

Chapter 3

Strategies to Achieve the Vision

The table below lists the strategies that will achieve the destination's vision and they address all of the key strategic priorities for the destination (refer to Chapter 2 Key Strategic Priorities). These strategies are intentionally highline and will generally not change during the lifetime of the Destination Management Plan (DMP). However, the methods of carrying out these strategies will probably vary from year to year, and are articulated in the annual Destination Action Plans (DAPs). Refer to Chapter 5 for an explanation of the DAPs.

STRATEGIES FOR SUCCESS

Market Research and Insights

Monitor and analyse **destination performance**, market trends and visitor satisfaction to ensure the destination remains attuned to the target markets' needs and preferences.

Ensure industry has access to reliable and current domestic and international **visitor research** to allow insightful and informed decisions regarding business priorities and actions.

Develop a mechanism for collecting and communicating reliable **visitor data and statistics** for the Brisbane destination in the areas of visitor satisfaction, accommodation performance and visitation to nature based attractions.

Regularly undertake and analyse Brisbane destination **visitor satisfaction research** to ensure the destination remains attuned to target market needs and preferences and that customer service is meeting expectations.

The Brisbane Destination Brand

Encourage relevant **stakeholders to adopt the brand positioning**, imagery and key messages for the Brisbane destination, developed through a collaborative brand development process.

Develop a **second phase of the destination marketing campaign** in the interstate (Sydney and Melbourne) and intrastate (drive) markets to provide a longer-term brand architecture, creating a platform for greater tourism and business marketing partnerships.

Positively **influence and change interstate target markets' perceptions of Brisbane** as a leisure and business destination and build brand awareness.

Encourage tourism partners to **engage in consistent communication of key brand messages** through the availability of marketing tools with compatible images, messages and themes to those outlined in the brand blueprint.

Marketing the Brisbane Destination Experience

Enhance **awareness** and perception of the things to see and do in the Brisbane destination for those in regional Queensland and the Brisbane residents market.

Design and implement tactical marketing programs to increase the **short break weekend** market, both intrastate and interstate.

Promote the Brisbane destination as the hub of the 'Southern Queensland' marketing alliance to identified **international markets**, including a focus on the 'Great Sunshine Way' as a promotional and packaging tool.

Work with local government, Chambers of Commerce and industry to ensure **tourism marketing is appropriately funded** in each sub-destination.

In key target markets, increase awareness of the **diversity of tourism product and experiences** in the destination.

Increase business events – including potential meetings, conventions and exhibition visitation in the key interstate target markets of Sydney and Melbourne.

Increase **meetings, conventions and exhibition visitation** in the key international target markets.

Seek continued growth in industry support for and investment in **domestic and international marketing activities**, familiarisations and trade missions.

Increase **representation of Brisbane destination product** in international wholesaler/inbound programs.

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Marketing the Brisbane Destination Experience

continued

Be a market leader in **innovative online marketing and communication**, including a refreshed web–marketing strategy.

Develop a **business traveller ‘extend your stay campaign’**, encouraging business travellers to extend stay to include leisure experiences and also to bring their family for leisure whilst on business.

Develop marketing campaigns in partnership with key stakeholders to promote significant **events and festivals** for the short break market.

Develop marketing initiatives to promote the **Brisbane’s Moreton Bay and Islands** sub–destination under the Brisbane destination marketing program in the South East Queensland market.

Review the **marketing, positioning and partnerships** underpinning Greater Brisbane Country to ensure the best alignment of activities.

Enhance the **coordination of marketing effort** between Tourism Queensland, Brisbane Marketing, local government and industry.

Increase the reach of the quarterly **Experience Brisbane magazine** through online linkages and extension into the local (Brisbane) market and the reach of the **Brisbane Visitor’s Guide**.

Continue to attract relevant and high profile **media and trade to participate in familiarisations** in the Brisbane destination and spread the word about the destination’s new product.

Encourage smaller tourism businesses to participate in **cooperative online booking solutions** to increase the availability of Brisbane destination product bookable online.

Encourage greater industry **participation in domestic marketing campaigns** through the development of a spectrum of advertising opportunities at a number of price points.

Leverage off the development of the Gallery of Modern Art (GoMA) to create stronger linkages in the **South Bank and Cultural Precinct** and identify promotional partnership opportunities.

Work with Local Tourism Organisations (LTO), councils and the Regional Tourism Organisation (RTO) to establish suitable mechanisms for the **coordination and marketing of events and festivals**.

Developing a Sustainable Brisbane Destination Experience

Undertake product audits and opportunity assessments as part of the development of a **Regional Tourism Investment and Infrastructure Plan** (RTIIP) to identify gaps in current product offerings linked to identified market need.

Work with key stakeholders in the Brisbane destination to raise industry and government awareness of the **city’s accommodation shortage** and encourage further hotel development in the city (including six star, boutique and corporate hotels).

Work with local government across Brisbane to further **improve access** options and support the tourism opportunities in the destination.

Work with key stakeholders and agencies to maintain and grow current **air capacity** and negotiation of new air services to the destination.

Continue to work with Department of Main Roads (DMR) and local councils to progress the **Drive Tourism Strategy** and key tourist drives (including the development of the Scenic Rim Tourism Drive).

Investigate the opportunity for **greater transport linkages** for visitors between Moreton Bay Islands, coastal villages and Brisbane River.

Develop a co–ordinated approach to **public transport** between councils, transport providers and industry.

Develop appropriate visitor access to emerging destinations through facilities and tours on the **Brisbane River**.

