

CILTA

COMMUNICATION STRATEGY +
TACTICAL DIGITAL MARKETING

Prepared by
Linda MacDonald | **BUSINESS2ONE**
Susie Hambleton | **BECKON**
July 2017



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1. Initial Scope & Outputs

As identified in the initial proposal (Attachment A), business2one Pty Ltd and Beckon will provide pro bono hours to CILTA for the development of two distinct deliverables.

Deliverable 1: Strategic Communication Strategy and Tactical Plan

Develop a 12-month communication strategy and aligned a tactical plan for proposed activity to support the overarching CILTA business plan.

1.1. Scope

- Communication Framework
- Review and establishment of goal and objectives (some may be marketing related)
- SWOT Analysis
- Stakeholder/Customer Analysis
- Brand desktop review and identity
- Channels (Communication)
- Governance
- Define activities
- Review Tools/Establishment of Digital Marketing tool for email and review CRM
- Capability review
- Create tactical 12 month plan
- Measure and Refine

1.2. Outputs

- Strategic Plan (the body of this document)
- 12-month Tactical plan



Deliverable 2: Establish a digital tool/ platform for email

Review available tools available to CILTA and establish e-news segmented lists and templates (1).

1.3. Scope

- Set up a tool and template, such as either Vision6 or MailChimp to communicate to CILTA's members
- Send initial test to sample audience (internal stakeholders preferred, such as state committees)

1.4. Outputs

- Comparative analysis (Attachment B)
- E-News template
- Inclusion of e-news channel in overarching tactical plan

2. Summary of Outcomes

- Deliverable 1: High level strategy and draft tactical plan developed based on the information provided (plan-on-a-page), teleconference meetings and client briefings.
- Deliverable 2: Research around e-news solution and recommendations presented, which resulted in the successful implementation of MailChimp campaigns, including template development and list segmentation.

2.1.1. Delivery Challenges

- High level business plan was the only corporate document provided. Deep diving into a full business strategy would need a more comprehensive understanding of CILTA's national and international short and long term plans.
- Investment of time from the CILTA team and consultants limited for the comprehensive work required.
- Delay in receiving the plan-on-a-page, resulted in a schedule slippages.

3.Communication Framework

DELIVERABLE FRAMEWORK



4.Review and establishment of goal and objectives (some may be marketing related)

As the CILTA Business Plan was initially under development, an additional action was undertaken to unpack drivers and the related channels of CILTA's to start understanding the value and membership benefits. It is understood this was a valuable input into the business planning process (Attachment C).

In May, on receipt of CILTA's Business Plan (Attachment D) additional work on aligning the marketing strategy with the '2017/2018 Plan on a Page' was undertaken.

Strategy 1: Enhance CILTA's Visibility within the Industry

Strategy 2: Build on CILTA's Reputation

Strategy 3: Manage existing Resources for Long Term Value

5. Overarching communication goal

Deliverable: Develop and support marketing and communication opportunities for CILTA:

Goal	Objectives
<i>Enhance CILTA's visibility within industry through marketing and communication activities</i>	<ul style="list-style-type: none">- Develop clear member benefits and highlight these through communication and marketing strategy.- Develop digital and social media strategy to engage with current and potential members.- Create industry relevant content (consistent through a content management strategy)- Provide regular updates to industry using consistent email distribution and management.- Re-fresh website
<i>Position CILTA as a peak association with the logistics and warehousing sector</i>	<ul style="list-style-type: none">- Develop key messages for staff, board and key communicators- Redesign and repackage basic information/marketing materials- Build media and communication capability among key partners and stakeholders
<i>Build and manage CILTA's reputation through proactive and positive marketing opportunities</i>	<ul style="list-style-type: none">- Proactive and ongoing information sharing and updates to key stakeholders- Proactively engage with media- Empower stakeholders to maximise marketing and communication activities- Proactively engage with key stakeholders and partners to involve them in activities and identify media opportunities
<i>Consistent messages in communication</i>	<ul style="list-style-type: none">- Proactively engage with key stakeholders and partners to involve them in marketing activities and identify opportunities.- Coordinate marketing activities across CILTA through use of automated email and CRM.- Sponsorship agreements.

6. SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none">• Small and agile team• Strong LinkedIn following• National pool of members• Large pool of potential members	<ul style="list-style-type: none">• Need additional automation and systems to reduce administrative tasks• Lack of engagement across social media and digital assets• No clear WIIFM for members
Opportunities	Threats
<ul style="list-style-type: none">• LinkedIn• Network• International• Streams of Income	<ul style="list-style-type: none">• Financial climate in transport and logistics not supporting membership costs – often memberships first to be reviewed in tight economic times

7. Stakeholder/Customer Analysis

The primary audience is Transport and logistics centric which would need to be broken into key personas based on demographics and membership data held by CILTA.

It is expected these would broadly include:

- The Student
- The Career Logistics
- The Military
- The Transport Guru
- The Retired Guru
- The Sponsor

In developing comprehensive persona, it would identify:

- What does each persona want?
- What needs do they have?
- Is CILTA meeting these needs?
- Does it provide income?



