

FREMANTLE FISHING BOAT HARBOUR TRADERS GROUP

STRATEGIC BUSINESS PLAN 2024-2026



ACKNOWLEDGEMENT OF COUNTRY

The Fremantle Fishing Boat Harbour Traders Group (FFBHTG) acknowledges and pays their respects to the Whadjuk People as the traditional custodians of the lands where we live and work. We pay our respects to their Elders past, present and emerging.





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SPECIAL THANKS

The FFBHTG thanks to the contributing partners involved in the development of this Strategic Business Plan, primarily the City of Fremantle and the Department of Transport.

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EXECUTIVE SUMMARY

The FFBHTG aims to enhance the visibility, profitability, and sustainability of businesses within the Fremantle Fishing Boat Harbour (FFBH) precinct. Through collaborative strategic marketing initiatives, events, marketing, and promotion our collective mission is to attract more visitors, improve customer experiences, and foster a vibrant community of thriving businesses.

Our aim is to ensure the precinct reaches its full potential, delivering a more enriched lifestyle for Fremantle residents, businesses, and our visitors. Collectively, the FFBHTG have identified 4 strategic pillars that support this vision and will deliver outcomes:

- Economic Growth
- Destination Marketing
- Event Activation and Experience
- Foster Partnerships

Our strategy is to strengthen and further develop our existing economic drivers, whilst continuing to support development opportunities within the Harbour. It is imperative that the strategy considers the impacts other stakeholders will have on our ability to be successful and we acknowledge that the working Harbour status is critical to be maintained.

This strategic business plan has been developed to support the delivery of activities across each of the pillars. It should be noted that with a limited budget and resources some actions may take time to complete, but all will have a positive impact on the Harbour as they continue to evolve and grow and contribute to FFBH being recognised as a must-see destination amongst its target audiences.



OUR MISSION

To invigorate Fremantle Fishing Boat Harbour as a vibrant and unique tourism precinct through a collaborative approach to marketing the destination, returning a significant economic benefit to the FFBH Traders, Fremantle businesses and the wider community.







INTRODUCTION

Situated on the shores of the Indian Ocean, 30 minutes from Perth, the capital city of Western Australia, the FFBH precinct stands as an iconic landmark in the port City of Fremantle, with a rich maritime history dating back to the early 1800's.

The essence of Fremantle as a tourist destination is well encapsulated by the FFBHTG through the strong focus on maritime and historic attractions, the vibrant food and culture scene, accommodation offerings all within a bustling, working harbour. These strengths highlight FFBH's important contribution to Fremantle, and the State, as an attractive tourist destination.

As we embark on the development and implementation of the FFBHTG's Strategic Plan, we recognise the importance of preserving the essence of this historical gem, while strategically positioning it for the future. This plan serves as a roadmap, guiding the Harbour Traders efforts to enhance the harbour's functionality, sustainability, and appeal for generations to come.

This strategy aims to ensure the Traders operating within the Harbour continue to deliver a high-quality global experience for the community and its visitors. By leveraging our collective strengths and embracing a spirit of collaboration, we aspire to honour our past, embrace the present, and envision the possibilities of tomorrow.

WHO ARE WE?

The FFBHTG is a non-profit incorporated organisation comprised of businesses operating within or adjacent to FFBH.

The group works actively to identify and address common issues, promote the area, organise and co-ordinate events, and advocate for the interests of their members. The FFBHT's group comprises of fourteen (14) businesses includes restaurants, tourism attraction operators, accommodation providers, and like-minded companies that rely on or cater to the tourism and fishing industries. These businesses include::

- Be. Apartments
- Cicerello's
- Char Char Restaurant + Bar
- Bathers Beach House
- Twin Fin Fish & Chips
- eBikers
- Little Creatures Brewery
- Charter 1
- Cicerello's Jet Boat
- Kidogo Arthouse
- WA Museum Shipwreck Gallery
- Blue HQ
- Fremantle Tourist Wheel
- Kailis Fishmarket Café

