



Grampians Tourism

Business Plan 2009/10

June 2009

Introduction

The following pages reflect the detailed discussions occurring over the past two years leading up to the formation and staffing of Grampians Tourism Inc. A Steering Committee and Industry Reference Group oversaw the writing of a 3 year Strategic Business Plan 2009 – 2011. In January 2009, the new organisation was staffed and a workshop took on the task of sifting through a draft Plan to implement and bring into life the strategic directions set by the new Board.

The Plan has been developed from those discussions. It has a life span of 12 months – from July 2009 through until June 2010 and is intended to be a working document, reviewed regularly and updated at least annually. It reflects the resources of the new organisation - one full time CEO, one part time Marketing Manager and one FTE Administrative Support position. Further, the Plan necessarily has a direct connection to the larger 3 year Strategic Plan that contains longer-term strategic implementation elements.

In framing the document, every effort has been made to avoid duplication of actions. However, it is acknowledged that tourism is a multi-faceted industry – no action exists in isolation and most actions will impact in some way on the others. Timelines have been inserted to reflect best estimate of work flow rates and the Grampians Tourism Business Plan 2009 – 2010 is an achievable blueprint.

Given current world financial turmoil and the stated intention of State and Federal agencies to look for major opportunities for economic stimulation, there are projects – in particular the proposed walking and cycling trails through the Grampians National Park that need to be actively supported in the immediate timeframe. Other capacity-building initiatives feature in this same document, initiatives that aim to move towards collective and cooperative activities that can bind this new region together as a comprehensive holiday destination.

Tourism Victoria have outlined broadly themed marketing activities and it is the intention of Grampians Tourism to use these themes as leveraging points, to develop campaign elements that can align and benefit from these activities, as appropriate and opportune.

There are 5 premises that underpin the Plan:

- Marketing activity has sought to include long-term residual development outcomes;
- GTi will contract expertise to deliver major components of the Plan;
- Industry Development has major resource allocation in this Plan. Future years will see this transfer across into Product Development;
- Implementation is contingent upon strategic and mutually-beneficial, cross regional action – via industry, other stakeholders and a GT Working Group;

Marketing

Strategy 1: Develop and implement **marketing campaigns** in partnership with TV, LG and industry that deliver increased visitation and yield into the region.

Activity	Timing
1. Develop Autumn 2010 print and online campaign (placement & PR) to leverage off TV's tactical activities that can be targeted into Mel, regional VIC & Adl markets.	Jan/Apr 10
2. Develop a winter/spring campaign in Mel, country VIC & Adl to leverage from TV's planned branding & tactical 'indulgent nature' campaign using our key selling points of indulgent nature, villages, food/wine, arts/culture and events. A large focus will use Spring into the Grampians concept and leverage into 2010/11.	Apr 10 thru Jun 10
3. Attend selected, themed consumer shows in Mel, Adl & Syd.	Sep 09 ongoing
4. Design and insert Grampians brand imagery onto region-wide consumables – ie sandwich bags & coffee cups	Annual

Strategy 2: Develop and implement an **online marketing** focus for the region.

Activity	Timing
1. An on-line strategy delivering improved web site streaming including opportunities for LTAs/industry to leverage and take up integrated region-wide web structure.	Annual
2. Develop coop tactical eDM elements for all campaigns	Annual
3. Work with TV and LG partners to get industry into Australian Tourism Data Warehouse (ATDW)-registrations & TXA on-line booking system. (workshops)	Annual

Strategy 3: Continue to build profile in key markets via **public relations**.

Activity	Timing
1 Maintain contracted professional PR agency to manage GT needs in metro and national media for 12 months, incl copywriting as needed.	Annual
2. Maintain contracted professional PR agency to maintain GT profile across regional media for 12 months.	Annual
3. Support Event PR activity	Annual
4. Develop & maintain media kits on Top 10 product and experiences for TV's PR, trade/media & local PR use.	Annual

Strategy 4: Nurture **international trade links**.

Activity	Timing
1. Participate in Great Southern Touring Route planning and annual marketing initiatives.	Annual
2. Ensure www.visitgrampians.com.au is linked to key sites of trade partners ie TA, TV, GSR, GSTR, Travellink.	Annual
3. Support Visiting Journalists Program and other TV-sourced trade visits.	Annual

4. Attend ATE 10	Feb 10
5. Invite TV to run Int'l Distribution workshops	Nov 09
6. Work with trade partners to commit to larger collateral print runs ie Mel Adl map.	Mar 10

Strategy 5: Nurture domestic trade marketing.