8.Desktop Brand review and identity

8.1. Key Takeaways for Action

8.1.1. Clarity around language

- Suggested language review and key messages to align with personas
- SEO research to be undertaken to see what key words should be as well as content development

8.1.2. Imagery

- Suggested use of more images on website
- Collateral and imagery/branding review to be completed in 2017/18
- Imagery needs to align to target market in the personas (to be completed in 2017/18)

8.1.3. Website and social assets

In general, the website is conveying a lot of content at a straight informational level.

This gives CILTA credibility as being established long term, however, it is challenging for the reader to navigate around the site.

- Move to a templated platform that has multiple integrations such as to MailChimp, Salesforce and Events
- Ensure new site is easily edited with texts, pages, scrolling banners and images upload/removal
- Have social icons linkable on page
- Have clear “call to actions” and offerings that will put someone into a cycle to take them from “interested” to “member” and then “engaged and highly active member.”
- Move to content based on story, images and that will create a connection and trust with your audience
- Use clear SEO key words in content creation that will ensure you are getting high google rankings (this requires some research)
- Review the website traffic report to see what is most popular and tailor your content around that, but first do a survey to see what your members want online

9.Detailed Website and Digital Analysis with Recommendations

Criteria	Examples and Observations	Recommendations
Broad vision of website	<ul style="list-style-type: none"> - Brand messaging is not evident on front page - No clear call to action - Key messaging is similar but not consistent across all mediums - Text heavy in pages - USPs not clear 	<ul style="list-style-type: none"> - Reduce project pages - Move text heavy pages - Identify clear calls to action on page (sign up now). - Make USPs clear on webpage. - Create a more visually appealing home page. - Improve SEOS to increase visibility and generate more traffic to the website (especially for non-members)
Integration of marketing, IMC and digital strategy	<ul style="list-style-type: none"> - Social media accessible from site. - Not high level of digital support of campaigns advertised in traditional media. - Provides platform to share events 	<ul style="list-style-type: none"> - Link Google calendar to page
Digital strategy	<ul style="list-style-type: none"> - Not strategic approach to digital 	<ul style="list-style-type: none"> - Develop digital strategy - Aim to drive brand awareness to increase memberships and brand reputation. - Interact with followers on social media accounts, create a dialogue between customers. - Increase postings to those that create interest and engage with followers. - Improve content; vary content across platforms. - Identify platform purposes and link to content. Opportunity for ongoing posts with LinkedIn with large following.
Evidence of search activity	Majority of acquisition is through organic search.	<ul style="list-style-type: none"> - Need to improve key word search with more generic words.

Strategically consistent, company-created brand messages	<ul style="list-style-type: none"> - Similar content between various platforms. - Not engaging content to create dialogue between consumers. - All branding on sites are consistent with logo and palette colours. - Messaging is not consistent throughout platforms. 	<ul style="list-style-type: none"> - Crafting specifically relevant industry content to create brand loyalty - Create content that will also generate interest in non-members to then consider membership
Degree of company involvement in community management	<ul style="list-style-type: none"> - Usually one off posts, does not engage or build dialogue with members, based around events. 	<ul style="list-style-type: none"> - Most of social media channels are used but need improvement in many areas. Some of the content is not platform appropriate or relevant. - Limited community management, some posts are replied to.
Digital and social media tools used by the company for community management	<ul style="list-style-type: none"> - Website - Instagram (non-existent) - Facebook - Twitter - LinkedIn - YouTube - Google+ 	<ul style="list-style-type: none"> - Frequency of quality content across Instagram, YouTube, Twitter and Facebook with inclusion of quality content needs improvement. Focus on using its most important social media networks first. Including a social media scheduler or planning content for each month can assist with consistency of messaging and having a clear social media strategy.
Strategic user engagement	<ul style="list-style-type: none"> - Digital activities are basic and not strategic, focus heavily on posting events rather than creating a community of members. - Not mobile/tablet compatible - Website not well segmented. 	<ul style="list-style-type: none"> - Listen to trends in industry and post content accordingly. Follow similar social media accounts. What is trending or important to industry will be important to your followers.
Measurement of digital performance	<ul style="list-style-type: none"> - Website e-newsletter generates customer database. - Capture information through e-newsletter sign 	<ul style="list-style-type: none"> - CILTA has strong existing sponsorship arrangements with events across Australia. It would be beneficial to leverage these brand sponsorships and



	<p>up. Website architecture unclear.</p> <ul style="list-style-type: none">- No clear calls to action on webpages. No sign up to newsletter pop up box or direct chat option.- Offline activities do not connect back to digital channels.	<p>particularly at events and use this content material to share across social media platforms.</p> <ul style="list-style-type: none">- Promote social media networks at events to drive referrals, hand out flyers with details, run competitions. Encourage participants to join and follow, use consistent hashtags.- Encourage members to live tweet or chat at events using CILTA hashtags and networks.- Leverage high trending topics and newsworthy events- Create more engaging content from these events to use as promotional material.- Highlight the stories of members and share story.- Profile your audience. Measure the success of specific posts. Many social media platforms offer real-time metrics that provide associations with feedback regarding its posts. By measuring these metrics, associations can weed out unsuccessful content and continue to share posts that are deemed successful.
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10. Channels (Communication)

