

A woman in a white shirt and dark vest stands on a rocky path in a forest, pointing towards the trees. A young child in a blue jacket stands beside her. The forest is lush with green foliage and large, moss-covered trees. The scene is captured in a soft, natural light.

STRATEGIC BUSINESS PLAN 2021-2024

egmi.

East Gippsland Marketing Inc

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INTRODUCTION

East Gippsland is facing new challenges, with the drought behind us, recovery from the 2019-20 bushfires, living with the new 'COVID normal' and diversification due to timber and fishing industry closures. This 2021-2024 East Gippsland Marketing strategic plan we believe, sets the foundation for navigating these times of opportunity.

This document will assist in articulating what we do and who we work with, to achieve the marketing outcomes that we are measured by. It is clear, well constructed and intended to be continuously referenced.

We are a volunteer board and our time is a very valuable commodity, therefore having a strategic plan is vital to the success of the organisation, as it will enable streamlining of key decision making and avoid perusing activities that are not aligning with our strengths. With this new strategic plan we have the clear direction for the coming years that will allow us to pursue marketing activities that return the best results and concentrate on pursuits that encourage people to live, work and invest in East Gippsland.

Patrick Carson, Chair East Gippsland Marketing Inc



BACKGROUND

Founded in 2009, East Gippsland Marketing Inc (EGMI) is the regional marketing body for East Gippsland.

EGMI is managed by a volunteer board of thirteen people. Representatives include municipal stakeholders, professionals from a cross-section of industries and skills-based appointees.

EGMI is funded by the East Gippsland Shire Council and the local business community.



ORGANISATIONAL STRUCTURE

WHO IS EGMI?



A Marketing Manager / Executive Officer oversees three part-time employees, which include a Marketing / Admin Assistant and a Stakeholder Manager. The role also oversees contractors to EGMI, which include social media management, public relations, graphic design, videography, photography and content writing. EGMI reports into a volunteer board, made up of members of the local business community representing various industries and skills.

The East Gippsland Shire Council is a partner to EGMI and supports the delivery of our strategic plan through the provision of financial resources.

PARTNERS

MUNICIPAL PARTNER

East Gippsland Shire Council

We Provide EGSC:
Marketing Support, visitation

EGSC Provide EGMI:
Financial support, information
and advice

TOURISM PARTNER

Destination Gippsland

We Provide Destination Gippsland:
Campaign support, photography
and content

Destination Gippsland Provide EGMI:
Advocacy to Visit Victoria, Sydney
Melbourne Touring and Tourism
Australia, photography and
media opportunities

Victorian Tourism Industry Council

We Provide VTIC:
Membership and active participation

VTIC Provide EGMI:
Statewide leadership, coordination
and advocacy for tourism and the
visitor economy

STRATEGIC PARTNERS

Committee For Gippsland

We Provide Committee for Gippsland:
Financial support and Information
regarding business priorities

Committee for Gippsland Provide EGMI:
Advocacy to State and Federal
Governments

Food and Fibre Gippsland

We Provide Food and Fibre Gippsland:
Media coverage for the East Gippsland
producers

Food and Fibre Gippsland Provide EGMI:
Access to training and social
media support



"VISION WITH ACTION IS A
POWERFUL REALITY" RON KAUFMAN

VISION

Thriving and naturally beautiful East Gippsland.
For all. Forever.

PURPOSE

We create compelling marketing, collaborations
and opportunities for thriving livelihoods,
businesses and experiences for all in naturally
beautiful East Gippsland.



VALUES

PASSIONATE

We enjoy what we do, we love the region, we care deeply and dedicate our time to enhance our vision. We regularly review our priorities and adjust where necessary. We are passionate but don't say 'yes' to everything.

COURAGEOUS

We have conversations that help us grow, with compassion, so we all thrive and achieve our individual, organisational and regional goals.



COLLABORATIVE

We love connecting people with people, resources, knowledge and information to empower and help. We value and encourage local businesses to support each other. We seek strategic opportunities to leverage resources that are sustainable and resilient.

ETHICAL

We are open and honest in our dealings with people, we show respect and conduct ourselves with integrity by walking our talk.