OUR GOALS

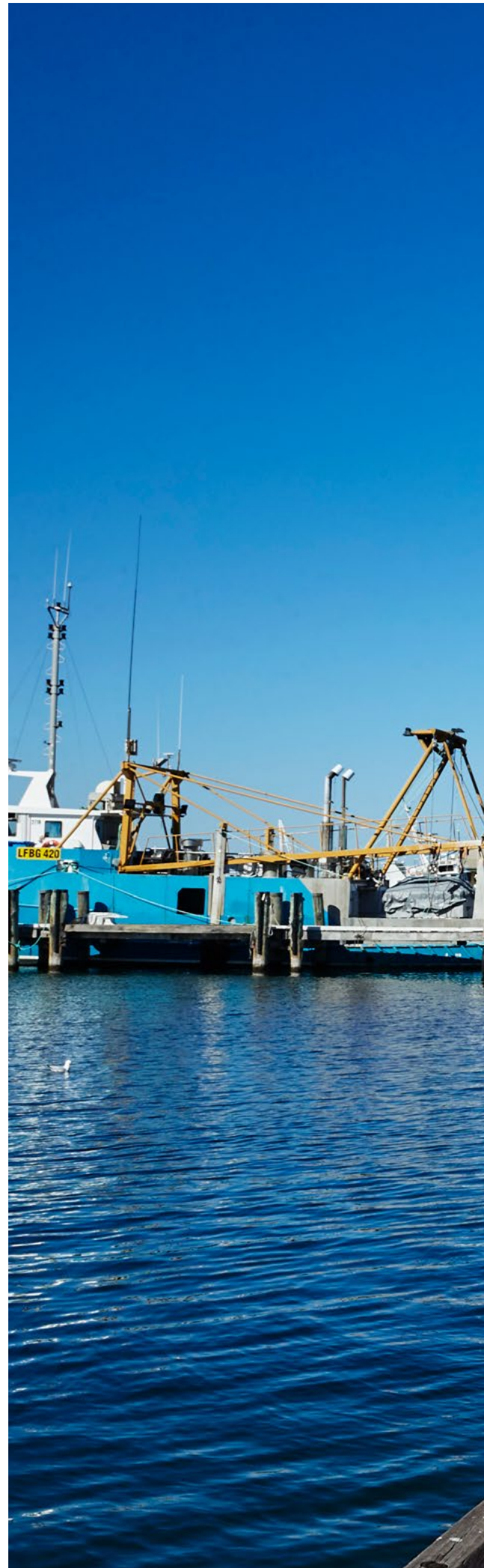
From this plan it is the aim of the FFBHTG to:

Increase foot traffic to member businesses by 10% within the first year;

Enhance the presence and visibility of member businesses through digital channels, marketing and promotions;

Foster a sense of community among member businesses through collaborative events and promotions; and

Maintain a long-term program of structural development within the harbour precinct. e.g. sculptures, landscapes, Bathers Beach improvements.





OUR AUDIENCE

Our audience is diverse and driven by the appeal of all that makes up Fremantle.

We know our target audience has an appreciation of our key assets – the water (both harbour and ocean), indigenous colonial and maritime history and culture, the overall unique ambience of a working harbour and a love of fresh, high quality WA seafood.

Overall FFBH caters to a diverse range of individuals and groups, offering something for everyone, whether they are seeking a culinary adventure, outdoor recreation, or simply a scenic spot to unwind by the water in one of our world class restaurants.

Our visitor profile is dominated by Western Australians visiting Fremantle for a day trip. These visitors are mostly from the Southern suburbs of Perth, but there is a significant opportunity to attract those located North of Perth. It is recognised that a strong local market strengthens the appeal of Fremantle to Interstate and International visitors and is what drives visitors to FFBH. The Harbour is Internationally renowned for its “fish and chips”, locally brewed beers and fresh seafood offering, particularly in our nearby Asian countries.

More generally the Harbour visitors include:



LOCALS

Residents of Fremantle and the surrounding areas who frequent the harbour for its relaxed atmosphere, waterfront dining options, and recreational activities.

