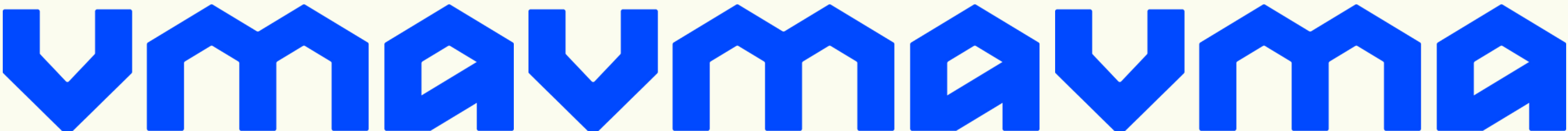


VMA Strategic Plan

2025-2029



Our world is changing rapidly. Technological, social, economic, and environmental shifts are accelerating and converging, transforming the landscape beyond recognition. To seize new opportunities and manage emerging risks, the venue industry must continue to evolve.

No single venue or stakeholder can navigate this journey alone. For 33 years, the Venue Management Association (Asia and Pacific) has been the trusted hub for connection, knowledge sharing, and partnership.

Together, through the VMA, we can future-proof our industry for the uncertain times ahead. But to do so, the VMA itself must adapt—optimised for sustainability and impact in a very different world from the one in which it was founded.

This strategic plan outlines the key strategies and actions that will drive this transformation. Its success depends on the engagement and support of our members. Your input has already been vital to its creation.

We welcome the opportunity to discuss the plan with you—how we can deliver it together, and how it can evolve to meet the changing needs of our industry.

This is *your* VMA.