10.1. Existing channels v suggested channels

10.1.1. CILTA's 1st party existing channels for communication include:

- Website
- LinkedIn
- MailChimp emails
- In Person
- Functions/Events
- One on One emails
- Publications

10.1.2. Existing external (2nd and 3rd party) communication channels:

- Stakeholder publications
- Partners publications
- Trade and industry publications
- Members
- Industry employers
- Industry employees
- Industry employer associations
- Industry employee associations
- Unions
- The Department of Education and Training (DET)
- Registered Training Organisations (RTOs)

10.2. Digital Channel Insights and Stats (As available)

10.2.1. CILTA social media analysis key insights:

	Facebook	Instagram	Flickr	Twitter	LinkedIn	Website
CILTA	X	X	X	X	5941 followers Nil postings	# hits TBA cilta.com.au
<i>CILT Global</i>	1054 Likes 1067 Follows	X	9 Followers 1839 photos	858 743 Tweets	N/A	N/A

**above channels are as known, additional channels may be existing and unknown to Business2One and Beckon at the time of writing this document.*



10.3. Social Channel Recommendations

10.3.1. Facebook

- CILTA has an opportunity to connect with Australian members
- It is unknown what the protocols are with CILT Global
- Most people expect an organization to have a Facebook page, even if it is not your standard means of communication

10.3.2. Instagram

- CILT Global has a Flickr account
- Opportunity for CILTA to create an Instagram account

10.3.3. Twitter

- CILT Global has a Twitter account
- Opportunity for CILTA to have a Twitter account so members can “tag” them as appropriate in courses and so on

10.3.4. LinkedIn

- CILTA has a very large LinkedIn following of over 5,000 likers
- There is a huge opportunity to communicate to this group as well as target them for added products and services
- Suggestion to look at integrating LinkedIn with a program such as Salesforce so you can have access to all of LinkedIn emails and then put them into a MailChimp list

10.3.5. YouTube

- No YouTube platform known
- Possibility to include Webinars or CILTA topical videos – YouTube does not have to be the “host” however it is helpful to increase SEO and value to members or attract new members

10.3.6. Blogging and other Platforms

- There is an opportunity for CILTA to have their members create “white papers” or have guest bloggers on different topics that align to a campaign.
- This will help CILTA to align to industry leader in logistics and transport

11. Products and Services

11.1. Streams of Income (to be completed by CILTA)

Once the streams of current income are known, as well as the position of each product/service, some analysis needs to be undertaken to see if this is meeting the needs of the personas or target market.

Additionally, then marketing review for each product and service to review web content, messaging, imagery, and social posts, or content creation. It is suggested a communications and marketing campaign be developed for 2017/18.

Note: Action fill out this template to assist with in house analysis of current activities.

11.2. Products and Services Table by Income, Volume, Profit and Growth/Market Share

Product	Volume	Price Per Product/Profit Margin	Growth? Market Share?
Membership			
Type			
Event			
Training Course			
Publications			
Sponsorship			
Awards Submissions			
Other			

11.3. Suggested Marketing Strategy Approach Model: Boston Consulting Group Matrix

On completion of the products and services analysis, additional work would be undertaken to place the above products and services in one of the following quadrants to give further direction to the marketing strategy for the next 12 months ahead, and what to focus on in campaigns, content. This will assist with matching the needs of the personas, and the tactics.



CILTA will want to keep their “cash cows”, liquidate the Dogs, and invest in their “stars.”

12. Sponsorship

12.1. Sponsorship approach

Development of clear benefits statements and proposal template to support the acquisition of new sponsors and also to redefine the strategic partnership benefits for existing sponsors.

Develop sponsorship reporting templates to support quarterly benefit meetings, clearly highlighting the value to sponsorship.



13. Capability review

- Consideration of courses
- Option for consultant support
- Sponsor/partner support

14. Recommendations and Quick Wins

14.1. Recommendations

- Complete personas and target customer/members
- Complete Product and Service Analysis and BCG Matrix
- Select Top 3 products and services to build a campaign around using digital tools in 2017/18
- Complete SEO research around target personas and products to input into messaging, creative and content to improve search ranking
- Review the branding and messaging
- Complete Digital Creative Strategy/Campaign for next 12 months
- Implement CRM system that integrates with MailChimp and LinkedIn
- Start a LinkedIn Campaign with minimum posting several times per week if not daily with link to rich content
- Look at website replacement template (3rd party such as Bang the Table, Squarespace, Wild Apricot to a user friendly system that can be managed and updated in house by CILTA

14.2. Top 3 Quick Wins

1. Product and Service Analysis
2. Persona Development
3. Digital Strategy for LinkedIn – and regular Content Creation (see social media campaign template)