TOURISTS

Fremantle Fishing Boat Harbour is a popular destination for tourists visiting Fremantle, drawn by the picturesque waterfront setting, fresh seafood, and vibrant atmosphere.

FOOD AND BEVERAGE ENTHUSIASTS

The Harbour is known for its seafood restaurants, cafes, local breweries and fish and chip venues. Food enthusiasts, including locals and visitors, are attracted to the diverse culinary offerings, from casual dining to fine seafood dining experiences.

MARITIME ENTHUSIASTS

As the name suggests, the harbour is a hub for fishing and boating activities. Fishing enthusiasts, both recreational and professional, frequent the area for fishing charters, boat rentals, and access to prime fishing spots.



FAMILIES

Fremantle Fishing Boat Harbour offers family-friendly attractions such as waterfront playgrounds, gelato shops, and fish markets. Families with children often visit the area for a day out by the water. The Harbour can offer family-friendly accommodation, attractions, and activities suitable for children and adults.

COUPLES

The romantic waterfront setting makes FFBH a popular destination for couples. It's a scenic spot for a leisurely stroll, waterfront dining, or watching the sunset over the Indian Ocean. Wedding functions are regularly held at FFBH venues.

EVENTS

This segment comprises locals and travellers who specifically visit destinations to attend events, festivals, concerts, or cultural celebrations. The Harbour hosts special events, festivals, or themed weekends, to attract this segment throughout the year and particularly during shoulder trading periods. Major international events such as the defence of the Americas Cup (1987/88) have generated an ongoing awareness and interest in Fremantle.

CULTURAL EXPLORERS

Many tourists are interested in urban experiences such as cultural landmarks, museums, art galleries, and heritage sites. The Harbour boasts a range of these experiences.

Overall FFBH caters to a diverse range of individuals and groups, offering something for everyone, whether they are seeking a culinary adventure, outdoor recreation, or simply a scenic spot to unwind by the water in one of our world class restaurants.



SWOT ANALYSIS

A SWOT analysis is a valuable tool for assessing the internal strengths and weaknesses as well as external opportunities and threats facing an organisation.

For FFBH, conducting a SWOT analysis provides a better understanding of its current position in the market, allowing stakeholders to identify areas of competitive advantage, potential risks, and avenues for growth.

By analysing strengths such as its strategic location, diverse range of offerings, and established working harbour status, the group can leverage these advantages and capitalise on opportunities such as increasing visitors to the Harbour from a wider range of markets. Conversely, by identifying weaknesses, like funding challenges or coastal destination competition, the FFBHTG can develop strategies to address these challenges and mitigate potential threats.

A SWOT analysis serves as a foundation for informed decision-making, optimisation of operations, risk minimisation, and delivery of successful outcomes.

OUR SWOT ANALYSIS

STRENGTHS

- Unique location/Environment i.e. a working harbour.
- A coordinated approach amongst all traders.
- Shared approach and vision resulting in stronger advocacy and lobbying powers.
- Close association with major stakeholders.
- Diverse market opportunities.
- A well-established brand and destination.
- Increasing recognition of the precinct for events.
- Very positive relationship with the landowner - Department of Transport.
- A restructuring of the organisation to become a Non-profit Incorporated body.
- Proximity to Perth as the major gateway to the state.
- The southern gateway to Rottnest Island.
- Well-known destination amongst WA locals.

WEAKNESSES

- Insufficient funding to further develop potential as an international tourism destination.
- Limitations on event presentations and management due to staffing deficiencies.
- Emerging destinations / precincts that offer a similar experience.
- Limited parking in the area.
- External perception of social issues.