Phil King AVM
President, VMA

The VMA – Our 'Why' in 2025

- **Purpose**

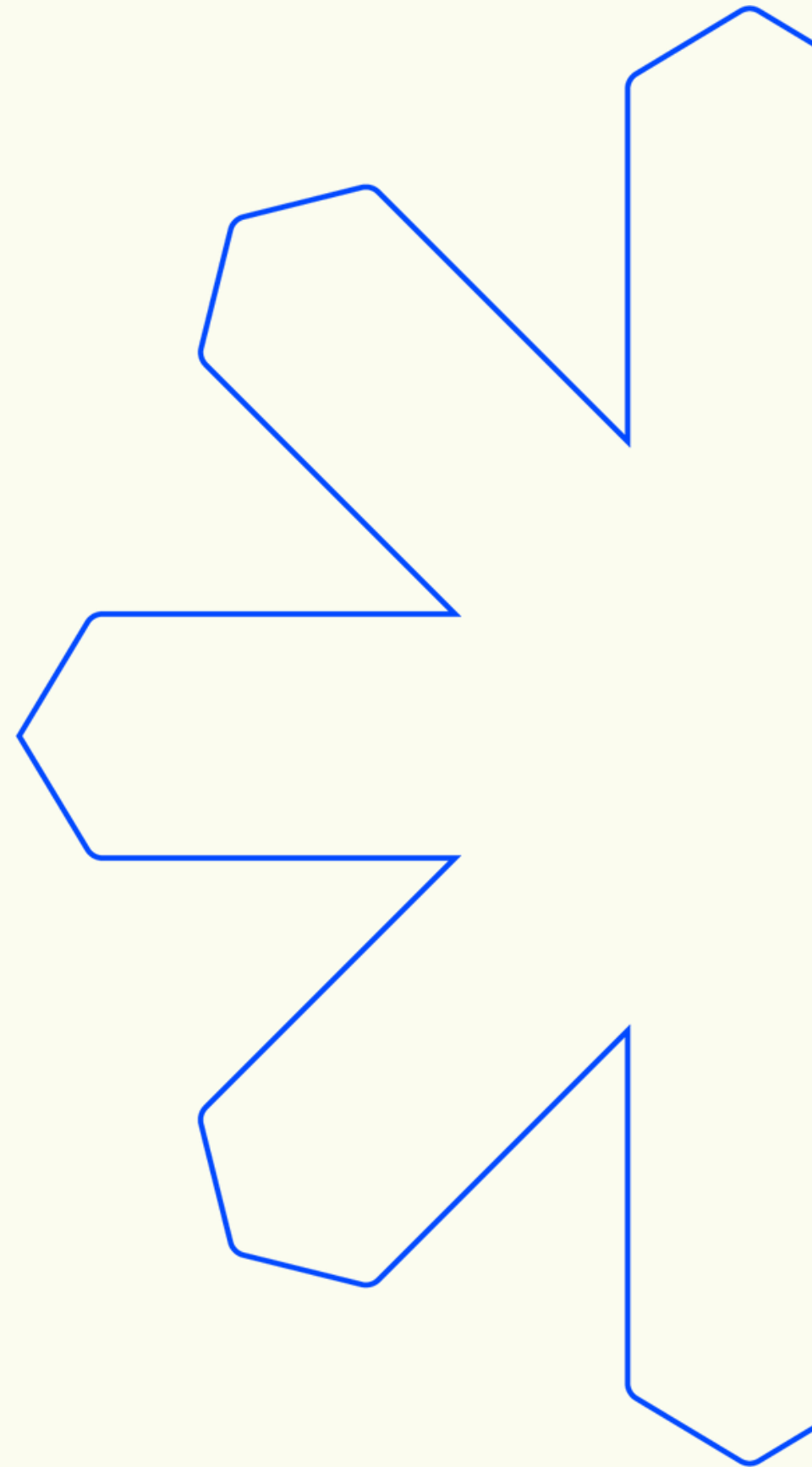
To future-proof the venue industry

- **Mission**

To empower our industry and its people through education, collaboration, thought leadership and strategic partnerships

- **Vision**

A globally connected, innovative and resilient venue industry that thrives in every possible future



Our collective strengths

- **The amazing goodwill of this industry**

The VMA has evolved over 35 years because of the financial and human contributions of this industry

- **Our collaborative culture**

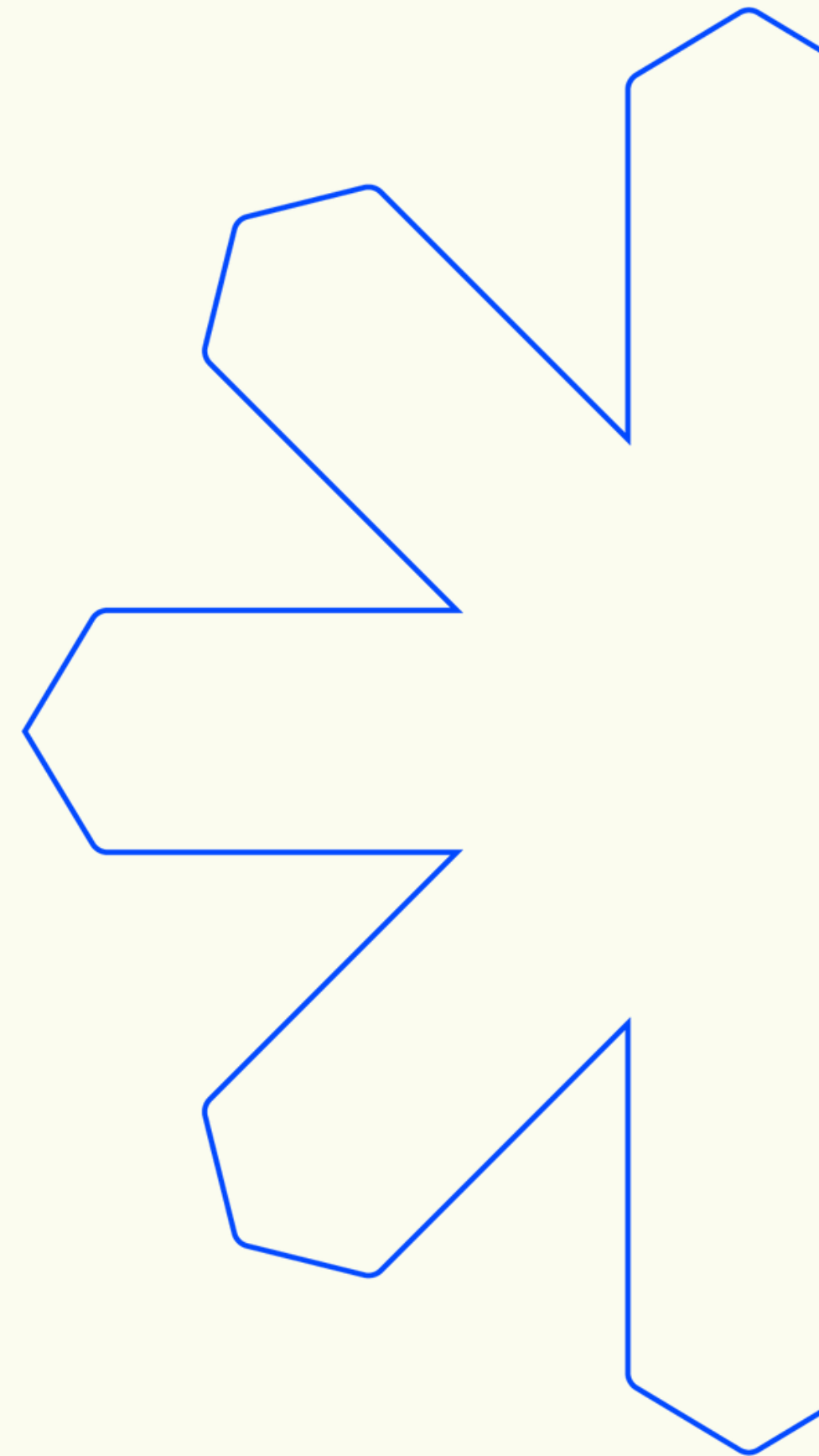
This industry is highly connected and willing to share and collaborate

