Destination Marketing + Management Plan 2019 - 2024

Prepared for

Regional Development Australia Yorke and Mid North

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This Plan has been prepared by Tourism eSchool between March – July 2019

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In the course of our preparation of the document, recommendations have been made on the basis of assumptions, methodology and information provided by many sources through the consultation process (See Acknowledgements). Whilst every effort was made to report on the most accurate data and information available, Tourism eSchool accept no responsibility or liability for any changes in operation/regional circumstance, errors, omissions, or resultant consequences including any loss or damage arising from reliance on the information contained in this report.

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Glossary

ABS – Australian Bureau of Statistics

APC – Adelaide Plains Councils

ATDW – Australian Tourism Data Warehouse

CGVC - Clare and Gilbert Valley Council

CVA - Clare Valley Alliance

CVBTA - Clare Valley Business + Tourism Association

CVWFTC - Clare Valley Wine, Food and Tourism Centre

CVWGA - Clare Valley Wine and Grape Association

DPTEI – Department of Planning, Transport and Infrastructure

RCG - Regional Council of Goyder

LGA – Local Government Association

NHTSAB – National History Trust of SA Burra Branch

RDAYMN – Regional Development Australia Yorke and Mid North

RT – Riesling Trail

RTO – Regional Tourism Organisation

SATC – South Australian Tourism Commission

TA – Tourism Australia

TDU – Tour Down Under

The Region – Clare Valley Tourism Region

TiCSA – Tourism Industry Councils SAC

TRA – Tourism Research Australia

VAPAA – Mid North Visual and Performing Arts Association

VFR – Visiting Friends and Relatives

VIC – Visitor Information Centre (accredited)

WRC - Wakefield Regional Council

About this Document

The Clare Valley Tourism Region (The Region) has a vision to be recongnised as:

An authentic and quintessential Australian destination renowned for its rich and immersive wine and food, heritage, cultural and outback experiences.

To achieve this vision, the Region uncovered the potential for the visitor economy through a thorough consultation with all industry stakeholders to develop a comprehensive **Destination Situation Analysis, July 2019**. From this Analysis, a **Destination Marketing + Management Plan 2019-2024** has been developed which outlines the strategic direction and actions to implement to achieve the vision.

Where to start…

Destination Situation Analysis, July 2019

This document offers an in-depth analysis of the Visitor Economy for the Region as at July 2019. This is a must-read for those who are interested in gaining a deep understanding of the state of play for the tourism sector for the Region.

Destination Management + Marketing Plan 2019-2024 – YOU ARE HERE!

This document sets the priorities to boost the visitor economy in the Region over the next 5 years. It includes the Actions to be implemented and KPIs to be measured to achieve the opportunities that were identified in the *Destination Situation Analysis, July 2019.*

Destination Management + Marketing Plan Snapshot 2019-2024

This document offers a bird's eye view of the Destination Management + Marketing Plan 2019-2024

Executive Summary

The stakeholders of the Clare Valley Tourism Region (The Region) have recently recognised the increased importance of the visitor economy within their planning frameworks, and as such have commissioned (via Regional Development Australia, Yorke and Mid North, RDAYMN) Tourism eSchool, a tourism consultancy based within the Region, to develop a Destination Marketing and Management Plan (The Plan) for the Region with the aim of articulating a shared vision for the growth of the sector for the Region.

The first step in the development of this Plan was first to establish a 'Destination Situation Analysis – July 2019', which involved consultation with all levels of industry, to ensure all available information was considered to draw realistic conclusions. Consultation included one on one meetings with various stakeholders (all levels of industry and government), community workshops, and an online survey with industry (see Section Acknowledgements).

Through this consultation, Tourism eSchool identified all the key internal and external stakeholders' roles and responsibilities, analysed the current visitor data insights, tourism market segments, product, access, infrastructure, marketing, branding, resourcing and visitor servicing within the Region, and from this, have formulated the Region's strengths, weaknesses, threats as it relates to growing the visitor economy.

From this analysis, major opportunities have been identified for effective and sustainable visitor economy growth which were considered in the development of this 5 Year Plan.

This Executive Summary highlights the key challenges and opportunities from the Situation Analysis, and provides a snapshot of The Plan which is detailed thereafter.

The Regional Visitor Economy

The visitor economy is now recognised at all levels of government in Australia as an intrinsic, sustainable and driving part of economic development. It creates long term improvements in the liveability of cities, towns and rural life and significantly improves the prosperity of Australian communities.

Tourism has been identified in Australia's 'next wave of prosperity' as one of the top five sectors of economic growth and has the potential to become Australia's fastest growing industry.[1]

In South Australia, tourism continues as a key driver of the state's economy. The South Australian Tourism Commission (SATC) is currently working toward their 2020 strategy, which is focussed on achieving the South Australian tourism industry's full potential of $8.0b of visitor expenditure and an additional 10,000 jobs by 2020[2].

[1] Deloittes, Positioning for Prosperity? Catching the next wave. Building the Lucky Country #3, 2014, p3
[2] South Australian Tourism Commission 2020 Strategy >https://tourism.sa.gov.au/documents/CORP/documentMedia.ashx?A={F839DCB0-ACEC-43D6-A16F-E0A0EA409A08}&B=False

As at the year ending December 2018[3] the state has seen a rise in expenditure of 3% to a record $6.8 billion. In 2016/2017, the Tourism industry has supported 36,000 jobs directly, which has increased by 15% since the targets were set in 2012/13, and continues toward the progress of the goal towards an additional 10,000 jobs by 2020[4]

The Region's visitor economy is increasingly becoming one of its major economic beacons, contributing $89million at the December 2018 quarter, which has been trending positively for the past 10 years (albeit slow growth). Forecast data also indicates positive growth for the sector with potential to reach $166million by September 2030.

In 2016-2017, the Region's visitor economy supported 698 jobs (486 full and part time jobs, and 212 Indirect full and part time jobs) which is 8% of total regional employment, another economic indicator which is seeing slow, but steady positive growth.

Overnight visitation to the Region is also steadily growing (from 160,000 in FY2010 to 182,000 FY2018), and currently attracts an average of 4% share of total overnight visitation to South Australian regions, which is fair considering it's a relatively small tourism region with two central tourism hubs (in Clare and Burra) in comparison to other tourism regions in the State.

Forecast data available from Tourism Research Australia have highlighted steady growth for overnight visitation to Regions, which coupled with a great number of opportunities identified in the Situation Analysis to drive demand through strategic marketing and experience development, suggest there is certainly potential to grow visitor yield, numbers and length of stay for the Region.

Experience Profile

The Region, which encapsulates the Clare Valley Wine Region, Burra and the agricultural districts surrounding those key tourism centres, boasts some of Australia's most coveted wine brands, cellar doors, regional dining experiences, events, and food producers, making it an exciting melting pot of epicurean delights.

In addition to the gastronomic experiences are some of South Australia's most prominent copper mining and agricultural heritage assets including the historical Burra Mine Site and Passport Heritage Trail, Bungaree Station, and Mintaro State Heritage Centre which are complemented by historical walking trails, drives, museums, churches and cemeteries dotted across the Region.

The Region is also home to an eclectic range of artisans and creatives, which has seen the organic growth of a diverse range of art and cultural experiences for locals and visitors to enjoy, including art galleries, trails, public art, expressive art and increasing indigenous cultural experiences.

All of these assets are perfectly nestled in a quintessentially Australian landscape, with rolling vineyards surrounding by majestic gum trees, broad acre cropping, and dramatic bare-rolling hills, all within a stones-throw from South Australia's outback. This natural setting is the perfect backdrop for outdoor and soft adventure experiences, including cycling, walking and touring for all ages.

Some of the key product gaps and opportunities include:

- **Accommodation** – attracting investment in new experiential accommodation, in the form of high-end accommodation (6 star) and larger quality property including function space (large groups). In

[3] SATC 2020 Progress Report > https://tourism.sa.gov.au/documents/CORP/documentMedia.ashx?A={50E81AE7-F9B1-4C26-AC29-64799BCB6F06}&B=False
[4] State Tourism Satellite Account 2016-2017 > https://tourism.sa.gov.au/documents/CORP/documentMedia.ashx?A={BEAF1F20-C78C-4262-9D1C-438A084656AF}&B=False

addition to activating Discovery Holiday Parks upgrade in Clare, and refurbishment of existing accommodation.

- **Food, Wine + Beverages** – Enhancing the paddock to plate / provenance culture within current experiences, and development of new, unique experiences, addressing skills shortage, activate product development of Regional food producers
- **History + Heritage** – Enhancing current experiences using digital technologies, activating aboriginal heritage and storytelling across the Region's experiences, and develop outback experiences
- **Outdoor + Adventure** – Activate the Riesling Trail and the intra-inter-regional cycle, walking and horse-riding trails networks, through collaborative development and marketing initiatives
- **Arts + Culture + Retail –** Address opening hours, activate current experiences with interpretation, activate Burra Art Precinct, and conduct game changer feasibility projects (eg. Art Gallery in Clare and Gilbert Valley Council Region)
- **Events –** Develop and market events to combat seasonality, attract new major tourism events, and participatory sporting events.
- **Tours –** Attract new tour companies to host Regional Day Trips / Overnight Trips on the way to Flinders Ranges, attract new high-end tour companies via Clare Aerodrome (eg. Helicopters)

As with all destinations, the visitor experience extends well beyond the traditional tourism operators, into the realm of the community, so initiatives have also been identified in the Plan for Councils to ensure key access and infrastructure including roads, trails, signage, parking, public convenience, bins, and connectivity are maintained to a standard which meets visitor needs and expectations.

Visitor Profile

The Region currently attracts 494,000 visitors per annum. Of that total, 312,000 are day trippers (63%) and 182,000 overnight visitors (37%) annually. 98% of visitors to the Region are from within Australia (64% are from within the state compared to 36% from Interstate), with only 2% from International markets (new Zealand, United Kingdom, Western Europe and United States of America).

The initiatives within this Plan will focus on driving demand from three High Yield Visitor Personas, including:

- Affluent Younger Couples
- Affluent Couples, School Age Children
- Affluent Older Couples, No Children

A priority focus for this Plan will be to target these Personas living domestically, in particular, key interstate markets of Victoria and New South Wales.

Intrastate visitors will continue to be in important market for the Region, and whilst they are predominantly day trippers, there are many opportunities outlined in the Plan to convert these visitors into multi-night stays including:

- Development/enhancement of product which aligns with the Region's Visitor Personas (5-6 star accommodation, immersive and personalised experiences across all experience themes)
- Positioning the region as a multi-night destination through strategic marketing + messaging (via storytelling and itineraries)
- Activating product packaging specifically with products in the Flinders Ranges and other neighbouring region

- Working with tour operators traversing the Region to build in an overnight stay in the Region on the way to Flinders Ranges
- Advocate for improved online bookability of tourism products and experiences

Whilst the Region's international visitor profile has an impressive length of stay and yield per trip, the Region is still an emerging destination for many inbound markets. As such, less focus will be given to this visitor cohort within the Plan, however, there are still some key initiatives identified to ensure the destination's awareness grows with this market, including advocating for the development of commissionable product, and where commissionable product exists, ensure they connect and collaborate to harness opportunities and provide economies of scale at trade events.

The Region's experience profile also highlights opportunity to target the Personas from the Niche Interest Segments including Food + Wine, Art, Culture + Heritage, Nature Base, Cycle and Sport. In addition to Niche Markets including Caravan and Camping, Business, Cruise and Weddings.

Brand + Marketing

Branding

The Region have recently (2016) collaborated on the development of a brand project to reflect the Region's personality and promise. The new brand was launched into industry with a short video interviewing industry champions, in conjunction with public workshops and the dissemination of the strategy and implementation guidelines through the various sector groups and associations.

Whilst businesses throughout the region are increasingly implementing the brand on packaging and tourism stakeholders are using the brand across marketing platforms, opportunities exist to educate the industry and wider local communities how to effectively implement the Brand from a storytelling perspective as a way to unite the community and Region's experiences with one voice.

Regional Strategy + Implementation

There is currently no collaborative marketing strategy which encompasses the whole tourism Region. The Region's tourism stakeholders implement marketing initiatives individually, with slight content nuances directed at slightly different visitor segments.

The Region's marketing is currently implemented by 6 paid resources across 4 organisations which are custodians of 2 tourism websites and 19 social media accounts. The main challenge this presents is the quality and consistency of strategic implementation to achieve cut-through and subsequent demand from the identified high yielding visitor personas.

Additionally, analysis of digital metrics indicate a lack of engagement and conversion of the key digital marketing platforms for the region, which presents a major opportunities of activating a whole of region marketing strategy, with a laser focus on telling the right story on the right platform, by the right storyteller at the right time.

And, whilst each organisation are undertaking some regional marketing, no organisation has a strategic marketing plan in place, which means return on investment and marketing impact cannot be effectively measured. It also means the resourcing that goes into the implementation of initiatives is not accounted for.

Visitor Advocacy

It was evident through desktop research, that in comparison to other South Australian Tourism Regions, there is a distinct lack of content and visitor reviews for the Region and its experiences online (via search, social media and review websites). In saying this, the advocacy that exists is positive, there is just not enough of it.

Given that visitor advocacy is the most trusted and influential form of destination marketing, great opportunity exists to educate industry on best practice digital marketing to drive more advocacy for the Region online.

Visitor Servicing

There are two Accredited Visitor Information Centres (AVICs) in the Region, the Clare Valley Wine, Food and Tourism Centre (CVWFTC) located on the southern outskirts of Clare, and the Burra Goyder Visitor Information Centre (BGVIC) located in the town centre of Burra.

There are several Visitor Information Centre Outlets (VIOs) throughout the Region, which distribute visitor information, but their sole purpose is not to service visitors within their locality, like an AVIC.

Whilst both AVICs are receiving excellent reviews and feedback with regard to the quality of their servicing within their Centres, over the past 4 years visitation to these centres has plateaued (CVWFTC) or is in decline (BGVIC), and the capture rate (the number of visitors serviced in comparison to the total number of visitors) is very low. This suggests that the majority of visitors to the Region are not calling into the AVICs, and therefore will be either finding their information online, or through word of mouth by locals once they are in the Region.

Great potential exists for both AVICs to re-align their visitor servicing and destination marketing actions to meet the needs of the Region's Visitor Personas.

Firstly, to set up and resource digital visitor servicing initiatives (at a minimum, active listening and responding on social media and review websites, social media and website live chat) and build this servicing into their daily operations (also reporting on these interactions as 'visitors serviced). Secondly, to implement additional outreach visitor servicing at events and in key visitor precincts (eg Clare and Burra Main Streets at specific times).

Governance + Resourcing

It was identified through consultation that the destination management and marketing framework for the Clare Valley Tourism Region is quite fragmented.

There is currently no collaborative strategy that the regional and local level organisations are working towards, even though they are all implementing activities to attempt to grow the visitor economy for the Region.

This presents significant challenges as it relates to effective and efficient use of stakeholder funds, unclear reporting mechanisms, siloed and random long term strategic planning efforts, lack of engagement and unification from industry, and lack of understanding of the value of tourism from the communities within the Region.

Therefore, a key action of this Plan is for stakeholders to collaborate effectively to apply effective governance to allow the successful implementation of the actions to achieve the growth of the Region's visitor economy.

Strategic Direction

The Plan sets the strategic direction for destination management and marketing for the Region, with the vision of being recognised as an authentic and quintessential Australian destination renowned for its rich and immersive wine and food, heritage, cultural and outback experiences. The primary goal is to work collaboratively with all levels of industry to build a thriving and sustainable visitor economy for the residents and businesses in the Clare Valley Tourism Region.

Measurable key performance indicators will support the achievement of the vision and primary goal, including the growth in tourism visitation, number of nights, and length of stay, in addition to improved customer sentiment and demand for the Region's experiences.

A deliberate effort has been made to align this Plan with the South Australian Tourism Plan 2030, whilst referencing and aligning specific tactics with complementary state and regional strategies.

