



2020 Strategic Marketing Plan

Tourism and Events
in Queensland

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Tourism and Events Queensland.

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Foreword



The Queensland Government recognises tourism as one for the four pillars of the Queensland economy. Tourism contributes \$17.5 billion to the Queensland economy and supports 220,000 jobs.

Through the *DestinationQ* Blueprint 2012-2015, the Government has set the ambitious goal to double overnight visitor expenditure from \$15 billion to \$30 billion

by 2020. To achieve this objective we have committed to driving enhanced and collaborative marketing and development efforts in Queensland. We have also committed to a destination-based approach to showcasing Queensland's diverse experiences.

The destination focus of this plan, combined with the fact that tourism and events have come together in one organisation under one management team at a state level, creates an unparalleled opportunity for Queensland to achieve a best-practice, integrated, comprehensive, practical approach to generating overnight visitor expenditure in the state.

The 2020 strategic marketing plan is based on extensive consultation with RTO's, industry, leaders and visionaries in the tourism and events sector, stakeholders and partners including Tourism Australia, the Queensland Tourism Industry Council, and airlines. The process of developing the plan reflects the spirit of collaboration and partnership that will drive Queensland's success in achieving our goals for the industry.

A handwritten signature in black ink that reads "Jann Stuckey".

Hon Jann Stuckey MP

Minister for Tourism, Major Events, Small Business and the Commonwealth Games

Introduction

The central question addressed in this plan is:

‘How will marketing contribute to achieving Queensland’s ambitious objective of achieving \$30b in overnight visitor expenditure per annum by 2020?’

The parameters of overnight visitor expenditure are:

- Visitors aged 15 and over
- Visits of at least one night and no more than 12 months
- Visits to destinations at least 40 km from home

This is a whole-of-Queensland plan, written to bring together all facets of overnight visitor expenditure, including holidays, events, business, education, visiting friends and relatives, incentives and special interest travel. It acknowledges and relates to every level of visitation, from the local level, through to regional, multi-regional and statewide. To achieve Queensland’s objectives, all players, in all sectors and at every level, must work cooperatively and collaboratively. This plan articulates the strategic marketing principles that will drive that collaboration.

These are the principles which the Regional Tourism Organisations (RTO’s), along with other leaders and partners in the sector, have proposed to inform the development of specific destination tourism plans and event plans at the regional and local level. Ultimately, it is the destination tourism plans and event plans that will drive the success of tourism and events in Queensland.

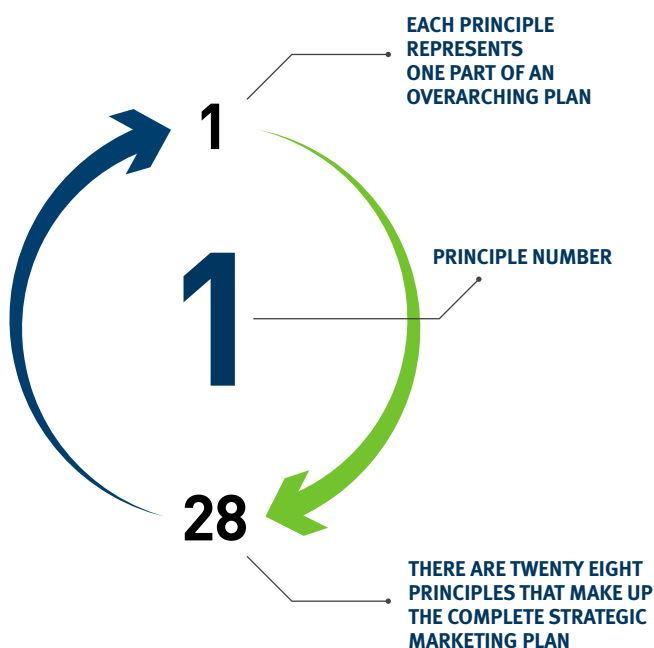
The inclusion of events into an integrated approach to generating overnight visitor expenditure in Queensland represents a major opportunity for the state, as event attendance is less influenced by weather and other uncontrollable factors that often present challenges to the tourism sector.

The principles in this plan also provide direction on the roles and contributions of key partners, including Tourism Australia and Tourism and Events Queensland.

The plan is divided into 6 Sections, each containing a number of guiding principles:

- Overarching Principles
- Principles related to Destinations
- Principles related to Source Markets
- Principles related to Visitor Segments
- Principles related to Reason for Visitation
- Principles related to how marketing will be implemented

The 2020 goals will require the full commitment of all partners and stakeholders in a collaborative, integrated effort. The principles outlined in this plan are not a range of options for consideration. They must all be applied, consistently and collectively, for Queensland to achieve the innovative, best-practice approach to tourism and events which will restore its leadership in this important pillar of the Queensland economy.



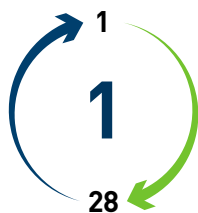
A full-page background image showing a man and a woman on a white surfboard riding a wave. The man is standing and holding a paddle, while the woman is kneeling. They are on a white surfboard with the number '175 217' visible. The background features a lush green forest on a rocky shore under a clear blue sky.

“How will marketing contribute to achieving Queensland’s ambitious objective of achieving \$30b in overnight visitor expenditure per annum by 2020?”

