

# Tourism Queensland Corporate Plan 2008-2012



Surfers Paradise, Gold Coast

<p><b>Who we are</b></p>	<ul style="list-style-type: none"> <li>• We are one of Australia's lead creative organisations, providing guidance to all operators and protecting and growing jobs for our industry.</li> <li>• We are a statutory body<sup>1</sup> under the <i>Statutory Bodies Financial Arrangements Act 1982</i> and the <i>Financial Accountability Act 2009</i>.</li> </ul>
<p><b>Our goals</b></p>	<p>Tourism Queensland's primary goals are to:</p> <ul style="list-style-type: none"> <li>• increase leisure visitor expenditure</li> <li>• maximise market share</li> <li>• increase dispersal to benefit all Queensland regions, and</li> <li>• maximise sustainable tourism growth for the social and environmental benefit of all Queenslanders.</li> </ul>
<p><b>Our target markets</b></p>	<p>Tourism Queensland focuses on leisure<sup>2</sup> visitors from international, interstate and intrastate markets.</p>

## Our Responsibility and Functions

Our primary responsibility, as outlined in the *Tourism Queensland Act 1979*, is to facilitate the promotion, marketing and development of tourism to and within Queensland. Our functions are:

- to facilitate the promotion and marketing, domestically and internationally, of tourism to and within Queensland
- to facilitate the development of the tourist and travel industry
- to facilitate the making of tourism and travel arrangements<sup>3</sup>
- to facilitate the provision of tourism and travel information services, and
- to prepare a State tourist and industry strategic marketing plan in extensive consultation with the tourist industry, the general community and appropriate government departments.



Tropical North Queensland



Lady Elliot Island, Bundaberg

## Policy and Planning Context

*Toward Q2: Tomorrow's Queensland* outlines the Queensland Government's 2020 vision for Queensland with targets that address current and future challenges<sup>4</sup>. Tourism Queensland's corporate plan aligns with the *Toward Q2* target 'Strong - Queensland is Australia's strongest economy, with infrastructure that anticipates growth' and contributes to the Queensland Government's commitment to create 100,000 jobs.

The Queensland Government's long-term plan for the tourism industry is outlined in the ten-year *Queensland Tourism Strategy 2006-2016 (QTS)*. The vision is to have "a flourishing Queensland tourism industry by 2016 that:

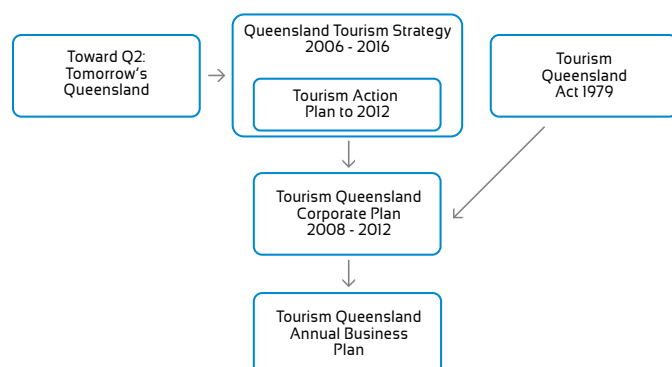
- showcases Queensland as a leading, vibrant and innovative tourism destination
- delights visitors with enriching, enjoyable and exciting visitor experiences that are distinctly 'Queensland'
- generates business growth and profitability, creates jobs and stimulates the growth of the Queensland economy
- enriches the lifestyles of Queensland communities
- celebrates and protects our Queensland culture, heritage and our magnificent natural environment
- champions an industry-wide culture of partnership and mutual respect.<sup>5\*</sup>

The QTS aligns with the broader objectives of the *National Long-Term Tourism Strategy*<sup>6</sup>, a long-term tourism policy framework to position the Australian tourism industry as a sustainable and economically vibrant industry.

Tourism Queensland is the lead agency for the majority of the actions identified in the QTS and corporate goals are guided by the goals in the QTS. Tourism Queensland delivers on the actions for which it is responsible as outlined in the *Tourism Action Plan to 2012*, recognising the extraordinary conditions faced by tourism operators.

Tourism Queensland's corporate plan aligns with the *Tourism Queensland Act 1979*.

Other State and Commonwealth policies influence the framework within which Tourism Queensland operates.



## 2020 Tourism Industry Potential

Tourism Australia, in collaboration with the Department of Resources, Energy and Tourism, has undertaken to develop a 10 year stretch goal for the Australian tourism industry, called the 2020 Tourism Industry Potential<sup>7</sup>. The Potential is effectively a doubling of domestic overnight and international tourist expenditure in Australia from \$70 billion in 2010 to \$140 billion by 2020.

The following will be required for the Potential to be reached:

- Strong aviation capacity growth
- Increased skills capacity and labour productivity
- Accommodation development; and
- Improved cruise capacity.

Implementing the Potential will require a stepped approach with deliverables at each stage of the implementation. Tourism Queensland is currently addressing the role it needs to play in ensuring the Queensland tourism industry achieves its share of the Potential.