The Plan has been developed based on seven strategic priority areas, which include;

1. **Governance + Collaboration**: Ensure strong governance and clear strategic direction to enable all stakeholders to effectively collaborate to grow the Region's visitor economy.
2. **Marketing:** Drive awareness and appeal of the Clare Valley Tourism Region as a destination, inspiring more people to visit, stay longer, spend more and disperse throughout the entire Region.
3. **Visitor Servicing**: Provide appropriate and relevant visitor information for the Region's high yield visitor personas and niche interest and segment markets when and where they expect it.
4. **Events:** Use events as a trigger to visit the Region all year-round.
5. **Experience Development + Infrastructure:** Support the development and expansion of experiences within the Region via relevant product development and infrastructure initiatives, to grow market share of the Region's high yield visitor personas and niche interest and segment markets, and supporting those visitors to have a positive, memorable experience
6. **Industry Capability:** Advocate and encourage visitor experiences in the Region to deliver the best quality consumer experience for visitors.
7. **Promote the Value of Tourism:** Communicate with residents, local businesses, community groups, council staff, elected members and tourism industry to help them understand the contribution of the visitor economy to their Region.

Sitting under these priority areas are actions to be implemented within recommended timeframes (Immediate, Short, Medium term, Ongoing) by the Region's stakeholders to ensure the strategy becomes a reality.

Whilst this project has been initiated by RDAYMN, Actions within the Plan are recommended to be led and supported by the Region's stakeholders, including Local Government, Industry Associations, Regional Development Australia, and State Government.

It is also envisioned that Regional stakeholders will align their efforts and activities within the visitor economy with the actions within Plan, so ensure a collaborative and consistent approach to growing the whole Region's visitor economy, from the inside out.

It is an exciting time for tourism in the Clare Valley Tourism Region, and this Plan aims to facilitate the connections between businesses, state and local government, so the management and marketing effort is coordinated, effective, efficient and assists the Region to become a must-visit destination for local, domestic and international visitors alike.

Part A - The Plan

1. Strategic Direction

1.1 Vision

To be recongnised as an authentic and quintessential Australian destination renowned for its rich and immersive wine and food, heritage, cultural and outback experiences.

1.2 Strategic Goal

To work collaboratively with all levels of industry to build a thriving and sustainable visitor economy for the residents and businesses in the Clare Valley Tourism Region.

1.3 Priority Areas

Seven Priority areas provide a framework for achieving the Strategic Goal and Major Key Performance Indicators set out in this Plan. Key Initiatives, overview and subsequent actions are identified in the Action Plan (Part C) for each Priority Area. An overview of the 7 Priority Areas can be seen in the following

Table 1: Strategic Priority Areas

	PRIORITY AREA	STRATEGIC INTENT	STRATEGIES + KEY INITIATIVES
1	**Governance + Collaboration**	***Ensure strong governance and clear strategic direction to enable all stakeholders to effectively collaborate to grow the Region's visitor economy.*** The region needs a collaborative industry, empowered by leadership from across Government, industry associations and private enterprise. Fostering and participating in a supportive and positive industry will allow the stakeholders to better pool their resources and insights, reduce duplication of efforts, agree on shared priorities and leverage the opportunities for driving growth.	• Apply effective governance to allow the successful implementation of the Region's Destination Management and Marketing Plan • Encourage a united, informed and collaborative Tourism Industry
2	**Marketing**	***Drive awareness and appeal of Clare Valley Tourism Region as a travel destination, inspiring more people to visit, stay longer, spend more and disperse throughout the Region.*** It's essential the Region communicates the right stories and brand messages to the right visitors, on the right platforms and right partnership marketing initiatives. Regarding current marketing infrastructure, the Region is starting from a relatively immature base, with underperforming online assets. This means that a significant number of entry-level marketing initiatives need to be implemented as a priority over a short timeframe to ensure the successful implementation of the rest of the Action Plan. It is essential the Region also leverage and support the marketing activities of SATC. It is well established that visitors respond most strongly to messages with an experiential, storytelling focus, particularly around South Australia's competitive advantages of wine + food, rich heritage and paddock to plate experiences. So, to build visitation and spend in the Region, there needs to be a focus on those experiences of which the Region have the competitive advantage, better tell stories that support these experiences, and only engage in strategic marketing initiatives alignment to the region's identified HYVP's.	• Activate + advocate for the use of the Clare Valley Brand throughout the whole Region. • Communicate the right stories by the right storytellers on the right channels to increase engagement, trust and consideration of identified High Yield Visitor Personas + Niche Customer groups (HYVP's). • Create + distribute relevant Visitor Collateral that will drive increased length and dispersal with the Region's HYVP's • Increase the Region's content on third-party websites and travel apps. • Encourage more people to become advocates of the Region • Actively leverage SATC marketing initiatives • Initiate/leverage relevant partnership marketing + customer specific marketing tactics to grow market share of High Yielding Visitor Personas and Niche Interest + Market Segments • Support the marketing of key Community Managed visitor assets and experiences • Successfully report on the attainment of major KPIs and marketing actions within this Plan.

3	**Visitor Servicing**	***Provide appropriate and relevant visitor information for the Region's High Yield Visitor Persona's and Niche Markets when and where they expect it.*** Visitors expect to engage differently when it comes to finding visitor information. They use multiple convenient sources before and during travel to a destination such as via Google, TripAdvisor and Social Media. They also rely on highly trusted recommendations from family, friends, local businesses and residents. While there is still a place for very strategic focused physical Visitor Centres, especially when located in a key visitor precinct or co-located with a visitor attraction, to remain relevant, visitor servicing in the Region must evolve to deliver visitor servicing to the region's HYVP's when and where they expect to find it, via local residents + business, at relevant events and online via Live Chat, TripAdvisor and Google.	• Ensure Visitor Centres in the region operate with strategic intent and direction to remain agile, effective and sustainable in all operations • Develop and distribute visitor collateral that drives conversions, dispersal and increasing length of stay in the region for the Region's HYVP's • Provide the right visitor servicing support at the right location to the Region's HYVPs that drives real conversion of visitors + increase spend and length of stay.
4	**Events**	***Use events as a trigger to visit the Clare Valley Tourism Region year-round*** Events, festivals, sporting events and business events help grow awareness of destinations as a diverse and attractive place to visit, and as a result, can directly drive visitation to the region and help even out seasonality issues. They also provide experiences that contribute to improving the vibrancy of a destination and improving visitors experience in a destination. The Region has an active calendar of both major events and community events, and opportunities exist to better promote these events to identified Ideal Customers via Priority Area 2 Marketing. Opportunities also exist to identify new event opportunities which would support activation of the Region's visitor experiences. Pre and post business event touring and hosting of smaller businesses event also offer potential to the region.	• Promote existing events to drive demand for the Region with the Region's HYVP's. • Advocate for the attraction of new events or development of existing events that drive visitation by the Region's HYVPs and Niche Interest and Market Segments. • Leverage Business Events to attract more high yielding business travellers to the Region • Advocate for the Region as a key location to host sporting events in South Australia • Leverage Major South Australian Events to attract more HYVP's to the Region

5	**Experience Development + Infrastructure**	***Support the development and expansion of experiences within Clare Valley Tourism Region via relevant product development and infrastructure initiatives, to grow market share of the region's HYPV's and supports visitors to have a positive, memorable experience.*** To drive demand and visitor advocacy, the Region needs high-quality visitor experiences. The identified challenges and opportunities in areas of tourism experiences (private + community/government managed), infrastructure (roads, signage, parking, placemaking), access (trails, cycling), planning policy and service delivery need to be addressed to improve the visitor experience for the HYVP's, especially those that fuel travel intention and entice increased visitation.	• Grow the quality and quantity of products that enhance the visitor experience in the Region and attract more of the Region's HYVP's and Niche Interest Segments. • Ensure all levels of tourism signage supports the region's visitors have a safe, engaging and easy transit around the region • Ensure visitors have safe and easy transit and parking to and around the Region. • Ensure public assets, such as Public Toilets, Bins, RV Campgrounds and Parks are maintained to a high standard and encourages positive advocacy of the Region. • Advocate for improved digital connectivity and mobile coverage in the region. • Activate tourism sensitive policies in across the region in relevant Planning and Development frameworks
6	**Industry Capability**	***Advocate and encourage visitor experiences in Clare Valley Tourism Region to deliver the best quality consumer experience for visitors*** The experience a visitor has within a destination is one of the most influential promotional activity in attracting new and repeat visitors to a destination. A visitor's positive experience fuels the highly trusted positive word of mouth marketing for a destination through visitors and residents both online and offline. Consequently, poor customer experiences will lead to negative visitor advocacy, which will challenge the growth of the local visitor economy. To grow visitor advocacy, it is critical that stakeholders advocate for building industry capability with all businesses who engage with visitors to the region.	• Advocate for quality in visitor experience and customer service delivery • Build the marketing capacity of tourism product marketers and managers to expand the Region's on and offline storytelling footprint
7	**Promote the Value of Tourism**	***Communicate with residents, local businesses, community groups, council staff, elected members and tourism industry to help them understand the contribution of the Visitor Economy to the Clare Valley Tourism Region.*** The visitor economy is a major economic driver for the Region, supporting jobs, the sustainability of local business, and is a sustainable way to increase the capacity of councils to deliver on community desires and expectations. A shared understanding from all stakeholders within the community will improve buy-in and alignment of projects to this new Plan. Appreciation of the role tourism plays at the local level also helps residents and communities take a more ambassadorial role in welcoming and showcasing their communities and places to visitors.	• Take a lead role in advocating Tourism as an economic driver for Clare Valley Tourism Region

1.4 Key Performance Indicators

This Plan cannot be managed if it cannot be measured. As such, 8 Major Key Performance Indicators (KPIs) have been identified and will be used to monitor and measure the progress of this Plan and indicate the achievement of the 7 Strategic Priority Areas initiatives and actions.

Table 2: Measurement of Key Performance Indicators

	METRIC	SPECIFIC METRIC	BASELINE	2024 POTENTIAL
Economy	Expenditure	Tourism Expenditure	$89M (December 2018)[5]	($166M[6] by 2030)
	Jobs	Number of people directly and indirectly employed in tourism	698[7]	747[8]
Stakeholders	Engagement	Individual Action KPIs are met	Nil	Nil
Visitors	Visits	Total number of overnight visits (Domestic + International)	182,000[9]	208,718[10]
	Nights	Total nights (Domestic + International)	434,000[11]	481,740[12]
	ALOS	Average length of stay (Domestic)	2[13]	2.3[14]
	Day Trips	Total number of Day Trip visitors	312,000[15]	346,320[16]
	Sentiment	Improve Visitor Sentiment	Baseline to be Measured (see 7.3)	TBC once baseline is set

[5] SATC reported Total Regional Tourism Expenditure as at December 2018 (see Figure 6)
[6] September 2030 Forecast by SATC Draft 2030 Strategy (see Table 9)
[7] Total tourism employment as at FY 2017 (see Figure 11)
[8] Tourism employment is projected to grow nationally by an average rate of 1.4% per annum. http://www.tra.gov.au/documents/Tourism_Employment_Projections_FINAL_Oct13.pdf
[9] Total Annual Average Overnight Visits to CVTR as at December 2018 (see Table 2)
[10] 5-year annual average growth rates of 2.2% for domestic market (See Section 2.4.2)
[11] Total Annual Average Nights to CVTR as at December 2018 (see Table 2)
[12] 5-year annual average growth rates of 2.2% for domestic market (See Section 2.4.2)
[13] Total Annual ALOS for Domestic Market as at December 2018 (see Table 2)
[14] 2024 potential for overnight visitors divided by number of nights
[15] Total Annual Average Daytrip visitors as at December 2018 (see Section 2.2.1)
[16] 5-year annual average growth rates of 2.2% for domestic market (See Section 2.4.2)

1.5 Measurement Evaluation Methodology

Below is a snapshot of the Evaluation Method for each of the KPIs for this Plan. However, it is recognised that new measures may need to be developed and for some aspects quantitative measures are not easily obtainable and alternative tools to review progress may need to be used. An annual review of this Plan is recommended with associated reporting to be made available to key stakeholders in the Plan.

Table 3: KPI Evaluation Method

Perspective	#	Major Key Performance Indicator	Data Collection Method
Economy	1	Tourism Expenditure	• Baseline data available from **SATC Regional Tourism Profile 2016-2018** (updated data is available each year) • **2030 Potential Set by SATC** (2030 Draft Tourism Strategy, and forecast data made available from Research Team, June 2019)
	2	Direct and Indirect Employment	• Baseline data available from **Tourism Research Australia Regional Satellite Account for Clare Valley 2016-2017** • 2024 potential data calculated using **Tourism Employment Average growth rate of 1.4% per annum (**http://www.tra.gov.au/documents/Tourism_Employment_Projections_FINAL_Oct13.pdf
Industry Stakeholders	3	Individual Action KPIs	• To be quantified via individual KPIs set for each individual action.
Visitors	4	Total number of overnight visits (Domestic + International)	• Baseline data available from **SATC Regional Tourism Profile 2016-2018** (updated data is available each year) • 2024 potential data calculated using 5-year annual average growth rates of 2.2% for domestic market (See Section 2.4.2)
	5	Total nights (Domestic + International)	
	6	Average length of stay (Domestic)	
	7	Total number of Day Trip visitors	
Customers	8	Improve Visitor Sentiment	• Baseline and potential estimate to be set once Tourism Sentiment Index (TSI) has been implemented (Action 7.3 in Action Plan).

2. Customers + Markets

Increasing competition and limited resources means that destinations need to focus on customers and markets that offer the best return on investment. Integral to the success of this Plan is a shift to a customer centric approach, with the Region focusing on those customers whose interests and aspirations for travel (not just where they are from) align with the Region's experiences.

2.1 High Yielding Visitors Personas (HYVP)

Three high yielding customer personas (HYVP) have been identified for the Region. These three customer groups are most likely to stay longer and spend more. They also importantly have the greatest affinity with the visitor experiences that the Region offers, and they therefore have the greatest likelihood of becoming fans and advocates for the Region, both on and offline.

2.1.1 Young Couples, No Children

This persona represents the Millennial-Generation Z traveler - young, carefree, career driven. Typically, this persona may know a little about the Region, but is drawn to the destination mainly to attend an event (whether it is family or niche interest event) and will likely stay a couple of nights.

Majority of this persona will be from Intrastate, however, growing numbers from Interstate, and very small proportion from inbound markets (knowledge of this destination is growing).

2.1.2 Affluent Older Couples, No Children

This persona is probably the most lucrative segment, whereby, they represent a cohort of travellers (45+) with the highest household net wealth (domestically) and potential to spend more than double on accommodation than the Young Couples (Millennials).[17]

2.1.3 Affluent Families with Children

This persona, whilst still a Millennial, was once a 'Young Couple, No Children' persona, and has developed into an 'Affluent Family' persona post staring a family. They still have the identical interests, and align with the same experience themes, with a family friendly twist.

[17] https://www.cheapoair.com/miles-away/baby-boomer-travel-trends/

2.1.4 Demographics, Psychographics and Travel Preferences

The following tables identifies the unifying demographics, travel related psychographics and also their travel preferences for each of the identified HYVPs.

Table 4: Overview of High Yielding Visitor Persona Demographics + Psychographics

	YOUNGER COUPLES, NO CHILDREN	AFFLUENT OLDER COUPLES, NO CHILDREN	AFFLUENT FAMILIES, SCHOOL AGE CHILDREN
Broad Description	Domestic + international experience seekers, 25-45y/o, university educated, travel as couples or with a group of friends.	Domestic + international experience seekers, 45-70y/o, university educated, travel as couples or with other couples same age, or sometimes extended family groups.	Family market, travelling with school aged children and like-minded friends with children or sometimes as multi-generational travel.
Age Range	25 - 45	Couples aged 45 - 70	Parents 35 – 55, Children 4 - 16
Where they live	Urban Dwellers – Adelaide, Melbourne, Sydney and International (US, UK, EU, NZ and Eastern Markets) Regional – SA, VIC	Urban Dwellers – Adelaide, Melbourne, Sydney and International (US, UK, EU, NZ and Eastern Markets) Regional - SA, VIC, WA	Adelaide, Regional SA and some Regional VIC
Income Bracket	Double income $120,000-$180,000	Double Income $120,000 - $300,000	Double Income $120,000 - $250,000
Marital Status	Dating Engaged or Married. No kids.	Married or Defacto. No children/older children not travelling with them.	Married or Defacto with school age kids
Gender	Male + Female or Same Sex	Male + Female or Same Sex	Male + Female or Same Sex
Interests	Food, wine, cooking, adventure, music, nature-based activities – cycling/hiking, keeping fit, modern art	Food, wine, art, new places, nature, soft adventure, natural attractions, history	Food, wine, adventure, music, nature-based activities – cycling/hiking, keeping fit, art, family friendly activities – history/heritage included.
Clare Valley Persona Alignment^	• The Active • The Indulgent • The Artsy	• The Indulgent • The Explorer	• The Active
Motivations*	• Escape and relax • Gourmet food + wine • Get active + reconnect with nature • Try and explore new things • Enjoy quality time with partner • Got some annual leave banked up • Need a break from the work routine – also bit of a digital detox! • Attending an event – wedding or family event	• Looking to reconnect with one another, learn/be educated, relax and unwind from busy jobs. • Indulge themselves with awesome food and wine as a reward for working so hard. • Visiting Friends and Relatives (VFR) • Attending events – wedding or family event, business meetings • Longer-term touring around Australia.	• Looking for adventure and fun, and to reconnect as a family – escape the dreaded school routine! • Enjoy time away with other like-minded families, or by visiting friends and relatives (VFR). • May be showing interstate and interstate family visitors into the region.