Overarching Principles



PRINCIPLE



All marketing efforts will be framed in terms of four key aspects of visitor expenditure

To reach the 2020 goals, all marketing efforts must be grounded in clearly identified opportunities to increase overnight visitor expenditure.

To be confident that growth opportunities are realistic and will have the required impact at industry level, proposed marketing efforts will be based on a clear, objective picture of the opportunity they intend to seize. Marketing will answer the four following questions as a starting point for any recommendation:

What destination will the visitor be going **to**?

What source market will the visitor be **from**?

Why will the visitor choose to travel on this occasion?

Who will the visitor be, in terms of demographics and consumer insights?

Destination – ‘To’

‘**To**’ is about the specific destination or destinations that the visitors will choose. This heading is broken down into specific destinations, some of which will correspond to RTO’s (eg. The Gold Coast) and others that will not. Some destinations are within an RTO (eg. Fraser Island), while some combine multiple RTO’s (eg. The Southern Great Barrier Reef).

Source Market – ‘From’

‘**From**’ is about source markets, which include Intrastate, Interstate and various International markets. Deciding on the most productive and profitable source markets is key to effective allocation of finite marketing resources.

Reason for Visit – ‘Why’

‘**Why**’ includes the full range of reasons for visitation in this whole-of-government strategic approach, including holidays, events, business travel, incentives, visiting friends and relatives (VFR), education and special interest/ travel with a purpose.

Visitor Profile – ‘Who’

‘**Who**’ acknowledges the complex and challenging topic of target audience segmentation. To avoid wastage and maximise impact, it is critical that all marketing efforts clearly identify specific target audiences as a starting point for creating relevant, compelling marketing that will generate results at industry level. Audiences can be segmented demographically, attitudinally, by profitability, by style of travel and by motivations for travel.



All marketing efforts will be framed in terms of the three key levers that drive incremental overnight visitor expenditure

This principle is applied in combination with Principle One. Principle One presents an overview of the visitor expenditure to be achieved. Principle Two explains how that visitor expenditure will be incremental to the current level of expenditure.

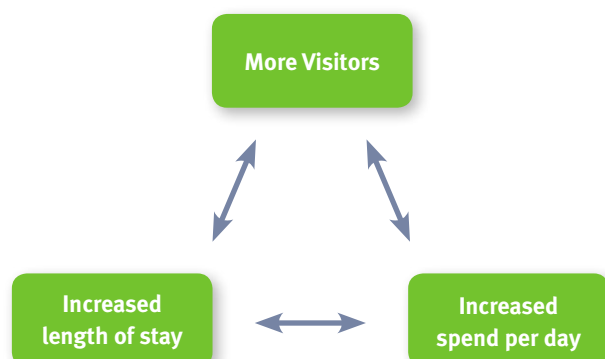
Within the framework of 'To', 'From', 'Why' and 'Who', there are three ways in which visitor expenditure can grow from current levels. It is derived from some combination of 3 specific levers:

More visitors

Increased length of stay

Increased spend per night

All marketing activities will be grounded in this principle and will be based on a rationale that includes identifying how the proposed marketing activity will generate incremental overnight visitor expenditure in terms of one or more of these levers.



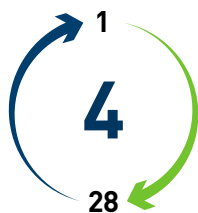
Destination focus

This plan is committed to a bottom-up, destination-based approach, as established by the *Destination Q* Blueprint.

Positive financial outcomes at the destination level, whether the destination be an RTO, part of an RTO, or a combination of multiple RTO's, will be the ultimate goal of all marketing campaigns or activities to be implemented.

All stakeholders and partners will work in a collaborative, integrated manner to focus on destinations and achieve an impact at the industry level. Partners include the RTO's, Tourism and Events Queensland (TEQ), Tourism Australia (TA), Queensland Tourism Industry Council (QTIC), airports and airlines, to highlight some of the key players consulted in the preparation of this plan.

PRINCIPLE



Visitor focus

In parallel to the destination focus of all marketing plans, there will also be a strong visitor focus.

This means that marketing will keep the visitor at the centre of the discussion when deciding what deserves focus and funding. A marketing activity can only be linked with outcomes in the destination if there is objective evidence that the visitor will find the message and the marketing activity relevant and compelling. It is part of the role of marketing to identify the consumer insights that help drive the development of relevant, compelling communications.

When considering whether any expenditure should be funded, a key question to be asked is whether the product or experience in the destination is objectively desirable to the visitor.

PRINCIPLE



All marketing efforts will be framed in terms of the concept of visitational pull

Visitational pull is an objective measure of the level of attraction of a specific destination, from the perspective of a specific visitor segment. It can be thought of as a natural force, like gravitational pull.

By introducing the concept of visitational pull to the discussion of visitation marketing in Queensland, an unwavering, objective commitment to the combination of a destination focus and a visitor focus will be achieved.

The notion of visitational pull can be used to objectively identify destinations that merit marketing support. As a first priority, existing visitor expenditure will be protected by implementing marketing that reinforces the core aspects of what drives the visitational pull of key destinations for key target audiences. Next, priority will be placed on marketing in situations where stimulating the visitational pull will result in a significant increase in visitor expenditure.

