Strategic Priority 1: Safety - We will be the international authority for our industry
Be the global authority on safety for our industry; aligned with the five-year IAAPA Safety Strategic Plan

Goal	2024 Business Plan
Continue to support ASTM International/EN safety standards harmonization	Update a global harmonization plan along with the task forces and steering group
	Educate members and related authorities on safety standards harmonization
	Collaborate with EN and ASTM International committees to encourage safety standards improvement and harmonization
	Educate members on the use and application of safety standards
Promote standards adoption	Maintain and update an inventory of countries who reference international safety standards; identify countries that have no standards
	Collaborate with EN and ASTM International committees to encourage safety standards adoption
Enhance the safety library, providing resources on all aspects of safety (ride, fire, food, security, animal, entertainment, etc.)	Enhance collaboration with other industry safety organizations and associations (AIMS, NAARSO, IRT, ACCT, IATA, etc.) to offer safety content
	Work with safety committees to assess IAAPA's safety content and define gaps
Expand scope and use of safety reporting and research	Conduct Ride Safety Report in all regions
	Refine reports, educate members on completion and use
	Increase Safety Exchange programs
	Expand and refine heatmap content and develop a plan to analyze data from heatmap to develop safety information and training
Introduce safety accreditation for attractions	Benchmark similar attractions accreditation programs managed by other organizations
	Assess IAAPA's role in individual safety certification
	Research and mitigate legal liability and brand risks

Strategic Priority 2: Sustainability - We will support the long-term sustainability of our members
Lead the industry on sustainability initiatives

Goal	2024
Implement a sustainability policy for IAAPA	Identify, confirm, and begin to pursue the most impactful and feasible flagship initiatives from the Boston Consulting Group (BCG) materiality analysis
	Transition the responsibility for sustainability from the global committee to regional committees
Develop industry standards and accreditation for facilities	Participate in the advisory board of the Global Sustainable Tourism Council (GSTC) as they develop a sustainability standard
Support workforce development in partnership with the IAAPA Foundation	Define the vision, purpose, and brand for the IAAPA Foundation; build visibility at all Expos and events
	Research and prioritize workforce needs by region and partner with 10 relevant educational institutions to strengthen the workforce
	Support inclusion, diversity, equity, and accessibility initiatives; assess priorities from BCG materiality analysis; develop action plan
	Develop fundraising strategy for the Foundation; raise $50K

Strategic Priority 3: We will be an indispensable resource for our members
Be the go-to source for information about our industry

Goal	2024
Expand research content and outreach	Conduct topical consumer research (i.e., sustainability, advocacy, IDEA, industry perceptions, and visitation)
	Compile industry data/trends, add topical white papers, best practices, reports, redesign research section of the website to make it more dynamic
	Increase opportunities to share information at IAAPA events, via webinars, etc.
Leverage data to guide strategy and support the industry	Continue annual member survey to track key performance indicators (KPIs), measure engagement, and identify gaps/opportunities; implement new survey among members who join or leave IAAPA
	Refine quarterly outlook survey to monitor sentiment among attraction leaders
	Continue annual reports: Global Theme Park Outlook; Regional Market Penetration, Economic Impact, and Global Benchmark
Tell the industry's stories and celebrate its success	Collaborate on PR opportunities with IAAPA communications, research, awards, and foundation team members to promote content to the public that elevates the perception of the attractions industry
Expand industry advocacy in all regions	Identify and prioritize offensive and defensive legislative, regulatory, and legal issues impacting industry at the appropriate levels of government
	Ensure the most effective digital and human resources are being used to monitor, research, mobilize, and engage accordingly
	Elevate IAAPA and industry's visibility with lawmakers, regulators, and leaders in the travel and tourism industry
	Revamp the public affairs landing page and regional sub-pages on the IAAPA website to be the repository of all internal and external information and the platform for all advocate engagement
	Educate members about the value of advocacy using metrics
Strengthen IAAPA's awards programs	Introduce new awards celebration event
	Highlight innovation from award winners and nominees so all members can learn and benefit

Strategic Priority 4: We will bring the global industry together in every region of this world
Convene the attractions industry globally to educate, inspire, and build meaningful business connections