15. 12 Month Tactics and Action Plan

Month	Tactic	Detail	Status
TBC based on priority	Member Survey	Create a Survey tool to enhance the data for persona development and/or structured Chapter workshops in 2017/18	Proposed
TBC based on priority	Overarching Digital Presence Recommendations	Apply recommendations from the audit	Proposed
TBC based on priority	Detailed Website and Digital Analysis with Recommendations	Apply recommendations from the audit	Proposed
TBC based on priority	Comms and Marketing Activity and Tactic review	Current Comms and Marketing Activity and Tactic review and budget as well as penetration analysis in light of personas	Proposed
TBC based on priority	CILTA Story development	The CILTA Company Story – to be developed	Proposed
TBC based on priority	Persona and memorable brand “Hero’s”	Brand “Hero’s” Who are they? Who do we want them to be across each persona?	Proposed
TBC based on priority	Create social media strategy across digital assets	Apply social channel recommendations	Proposed
TBC based on priority	Products and Services Table by Income, Volume, Profit and Growth/Market Share	Complete the Products and Services Table by Income, Volume, Profit and Growth/Market Share	Proposed
TBC based on priority	Boston Consulting Group Matrix (BCG)	Apply the Boston Consulting Group Matrix and considers opportunities for growth by reviewing its portfolio of products and services and where to best invest.	Proposed
TBC based on priority	BCG implementation of analysis	Consider: Action to analyse the CILTA products in either the BCG Matrix above or another method. View the products and services in the view of which one is high growth compared to market share. Information is available to analyse the product and service make up in this plan. Suggested action for 2017/18.	Proposed
TBC based on priority	Strategy to communicate value to sponsorship	Development of clear benefit statements and proposal template to support the acquisition of new sponsors and also to	Proposed



		redefine the strategic partnership benefits for existing sponsors. Develop sponsorship reporting templates to support quarterly benefit meetings, clearly highlighting the value to sponsorship.	
TBC based on priority	Digital strategy and creative campaign implementation	Digital Strategy for LinkedIn – and regular Content Creation Complete Digital Creative Strategy/ Campaign for next 12 months Implement CRM system that integrates with MailChimp and LinkedIn Website replacement template	Proposed

16. Templates for Digital First Campaign Building

16.1. Campaign 12 Week at a Glance Digital Plan Template

Campaign Goal:

Deliverables	Week 1-3 (Strategy, Creative and Development)	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10-12
Content and Brand Imagery Development								
Social Post creative and Planning/Digital Strategy								
Social Posts FB/Insta/LinkedIn								
Web content								
LinkedIn Campaign (set up and development)								
LinkedIn Company Page								
Email + Content development in Marketing system								
List development								
CRM development								
Close Out Report								

16.2. Approved Key Messages Template - Example

Topic	Details
About Us	
Services	
Courses	
FAQs	
How we work	

16.3. Social Media Campaign Plan

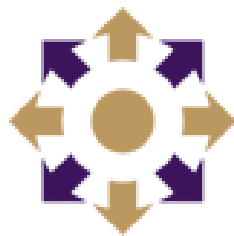
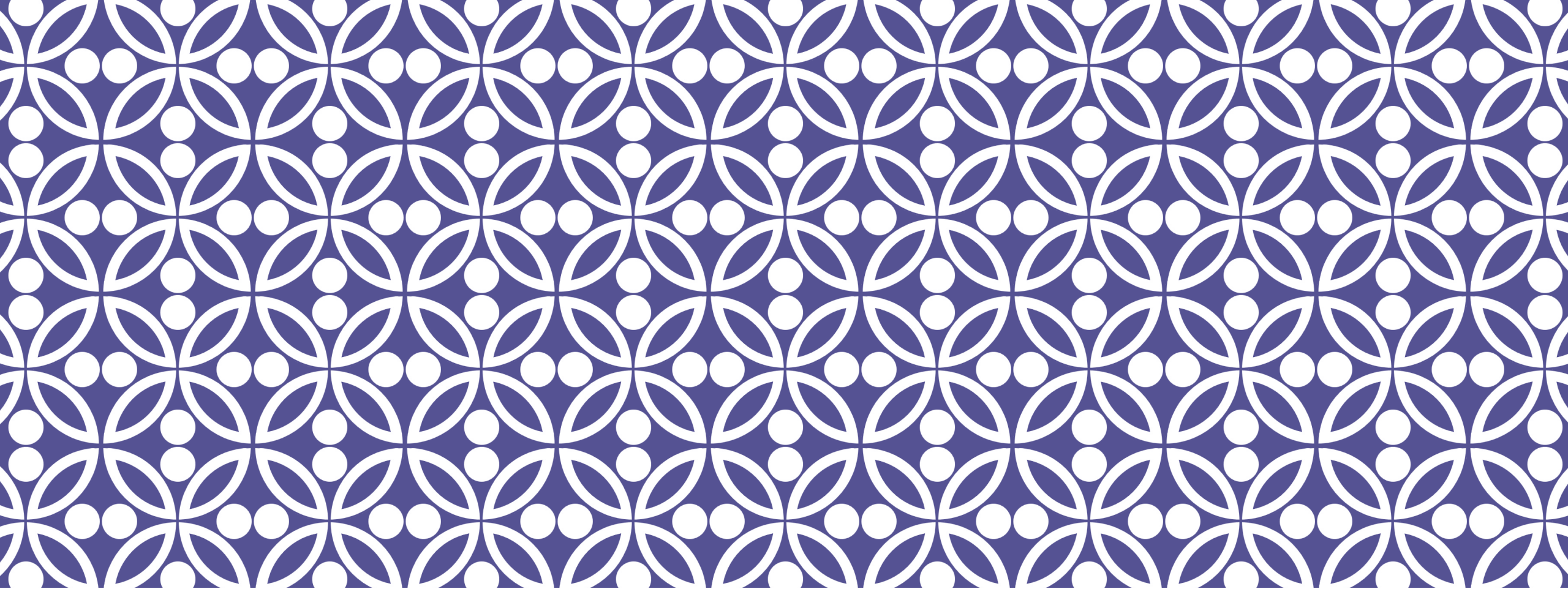
Topic	Description	Facebook	LinkedIn	Blog	Insta	Twitter
Quote						
Interesting Fact						
Story						
Event						
Call to Action						
Photo						
News						

