

# 2024-2027 STRATEGIC PLAN



Internet  
Association  
of Australia



# 2024-2027 Strategic Plan

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## Mission

In partnership with our Members, we deliver exemplary internet infrastructure and promote best practice in regulation and operation of the Australian internet empowering the broad and diverse voices of the sector.

## Objects

The Objects of the Association, according to our constitution, are to lead, promote and support the internet industry and support our Members in the following ways:



### INFRASTRUCTURE

Providing peering exchange services and related infrastructure, networks and services for Members.



### ADVOCACY

Advocating on matters of relevance to our Members and the internet industry as a whole.



### INFORMATION

Facilitating education and informed discussion about the internet.



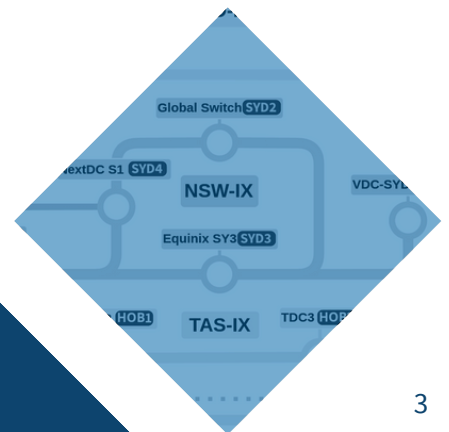
### NETWORKING

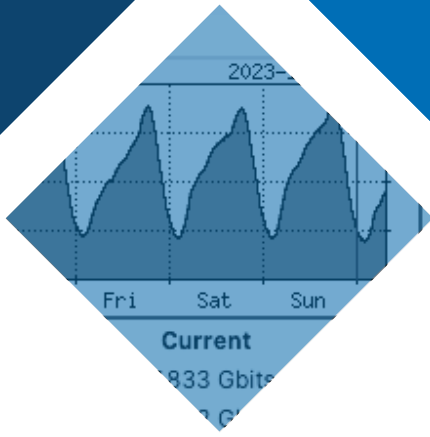
Establishing enduring links with similar organisations.



### PLUS PLUS

Doing anything ancillary or incidental to any other matter referred to above, as determined by the Board.





## Introduction from the CEO

With more than twenty-five years existence under our belt, IAA is now a mature organisation and we have observed significant change in the Australian internet landscape. Many of the original challenges that brought us into existence, however, are unchanged: for example governments still persist with unwieldy internet regulation, and costs for smaller internet players remain challenging. With these in mind, IAA must remain focused on serving its membership effectively and efficiently, and work intelligently to fulfil member needs.

This year, IAA embarked on a different process to usual with the aim of producing a fresher, more informed and better focused Strategic Plan. Over the last quarter of 2023 we compiled ideas and insights from Board directors and members of staff, and using elements of Martin and Lafley's Play to Win strategic framework we gathered inputs and insights to inform and create a refreshed mission and well focused three-year strategy.

This strategy will also enable the Board to abstract itself to a more strategic level of conversation and discussion and find the right balance with regard to performance oversight. In this way, business and service metrics will better guide the outcomes of the Association as it evolves to meet the challenges of the next quarter century of service and operation.

**Narelle Clark, CEO**



# Our Strategy

## MISSION

In partnership with our Members, we deliver exemplary internet infrastructure and promote best practice in regulation and operation of the Australian internet empowering the broad and diverse voices of the sector.

## Strategic Focus Areas

### Infrastructure

Deliver high quality peering exchange services, related infrastructure, networks, and services for Members through best practice.

Deliver streamlined billing, enhanced port data visibility, and simplified communications to optimise Member and staff satisfaction and experience.

### Representation

Create industry impact with rigorous policy analysis and advocacy.

Expand our reach and impact by enabling diversity, advocating for change, and fostering inclusivity.

Build the technical and professional strength of our people.



# Strategic Focus Areas



## Infrastructure

**Goal: We are seen as Australia's first choice of IXP**

Delivering high quality peering exchange services, related infrastructure and networks for Members through best practice with significant systems and service improvement, we actively seek out best practice and aim to be part of the work to set these standards. When anyone thinks internet exchanges in Australia, they think IAA and IX Australia before any others.

We identify essential elements for common infrastructure and enable its effective provision for an efficient Australian internet. We actively manage our installed base to strategically adopt modern protocols, retire ageing ones, and renew our internet exchanges for each new generation of technology.

Over the 3-year window we will right-size our footprint to match member demand, with points of presence increased and/or retired as necessary. We will strike partnerships to enable sustainable growth of our footprint and enter into strategic marketing partnerships to better reach and service our growing membership.

To optimise Member and staff satisfaction and experience, we will streamline our billing, enhance port data visibility, and simplify our communications. We will use a common set of systems across our exchanges as well as support our fellow IXPs to benefit from our knowledge and experience.

We work to develop pathways into growing membership areas such as managed service providers and emerging digital companies.

## Objectives

We have developed our 3-year plan and commenced execution on upgrades for the peering platform

Demonstrate clear market leadership through value for our Members

IXes net revenue increases 5%

Improve staff and Member experience by automating billing procedures

Automate as much of the service procedures as we can

Streamline and enhance systems for communications with Members





## Strategic Focus Areas

### Representation

#### **Goal: We are the leading trusted industry voice for smaller ISPs**

Create industry impact with rigorous policy analysis, expand our reach and impact by enabling diversity, advocating for change, and fostering inclusivity.

Our work enables the voices of the smaller ISP and emerging digital businesses. We actively seek out their views and synthesise them into coherent, effective and efficient policy recommendations to government and other regulatory bodies. In turn, we translate government policy and regulation into usable materials and systems for our Members.

Our people are seen as leaders in the industry and we continue to grow the technical and professional strength of our people. We reinforce the engaged, motivated staff culture of excellence in performance such that staff feel valued, respected and deliver.

#### **Objectives**

We're recognised as a reliable industry representative that will simultaneously help shape policy reform on relevant matters and assist industry's understanding of policy

Have a positive impact on diversity in our industry

Build the technical and professional strength of our people such that we have depth across all key areas

Build a sustainable organisation



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