Goal	2024
Increase industry engagement in localized areas of the regions as part of our continued globalization efforts	Dedicated focus on Australia, Japan, Africa, the Middle East, and the Carribean
	Fully implement translation strategy for face-to-face and online education with the support and use of advanced technology
Expand offerings and platforms to enrich the member experience	Establish and refine online community groups/forums
	Explore and deliver multilingual content for the website
	Explore enhanced mobile/app options for members/potential members; "IAAPA on-the-go" proof of concept
	Develop professional development and recertification CEU tracking in Fonteva
	Define the digital strategy for IAAPA across all user journeys (e.g., jobs-to-be-done assessment, use of Single Sign On (SSO) to facilitate access and use, and refine member and prospect data)
	Evaluate opportunity for Expo chatbot, generative AI, and other technology solutions across all three expos

Focus on new products/services innovation to meet the changing needs of our industry	Continue to evaluate and select top industry tech providers
Increase Expo Offerings	Evaluate Expo expansion in other regions
	Execute partner event with the Colombian association (ACOLAP) in LAC
	Deploy targeted sales efforts to cultivate leads in emerging/absent sectors with focus on technology providers
	Test innovation pavilion at one Expo
	Expand hosted buyer program at all three Expos based on 2023 learning
	Introduce VIP/preferred buyer program being piloted at Expo 2023 at all Expos
	Increase awareness and adoption of Connect+ among exhibitors and buyers
	Expand creative engagement opportunities being piloted at Expo 2023
	IAAPA Expo: Develop show floor expansion option in existing footprint
	IAAPA Expo: Work with OCCC on dedicated West Hall Space and North/South Hall expansion plans
	Launch new attendee experiences at the Expos designed to inspire attendees
Expand event/Summit/Explores portfolio	Leverage learning from all four regions to improve concept/deployment

Strategic Priority 5: We will represent all parts of the attractions industry
Focused efforts to grow membership from opportunity constituency groups

Goal	2024
Develop and implement strategy to identify and prioritize opportunity markets	Identify/hire team champions/experts for key constituencies
	Conduct comprehensive research of nonmember facilities across the regions; identify and prioritize opportunity markets
Conduct inventory to assess existing products and services by category; identify content gaps	Conduct an inventory of available content; focus on most relevant content; and identify gaps
Develop comprehensive prospect lists by market; target marketing and proactive sales initiatives accordingly	Develop prospects lists across identified opportunity markets in the regions
	Develop tailored marketing initiatives and sales strategies to pursue markets
Implement strategies to develop content and promote resources for less-penetrated facility groups	Develop plan to address content gaps
	Package existing and new content for different disciplines/topics or types of members and make it easy to find on the website
	Develop family entertainment center (FEC) and manufacturer/supplier/consultant (MSC) task forces to analyze existing content and develop three-year strategies to grow those constituencies and strengthen engagement

Strategic Priority 6: We will be a world-class workplace for our employees
Have a diverse, representative, and engaged global team

Goal	2024
Analyze the full "employee experience" (journey map); design and implement an HR strategic roadmap based on the HR framework (globally and by region)	Analyze the "employee experience" (journey map); globally and by region
	Design and implement the HR strategic roadmap globally and by region
Maintain "employer of choice" designation and 85%+ team satisfaction rating to recruit and retain top talent	Follow up on team engagement survey results to address comments and opportunities and react accordingly; identify areas of concern and detect trends in data to proactively solve potential problems
	Develop IAAPA employment brand to attract top talent
Create a defined and supported culture based on our Core Values; focus on performance; ensure IDEA principles are part of the culture	Continue to implement IAAPA Team mantra and recognition opportunities to encourage employees to live IAAPA's values in their daily work
	Transition to specific job competency-based performance evaluation process
Invest in training and crosstraining; strengthen the bench	Relaunch IAAPA's professional development program for the team and market it appropriately to employees
Develop role clarity that aligns with the new, regionally focused operation; assess team capacity to ensure appropriate staffing	Ensure each position at IAAPA has an updated job description that provides role clarity to address the recommendations of the Committee Restructure Task Force; conduct an updated compensation analysis for APAC, EMEA, and LAC to ensure IAAPA's pay and benefits offerings remain competitive