- **Venues are fun places!**

A career in venue management or its allied sectors is rewarding and we all want to keep it that way

- **Our combined talent and experience**

The venue industry is greater than the sum of its very capable parts – your contributions are transformational



Key strategic focus areas

Brand and digital modernisation

Engage the next generation of venue industry professionals on their terms

Product development for every career stage

Create meaningful professional development opportunities for everyone, with a special focus on making it easy to join the venue industry

Evolve governance and engagement

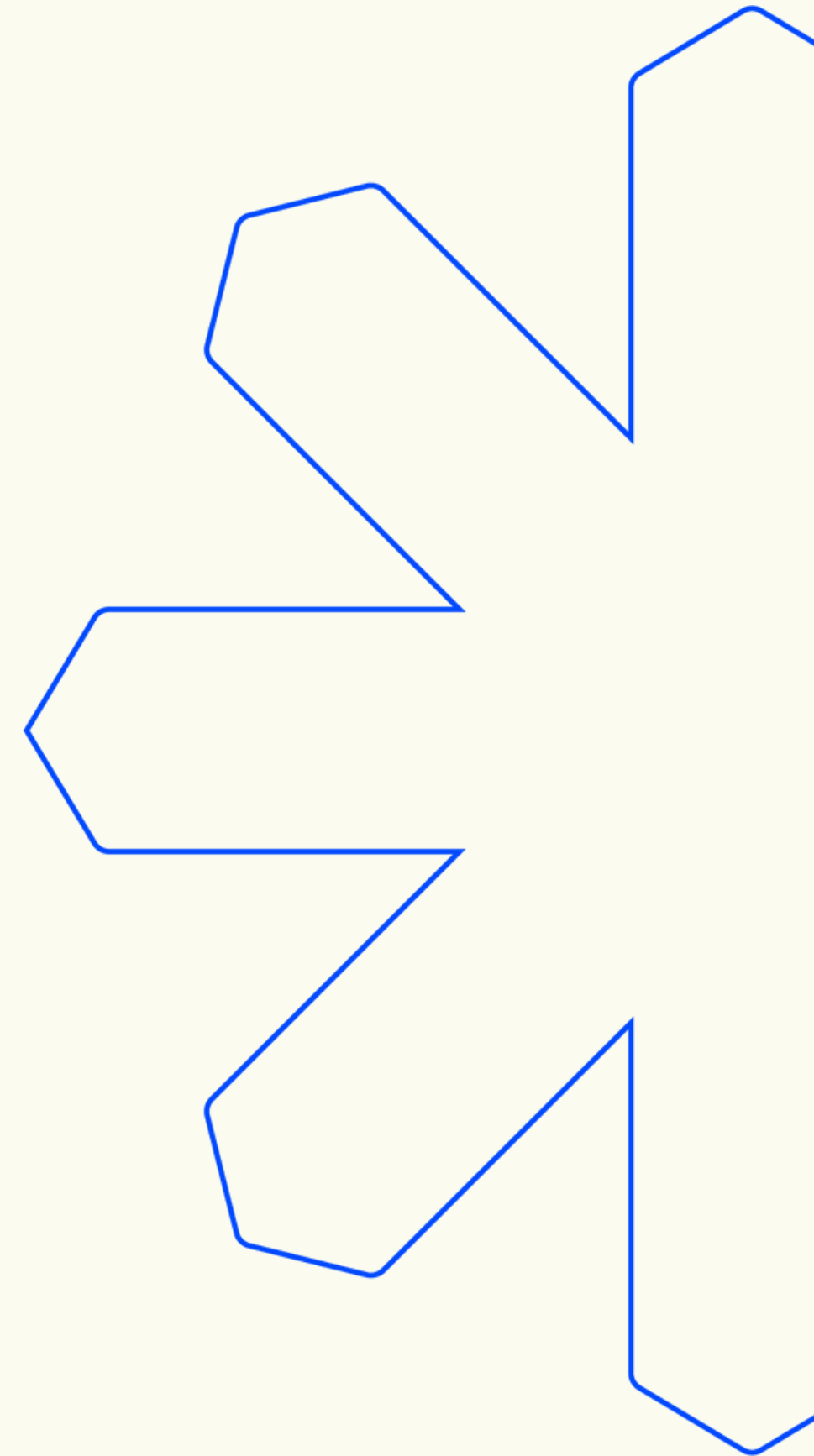
Build long-term industry buy-in through increased influence over the VMA's direction and activities