Table 5: Overview of High Yielding Visitor Persona Travel + Experience Preferences

	YOUNGER COUPLES, NO CHILDREN	AFFLUENT OLDER COUPLES, NO CHILDREN	AFFLUENT FAMILIES, SCHOOL AGE CHILDREN
How do they Research Travel?*	• Google Search > Direct to business • Regional and state websites + social media channels for inspiration • Stayz/AirBnB/Wotif • TripAdvisor • Bloggers • Facebook > Recommendations from Friends • Friends Social Media Feeds • Offline WOM	• Google Search > Direct to business • ClareValley.com.au and SA.com websites + social media channels for inspiration • Stayz/AirBnB/Wotif • TripAdvisor • Wikicamps • Facebook > Recommendations from Friends • Friends Social Media Feeds • Offline WOM	• Google Search > Direct to business • Clarevalley.com.au and SA.com websites + social media channels for inspiration • Stayz/AirBnB/Wotif • TripAdvisor • Bloggers • Wikicamps • Facebook > Recommendations from Friends • Friends Social Media Feeds • Offline WOM
How do they Book Travel?*	• Direct with the business – via their website/third party booking website or app (like Dimmi), email, phone or website. • Major booking website • Expectation of a frictionless online experience and great customer service. • Expects his needs to be understood and met.	• Direct with the business – via their website/third party booking website or app (like Dimmi), email, phone or website. • May call business if need to clarify something • Major booking website • May book via regional website if found relevant accommodation available (and couldn't book directly with the business)	• Major booking website – if looking for holiday house or self-contained accommodation • May book via regional website if found relevant accommodation available (and couldn't book directly with the business) • Direct with business owner via website, phone or email • May call business if need to clarify something • Will compare price to ensure not being overcharged
How do they find visitor information?*	• Word of mouth recommendations from local business providers • Location based apps search – TripAdvisor, Facebook "Near me" • Google smartphone searches • Social media questions to family/friends	• Visitor guides in their accommodation or restaurants/shops they visit • Word of mouth recommendations from local business providers (including their accommodation hosts) • Visitor Information Centres – only if convenient and where they are already travelling • Location based apps search – TripAdvisor, Facebook "Near me" • Google smartphone searches • Social media questions to family/friends	• Visitor guides in their accommodation or restaurants/shops they visit • Word of mouth recommendations from local business providers • Location based apps search – TripAdvisor, Facebook "Near me" • Google smartphone searches • Social media questions to family/friends • Visitor Information Centres – only if they are a child friendly attraction

How do they access the region?	• Fly into/out of Adelaide via direct flights (driven by price + schedule) • Hire car to self-drive when in Adelaide • Uses local taxis when wanting to leave car at accommodation. • Will cycle Riesling/Rattler + supporting trails.	• Fly into/out of Adelaide via direct flights • Hire car to self-drive when in Adelaide • May join a luxury tour within the region. • May cycle easier sections of Riesling/Rattler + supporting trails. • Self-Contained Touring Vehicle if on longer touring holiday.	• Self-drive • Will cycle Riesling/Rattler + supporting trails.
Where do they stay?	• Modern apartment/house (AirBnB/Stayz) • Glamping in nature settings	• Luxury self-contained or hosted accommodation • Higher standard motels Or • In Caravan Parks or RV Friendly Campgrounds if on longer touring holiday	• Family friendly self-contained accommodation (AirBnB/stayz), Farm Stays (eg Bungaree) • Cabin/Caravan at family friendly caravan park.
What do they do?	• Visit Wineries, Cellar Doors, Breweries, also buy local food product (markets + food producers) • Explore Heritage as part of winery/food experiences (eg Sevenhill Cellars) • Active adventure – Riesling Trail Cycling, Short Walks (lookouts/Conservation Parks). • Events – Clare Valley Gourmet Weekend, Horse Racing Events, Winery Specific Events • Explore Galleries + Retail as part of their winery/food explorations. • Hot Photo Spots – Public Art, Iconic Sites (Lake Bumbunga, Midnight Oil House)	• Visit Wineries, Cellar Doors, Breweries, also buy local food product • Explore Historic Towns + Sites – Burra Passport Trail, Bungaree Station, Mintaro State Heritage Centre, Museums, Heritage Walk, Sir Hubert Wilkins Cottage, Self -Drive Trails. • Follow Clare Valley Art Trail, Cinema, Exhibitions, Shopping in Towns retail outlets, Public Art • Soft Adventure – walks/cycling(Riesling and Rattler/ Heysen/Lavender), Golf • Explore Conservation Parks + Reserves (Spring Gully/Redbanks) • Events – Clare Valley Gourmet, niche interest events such as (Clare Classic, Burra AGL Country Music Festival, Burra Open Gardens + Spring Garden Show)	• Family Friendly Activities – include Burra Passport Trail, Mintaro Maze, Riesling Trail cycling, Short walks (Spring Gully/Neagles Rock), Bungaree Station, Family-Friendly Wineries, Good Playgrounds, CV Model Engineers Railway, Mini Golf • Family Friendly Self Drive Trails • Family friendly events – Country Shows, Local Markets, Family Friendly Winery Events • Hot Photo Spots – Public Art, Iconic Sites (Lake Bumbunga, Midnight Oil House)
Where do they eat	• Fine Dining Restaurants, Wineries, Iconic Local Pubs, Bakeries, Cafes • Some self-catering with purchases from local food producers	• Fine Dining Restaurants, Wineries, Iconic Local Pubs, Bakeries, Cafes • Some self-catering with purchases from local food producers	• Pubs, Bakeries, Cafes, Family Friendly Wineries • Self-cater with purchases from local food producers
How long do they stay?*	• Takes several short leisure trips per year including weekend getaways • Longer 1-2 week interstate or overseas throughout the year as their annual leave accrues	• Part of a weekend/long weekend or few days as part of a longer self-drive holiday in SA. Or • Part of a longer tour (2-6 month multi-destination journey)	• Weekend stay or few days during school holidays

** Additional journey mapping will be required for International Eastern Markets (eg. China), as their customer journey is different to Domestic and International Western Markets.*

^ This research only refers to Domestic and NZ International Markets

2.1.5 Market Alignment

The three HYVPs are identified across Intrastate, Interstate and International source markets. The Action Plan (Part C) outlines key activities for the Region to enable relevant opportunities to develop product and messaging to attract more visitors from relevant markets.

The short term priority is given to consumer direct activities, with a focus on Domestic Interstate and Domestic Intrastate Markets. International Western and Eastern Markets are a medium to longer term priority based on activation of relevant product development opportunities, and also

Table 6: Ideal Customer Market Alignment + Prioritisation

	YOUNGER COUPLES, NO CHILDREN		AFFLUENT OLDER COUPLES, NO CHILDREN		AFFLUENT FAMILIES, SCHOOL AGE CHILDREN	
	Priority	**Time Frame**	**Priority**	**Time Frame**	**Priority**	**Time Frame**
Domestic - Intrastate	High	Short Term	High	Short Term	High	Short Term
Domestic - Interstate	High	Short Term	High	Short Term	Medium	Medium Term
International - Western (UK, EU, US, NZ)	High	Medium – Long Term	High	Medium – Long Term	Medium	Medium – Long Term (VFR focused)
International - Eastern (China, other Asia)	Medium	Medium – Long Term	Medium	Medium – Long Term	Medium	Medium – Long Term (VFR focused)

2.2 Experience + Niche Interest Mapping

In the below table, the key tourism experiences and niche interest segments in the Region (as identified in Part A, Section 3 and 4) are mapped to the identified HYVPs.

The region is well positioned to leverage the growth from niche interest segments, including cycle, sport, nature based and wellness passions through strategic marketing which will assist to gain greater market share in the domestic and international markets. Successful activation of these segments will require product refinement and effective marketing strategies.

The mapping process identifies the priority that the identified Persona places on each tourism experiences and niche interest and how important it is in them choosing to travel to a destination. Activities to reduce product experience gaps in the below relevant experiences are outlined in the Action Plan (Part C).

Table 7: HYVP Tourism Experience Theme + Niche Interests Alignment

	YOUNGER COUPLES, NO CHILDREN		AFFLUENT OLDER COUPLES, NO CHILDREN		AFFLUENT FAMILIES, SCHOOL AGE CHILDREN	
	DOMESTIC	**INTERNATIONAL***	**DOMESTIC**	**INTERNATIONAL***	**DOMESTIC**	**INTERNATIONAL***
EXPERIENCE THEMES						
Wine, Beverages + Food	Primary	Primary	Primary (Luxury)	Primary (Luxury)	Primary (Family Friendly)	N/A
History + Heritage	Secondary	Secondary	Secondary	Secondary	Secondary (Family Friendly)	N/A
Outdoor + Adventure	Primary	Primary	Secondary (Soft)	Secondary (Soft)	Primary (Family Friendly)	N/A

Arts + Culture	Primary	Primary	Primary	Primary	Secondary (Family Friendly)	N/A
Events	Primary	Secondary	Primary	Secondary	Secondary (Family Friendly)	N/A
NICHE INTEREST SEGMENTS						
Cycle	Primary	Primary	Primary	Primary	Primary (Family Friendly)	N/A
Sport	Primary	Primary	Secondary	Secondary	Primary (Family Orientated)	N/A
Nature-Based	Primary	Primary	Secondary	Secondary	Primary (Family Orientated)	N/A
Wellbeing	Primary	Primary	Primary	Primary	Tertiary	N/A

* Product alignment for Eastern vs Western Markets needs to be further clarified by relevant research. Eg. Appeal for all product areas will vary slightly.

2.3 Niche Market Segments

The region is well positioned to leverage growth from niche markets, such as Caravan and Camping, Cruise, Business Events and Weddings.

The activation of these segments through targeted marketing efforts, partnerships and distribution opportunities will assist to gain greater market share in the domestic market.

Table 8: Niche Market Segments by HYVPs

	YOUNGER COUPLES, NO CHILDREN		AFFLUENT OLDER COUPLES, NO CHILDREN		AFFLUENT FAMILIES, SCHOOL AGE CHILDREN	
	DOMESTIC	**INTERNATIONAL**	**DOMESTIC**	**INTERNATIONAL**	**DOMESTIC**	**INTERNATIONAL**
Caravan and Camping	Y	Y	Y	Y	Y	N/A
Cruise			Y	Y		N/A
Business Events	Y		Y			
Weddings	Y	Y	Y	Y	Y	Y – Visiting Friends and Relatives

3. Brand + Marketing

3.1 Brand + Positioning

A brand is a holistic picture of the destination. It includes strategy, messaging, content, storytelling, customer service, visitor and resident experiences that are all tied to your destination's unique DNA. Its combination of DNA elements (culture, environment, attractions, customs, and much more) form the "terroir" of a destination, which is its sense of place.

To successfully market the destination, tourism experiences within the Region will not only need to activate the Brand from a physical perspective (implement the Logo on product packaging and promotional material), but will need to effectively build a unified voice for the Region through storytelling, so that when someone sees the Logo, they recall the stories for which the Region should be renown for.

The Clare Valley Brand offers significant opportunities for all stakeholders to unite and collaborate through stories, which will strengthen the whole tourism region, not just the Clare Valley Wine Region and historical Burra sub-regional brands.

3.2 Marketing + Visitor Servicing Guiding Principles

To succeed in achieving the ambitious Strategic Vision, the Region must work diligently to align the collective interests of the many tourism stakeholders in the Region and must maximise the impact of its marketing resources (time, money and relationships). A set of marketing and visitor servicing principles has been developed to guide the strategic thinking for this Plan.

3.2.1 From Broadcast to Engagement

Consumers are connected with the world around them more now than ever. They are expecting to find information about any topic, any time, online, and similarly, they confidently ignore any messages that are not of direct interest.

When it comes to purchasing travel experiences, consumers are typically using their smartphones to look for travel inspiration and helpful information, referencing many different sources, often over a long period of time, prior to departure.

Consumers are also looking for genuine connection with brands and are willing to share enough personal information to achieve a tailored experience.

Strategic marketing must reflect this new consumer, therefore tactics in this Plan will aim to engage potential consumers on a deeper level, truly connecting to their needs and motivations, in a two-way communication model.

3.2.2 A move towards 'Always On' Content Based Approach

Strategic content creation is the cornerstone of any tourism marketing plan. This is because engaging content has the ability to inspire, inform, convince and convert potential consumers at all stages of the travel purchase journey.

Consumers are now 'always-on' via their digitally connected devices and so must be the approach to destination marketing. This Plan will focus on sharing messages on experiences, rather than selling specific products via campaigns, and tactics geared to develop a relationship with potential customers over a longer period of time will be identified to deliver these messages to customers.

3.2.3 Advocacy as the #1 tactic

When it comes to marketing, consumers are influenced heavily by unbiased word of mouth recommendations

Therefore, this Plan will look to encourage and facilitate positive word of mouth for the region via the delivery of high-quality experiences, which is then leveraged via the collection, elevation and syndication of user generated content through relevant marketing initiatives.

3.2.4 Emphasise Hero Experiences

As identified in this Plan, the Region is fortunate to have a multitude of marketable assets; however, not all of these assets represent strength relative to the Region's competition. It is critical that the Region focus on the experiences that offer a competitive advantage in the marketplace and focus resources on marketing those strengths, which include Wine, Beverages + Food experiences in the Clare Valley Wine Region and History + Heritage experiences around Burra and the Clare Valley Wine Region. The Region will not succeed with a blanket approach to marketing that appeals to everyone.

3.2.5 From Destination Marketing to Destination Marketing and Management

The experience that a destination delivers is the most important promotional tool, as this is what drives highly trusted visitor advocacy for a Region. It is because of this understanding, there is shift in the thinking behind the role of destination marketing organisations, from a typically, traditional 'promotional' model of operation, toward product experience development.

This change toward bolstering the visitor experience from the ground up is more effective as a marketing tactic, because improving product ensures better visitor experiences, and therefore is the most effective way to super-charge positive word-of-mouth in a Region[18].

3.2.6 Visitor Servicing Extends Beyond the Visitor Information Centre

Today fewer visitors want to be identified as tourists - they want to seek out experiences that immerse them in a destination. They want to live like a local enjoying the best a destination has to offer and so local knowledge and insight is more valuable than ever before. The primary role of digital channels in marketing and visitor servicing is no longer in question, although Visitor Servicing has a long way to go to utilise these channels. The majority of today's travellers are always online via their smartphones. They are also flexible and open to finalise travel plans in destination through the serendipity of discovery.

We need a shift in thinking - visitor servicing is not just about in-destination visitor information provision from a fixed location. We need to intercept visitors at multiple points in their journey. Visitor servicing needs to do more than satisfy the information needs of a minority of people who stop into a Visitor Information Centre.

3.2.7 Only Pursue Strategic and Measurable Initiatives

Marketing initiatives must be carefully planned and have the ability to be measured. If an activity does not fit the Plan in place, serious consideration should be given as to whether that initiative should be pursued. If an activity cannot be tracked and/or measured to ensure that it is achieving the desired results, it should not be pursued.

