
MARKETING PLAN

IPWEAQ is the peak body representing those working in the public works sector in Queensland.

Our purpose is to enhance the quality of life for all Queensland communities by advancing the skills, knowledge and resources available to those involved in the planning and provision of public works and services.

Our mission is to witness improved, environmentally-aware, advanced and best practices in the delivery of public works projects across Queensland communities.

OUR OFFERING ([see our website for flyers](#)):

1. Membership – anyone actively engaged in public works and services in Queensland.
2. Branch network: NQ, CQ, SWQ, SEQ
3. Annual state conference – Brisbane, 8-10 November 2016
4. Regional conferences – Lucinda (NQ), Yeppoon (CQ), Dalby (SWQ), Logan (SEQ)
5. LOGOV – outdoor exhibition (Logan, May 2017)
6. Advocacy – representations at a state, local and federal level
7. Professional Development courses and workshops with tangible outcomes
8. Career Development
9. RPEQ assessment entity
10. Excellence awards (awards ceremony held in conjunction with conference)
11. Quarterly e-Journal, [Engineering for Public Works](#)
12. Partnership program for corporates
13. Public Works Technical Subscription (PWTS) ‘Supporters’ aimed at local councils
14. ADAC – Asset Design As Constructed
15. Lower Order Road Design Guidelines (LORDG) – relaunched October 2016. Send complimentary copy to other state government departments.
16. Standard Drawings (part of the PWTS subscription). Homeowner set free to the public.
17. Complete Streets (under revision)
18. Supervisor’s Handbook (recently updated and relaunched. Complementary workshop)
19. Queensland Urban Drainage Manual (QUDM) – to be launched early 2017
20. Scholarships – for disadvantaged members to attend the state conference
21. University Outreach program – for final year/honours civil engineering students to attend the state conference
22. International study tour scholarships
23. Fortnightly e-Newsletter, [Connect](#)
24. Young IPWEAQ program aimed at members under age 35

TOP FIVE SOURCES OF INCOME (IN ORDER, BASED ON 2015-2016 FINANCIAL RESULTS)

1. State conference
2. Professional Development
3. Partners
4. ADAC subscriptions
5. Membership subscriptions

A. STRENGTHS

- A.1 Offers networking opportunities to members – consistently rated as a reason for joining and continuing as a member.
- A.2 Offers relevant industry-specific training.
- A.3 Branch network – offers networking on a regional basis.
- A.4 Technical products referenced in legislation and planning laws.
- A.5 Well respected within public works sector and at all levels of government.
- A.6 Niche organisation specialising in public works as opposed to Engineers Australia (100,000 members) which must respond to vast number of engineering disciplines.

B. WEAKNESSES

- B.1 Niche organisation – limitations on membership growth but still haven't reached potential.
- B.2 Cash flow is problematic owing to several years of losses ie 2010-2015 total losses = \$494,748
- B.3 As at 30 June 2015 total equity = negative \$81,326
- B.4 Economic environment – pipeline of infrastructure projects (local, state and federal), linkage between disaster funding and asset maintenance, council budgetary constraints increasing, retrenchments.
- B.5 Large scope of opportunity with conflicting priorities
- B.6 Level of engagement of members

STRATEGIES/ACTIONS

1. CONFERENCE

- 1.1 Choose a destination that will maximise attendance (since networking is a key reason for joining and remaining a member).
- 1.2 Develop a quality program with new features and a focus on networking opportunities.
- 1.3 Identify new and innovative national and international projects and/or topics that will peak interest.
- 1.4 Deliver Technical Tours that offer something unique to the location or the project delivery.
- 1.5 Take advantage of the TMR alternate-year (TMR Engineering Technology Forum held every 2nd year)
- 1.6 Have an IPWEAQ booth and offer an online portal for delegates to register for forthcoming PD



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- programs.
- 1.7 Engage a professional photographer to capture photos of delegates from each council for the council to use post-event.
 - 1.8 Invite council mayors and CEOs, chief engineers and procurement decision-makers (for benefit of exhibitors). Explain why it is of value to the council and its constituents that its personnel attend the 'premier gathering of those working in the public works sector in Queensland'.
 - 1.9 Invite Presidents and CEOs of like organisations to attend.
 - 1.10 Invite media to attend – briefings on keynote speakers and other conference highlights. Issue media releases leading up to conference.
 - 1.11 Introduce mayors, councillors, chief engineers and other invited guests during the conference program. Ensure there are photographs of their participation for their use post-event.
 - 1.12 Announce and introduce recipients of the University Outreach program ie final year civil engineering students from USQ, JCU, CQU and Griffith.
 - 1.13 Facilitate interaction between delegates.
 - 1.14 Facilitate interaction between delegates and exhibitors/sponsors.
 - 1.15 Develop initiatives to ensure engagement between 'older' experienced members and up-coming engineers, U35s and recent graduates.
 - 1.16 Offer discounted registration fees to U35 members and retired members.
 - 1.17 Offer discounted registrations to BPEQ bursary applicants ie women applying for assistance to undertake CPD hours and return to work and renew RPEQ registration.
 - 1.18 Offer branch scholarships for disadvantaged members including registration, travel and accommodation to conference.
 - 1.19 Convert non-member delegates to member.
 - 1.20 Launch or promote new or revised publications or products eg re-launch of LORDG.
 - 1.21 Incentives to encourage early registration for next conference with compounding discounts on offer to early-bird registrations each year. Opportunity to register for next conference at current conference at special rate.
 - 1.22 Offer sponsors the opportunity to confirm sponsorship of similar package for 2017 during conference program with 20% deposit.
 - 1.23 Survey members at conference for their preferred destination for future events.
 - 1.24 Early in each financial year, source give-aways for president's charity eg weekends away.