Optimise the membership model

Increase and clarify the value proposition of membership to make it easier to be involved

Expand VMA Reach and Credibility

Demonstrate our impact to expand our possible range of strategic partnerships



Brand and digital modernisation

- Refresh VMA Brand and Website

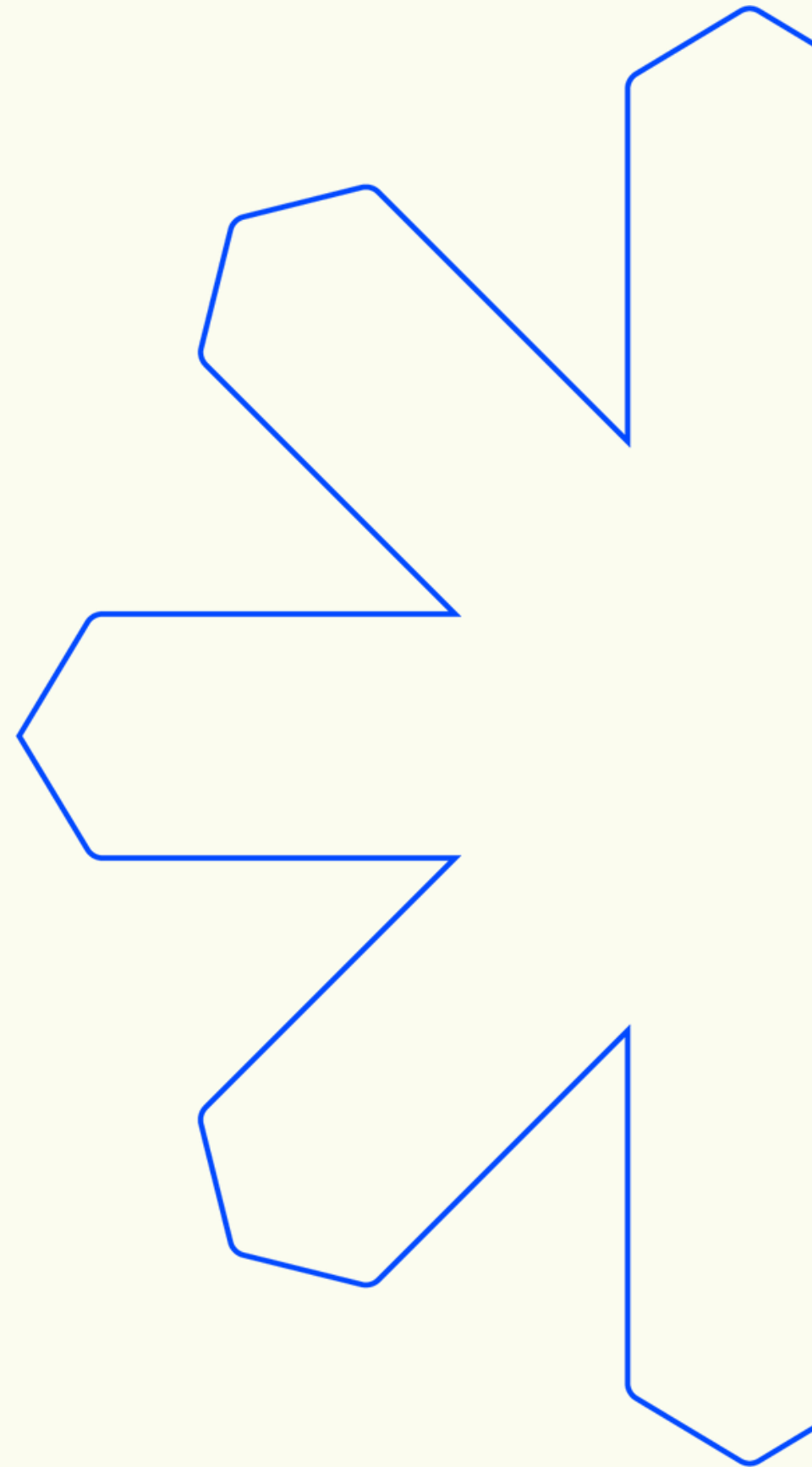
Present the VMA as the modern and energetic organisation that it is