[18] The 4 P's of Marketing for Destinations, Destination Think, https://destinationthink.com/four-ps-marketing-destinations/

4. Areas of Emphasis

Three areas of emphasis are highlighted as important opportunities that require focus within this Plan. These will be addressed throughout the Action Plan as they have the potential to influence the growth of the visitor economy for the Region.

4.1 Regional Awareness

A key challenge identified by many stakeholders in the Region is while visitors to the Region love the many and varied experiences on offer, for many visitors, they find out this information too late, and only when they are in Region.

By then it is often too late for them to stay longer as their trip plans are already locked in for the rest of their visit. This will be addressed through marketing and advocacy activities that target the Region's High Yield Visitor Personas in the dreaming and planning stages of their visitor purchase journey.

4.2 Seasonality

Many stakeholders also identified seasonality as a key challenge for their businesses, with the quieter seasons of Summer being too hot and dry for many visitors.

This is a significant challenge to their profitability, to being able to employ quality staff year-round and being open when visitors expect them to be open. This will be addressed through better promotion of the region as a year-round destination, promotion of events, and better storytelling of the Region's off-peak experiences.

4.3 Dispersal

The Region is large and dispersed, and many visitors don't travel beyond the Region's visitor experiences in and around Burra and Clare. By improving the dispersal of visitors around the Region, we can ensure everyone benefits from tourism.

This will be addressed in the Action Plan (Refer Part C) through marketing of intra-regional itineraries, product development, better telling Ideal Customers of experiences available throughout the Region and advocating for various entry points into the region (eg. via Port Wakefield/Balaklava, Two Wells/Mallala/Balaklava) rather than Horrocks Highway (particularly given its current condition).

5. Stakeholders

Whilst this project has been initiated by RDAYMN, the implementation of the Actions within the Plan are requires an integrated and coordinated approach between Region's stakeholders, including Local Government, Industry Associations, Regional Development Australia, and State Government.

It is also envisioned that Regional stakeholders will align their efforts and activities within the visitor economy with the actions within Plan, so ensure a collaborative and consistent approach to growing the whole Region's visitor economy, from the inside out.

5.1 Regional Development Australia Yorke + Mid North

RDAYMN are the one of the major stakeholders for the visitor economy in the Region, as they co-fund Regional Tourism Manager position in conjunction with SATC. Regardless of any change in visitor economy governance, (Priority Area 1), RDAYMN will remain as a key stakeholder in activation and advocation for the Actions in the Plan.

5.2 Local Government

The Local Government organisations within the Region (Regional Council of Goyder, Clare and Gilbert Valley Council, Adelaide Plains Council and Wakefield Regional Council) are to provide leadership for industry and government for the collective ownership and delivery of the relevant actions within this Plan.

Additionally, LG play an integral role to the success of the Plan by:

- Advocating for, and developing appropriate tourism specific infrastructure as required
- Maintaining council owned and managed tourism assets in line with visitor expectations
- Supporting the provision of best practice visitor servicing
- Fostering local community capacity to be ambassadors for visitors in the Region
- Considering the value of tourism in broader decision making

5.3 South Australian Tourism Commission (SATC)

SATC will be essential partner in the activation of the Plan across multiple Actions Areas. It's essential that relevant staff within SATC are aware of the development of this Plan, are consulted on Actions within this Plan for which they can play an active role, specifically in Marketing, Events and Experience Development, and Plan achievements are reported through the appropriate channels.

5.4 State Government Departments

State government departments can support the Region through marketing, advocacy and advice by recognising the importance of the visitor economy, to Region's economy and prosperity.

They can work with the Plan's specific Action Leads to support the growth of the wider visitor economy on a range of issues such as investment attraction, skills and labour shortages and transport access.

State Government Departments who can play an active role in delivering this Plan include:

- Department of Primary Industries and Regions (PIRSA)
- Department of Environment and Water (DEW)
- Office for Recreation, Sport and Racing (OSR)
- Department of Trade, Tourism and Investment (DTTI)
- Department of Innovation and Skills (DIS)
- Department of Planning, Transport and Infrastructure (DPTI)

5.5 Tourism Industry Council South Australia (TiCSA)

It is essential that the TiCSA are aware of the development of this Plan, and are consulted on Actions within this Plan for which they can play an active advocacy or supporting role.

TiCSA plays a vital role in building the Region's tourism industry, particularly in:

- Advocating for positive tourism policy
- Advocacy and support for accredited Visitor Centres
- Providing training and networking opportunities for tourism operators in the Region
- Facilitating and managing the SA Tourism Awards and Tourism Accreditation

5.6 Industry and Sector Organisations

Industry and Sector Organisations can support the Region through marketing, events, advocacy and advice. It's therefore important they are made aware of the Plan, and are engaged where relevant via the specific projects and actions within this plan. These organisations include

- Adelaide Convention Bureau
- Events South Australia
- National Trust of South Australia
- Bike SA

5.7 Local Industry Groups + Tourism Operators

This Plan will only succeed if local industry organisations and tourism operators are fully engaged with the strategic vision and goal, and offer their commitment to work collaboratively and cohesively to deliver the Actions.

As key enablers and major influencers of the Region's visitor economy, these organisations need to actively assist in the implementation of the actions across all Strategic Priority Areas within this Plan.

- Clare Valley Alliance
- Clare Valley Wine, Food and Tourism Centre
- Clare Valley Business and Tourism Association
- Clare Valley Grape + Wine Association
- Local Business / Progress Associations and/or Town Committees
- Tourism Businesses + Product Management Committees (Riesling Trail + Burra Passport Trail)

5.8 Commonwealth Government + Tourism Australia

The Commonwealth Government and Tourism Australia (TA) can support this strategy, but the relationship needs to be activated by its partners (eg. SATC, Regional Development Australia) as it relates specific projects (where relevant).

Their roles include:

- Drive the development of strategy and policy relating to the tourism industry, and its implementation at a national level, particularly in areas critical to tourism growth such as visas and aviation.
- Tourism Australia works to maximise the opportunity for South Australian product to benefit from international visitor growth.

Part B - Action Plan

The Action Plan is a series of Key Initiatives with corresponding Actions that sit under each Strategic Priority Area.

As RDAYMN are the custodian of this Plan, they will play a key role in the implementation of the actions within, either as a project lead, or advocacy role.

Time frames for the Action Plan include:

- Immediate Actions (next 6 months)
- Short Term (6 months - 18 months)
- Medium Term (18 months – 3 years)
- Ongoing (from the start of plan or from start of that particular action)

6. Action Plan Snapshot

Following is a snapshot of the Action Plan by priority time frames.

6.1 Immediate Priorities

PRIORITY AREA	KEY INITIATIVES	WHO
Governance + Collaboration	• Review + evolve the Region's resourcing and governance to successfully implement plan • Industry Communication Plan Framework Developed	All
Marketing	• Evolve www.clarevalley.com.au into a high performing destination website • Develop and manage a User Generated Content (UGC) Strategy • Confirm the official consumer marketing channels for the Region • Develop and execute a 12-month 'Content and Marketing Calendar' • Develop and implement a blogging strategy • Develop and implement a consumer eDM strategy.	RDAYMN, CVWFTC
Visitor Servicing	• Digital capacity building training for all visitor servicing frontline staff	CVWFTC, RCG
Events	• Event Audit	RDAYMN, Councils
Experience Development + Infrastructure	• MOU with relevant industry associations, to ensure collaboration and strategic alignment • Engagement with the development of new SA Heritage Strategy	RDAYMN
Promote the Value of Tourism	• Present new Tourism Plan Snapshot to all relevant Regional Tourism Industry stakeholder	RDAYMN

6.2 Short Term Priorities

PRIORITY AREA	KEY INITIATIVES	WHO
Governance + Collaboration	• Review + evolve the Region's resourcing and governance to successfully implement plan	All
Marketing	• Activate + advocate for the use of the Clare Valley Brand throughout the whole Region. • Increase the Region's content on third-party websites and travel apps • Grow local and visitor advocacy via promoted regional hashtag • Invest in new Photos + Video Assets	RDAYMN, CVA CVWFTC, RCG
Visitor Servicing	• New Visitor Servicing Plans – Measurement, Face to Face, Online Rep, Online Visitor Servicing, Outreach, Collateral Brand Alignment, Local Engagement. • Leveraging the 2020 SA Visitor Servicing Conference to showcase the Region to delegates	CVWFTC, RCG
Events	• Support existing events in the 12 month 'Marketing + Content Calendar' • Identify opportunities to grow Business Events: • Liaise with relevant major event organisers to advocate for pre/post touring in the Region and/or inclusion of the region in the event program.	RDAYMN, Councils
Experience Development + Infrastructure	• Advocate and support the attraction of investment into new higher end accommodation • Support the development of Hospitality Careers Pathway Plan • Support the development of an Event Volunteer Engagement + Activation program • Advocate for/support new and/or further activation of identified Food, Wine, Beverage, History and Heritage, Arts, Cultural and Indigenous and Nature Based experiences in the Region	RDAYMN, Councils, CFWGGA, CVA State Govt
Industry Capability	• Industry Capability Training – Digital Marketing, Customer Experience	RDAYMN
Promote the Value of Tourism	• Present new Tourism Plan Snapshot to all relevant Regional Tourism Industry stakeholder	RDAYMN

6.3 Medium Term Priorities

PRIORITY AREA	KEY INITIATIVES	WHO
Governance + Collaboration	• Evolve the Region's resourcing and governance for ongoing plan implementation.	All
Marketing	• Support and leverage SATC activities to grow Cruise Visitors to Region • Initiate strategic marketing + identify opportunistic partnership marketing for destination's Experience strengths - **Food, Wine + Beverage; History + Heritage; Arts + Culture; experiences** in the Region. • Initiate strategic marketing + identify opportunistic to grow Weddings, Caravan + Camping Travellers • Advocate for the inclusion of the Region in Tour Operator Itineraries (air/4wd/luxury /cruise shore excursions)	TBC – based on outcome of Governance Review.
Visitor Servicing	• Audit, optimise for CVTR brand alignment all Visitor Centre Developed Collateral • **Implement Outreach Visitor Servicing** at relevant Regional events + locations, which align to the Region's HYVPs	CVWFTC, RCG
Events	• Proactively grow the number of sporting events in the Region based on facilities available and region's strengths – eg Cycling/Hiking, Running/Multisport, Horse Racing/Riding/Rodeo, Aerial, Motorsports/ Motorbikes, Golf	TBC – based on outcome of Governance Review.
Experience Development + Infrastructure	• Undertake regional tourism & wayfinding signage audit, and identify and priorities signage updates. • Activate/update information bays at key visitor rest/convenience stops • Advocate for/support the upgrade and expansion of existing accommodation in the Region**.** • Advocate for the **connection of the Clare Valley Tourism Region** to other South Australian Cycle Trails • Advocate for **visitor friendly opening hours** • Placemaking – Clare, other villages, trails • Visitor parking review and upgrades	Councils
Promote the Value of Tourism	• **Continued Regional Visitor Stats collection** • Investigate the implementation of the **Tourism Sentiment Index (TSI)**	TBC – based on outcome of Governance Review.

6.4 Ongoing Priorities

PRIORITY AREA	KEY INITIATIVES	WHO
Governance + Collaboration	• Industry Communication Plan + Networking	Currently - RDAYMN
Marketing	• Market the Region's Visitor Experiences by the official regional channels – website, social media, eNews. • Development + distribution of Regional Visitor Guide • Support and leverage SATC activities - Social Media, Digital Marketing, Trade Events, Famils, Campaigns	Currently - RDAYMN
Visitor Servicing	• Support the provision of up to date and on-brand visitor information boards/bays in the region. • Engage local residents and tourism operators to be effective visitor servicing advocates • Engagement plan to build referrals from other Visitor Information Centres to the Region • Reputation management of relevant regional online listings (eg TripAdvisor, Google My Business)	CVWFTC , RCG
Events	• Support existing events in 'Marketing + Content Calendar' • Encourage event managers (council and non-council) to list their events on the ATDW, use regional branding and engage with regional hashtags.	Councils, CVWGGA, CVA
Experience Development + Infrastructure	• Visitor Amenities maintained to a high standard – Toilets/Bins/RV Campgrounds/Parks/Trails • Advocate for improved digital connectivity and mobile coverage • Advocate/activate tourism sensitive policies in across the Region • Apply for funding to upgrade key visitor route roads	Councils
Industry Capability	• Encourage tourism operators to work with TiCSA for tourism accreditation, awards, training and business development • Identify and promote programs that support businesses to transition into new markets • Connect industry with relevant grant opportunities	RDAYMN, Councils
Promote the Value of Tourism	• Liaison with SATC for the most up to date visitor data and website referral data from www.southaustralia.com • Tourism 'Good News' Stories to Residents	Currently - RDAYMN

7. The Action Plan

Following is the full Action Plan covering Key Initiatives, Actions, Resourcing, Budgets, Timeframes and Action Measures for each of the 7 Priority Areas.

Priority Area 1: Governance + Collaboration

Ensure strong governance and clear strategic direction to enable all stakeholders to effectively collaborate to grow the Region's visitor economy.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
Apply effective governance to allow the successful implementation of the Region's Destination Management and Marketing Plan	1.1	**Review the Region's current visitor economy resourcing + governance** to align with the actions within this Plan and Region's identified High Yield Visitor Personas and Segments.	RDAYMN	All relevant Regional Stakeholders	Nil	Immediate	Stakeholders engaged, and review completed.
	1.2	**Evolve the Governance for the visitor economy** for the successful implementation of this Plan, based on outcomes of action 1.1, including: • Governance Structure • Funding Sources • Resourcing Requirements • Stakeholder roles + responsibilities	TBC – based on outcome of Governance Review	All relevant Regional Stakeholders	TBC	Short Term	Governance, funding and resourcing, and stakeholder roles for the implementation of the Plan is confirmed.
	1.3	**Develop an Industry Communication Framework** to ensure successful implementation, engagement and support of this Plan. • *Internal Communication Plan* – to ensure Plan's custodians have ongoing communication. • *External Communication Plan* – to keep wider stakeholders and industry informed of relevant	RDAYMN	All relevant Regional Stakeholders	Nil	Immediate	Communication framework is developed and implemented.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
		opportunities to engage with the Plan's actions, and to report on the achievement of actions.					
Encourage a united, informed and collaborative Tourism Industry	1.4	Continue to manage and grow a **database of all tourism operators** in the Region. Include all tourism products and key tourism contacts in all stakeholder organisations.	RDAYMN (or TBC based on outcome of governance review)	All relevant Regional Stakeholders	Nil	Short Term, Ongoing	Database developed and maintained.
	1.5	Facilitate regular (approx. 4 per year) **industry networking** events hosted at key tourism locations around the Region, with a focus on networking, education and familiarisations of product.	RDAYMN (or TBC based on outcome of governance review)	All relevant Regional Stakeholders	$2,000	Short Term, Ongoing	Industry networking events are facilitated, and industry is increasingly engaged.
	1.6	Maintain the already established **regular communication with industry** to distribute relevant information and opportunities relating to marketing, visitor servicing, training and development, grant funding opportunities, and new news.	RDAYMN (or TBC based on outcome of governance review)	All relevant Regional Stakeholders	Nil	Ongoing	Monthly eewsletter is distributed to Industry stakeholders. Engagement by industry in communicated opportunities.

