

South Australian Tourism Industry Council

# STRATEGIC PLAN



2015 ► 2018



**SATIC**  
SOUTH AUSTRALIAN  
Tourism Industry Council

[www.satic.com.au](http://www.satic.com.au)



## Message from the Chairman

The South Australian Tourism Industry Council's Strategic Plan 2015-2018 highlights our key focus for the organisation for the next three years.

Our priorities will be spread across four key areas:

**ADVOCACY** – being a credible industry voice for the industry

**COLLABORATION AND PARTNERSHIPS** – leveraging partnerships for industry outcomes

**BUSINESS DEVELOPMENT AND SUPPORT** – helping our members increase profitability

**COMMERCIAL AND ORGANISATIONAL EFFECTIVENESS** – grow SATIC's capacity and capability

To achieve our strategic objectives we will be focusing on a range of activities, however none will be more important than growing our membership base from the current level of 650 businesses to well over the 1,000 mark in coming years.

This will be achieved with a renewed focus on key initiatives including a comprehensive events calendar that delivers training outcomes, business to business networking and recognition of industry excellence.

Engagement with stakeholders will be a priority as SATIC seeks to secure additional investment from existing and new stakeholders in our activities and advocate for simplification of the existing tourism structures across South Australia.

The SATIC Board and staff look forward to working closely with our members, partners and the industry in general, to achieve opportunities for the organisation and to deliver the full economic potential that tourism offers this State.

A handwritten signature in blue ink, appearing to read 'Stuart Livingstone', written over a light blue grid background.

Stuart Livingstone  
Chairman - SA Tourism Industry Council



OUR MISSION: TO ENGAGE, REPRESENT, STRENGTHEN  
AND EMPOWER THE SOUTH AUSTRALIAN TOURISM  
INDUSTRY CONTRIBUTING TO SUSTAINABLE GROWTH.

OUR VISION: TO BE A STRONG AND VALUED  
INDUSTRY BODY REPRESENTING MEMBERS AND  
ACTIVELY CONTRIBUTING TO THE GROWTH OF  
PROFITABLE TOURISM BUSINESSES.

## Our Current Environment

This Strategic Plan builds on the solid foundation of past work. The capacity for the tourism industry to play an even greater role in delivering outcomes for South Australia – its economy and communities – is evident in Premier Jay Weatherill's vision - 'South Australia is a place where people and business thrive'. This vision highlights 10 economic priorities and the fifth priority,

***South Australia - a growing destination choice for international and domestic travellers***

is clearly aimed at driving tourism growth. Recognition of the significant potential for growth is further supported in the South Australia Tourism Plan 2015-2020.

While the Government sets targets and has a clear leadership role, it is the work of many, mostly small South Australian businesses, who deliver the world class visitor experiences that ultimately create jobs. As the lead tourism industry association for the State, SATIC's role in supporting its members in particular and the industry in general to maintain a competitive advantage, is a critical component in achieving the State's tourism goals. The recent addition of the Local Government component to the SATIC directive will also support these goals.

SATIC's work is not carried out independently. By working cooperatively with other stakeholders to drive business and industry profitability across all regions of South Australia, SATIC will assist the ongoing development of a strong, viable tourism industry and further job creation. The flow on impact of greater visitation and a healthy, profitable tourism industry also directly supports the estimated 17,000 tourism related businesses that exist in this State.



## This Strategic Plan:

Recognises the overall SATIC strategic focus is commercial, and aims to improve the:

- financial security of SATIC, including developing greater independence from Government operational funding;
- contribution SATIC makes to tourism business profitability.
- Links with current directions including:
  - national and state level 2020 goals such as the South Australian Tourism Plan 2020
  - driving the tourism outcomes of the Premier's vision South Australia is a place where people and business thrive
- Leverages SATIC's work through a more collaborative and cooperative partnership approach that delivers better results to members, the industry and wider stakeholders. Key partnerships include:
  - state level work with regional tourism organisations, similar associations and the South Australian Tourism Commission.
  - national level work through Australian Tourism Accreditation Program with other state tourism industry councils to deliver programs such as the national tourism awards.

**SATIC will achieve this by:**

continuing to engage with stakeholders and provide advocacy on priorities needed for the industry's growth, and delivering tangible returns to members, through activities that specifically assist business profitability.

**SATIC PROVIDES A CREDIBLE AND UNIFIED  
VOICE FOR THE TOURISM INDUSTRY  
PROVIDING LEADERSHIP FOR THE FUTURE**



# The Focus for this Plan

The four focus areas for this plan are:

**FOCUS AREA 1: ADVOCACY**

Goal: Provide a credible and unified voice for the tourism industry providing leadership for the future

**FOCUS AREA 2: COLLABORATION AND PARTNERSHIPS**

Goal: Leveraging the work of SATIC and member benefits through partnerships

**FOCUS AREA 3: BUSINESS DEVELOPMENT AND SUPPORT**

Goal: Providing the linkages, knowledge and tools to help our members increase profitability.