In combination with an understanding of visitor wants and expectations, the notion of potential visitational pull can also provide a roadmap for destination development. By comparing what a visitor segment is looking for in terms of their holiday or other travel, an assessment can be made of what investments in product, infrastructure and marketing are most likely to increase the visitational pull of a destination.

Queensland has a history of successfully creating visitational pull for emerging destinations (eg. The Gold Coast and Port Douglas), but it requires significant investment to create awareness and generate the positive perceptions that are prerequisites to travelers deciding to visit a destination and this must be born in mind when evaluating options for allocating marketing resources.

The background of the slide is a photograph of a large field of sorghum. The plants are tall with green leaves and clusters of golden-brown seed heads. The field stretches to a flat horizon under a sky filled with white and grey clouds. The text is overlaid on the upper right portion of the image.

‘TO’ Principles Relating to Destinations

Introduction

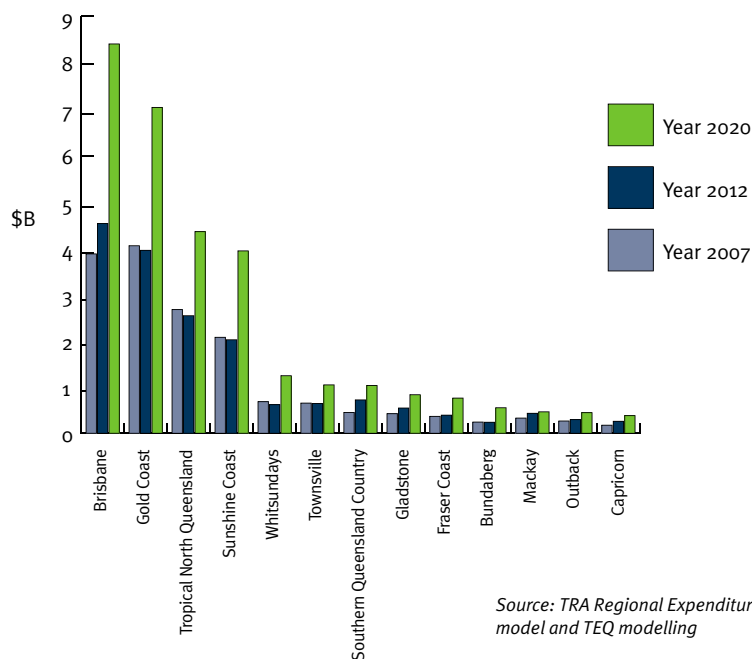
Queensland contains 13 Regional Tourism Organisations (RTO's), which provide a starting point for identifying destinations to be marketed:

- Brisbane
- Gold Coast
- Sunshine Coast
- Whitsundays
- Tropical North QLD
- Southern QLD Country
- Fraser Coast
- Bundaberg
- Gladstone
- Capricorn
- Mackay
- Townsville
- Outback

The following graph demonstrates that 4 of the 13 RTO's are expected to generate the majority of incremental overnight visitor expenditure. For Queensland to succeed, their growth must be maximised.

It is also worth noting, however, that all RTO's have challenging goals relative to their current and past visitor expenditure levels. The growth of the RTO's that generate lower overnight visitor expenditure must also be optimised, to cultivate their long-term potential.

Visitor Expenditure Estimates by RTO



PRINCIPLE



Destinations will be identified from a visitor perspective

While RTO's are ultimately responsible for the destination tourism plans that drive visitor expenditure in their regions, an RTO is often an arbitrarily-defined geographical area which may have little or nothing to do with the destination name that has genuine visitational pull.

From a marketing perspective, the destinations that succeed will be those that resonate with and appeal to visitors. Those destinations may or may not correspond to the boundaries of the RTO.

Sometimes a destination will involve grouping RTO's for marketing purposes (eg. The Southern Great Barrier Reef).

Sometimes a destination worthy of marketing focus will only be a part of an RTO (eg. Fraser Island, within the Fraser Coast RTO).

Importantly, the relevant name of a destination may vary by target audience group or source market:

- The Great Barrier Reef has tremendous visitational pull at an international level

- Within Australia, Cairns, Port Douglas and the Whitsundays also have significant visitational pull and warrant being marketed individually, because the Great Barrier Reef has to be narrowed down to a more specific destination to help people make a decision on where to visit
- Within Queensland, the Southern Great Barrier Reef has specific visitational pull for a visitor wanting a lower key, more undiscovered experience
- The Whitsundays also has a specific visitational pull for the wedding market
- Cairns also has a specific visitational pull for backpackers

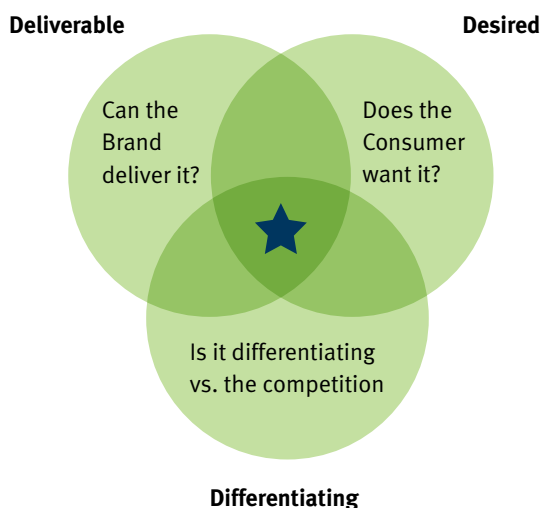
Each of these opportunities, like all the marketing opportunities in Queensland leading up to the 2020 objectives, will be addressed individually and objectively, based on the visitational pull of the relevant destination for the relevant target audience(s).

