



VETERAN COMMUNITY BUSINESS CHAMBER LTD

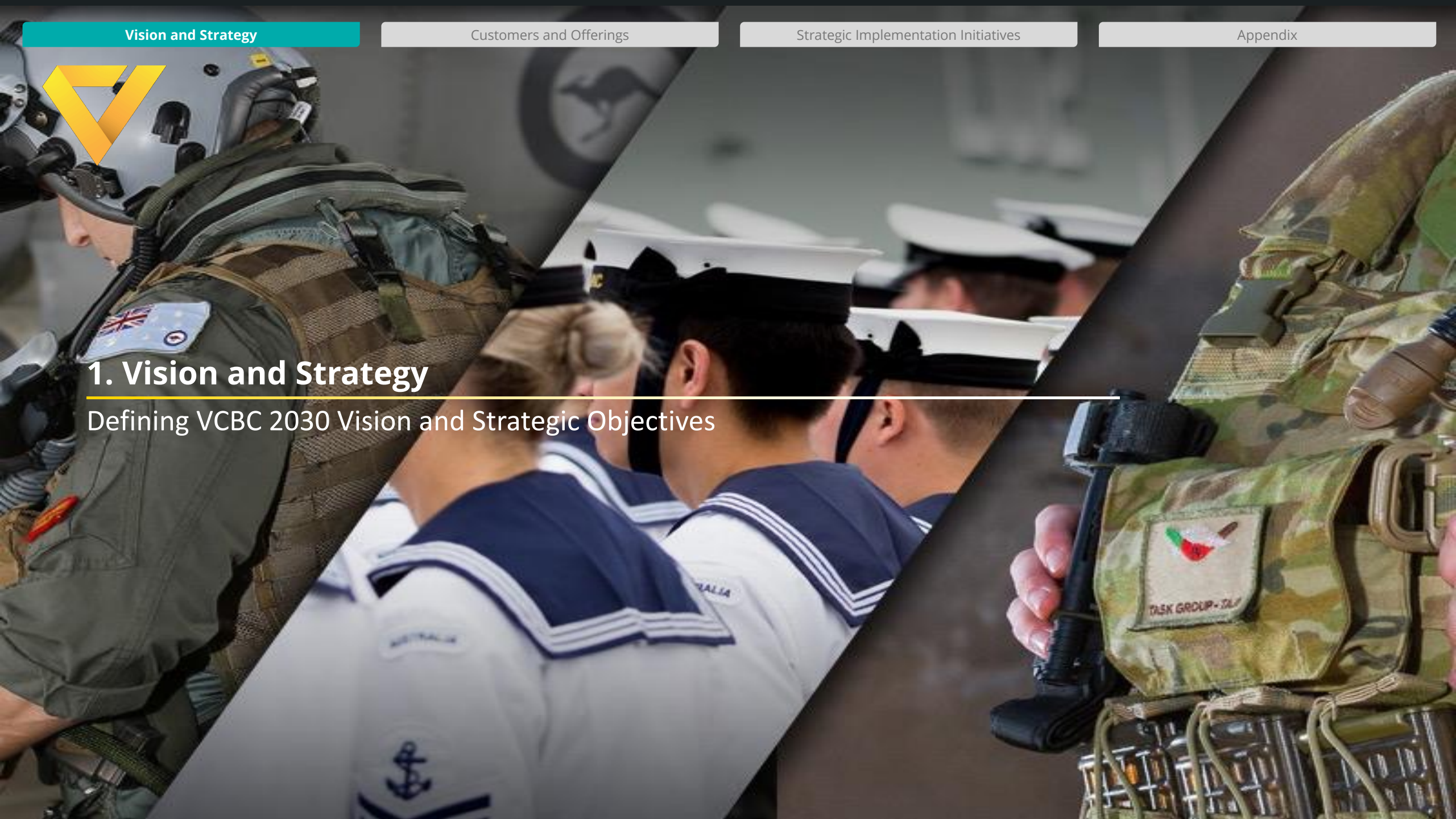
Strategic Roadmap
October 2023





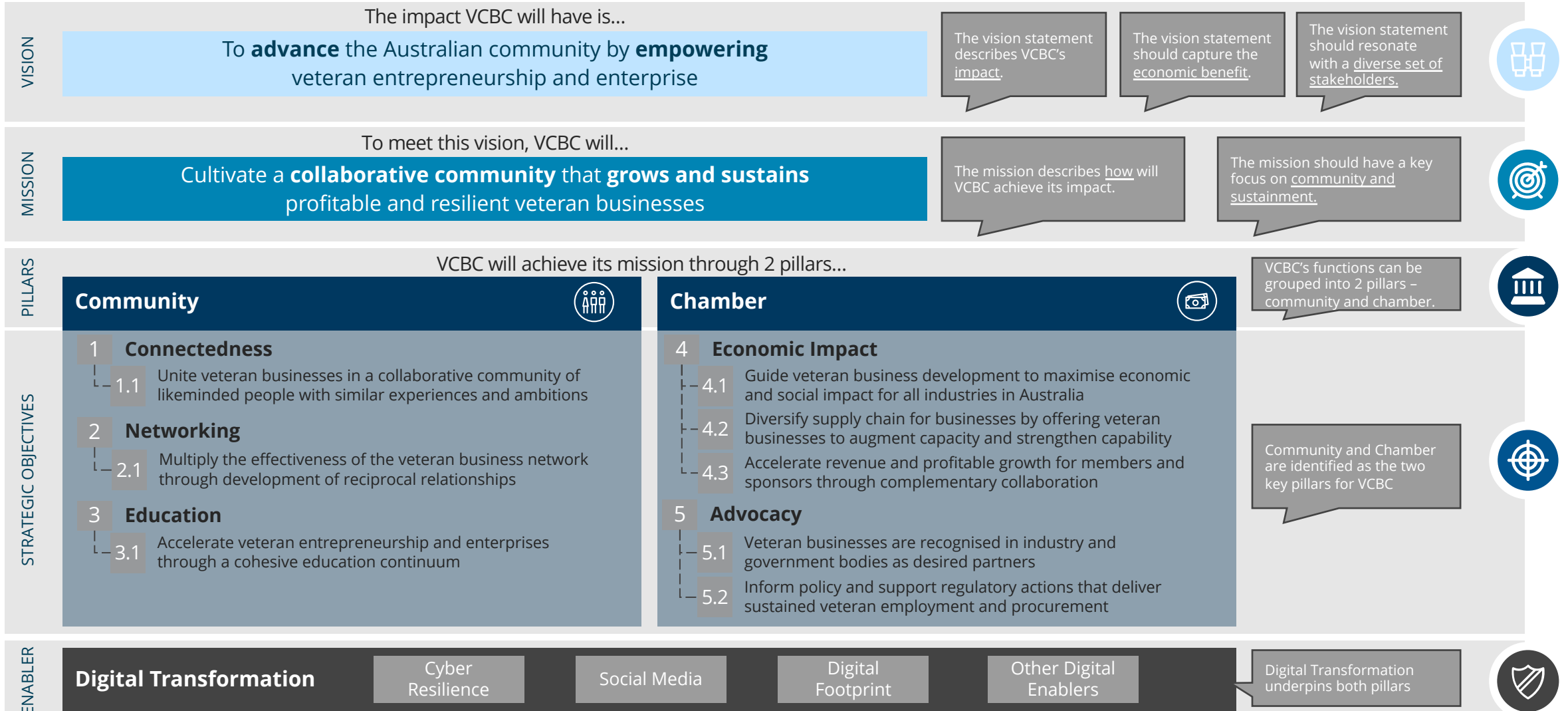
1. Vision and Strategy

Defining VCBC 2030 Vision and Strategic Objectives



VCBC Strategy 2023-2030

Whilst VCBC’s initial vision and mission statements were accurate reflections of the organisation’s intent in 2020, new vision and mission statements are drafted to reflect the next stage in VCBC’s growth journey



VCBC Growth Blueprint

Towards 2030

To empower Australian industries and economy, VCBC is in a unique position to capitalise on a growing veteran population and increased investment in ESG domestically. To achieve this, VCBC must:

- 1. Internally** evaluate its identity, value proposition and offerings
- 2. Externally** strengthen relationships with members and sponsors

FY24 200 Paying Members 5 Sponsors

- ❑ Strengthen VCBC brand and define VCBC's role in the Veteran ecosystem
- ❑ Develop Veteran Business Certification Program and engage with industry bodies
- ❑ Establish workforce and engage veteran businesses to execute on VCBC vision
- ❑ Identify key industries that will drive veteran employment and procurement
- ❑ Seek out and embed leading Sponsors
- ❑ Establish initial Advisory Bodies to accelerate Veteran business uptake in key sectors

FY26 400 Paying Members 10 Sponsors

- ❑ Endorsement of VCBC Certification Program by key industry bodies and/or government agencies
- ❑ Establish multiple Advisory Bodies based on industry impact, sponsor insights and evolving member needs
- ❑ Strong relationship with a small pool of dedicated sponsors that is driving value for members

FY28 1500 Paying Members 20 Sponsors

- ❑ VCBC Certification recognised as industry standard for Veteran procurement
- ❑ Exponential membership growth attracts progressively greater numbers of high quality sponsors
- ❑ Active and healthy community of Veteran businesses, with high level of engagement in virtual and in-person events
- ❑ Strong Advisory Body model – regarded as lead pattern for community and chamber organisations

FY30 7000+ Paying Members 50+ Sponsors

- ❑ 2030 Vision achieved by having an active Veteran business community and sponsors that is empowering the Australian economy



VCBC 2030 – Priority Actions

VCBC will achieve its mission through 2 pillars...

