ability to compete internationally will depend largely on our collective capacity to innovate... Innovation will be the major driver of any productivity growth.' This presents both significant challenges and opportunities for Noosa and evidenced based data to inform strategies and actions will be critical.

Our five strategic pillars

To achieve the visions and goals to 2024 and beyond, five strategic priorities and solutions are recommended in this plan and discussed in more detail on the following pages.



Get the foundations right -
sustainable resources



Business engagement
membership focus



Earning a seat at the table -
united voice



Sharing our story



Noosa climate of ideas,
incubation & growth

Pillar 1: Get the Foundations Right – sustainable resources

A need for a more cohesive, inclusive, credible, and action-based Chamber of Commerce, capable of uniting, representing, and advocating on behalf of Noosa business is the key motivation for a sustainable operating structure. If the Chamber can build on its foundation of new Committee experience, networks, and commitment to a fresh start, through an agreed strategic action plan, it will have the basis to attract funding for human resources and an operating budget to deliver member value. The priority is to develop a sustainably resourced operating structure for the Chamber, beyond volunteers, to deliver the actions and maximise the return on investment and flow on benefits to members.

| Objective | Strategy | Actions | KPI |
|---|---|---|--|
| To develop & deliver a sustainable operating model & structure for the Noosa Chamber of Commerce & Industry | Develop & share strategic action plan, vision, and key performance indicators to enable the procurement of funding and resources needed to deliver to the plan | <ul style="list-style-type: none"> - Agree strategic plan - Develop & agree operating structure & key staff positions /roles based on priority actions e.g., Membership & Admin, Marketing, Events & social media, Research/Grants - Develop presentation of key pillars & 'hero' actions to launch at AGM | <p>Strategic plan & actions endorsed</p> <p>Operating model agreed & position descriptions developed</p> |
| To build trust & influence | To build trust, credibility & confidence with three tiers of government and key stakeholders in the Chamber's ability and commitment to deliver the plan & be worthy of their investment | <ul style="list-style-type: none"> - Issues management/ policy developed for top 10 issues & matched to key influencers & their needs/agendas - Develop briefing & communication channels & forums for key team | Funding streams identified & seed funding established |
| To increase revenue streams | <p>A multi-focused approach to revenue relying on several streams</p> <p>Develop a monetisation strategy – assessing potential value of Chamber tools, events, networks & business data</p> <p>Develop 'value' beyond basic membership that could be a fee for service or additional cost</p> | <ul style="list-style-type: none"> - Review successful Chamber membership models & value propositions - Proposed tiered membership model & value levels which could include additional pay for access and or benefits e.g. tailored data (beyond basic expected information), social & digital advertising & promotion across platforms (when established), strategic advisory/mentoring sessions, workshops etc. - Review available grants & match to Chamber plan & actions - Contract Research/Grants Writer - Identify strategic partners & shared value opportunities e.g., workspace - Based on agreed core business criteria, develop fee for services e.g. - Identification & matching grants to businesses; Grant application review service; Grant writing service; Scope potential for Advice & policy; review/business impact assessment service to key stakeholders | |

Pillar 2: Membership Focus & Business Engagement

Business support and engagement is critical to all areas of Chamber business – cannot realise goals and potential without it. Actions will be designed to create and deliver value to build a correlation between business success and partnership with/membership in the Chamber.