PRINCIPLE



All destinations will have clearly articulated, differentiating positionings

To maximise the effectiveness of marketing efforts, each destination will start by ensuring that it has a positioning that meets the 3 criteria for a powerful brand positioning:



Having differentiated positionings for all destinations will help maximise visitor expenditure for each individual destination as well as for Queensland overall. It will provide the focus for defining hero experiences in the destination, aid in setting priorities for marketing activities and provide a focal point for collaboration amongst destinations and partners.

The work done over the last 3 years has helped create strong positionings for the major destinations within Queensland (Gold Coast, Tropical North Queensland, Brisbane, Whitsundays and Sunshine Coast) and is driving strong new marketing campaigns for many of those destinations.

That work will continue as Queensland progresses towards 2020, ensuring that every destination is marketed on the basis of a positioning that is desired by the visitor, deliverable by the destination and differentiating versus competitor destinations.

PRINCIPLE



Destinations will increase visitor expenditure organically, starting with their existing visitational pull

Given limited resources, each destination will ensure that it starts by generating as much visitor expenditure as possible from source markets and visitor segments where visitational pull is currently strongest, to protect and maintain existing visitor expenditure. By maximising visitor expenditure from 'natural' source markets and visitor segments, RTO's will efficiently generate additional revenue which can then be reinvested in the growth of its visitational pull.

As resources increase, based on expenditure generated with existing product and existing markets, investment will be made to efficiently increase visitational pull in other source markets and from other visitor segments.

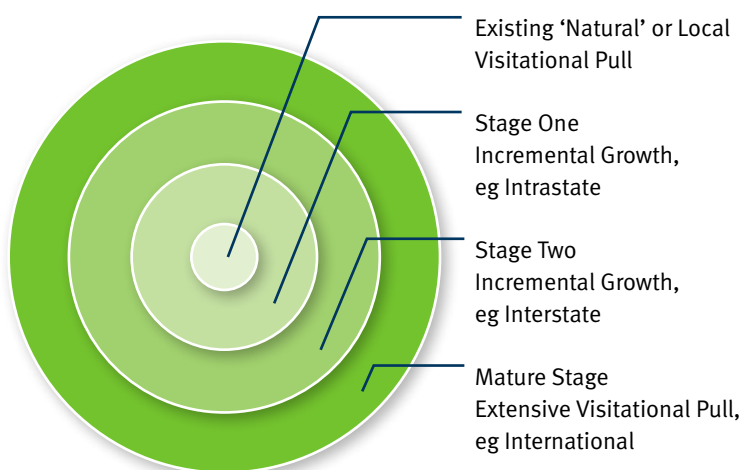
In many cases, this will be a geographic model, where visitational pull is strongest in the local or intrastate market and will expand over time to generate visitational pull interstate or internationally.

In other cases, there will be legitimate visitational pull internationally (like Fraser Island for Germans), which can be leveraged to build momentum and resources from the beginning.

While all marketing will be collaborative, involving all relevant partners and stakeholders, the relative contributions of the various partners will vary, depending on the opportunity.

In cases where a relevant destination involves multiple RTO's, TEQ will play a more significant role in developing that destination to achieve outcomes that benefit all stakeholders in the destination.

In smaller destinations, where the visitational pull is primarily amongst the local community, it will fall more to the local industry and the RTO to drive the growth in visitor expenditure.



PRINCIPLE



Destinations will leverage hero experiences

Each destination will identify hero experiences that align strongly with the core positioning of the destination.

Then, working from that clearly articulated and differentiating positioning, marketing will bring those hero experiences to life in order to maximise the visitational pull of the destination.

Leveraging hero experiences means destinations will go beyond marketing individual attributes or products, in order to enrich the visitor experience and involve a larger number of operators.

This principle will have a direct impact on yield and dispersal, which will positively impact visitor expenditure.

PRINCIPLE



Competition amongst destinations within Queensland will be constructive, coordinated and collaborative

Consistent with the destination-based philosophy of this plan, individual destinations will be the focus of marketing. Destinations will compete with one another to maximise the visitor expenditure in their region. However, that competition will take place within a collaborative framework that ensures the best overall outcome for Queensland.

This will be coordinated, supported and enhanced by partners including Tourism and Events Queensland and Tourism Australia.

The value of Queensland and Australia as brand assets will be evaluated on a case by case basis and will be leveraged in cases where they add value and increase the visitational pull of the destination.