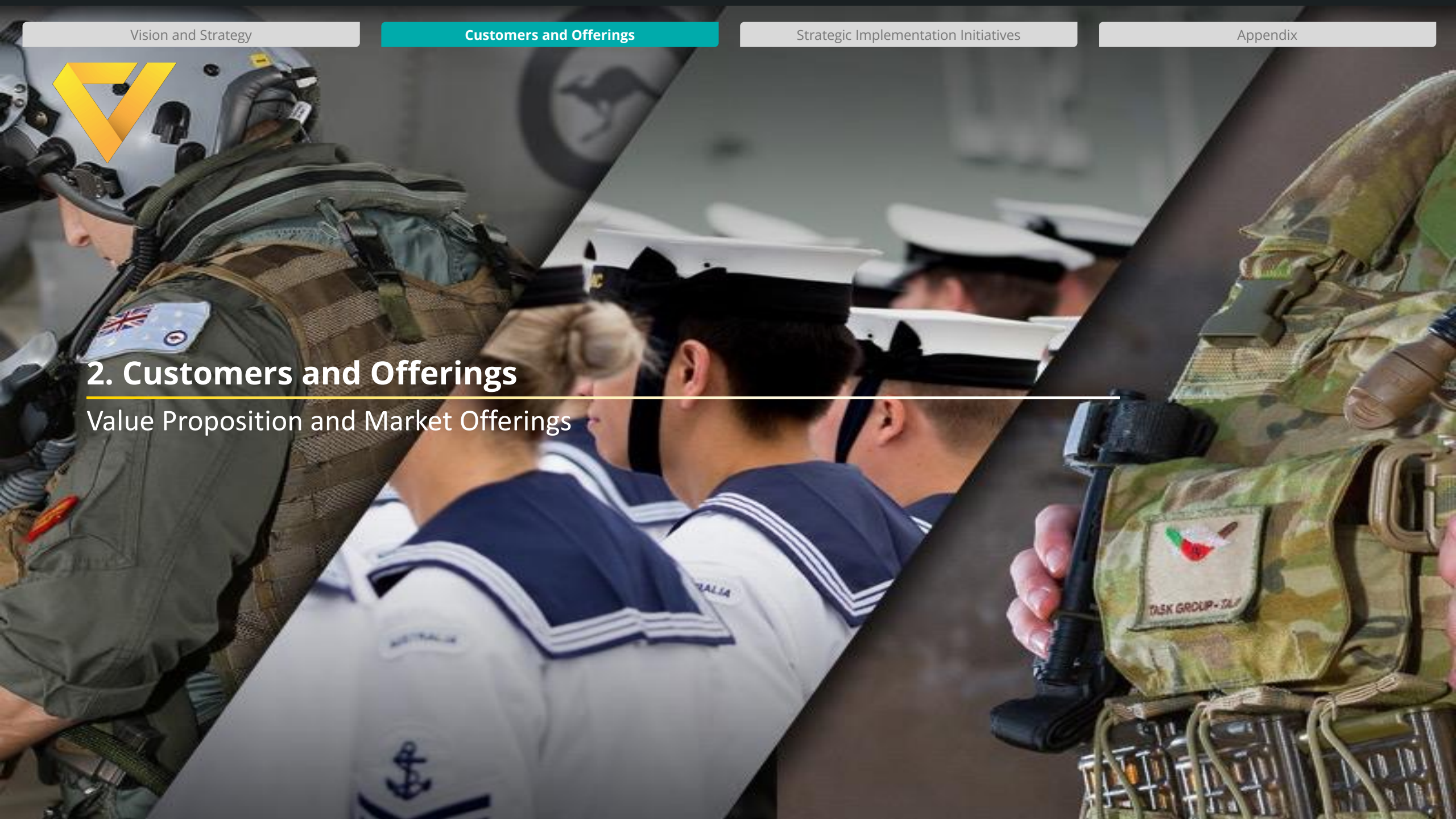
PILLARS	Community 	Chamber 
STRATEGIC OBJECTIVES	<ol style="list-style-type: none"> 1 Connectedness <ul style="list-style-type: none"> 1.1 Unite veteran businesses in a collaborative community of likeminded people with similar experiences and ambitions 2 Networking <ul style="list-style-type: none"> 2.1 Multiply the effectiveness of the veteran business network through development of reciprocal relationships 3 Education <ul style="list-style-type: none"> 3.1 Accelerate veteran entrepreneurship and enterprises through a cohesive education continuum 	<ol style="list-style-type: none"> 4 Economic Impact <ul style="list-style-type: none"> 4.1 Guide veteran business development to maximise economic and social impact for all industries in Australia 4.2 Diversify supply chain for businesses by offering veteran businesses to augment capacity and strengthen capability 4.3 Accelerate revenue and profitability growth for members and sponsors through complementary collaboration 5 Advocacy <ul style="list-style-type: none"> 5.1 Veteran businesses are recognised in industry and government bodies as desired partners 5.2 Inform policy and support regulatory actions that deliver sustained veteran employment and procurement

	To achieve stated Strategic Objectives, VCBC must...	To achieve...	As evidenced by...
PRIORITY ACTIONS	01 Significantly grow the community size, including both Veteran business member base as well as sponsors	1.1, 2.1, 4.2, 4.3	Growth of member base to 7,000 by FY30 Growth of sponsors to 50 by FY30
	02 Increase VCBC workforce in line with skills and roles agreed by the Board	All	Growth of number of function of employees
	03 Develop a certification model that is recognised and endorsed by industry bodies and/or government organisations	5.1, 5.2	VCBC Certification endorsed by key industry bodies and government departments
	04 Develop a member engagement plan including regular events and communications	1.1, 2.1	Steady increase in number of attendees at VCBC events Steady increase in number of VCBC events and outbound communications Steady increase % engagement of members with online content
	05 Strengthen product offerings to members and partners in line with VCBC's core competency within the veteran ecosystem	1.1, 2.1, 3.1, 4.1, 4.2, 4.3	Map of Veteran ecosystem and identification of gap that can be filled by VCBC Increased average spend per member