2. OTHER EVENTS

- 2.1 Annual branch conference.
- 2.2 Other branch events eg Technical Forums.
- 2.3 President's Breakfast – opportunity to raise funds for president's charity and to thank sponsors and exhibitors.
- 2.4 YIPWEAQ led initiatives.
- 2.5 Networking functions.

3. PROFESSIONAL DEVELOPMENT

- 3.1 Position IPWEAQ as the 'go to' hub for all training across the sector.
- 3.2 Identify the needs of our target markets (not limited to past markets).
- 3.3 Develop new courses and update current courses to deliver solely or in partnership with like organisations.
- 3.4 Develop competency-based courses aligned with RPEQ.
- 3.5 Collaborate with an RTO to deliver certification programs for supervisors etc.
- 3.6 Identify and promote funding opportunities.
- 3.7 Identify unmet needs in NT and promote in conjunction with PWTS.
- 3.8 Launch new *Managing Risk on Lower Order Roads* course at conference with registrations available at IPWEAQ booth.
- 3.9 Sign a MOU with ARRB, AAPA and Engineers Australia to deliver joint programs of interest to both entities members/clients. Promote with media releases, newsletters etc.
- 3.10 Offer a PD package eg '\$2,000 for 20 CPD Hours' – launch at conference.
- 3.11 Establish a Centre of Excellence on the Sunshine Coast.
- 3.12 Work with other IPWEA divisions eg Tasmania and South Australia to deliver IPWEAQ courses.
- 3.13 Develop (and sponsor) a new 'public works' major at USQ and other universities.
- 3.14 Develop a 'career path' program/advisory service.
- 3.15 Offer sponsorship opportunities of a particular course and/or a regional program.
- 3.16 Investigate alternative facilitators for current programs.
- 3.17 Establish flexible/blended delivery capability including webinars and online components.

4. PARTNERS

- 4.1 Retain current Partners and secure additional Partners by offering services of interest and value. Review Partner program each year after feedback session with Partners.
- 4.2 Invite Partners to sponsor IPWEAQ courses and or regional events. See Professional Development 3.13.
- 4.3 Ensure exhibition spaces at branch conferences meets the needs of Partners and exhibitors.
- 4.4 Provide delegate lists to Partners and exhibitors prior to event (without contact details and with delegate's consent).
- 4.5 Feature Partners in each issue of the journal and in the Annual Report.

5. ADAC (AND BIM)

- 5.1 Broaden the scope of the ADAC data standard to remove SEQ/QLD specific technical standards.
- 5.2 Develop new asset classes eg bridges.
- 5.3 Focus on making existing members successful.
- 5.4 Maintain strong industry partnerships with software providers.

- 5.5 Advocate for the use of open, interoperable (including data transfer mechanisms) digital formats (such as ADAC) that would integrate across the various phases of infrastructure projects: planning, design, construction and asset management. Promote the use of IT systems that are open, meaning that they are not proprietary in respect of locking into a particular product or platform; and long lasting in respect of feeding into the asset management of the facility.
- 5.6 Place more emphasis on the 'asset design' aspect ie it is currently focused on 'as constructed'.
- 5.7 Market the specification to a wider range of asset owners and asset providers in order to make ADAC the *de facto* standard for asset design and as constructed data.
- 5.8 New customer segments (state government, water utilities) with potential for extending the data schema to include assets owned by electricity, gas and telecommunications providers.
- 5.9 Review agreement with Bob Andrew re adoption of ADAC in South Australia and similar arrangements for other states.
- 5.10 Establish an IPWEAQ committee to address the strategic direction of ADAC in conjunction with the introduction of BIM (Building Information Modelling).
- 5.11 Establish/maintain relationships with those establishing standards for BIM ie the proposed Smart Infrastructure Task Force, Austroads, Natspec, Transport & Main Roads and QUT.
- 5.12 Influence the inclusion of ADAC/BIM in council (and other asset owners) planning and development approval processes.
- 5.13 Refer to ADAC as the 'BIM for Civil Infrastructure'.