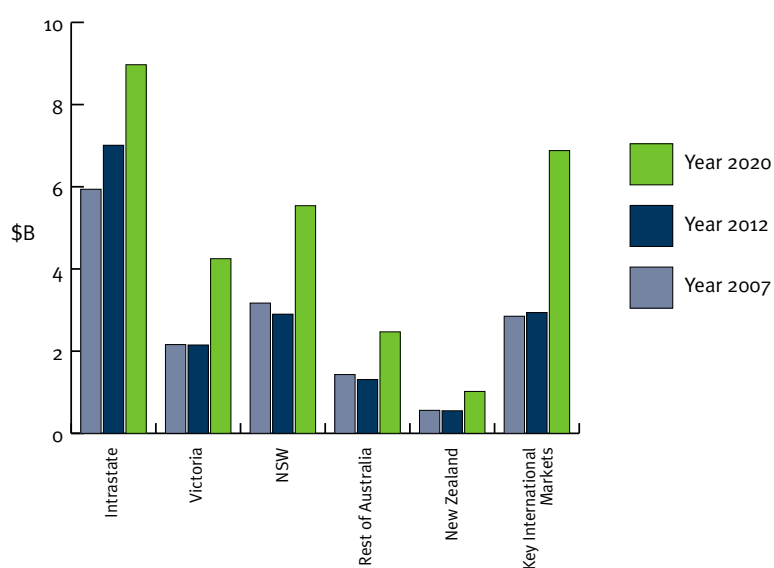
‘FROM’

Principles Relating to Source Markets



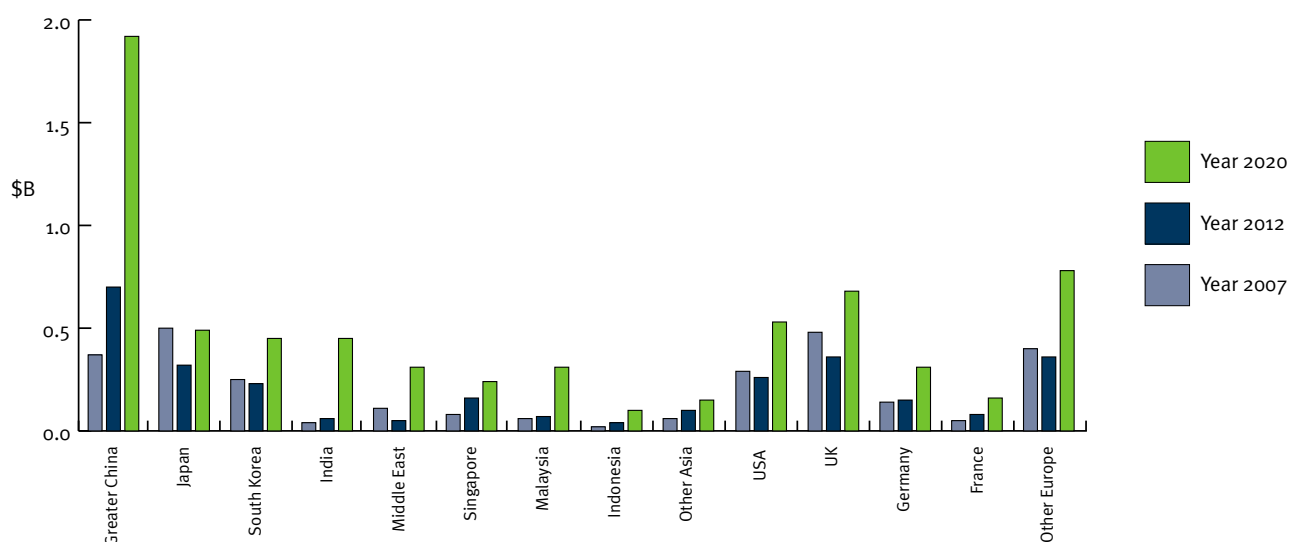
Overview

Visitation Expenditure Estimate By 'From'



Source: TRA Regional Expenditure model and TEQ modelling

Breakdown of Key International Markets



Source: TRA Regional Expenditure model and TEQ modelling

Introduction

The discussion of source markets brings with it significant complexities and challenges that must be addressed in order for Queensland to reach its 2020 objectives for overnight visitor expenditure.

Overnight visitors from within Queensland visiting destinations within the state have historically accounted for the single largest percentage of visitor expenditure, as well as the greatest absolute number of visitors. Achieving overnight visitor expenditure growth from this source market will be challenging, because these visitors tend to stay the fewest number of nights and spend the least per night of any of the source markets. Innovative campaigns designed to encourage even more Queenslanders to holiday within Queensland will be required, along with product and experiences that will motivate them to stay longer and spend more during their visits.

Visitor expenditure from Victoria and New South Wales will each need to grow by a similar amount to that of visitors from within Queensland, despite working off a significantly smaller base. While Victoria and New South Wales each account for a smaller number of visitors than Queenslanders holidaying within Queensland, they tend to visit for longer and spend more per night, so their contribution to the overall \$30b objective is greater on a per visitor basis. It is therefore essential to maximise the number of visitors from other states, as well as maximising the number of nights they stay and the amount they spend per night.

It is worth noting that the required growth from the domestic market is roughly twice that of all international markets combined.

While growth in visitor expenditure from international markets is smaller than domestic in absolute terms, it represents its own significant challenges. Visitors from overseas tend to stay the longest and spend the most per night while visiting, making them very important strategically, but they are the most difficult, slow and expensive to cultivate as visitors. A significant investment in marketing is therefore required to achieve growth from international markets.

The overall contribution of international source markets to Queensland's overnight visitor expenditure goals must grow to 35% (from 22% in 2012) in order for Queensland to reach its 2020 objectives, which will require efficient, collaborative implementation of country-specific strategies across the range of international source markets.

