

MARGARET RIVER WINE ASSOCIATION
STRATEGIC PLAN: 2018-2021 (REVIEWED 06.2019)



Our Vision: Margaret River is recognised amongst the world’s most compelling fine wine experiences.

Our Mission: Create value for members by providing relevant, effective support and high-quality services.

Our Organisational Values: Excellence, Collaboration, Sustainability, Transparency

Our Goals:

Brand Strength
Increase awareness, desirability and value to elevate the Margaret River Wine brand

Member Engagement
Improve member participation, communication and engagement for a unified voice and a strong region

Financial Sustainability
Ensure funding to deliver high level programs and increase financial independence

Our Strategic Priorities:

	1. Our Brand and Engagement	2. Our Partnerships and Key Relationship Management	3. Our Environment and Sustainability	4. Our Accountability and Governance
Activity set	Brand Identity & Development, Communications, Strategic Planning, Media & Public Relations, Key Market Development	Engagement with Members, Sponsors, Industry Bodies, Government & Allied Agencies	Promote Environmental Stewardship, Biosecurity & Sustainability, Encourage Capacity & Capability Building, Municipal Relations, Ethics & Social Responsibility	Advocacy, Administration, Budgeting, Financial Reporting, Funding, Responsible Corporate Citizen, Membership
Value creation	Excellence, Consistency, Recognition, Reputation	Advocacy, Amplification, Cohesion, Collaboration, Co-funding opportunity Credibility, Engagement	Sustainability, Integrity, Ethics	Leadership, Credibility, Transparency
Metrics	<ul style="list-style-type: none"> • Creation of marketing assets • Members adopt brand tools & initiatives • Trade & consumer engagement and participation • Media outcomes • Export value growth 	<ul style="list-style-type: none"> • Secure additional resources • MOUs & Collaborative projects • Increased Member Engagement (NPS) 	<ul style="list-style-type: none"> • Biosecurity Adherence • Watching brief/providing information • Sustainability forms part of regional marketing platform 	<ul style="list-style-type: none"> • Budgeting and financial management • Regulatory compliance • Member survey • Executive KPIs

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Strategic priority	Key initiative	Key required outcome (Future state in 2021)
1. Our Brand and Engagement	Brand Story - development of engaging brand tool kit	Accessible, strong engaging brand messages and tools available online and universally adopted by all key stakeholders.
	Key market development	Provide opportunities and platforms for in-market activation through partnerships and investment.
	Key Opinion Leader program	Build strong relationships and attract visitation with KOL's drive ongoing positive media coverage, buzz, WOM and reputation. Ensure relevance through engaging stories and news.
2. Our Partnerships and Key Relationship Management	Improved member engagement	Strong member survey NPS & participation in MRWA programs Participation in collaboration projects
	Unlock opportunities through strong relationship with Wine Australia	Margaret River benefits from strong support from Wine Australia's marketing and education programs (including content, visits, masterclasses)
	Roll out of collaborative wine tourism programs of scale with regional partners (MRBTA, ASW, SWDC)	Alignment, partnership and annual joint planning with regional partners; unlocks additional funding and resources and progressed MRBTA MOU. Capability building and marketing of wine experiences increases region's wine visitor numbers and spend.
	Build strong relationships at national and state level for effective regional representation	Region benefits from support, advocacy and representation from Federal Government and national allied agencies, as well as WoWA and WA State Government.
	Pursue new strategic partnerships	New relationships build with strong commercial benefit to both parties. E.g. Education, Research facilities, other regions, sponsor partnerships
	Build key stakeholder Board representation and leverage existing	Strong representation of our region through our Board members, Exec or reps on key bodies/stakeholder Boards where appropriate.
3. Our Environment and Sustainability	Sustainability program	New national program is widely adopted as foundation program. Relevant regional program developed with allied agencies.
	"Margaret River Project"	MRWA is the custodian of a definitive resource library of data on the region, a knowledge base for industry and for marketing and education tools Creation of a strong technical committee to drive development of a resource library of required regional data that underpins the region's capability and capacity across the industry.
	Facilitate information transfer and learning opportunities	Driving industry excellence through proactively increasing the learning opportunities for industry available in the region

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4. Our Accountability and Governance	Proactively unlock funding opportunities and resources	Stimulated all funding, investment and growth opportunities for increased competitiveness (including membership, sponsorship, grants, fee-for-service from other agencies, wine school/education fees)
	Robust governance model	Effective and engaged Board, strong Chair and CEO working relationship. Shared vision and strategies underpin governance and management. Acknowledgement and credibility with primary stakeholders.
	Effective Operational Plan	Annually updated plan developed with member consultation including Marketing, HR & Finance.
	Risk and crisis management plan	Effectively respond to crises and threats, safeguarding our industry, markets, reputation and environment.
	Member Servicing	High participation in member survey provides better understanding member needs by segmentation, and in turn, activities create member value