16.4. Social Media Campaign Calendar (12 Week)

Week	Dates	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	
1									
2									
3									
4									
5									
6									
7									
8									
9									
10									
11									
12									



Attachment A



CILTA PROPOSAL

COMMUNICATIONS STRATEGY +
TACTICAL DIGITAL MARKETING

Prepared by
Susie Hambleton | **BECKON**
and
Linda MacDonald | **BUSINESS2ONE**
January 2017

THANK YOU



Thank you for giving us the opportunity to work with the Chartered Institute of Logistics and Transport (CILTA) to raise the brand profile in Australia through a creative communication strategy as well as development and implementation of some digital/tactical e-marketing tools.

We are both committed to the Australia's transport and logistics industry and have decided to commit pro bono hours as our way of supporting organisations working across these sectors. CILTA was an obvious fit for a leading industry body and we hope you accept to be the first recipient of our pro bono program during the first two quarters of 2017.

The offering includes up to 10 Pro Bono days, to the value of \$18,000 (equivalent to the daily strategic Director consulting rate of \$1800 + GST) to CILTA commencing from period February 2017 through June 2017 in anticipation of a July 2017 Program launch upon successful adoption by the CILTA board.

We look forward to discussing the details around the proposal and working with CILTA in the coming months.

Warm Regards

Susie & Linda

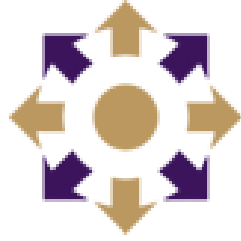
A collaborative Pro Bono program from Beckon, an aspiring BCORP and Business2One as a reflection of our business values to provide give-back to Australian businesses.

www.beckonconsulting.com.au

www.business2one.com.au



THE APPROACH

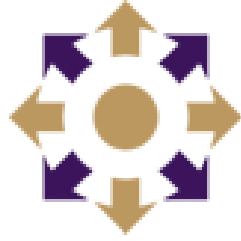


Further to our recent conversations, we understand that CILTA's priorities are broadly to:

- Further develop strategic priorities for the 2017/18 year
- Address the immediate need to a digital email tool/ platform
- Facilitate the upcoming state meeting

We have shaped our deliverables around these key areas to ensure the things that matter most to CILTA are firmly in our sights, and we deliver the best value possible for business growth.

DELIVERABLES



Deliverable 1: Strategic Communication Strategy and Tactical Plan

Scope:

1. Communication Framework
2. Review and establishment of goal and objectives (some may be marketing related)
3. SWOT Analysis
4. Stakeholder/Customer Analysis
5. Desktop Brand review and identity
6. Channels (Communication)
7. Governance
8. Define activities
9. Review Tools for email and CRM
10. Capability review

Outputs:

- Strategic Plan
- 12-month Tactical plan

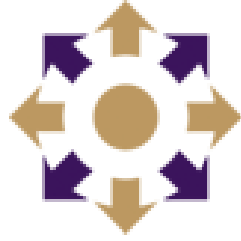
Note:

It is anticipated this document would be ready for CILTA board endorsement in May 2017 with final revisions in June 2017 with the intention of CILTA to implement the recommendations and tactical 12 month plan from July 2017 to June 2018. Implementation to be at CILTA's cost.

FRAMEWORK



DELIVERABLES



Deliverable 2: Establish a digital tool/ platform for email

Scope:

1. Set up a tool and template, such as either Vision6 or Mailchimp to communicate to CILTA's members
2. Send initial test to sample audience (internal stakeholders preferred, such as state committees)

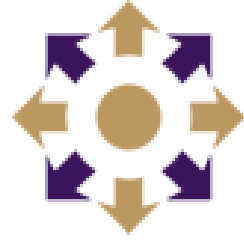
Outputs:

- E-News template
- Inclusion of e-news channel in overarching tactical plan

Note:

The ongoing costs of an email platform is minimal, however these would need to be covered by CILTA for the ongoing communication to members. The tool itself is free or low cost (depending on volume and an estimate will be provided prior to tool selection).