6. PRODUCT DEVELOPMENT & MAINTENANCE

- 6.1 LORDG – review, update re-launch in conjunction with launch of new *Managing Risks on Lower Order Roads* workshop.
- 6.2 QUDM – finalise review, launch and promote for adoption Australia-wide and international possibilities. Launch early 2017 and consider wider adoption in Australia and globally.
- 6.3 Native Title & Cultural Heritage online tool for compliance (in conjunction with CHRC).
- 6.4 Timber Bridge Maintenance Tool (consortium of councils in partnership with USQ). Note Weena Lokuge of USQ is presenting this initiative at the conference (Day 2).
- 6.5 Complete Streets – finalise review in conjunction with other opportunities – See Advocacy 12.3.

7. MEMBERSHIP

- 7.1 Monthly membership promotion to encourage new members to join eg give-aways, discounts etc.
- 7.2 Young IPWEAQ: collaborate with universities to offer graduating students in civil engineering a first year complimentary membership (Note: this is not 'student' membership but a full 'Member' subscription)
- 7.3 Promote IPWEAQ to university alumni – develop the offering/pitch.
- 7.4 Encourage non-engineers to become members – develop the offering/pitch.
- 7.5 Women: collaborate with BPEQ on their bursary program to assist women engineers return to the workforce and earn CPD hours. Offer complimentary first year IPWEAQ subscription (which



- provides for member rates on PD program and conferences).
- 7.6 [International Women's Day](#) (8 March 2017) – participate in each year's theme and initiatives.
 - 7.7 [Global Day of the Engineer](#) (5 April 2017) – develop initiatives to (a) [celebrate how engineers make a difference to our world](#) (b) increase public dialogue about the vital role of engineers (c) bring engineering to life for children, educators and parents.
 - 7.8 [Global Engineers Week](#) (19-25 April 2017) – in conjunction with 7.7. Consider an IPWEAQ promotional item eg t-shirt/polo with our own 'engineers are great' slogan.
 - 7.9 Encourage Members to become actively involved in IPWEAQ – branch committees or working groups – in support of applications for Fellowship. [Note: we have an unusually high proportion of [Fellows](#) to Members so promoting applications for Fellowship is not a high priority. Additionally, an online form and process is to be implemented.
 - 7.10 Consider a higher level of membership equivalent to [Chartered status](#) with RPEQ as a requirement.
 - 7.11 Acknowledge 'years of service' in Annual Report.
 - 7.12 Include obituaries in journal for those who played a pivotal role in IPWEAQ's history and/or a mention in [Connect](#) for all other passed members.

8. JOURNAL

- 8.1 Each issue to include logos of Partners and Supporters (PWTS) inside front cover.
- 8.2 Each issue to include: a major project feature and/or article from a state minister, 4-6 other articles, a water industry article, legal article, academic article, article from a mayor, President Reports (5), CEO Report, QWD Report, Member Profile, meet the teams (2), various advertisements of IPWEAQ publications, ADAC, courses and events, membership benefits etc.
- 8.3 Include obituaries for deceased members who contributed to IPWEAQ's development. See Membership 7.12.
- 8.4 Increase paid advertisements per Media Kit.
- 8.5 Ongoing promotion of each issue in between issues including article contributors to an expanded audience outside of public works engineering ie leverage articles for PR. See Public Profile | Public Relations 14.7.

9. OTHER PUBLICATIONS/RESOURCES

- 9.1 Develop and launch an excellence awards commemorative book.
- 9.2 History of IPWEAQ – an eBook to be issued to all current members and new members.
- 9.3 Online 'library/resource centre' with index and key-word search-ability of all papers delivered at branch and state conferences and articles published in the journal. (Credit to CQ Branch for this idea)

10. PUBLIC WORKS TECHNICAL SUBSCRIPTIONS (PWTS)

- 10.1 Increase awareness to Qld and NT councils of PWTS including Standard Drawings available to

council constituents, complimentary copy of LORDG and discounts on other IPWEAQ products and publications plus complimentary registrations for state and branch conferences.