Some international markets, such as New Zealand, The UK and US, require maintenance strategies. Others, like China, require development strategies. Work is already underway to cultivate China as a market to its full potential. Even in the short term, though, certain parts of the Chinese market, such as the Free and Independent Travel (FIT) market, can provide significant visitor expenditure to destinations within Queensland that have relevant experiences on offer. Other visitor segments within China, as well as other emerging markets such as India and Brazil, require a longer term development perspective.

PRINCIPLE



Queensland will have a balanced portfolio of source markets

Achieving the 2020 goals will require growth in visitor expenditure from the full range of viable source markets.

Strategically marketing to the range of source markets will help to increase visitor expenditure in ways that are most important to the destinations, evening out peaks and troughs in visitor expenditure, extending shoulder seasons and building demand during other slow times like weekdays in short-break destinations and weekends in destinations that rely heavily on business visitation.

Particularly in international source markets, a balanced portfolio is essential to ensure that destinations do not rely too heavily on individual countries and leave themselves vulnerable to sudden decreases in visitation due to uncontrollable forces, as has happened in the past with Japan, Korea, the UK and others.

PRINCIPLE



Queensland will strategically cultivate emerging source markets

A coordinated approach will be implemented to cultivate emerging markets, like China, India and Brazil.

In some cases, where visitational pull is sufficient, individual destinations will market directly to emerging markets. In those cases, the efforts of the destinations will be supported and underpinned by marketing from Tourism and Events Queensland and Tourism Australia, for maximum impact.

In the case of smaller or less well developed destinations, the responsibility of cultivating emerging markets will fall more exclusively on Tourism and Events Queensland and Tourism Australia, working on behalf of all relevant destinations.

In all cases, roles and responsibilities of stakeholders will be clearly defined and agreed, in order to use limited resources most efficiently and to achieve the best overall outcomes.



‘WHO’

Principles Relating to Visitor Segmentation

Overview

Visitor Profile– ‘Who’

- Demographic profile
 - Age
 - Gender
 - Income
 - Lifestage
 - etc
- Psychographic profile
 - Values
 - Needs and Drivers
 - Attitudes and Beliefs
- Consider segmentation options
 - TQ segmentation
 - Roy Morgan Values segmentation
 - Other?
- Type of Travel
 - Grey Nomads
 - Backpackers
 - Working
 - Travelling
 - ‘Make it easy for me’ – Cruise market, etc
 - Special Interest/Travel With a Purpose
- Profitability
 - Low value prospects
 - Medium value prospects
 - High value prospects

Introduction

There are 3 good reasons for using segmentation in marketing:

- From a business perspective, to identify and focus on the consumers who will be most valuable to the business, in terms of expenditure and yield
- From a media planning and buying perspective, to identify the best ways to reach the target audience efficiently and effectively
- From a messaging perspective, to identify the key insights into the target audience that allow the business to have a compelling, meaningful conversation with them that will increase the visitational pull of the destination

What has historically been challenging in the tourism and events sector is finding an integrated approach to the use of segmentation that is:

- Consistently understood
- Relevant and useable
- Practical and results-oriented