DELIVERABLES



Deliverable 3 (OPTIONAL): Facilitation of Communications Strategy and Social Media session for CILTA board meeting in February 10 2017

Scope:

1. Rate included in Pro Bono offering

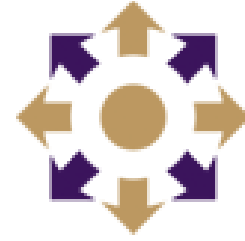
Outputs:

1. Approximate 1- 2 hour session

Note:

CILTA would be required to cover the travel component (flights) for Susie and Linda Brisbane to attend the session in Melbourne. Beckon and business2one will cover accommodation, meals and associated costs.

METHODS OF WORKING



Time

Tasks will be booked in according to schedule and availability of Beckon and business2one.

Consultants

Beckon and business2one may use members of their experienced teams to support some tactical tasks for CILTA. Primary consultants will be Susie Hambleton and Linda MacDonald.

Contract and Invoice

A contract with CILTA will be issued up acceptance of this offer.

Beckon and business2one will issue invoices for time worked as a method to substantiate pro bono value and deliverable progress to CILTA. The invoices will show 100% discount as agreed and show progress.

Reporting

Beckon and business2one will provide formal reporting at start, mid point and upon completion.

Location

The work will take place remotely in Brisbane at the premises of Beckon and business2one.

Some work may be negotiated in Melbourne if required/requested by CILTA with travel costs to be met by CILTA. Beckon and business2one will pay for remaining costs of travel including meals and accommodation.

Access to Data

Beckon and business2one will need access to some data, planning documents and more during the research phase of communication strategy development. We are committed to client privacy and confidentiality at all times.

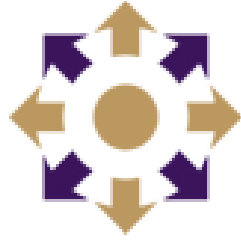
Cost of tools

CILTA will be required to pay for monthly fees of email marketing tool (Vision6 or MailChimp). If stock photography is required to support the execution of the e-news, this will be an additional expense.

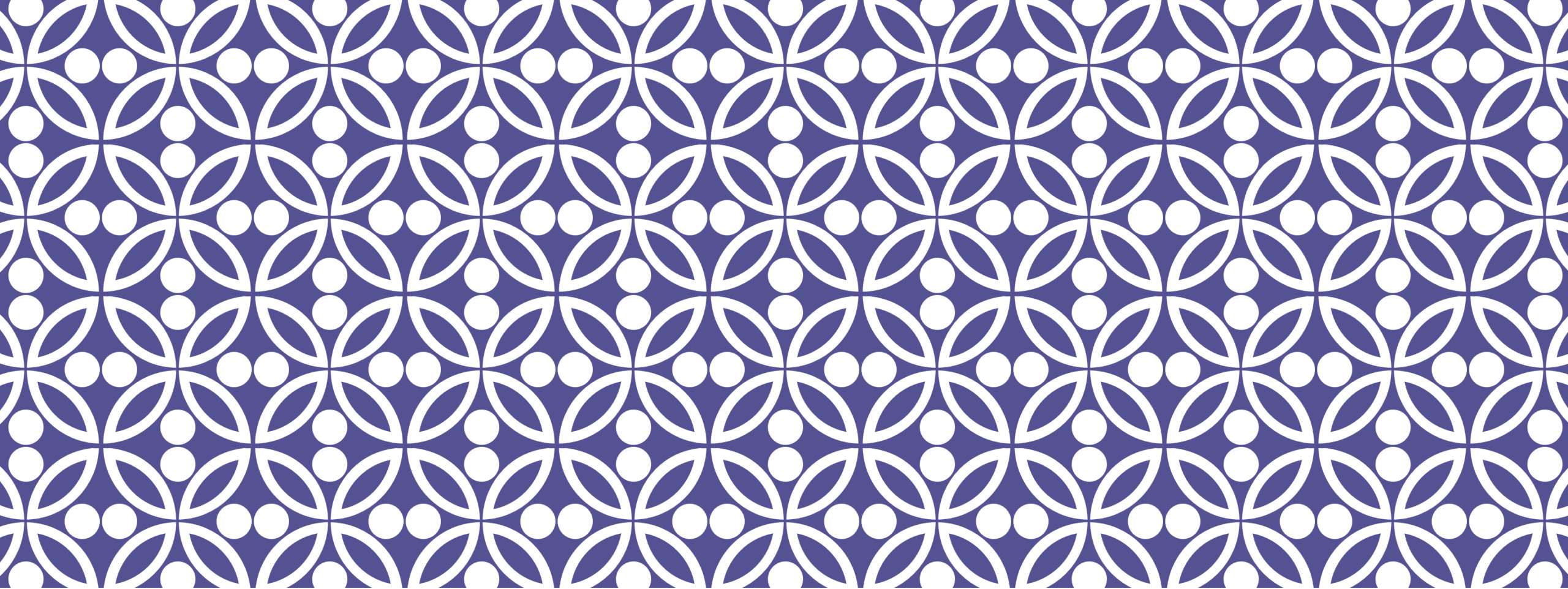
Final Presentation

It is recommended Beckon and business2one present final document to CILTA board.

