

BE. BENDIGO



2018 - 2021 STRATEGIC PLAN

**FOR A VIBRANT & PROSPEROUS
GREATER BENDIGO.**



Vision

Successful business creating a vibrant Greater Bendigo

Be.Bendigo drives connections, developing leadership and business capacity for a stronger community and more prosperous local economy.

Purpose

Supporting Greater Bendigo businesses to be prosperous, sustainable and innovative.

Values

Trustworthy – Innovative - Passionate

Strategic Priorities

Be.Bendigo engages:

- ▶ With its members, partners and stakeholders through events, communications and programs.

Be.Bendigo collaborates:

- ▶ With its members and partners to help them achieve their goals and connect them to our community.
- ▶ To deliver programs and training that develop our businesses and people.
- ▶ To provide a referral point for businesses.
- ▶ To provide a centre for business in Bendigo.

Be.Bendigo advocates for Greater Bendigo businesses with:

- ▶ Three tiers of government.
- ▶ Key people and organisations.



History

The Bendigo Chamber of Commerce and Industry was constituted in 1886 with the vision to be the single voice of the business community for the City of Greater Bendigo.

'Be.Bendigo' is the trading name of the organisation 'Bendigo Business Council' which was formed in 2008 as a merger between two Bendigo business organisations: The Bendigo Chamber of Commerce and Central Victorian Business Network (CVBN).

The Chamber of Commerce was facing declining membership and relevance but had for many years been a voice for business in Bendigo, promoting local businesses and presenting the needs and views of local business to all levels of government.

CVBN was a newer organisation (commenced in 2002 and incorporated in 2003) formed to facilitate business to business networking amongst Bendigo businesses including bringing high-profile inspirational business speakers to Bendigo.

The obvious similarities between both organisation's stated aims and objectives led them to work together with the aim of a single peak body to support a strong, vibrant and growing business community for Bendigo and Central Victoria. The formation of this entity was put to members of both organisations in June 2008 receiving strong approval.

Upon the merger, Bendigo Business Council continued the functions of both the Chamber and CVBN by providing advocacy, networking and events to members and partners.

In 2017 the Bendigo Business Council was rebranded to Be.Bendigo (Business Excellence Bendigo), the trading name of the Bendigo Business Council.

Financial Context

Be.Bendigo's income is derived from a variety of sources:

- ▶ Membership fees
- ▶ Larger member, partnerships (Platinum, Gold, Silver, Corporate)
- ▶ Alliances with City of Greater Bendigo and Victorian Chamber Commerce and Industry
- ▶ Program and event delivery:
 - Rob Hunt Transformational Leadership Development program
 - Mentor program
 - Bendigo Small Business Festival
- Bendigo Inventor Awards - Bendigo Innovation Festival
- Bendigo Business Excellence Awards
- Annual Leadership Lunch
- State of the Market Breakfast
- Young Professionals Network
- Women i.s.e
- Government Funding Grants

Business in Bendigo and the need for Be.Bendigo

Industries by Revenue Band as at June 2017

Micro Small Business		SME Small		SME Large		MM & Corporate	
Industry	Count	Industry	Count	Industry	Count	Industry	Count
Construction	932	Construction	692	Construction	22	Retail	30
Rental & Real Estate	514	Retail	331	Wholesale	15	Manufacturing	9
Finance & Insurance	484	Health Care	285	Retail	15	Construction	7
Professional & Technical	465	Accommodation & Food	256	Professional & Technical	14	Wholesale	5
Agriculture	429	Professional & Technical	235	Manufacturing	9	Transport & Warehouse	5

In Summary:

- ▶ There is a total of 7,789 commercial business entities in the City of Greater Bendigo.
- ▶ These businesses generate a total sales and service revenue of \$10.5 billion.
- ▶ There are 4,460 sole operators, 57% of all businesses, estimated revenue would be \$200,000 or less;