SUMMARY

WE WILL ACHIEVE OVER THE NEXT 3 YEARS

1. MEASURE & MARKET

We will:

- Create an outcomes based measurement framework
- Create a communications plan
- Develop a new EGMI website
- Implement the annual marketing plan
- Incorporate liveability
- Continually update our consumer marketing assets
- Create an Investor customer journey

3. BUILD OUR GOVERNANCE CAPACITY & CAPABILITY

We will:

- Develop a risk management and business continuity plan
- Develop a Board Succession plan
- Be more strategic and improve reporting
- Improve transparency and accountability
- Update our Governance Charter
- Formalise Board induction process

2. STRATEGIC PARTNERSHIPS & INCOME DIVERSIFICATION

We will:

- Develop a strategic partnerships framework
- Use business cases when evaluating new opportunities
- Develop new income streams and new business models

4. BUILD OUR OPERATIONAL CAPACITY & CAPABILITY

We will:

- Review our systems and processes
- Develop succession planning for employees
- Improve emergency, disaster preparedness and resilience
- Establish small pool of sub-contractors and resources



OUR GOALS

1. Measure & Market

We will

1.1 Create an outcome based measurement framework or monitoring and evaluation framework and embed this into everything we do

HOW

Scope : All of business, including current and future funding agreements with partners and collaborators.

Timeframe : Project plan to be completed by end of year 2020. Three month implementation and training from beginning of project, to be measured and reassessed quarterly.

Responsibility : Marketing Manager

Resources : External consultant, budget estimate \$20,000.00 unfunded.

Success Measures : Project completed on time and on budget. Transparent and accountable reporting which can be sustainably produced on time.

Partners/Collaborators : External contractor.

1.2 Create and implement an EGMI Communication Plan

HOW

Scope : All of business, including current and future funding agreements with partners and collaborators.

Timeframe : Plan to end of FY22 due June 2021

Responsibility : Marketing Manager

Resources : No external resources for planning, various to be used for execution,

Success Measures : Communications clearly delivered to all stakeholders in full, on time – minimal follow up for clarifications.

Partners/Collaborators : Regional Development Victoria, Federal Government, East Gippsland Shire

1. Measure & Market

We will

1.3 Develop a new EGMI website

HOW

Scope : Improved sections about our Board, Stakeholder benefits, easy sign up process, reporting on our work/results

Timeframe : Development to commence October 2020. Website to be complete December 2020.

Responsibility : Marketing Manager

Resources : Internal resources using TidyHQ for execution, Budget of \$2000

Success Measures : Project completed on time and on budget. Improved metrics, including increased traffic and dwell time to site, memberships transactions online.

Partners/Collaborators : TidyHQ

1.4 Continue to implement our Marketing Plan (annual)

HOW

Scope : Annual Marketing Plan to include project activities, budget and partnerships, resources, including plan for acquittals and regular reporting.

Timeframe : Financial Year Plan draft by start August, approved by mid August (annual)

Responsibility : Marketing Manager

Resources : Internal resources for planning, various for execution. Budget for execution \$240,000, including 50% from EGSC and 50% from supporters

Success Measures : Approve Marketing Plan by mid August

Partners/Collaborators : East Gippsland Shire Council & Supporters

1.5 Incorporate Liveability into our Marketing

HOW

Scope : Highlight the Value of Tourism and attracting visitors, investors and workers and encouraging locals to 'Discover Your Own Backyard'.

Timeframe : Ongoing, incorporate into the 2021/2022 Marketing Plan and action by December 2021

Responsibility : Marketing Manager

Resources : Budget of \$10,000 over 12 months, using internal and external resources

Success Measures : Ensure all available opportunities to include Liveability into marketing programs and materials are considered – included where appropriate and impactful in line with strategy

Partners/Collaborators : Regional Development Victoria, East Gippsland Shire, Committee for Gippsland

1. Measure & Market

We will

1.6 Improve consumer marketing assets

HOW

Scope : Include YouTube and Facebook Podcast and 'Head East' booklet

Timeframe : From September 2020. YouTube and podcast to be ongoing. Podcast launch November 2020. Head East 2021 booklet printed December 2021.

Responsibility : Marketing Manager

Resources : Budget of \$6000 using external graphic designer and local printer for booklet. internal resources for podcast and external for management of YouTube

Success Measures : Engagement figures to be increased by 3% by end FY21

Partners/Collaborators : Facebook, East Gippsland Shire

1.7 Create the customer journey and role clarity for Investment attraction to maximise opportunities in East Gippsland

HOW

Scope : Develop a customer journey for investors, ensuring all partners are included. Journey will include attracting investment and maximising existing opportunities within East Gippsland

Timeframe : Customer Journey to be complete by December 2021

Responsibility : Marketing Manager

Resources : Internal

Success Measures : East Gippsland sees increase in Investors, industry and new business over 5-year period

Partners/Collaborators : East Gippsland Shire Council, Committee for Gippsland and other relevant stakeholders



2. Strategic Partnership & Income Diversification

We will

2.1 Develop a strategic partnerships and engagement framework

HOW

Scope : To increase industry participation, funding and collaboration with peak bodies, associations and community in brand and marketing, events, experience and industry development

Timeframe : Complete Framework by June 2021, to begin implementation (ongoing) from FY 2021/2022

Responsibility : Stakeholder and Relationship Manager

Resources : Internal and External Resources

Success Measures : Relationships across the region are more collaborative, creating more opportunities for industry growth. Achievement of Strategic Plan.