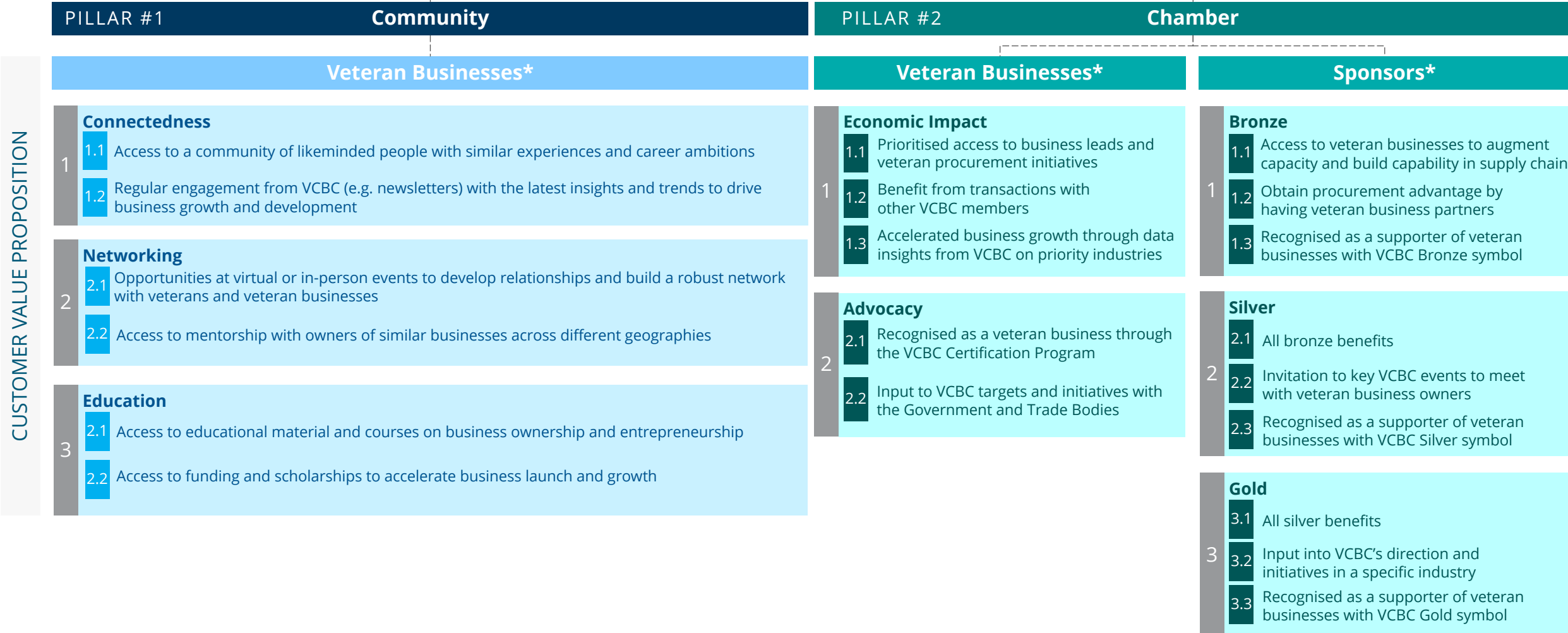
2. Customers and Offerings

Value Proposition and Market Offerings



VCBC future state 2030 value proposition

MISSION Cultivate a **collaborative community** that **grows and sustains** profitable and resilient Veteran businesses

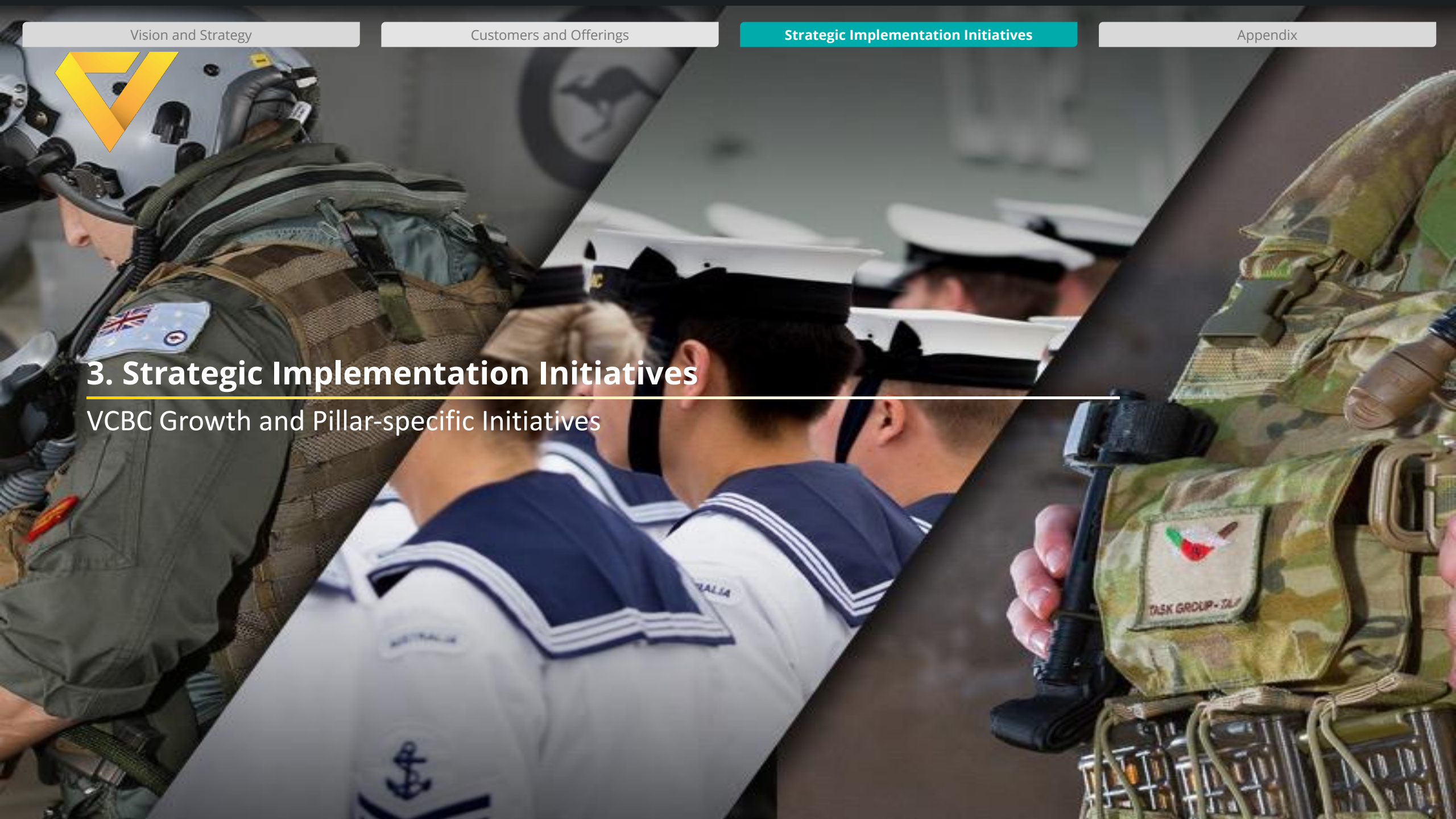


* For tiered membership model refer to Appendix A








3. Strategic Implementation Initiatives

VCBC Growth and Pillar-specific Initiatives



Success Driving Factors: Five mutually reinforcing and collectively exhaustive principles were used to guide decision-making on how to prioritise the potential relative impact of identified growth initiatives