Priority Area 2: Marketing

Drive awareness and appeal of the Region as a travel destination, inspiring more people to visit, stay longer, spend more and disperse throughout the Region.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
Activate + advocate for the use of the Clare Valley Brand throughout the whole Region.	2.1	**Develop brand messaging and positioning guidebook** to complement the brand video and show how to activate the Clare Valley brand. • Key messages for each sub-region – Clare Valley Wine Region, Burra + surrounds + Agricultural Districts • Show more examples of how the Clare Valley logo can be adapted for use at a sub-regional / business / experience / product / council level / events. • Case studies of how it has already been successfully rolled out in the region.	RDAYMN	CVA, CVWG, CVWFTC, Brand Consultant	Quote required	Short Term	Guidelines are developed and available for distribution to the industry.
	2.2	Provide training on how tourism operators and local businesses can **integrate the CV Brand** in their experience and storytelling initiatives (ref. action 6.5).	RDAYMN	Tourism Marketing Consultant	Quote required	Short Term	Training is provided and operators are increasingly integrating the Regional brand appropriately.
	2.3	Advocate for **consistent messaging, positioning and branding** in all Regional visitor touchpoints and key stakeholder (online and offline). This includes: • Destination Hashtags Promoted (ref.action. 2.7) • Visitor Collateral (Brochures + Fact Sheets) (ref. action 2.14 and 3.6)	RDAYMN	CVA, CVWGAG, CVWFTC, CVTBA Councils Marketing Suppliers	Cost depends on updates required.	Short Term	Messaging, positioning and branding is reflected in all marketing and visitor servicing touchpoints.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
		• Visitor Signage (public + private) – (ref. action 5.16 and 5.17) • Marketing platforms (website, social media, apps) (ref. action 2.5 and 2.8)					
	2.4	**Grow the Region's visual assets (photos/videos).** Focus on showcase the experiences that appeal to the identified high yield + niche customer groups, for use in all destination marketing activities (eg. Websites/Visitor Guides etc), and also align with SATC's visual assets guide Address visual asset gaps by engaging relevant creatives for photo/video shoots for experience or events. *(Note. CVWGA are currently investing in video footage and RDAYMN have growing library of photo/video assets).*	RDAYMN	CVA, CVWGA, CVWFTC, CVBTA, Councils Tourism Operators, SATC, Local Creatives (photographers, video)	Quote required	Short Term	Audit is complete, digital asset library is optimised. Content alignment to SATC visual asset guide. Increase of use of Regional images/video on owned and third-party destination marketing assets. Add images to SATC + Tourism Australia Media Gallery for public use.
Communicate the right stories by the right storytellers on the right channels to increase engagement, trust and consideration of identified High Yield Visitor Personas + Niche Customer groups (HYVP's).	2.5	**Evolve www.clarevalley.com.au into a high performing destination website** that attracts and converts more of the Region's HYVP's. • Develop website marketing KPI's for the website, to track performance across all stages of the travel purchase journey. • Increase storytelling via a new blog section (see action 2.9) as per identified HYVP's and niche segments. • Develop Regional self-drive itineraries, based around different interests of the HYVP's. • Optimise website navigation to increase path to conversion • Optimise for call to actions • Conversion tracking set up	RDAYMN (and TBC, eg CVWFTC)	Destination Website Marketing Specialist Website Development Agency	Destination Marketing Specialist to Project Manage Website Developer to make updates	Immediate	Website is updated, website objectives set and measured / reviewed quarterly. Updates are made to the site based on reviews. Incremental growth in key visitor metrics each quarter.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
		• Encourage all regional stakeholders to point to the website for consistency and unified industry approach. • Add storytelling + factual content to ensure all regional experiences are represented (eg Burra + Agricultural Districts) • eNews sign up integrated • Update social media linkages to region's identified brand channels (ref. action 2.6) • Webpages and content are optimised for users and search engines					
	2.6	**Confirm the official consumer marketing channels for the Region – website, social media, eDMs**, via a facilitated planning workshop with all Regional tourism marketing stakeholders. Outcomes of the workshop would be to confirm: • Official Regional consumer social media channels + lead organisation • Official Regional industry communication channels + lead organisation • Centralisation of a single consumer eDM database + lead organisation • Confirm resourcing of official Regionals websites + lead organisation • Guidance on how sub-brands/event/website owners can differentiate their content (social media/email/website) from official Regional communication channels to drive engagement + conversions for their consumer activities	RDAYMN	RDAYMN, CVWFTC, CVBTA, CVWGA, RCG, CVA, CGVC, WRC, APRC	Nil, unless outsourced to someone like Tourism eSchool	Immediate	Workshop facilitated, and official Regional consumer + industry channels + lead organisation defined.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
	2.7	**Develop and manage a User Generated Content (UGC) Strategy** (consumer, trade and industry) to curate the best Regional content – images, videos and written copy in the Content and Marketing Calendar (ref. Action 2.11) and for curation into the consumer website (ref. Action 2.5). • Confirm Regional promoted destination + sub regional hashtags and social media accounts for promotion + collection of UGC with Regional brand stakeholders (Refer Table 22) • Optimise all destination digital channels and other third-party digital channels and any offline marketing (e.g. visitor guide) with the UGC strategy T+Cs. • Ongoing communication of UGC opportunities to residents and local tourism industry to encourage sharing of their own content and to encourage their contribute content (via Action 1.6) • Actively engage event organisers to contribute to the Region's UGC strategy • Ongoing management and monitoring of UGC for sharing on Social Media (ref. action 2.8), curation on Regional website (ref. action 2.5) and blog articles (ref. action 2.9).	RDAYMN	Residents, Local Government, Local Businesses, Tourism Operators, SATC, All Regional Industry Organisations	Nil, unless outsourced to someone like Tourism eSchool	Immediate	UGC Strategy implemented by December 2019. Growth in relevant hashtag use by residents, tourism operators and visitors. *Refer to Appendix 1 to measure + report on return on investment for this activity.*
	2.8	**Grow highly engaged Social Media communities to build awareness, trust and advocacy with region's identified HYVP's** *Optimisation + Management:*	RDAYMN (or TBC based on outcome of governance review)	Tourism Marketing Consultant	Quote required.	Short Term, Ongoing	Optimisation + management resourcing confirmed. Social Media engagement showing strong + consistent growth in identified metrics.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
		• Identify relevant KPI's to effectively measure the return on investment of social media activity • Review and update social media channel profiles for alignment with the Regional Brand, and identified HYVP's • Confirm the single promoted Facebook + Instagram channel for the whole Region. • Review and add/delete/merge other relevant social channels as per relevance to HYVP's (such as YouTube). • Ensure all channels have name + profile images across different social media channels + aligned with Regional branding (ref. action 2.6). • All channels point back to single, official website of www.clarevalley.com.au *Content Strategy* • Optimise content posting on social media (must be authentic, inspiring, user generated content (see action 2.7)). *eg. no posting of logo branded images or hard selling. • Only invest in very strategic social media advertising around relevant identified events or campaigns as per alignment with the region's customers. • Amplify content using relevant state and national destination amplification hashtags such as #SeeSouthAustralia, #ExplorersWay #EpicureanWay and #SeeAustralia as appropriate.					Increase in engagement and referrals to Operator + regional website from social media *Refer to Appendix 1 to measure + report on return on investment for this activity.*

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
	2.9	**Develop and implement a Blogging strategy** to share stories that both inspire and help the Region's HYVPs at all stages of purchase journey on the regional website. Specifically: • Identify content topics (Inspire or Inform) for each identified HYVP and niche interest segments • Identify blogging frequency and confirm resourcing • Contributor policy development – operators, staff, influencers etc. • Ensure all blog articles are optimised for relevant search queries • Blog content policy development to guide (non-sales focus).	RDAYMN (or TBC based on outcome of governance review)	Tourism Marketing Consultants SATC, Local Media / Writers, Local Industry.	Nil, unless outsourced Set up of Strategy - $2000 approx. Payment of blog writers – quote required	Short Term, Ongoing	Blogging strategy is developed Blog integrated on Regional Website Increase in blog landing pages on regional website from key referring platforms (Search + Social Media referral traffic). *Refer to Appendix 1 to measure + report on return on investment for this activity.*
	2.10	**Implement and manage a consumer Email Direct mail (eDM) Strategy** to capture customer interest in the Region (online – website, offline – events), build trust and engagement and drive conversions (tactical offers, such as events, seasonal offerings). Specifically: • Confirm which organisation database/s are going to be rolled into the strategy (refer action 2.6). • eDM frequency, content, resources and themes (blog content central). Update this information in the Content + Marketing Calendar (see action 2.11) • Policy developed for operator inclusion (e.g. which/who/what deals and offers.)	RDAYMN (or TBC based on outcome of governance review)	Tourism Marketing Consultant	TBC – if budget required, $4000 approx.	Short Term, Ongoing	Consumer eDM is set up, optimised. Website is optimised for eDM database subscriptions. *Refer to Appendix 1 to measure + report on return on investment for this activity.*

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
		• Develop a welcome communication strategy for new opt-in customers. • Set up and manage the consumer email database on Email Service Provider such as Mailchimp. • Optimise regional website to collect eNews sign ups (e.g. popups, home page, footer, end of blog posts etc.) and optimise call to actions on key social media channels for eDM subscriptions.(refer action x) • If using non-active databases (eg past Caravan + Camping Shows/Clare Gourmet Weekend) – a new email needs to be sent to invite these users to join this database.					
	2.11	**Develop and execute a 12-month 'Content and Marketing Calendar'** to align and manage all consumer marketing initiatives – including Blogging (action 2.9), eNews,(action 2.1), Social Media (action 2.8), Famils (Action 2.12), Events (Action 4.1) etc with the Region's HYVPs and Niche Interest Segments. *Example > https://corporate.margaretriver.com/resources/ymrr-strategy-and-planning/*	RDAYMN (or TBC based on outcome of governance review)	Tourism Marketing Consultant	TBC – if budget required, approx. $3000	Short Term, Ongoing	Content and Marketing Calendar developed and implemented. *Refer to Appendix 1 to measure + report on return on investment for this activity.*
	2.12	**Develop and implement an Influencer, Media and Travel Trade Famil Plan** to identify and support visitation to the Region from Digital Influencers (Local/Micro/Major), Traditional Media and Travel Trade relevant to the region's HYVPs and Niche Interest Segments. *Ensure best practice vetting and management of Influencer visits to ensure positive return on investment. (Refer*	RDAYMN (or TBC based on outcome of governance review)	SATC, Local Tourism Brands relevant to specific Customer Groups / Niches	As required	Short Term, Ongoing	SATC are engaged. Influencers/media hosted. Positive impact on digital marketing metrics as a result of relevant influencer visit/s. *Refer to Appendix 1 to measure + report on return*

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
		https://tourismeschool.com/blog/a-destination-marketers-guide-to-working-with-digital-influencers/)					*on investment for this activity.*
Create + distribute relevant Visitor Collateral that will drive increased length and dispersal with the Region's HYVP's	2.13	**Audit existing Regional Visitor Guide** for alignment with branding (see action 2.3), HYVPs and Niche Interest Segments. Work with key regional stakeholders to also **review option for a new standalone Regional map** – showcasing key touring routes + itineraries, trails, towns and key attractions (*eg see https://www.margaretriver.com/wp-content/uploads/2019/04/MRBTA-2019MarMapPrint2.pdf)*	RDAYMN (or TBC based on outcome of governance review)	CVWFTC, Councils, CVA, Tourism Operators	Nil	Short Term	Audit complete and recommendations implemented.
	2.14	**Optimise and reproduce Regional Visitor Guide (and or new map)** based on audit findings (ref. Action 2.13). At a minimum optimise with: • Key visitor experiences in the destination are aligned with HYVPs and Niche Interest Segments, with a focus on suggested time specific itineraries (eg 48 hrs in the Region for Families etc) • Website call to action to track online engagement (e.g. brochure downloads, live views). • Visitor advocacy for the destination (such as including relevant hashtags and social channels to tag) are included in all collateral Take into consideration niche interests needs (e.g. Cycling, Weddings etc).	RDAYMN (or TBC based on outcome of governance review)	CVWFTC, Councils, CVA, Tourism Operators Graphic Design Agency Printing House	Quote to be obtained	Short Term. Once audit is complete.	Visitor Collateral aligned to HYVPs and Niche Interest Segments and optimised for visitor advocacy and conversion tracking. Potential to convert Guide into a RealView Brochure investigated and considered.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
		Investigate the potential to convert this publication into a RealView brochure for online distribution (and to measure engagement).					
	2.15	**Distribute Regional Collateral** (eg Visitor Guide and potential map) to all relevant HYVPs touchpoints – both on and offline *Distribution Plan* • Storage of Collateral • Key Distribution Managers in the Region • Monitoring metrics • Re-ordering process *Distribution Implementation + Management* • Distribution via Visitor Centres, Tourism Operators, Supermarkets, Restaurants/Cafes, Service Stations (in region and also relevant neighbouring Tourism Regions – such as Adelaide, Barossa, Adelaide Hills, Flinders Ranges, Riverland, Yorke Peninsula). • Events – eg Local Events (eg community markets), Relevant Regional Events, and via relevant Event Organisers. • All Accommodation suppliers, including RV Campgrounds • Online via consumer website and social media platforms. Encourage the loading of PDF Versions / link to Live Version of Visitor Collateral on operator websites, and track engagement. • Consumer Events – see recommendation re: attendance at Consumer Shows (action 2.28)	CVWFTC, RCG	Tourism Operators, Local Industry, Web Developer,	Quote to be obtained (if required)	Ongoing. Once collateral is updated.	Visitor information is distributed in key locations. Collateral is managed and stored in cost effective location. *Refer to Appendix 1 to measure + report on return on investment for this activity.*

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
Increase the Region's content on third-party websites and travel apps.	2.16	**Online audit of websites/apps that the Region's HYVPs** use to inspire + plan their trip (eg www.southaustralia.com, Google, TripAdvisor, Special Interest Websites etc). Review them to identify gaps in: • Destination Storytelling Information • Destination Suggested Itineraries (to the region and within the Region) • Tourism Operator Listings – optimised listings, online bookable (if/where relevant). • Community Tourism Assets Listings	RDAYMN (or TBC based on outcome of governance review)	Tourism Marketing Consultant	TBC – budget required, approx. $4000	Short Term	Websites and apps audited and opportunities to fill gaps identified. Tourism Operators are educated (ref. Action 3.4)
	2.17	**Educate Tourism Operators, Councils/Visitor Centres** how to grow digital footprint of their product experiences in third party websites + apps, and also drive visitor conversions. Key education points include: • Importance of being online bookable (and distributed on major booking websites if relevant) and managing a conversion focused website. • How to claim, optimise and managed for their product listings and online advocacy (such as ATDW, TripAdvisor + Google My Business) *This action can also undertaken via action Priority Area 6 tactics.*	RDAYMN (or TBC based on outcome of governance review)	Tourism Marketing Consultant (Tourism eSchool) CVWFTC, RCG, WRC, APC, Tourism Operators.	TBC – quote to be supplied.	Short Term	Increase + optimisation of product Listings on ATDW, Google My Business and TripAdvisor (increase in online bootability where relevant) Growth in number of reviews on the listings.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
	2.18	**Increase Regional motivational content on www.southaustralia.com** aimed at the Region's HYVPs and Niche Interest Segments. • Identify opportunities to increase articles promoting the Region on the Blog. • Identify product listings that are missing from experience categories (example has only 3 listings https://southaustralia.com/places-to-go/clare-valley/things-to-do/family-and-kids)	RDAYMN (or TBC based on outcome of governance review)	SATC Tourism Marketing Consultant	Nil, unless outsourced	Short Term. Ongoing - Annual review	Content gaps identified. Meet with SATC. Increase in the quality and quantity of the Region's motivational content on the website. Increase in referral to Regional Website and operator websites from sa.com.
		Actively encourage tourism operators + event managers to list/update their listing on the **Australian Tourism Data Warehouse (ATDW)**	RDAYMN	SATC, ATDW, All Councils	Nil	Short Term. Ongoing (via actions 1.6)	Increase # of Region's tourism operator + event listings on the ATDW (which filters through to Regional Website)
Encourage more people to become advocates of the Region	2.19	**Encourage locals, industry and visitors to use the destination key brand hashtags** (e.g. #clarevalleysa (as per Action 2.7) and sub-regional hashtags (eg #visitburra, #clarevalleywine) when they are sharing tourism content on their owned social media platforms, through relevant industry communications (ref. action 1.6), industry training (action 6.5)	RDAYMN (or TBC based on outcome of governance review)	Industry, Residents	Nil	Ongoing	Stakeholders are engaged in the use of relevant hashtags. # of the Region's tourism assets featured on Tourism Australia + SATC's social media channels.
Actively leverage SATC marketing initiatives	2.20	Identify products in the Region that can work with the **travel distribution system and pay commission** – both domestically (eg Tour Operators, Accommodation, Experiences) and internationally (eg China Trade Partners) and connect them into relevant SATC Trade Marketing activities. (can be	RDAYMN	SATC, Tourism Operators	Nil	Short Term, Ongoing	Products identified, are educated on the travel distribution system, and are connected with SATC distribution staff.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
		supported via activities through Priority Area 6 Initiatives)					
	2.21	**Support the relevant SATC Domestic and International Marketing Activities** (Social Media, Digital Marketing, Trade Events, Families, Campaigns), where there is clear alignment to the Region's HYVPs + Niche Interest Segments. *NOTE: The future investment (both time and personnel) into Trade Events such as the Australian Tourism Exchange needs careful consideration when considered in conjunction with rest of priorities for this Plan.*	RDAYMN	SATC	Opportunities are to be considered carefully, and ROI must be measured	Ongoing	Opportunities identified and leveraged. Positive ROI on a project by project basis. (Clear ROI defined for each project)
	2.22	Identify marketing opportunities to grow the **Cruise** niche segment, by increasing the number of independent and shore excursion visitors to the Region from Wallaroo and Adelaide, via working with products in the region can pay commission (refer action 2.20)	RDAYMN	SATC, Yorke Peninsula Tourism, Tourism Operators	Nil	Short Term	Opportunities are identified, and actions implemented as applicable.
Initiate/leverage relevant partnership marketing + customer specific marketing tactics to grow market share of High Yielding Visitor Personas and Niche Interest + Market Segments	2.23	Identify, initiate or leverage opportunistic **partnerships with Brands that align with the Region's HYVPs** – Affluent Younger Couples, Families, Affluent Older Couples No Kids. Eg. Discovery Holiday Parks (Families), Wine Brands (Affluent Couples).	RDAYMN	Tourism, Wine, Retail, Media, Special Interest Groups, Influencers	Opportunity to be considered carefully, and ROI must be measured	Ongoing	Opportunities identified and leveraged. Growth in the partner engagement and conversion metrics, and growth in relevant Regional owned digital channels