OPPORTUNITIES

- Shark mitigation barrier at Bathers Bay.
- Northern suburb market development.
- Provision of a CAT type bus service to FFBH.
- Further development of Cruise Ship market.
- Promotion of events like the Dragon Boat Festival to overseas markets.
- Developing a close working association with selected inbound tour operators.
- Improve website presentation and its linkage with social media.
- The redevelopment of Little Creatures and the Boat Lifters sites.
- Tours development i.e. live lobster factories.
- Collaboration with major attractions in Fremantle.
- The completion of the FFBH Master Plan and its implementation.
- Maintain a program of attraction renewal or addition e.g. Octopus Statue.
- Develop strategies to attract business from the meetings/convention market e.g. pre and post touring.
- Access grant funding to support agreed initiatives.
- Develop clear USP's that all stakeholders can relate to.
- To build a vibrant, popular hub and promote it as a must-see destination.

THREATS

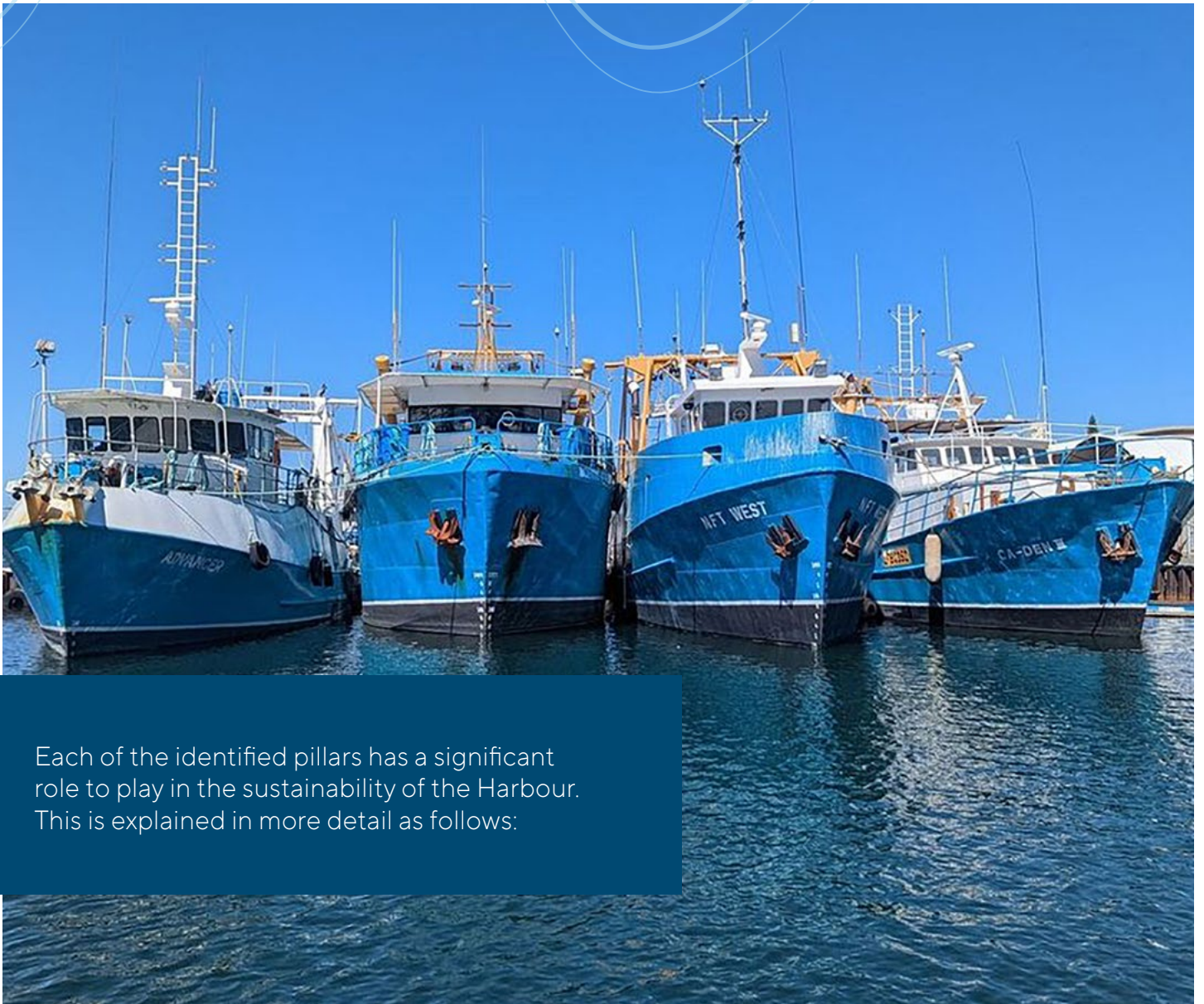
- Breakup of composition of the membership of FFBHTG).
- Loss/reduction of financial support from DOT.
- Market downturn due to outside event e.g. COVID.
- Extended vacancy period of Joe's site.
- Social issues in Fremantle that affect its representation.
- Loss of any element of working harbour.