## Strategic risks

The key strategic risk is any event which causes a decline in demand for holidays in Queensland, fewer holiday visitors or reduced yield. Such events can cause systemic issues for the Queensland tourism industry. Strategic risks that could directly impact Queensland's market share include:

- increased competition e.g., aggressive marketing by competitors
- tourism product/experiences are not refreshed or developed to cater for changing consumer needs
- external events, including adverse weather, create sudden downturn in the tourism industry
- damage to brand Queensland e.g., poor or negative media coverage, and
- disaffected or disengaged stakeholders impede our ability to influence tourism direction, strategy or execution.

## How we do things

- We take a **global approach** to tourism marketing and destination development for all of Queensland
- We work in **partnership** with the Queensland tourism industry, with our domestic and overseas tourism partners, and with our Queensland Government stakeholders
- **Consumers'** travel needs are central to all our activity
- We are the **destination management experts** with specialist knowledge to guide and inform the Queensland tourism industry.

## Tourism Queensland's Focus

Tourism Queensland maintains a network of international and zone offices and works closely with Queensland's regional tourism organisations, other government agencies, industry and the community to:<sup>8</sup>

- Lead the tourism industry to ensure the ongoing development of a strong and sustainable tourism industry in Queensland, including programs focused on
  - sustainable practices, and
  - planning for future tourism business, product and investment opportunities.
- Deliver effective tourism marketing to grow leisure visitation, length of stay and expenditure in all of the state's destinations for the benefit of Queensland's economy and job creation.
- Further develop tourism destinations by identifying new and enhanced tourism experiences and products.

Tourism Queensland pursues the following strategies under nine objectives. Collectively, these interrelated objectives drive Tourism Queensland to reach its goals.



Objective	Major Strategies
<b>Global Marketing</b> Queensland is the quintessential Australian holiday experience	<ul style="list-style-type: none"> <li>• Activate Brand Queensland on the global stage using PR, digital and advertising</li> <li>• Manage content and information databases that support marketing and development activity</li> <li>• Implement global marketing activity</li> </ul>
<b>International Marketing</b> Queensland is the quintessential Australian holiday experience for Experience Seekers <sup>9</sup>	<ul style="list-style-type: none"> <li>• Undertake campaign activity to increase sales</li> <li>• Undertake PR and publicity activity to increase awareness</li> </ul>
<b>Interstate Marketing</b> Queensland is the number one holiday destination for Social Fun-seekers and Active Explorers <sup>10</sup>	<ul style="list-style-type: none"> <li>• Undertake campaign activity to increase sales</li> <li>• Undertake PR and publicity activity to increase awareness</li> </ul>
<b>Intrastate Marketing</b> Queensland is the number one holiday destination for Connectors <sup>10</sup>	<ul style="list-style-type: none"> <li>• Undertake campaign activity to increase sales</li> <li>• Undertake PR and publicity activity to increase awareness</li> </ul>
<b>Events Marketing</b> Leverage events to build destination awareness and increase tourism visitation	<ul style="list-style-type: none"> <li>• Develop and market specific events to increase tourism visitation</li> <li>• Increase awareness of events in Queensland</li> </ul>
<b>Tourism Education, Industry and Market Development</b> The tourism industry is progressive, innovative, agile and sustainable	<ul style="list-style-type: none"> <li>• Improve market readiness at a regional level</li> <li>• Identify and implement opportunities at a whole-of-state level</li> <li>• Investigate and develop projects and ideas to grow existing and new markets</li> </ul>
<b>Business Attraction</b> Ensure consumer needs are met by supply, particularly aviation, cruise and infrastructure	<ul style="list-style-type: none"> <li>• Identify, develop and implement new business opportunities</li> </ul>
<b>Industry Leadership</b> Tourism Queensland is the creative leader by communicating tourism trends, risks and opportunities	<ul style="list-style-type: none"> <li>• Communicate with and advise stakeholders, partners and industry in particular clearly articulating strategy</li> <li>• Analyse and provide quality insights and research to government stakeholders, the industry and TQ staff</li> </ul>
<b>Team Capability and Business Management</b> Tourism Queensland operates as a knowledge and performance-driven organisation	<ul style="list-style-type: none"> <li>• Maintain an effective global team</li> <li>• Encourage a motivated, capable and collaborative global team</li> <li>• Enable and support Tourism Queensland's decisions</li> <li>• Provide efficient and effective business operations</li> <li>• Prudently manage government revenue and grant payments to other organisations</li> </ul>

## How we're measured

The Corporate Plan directs Tourism Queensland's annual business plan. Our performance against the annual business plan is evaluated and monitored by the Tourism Queensland Board on a quarterly basis, and reported in the annual report.

In 2009-10, Tourism Queensland worked closely with Queensland Treasury, Queensland Treasury Corporation and the Department of Employment, Economic Development and Innovation to develop a performance management framework to guide the measurement of tourism activity (an action from the *Tourism Action Plan to 2012*). Tourism Queensland has since implemented the framework across all planning and reporting platforms, ensuring appropriate performance targets are set for all activity undertaken and included in the annual business plan.