| Objective | Strategy | Actions | KPI |
|--|--|--|--|
| To engage business & establish relevance & increased value | <ul style="list-style-type: none"> - Listen to members & showcase strengths & celebrate success - Be visible, relevant & action based - Generate evidence-based business data – poll/survey business & adapt/inform accordingly - Provide resources to add value to business - Enhance awareness of Chamber & stakeholder business resources - Maximize connections & network to provide value-added benefits for members - Two-way dialogue between Chamber & business | <ul style="list-style-type: none"> - Ensure all Committee & spokespeople have key messages & elevator pitch - Establish Business Needs & Satisfaction survey, along with formal/informal channels - establish 'Noosa Business Barometer' including topic specific polls - publish findings - Convert feedback into actions & advocacy positions - Deliver significant events based on feedback, tiered benefits, research information, - Customise & target information - Work with regional partners - Create 'open' two-way conversation channels e.g., Podcast, Q&A, forums & clusters. | <ul style="list-style-type: none"> Participation & engagement – survey responses Registration at events & online activities Social media metrics & engagement Website traffic Media share of voice Increase membership by 20% by June 2022 Achieve a retention rate of 80% by June 2022 Member visibility & promotion in external channels |
| Membership growth & retention | <ul style="list-style-type: none"> - Create a value proposition with member benefits - Identify and recruit potential membership - Share success, engage, and communicate | <ul style="list-style-type: none"> - Create membership packages & benefit card – create unifying branding to inspire e.g., Noosa First, No 1 Noosa, Noosa YES - Create welcome & orientation process – email, committee meet & greet etc. - Member spotlight – shine light on business success – regular social, digital media & news releases - Case studies of success | |
| Develop & launch impactful tools for business success | <ul style="list-style-type: none"> - Facilitate learning opportunities based on member & business feedback & utilise latest technology | <ul style="list-style-type: none"> - Scope & develop a member toolkit based on member feedback which could include legal templates, Q&A, online health check, | |

Pillar 3: Earning a seat at the table – a united voice

The Noosa Chamber of Commerce & Industry will proactively advocate for local business opportunity and success by identifying and establishing positions on critical issues and providing its members with public policy resource and access to local, state, national elected and appointed officials. It will cultivate and support future focused, inclusive, and engaged leaders.

| Objective | Strategy | Actions | KPI |
|---|--|--|--|
| Earn a 'seat at the table' of key decision makers | <ul style="list-style-type: none"> • Be visible & knowledgeable • Encourage committee & future staff to create connections with community & business groups • Build credibility by providing important information to assist these groups in action & decision making • Build key relationships with 3 tiers of government to facilitate trust • Convene leaders & stakeholders on key issues • Be a conduit between business community & government – facilitate access & relationships • Position as a trusted resource & advisor to government re key topics based on evidence & data • Increase access to key government staff & elected officials | <ul style="list-style-type: none"> - Develop roster of speaking engagements/event attendance for committee - Develop key forum, events & influencer list - Develop strategic well-run events, workshops, stakeholder updates, and outreach - Expand website to include elected officials directory - Feature stories & content including committee members at key events & with relevant stakeholders | <ul style="list-style-type: none"> Chamber participation Stakeholder engagement Go to reference point for business Enquiry numbers Local & state policy influence results from Chamber input Participation/network with other associations Website traffic google analytics Social media metrics |
| Promote sound public policy to benefit members & businesses in line with local lifestyle values | <ul style="list-style-type: none"> • Establish & publish clear position on issues & policy • Selecting priority business issues to endorse aligned with Chamber plan & values. • Accurately represent business community interests through identification & assessment • Quote data & member feedback to inform & establish key issues • Create a quarterly Top 5 • Actively advocate on key issues | <ul style="list-style-type: none"> - Policy section on website - Policy updates & quotes on social media with links to website - Linked In blogs - Identify & develop knowledgeable, inclusive & engaged influencers – provide regular updates & communications, meet one on one | |
| Strengthen Chamber & business association relationships | <ul style="list-style-type: none"> - Develop reciprocal memberships between key organisations - Develop MOU between business associations/chambers | <ul style="list-style-type: none"> - Prepare pitch for stakeholders & propose to key influencers - | |

Pillar 4: Building the brand - sharing our story

To grow awareness, engagement, share of voice and to realise strategic goals, Noosa Chamber of Commerce & Industry needs to further develop its brand through storytelling, consistent messaging, and quality content (images, video, film), increasing its targeted marketing and promotions, particularly on digital and social media. This can be achieved by understanding and engaging members and businesses and featuring visual examples of industry, stakeholder and community collaboration with industry, stakeholders, and the community. Focus should be on effective and inspiring communication of our story - the programs, projects, events, and resources available that deliver value and support for members and businesses.