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
	2.24	Initiate strategic marketing + identify opportunistic partnership marketing for **Food, Wine + Beverage experiences** in the Region. • MOU with Clare Valley Wine + Grape Association (ref. action 5.5) • MOU with Clare Valley Cuisine (ref action 5.6) • Marketing Support for Riesling Trail as a key connector of experiences in the regions. (ref. action 2.30 • Ensure Food, Wine + Beverage experiences included in the Content + Marketing Calendar (ref action 2.11) • Relevant Media + Influencers Famils (refer action 2.12) • Increase content on owned + third party websites as a food + wine destination (action 4.1). • Expand/attract + support activation of relevant events (see action 4.1).	RDAYMN	CVFWGGA, CVC, Tourism Operators	Opportunity to be considered carefully, and ROI must be measured	Ongoing	Opportunities identified and leveraged.
	2.25	Initiate strategic marketing + identify opportunistic partnership marketing for **History and Heritage** experiences in the Region • Ensure History + Heritage experiences included in the Content + Marketing Calendar (ref action 2.11) • Relevant Media + Influencers Famils (refer action 2.12) • Increase content on owned + third party websites as a history + heritage destination (action 2.16).	RDAYMN	RCG, NHTB, Relevant Heritage Tourism Operators	Opportunity to be considered carefully, and ROI must be measured	Ongoing	Opportunities identified and leveraged.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
		• Expand/attract + support activation of relevant events (see action 4.1). • Support industry capability training with staff responsible for marketing key heritage assets (eg Burra Passport Trail, Mintaro) – see action 6.5).					
	2.26	Initiate strategic marketing + identify opportunistic partnership marketing for **Arts + Culture** in the Region: • Ensure Arts and Cultural experiences are included in the Content + Marketing Calendar (ref action 2.11) • Relevant Media + Influencers Famils (refer action 2.12) • Increase content on owned + third party websites as a arts + cultural destination (action 2.16). • Expand/attract + support activation of relevant events (see action 4.1). • Advocate for the inclusion of Njadjuri storytelling in experiences • Advocate for the inclusion of Njadjuri recognition on product packaging	RDAYMN	RCG, NHTB, Relevant Arts/Culture Tourism Operators	Opportunity to be considered carefully, and ROI must be measured	Ongoing	Opportunities identified and leveraged.
	2.27	Initiate strategic marketing + identify opportunistic partnership marketing to grow **weddings** in the Region • Partnership opportunities to support Online Wedding Directory www.clarevalleyweddings.com.au + Clare Valley Bridal Fair	RDAYMN	Clare Valley Weddings, SATC, Media, Local Wedding Venue/Service Suppliers	Opportunity to be considered carefully, and ROI must be measured	Ongoing	Opportunities identified and leveraged.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
		• Relevant Media + Influencers Famils (refer action 2.12) • Increase content on owned + third party websites as a wedding destination (action 2.16)					
	2.28	Support the continued attraction of **Caravan + Camping** travellers in the Clare Valley Tourism Region. Opportunities include: • Ensure key RV Accommodation + Parks information listed in key visitor collateral (see action 2.14) • Ensure RV Accommodation + Dumpoints highlighted on Regional Website (action x2.5. • Relevant Media + Influencers Famils (refer action 2.12) • Increase content on owned + third party websites as a RV Friendly destination (eg. suggested itinerary etc) (action 2.16) • Cross regional partnerships with other SA Regions on the RV Traveller trail • Regional Visitor Guide distributed at key offline touchpoints in the region used by RV Travellers • Online forum monitoring + responding of relevant RV Traveller camping spots (eg Wikicamps, TripAdvisor etc – see action 3.10). *NOTE: The future investment (both time and personnel) into Caravan and Camping Shows needs*	RDAYMN	RCG, CVWFTC, WRC, APC Neighbouring SA Regional Tourism Bodies/Councils	Nil – unless attending events. ROI of attending Caravan + Camping Shows needs clear justification and strong ROI + KPI for future investment due to their heavy resource (time and $ requirements) .	Short Term, Ongoing.	RV Accommodation + Dump point information updated on key visitor collateral + cv.com

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
		careful consideration with respect to the other immediate priorities for this Plan.					
	2.29	Identify, initiate strategic marketing + opportunistic partnerships to grow high yield **Western and Eastern International Markets** in the Region • Engage with relevant SATC Trade Marketing activities relevant to the Region. (ref action 2.20) • Share relevant International Marketing opportunities with local industry (via action 1.6). • Development of rich media assets to drive demand from this segment (via action 2.4). • Support Wine / Tourism Brands / industry organisations who are hosting Chinese Incentive Buyers with itinerary planning and organisation. (see action 2.23) • Support tour operators with itinerary planning + guidance who are bringing International Visitors into the Region.	RDAYMN	SATC, CVWGA, Tourism Operators	Opportunity to be considered carefully, and ROI must be measured	Ongoing	Opportunities identified and leveraged. Growth in the # of Chinese Visitors in the Region.
	2.30	Advocate for the **inclusion of the Region in Itineraries of Tour Operators** who are aligned to the Region's high yield visitor personas. These include: • Aviation Tour Operators • Cruise Ship Pre/Post Tours • Flinders Ranges + Outback Tour Operators • Event Tour Operators (eg Birdsville Races) Activation via various initiatives such as Famils (action 2.12), Trade Events (action 2.20) and Opportunistic Partnerships (action 2.23).	RDAYMN	SATC, CVWGA, CVA, CVWFTC, Councils, Tourism Operators		Medium Term	Relevant Tour Operators Identified and relationship established. Longer term growth in CVTR in itineraries of identified Tour Operators.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
Support the marketing of key Community Managed visitor assets and experiences	2.31	Support the development + implementation of a **Marketing Plan the Burra Passport Trail and Riesling + Rattler Trail** • Advocate for improved consumer focused websites and/or increased presence on www.clarevalley.com.au • Ensure experiences are covered in Content + Marketing Calendar (ref action 2.11) + relevant Visitor Collateral (action 2.14). • Relevant Media + Influencer famils (refer action 2.12) • Increase content on owned + third party websites (ref action 2.16) • Online Reputation Management (potentially via action 3.10)	Tourism Marketing Consultants (eg Tourism eSchool)	RCG, Management Committee	TBC – quote to be supplied. Could be part of action x).	Short Term	Increase in digital footprint and positive customer advocacy online for both tourism products.
Successfully report on the attainment of major KPIs and marketing actions within this Plan.	2.31	Develop a spreadsheet that identifies base line marketing engagement and conversion metrics for each objective in the Tactical Measurement Table. (ref. Appendix 1) This is to allow for the monitoring and measurement of demand driving activities in this plan moving forward.	Tourism eSchool	RDAYMN (or TBC based on outcome of governance review)	Quote to be obtained, approx. $1500	Short Term	Baseline metrics identified for each objective (eg. as per metrics in Appendix 1) All metrics to be reported on at regular interval (e.g. monthly or bi-monthly)

Priority Area 3: Visitor Servicing

Provide appropriate and relevant visitor information for the Region's High Yield Visitor Persona's and Niche Markets when and where they expect it.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARNTERS	BUDGET	TIME FRAME	ACTION MEASURE
Ensure Visitor Centres in the region operate with strategic intent and direction to remain agile, effective and sustainable in all operations	3.1	**Review the Region's current Visitor Servicing Activities** for alignment with the region's HYVP's and Actions within this Plan. • Audit of current business operations (budgets, services, resources, revenue streams and projects) Based on review results, **develop Visitor Servicing Business Plans** which outlines: • Strategy for the day to day management and running of effective visitor servicing (taking into consideration the below specific projects actions 3.14 – 3.17) • Measurement Strategy (eg Visitor Numbers, Online Visitor Servicing Numbers, Visitor Sentiment via the Centre)	CFWTC, RCG	Tourism Marketing Consultants	Nil if developed in-house or $15K if outsourced	Short Term Plan is reviewed Annually	Review is undertaken, and implementation underway. Achievement of objectives are communicated to relevant stakeholders annually.
	3.2	Relevant **staff to proactively engage with wider Regional stakeholders on specific projects, events and committees** to remain informed and proactive.	CFWTC, RCG	Relevant Tourism Stakeholders, SATIC	Nil (except travel + event costs)	Short Term, then ongoing.	The Region's Visitor Servicing Staff are well connected with relevant groups and with other VICs in the state.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARNTERS	BUDGET	TIME FRAME	ACTION MEASURE
	3.3	Implement **digital capacity building training for all visitor servicing frontline staff** in the Region to upskill in digital visitor servicing. Implement new learnings to activate digital visitor servicing (will allow the completion of many of the actions 3.10 and 3.11)	Tourism eSchool	CVWFTC, RCG	$5500	Immediate – in progress	All VIC staff are trained in best practice online visitor servicing. Growth in online visitor servicing metrics.
Develop and distribute visitor collateral that drives conversions, dispersal and increasing length of stay in the region for the Region's HYVP's	3.4	**Audit existing Centre-developed Visitor Collateral** for alignment with Regional branding (see action 2.3), HYVPs and Niche Interest Segments.	CVWFTC, RCG, WRC, APC	RDAYMN	Nil	Short Term	Audit completed and recommendations implemented.
	3.5	Develop **new design templates for Centre-developed Visitor Collateral** (flyers/brochures/maps etc) to ensure consistent look, feel and branding (see action 3.4) across the whole Region.	CVWFTC, RCG, WRC, APC	CVWFTC, RCG, WRC APC Graphic Designer	Costs associated with designing + printing	Short Term, once audit is complete. Ongoing Updates.	Templates developed and being used by all relevant stakeholders in the region.
	3.6	**Optimise relevant Centre-developed Visitor Collateral** based on audit findings and new design templates. At a minimum optimise content with: • Website call to action to track online engagement (eg. brochure downloads, live views). • Visitor advocacy for the Region (such as including relevant hashtags and social channels to tag) are included in all collateral • Intra-regional suggested itineraries for the High Yield Visitor Personas and niche interest markets.	CVWFTC, RCG, WRC APC	Tourism Operators	Costs associated with Printing	Short Term, once template is developed	Sub-Regional Visitor Collateral aligned to Ideal Customers and optimised for visitor advocacy and conversion tracking

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARNTERS	BUDGET	TIME FRAME	ACTION MEASURE
Provide the right visitor servicing support at the right location to the Region's HYVPs that drives real conversion of visitors + increase spend and length of stay.	3.7	**Increased collaboration and knowledge of Visitor Servicing Teams of the experiences across the whole Region.** • Famils of relevant staff within the region around the sub-regions • Regular communication of sub-region activities between Visitor Servicing Managers and frontline staff in the region	CVWFTC, BVC, Local Councils	Tourism Operators	TBC	Short Term, Ongoing	Close collaboration + understanding of Sub-Regional product offerings by Visitor Servicing Staff.
	3.8	**Grow awareness of regional product offering with Visitor Centres outside the region**, to increase Regional product knowledge and referrals from other Visitor Centres to the region. This includes: • Leveraging the 2020 SA Visitor Servicing Conference to showcase the Region to delegates. • Famils – intra and interstate opportunities • Regional Visitor Guide distribution (refer action 2.14)	CVWFTC, RCG	SATC, TiCSA	TBC	Ongoing	Relationships with relevant VICs/VIOs is activated and optimised. Other relevant project based metrices.
	3.9	**Implement Outreach Visitor Servicing** at relevant Regional events + locations, which align to the Region's HYVPs. • Roving ambassadors at relevant events or key visitor precincts • Pop-Up Visitor Information Stalls at relevant events *TIP: To measure the effectiveness of this investment, encourage visitors to sign up to the Regional Consumer Database (ref. action 2.10)*	CVWFTC, RCG	Event Organisers, Councils	TBC	Ongoing	Identified opportunities implemented *Refer to Appendix 1 to measure + report on return on investment for this activity.*

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARNTERS	BUDGET	TIME FRAME	ACTION MEASURE
	3.10	**Reputation management of relevant online listings (eg TripAdvisor, Google My Business)** as identified (via action 2.16) of Council + Community Managed visitor experiences in the region to ensure high level of visitor engagement and response to visitor enquiries and increase profile of these products in online.	CVWFTC, RCG, WRC, APC	RDAYMN, Tourism Marketing Consultant	Nil	Short Term, Ongoing	Council/Community owned/managed tourism assets reputation are managed online
	3.11	**Service visitors online via Facebook Messenger, Instagram Direct Message and Live Chat**	CVWFTC, RCG	TBC – custodians of website + social channels.	TBC	Short Term, Ongoing	Online Visitor Servicing channels are promoted to visitors + visitors are being serviced in timely manner.
	3.12	Support the provision of **up to date and on-brand visitor information** via **Visitor Information Boards/Information Bays** in the region**.** • Review current information boards in the Region (via relevant local communities/council) for location (key HYVP touch points), condition, branding, (ref. action 2.3), content and call to action alignments (eg. Regional Website or Visitor Centre phone numbers). • Work with relevant stakeholders for Board Maintenance, Design and Information updates • Potentially roll this action into Tourism Signage Audit (see action 5.16).	CVWFTC, CGVC, RCG, WPC, APC	Tourism Signage Experts.	Quote to be obtained (if required)	Short Term	All visitor information in bays / boards feature up to date, relevant information + CV Brand.
	3.13	**Engage residents to be effective visitor servicing advocates** for the region by: • Develop a residents communication opt-in database (via action 2.10) • Communication of 'What's On' or 'What's News' through local community channels (eg Council	CVWFTC, CGVC, RCG, WPC, APC	Tourism Operators, Local Community	TBC	Ongoing	Residents are aware of what's on and new around the Region, and respond to communication.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARNTERS	BUDGET	TIME FRAME	ACTION MEASURE
		communication channels - social media, local community Facebook Groups, local media (print, radio). • Distribution of relevant Visitor Collateral at outreach visitor servicing events (see action 3.9) • Visitor Centre specific events (eg. Friday night drinks – CVWFTC, Open Days etc).					
	3.14	**Engage tourism operators** to be effective visitor servicing advocates for the region by: • Facilitating a calendar of intra-region famils of tourism experiences (support action 1.5 – industry engagement + education). • Supplying relevant collateral for distribution (refer action 2.14).	CVWFTC, BVC	RDAYMN, Councils Tourism Operators	$500	Medium Term	Famil Calendar developed and Visitor Guides distributed to Region's Tourism Operators.