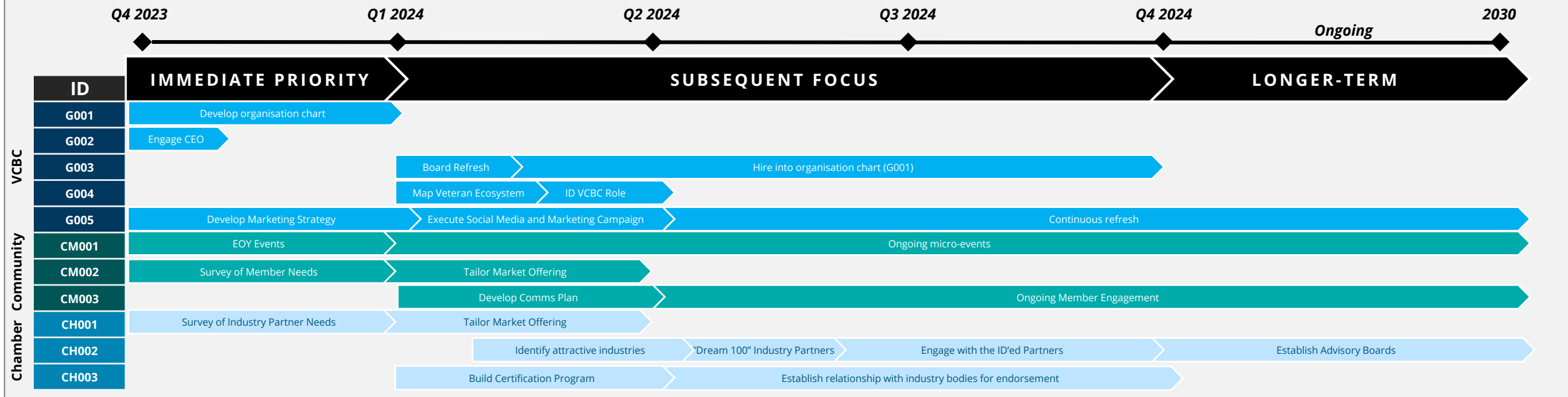
Principle	Practical Application
 Aligned to VCBC Vision for 2030	The improvement enables VCBC to incrementally achieve the future vision of success
 Reinforces VCBC Strategic Priorities	The improvement must strengthen one or multiple strategic priorities within our future vision of success
 Financially Feasible	The improvement must be financially feasible without placing strain on VCBC's ability to deliver to current customers
 Directly leads to Growth	The improvement directly delivers revenue growth, or a significant cost saving within our organisation for a desired time horizon
 Increases Trust, Reputation, and Relationships	The improvement must increase VCBC relationship standing with ecosystem stakeholders, and build trust and reputation

Strategic Implementation Initiatives

Based on the Success Factors a core set of improvement initiatives were identified – centred on VCBC Enterprise Growth and Pillar-Specific

Area	ID	Initiative	Start (CY, Q Start)
VCBC Enterprise Growth	G001	Build organisation chart to identify skills required by the workforce and board	Q4 2023
	G002	Engage a CEO	Q4 2023
	G003	Hire staff in accordance with the developed organisation chart	Q1 2024
	G004	Map the Australian veteran ecosystem to identify and define VCBC's role in that ecosystem	Q1 2024
	G005	Build and execute a marketing strategy and plan	Q4 2023
Community	CM001	VCBC micro-events by geography to build local and regional connections	Q4 2023
	CM002	Conduct survey of existing members to understand needs and wants of the member base and strengthen market offering	Q4 2023
	CM003	Develop a communication plan to engage with the member base on a regular basis	Q4 2023
Chamber	CH001	Conduct survey of industry partners to understand their needs and wants and strengthen market offering	Q4 2023
	CH002	Identify attractive industries to inform strategic industry partners and establish advisory boards	Q2 2024
	CH003	Build certification program for veteran businesses	Q4 2023

High Level Timeline



G001 ORGANISATION CHART

Develop an organisation chart to identify the skills and capabilities required for the workforce and the board

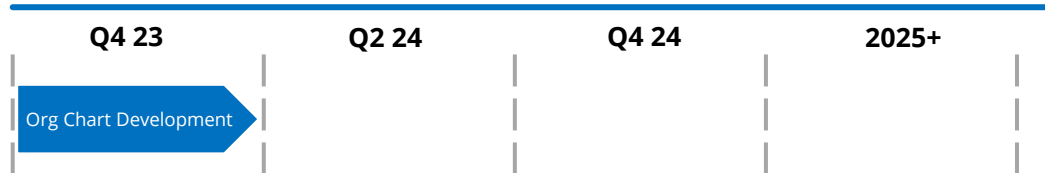
Areas of Growth



Outcomes

- Identify workforce gaps in the organisation
- Identify skillsets required by the board and the organisation
- Facilitate future hiring into the organisation

Execution Timeline



Next Steps

1. Identify team members who will coordinate and deliver this initiative
2. Conduct future state analysis to understand skills needed
3. Conduct current state analysis to understand skills available
4. Develop organisation chart
5. Design supporting job descriptions and regularly assess suitability of VCBC functions and organisational make-up against emerging needs