- Build an online learning management system (LMS)

Create access to high quality venue management learning experiences for people no matter where they are in the world

- Develop advanced data analytics capabilities

Upgrade CRM systems and in-house skills to deliver more personalised membership services and grow the membership



Product development

- **The Career Start Program**

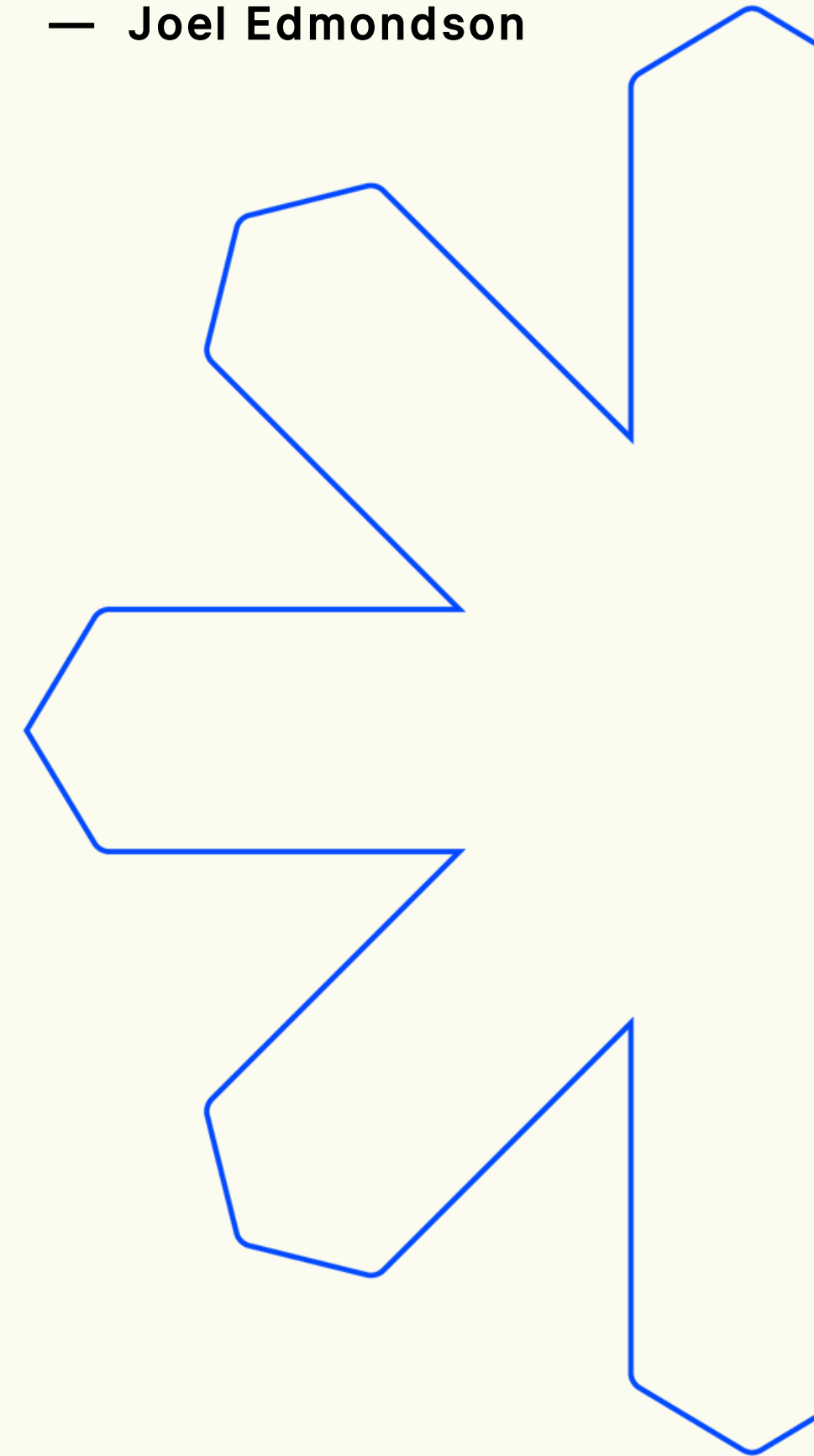
A new, entry-level 12-month industry induction program for school/TAFE/university graduates and venue casuals, designed in collaboration with P&C leaders from Australia's top venue groups.

- **The VMA Career Paths**

Bespoke VMA programs for each career level, tied to VMA certification:

- Career Start
- Emerging Leader (includes VMS and a new 'Practising Venue Manager' Certification)
- Leadership Excellence (includes the Leadership Institute and the AVM Certification)
- Executive Development (for co-design with you!)