Partners/Collaborators : Business and Tourism Associations/Chambers – and leveraging local knowledge and deepen relationships with Creative Arts sector in East Gippsland

2.2 Use business cases for evaluating new opportunities

HOW

Scope : Create a Business Case Template for operations and governance (depending on authority to make decisions) to ensure new opportunities are aligned to our purpose and strategic goals, are well resourced, efficient and effective.

Timeframe : Template to be created in 2021 and completed for use by end of FY 2021.

Responsibility : Stakeholder and Relationship Manager

Resources : Internal

Success Measures : Business case template is approved by Board and used by operations and governance. Achieve income goals.

Partners/Collaborators : Team

2. Strategic Partnership & Income Diversification

We will

2.3 Develop new incomes streams and new business models

HOW

Scope : Establish a working party with a mix of commercial skills from Board, Operations and externals. Identify financial and non financial targets. Explore new ways to generate income and new business models. Develop a 3-year plan for approval by the Board. Implement plan.

Timeframe : Commence early 2021. 3-year plan to be established by end of FY 2021.

Responsibility : Stakeholder and Relationship Manager and Board.

Resources : Internal

Success Measures : Explore commercialising social media and other opportunities including 'fee for service work' and partnerships, additional resources including sub-contractors to scale up

Partners/Collaborators : Develop service delivery partners to enable rapid and effective up-scaling for projects – includes staff, volunteers, contractors, etc.



3. Build our Governance Capacity & Capability

We will

3.1 Develop a comprehensive Risk Management and Business Continuity Plan

HOW

Scope : Develop comprehensive Risk Management and Business Continuity Plan for EGMI that includes multiple scenarios and situations.

Timeframe : Board to begin plan July 2021 and complete December 2021.

Responsibility : Board

Resources : External Consultant

Success Measures : Plan is developed

Partners/Collaborators : Internal Resources

3.2 Create a long term Succession Plan for the Board

HOW

Scope : Create succession plan for the Board that identifies skills, gaps, knowledge and ensures diversity of industries, geographic involvement and networks

Timeframe : Begin skills and knowledge gap analysis from May 2021. Plan to be created from August 2021.

Responsibility : Board

Resources : Internal

Success Measures : A diverse range of skills, industries and knowledge is represented on the Board.

Partners/Collaborators : Board

3.3 Be more strategic and improve our Board reporting

HOW

Scope : Deliver timely, accurate and full data to the Board including using the outcomes and evaluation framework

Timeframe : Commencing from AGM 2020

Responsibility : Chair

Resources : Internal

Success Measures : Board papers delivered in full, on schedule for each Board meeting

Partners/Collaborators : Employees and Board

3. Build our Governance Capacity & Capability

We will

3.4 Improve our transparency and accountability to our partners, funders & supporters with regular and relevant updates

HOW

Scope : Ongoing. Provide partners, funders and supporters with regular and relevant in-person, virtual and written communication about EGMI activities to ensure clarity of business actions and purpose.

Timeframe : Commence from March 2021 ongoing

Responsibility : Marketing Manager

Resources : Internal

Success Measures : Improved transparency to supporters

Partners/Collaborators : East Gippsland Shire, supporters and Board

3.5 Update our Governance Charter/policies/processes

HOW

Scope : Update the EGMI Governance Charter, policies and processes so that they are up to date, relevant, and sustainable.

Timeframe : Complete the update by June 2022

Responsibility : Board

Resources : Internal

Success Measures : Board and Internal are more empowered and stronger with up-to-date Charter, policies and processes

Partners/Collaborators : Employees and board

3.6 Formalise our induction, board education and Board evaluation activities

HOW

Scope : Ensure that new board members support EGMI values by formalising the induction, education and evaluation process.

Timeframe : Complete the formalisation of the board onboarding by December 2022

Responsibility : Board

Resources : Internal

Success Measures : New board members are engaged

Partners/Collaborators : Employees and board

4. Build our Operational Capacity & Capability

We will

4.1 Review our systems and processes to identify efficiencies and effectiveness

HOW

Scope : Independent review of membership, stakeholder pledges, project management, recordkeeping and reporting. Consider the efficiency of the process and the alternative options in the market, including but not limited to integrated Software as Service providers, automation, process improvement and training.