**FOCUS AREA 4: COMMERCIAL AND ORGANISATIONAL EFFECTIVENESS**

Goal: Grow SATIC's internal capacity and capability to deliver value to members and to the growth of the South Australian tourism industry.

## How we will Activate this Plan

This Strategic Plan includes the work program that the SATIC Board believes is essential for SATIC to deliver over the next year, future annual deliverables will be added to the plan in 2017 and 2018. A short timeline has been chosen as the current tourism environment is quite dynamic at the local and state level as well as national level with the changes to National Tourism Alliance and the Australian Tourism Accreditation Program.

This Plan highlights the actions for the next 12 months and directly aligns with SATIC's annual business plan. Under each Focus Area in this Plan, key initiatives are listed, which will be updated annually. These, together with ongoing operational work, provide the framework for the annual business plan where tasks under each initiative are detailed with timelines, responsibility, budget, partners and KPIs.

The operational KPIs are linked back to the metrics in this Plan to enable easy reporting to members and SATIC Board showing progress against the Strategic Plan.



## Focus Area 1 : Advocacy

**GOAL:** Be a credible and unified voice for the tourism industry providing leadership for the future.

**METRICS:** Stakeholder feedback

2018 DESIRED OUTCOMES	KEY INITIATIVES IN NEXT 12 MONTHS
<b>1.1</b> SATIC has a well-considered, agreed and disseminated position on key state and regional priorities each year focussed on improving the tourism business environment	Annually survey members on issues and needs  Develop a system that includes reactive and proactive policy development and communication processes
<b>1.2</b> Individual issues of members effectively managed	Review and enhance online industry resources and tools
<b>1.3</b> SATIC work strengthens the recognition of the value of the tourism industry (to community, within industry, Government) across South Australia	Extend the existing Communications Plan to better deliver messages and stories on the value of tourism to the SA community and economy, this would include harvesting data from members for media stories

## Focus Area 2 : Collaboration and partnerships

**GOAL:** Leveraging the work of SATIC and member benefits through partnerships

**METRICS:** Number of partnerships, member and partner feedback

2018 DESIRED OUTCOMES	KEY INITIATIVES IN NEXT 12 MONTHS
<b>2.1</b> SATIC work understood and valued by stakeholders	Develop and implement an engagement plan for current and potential SATIC partners
<b>2.2</b> Strong working relationships with partners expanding the capacity of SATIC to meet its vision and mission.	Review opportunities to better deliver outcomes for existing partners and new partners

**SATIC WILL ASSIST THE ONGOING  
DEVELOPMENT OF A STRONG  
VIALE TOURISM INDUSTRY**



## Focus Area 3 : Business Development and Support

**GOAL:** Providing the linkages, knowledge and tools to help our members increase profitability.

**METRICS:** Level of accreditation, number of award entries, member feedback

2018 DESIRED OUTCOMES	KEY INITIATIVES IN NEXT 12 MONTHS
<b>3.1</b> Maintain a detailed understanding of tourism business development and support needs and priorities	Survey member needs annually (in conjunction with 1.1), identify priorities and manage a register of skill development needs and priorities.
<b>3.2</b> Members have access to effective training, skill and business development tools as needed	Work with stakeholders and partners to maximise delivery opportunities. Enhance B2B and business development outcomes through 'Talking Tourism'
<b>3.3</b> Stronger industry through wide use of accreditation	Work with the national accreditation marketing program and deliver online Undertake auditing requirements of all accredited products
<b>3.4</b> Tourism business excellence is recognised and rewarded	Manage the State awards process and awards ceremony. Contribute to the national award process Work with partners to better showcase winners
<b>3.5</b> Create a more supportive tourism business environment	Grow the register of suppliers and member benefits, including B2B support Leverage opportunities from Government Nature Based Tourism Action plan

## Focus Area 4 : Commercial and organisational effectiveness

**GOAL:** Grow SATIC's internal capacity and capability to deliver value to members and to the growth of the South Australian tourism industry.

**METRICS:** Financial audit report, level of membership, staff and Board feedback

2018 DESIRED OUTCOMES	KEY INITIATIVES IN NEXT 12 MONTHS
<b>4.1</b> A business model that delivers long term financial sustainability	Review and undertake a cost benefit analysis of existing SATIC programs to increase commercialisation  Grow new revenue streams  Examine options with similar associations to create cost savings in back of house processes and requirements and/or greater outcomes for members.
<b>4.2</b> Membership Growth	Re-design the structure and content of the Membership Prospectus and distribute  Develop a communications plan to increase membership  Identify, set and measure progress towards an ambitious growth target
<b>4.3</b> Efficient and effective Board and governance procedures in place	Embed a performance management system in the office and undertake with each staff member  Update and document operational processes  Undertake appropriate financial reporting and annual independent auditing