STRATEGY FRAMEWORK

Our on-going aim as a group is to strengthen, diversify and broaden our collaboration by further advancing our existing economic drivers, seek new investment into our destination marketing, events, and activation programs, and grow our engagement with critical stakeholders that support our vision.

To deliver this approach we have categorised our vision under 4 strategic pillars:





Each of the identified pillars has a significant role to play in the sustainability of the Harbour. This is explained in more detail as follows:

ECONOMIC GROWTH

AIM

Seek opportunities that can grow positive profitable outcomes for FFBHT's, through partnerships, grants, promotion, and innovation.

OBJECTIVES

INCREASE REVENUE GENERATION

Maintain and boost the Harbour revenue streams through partnerships, sponsorships and grants whilst growing the existing membership base.

GENERATE INCREASED BUSINESS REVENUE

By focusing on attracting more tourists and enhancing the overall visitor experience, the harbour can stimulate economic growth.

LOCAL BUSINESS SUPPORT

Encouraging the growth of local businesses through further collaboration and fostering a healthy and thriving ecosystem of marketing and promotion.

PROMOTE SUSTAINABLE DEVELOPMENT

Prioritise sustainable development to ensure business benefits longer term.

OUTCOMES

- Increased collaboration and funding support from primary stakeholders.
- Maintain a strong representative membership base.
- Ensure businesses are benefiting from sustainable infrastructure development with the Harbour Master Plan.
- Submission of successful State and Federal Government grant applications.



EVENT ACTIVATION AND EXPERIENCE

AIM

Continue to support our existing events and build new events to ensure a vibrant destination year-round. The FFBH events program has added significant value to the visitor experience and provided direct economic value to local businesses both in the harbour and surrounding businesses.

OBJECTIVES

ECONOMIC IMPACT

Deliver an annual events program that brings increased visitation to the Harbour.

DESTINATION PROMOTION

Ensure the FFBHT's showcase the unique attractions, culture, and offerings of the Harbour to a wider audience during events.

CULTURAL ENRICHMENT

Deliver a culturally enriched events program that provides opportunities for locals and visitors alike to engage with the Harbour activities, performances, art exhibits, and culinary experiences, fostering appreciation and understanding of the destination's identity.

SEASONAL AND OFF-PEAK BUSINESS

Deliver an events program to drive tourism during off-peak or traditionally slower periods, distributing visitor demand more evenly throughout the year and reducing reliance on peak seasons for revenue generation.

OUTCOMES

- Increased foot traffic and visitor numbers in the Harbour.
- Enhanced brand awareness and image of the Harbour.
- Increased community engagement and advocacy.
- Increase economic return for the Harbour businesses year on year.
- Increase the appeal and vibrancy of the Harbour.



DESTINATION MARKETING

AIM

To review and improve our destination marketing strategies to best position FFBH and its experiences for attracting visitors to stay longer and spend more.

OBJECTIVES

DIGITAL OPTIMISATION

- Contemporise our website to better showcase our attractions and reasons to visit the Harbour precinct.
- Content Marketing: Develop engaging blog posts, video and social media content highlighting local stories, experiences, and culinary delights.
- Social media: continue to engage with our audiences with engaging and relevant content.
- Increase our social media following.
- Develop a consumer database for periodic engagement via EDM's.