Priority Area 4: Events

Use events as a trigger to visit the Clare Valley Tourism Region year-round.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNER	BUDGET	TIME FRAME	ACTION MEASURE
Promote existing events to drive demand for the Region with the Region's HYVP's.	4.1	**Complete an event audit** (ref. Table 14) to identify existing regional and local business/community events that align with the re region's HYVPs, and include events in the Campaign and Marketing Calendar communications (via action 2.11) and in relevant Visitor Collateral (via action 2.14).	RDAYMN, Councils	CVWFTC, CVA, CVWG, Tourism Operators, Community Groups + Associations	Nil, unless outsourced	Immediate	Audit complete, and events identified.
	4.2	Actively encourage event managers (council and non-council) to **list their events on the ATDW** to get increased exposure of regional events online.	Councils	Councils, Tourism Operators	Nil	Ongoing, via action 1.6	Increase in the number of Regional event listings on the ATDW.
	4.3	Actively engage event organisations to use **regional branding** (refer action 2.3) and also encourage regional advocacy through the promotion of the Region's user generated content policy (ref. action 2.7)	RDAYMN, Councils	CVWFTC, Local Governmen t, Specific Event Organisers	Nil	Ongoing, via action 1.6	Event organisers are engaged in and implementing the UGC policy.
Advocate for the attraction of new events or development of existing events that drive visitation by the Region's HYVPs and Niche Interest and Market Segments.	4.4	**Support new or existing events to the Region** that are aligned to the region's HYVP's. These could include events that are either stand-alone (such as Clare Valley Gourmet Weekend) or part of larger state-wide events such as SA History Festival, SALA, Tasting Australia or Adelaide Fringe. • Support opportunities include: financial support, grant funding application support,	RDAYMN, Councils	Specific Event Organisers, CVWG, CVA, CVWFTC, Tourism Operators Events SA, Local Governmen	Each event analysed to ensure a positive ROI for the region if investment is required.	Ongoing	Inclusion of Regional events in state wide event programs. Growth of existing events or number of new events to the Region.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNER	BUDGET	TIME FRAME	ACTION MEASURE
		positive policy support, in-kind support, staffing support etc as required. • Case manage by relevant regional stakeholder as relevant for each event (eg RDAYMN or Council level).		t, Local Community Groups (Arts, History)			
Leverage Business Events to attract more high yielding business travellers to the Region	4.5	**Liaise with Adelaide Convention Bureau** to identify the following opportunities: • Bidding/hosting for relevant regional business events in Region • Inclusion of the Region in relevant pre and post touring itineraries and incentive group itineraries • Engage relevant Adelaide Convention Bureau staff to regional famils and industry networking hosting opportunities (including as part of action 1.5)	RDAYMN	ACB, Tourism Operators	Each opportunity analysed to ensure a positive ROI for the region if investment is required.	Short Term	ACB is engaged, and opportunities identified and actioned as applicable.
Advocate for the Region as a key location to host sporting events in South Australia	4.6	Liaise with relevant organisations supporting sporting events to identify opportunities to identify and secure an increased number of **sporting** events in the Region based on facilities available. Sporting events including: • Cycling • Running • Multisport • Horse Racing • Aerial • Motorsports – car/ motorbikes • Golf • Hiking • Horse Riding, Rodeo	RDAYMN, Councils	Local Sports Clubs / Facility Managers, Office of Recreation, Sport and Racing (ORSR), Events SA	Each event analysed to ensure a positive ROI for the region if investment is required.	Medium Term	Strategy developed and implemented. Growth in sporting participant and events in the Region.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNER	BUDGET	TIME FRAME	ACTION MEASURE
Leverage Major South Australian Events to attract more HYVP's to the Region	4.7	Liaise with Events SA and Event Organisers to: • Advocate for pre and post touring to the Region around Major Events outside of the Region that align with the Region's HYVPs and Hero Experiences (This could include both Adelaide based and also regional based major events such as Birdsville Races, Barossa Vintage Festival etc). • Where relevant, work with travel trade via SATC to package the Region's tourism products for event packages.	RDAYMN	SATC, Events SA, Specific Event Organisers,	Nil	Short Term	Events identified and pre/post touring opportunities identified with relevant event organisers. The Region's touring options promoted and packaged.
Advocate for sustainability of events committees and volunteer numbers		Support the development of Event Volunteer Engagement + Activation program, to encourage more event volunteers or on event management committees.	RDAYMN, Councils	Secondary + Tertiary High Schools, Event Consultants,	TBC	Medium Term	Sustainability of key events committees and their volunteer numbers.

Priority Area 5: Infrastructure + Experience Development

Support the development and expansion of experiences within the Clare Valley Tourism Region via relevant product development and visitor infrastructure initiatives, to grow market share of the region's HYPVs and support visitors to have positive, memorable experiences.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNER	BUDGET	TIME FRAME	ACTION MEASURE
Grow the quality and quantity of products that enhance the visitor experience in the Region, and attract more of the Region's HYVP's and Niche Interest Segments.	5.1	Advocate and support the **attraction of investment into accommodation** in the region through the development of a Visitor Economy Investment Prospectus. Focus on accommodation that fills the gap of higher-end and groups/business events/wellness accommodation (such as medium-sized 5 star) as highlighted in the Regional Visitor Strategy. *Note. Potential land locations need to first be identified, and then engagement with SATC to develop and take investment proposal to market.*	RDAYMN	Councils, CVWGGA, SATC, CVA, Tourism Operators Consultant to develop Tourism Investment Prospectus	TBC – Quotes to be sourced for outsource of investment prospectus.	Short Term – Currently in Progress	Potential land in Region identified. Investment prospectus developed. Relevant investors and SATC engaged in process.
	5.2	Advocate for/support the **upgrade and expansion of existing accommodation** in the Region**.** Current projects to support include: • Discover Holiday Parks expansion Clare Valley • Paxton Square Cottages • Bungaree Station	RDAYMN	SATC, CVA, CVBTA, Tourism Operators	TBC – managed on a case by case basis.	Short Term	Proactive engagement with relevant accommodation providers. Relevant support provided.
	5.3	Advocate for/support **the attraction and expansion of experiences that align with the Region's HYVPs** in the Region. Focus on: • New operators + events – including primary producers (agritourism)	RDAYMN	All relevant Regional Stakeholders* *Eg CGVC "Growing New Tourism Experiences"*	Nil	Short Term	Proactive engagement with relevant operators Support provided as required.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNER	BUDGET	TIME FRAME	ACTION MEASURE
		• Existing operators + events looking to offer more immersive + engaging visitor experiences (paddock to plate, events • Also support via the removal of red-tape for relevant businesses (new or existing – ref action 5.2.5)		*Report will support the activation of this initiative*			
	5.4	Support the development of **Hospitality Careers Pathway Plan** to encourage the training, attraction + retention of quality hospitality staff and event volunteers in the Region's Food, Wine + Beverage experiences and Events. *Refer Austrade Tourism Employment Plan for support in developing a plan for the region > https://www.austrade.gov.au/Australian/Tourism/Policy-and-Strategy/Labour-and-Skills/Tourism-Employment-Plans/tourism-employment-plan-advisory-service*	RDAYMN	Austrade, Education Providers (Secondary, Tertiary), Industry	TBC	Medium Term	Plan developed and activated.
	5.5	Develop a **MOU with Clare Valley Wine and Grape Association**, to ensure collaboration and strategic alignment to this Plan for product development + marketing. Current and future project alignment opportunities include: • Events – Experience + Marketing Support (Clare Valley Gourmet Weekend, Clare Wine Show) • Grant Funding – Application + Project Priorities. • Commissionable Product Development • Growing China Visitation • Branding + Video Storytelling	RDAYMN	CVWGGA	TBC	Immediate	MOU developed + signed. Regular collaboration + reporting on relevant projects + actions.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNER	BUDGET	TIME FRAME	ACTION MEASURE
		• Development of CV Wine Story					
	5.6	Develop a **MOU with Clare Valley Cuisine***, to ensure close collaboration and strategic alignment to this Plan. Current + future project opportunities include: • Expansion of Regional Produce sales and use within the region (supermarkets, restaurants, cafes) and wider SA/Australia/ + SA • Experience development with members (action 6.5) • Marketing activities (see Priority Area 2) **Or relevant organisation looking after Food in the region if CV Cuisine disbands.*	RDAYMN	CVC	Nil	Immediate	MOU developed + signed. Regular collaboration + reporting on relevant projects + actions.
	5.7	Advocate and support the attraction and expansion of **Art and Cultural (inc. Indigenous) experiences** in the Region. Current + future opportunities include: • Attraction of funding and investment into a new Regional Art Gallery • Existing Operators looking to expand their current Art + Cultural offerings. • Indigenous Culture Development – Increased sharing and telling of Njadjuri Stories + Culture by current Regional land custodians. • Local Government Art + Culture Strategies support the activation of key Visitor Experiences/ Locations. • New Product Development opportunities	Relevant organisation for relevant projects. Eg Councils, RDAYMN etc	All relevant Tourism Industry Stakeholders	TBC	Short Term, Ongoing.	Proactive engagement with relevant art and culture opportunities. Relevant support provided and/or projects initiated.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNER	BUDGET	TIME FRAME	ACTION MEASURE
	5.8	Develop a **MOU with Visual and Performing Arts Association Mid North**, to ensure close collaboration and strategic alignment to this Plan. Current + future project alignment opportunities include: • Brand Alignment + Marketing support of Clare Valley Art Trail (action 2.5) • Experience Development with VAPAA Members • Marketing support of relevant VAPAA Member Events (via action 2.11)	RDAYMN	VAPAA	Nil	Immediate	MOU developed + signed. Regular collaboration + reporting on relevant projects + actions.
	5.9	Engagement with Department of Environment and Water on the development of new **SA Heritage Strategy.** Advocate and elevate relevant opportunities and challenges within the Region which align strategically with this new Plan.	RDAYMN	DEW, Councils, Tourism Operators	Nil, unless specific project requirements.	Immediate	DEW engaged. Opportunities highlighted for new Plan.
	5.10	Advocate for/support the further **activation of key History and Heritage experiences** in the Region, with a focus on offering a more immersive + engaging visitor experiences. Key heritage locations in the Region include **Burra/Burra Heritage Trail, Bungaree and Mintaro and Sevenhill Cellars.** Support in areas of: • Advocate for contemporary, digital + motivating interpretation • Advocate for maintenance of heritage assets • Connecting with relevant funding opportunities • Increase online distribution + promotion (via Priority Area 2)	Relevant organisation for relevant projects – eg RCG, RDAYMN	Councils, Community Management Committees	Nil, unless specific project requirements	Short Term	Proactive engagement with relevant history + heritage opportunities. Relevant support provided.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNER	BUDGET	TIME FRAME	ACTION MEASURE
		• New Product Development opportunities					
	5.11	Advocate for/support experience development + interpretation of **SA's Copper Triangle Mining Heritage** with surrounding regions of Moonta + Kapunda (such as via each Council's Heritage Strategies) to encourage cross-regional product development, marketing initiatives and visitor dispersal.	RCG	RDAYMN, Light Regional Council, Copper Coast Council, DEW, NHTSA	Nil, unless specific project requirements	Medium Term	Proactive engagement with Copper Triangle stakeholders. Opportunities identified + activated.
	5.12	Advocate and support the expansion of **Nature Based experiences** in the Region via the Region's Natural Assets. Opportunities include: • Activation/expansion of experiences at the Region's Conservation Parks (eg Spring Gully, Redbanks) such as via interpretive signage, new walking/cycling trails and visitor amenities. • Attraction of new Activity providers eg Walking/Cycling/Tour operators • Support for Operator activation of Edge of the Outback experiences • Engagement with DEW on relevant Nature Based Tourism projects.	RDAYMN	SATC, DEW, Councils, Tour Operators	Nil unless specific project requirements.	Short Term	Proactive engagement with relevant Nature Based stakeholders. Opportunities identified + activated.
	5.13	Advocate for and support the **connection of the Clare Valley Tourism Region via the current Cycle Trail Network** (Riesling, Rattler, Wakefield Trails) to other South Australian Cycle Trails – such as via the propose Adelaide Wine Country Cycle Trail.	CGVC, WRC, Riesling Trail Committee, RDAYMN	SATC, Councils, Trail Management Committees, Neighbouring Councils.	TBC – Grant Funding Applied for where relevant.	Ongoing	Advocacy and support is maintained, and investment by Region's stakeholders is considered if relevant.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNER	BUDGET	TIME FRAME	ACTION MEASURE
	5.14	Advocate for **visitor friendly opening hours** (eg open on weekends/public holidays) in key visitor locations (such as Clare + Burra main streets) and attractions through collaborative communication to the industry.	RDAYMN	All Regional Tourism Stakeholders	Nil	Ongoing	Opening hours are reflective of the needs of visitors (eg. Open on weekends/Public Holidays and Fridays/Mondays)
	5.15	**Review product development ideas and opportunities** from the stakeholder engagement workshops, as it relates to this Plan.	RDAYMN	Industry Stakeholders	Nil	Review is undertaken in the Medium Term Stakeholder survey implemented biennially	Review is undertaken and development ideas are tabled with relevant stakeholders. Re-engage industry for new product development ideas every 2 years.
Ensure all levels of tourism signage supports the region's visitors have a safe, engaging and easy transit around the region	5.16	Undertake **regional tourism & wayfinding signage audit,** and **identify and priorities signage updates.** Specific signage including • Interpretive Signs (Towns, Trails, Conservation Parks etc) • Tourism Signs (brown signs) • Town Welcome Signs • Tourism Trail Signs • Wayfinding Signs • Highway Directional Signs • Information Bays Engage with relevant stakeholders and identify funding opportunities to implement the signage upgrades based on relevant signage priorities.	Councils	All regional stakeholders Tourism Signage Consultants.	Quotes to be obtained if outsourced.	Medium Term	Regional tourism and wayfinding signage audit is complete, and signage is upgraded.
	5.17	**Activate/update information bays at key visitor** rest/convenience stops (eg. Tarlee) or pull over-locations to photograph (+ advocate) for the	Councils	All regional stakeholders	Upgrades to be added to Council's	Medium Term	Current Information Bays / Pull Over locations are suitably upgraded to cater for visitor needs (information/safety).

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNER	BUDGET	TIME FRAME	ACTION MEASURE
		region via social media (eg Lake Bumbunga and Midnight Oil House). (Ref. action 2.7).			relevant programs		New information bays are identified, and activated.
Ensure visitors have safe and easy transit and parking to and around the Region.	5.18	**Review visitor parking in key visitor locations** for cars, bicycles, caravan and RV's (eg. Main Street Clare + Burra, Key Visitor Stopping Areas – Midnight Oil House, Lake Bumbunga) and plan to upgrade as per recommendations.	Councils	Tourism Operators Local Community and Town Associations	Upgrades to be added to Council's relevant programs	Short Term	Visitor parking is reviewed, and upgrades activated.
	5.19	Identify relevant Grant Programs to apply for **funding to upgrade key visitor route roads** to and around the Region and improve road conditions to, and around key experiences within the Region. Advocate for maintenance of, and upgrades to relevant state government roads (eg. Horrocks Highway) to and around the Region.	Councils	External Road Consultants Tourism Operators, Local Community and Town Associations	Upgrades to be added to Council's relevant programs	Ongoing	Grant funding is identified, and applied for as relevant.
	5.20	**Audit key cycle routes for cycle friendly infrastructure** including roads/safety/transit/bike parking/water stations/shelter/repair stations in key visitor locations eg. Main Street Clare, villages along Riesling/Rattler/Wakefield Trails and plan to upgrade as per recommendations.	Councils	Riesling/Rattler Trail Management Committees, Tourism Operators	Upgrades to be added to Council's relevant maintenance programs	Medium Term	Cycle infrastructure upgrades implemented
Ensure public assets, such as Public Toilets, Bins, RV Campgrounds and Parks are maintained to a high standard and encourages positive advocacy of the Region.	5.21	Ensure timely management of **rubbish** and maintenance cleanliness and maintenance of **public toilets** to a high standard – particularly in key visitor locations of **RV Campgrounds + Visitor Parking Bays, Town Centres, Parks and Trails.** Develop a plan also for future upgrades, and also review opportunities to activate these areas to encourage visitor advocacy, such via signage (see actions 2.7 and 5.16, 5.17)	Councils	Local Progress or Town Associations	Upgrades to be added to Councils relevant programs	Short Term	Local Groups engaged, plan developed for future upgrades. Clear service levels incorporated into maintenance contracts. Activation via public art + brand signage

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNER	BUDGET	TIME FRAME	ACTION MEASURE
		• Brand Signage – eg bins/toilets • Local Community Art Activation (eg see Cummins Public Toilets). Alignment to Arts + Cultural Strategies. • Placemaking Plans at a Council Level (eg current Clare and Gilbert Valley Council Main Street Activation)					
Advocate for improved digital connectivity and mobile coverage in the region.	5.22	Advocate/enable continued roll out of **free WIFI** at key public visitor hot spots/locations to encourage advocacy for the Region.	Councils	RDAYMN, SATC, Telco Providers, Local Progress or Town Associations, Tourism Businesses	Nil	Ongoing	Expansion of free WIFI network in the region for visitors.
	5.23	Advocate for improved **mobile network coverage** across the Region's Black Spots (eg. Rhynie) to improve safety, access to online visitor information and enable increased online advocacy for Visitors.	Councils	Telco Providers, Local, State, Federal Governments	Nil	Ongoing	Relevant stakeholders engaged to address the black spots via Grands/Future Works Programs.
	5.24	Advocate for **high speed internet** (eg NBN, fixed line or satellite) for businesses around the Region, to support the growth of local businesses, attract the delivery of more corporate events (reliability and speed of network) and enable the provision of WIFI by local tourism businesses to visitors.	Councils	Telecommunication Providers.	Nil	Ongoing	Increased rollout of high-speed internet options around the Region.
Activate tourism sensitive policies in across the region in relevant Planning and Development frameworks	5.25	Advocate for **relevant local council and state government policies** to ensure the support of sustainable tourism development in the Region and remove unnecessary red tape where possible and relevant for new and existing tourism businesses.	Councils	SATC, RDAYMN, State + Local Government policy makers Tourism Operators	Nil	Ongoing	Red tape issues identified and raised with relevant policy stakeholders. Case manage significant development proposals.