— Joel Edmondson



Evolve governance and engagement

- **Create new advisory committees**

Offer expanded opportunities for enthusiastic and capable people to contribute to the direction of the VMA on important industry development issues

- **Create local chapters**

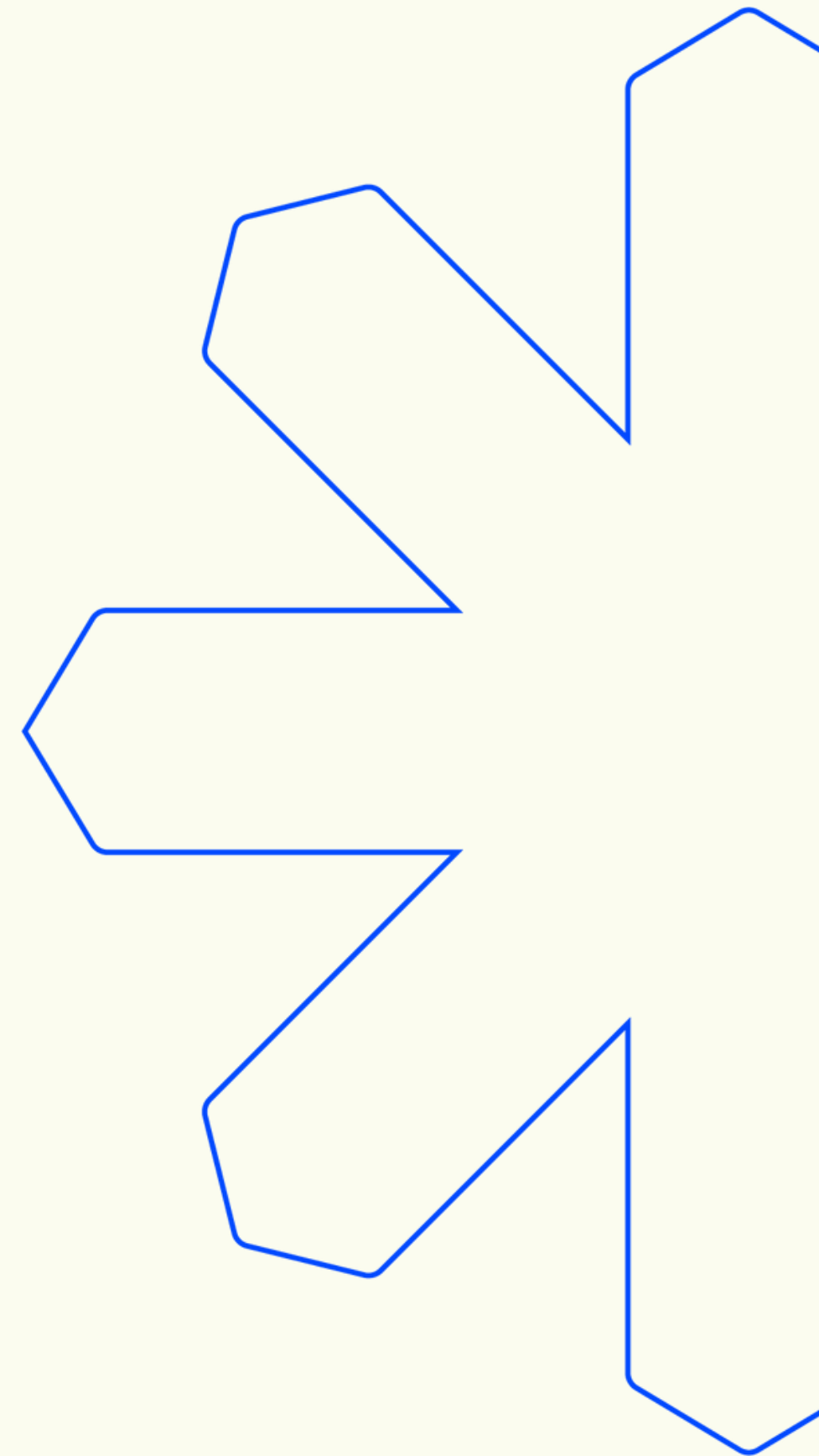
Decentralise After 5 hosting to increase event frequency

- **Create an emerging Leaders Program**

Involve high potential young people in the delivery of core VMA programs and subcommittee governance