| Objective | Strategy | Actions | KPI |
|--|--|---|---|
| Communications Plan | Develop a communications plan – communications objectives, key messages, positioning, stakeholders, target audiences, benefits, channels & actions | <ul style="list-style-type: none"> • Develop plan brief • Appoint staff member/consultant • Agree plan including key messages & 'elevator pitch' | Plan produced & agreed before AGM end of year Revised website launched before AGM |
| Building a memorable and engaging brand | Continue to develop & evolve the Chamber brand & story to increase awareness & consistency | <ul style="list-style-type: none"> - Develop strap/position line - Develop asset/style guidelines - Include section on website for members | Use Google Analytics to monitor number of Monthly website visitors, time spent on website & bounce rate |
| Build Digital & Social Media presence, share of voice & engagement | <ul style="list-style-type: none"> • Launch new/upgraded website aligned with communication goals and branding & implement a continuous review process throughout the year. • Encourage user generate content and celebrate business member success via social media • Increase opportunities for membership awareness and participation. | <ul style="list-style-type: none"> - Review Chamber website & social media against best practice, high performing platforms – ensure membership section, value & benefits are included - Develop refresh & content update plan to enhance video & image content – include content generating stakeholders, businesses & consider paid photographer/ videographers for hero projects | Goal completion – call to action by clicking: phone number, email address, subscribe to newsletter or completing enquiry form Media coverage Positive mentions Articles matched to agendas |
| Media & PR | Develop a strong working relationship with media to establish a "go to" or "top of mind" status for interviews & information on all business-related issues. | <ul style="list-style-type: none"> • Update media list & contacts – include social influencers & stakeholder PR channels • Provide regular news releases, & business updates • Pitch stories to media • Produce a Business Fact Sheet to promote to trade partners & events | |

Pillar 5: Noosa climate of ideas, incubation & growth

Working with stakeholders the Chamber will identify game-changing opportunities to serve as the catalyst for an inclusive, vital, and thriving climate that champions business and workforce development and enhances lifestyle values.

| Objective | Strategy | Actions | KPI |
|--|--|---|--|
| <p>Create a climate of YES</p> <p>Sustainable economic growth in Noosa – jobs, wages growth & capital investment</p> | <ul style="list-style-type: none"> Engage & impact outcomes on key issues & initiatives e.g., infrastructure, mobility, education & workforce development Partner with key stakeholders to attract, expand & retain businesses in Noosa Create & chair a unified Business Attraction & Investment Cluster & develop unified messages, marketing & lead generation | <ul style="list-style-type: none"> Develop collateral to target key sectors e.g., Invest Noosa Assets snapshot, contacts, content Identify potential local lead generators & influencers Conduct targeted outreach forums to uncover relocation leads/opportunities A welcome & orientation program for new companies/individuals Annual event celebrating new/expanded business Regional Partner visits, Convene a best practices forum for ec/dev partners | <p>Collateral developed</p> <p>Leads & key generators identified</p> <p>New business pitches</p> <p>Welcome & orientation program delivered</p> <p>Rapid Response team & process established</p> |
| <p>Enhance quality of life & climate of YES in Noosa</p> | <ul style="list-style-type: none"> Create a 'Noosa Good for Business Hub' that doubles as Chamber HQ Be the Noosa business champion Create a collaborative rapid response team for new & existing businesses to address urgent issues Promote philanthropy & community engagement | <ul style="list-style-type: none"> Scope & develop knowledge building program of visits with potential growth businesses Scope & form a volunteer "Rapid Response Team" to troubleshoot red tape/urgent situations involving barriers & opportunities for relocation, expansion or threats to operations | <p># of enquiries & solutions delivered</p> <p># Strategic partners</p> |
| <p>Become a conduit & advocate for a skilled local workforce</p> | <ul style="list-style-type: none"> Support local initiatives to enhance career pathways, awareness & workforce development Increase focus on talent retention & development Encourage workforce readiness by supporting and enabling links between key educators, trainers, and target industry sectors | <ul style="list-style-type: none"> Facilitate & build relationships between flagship employers & educators, school boards & administrators to share skills needed by employers. | <p>Level of industry engaged</p> <p>Business monitor & sector development</p> |
| <p>Contribute to increased business sector diversity in Noosa</p> | <ul style="list-style-type: none"> Advocate & support tourism & hospitality as key sectors Be recognized as the leading regional lifestyle location for environment, creative & technology sectors Prioritise entrepreneurship & innovation | <ul style="list-style-type: none"> Blogs, LinkedIn Articles News releases Quotes Spotlight on key businesses & people | |