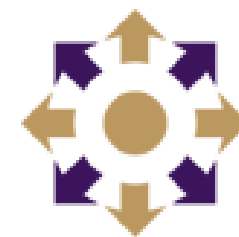
IN KIND REQUEST



We would like we request to list CILTA as one of our valued clients on our respective social channels and website and material as an in kind show of support in recognition for our work for CILTA.



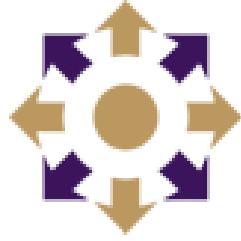
THANK YOU





Attachment B

DELIVERABLES



Deliverable 2: Establish a digital tool/ platform for email

Scope:

1. Set up a tool and template, such as either Vision6 or Mailchimp to communicate to CILTA's members
2. Send initial test to sample audience (internal stakeholders preferred, such as state committees)

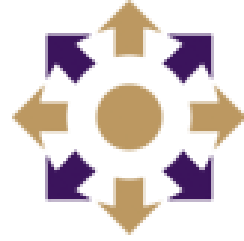
Outputs:

- E-News template
- Inclusion of e-news channel in overarching tactical plan

Note:

The ongoing costs of an email platform is minimal, however these would need to be covered by CILTA for the ongoing communication to members. The tool itself is free or low cost (depending on volume and an estimate will be provided prior to tool selection).

COMPARATIVE



Deliverable 2: Establish a digital tool/ platform for email

Recommendation: Mail Chimp

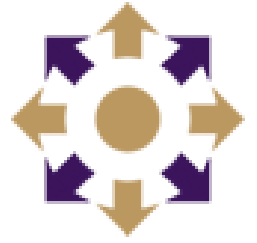
1. In line with size of subscriber list
2. Range of plugins for future uses
3. Sophisticated automation features

Mail Chimp	Vision 6
LEVEL 1 Free - Up to 2,000 subscribers and 12,000 emails per month	Starter - \$9/mo Send 2,500 emails to 500 contacts
LEVEL 2 Sliding scale from \$10/mo upwards based on subscribers and unlimited emails per month	Business - \$29/mo Send Unlimited emails to 500 contacts
LEVEL 3 Pro- \$199/mo	LEVEL 3 Pro - \$99/mo Send Unlimited emails to 500 contacts *Custom branding
https://mailchimp.com/pricing/entrepreneur/	http://www.vision6.com/pricing/?campaign=GAD_AUS_SL_vision6.com_b&gclid=CjwKEAiAq8bEBRDuuOuyspf5oyMSJAacsEyW4Fxo-XzOD9BvSFXgGOvw49pjddIkBtpX-1UmLOBRHhoCEPfw_wcB



Attachment C

Drivers & Channels



Membership

Attraction and Retention

- Driven via Website sign-up, Events and networking, Social, Referral
- Clear and visible benefits > Why Join? – Involve, Inform, Recognise, Develop
- Directory Listing > CPP (Certified Passenger Professional) – incl 3 yearly review
- Member benefits program

Education

Cornerstone

- CILTA certification – assessment and process management against Key Knowledge Areas (KKAs)
- CDP Management, CDP logbook
- Mentoring – Ignite still operating?
- Mentoring – International?
- Project Yield

Corporate Partner/ Sponsorship

Two-way value add

- Partner program
- Tiered sponsorship packages (annual)
- Event sponsorship/ naming rights

Financial Viability

Other Revenue Streams

- Website advertising
- Job posting (non-member and above 3/yr member)