- **Co-design and deliver a Venue Industry Strategic Plan**

Collaborate as an industry on shared, long-term strategic challenges



Optimise the membership model

— Joel Edmondson

- Offer a Group Unlimited corporate membership

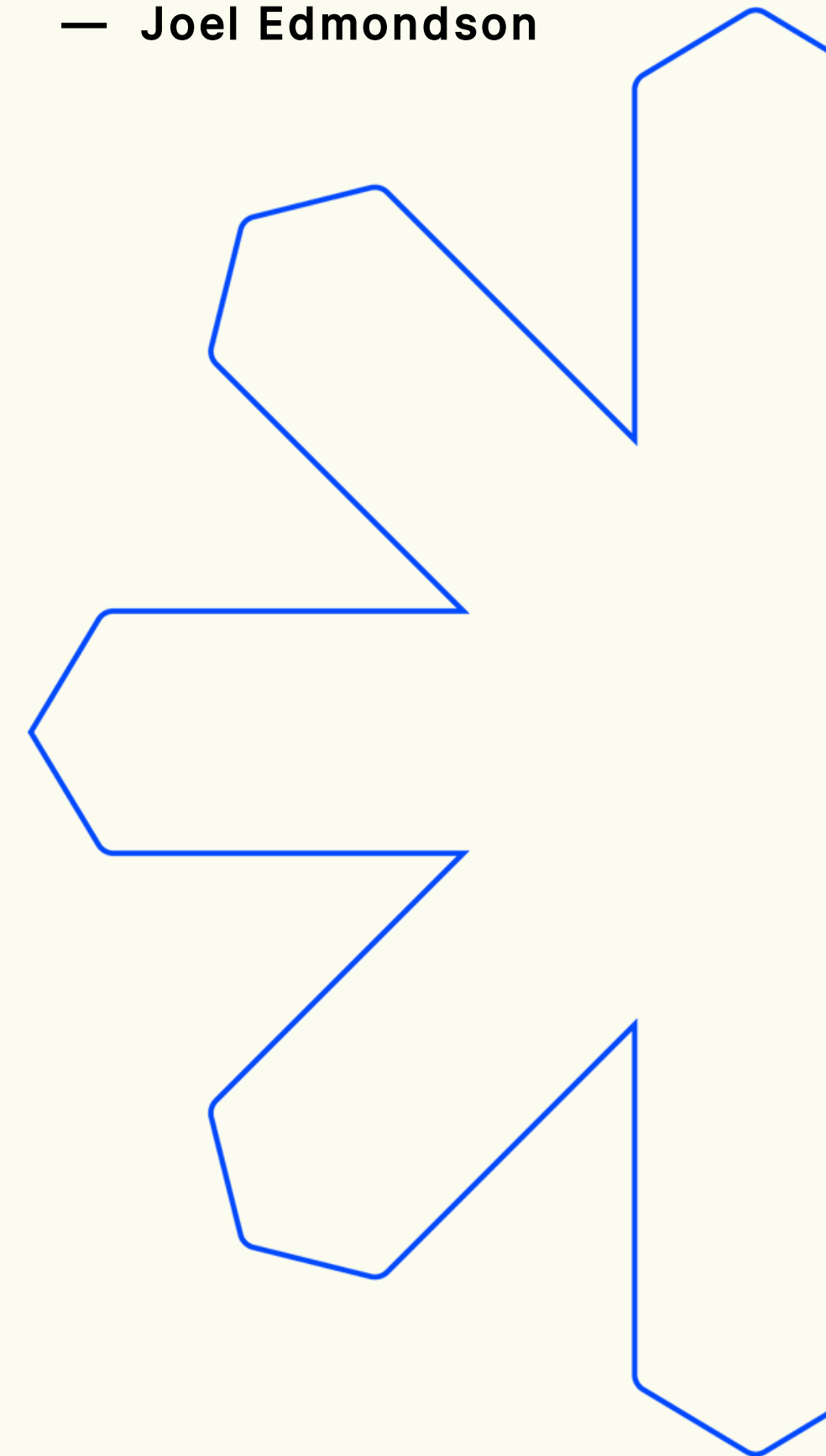
Let's make it easy for everyone in our industry to be part of the VMA.
This new Group membership tier means everyone in your venue or business can reap the benefits.

- Proposed benefits

- Full VMA membership for **all staff** within a venue or organisation
- Access to the new **VMA Career Start Program** for all eligible junior staff (otherwise \$200 per head)
- Free online LMS access for all staff – VMS-level modules
- Free PVM/AVM eligibility across the team
- Access to **Train-the-Trainer** instructor development path at no cost for eligible staff
- 5% discount above member rate on:
 - Venue Management School (VMS)
 - VMA Congress
 - Institute of Venue Safety and Security (IVSS)

Research/benchmarking program (opt-in) from 2028
Employee exchange program from 2027

NOTE: Group Unlimited membership fees will also support the full list of improvements and new program offerings listed in this strategic plan, as well as pay for the wages and admin costs of the VMA.