Tourism Queensland has set the following highline targets for 2011-12, based on the range of activity which will be undertaken throughout the year; these targets will be published in the State Budget and reported in the Tourism Queensland annual report:

Performance indicator	Highline target for 2011-12
Value of global publicity (Advertising Value Equivalent) <sup>1</sup>	\$177.7 million
Value of cooperative investment in marketing programs	\$7 million
Number of visitors to Tourism Queensland websites	6.5 million
Satisfaction with development programs	65%+
Number of total records in the Australian Tourism Data Warehouse (ATDW)	5,400

The above performance indicators and targets reflect those detailed in the 2011-12 Queensland State Budget – Service Delivery Statements.

## Our stakeholders and partners

- The Queensland tourism industry\*
- Interstate and international tourism partners
- Queensland Tourism Industry Council
- Sectoral associations
- Regional Tourism Organisations
- Tourism Australia
- Airlines and airports
- Government Departments

Tourism Queensland works with the Department of Employment, Economic Development and Innovation in delivering the Queensland Government's tourism policy.

\* The Queensland tourism industry comprises some 115,000 tourism related businesses; the majority of these are small businesses, with 92% employing less than 20 staff<sup>12</sup>.

## Global Brand Strategy

Queensland's Global Brand Strategy is designed to build a sustainable, compelling and effective global brand platform for Queensland.

On 28 September 2010, after over 12 months of extensive research and industry consultation, Tourism Queensland launched Queensland's first truly global tourism brand.

*Queensland, Where Australia Shines* introduces a new vision for Queensland as a tourism destination and provides a clear and consistent tourism message for the state in domestic and international markets.

### Tourism Queensland's Target Consumer Segments

The Global Brand Strategy identifies the market segments (consumers) to connect with domestically and internationally. The segmentation is based on extensive research of our consumers with a focus on psychographics (wants and needs) as opposed to more traditional demographic segmentation based on age and income.

For more information on Tourism Queensland's domestic target consumer segments refer to [www.tq.com.au/marketing](http://www.tq.com.au/marketing).

1. A statutory body is an entity that

- is established under an Act (ie, its enabling legislation)
- has control of funds, and
- includes, or whose governing body includes, at least one member who is appointed under an Act by the Governor in Council, or a Minister.

Source: Webbe & Weller (March 2009), *Brokering Balance: A Public Interest Map for Queensland Government Bodies (Part B Report) & Financial Accountability Act 2009 s9 (l)*

2. Leisure visitors include those that travel for the purposes of holidays and to visit friends and relatives, as well as incentives, events, cruise and students/working holidays.

3. Tourism Queensland's commercial division, which comprised of Sunlover Holidays and the Queensland Travel Centres, was sold to the AOT Group in November 2008.

4. *Toward Q2: Tomorrow's Queensland*. Queensland Government, September 2008 [www.towardq2.qld.gov.au](http://www.towardq2.qld.gov.au)

5. Queensland Tourism Strategy, November 2006, p 16, [http://www.tq.com.au/fms/tq\\_corporate/qld\\_tourism\\_strategy/Final%20Document/Final%20QTS%20Low-res.pdf](http://www.tq.com.au/fms/tq_corporate/qld_tourism_strategy/Final%20Document/Final%20QTS%20Low-res.pdf)

6. National Long-term Tourism Strategy, 2009, <http://www.ret.gov.au/tourism/Documents/DRET%20Tourism%20Strategy.pdf>

7. For further information on the 2020 Tourism Industry Potential, please see [http://www.tourismaustralia.com/en-au/default\\_6111.aspx](http://www.tourismaustralia.com/en-au/default_6111.aspx)

8. Source: Tourism Queensland Annual Report 2009 - 2010, p 18 [http://www.tq.com.au/tqcorp\\_06/fms//tq\\_corporate/annual\\_reports/2008\\_2009/TQ\\_Annual\\_Report\\_200809.pdf](http://www.tq.com.au/tqcorp_06/fms//tq_corporate/annual_reports/2008_2009/TQ_Annual_Report_200809.pdf)

9. For further information on Experience Seekers, see <http://www.tourismaustralia.com/en-au/research/3930.aspx>

10. For further information on Tourism Queensland's domestic target consumer segments, visit [http://www.tq.com.au/tqcorp\\_06/marketing/understanding-our-consumer---tq-domestic-market-segmentation/understanding-our-consumers---tq-domestic-market-segmentation\\_home.cfm](http://www.tq.com.au/tqcorp_06/marketing/understanding-our-consumer---tq-domestic-market-segmentation/understanding-our-consumers---tq-domestic-market-segmentation_home.cfm)

11. From 2011-12, Tourism Queensland is changing its media evaluation methodology for domestic media assessment to use the advertising value equivalent (AVE) method. This method brings us in line with Tourism Australia and the state tourism authorities of New South Wales and Victoria. Using the previous methodology, Tourism Queensland's global publicity value target for 2011-12 equates to \$413.3 million.

12. Source: Tourism Businesses in Australia, June 2007. Tourism Research Australia