G002 ENGAGE A CEO

Bring a CEO online as soon as possible to facilitate and accelerate planned growth

Areas of Growth



Outcomes

- Facilitate delivery of initiatives to achieve better outcomes that align with VCBC strategic vision
- Engage with members and sponsors to drive value creation and revenue

Execution Timeline



Next Steps

1. Assess skills required by the CEO (initial analysis drawn from G001)
2. Post job listing on relevant social media websites (LinkedIn, Seek etc)
3. Leverage known networks
4. Shortlist suitable candidates
5. Conduct interviews
6. Bring candidate online and coordinate handover with current Operations Manager

G003

HIRE STAFF

Increase headcount strategically by hiring workforce into positions that will significantly increase revenue growth

Areas of Growth



Outcomes

- Increase workforce headcount to assist CEO in delivery of initiatives
- Strategically hire to drive revenue growth in the short term and increase member and sponsor experience in key sectors

Execution Timeline



Next Steps

- | | |
|-------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|
| 1. Develop organisation chart (G001) | 4. Engage with stakeholders and through channels to most effectively fill high impact positions |
| 2. Identify high impact positions that will drive the most revenue growth | 5. Interview and hire |
| 3. Identify avenues to fill position – consider volunteers, paid workers, veteran businesses, MOUs with 2XX | 6. Monitor and actively manage performance |

G004

VETERAN ECOSYSTEM MAPPING

Map the veteran ecosystem to understand where VCBC can make the most impact for Veteran businesses

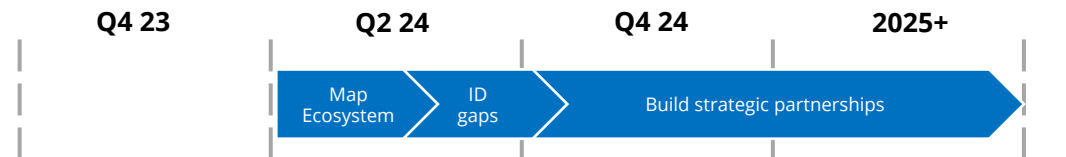
Areas of Growth



Outcomes

- Understand the holistic veteran ecosystem, and key players within the market
- Identify gaps where VCBC can position to add value to Veteran businesses
- Identify strategic partners in the ecosystem

Execution Timeline



Next Steps

- | | |
|---------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|
| 1. Develop veteran business value chain from inception/incubation to retirement | 4. Identify opportunities in the ecosystem, and assess gaps in line with VCBC vision and strategy |
| 2. Identify key players within the veteran ecosystem in Australia | 5. Identify strategic partners who would align with VCBC strategy |
| 3. Develop preliminary mapping of the ecosystem | 6. Build relationship with strategic partners and cement joint offerings |

G005 MARKETING STRATEGY

Develop a tailored Marketing strategy to more effectively influence Veteran businesses and targeted Sponsors

Areas of Growth



Outcomes

- Increased uptake from veteran businesses to join VCBC Community
- Increased number of sponsors in the VCBC sponsorship program
- Increased positive awareness of VCBC and brand strengthening

Execution Timeline



Next Steps

- | | |
|----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|
| 1. Identify veteran businesses in the community that can provide marketing capabilities to VCBC | 3. Contract marketing team |
| 2. If none available, post job listing on relevant social media and leverage networks known to the Board | 4. Develop marketing strategy, ensuring strong focus on social and comms |
| | 5. Execute strategy |
| | 6. Refine strategy based on changing stakeholder needs and trends |

CM001 VCBC MICRO-EVENTS

Build opportunities for Veteran business owners to form connections with likeminded people in their geographies

Areas of Growth



Outcomes

- Cultivate relationships between Veteran business owners in their geographies
- Create a sense of community amongst the member base
- Create in-person marketing opportunities for individuals who may not have heard of VCBC

Execution Timeline



Next Steps

- | | |
|-------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|
| 1. Identify key geographies based on current member base | 4. Host End of Year Events, ensure photos and marketing material captured and leveraged on Socials |
| 2. Organise End of Year Events | 5. Build Events Committees with enthusiastic members at each location |
| 3. Disseminate invites to all members of VCBC – asking them to bring along other Veterans | 6. Organise an Events Calendar and continually assess impact of events |

CM002 MEMBER SURVEY

Survey the existing member base to understand what they want out of a membership with VCBC

Areas of Growth



Outcomes

- Understanding of why members signed up to VCBC
- Informing decisions for prioritisation of business development
- Data-driven approach strengthening Customer value proposition

Execution Timeline



Next Steps

- | | |
|--------------------------------------------|------------------------------------------------------------------------------------------------|
| 1. Determine resources to build the survey | ongoing focus on strengthening member experience and value |
| 2. Build and launch survey to members | 5. Periodically refresh data through surveys and pulse feedback with new and long-term members |
| 3. Aggregate data and develop insights | |
| 4. Leverage insights to shape VCBC's | |

CM003 COMMUNICATION PLAN

Develop a tailored Communications plan to more effectively influence Veteran businesses and targeted Sponsors

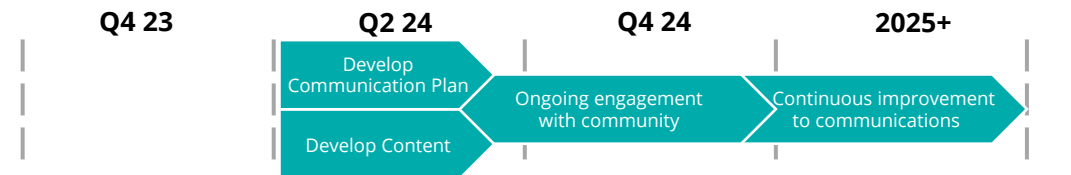
Areas of Growth



Outcomes

- Consistent branding and language in communications to the community
- Regular communications and high-quality content in place to building and strengthen relationships between VCBC, members, sponsors and third parties
- Foster opportunities for members and sponsors to communicate with VCBC