11. SCHOLARSHIPS/AWARDS

- 11.1 Launch scholarships/prizes at a branch and state level.
- 11.2 Promote winners of 'best paper awards'.
- 11.3 Launch University Outreach program – selected universities (JCU, CQU, QUT, UQ, USQ and Griffith) nominate a final year civil engineering student to attend the IPWEAQ conference (complimentary registration). Students are required to submit a 1,000 word report to be published in the December journal including highlights of the conference program, learnings and experiences being a part of the public works community, why they wish to work in the public works sector and their career aspirations.
- 11.4 Promote announcement of recipients of University Outreach program

12. ADVOCACY

- 12.1 Comment on issues affecting the public works sector including responses to media releases on infrastructure and local government etc (liaise with LGAQ where issues common to both organisations arise for joint statements/initiatives)
- 12.2 Liaise and work with Building Queensland to assist the process for approving infrastructure projects across Queensland.
- 12.3 Liaise with DILGP re Complete Streets as a basis for developing standards for street design in south-east Queensland (per recommendation of Property Council Australia report by Calibre Consulting).
- 12.4 Take a leading role in the development of [standards for establishing corridors](#) within footpaths for south-east Queensland (request received from BCC to oversee project).

13. SOCIAL MEDIA

- 13.1 Regular (daily where possible) posts on LinkedIn, Twitter, Facebook. (Note: LinkedIn is our member's preferred social media).
- 13.2 Expand LinkedIn participation in IPWEAQ Group. Invite Partners and others to post. Generate discussion points on technical products (Ross) and PD (Craig/Erin).
- 13.3 Utilise features of LinkedIn and Facebook campaigns for boosting posts, attracting 'likes' and 'followers' and creating events and 'calls to action'.

14. PUBLIC PROFILE | PUBLIC RELATIONS

- 14.1 Comment on issues affecting the public works sector – See Advocacy 12.1.
- 14.2 Issue regular media releases – monthly target.

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- 14.3 Expand the awareness of IPWEAQ outside of the public works sector. Become identified and associated with the projects being delivered in Queensland communities.
 - 14.4 Promote international study tour outcomes.
 - 14.5 Promote university outreach program. Reports to be published in December journal. See Scholarships 11.3 and 11.4.
 - 14.6 Promote that ADAC is free and ‘transforms businesses’. Recommend councils join consortium to play a role in its future development.
 - 14.7 Promote quarterly journal and feature articles. See Journal 8.5.
 - 14.8 Promote winners of excellence awards. See Other Publications/Resources 9.1.
 - 14.9 Promote IPWEAQ as an assessment entity for RPEQ.
 - 14.10 Exhibit at relevant conferences eg TMR Forum, [WCEAM](#) (August 2017). Encourage IPWEAQ members to respond to Call for Papers and represent IPWEAQ at the event to expand on potential outcomes from trade booth.
 - 14.11 Inform public that Homeowner Standard Drawings are available for free and downloadable from IPWEAQ website.
 - 14.12 Relaunch Lower Order Road Design Guidelines (LORDG).
 - 14.13 Launch QUDM – media across states. Send complimentary copy to other state government departments. See Products Development/Maintenance 6.2.
 - 14.14 Promote PWTS – advertisements in LGAQ Council Leader. See 10.1.
 - 14.15 Promote initiatives that support charity status (if approved). See 15.1.
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- 15.1 **CHARITY STATUS**
 - 15.2 Identify needs in disadvantaged communities and bring together the skills and resources required to deliver a benefit for community.
 - 15.3 Collaborate with Engineers Without Borders. See Agenda item 8.2

ANNEXURE A DIFFERENCE BETWEEN MARKETING & PUBLIC RELATIONS (PR)

1. Activities / tactics

Marketing generally covers promotional, direct marketing and advertising which seeks to return direct sales; whereas PR is focused on reputation management through generating positive media coverage and stakeholder communication.

2. Target audiences

Marketing aims to reach current and potential customers, whereas public relations is all about maintaining positive relationships with anyone who has an interest in the organisation or brand. This covers a broader audience across customers and media, to employees and shareholders.

3. Two separate goals

The goals for marketing teams are to reach consumers and make them think, believe or do some kind of sales focused action. Essentially it is about selling the product or service. Whereas public relations is about selling the company or brand through positively managing the communication channels between a company and its stakeholders. Overall, marketing activities are trying to achieve direct revenue, while PR is trying to drive a positive reputation through an effective PR strategy.

4. Legitimacy of messages

Messages delivered through PR channels such as articles, conference speakers or reputable bloggers are subconsciously regarded by consumers as more legitimate than those presented through marketing tactics. Generally, people can clearly recognise that advertising and marketing are driven by a company's desire to increase sales. However articles that have a well-known journalist's name on them, or presentations by someone classified as an industry expert are more likely to be received by the consumer as a credible source.

5. Business ROI

Marketing is generally defined as a business investment – paid branding and promotional activities with new customers being the ROI. Whereas PR is classified as free exposure for increasing credibility around a company's image. It is usually more difficult to measure ROI for PR consulting than it is for marketing, because it's harder to demonstrate a change in perception or beliefs, as opposed to direct sales.

6. Longevity

Marketing is a relatively short term activity, whereas PR reaps its benefits over a longer period of time. While marketing seeks to drive instant, tangible sales success, the benefits of a PR program can be viewed as a long term investment for future achievements.