Timeframe : Commence by mid year 2021, to be completed by December 2021

Responsibility : Marketing Manager, with support from the Board

Resources : External

Success Measures : Complete holistic review and submit to the Board recommended and fully costed alternatives for approval by December 2021

Partners/Collaborators : Employees and Board

4.2 Succession Planning for Staff

HOW

Scope : Create job role clarity, update job descriptions, identify what are skills set of current team, ability to transfer roles, utilising strengths within the team, salary benchmarking, professional growth and development (to develop, retain and reward, grow).

Timeframe : Commence review early 2022 and complete recommendation by mid 2022

Responsibility : Marketing Manager along with Board

Resources : Internal

Success Measures : Undertake review and prepare recommendation to board by December 2021

Partners/Collaborators : Employees and Board

4. Build our Operational Capacity & Capability

We will

4.3 Improve our emergency, disaster preparedness and resilience

HOW

Scope : Review and bring to best practice EGMI's emergency, disaster preparedness and resilience planning, training and communications strategy for EGMI , our funded programs and projects.

Timeframe : To be completed by January 2022

Responsibility : Marketing Manager, with support from the Board

Resources : Internal

Success Measures : Review existing documentation against best practice – evolve, adapt and document changes, alterations, deletions and improvements. Ensure all Staff and Board have undertaken relevant training and certification and have acknowledged processes.

Partners/Collaborators : Destination Gippsland, Committee for Gippsland, East Gippsland Shire

4.4 Establish a small pool of sub-contractors, resources and suppliers

HOW

Scope : In order to rapidly expand as we need to (with different skills to complement the team), provide quick scalability during peak times and high seasonal activities

Timeframe : To be completed by early 2022

Responsibility : Marketing Manager

Resources : Internal, sub-contractors

Success Measures : List of 10 subcontractors, across various industries

Partners/Collaborators : Chambers of Commerce, Business and Tourism Associations

THE TOURISM INDUSTRY

In East Gippsland

The average spend per trip to East Gippsland is \$241 per person.

Over \$340 million in gross revenue is generated by tourism in East Gippsland annually. This is 7% of the total output of the industry.

While the 2019-20 Bushfires and COVID-19 Pandemic took an immense toll on the tourism industry, with some operators confirming up to 90% losses, the immediate future looks bright with border restrictions and travel sentiment data showing that Victorians and Australians would prefer to see more of regional Australia.

1.6 million people visited East Gippsland in 2019 and stayed overnight

The Tourism industry in East Gippsland currently directly employs 1,614 jobs (according to the 2016 Census), which is 9.8% of total employment. The largest sub-sector in East Gippsland is Accommodation & Hospitality with 1,068 jobs supported by tourists expenditure.

INVESTMENT

In East Gippsland

Total economic output in East Gippsland is estimated at \$4,695.680 million (as at 2018).

At an estimated \$375.233 million, the Rental, Lease & Real Estate Services sector is the largest value added contributor to East Gippsland's economy.

The value of regional exports generated by the East Gippsland economy is estimated at \$1.546 billion. East Gippsland represents 13.2% of the \$11.744 billion regional exports generated in Gippsland Region, 1.4% of the \$114.271 billion regional exports generated in Victoria, and 0.3% of the \$486.719 billion regional exports generated in Australia.

The major contributors to output in East Gippsland are:

Manufacturing

\$740.997m or 15.8%

Construction

\$632.572m or 13.5%

Agriculture, Forestry & Fishing

\$572.994m or 12.2%

East Gippsland's Gross Regional Product (GRP) is estimated at \$2.587 billion. East Gippsland represents 14.6% of Gippsland Region's Gross Regional Product (GRP) of \$17.734 billion, 0.6% of Victoria's Gross State Product (GSP) of \$454.590 billion, and 0.1% of Australia's Gross Domestic Product (GDP) of \$1.947 trillion.

The value of intermediate goods and services imported into East Gippsland by local industry sectors is estimated at \$1.234 billion. East Gippsland represents 13.5% of the \$9.141 billion imported into Gippsland Region, 1% of the \$122.985 billion imported into Victoria, and 0.3% of the \$452.160 billion imported into Australia.

LIVING + WORKING

In East Gippsland

Population of approx
47,000

With 2,641 jobs representing 15.97% of total employment, it is the Health Care & Social Assistance industry sector that is the region's largest employer.

In the past decade population growth for East Gippsland has remained higher than the average for regional Victoria .

There are 8 major towns with Bairnsdale containing the highest number of jobs

East Gippsland has a workforce of approximately 18,500

Modes of transport in East Gippsland:
Predominantly own vehicle
Buses available to most towns
Regional train operates daily service to Melbourne
Taxi service available in major town centres

Private Primary Schools: 2
Private Secondary Schools: 1
Public Primary Schools: 27
Public Secondary Schools: 6
Tertiary: 1



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