Execution Timeline



Next Steps

- | | |
|------------------------------------------------------------------------------|----------------------------------------------------------------------------|
| 1. Determine resources to develop communications plan | 4. Execute communications plan and continuously engage with the community |
| 2. Develop communications plan | 5. Data-centric approach to analysing the success of content and campaigns |
| 3. Concurrently, develop content and templates such as branding and language | 6. Iterate and improve how VCBC communicates |

CH001 SPONSOR SURVEY

Engage current sponsors to understand what they want out of their sponsorship arrangements with VCBC

Areas of Growth



Outcomes

- Understand what sponsors want out of the VCBC relationship
- Better inform decisions on prioritisation and business development
- Data-driven approach to tailoring offerings to future sponsors

Execution Timeline



Next Steps

1. CEO to engage with current sponsors and build relationship
2. Ongoing engagement with sponsors increase their understanding and awareness of the benefits VCBC can bring and ways they can become involved in the organisation
3. Utilise data to drive business development and tailor offerings
4. As more sponsors join VCBC, seek ways to mature and strengthen the Sponsor engagement and management function

CH002 INDUSTRIES

Selecting the right industries to broaden relationships within will help to accelerate membership and sponsor uptake

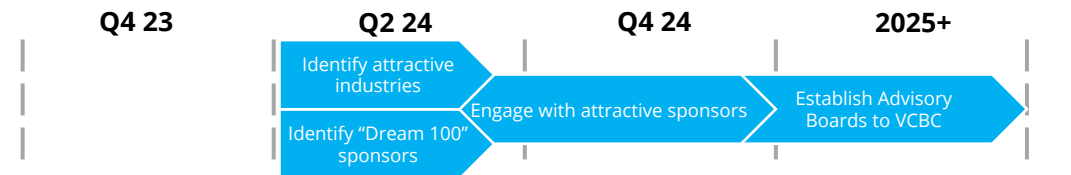
Areas of Growth



Outcomes

- Better inputs to decision-making on targeted outreach programs
- Improved ability to drive increased value for members, as industries become more closely aligned with their business focus and interests
- Informing business development opportunities for VCBC

Execution Timeline



Next Steps

1. Determine a selection criteria framework to assess all sectors for Veteran industry priority – focussed on ease of doing business and growth potential
2. Apply selection criteria to evaluate which industry sectors to target and how to sequence incremental sectoral uptake
3. Concurrently, identify a "Dream 100" list of sponsors for VCBC across targeted sectors
4. Engage with sponsors who are on the "Dream 100" list in high priority industries
5. Once sponsor interest has been established, commission an Advisory Board to guide VCBC growth

CH003 CERTIFICATION PROGRAM

Industry and government recognised and endorsed certification for Veteran businesses

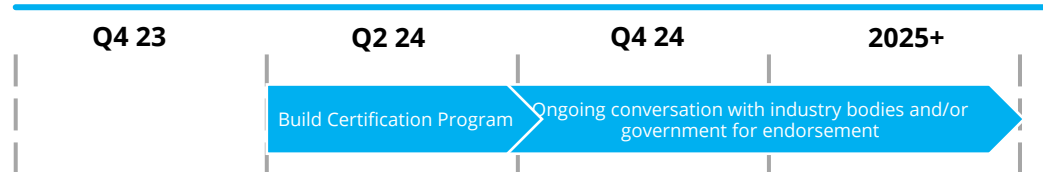
Areas of Growth



Outcomes

- Recognition of veteran businesses as a differentiated business proposition, relative to a business without certification
- Government or industry body reference to VCBC Certification as part of procurement activities – helping to better recognise Veteran status