Business Counts and Revenue as at June 2017

Employment Band	Revenue Bands	Band Title	Estimated Business Count	Estimated Band Revenue \$m	Entities %	Revenue %
Sole	Less than \$200,000	Micro Small Business	4,460	343	57	3
2 to 10	\$200k to \$5m	SME Small	3,152	2,859	40	27
11 to 40	\$5m to \$10m	SME Large	104	637	1	6
Greater than 40	Greater than \$10m	MM & Corporate	73	6,710	1	64
Totals			7,789	10,549	100	100

Market Segmentation showing key ANZSIC Industries by Revenue Band | Source: ABS, ATO Analysis: Neil Clark

- ▶ The SME Small is a viable market with 3,152 businesses, estimated value \$2.9 billion.
- ▶ There are an estimated 73 businesses in the Middle Market/Corporate segment with a sales and service revenue of \$6.7bn.

Overview of Be.Bendigo Strategic Direction

To achieve its vision Be.Bendigo needs to:

- ▶ Understand business challenges for sustainability, development and growth
- ▶ Be clear about its value for members and consistently deliver the promised value
- ▶ Clearly communicate its vision and role to the Greater Bendigo community and stakeholders
- ▶ Develop and implement an effective communication plan that engages with members as well as raising the profile and effectiveness of the organisation
- ▶ Grow membership so that Be Bendigo truly represents Greater Bendigo businesses and organisations
- ▶ Establish a secure future financial model for Be.Bendigo
- ▶ Engage a skills-based committed board reflecting membership.

Be.Bendigo Member and Partner Value Proposition

In developing this strategic plan, Be.Bendigo has revised:

- ▶ Be.Bendigo member value proposition
- ▶ Be.Bendigo partner value proposition

The revised offerings launched in July 2018 are annexed to this plan.

The vision for membership

Be.Bendigo members:

- ▶ Are proud to be a member of Be.Bendigo, understand and advocate for Be.Bendigo
- ▶ See their Be.Bendigo membership as vital for the success of their business
- ▶ Use Be.Bendigo as a valuable resource to connect with others in Greater Bendigo and to drive success of their business
- ▶ Consider that Be.Bendigo is the best way to advocate with stakeholders and government on issues that need to be resolved for the future success of their business and the Greater Bendigo
- ▶ Enjoy Be.Bendigo events and programs, and see them as a valuable way to connect and grow their skills and business
- ▶ Value access to individual and business developmental programs and resources.



Be.Bendigo Strategic Priorities

Strategic Priority 1 - Engage

	Strategy	Priority
1.1	Reinforce Be.Bendigo's position as the peak organisation for all businesses in Greater Bendigo	High
1.2	Secure a resilient financial model for Be.Bendigo	High
1.3	Ensure meaningful engagement with different sectors of the business community	High
1.4	Consolidate a productive and meaningful relationship with all levels of government and relevant government departments	High
1.5	Highlight successful businesses through continuing to host the Bendigo Business Excellence Awards	High
1.6	Better understand the performance, needs and challenges of Bendigo business	Medium
1.7	Identify what organisations from other regions we wish to engage with and the benefit of doing so	Medium

Strategic Priority 2 - Collaborate

	Strategy	Priority
2.1	Deliver training and development programs that will improve the skills and capacity of Bendigo businesses and organisations	Medium
2.2	Support development of small businesses in Bendigo	High
2.3	Drive increased resilience of the Bendigo economy through local purchasing	High
2.4	Bring Be.Bendigo members together on issues of common interest to find solutions	High
2.5	Deliver programs to support and develop prosperous businesses in Bendigo	Medium
2.6	Increase the capacity of Bendigo businesses and organisations by providing opportunities for shared learnings across different size and types of business organisations	High
2.7	Develop a mechanism to deliver VCCI programmes and products to our network	Medium

Strategic Priority 3 - Advocate

	Strategy	Priority
3.1	Establish robust governance systems for Be.Bendigo to increase capacity for advocacy	High
3.2	Implement a program to ensure effective advocacy	Medium
3.3	Have Be.Bendigo seen as the voice of business in Bendigo	High
3.4	Drive a stronger and more prosperous community by collecting and reporting local business data	Medium

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