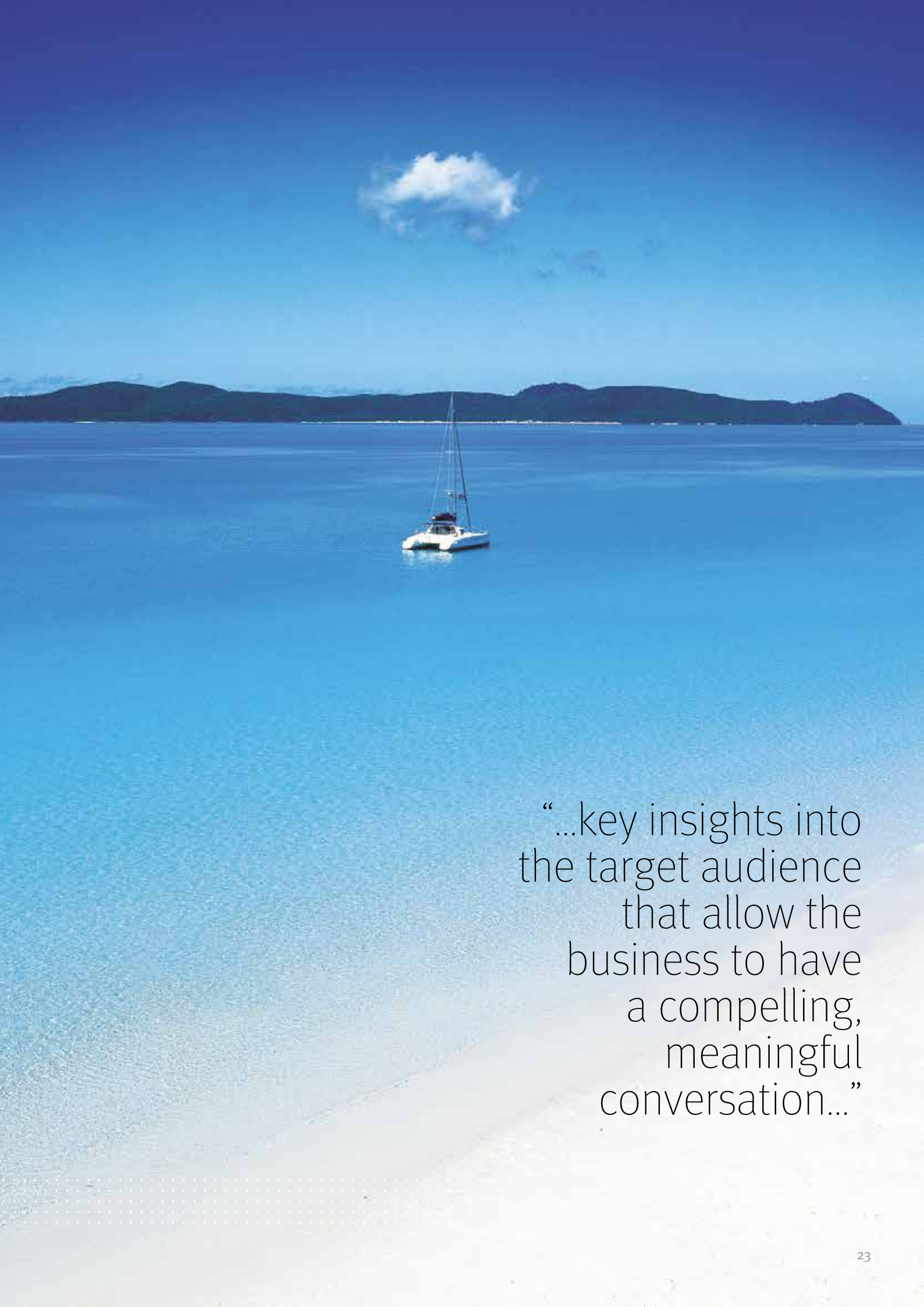
PRINCIPLE



Segmentation will be used pragmatically

A review will be conducted of how segmentation is currently being used and measured at a destination level. Out of that, the players in the industry will agree on an approach or approaches to segmentation that will represent industry best practice.

As a principle, any approach to segmentation must be understood by key partners and stakeholders, be measurable and actionable at an industry level and must demonstrably contribute to achieving incremental visitor expenditure.



“...key insights into
the target audience
that allow the
business to have
a compelling,
meaningful
conversation...”



‘WHY’

Principles Relating to Reason for Visitation

Introduction

Understanding a visitor's reason for visiting and what drives their ideal experience is critical to developing effective, best-practice marketing.

The complete scenario of where the visitor is coming from, the destination they are going to, who they are and their reason for visiting must all be looked at collectively, as discussed in Principle One. The 'Why' in the equation must be explored in the context of the other variables of 'To', 'From', and 'Who'.

In addition, the destination-based philosophy of this plan has several specific implications for marketing decisions relating to 'Why':

- Each destination will have a suite of reasons to visit that will be optimal for that destination and the mix will vary from destination to destination
- By strategically leveraging the appropriate mix of reasons to visit, the destinations will maximise visitor expenditure across days of the week, peak seasons and shoulder seasons and across operators and product
- Existing strengths of a destination across the range of reasons to visit must be reinforced and maximised

Development opportunities will also be explored in parallel, to build additional reasons to visit can then be explored strategically, based on the positioning of the destination and the strength of the opportunity.

PRINCIPLE



Events will be marketed to drive all 3 levers of incremental overnight visitor expenditure.

Events will contribute to overnight visitor expenditure by bringing more people to a destination, encouraging them to stay longer and increasing their expenditure per night.

In addition to using marketing to maximise ticket sales, marketing will leverage opportunities to encourage additional visitor expenditure by promoting accommodation, dining, other attractions and related products via packaging that engages the visitor more extensively.

Critical to achieving this will be the marketing of events that can do one or more of the following:

- Contribute to the economy
- Attract visitors
- Enhance profile
- Foster community pride



Strategic alignment between destinations and events

Wherever possible, acquisition and development of events will be strategically consistent with the positioning of the destination. Via this strategic alignment, maximum dispersal and yield will be achieved.

In other cases, a destination can be used to increase the visitational pull of an event, or vice versa, as demonstrated in the chart below.

Event Strong Visitational Pull Weak Visitational Pull	Trigger to visit. Event helps define the destination.	Maximum dispersal and yield
	Don't support beyond local or niche level	Destination helps attract visitors and develop the event.
	Weak Visitational Pull	Strong Visitational Pull

Destination

To maximise the overnight visitor expenditure associated with an event, a coordinated, collaborative marketing approach must be undertaken with clear roles and responsibilities agreed for the destination, TEQ and the event promoter.



Coordinated event strategies will be pursued at every level

The principles of event maximisation will be applied at every level of the sector in QLD, from the largest, most well-developed RTO's right down to industry level. This will empower even individual operators to stage micro-events as a trigger to drive visitation and repeat visitation.

Every RTO will have an integrated event strategy and plan that brings together all levels of events and has been agreed by all key constituents.



Events will strive to complement leisure

Wherever possible, strategically acquired and developed events will be used to increase visitor expenditure in ways that build on the visitor expenditure derived from existing leisure travel. This will be achieved by leveraging events that build on the shoulder periods of leisure travel and add load and occupancy at times and in places where leisure is not currently leading to capacity utilisation of a destination's product.