Work with Greater Brisbane Country local governments, Royal Automotive Club of Queensland (RACQ) and DMR to better integrate and market new and existing **tourist drives** into collateral, interpretation panels and Visitor Information Centres (VIC) and create stronger linkages between established tourist drives.

continued

Developing a Sustainable Brisbane Destination Experience

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Encourage the **development of new tours and packaged product** to provide a greater range of experience for the target market in the Brisbane destination and across the three sub-destinations (Brisbane City, Brisbane's Moreton Bay and Islands, and Greater Brisbane Country).

Identify priority **niche markets** in each of the three sub-destinations and encourage the development of product to meet the needs of these target markets (e.g. adventure, fishing, education).

Work with key stakeholders to ensure a coordinated approach to securing and running **significant events and festivals** in Brisbane city.

Encourage the development and connection of **urban villages and new precincts** (e.g. Fortitude Valley Music precinct) to the city.

Develop attractions and experiences that reflect the **history and culture** of the Brisbane destination.

Work with key agencies to investigate the development of **boutique, nature based, caravan and camping, and country cabin style accommodation** for Greater Brisbane Country.

Investigate the potential for development of **eco-tours, history and heritage, and arts and crafts** in Greater Brisbane Country.

Work with local government and relevant approval agencies in State Government to investigate the development of **boutique accommodation** for Brisbane's Moreton Bay and Islands.

Enhance the **visitor experience** for Brisbane's Moreton Bay and Islands by developing greater linkages and improved access to significant attractions, especially those with wildlife and marine tourism opportunities.

Explore options to improve the **linkages between existing wineries**, cellar doors and restaurants supporting local wine and produce to create a wine tourism experience for the destination.

Work with key stakeholders to **support tourism development in Brisbane's Moreton Bay and Islands**, e.g. Brisbane's Moreton Bay and Island Cycleway Project, Slow Food Movement, Sustainable Tourism, and Indigenous tourism.

Work with key partners domestically and internationally to develop and implement the **Great Sunshine Way** as a 'product bundling' tool under the Southern Queensland brand umbrella.

Develop a **Tourism Action Plan** for the Scenic Rim, as part of a broader review of tourism priorities in Greater Brisbane Country, incorporating the development of the Ipswich to Boonah trail and the emerging nature-based and wildlife tourism opportunities.

Work with key stakeholders to create stronger partnerships for **commercial activity within national parks, including improved infrastructure**.

Recognise the impact of climate change and the drought on tourism experiences and visitors' perceptions. Work collaboratively to dispel misconceptions and reinforce positive experiences in a consistent and realistic manner.

Work with accredited VICs to **enhance the provision of visitor information** and services.

Work with local government to ensure the quality of **amenities and services** provided meet the needs and expectation of visitors to the Brisbane destination.

The Enablers of Success listed opposite are the key policy and procedural conditions that need to be in place for the Strategies for Success to be effectively implemented.

continued

ENABLERS OF SUCCESS

Planning and Coordination

Establish a **Destination Action Group** (DAG) to integrate the initiatives of all stakeholders working in tourism.

Encourage the formation of an informal international education or **Study Tours cluster for the Brisbane destination**, with representatives from key agencies involved in delivering services and promoting Brisbane to this growing and important market.

Encourage the development of **Recreational Fishing and Marine Tourism** in partnership with key agencies.

Support the progress of an **Adventure Tourism** industry in Brisbane with the assistance of key stakeholders involved in delivering services and promoting the Brisbane destination to this growing market, including the backpacker market.

Encourage the tourism industry to become active in **Crisis Management Planning** and increase awareness of Emergency Response Plans such as 'Brisbane Secure' launched in 2007.

Develop a **RTIIP** for Brisbane and a dedicated RTIIP for Brisbane's Moreton Bay and Islands.

Encourage **stronger linkages between tourism planning with statutory planning tools** including the SEQ Regional Plan, the Brisbane City Council (BCC) Economic Development Plan, local growth management strategies, Social Infrastructure Planning and Rural Futures Strategy through the process of implementing the DMP and developing the RTIIP.

Industry Leadership and Coordination

Provide industry with strong leadership in the **marketing and development** of tourism in the Brisbane destination.

Encourage the Regional Tourism Organisation and industry within the Brisbane destination to promote existing **industry training programs** where suitable in the areas of marketing, product packaging, media and public relations, business planning, customer service, and distribution.

Foster an integrated industry leadership structure and effective, flexible **partnerships** between public and private stakeholders, following the completion of the Queensland Tourism Strategy (QTS) Network Review.

Leveraging from the QTS, work with key agencies to develop and implement a coordinated approach to industry **skills and training** in the Brisbane destination.

Industry Development

Complete an **industry training needs analysis** for the Brisbane destination.

Increase awareness of the benefits of the **Australian Tourism Data Warehouse**, taking advantage of the subsidy provided through the QTS, to advance the destination's digital marketing capacity.

Work with appropriate stakeholders to **improve the inconsistent hospitality**, retail and product service delivery through use of existing training and education programs.

Community Engagement

Engage the community in tourism activities to encourage broad **community awareness** of, and support for, the value of tourism as part of a diversified regional economy. Elevate the awareness of tourism career opportunities, and engage communities in planning ways to minimise the impact of tourism on their lifestyle and community aspirations.

Provide key tourism stakeholders (RTO, LTOs, local government and local media) with regular **information about the value of tourism** to their destination to engender more support for the industry locally.

Workforce Development

Ensure the **Brisbane destination workforce** is appropriately skilled and trained in all aspects of business, tourism and hospitality.

Facilitate **workshops that raise awareness of the existing training and education programs** available to operators in the Brisbane destination.

Ensure the professional development of **tourism service delivery** through accreditation, educational workshops and conferencing.