

VMA

VENUE MANAGEMENT ASSOCIATION
(ASIA AND PACIFIC) LIMITED

VMA25 – STRATEGIC PLAN

our purpose

our narrative

exploit & explore

our transformation

our priorities

VMA

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(ASIA AND PACIFIC) LIMITED

VMA25 - Statement of Purpose

**Be the hub that connects and advances
venue industry participants to best serve
their community.**

Our VMA in 2025

We are a more responsive Association with new influence with governments through a strategic repositioning. This has upgraded levels of trust, advocacy, and support for the VMA.

Improvements to our core products, along with an expansion of programs and delivery platforms, have facilitated positive change in our reputation and relevance, increasing demand, membership growth and financial stability.

Our research capabilities, market intelligence and insights, now enables us to be curators and custodians of industry resources, positioning us as the authoritative voice of the industry, providing members and industry affiliates with access to the best possible decision support and ‘influence resources’ to pursue their aspirations and respond to disruptions more confidently.

Ultimately, our strategic repositioning has substantially reinforced our value in the eyes of an expanded stakeholder network.

VMA25 - Exploit

We have successfully transformed our core pillars; Networking, Congress and School. We focus on three components: cadence, calibre and compelling. Our expanded product suite has attracted elevated interest across all levels and sectors of the industry.

The cadence of our networking events better accommodates the diverse needs of additional participants. The format of Networking and Congress events is more innovative. We improved the calibre of all events, making them more compelling and highly sought after by a wider audience. The events are now perceived as premium, high-value and high impact, upgrading their utility as amplifiers of our purpose.

This has led to two outputs. Firstly, we enjoy unprecedented demand from speaker networks and other influencers to engage in these events. We now invest in our venues, rather than seeking donations from them. The calibre of speakers has extended our reach, attracting new participants from a more diverse range of industries and sectors.

To accommodate the diverse learning and development requirements for all members, we upgraded professional development in two distinct ways. We introduced alternative online and on-demand methodologies. We then segmented our professional development and learning capability into the three genres of education, training, and accreditation, repositioning our branding. Through innovation and teaching excellence our professional development brand has broadened our reach.

VMA25 - Explore

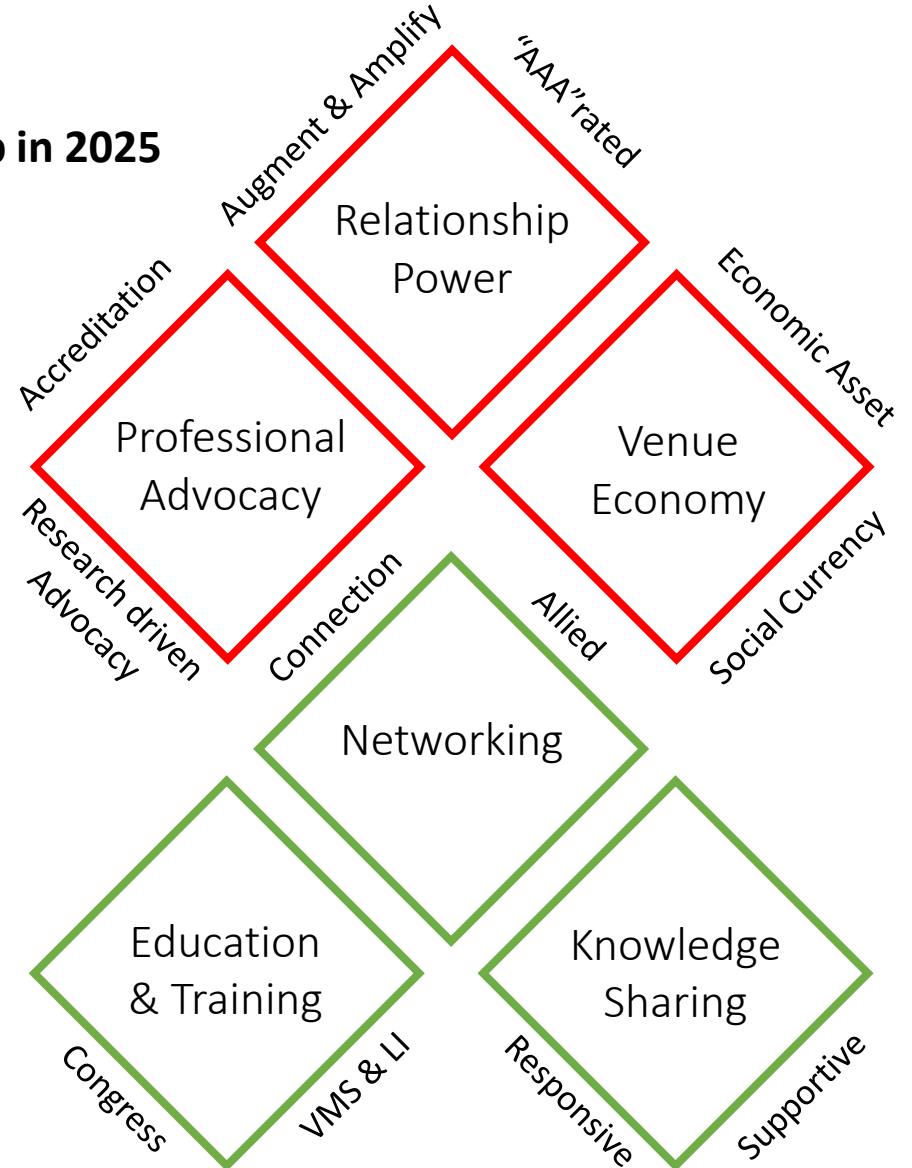
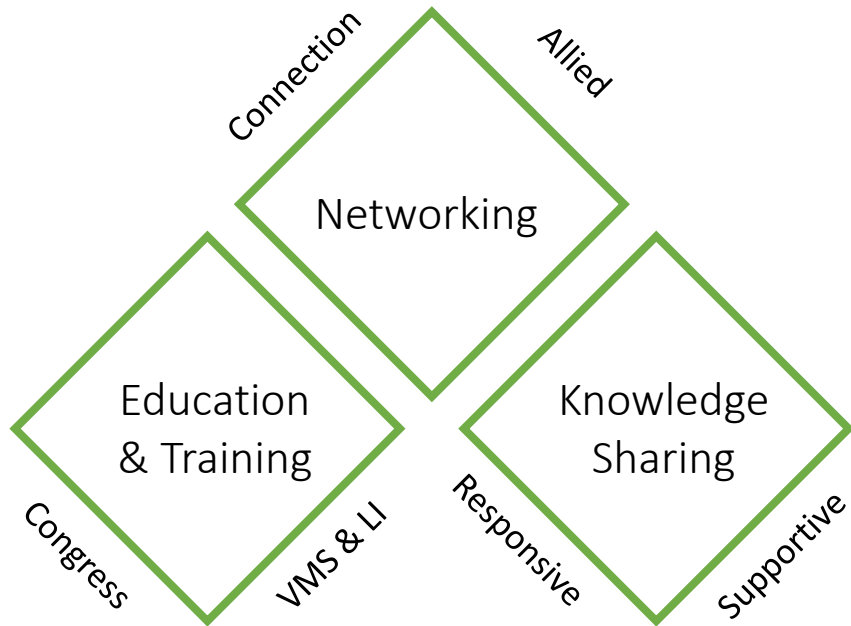
We are now both 'respected industry representatives' and an 'essential strategic asset'. Governments perceive the VMA as more than a representative body. They seek our insights and advice on macro policy developments and industry metrics, understanding that we are essential to their community development and governance aspirations. Regulatory decision makers and other government decision influencers now perceive and engage with the VMA in that context.