PRINCIPLE



Travel with a purpose will be pursued in a consistent, integrated way across destinations

In some cases, visitational pull is defined primarily by the area of interest and the destination is chosen for its ability to deliver product for the special interest. Examples include:

- Golf
- Fishing
- Sailing
- Bird Watching
- Cruises
- Diving

In these cases, opportunities will be identified for all relevant destinations to collaborate on programs/campaigns designed specifically to activate visitation in those special interest areas. Where appropriate, these collaborative efforts will be coordinated by Tourism Australia and/or Tourism and Events Queensland.

PRINCIPLE



Business events and business visitation will have separate but aligned strategies

Business visitation, especially business events, has its own set of requirements, target audiences and criteria that will be addressed through tailored strategies by each destination.

A number of destinations have state of the art convention and conference facilities and infrastructure as well as highly skilled convention bureaux. This allows these destinations in particular to focus on attracting large scale international and national business conferences and events. In addition,

in some cases, the particular visitational pull of a destination can and should be leveraged as an added inducement to help the destination win a business event.

The opportunity of generating additional visitor expenditure in leisure through dispersal and increased length of stay from this strategic alignment between destinations and business events is significant.

PRINCIPLE



There will be a balanced events portfolio

The events portfolio will consider destination capacity and be balanced across:

- type of event (arts & culture, professional sport and participation)
- level of event (major, regional and business)
- frequency and maturity
- calendar year
- dispersal throughout the State
- existing and planned capacity (infrastructure, facilities, room nights, airports etc)

PRINCIPLE



Destinations will convert day trippers to overnight visitors

There is an opportunity in many destinations to convert a proportion of day trip visitors to overnight visitors. While it may only be a small percentage of current day trip visitors who would be open to extending their stay, the base is very large in many destinations and the increase in visitor expenditure through accommodation, dining, etc, would be significant.

Importantly, this will not require separate strategies or messages. It is a question of ensuring that the hero experiences available in the destination are communicated broadly enough to reach the day trip visitors.

PRINCIPLE



Destinations will increase visitor expenditure from VFR

While increasing the number of VFR visitors is not a key marketing task for RTO's, the same marketing messages being used in the leisure travel market can reinforce the attributes, products and experiences available in the destination in order to increase pride amongst locals, the desire to share more about the destination and, as a result, dispersal and expenditure.

This represents a cost-effective means of achieving a significant increase in visitor expenditure in many destinations.

A vibrant underwater photograph of a coral reef. The foreground is dominated by a dense, branching coral structure with a yellowish-brown hue. Above it, a large, flat, circular coral plate is visible. The background shows more diverse coral formations and a deep blue water column. The text is overlaid on the upper right portion of the image.

‘HOW’

Principles Relating to Marketing Implementation

PRINCIPLE



Destinations will focus on fewer activities for greater impact

There is a history in this industry of spreading budgets too thin and doing a little bit of too many things. The result is often activities and campaigns that don't get traction or achieve results.

Going forward, destinations will identify threshold levels of support that are required to drive incremental overnight visitor expenditure and be realistic about the number of campaigns and activities they can afford to implement.

By following this principle, destinations are committing to do fewer things and doing them with sufficient support to achieve the greatest impact.

PRINCIPLE



Destinations will focus on the strongest messages

In terms of product, experiences, etc, all partners will work together to maximise the overall visitation expenditure in QLD by objectively identifying the best, most powerful elements from the range of what's available in RTO's and the state. Focusing finite resources on those things will have the greatest impact and generate the greatest expenditure.

PRINCIPLE



Increase objectivity by making the visitor the arbiter

There will be an increased use of objective, consumer-based assessment of the current and potential visitational pull of destinations across the state, so that the allocation of marketing support can be strongly linked to impact and results.

Insights into what specific target markets want from their visitation will be measured and shared with all partners. The current and potential visitational pull of destinations will be measured based on those consumer-based criteria.

Where destinations (or products) don't achieve high enough visitational pull to justify support, there will be objective criteria for how they can improve their offer to increase their visitational pull and justify marketing support.

Assessment of the impact and results of marketing will also be driven by the consumer, via measurement of changes in awareness, perceptions, preference and intention to visit as well as actual expenditure.

PRINCIPLE



Address the planning/ budgeting cycle

Historically, the cycles of budget-setting for TEQ and the RTO's have led to limited forward-planning and frequent disconnects with marketing planning at industry level.

The range of partners collaborating on achieving the visitor expenditure goal for QLD will work together to separate budgeting and planning, in order to achieve greater synergy across all marketing efforts.

The development of strategy and plans should not be wholly dependent on annual budget cycles and should take a long-term strategic view.

Going forward, the range of partners working together to drive visitor expenditure will plan more collaboratively and across budget cycles, in order to achieve greater synergy across all marketing efforts and greater impact at industry level.

The key to this will be to develop plans with longer lead time, understanding that specific activities and campaigns in the plans may need to be modified or refined once budgets are known.

PRINCIPLE



Increase longevity of destination positioning and messaging

Marketing campaigns for all destinations will be supported with greater consistency and longevity, in order to build their impact in the market and generate visitor expenditure.

Increased alignment of messaging across partners will also increase the presence and impact of marketing messages.

PRINCIPLE



Increased role of digital technology and social media

The evolving digital and social media landscape will be leveraged to increase the speed of development of and visitation to destinations.

Marketing will leverage the credibility, authenticity and immediacy of digital and social media opportunities as they continue to emerge and evolve.