Attachment D

Where are we today?		Where are we going by when?		How are we going to get there?																																																																		
Situation analysis “The compelling case”		Goals 2017		Strategies	Programs	Initiatives	Who	When																																																														
Current Industry and Economic Climate <p>Businesses continue to struggle in a tough economic climate. Government continues to look at cost cutting and budget savings whilst support innovation. An integral part of the Australian economy, the logistics and warehousing sector employs more than 373,000 people and is worth approximately \$7.7bn nationally.</p> <div><div><div></div><div>CILTA will need to be agile and responsive as these market shifts and moves in this current economic climate.</div></div><div><div></div><div>CILTA needs to make and enact on decisions quickly to meet any opportunity as it presents itself for the betterment of Institute.</div></div><div><div></div><div>Innovation and new business models is what Government is looking for and prepared to fund.</div></div><div><div></div><div>CILTA needs to demonstrate to industry that we are there with them as the new economy emerges and evolves or we make ourselves irrelevant as these changes occur.</div></div></div> <p>CILTA is focusing on industry opportunities:</p> <div><div>1. Traditional operators are replacing superseded practices and investing in technologies to run a more efficient operation and requiring employees to have these specialist skills as well.</div><div>2. Being able to identify and supply the training required to address the industry specialisations such as required around a particular supply chain, customer or distribution network to provide great opportunities</div><div>3. Move towards a more technological focus in workplace practices, where those with the operational experience are valued within the T&L industry.</div><div>4. Provide courses to members that use on-board technology to improve data for fleet utilisation, individual vehicle performance, transport safety and real time transparency. Those skilled with fleet scheduling, maintenance and planning will have a greater role in future.</div><div>5. With freight set to double as well as an ageing workforce and challenges attracting young workers to the sector; more opportunities for jobs and growth in the future for those currently in and/or about to enter the workforce will demand jobs with higher level of skills.</div></div>		<table><tr><th>Forecast</th><th>2017</th><th>2018</th><th>2019</th></tr><tr><td>REV</td><td></td><td></td><td></td></tr><tr><td>\$increased (TBC)</td><td>\$50K</td><td>\$70K</td><td>\$90K</td></tr></table> <div><div>Strategy 1 - Enhance CILTA's Visibility within the Industry</div><table><tr><th>KPI</th><th>2017 Forecast</th><th>2018</th><th>2019</th></tr><tr><td>Industry Updates weekly</td><td>40</td><td>40</td><td>40</td></tr><tr><td>Newsletter monthly</td><td>11</td><td>11</td><td>11</td></tr><tr><td>Industry Events in all States</td><td>85%</td><td>95%</td><td>100%</td></tr></table><div>Strategy 2 – Build on CILTA's Reputation</div><table><tr><th>KPI</th><th>2017 Forecast</th><th>2018</th><th>2019</th></tr><tr><td>Centre of Professional Development a profit centre not just a cost centre</td><td>10% increase in Revenue</td><td>20% increase in revenue</td><td>30% Increase in Revenue</td></tr><tr><td>Office front facilities, resourced to meet the demands of CILT-A</td><td>Increase hours for subcontractor or hire additional subcontractor</td><td>Increase hours for subcontractor or hire additional subcontractor</td><td>Increase hours for subcontractor or hire additional subcontractor</td></tr><tr><td>Target High value Logistics organisations (i.e. Defence)</td><td>3 engaged</td><td>4 engaged</td><td>5 engaged</td></tr></table><div>Strategy 3 – Manage existing resources for Long Term Value</div><table><tr><th>KPI</th><th>Forecast 2017</th><th>Forecast 2018</th><th>Forecast 2019</th></tr><tr><td>BAS on time as required by ATO and a clear Audit</td><td>Qtrly BAS Clear Annual Audit</td><td>Qtrly BAS Clear Annual Audit</td><td>Qtrly BAS Clear Annual Audit</td></tr><tr><td>Governance and Procedures updated each year</td><td>1 review</td><td>1 review</td><td>1 review</td></tr><tr><td>Accurate and timely reporting to Stakeholders</td><td>100%</td><td>100%</td><td>100%</td></tr></table></div>	Forecast	2017	2018	2019	REV				\$increased (TBC)	\$50K	\$70K	\$90K	KPI	2017 Forecast	2018	2019	Industry Updates weekly	40	40	40	Newsletter monthly	11	11	11	Industry Events in all States	85%	95%	100%	KPI	2017 Forecast	2018	2019	Centre of Professional Development a profit centre not just a cost centre	10% increase in Revenue	20% increase in revenue	30% Increase in Revenue	Office front facilities, resourced to meet the demands of CILT-A	Increase hours for subcontractor or hire additional subcontractor	Increase hours for subcontractor or hire additional subcontractor	Increase hours for subcontractor or hire additional subcontractor	Target High value Logistics organisations (i.e. Defence)	3 engaged	4 engaged	5 engaged	KPI	Forecast 2017	Forecast 2018	Forecast 2019	BAS on time as required by ATO and a clear Audit	Qtrly BAS Clear Annual Audit	Qtrly BAS Clear Annual Audit	Qtrly BAS Clear Annual Audit	Governance and Procedures updated each year	1 review	1 review	1 review	Accurate and timely reporting to Stakeholders	100%	100%	100%	<div>Strategy 1 - Enhance CILTA's Visibility within the Industry</div> <div>Strategy 2 - Build on CILTA's Reputation</div> <div>Strategy 3 – Manage existing Resources for Long Term Value</div>	<div>1.1 Membership attraction and retention</div> <div>1.2 Provide regular Industry updates to all members</div> <div>1.3 Improve web and social media channel communications</div>	<div>1.1.1 Organise regular events in all states and territories across Australia</div> <div>1.1.2 Re-engage (via events) inactive State committees (SA, QLD,TAS).</div> <div>1.1.3 Be clear in communicating the value proposition that answers - why Join?</div> <div>1.1.4 Promote the tangible benefits of the Membership i.e. Member Benefit program</div> <div>1.1.5 Manage member expectations on industry events whilst providing meaningful professional exchange via networking events.</div> <div>1.1.5 Provide regular updates both weekly and monthly and via email blasts and website advertising of both CILTA sponsored industry events and CILTA organised events</div> <div>1.2.1 Ensure CILTA's industry updates and monthly newsletter occur on a regular basis.</div> <div>1.2.2 Create linkages to Industry Journals and contribute where budget allows on a regular basis.</div> <div>1.3.1 Utilise Social Media to promote our services, industry news and events</div> <div>1.3.2 CILTA be known as a regular contributor on LinkedIn and Facebook weekly/monthly contributions</div>					
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