Execution Timeline



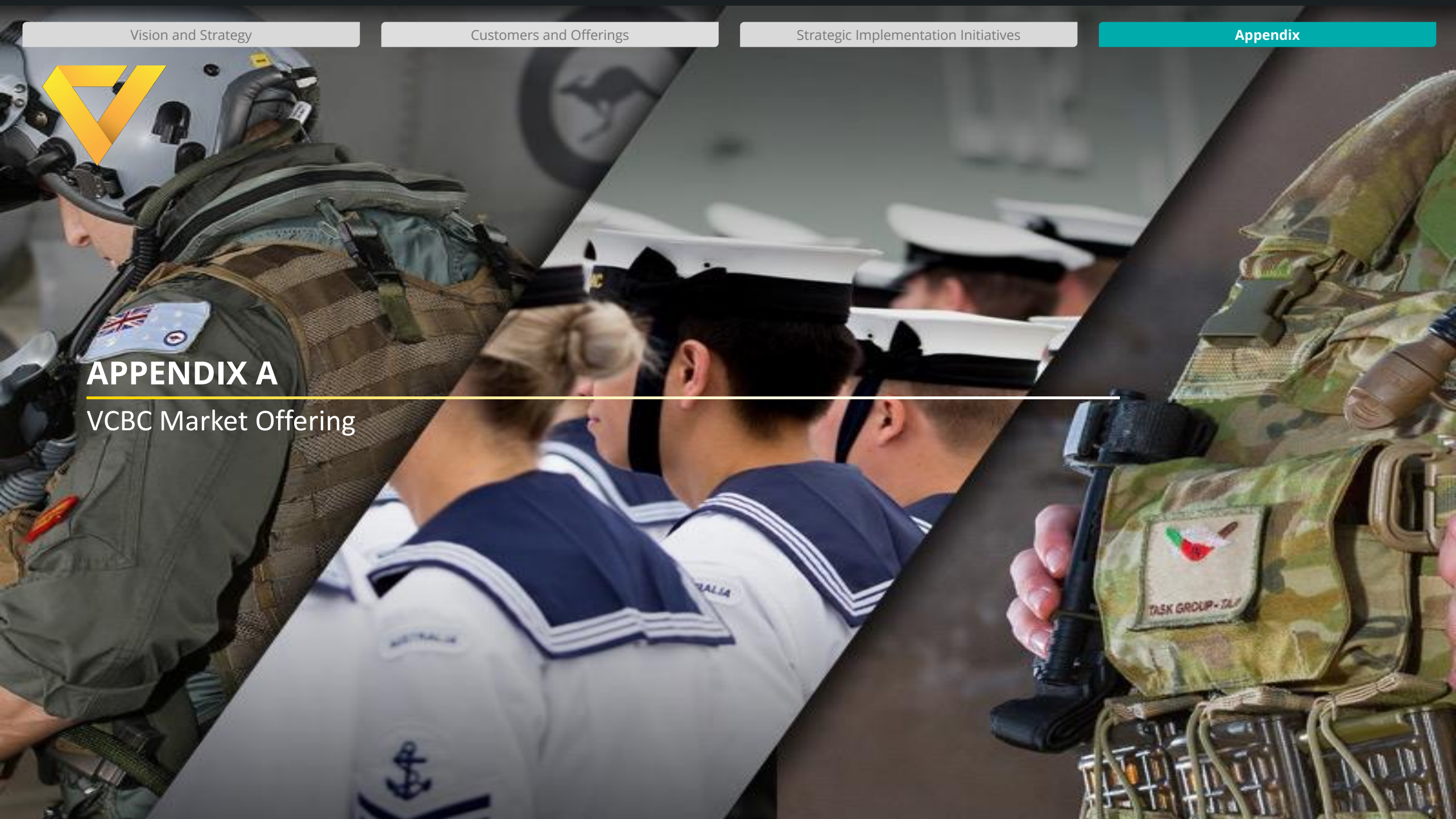
Next Steps

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|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> 1. Early engagement with key industry bodies (CH002) to drive requirements for a certification program 2. Build certification program 3. Engage with Industry Bodies and/or government departments for | <ol style="list-style-type: none"> 4. Lead and support ongoing conversations on the merits of recognising Veteran business status during procurement activities and as part of Procurement Policy <p>endorsement and wider awareness of the certification program</p> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|



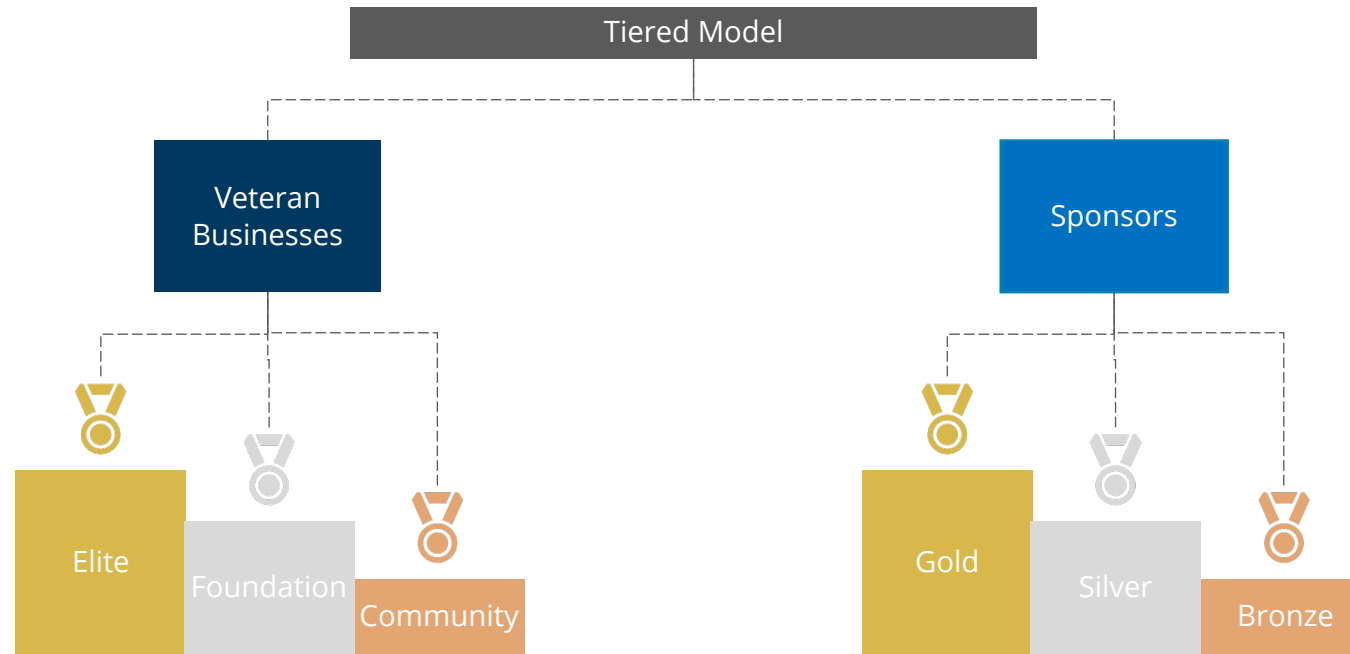
APPENDIX A

VCBC Market Offering



VCBC Market Offering

Tiered model provides flexibility and tailored offering to different customer segments in the VCBC community



KEY CONSIDERATIONS

What is our overall **business goal and priority**? E.g. increase membership count or revenue?



What is our **pricing strategy** for veteran businesses and sponsors at each tier?



What **bundle of products and services** will we offer at each tier?