To support this intent, we prioritised three areas; Academia, Alternative Learning and Alumni. The new relationships we now enjoy with the academic tertiary sector have strengthened our research capability, allowing us to expand our research priorities as well as commission new cutting- edge insights and intelligence. This further reinforces our reputation as a trusted strategic resource.

This has been supplemented by additional research and insights from IAVM and other industry and relevant sources, enabling us to entrench our status as the industry's accreditation body. We are the creators and custodians of the industry standards that are a benchmark resource for public gathering venues. They are accepted as an essential resource for Government Regulatory authorities seeking to restore public confidence in government and industry collaboration on cultural and economic progress.

VMA25 - Transformation

From Community Representation in 2021 To Strategic Leadership in 2025



VMA25 Priority Objectives

	Purpose	Priority Objectives
1	Exploit the historical strengths of the Association, as we both rebuild from the COVID 19 industry disruption and regain momentum, to ensure traditional programs and events meet the continuing needs of the members and industry.	Rebuild programs to upgrade industry engagement, enrolments and revenue, whilst simultaneously upgrading events, programs, products and services to reflect VMA25 intentions.
2	Create a Stakeholder Map that identifies and understands the expectations of both current and future stakeholders, including new members, sponsors, partners and civic entities.	Design and implement a Strategic Stakeholder Mapping Template for each segment of the VMA operation in order to understand all aspects of the network essential to achieve the strategic intent of VMA25.
3	Deliver a suite of differentiated programs that provide the industry with professional development opportunities relevant to every stage of their career, delivering industry best practice in safety, security and service of public gathering venues and spaces.	Exploit industry learning opportunities that deliver a strategic advantage through product innovation and partnerships.
4	Commission, access, reconcile and interpret, targeted Research Collateral that can be referenced to justify and position the VMA as the Public Gathering authority and sought after advisory asset.	Identify, prioritise and action cutting-edge research and/or methodologies that will deliver research outputs including benchmark studies, operating standards and industry guidance.
5	Ensure the VMA Brand Identity remains representative of the evolving key strategic vision of VMA25.	Ensure consistency of the VMA Brand presentation across all elements, markets and mediums to ensure they are reflective of the Associations values, aspirations of VMA25 and legacy.