Priority Area 6: Industry Capability

Advocate and encourage visitor experiences in Clare Valley Tourism Region to deliver the best quality consumer experience for visitors.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	POTENTIAL PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
Advocate for quality in visitor experience and customer service delivery	6.1	**Encourage tourism operators to work with TiCSA** for tourism accreditation, awards, training and business development (can be communicated via action 1.5 and 1.6).	RDAYMN	TiCSA, Councils, Tourism Operators	Nil	Short Term, Ongoing	Tourism operators participate in relevant TiCSA opportunities
	6.2	**Identify and promote programs that support businesses to transition into new markets** (e.g. China Ready Programs), engage in new distribution channels (eg Trade & Cruise Visitors) and develop and adapt products to capitalise on growth opportunities.	RDAYMN	TiCSA, SATC, Tourism Operators	Nil	Short Term, Ongoing	Tourism operators participate in relevant programs.
	6.3	Connect industry with relevant grant opportunities (via industry comms - action 1.6)	RDAYMN	Relevant Stakeholders	Nil	Short Term, Ongoing	Industry stakeholders are aware of relevant funding opportunities.
Build the marketing capacity of tourism product marketers to drive awareness and conversion of visitors, both on and offline.	6.4	Identify and leverage relevant marketing professional development opportunities for tourism operators (eg. via TiCSA, Wine Australia (eg Growing Wine Tourism training)) and communicate opportunities with industry (ref action 1.6).	RDAYMN	TiCSA, SATC, Tourism Operators	Nil	Short Term, Ongoing	Industry participation and engagement in relevant programs.
	6.5	Run facilitated training region for Tourism Operators + Visitor Servicing Staff for upskilling gin areas of digital marketing training. • How to develop and manage a high converting website • Online Bookability – the importance of being able to take online bookings directly via their own websites and distribute their product via online booking channels (such as OTAs).	RDAYMN	Tourism eSchool, Tourism Operators	Quote to be supplied	Short Term	Funding applied for the Training. Training rolled out to Industry. Increased engagement + digital footprint in the Region.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	POTENTIAL PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
		• Online reputation Management + Online Listing Management (ATDW, TripAdvisor + Google My Business) • How to implement the Regional brand via regional hashtags • Best practice Brand Storytelling (for use on their Social Media, Blogs, Websites					

Priority Area 7: Promote the Value of Tourism

Communicate with residents, local businesses, community groups, council staff, elected members and tourism industry to help them understand the contribution of the Visitor Economy to the Clare Valley Tourism Region.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	POTENTIAL PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
Take a lead role in advocating Tourism as an economic driver for Clare Valley Tourism Region	7.1	**Present new Tourism Plan Snapshot** to all relevant Regional Tourism Industry stakeholders (via actions 1.5, 1.6) to encourage ownership and activation where relevant.	RDAYMN	All Regional Tourism Stakeholders	Nil	Short Term	Plan is presented to and endorsed and supported by the whole Regional Tourism Industry.
	7.2	Ongoing liaison with SATC for the most **up to date visitor data and website referral data from www.southaustralia.com**	RDAYMN	SATC	Nil	Short Term, Ongoing	Most relevant/recent visitor data used for measurement of this Plan. Referral data from state website to assist with measuring ATDW listings referrals in the region.
	7.3	Investigate the implementation of the **Tourism Sentiment Index (TSI)** as research to benchmark the Region's reputation and visitor experience against similar global destinations.	RDAYMN	Destination Think	Quote to be obtained.	Short Term	Investment in the Tourism Sentiment Index (TSI) investigated
	7.4	Prepare and **present achievement of this Tourism Plan** to relevant industry stakeholders.	RDAYMN	Senior Leadership of all relevant Plan Stakeholders	Nil	Short Term, Ongoing	Stakeholders are informed on the progress of the Tourism Plan's KPIs on a regular basis (annually, at a minimum)
	7.5	Prepare and present the **opportunities + achievement of KPIs** to industry via networking events (ref. action 1.5) and industry communication (ref. action 1.6).	RDAYMN	All Industry Stakeholders	Nil	Medium Term, Ongoing	Industry Stakeholders are informed on the progress of the Tourism Plan's KPIs.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	POTENTIAL PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
						Bi-Annually (end of 2nd Quarter, and end of 4th Quarter)	
	7.6	Develop and implement a **Local Advocacy** communication plan to keep residents informed of 'good news' tourism stories in the Region and encourage their advocacy with Visiting Friends + Relatives (Ref action 3.13)	RDAYMN	All Regional Communication Channels, Local Media	Nil	Short Term, Ongoing	Communication Plan developed and implemented

Appendix: Marketing Goals, Objectives + Measurement

Marketing Goals

To achieve the Strategic Goal and Major KPIs (ref. Priority Area 2 Marketing + Priority Area 3 Visitor Servicing), the following Marketing and Visitor Servicing Goals have been identified.

1. Increase Brand Awareness + Advocacy
2. Foster Engagement, Consideration and Trust
3. Increase Lead Acquisition
4. Increase Visitors Serviced
5. Increase Profits (Product/Event Booking Commission)
6. Increase Profit (Retail/Souvenir Sales)

Tactical Objectives

Below are some suggested online tactical objectives, aligned with the relevant Marketing Goals (objectives to be confirmed by CKITA, as it relates to the current investment in marketing initiatives)

NOTE: These metrics can be updated or added to in accordance with the outcome of the implementation of the actions in this Plan.

GOAL	OBJECTIVES	TIMEFRAME	MEASUREMENT
WEBSITE MARKETING			
1	Attract X users to the website	From <date> to <date>	Via Google Analytics
1	Achieve X total page views on the website	From <date> to <date>	
1	Attract an average of X% of 'new users' to the website	From <date> to <date>	
2	Achieve an average bounce rate of less than X% for the whole website	By <date>	
2	Achieve an average time on site of X minutes for the whole website	By <date>	
2	Achieve an average Pages per Session of X for the whole website	By <date>	
2	Achieve an average time on site of X minutes for Mobile Visitors	By <date>	
3	Achieve X Emarketing Opt-in signups from website opt-in forms	By <date>	
3	Increase Referrals to Operator Websites by x%	By <date>	
4	Achieve x Live Chat discussions	By <date>	Via Online Chat Software
4	Achieve X Contact Form Submissions	By <date>	Via Google Analytics
4	Achieve X Click to Call	By <date>	
4	Achieve X Visitor Guide Views/Downloads	By <date>	
4	Increase destination visitor information, product + event on relevant third party tourism organisation websites by x% (including ATDW listings)	By <date>	Manual tracking
5	Increase bookings direct from website by X%	From <date> to <date>	Via Google Analytics, Bookeasy and Financial Reporting software
5	Increase bookings from review websites referral source by X%	By <date>	
5	Increase total profit by X%	From <date> to <date>	
5	Achieve X Contact Form Submissions which have offline sales conversions	By <date>	

GOAL	OBJECTIVES	TIMEFRAME	MEASUREMENT
6	Increase retail sales direct from website by X%	From <date> to <date>	Via Ecommerce Software Reporting
6	Increase # units sold by X%	From <date> to <date>	
SEARCH ENGINE OPTIMISATION			
1	Attract average X% users to the website from 'Organic' source	From <date> to <date>	Via Google Analytics
1	Attract average X% users to the website from 'referral' sources (social, email, referral)	From <date> to <date>	
1	Increase the # of landing pages from search engine source from X to X	By <date>	
2	Achieve an average bounce rate of less than X% for users from 'Organic' Source	By <date>	
2	Achieve an average time on site of X minutes for users from 'Organic' Source	By <date>	
3	Achieve X Emarketing Opt-in signups from organic search visitors	By <date>	
3	Achieve X Contact Form Submissions from organic search visitors	From <date> to <date>	
5	Increase bookings by organic search by X%	From <date> to <date>	
6	Increase retail sales by organic search by X%	From <date> to <date>	
SOCIAL MEDIA + ONLINE REVIEW WEBSITES			
1	Increase social media community size/s by x% (per channel)	From <date> to <date>	via Social Media Channel Insights tools
1	Increase quality of community to align with the destination's Ideal Customers	From <date> to <date>	
1	Increase social media coverage on key destination influencer social communities by x%	From <date> to <date>	

GOAL	OBJECTIVES	TIMEFRAME	MEASUREMENT
1	Increase average monthly social media reach by x% (per channel)	From <date> to <date>	
1	Improve position of organisation managed product listings to position X (e.g. TripAdvisor + Google My Business)	From <date> to <date>	Via Rate + Review Channel Insights
2	Increase positive use of brand hashtags by x%	From <date> to <date>	via relevant Social Media Channel Insights tools
2	Achieve average monthly engagement rate of over 7% on Facebook Posts.	By <date>	
2	Achieve average monthly engagement rate per post of over 11 % on Instagram Posts.	By <date>	
3	Achieve X Emarketing Opt-in signups from social media	By <date>	
4	Increase the # of social customer service queries answered by x%	By <date>	
4	List and provide management responses for all relevant regionally managed experiences on review websites.	By <date>	Manual Tracking
4	Achieve 100% response rate on all Forum and Q+ A Listings (e.g. TripAdvisor + Google MyBusiness)	By <date>	
5	Increase bookings by social media referral source by X%	By <date>	Via Google Analytics
BLOGGING			
1	Increase the # of landing pages which are blog posts from any source from X to X	By <date>	Via Google Analytics
2	Increase the average time per blog post from X to X	By <date>	
2	Achieve X total average monthly social shares of individual blog posts	By <date>	Via Google Analytics
2	Achieve X total page views for individual blog posts	By <date>	
3	Achieve X downloads of free content from blog posts	By <date>	
4	Increase the use of Blog articles in Online Visitor Servicing by x% by <dates>	By <date>	Manual Tracking
5	Increase bookings by blog landing page source by X% by <dates	By <date>	Via Google Analytics
6	Increase retail sales by blog landing page source by X% by <dates	By <date>	
EMAIL MARKETING			

GOAL	OBJECTIVES	TIMEFRAME	MEASUREMENT
2	Achieve click through rate of over x% for eNews	From <date> to <date>	
2	Increase the average time on your website by email campaign referral source from X to X	By <date>	Via Google Analytics
2	Achieve open rate of over x% for eNews	From <date> to <date>	Via Email Service Provider
3	Increase email subscribers by x%	From <date> to <date>	
5	Increase bookings by email campaign referral source by X%	By <date>	Via Google Analytics
6	Increase retail sales by email campaign referral source by X%	By <date>	
VISITOR SERVICING			
4	Increase the # of face to face visitors serviced in the VIC/s by x%	From <date> to <date>	Manual Audit + Tracking
4	Increase the # of visitors serviced outside of the VIC/s by x% (such as events, etc)	From <date> to <date>	Manual Audit + Tracking
4	Hardcopy Brochure/Map Distributed – Via Welcome Pack, Visitor Centre, Tourism Operators, Community Events	From <date> to <date>	Manual Audit + Tracking

Other Marketing Metrics

Retail Sales

- Offline sales tracked in Visitor Centres

Visitor Collateral, Print, TV and Radio Advertising

- Objectives to be set for each individual activity.
- All activities must drive traffic to the website, via a unique URL landing page (which can't be found in search engine results).
- Track the number referrals to the unique URL via Google Analytics
- Track the number of conversions online via Google Analytics (depending on what you want the user to do once they hit the URL, e.g. Fill out a form)

Famils, PR, Visiting Journalists, Brand Partnerships, Influencers, Trade/Consumer Shows

- All activities need to have a direct, measurable impact on the Strategic Goal
- Identify what part of the activity will assist to get the regional brand in front of more Ideal Customers and or Niche Groups.
- Set up measurement tactics on website, or other means, to be able to track brand engagement as a result of the activity
- Can be integrated into online marketing tactical measures (as per previous table)

Acknowledgements

The **Clare Valley Tourism Region Destination Marketing + Management Plan 2019 – 2024** has been developed through extensive consultation with key tourism stakeholders across community, industry, business and government. Stakeholder input to the Plan was gathered through the following sources during February – July 2019:

- Via 46 responses through online survey of residents, community groups, local government, industry and government staff (March 2019)
- Over 60 tourism operators and key stakeholders were involved in 2 face to face consultation workshops in Auburn and Burra (March 2019)
- Individual meetings were also conducted with key government and industry stakeholder organisations (February-July 2019)

Local and State Government	Industry	Local Community
• Clare + Gilbert Valley Council • Regional Council of Goyder • Wakefield Regional Council • Adelaide Plains Council • South Australian Tourism Commission – Marketing, Product Development • Department of Environment + Water • Department of Primary Industries + Research.	• Regional Development Australia Yorke Mid North • Clare Valley Alliance • Clare Valley Business and Tourism Association • Clare Valley Wine and Grape Association • Clare Valley Wine, Food and Tourism Centre • National History Trust of SA Burra Branch • Riesling Trail Management Committee • Clare Valley Weddings	80+ Local Residents, Business Owners, Wineries, Tourism Providers in the Region

The development of the Tourism Plan, management and execution of the stakeholder engagement was conducted by Rebecca White and Paige Rowett, Directors, Tourism eSchool (www.tourismeschool.com).

References

In addition to the references Strategies and Footnotes throughout the Plan, following is a summary of all additional resources referenced in the development of this Document.

- Australian Wine Capital Cycle Trail, October 18
- Burra Tourism Concept Feasibility Study, July 2015
- Chinese Free and Independent Travellers to South Australia, March 2017
- Clare Valley Gourmet Weekend – Media + Event Evaluation Reports 2016 – 2018
- Clare Valley Regional Visitor Strategy, 2017
- Clare Valley Tourism Region Destination Action Plan 2012 - 2015
- Colours of Clare - A Town Centre Study and Roadmap
- Economy.ID
- Expedia Generation Alpha Research
- Expedia Generations on the Move
- Goyder Tourism Strategy 2017
- Queensland Camping Options Toolkit, March 2014
- Regional Roadmap 2018 – 2028 Engineering the Growth in The Yorke and Mid North
- SA Bike Economy Industry Roundtable Nov 17
- SA Recreational Trails 10 Year Masterplan 2015-2025
- South Australia Visitor Economy Sector Plan 2030 – Draft for Industry Feedback
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- The camping habits and economic value of ‘free-camping’ travellers, 2017
- The South Australian Bike Economy
- Tourism 2020
- Tourism Australia International Marketing Profiles
- Tourism Australia Market Profiles
- Tourism Research Australia (TRA)