PARTNERSHIP FOCUS

Continue to focus on leveraging partnerships that add value to the destination and drive visitation to the Harbour.

COLLABORATE

Partner with like-minded Fremantle businesses to extend our reach and cross promote the city's offerings.

COMMUNITY ADVOCACY

Continue to build the Harbour brand and experiences amongst locals to advocate for the destination.

TOURISM OFFERING

Expand the current tourism offering to broaden the visitation to Interstate and International markets. This might include expanding the existing offering or creating new ones that align with the Harbour's key selling points.

FAMILIARISATIONS

Ensure the Harbour is involved in media and trade familiarisations coming into the state through Tourism WA, Tourism Australia, and other organisations.

PUBLIC RELATIONS

Develop a public relations program of activities that can highlight the Harbour through local media outlets, and publications.

PRODUCT DEVELOPMENT

Strengthen and pursue new opportunities for product development e.g. back-of-boat lobster sales, visitation to live lobster factory, swimming platform at Bathers Beach, regular busker performances, etc.

MARKETING

Evaluate all current marketing programs as to cost/benefit and relevance to market segments.

OUTCOMES

- Increased expenditure in the local businesses.
- Increased visitation to the destination from a variety of markets.
- Production of new Tourism packages.
- Introduction of referral system amongst like-minded tourism businesses in Fremantle



FOSTER PARTNERSHIPS

AIM

Effectively engage with relevant stakeholders to enhance collaboration, improve decision-making, and create shared and agreed values.

OBJECTIVES

ENHANCING OUR COLLECTIVE VOICE

By collaborating with other businesses (including fishing/maritime businesses) and stakeholders in the harbour area, the Traders Group can amplify its influence and advocate more effectively for shared interests and concerns.

SHARING IDEAS AND BUILDING BETTER BUSINESSES

Continue to build strong business bonds across the Harbour with the sharing of ideas and reviewing options for joint projects that deliver positive outcomes.

SUPPORT OUR PARTNERS

Continue to support our primary funding partners to deliver joint promotional programs that drive economic returns for the businesses.

OUTCOMES

- Continued partnership funding.
- Effect changes where required to support business growth.
- One voice and vision amongst our shareholders.



CONCLUSION

The FFBHT Strategic Plan is a comprehensive blueprint for the sustainable development of our Harbour. Through a focused approach on destination marketing, strategic partnerships, economic growth initiatives, and event activation, we aim to position the Harbour as a premier destination for locals and tourists alike.

Destination marketing efforts will spotlight the unique charm and offerings of the Harbour, enticing visitors from far and wide to explore our rich maritime heritage, diverse culinary scene, and dynamic cultural experiences. By leveraging digital platforms, social media engagement, and targeted advertising campaigns, we will amplify our presence in key markets and ensure the Harbour remains top of mind for travellers seeking authentic and memorable experiences.

Partnerships will be pivotal in driving collaborative efforts towards our shared goals of revitalisation and growth. By fostering strong alliances with local businesses, key government agencies, and tourism stakeholders, we can harness collective expertise, resources, and networks to implement innovative strategies that benefit our entire community.

Economic growth will be driven through strategic partnerships, grants, and other platforms whereby the FFBHT's can access funding to support this plan. Whilst our event activation will inject energy and excitement into the Harbour precinct, drawing crowds and activating public spaces throughout the year focusing on our shoulder trading periods is a priority of the FFBHT's.

In essence, the FFBHT's plan is a collective vision focusing on ensuring a thriving, inclusive, and sustainable destination is enjoyed by all visitors. By harnessing the power of destination marketing, forging strategic partnerships, fostering economic growth, and activating engaging events, we are poised to unlock the full potential of the Harbour and ensure its success for generations to come.

ABBREVIATIONS

FFBHT	Fremantle Fishing Boat Harbour Traders
CoF	City of Fremantle
RTO	Regional Tourism Organisation
FFBH	Fremantle Fishing Boat Harbour
DMP	Destination Marketing Plan
DP	Destination Perth
STO	State Tourism Organisation
EDM	Electronic Distribution Mail



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