



Five Year Strategic Plan

2017 – 2021



Message from the founders:

So much has happened since Hitnet's inception in 2001.

Developing this five-year strategic plan involved going back to where we started from and asking ourselves to think about what we wanted to achieve then, and where to now. It was important to find that clarity to help envision Hitnet's future.

We have repurposed our vision to align with this new future, 'Accessible knowledge. Transforming lives.'

It's beautifully simple but extremely powerful. Why? Because at Hitnet we want to co-create a platform for knowledge exchange that will build vibrant, included communities.

- Hitnet's Co-founders February 2017.



Helen Travers



Julie Gibson



Our Vision

Accessible knowledge. Transforming lives.

Our Purpose

We co-create a platform for knowledge exchange, to build vibrant, included communities.

Our Values

Our values guide each and every business decision, and the organisations and people we choose to partner with, as we work together to fulfill our purpose.

Open-hearted and open-minded

Whether we're working in a community or with one of our many partners, we approach all our interactions with an open-heart and an open-mind. We're generous with our knowledge, ideas and connections, as our partners are with us.

Playful yet serious

What we do is serious, and we take it seriously, but we also know how to have fun. The stories and information we share through our Community Hubs tackle serious problems with a playful approach, and that's why they leave their mark.

Passionately inventive

We're wildly creative and inventive and we're always searching for new ways to advance learning. When traditional and cultural knowledge take their rightful place alongside innovative learning, literacy improves and our work transforms lives.

Technologists at heart

While technology is the backbone of our business, it's also the key to unlocking the digital divide and to creatively engaging the next generation. Our Community Hubs are at the epicentre of interaction and connection, allowing us to spread the information that really matters to the remotest corners.

Committed to co-creation

We don't hold all the answers to the most challenging social problems. That's why we're dedicated to co-creating knowledge in each and every community in need. Together we identify the problems, and together we create the solutions.

Our Strategic Pillars

These will support our Vision and Purpose:



Strategic Pillar 1

Creating Social Impact: We have a positive demonstrable socio-economic impact moving communities from the excluded to the included.

Outcomes: through Hitnet's accessible platform for knowledge exchange, hard-to-reach communities improve their overall wellbeing and education while engaged in the digital world.

Strategies

Measures of Success

1. Develop and expand the Hitnet platform for knowledge exchange

- Increased reach and locations
- Expanding platform with multiple distribution channels
- Increased service delivery partnerships
- Increased content distribution knowledge exchange (eg via content marketplace)
- Deepening engagement at each platform node via 'one stop digital shop'

2. Develop community-participation programs (stimulating the digital economy)

- Increase in community partnerships, including content co-creation
- Increase in user-generated content
- Increase in community jobs

3. Develop research and evaluation programs

- Established partnerships with universities
- Created clear evaluation measures
- Created clear social impact strategies
- Identified tangible social impact outcomes

Strategic Pillar 2

Building Collaborative Partnerships: We will develop values aligned partnerships that leverage Hitnet to have a greater impact and ensure sustainability

Outcomes: Hitnet and its partner organisations will mutually support one another to respectively leverage our resources to ensure ongoing sustainability and to remain true to our core purposes.

Strategies	Measures of Success
1. Develop partnerships that deepen our social impact and support sustainable change in communities	<ul style="list-style-type: none">• Access is provided to desired communities for our clients• Recognise our partners may have a different worldview• Establish partnerships that deepen our engagement and support communities to do our job for themselves• Increased utility for the user of Hitnet's services
2. Identify innovative, values-aligned organisations that offer benefits to Hitnet and to our overall partnership strategy	<ul style="list-style-type: none">• Differentiate partnerships of revenue vs partnerships of production• Increase the range of services available across the network/platform• Establish alignment or non-alignment: values, purpose, objectives and needs• Expanded reach of hubs and mobile apps, generating more users in more locations• Identify new project opportunities for partners as they arise
3. Administer partnerships and ensure ongoing mutuality and respect	<ul style="list-style-type: none">• Partnerships are managed responsibly• Partners are paid expeditiously• Performance is assessed• Communication is managed• A partner-centric database is developed• Partnerships are renewed
4. Develop and implement protocols for protecting Hitnet's IP when formalising collaborative partnerships	<ul style="list-style-type: none">• Transitioning MoUs into Partnership Agreements which include non-disclosure agreements• Ensuring proprietary/exclusive use of Hitnet for service provision into the future• Maintaining market share• Complying with our partnership value chain

Strategic Pillar 3

Developing A Thriving Organisation: We will be a profitable and scalable social business

Outcomes: Hitnet will mature and successfully achieve its vision with the support of a suitable governance structure and the required resources.

Strategies

Measures of Success

1. **Develop a clear strategic plan that ensures a pathway for Hitnet to achieve its vision.**

- Implemented Hitnet Strategic Plan by 2021

2. **Identify and pursue growth opportunities within our vision and purpose**

- Created a replicable social business in Australian and Global markets
- Created a scalable social business model using new technology platforms
- Developed a profitable social business able to sustain and support its growth

3. **Establish Hitnet as an investable social business**

- Able to make informed decisions about investment opportunities on the table

4. **Develop Human Resources capacity and capability**

- Developed and utilised the best, skilled team and governance structure for Hitnet to achieve its vision



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