Expand VMA Reach and Credibility

- **Become a trusted partner of educational institutions**

TAFE, schools and universities need to demonstrate real-world links to industry, which can be to the VMA's advantage if our programs are supportive

- **Become a trusted partner of government**

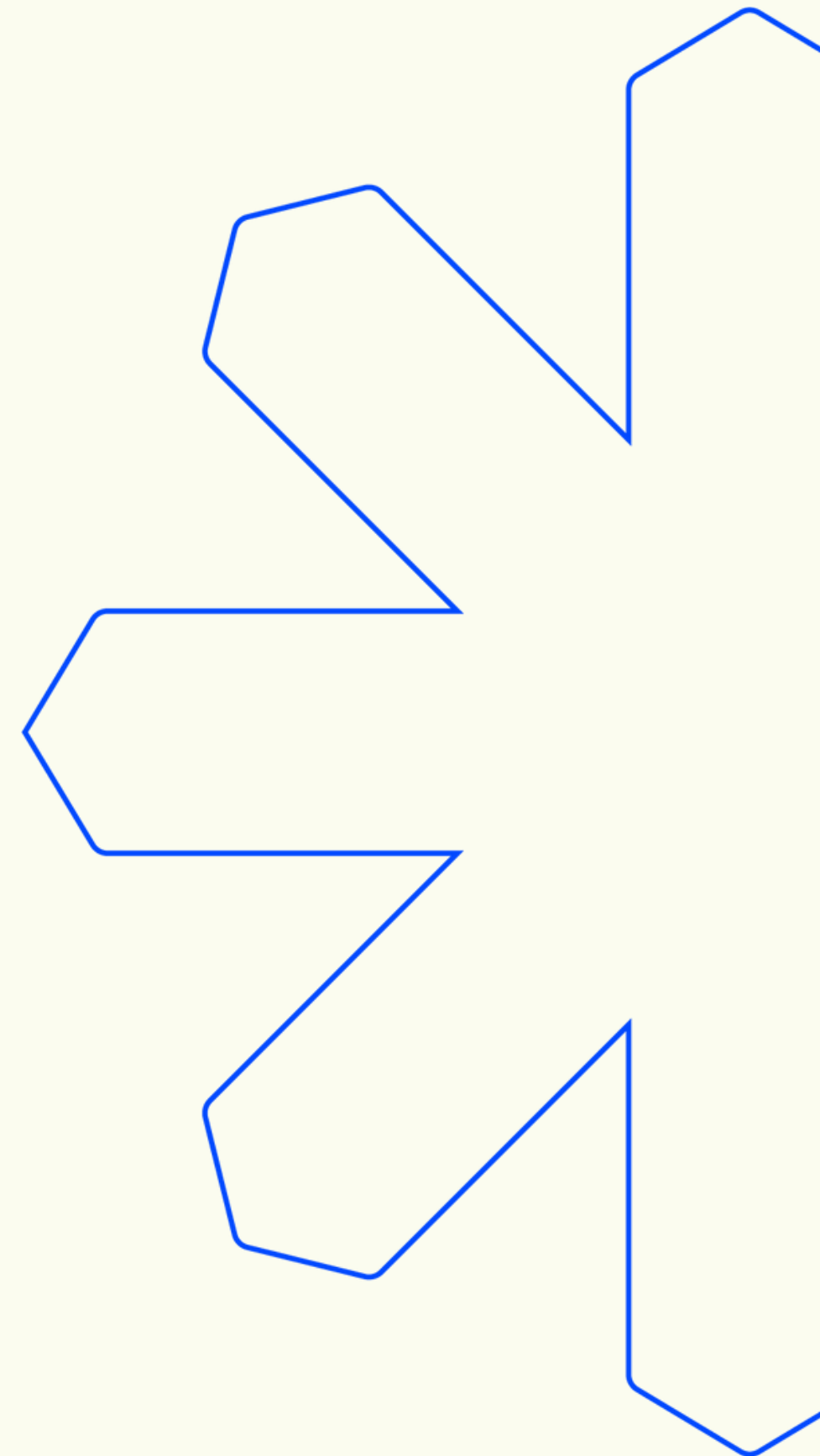
The 2032 Olympic and Paralympic Games will need someone to train their venue and security staff

- **Develop international VMA chapters**

Build authentic local networks in the SE-Asia and the MENA regions, with the intent of delivering VMA events

- **Partner with research orgs to demonstrate impact**

Both the VMA and the industry at large needs to tell its story better. That can start with benchmarking and research about our impact.





Thank you!