Activity	Timing
1. Develop tactical activities with GSR/Travellink & Backpack (fliers, media, pr)	Apr/May 10
2. Feed TV's Trade Unit with product & destinational info for Travel Academy & Travel Quarterly on-line dispersal	Annual
3. With LG and industry partners host trade famils into the region including key TV unit operatives, GSTR, RACV, RAA, Travellink, Travelpoint, GSR	Annual
4. Set up sales briefings with RAA, RACV, AHC, Travelpoint, QF Hols, Travellink, GSTR.	Annual

Strategy 6: Develop and distribute appropriate marketing collateral to promote the destination within and outside the region.

Activity	Timing
1. Continue redevelop of existing regional map & ensure capacity to be used in print with KSP overlays and in a digital format for web-based use.	Jul – Oct 09
2. Develop a prototype Grampians OVG.	Aug 09
3. Coord design, sales, printing & distribution of OVG.	Sep09Feb 10
4. capture copyright-free HD broadcast quality video and high res imagery of the KSPs..	Annual
2. Develop & distribute notes of Must See & Dos (MSD).	Annual
6. Develop KSP-themed display banners suitable for shows, events & PR activities	Aug Oct 09

Strategy 7: Increase industry participation in marketing initiatives.

Activity	Timing
1. Develop and distribute annual prospectus detailing industry development & marketing opportunities 09/10.	Jul 09
2. Offer tactical campaign template (fliers) for industry use.	Annual
3. Widely distribute branding documents to industry to leverage their marketing.	Apr 09

Strategy 8: Increase the commercial outcomes from regional events.

Activity	Timing
1. Scope region-wide platform that can support springtime wildflower events that engages with key target markets across a broad activity base for roll out in Aug 10 & beyond.	Aug/Sep 09

2. Work with Events Coordinator network to nurture Grampians' coordinated & integrated Events program.	Annual
3. Investment seminar of TV, RDV Event Dev staff	Annual
4. Support LG MICE-sector initiatives	Annual
5. Ensure Event-imagery is captured to support mktg.	Annual

Research & Planning

Strategy: Undertake appropriate research to ensure a full understanding of market trends & market requirements.

Activity	Timing
1. Seek TV help in revision of statistical local areas to reflect new GT boundaries and if possible arrange historical realignment of major visitor numbers and nights data.	Oct 09
2. Work with LG partners to capture tourism-related planning applications/approval stats as a measurement device of investment activity.	Annual
3. Develop & distribute quarterly Board & Stakeholder reports based on IVS, NVS, ABS, LG Planning, Google and VIC data.	Annual
4. Destination exit survey to determine consumer perceptions of tourism experiences.	Annual
5. Participate in the TV-coord Regional Research Reference Group	

Industry Development

Strategy 1: Ensure regional tourism operators improve capacity to deliver superior, sustainable service.

Activity	Timing
1. With GTWG complete 'mystery shopper' audit	Feb/Apr 10
2. Tourism Excellence training to increase professional opportunities for industry.	annual
3. Establish 2010 GT Awards that feed into State Tourism Awards. (Awards Aug 2010)	Apr 10
4. Host inter-regional LTA forum and coop with VTA to roll out statewide community awareness campaign.	annual
5. Implement bi-annual guest speaker program	annual
6. Use eNewsletter, workshops and other incentives to draw industry into IPAT, NTAP, ATDW and other programs	annual
7. Develop & maintain region-wide data base.	July 09
8. Support int'l-ready industry to participate in appropriate trade programs (ie GSTR, Travellink, GSR)	annual

Product Development

Strategy 1: Identify work with and develop existing operators who are in the major distribution system.

Activity	Timing
1. GTWG to undertake regional audit to id Tier 1 (already paying ITO commissions) and Tier 2 (already paying wholesale commissions) by product style & target market as basis for new packaging opportunities.	Aug-Oct 09
2. Use commercial leaders as advocates to raise awareness and commercial use of industry structures.	annual
3. Work with transport connections and budget travel sector to cooperatively build linkages ex Melb, regional Vic & Adl into Grampians.	Feb 10
4. Work with educational group market (holiday camps) to develop greater awareness and use of Grampians experiences ex Melb, regional Vic & Adl.	Nov 09
5. Post ATE 10 work with GSTR, Travellink, GSR and other wholesale programs to increase placement and exposure of Grampians itineraries and experiences.	annual

Strategy 2: Support the development of major investment projects that match identified infrastructure and product gaps.

Activity	Timing
1. Support PV, GPRDB, SGRDB and other agencies to move major infrastructure projects forward	annual
2. Support LG and RDBs with statistical and marketing data to facilitate maintenance of Investment prospectuses. See Research above.	Nov 09

Funding

Strategy: Achieve synergies across the total Grampians region marketing.

Activity	Timing
2. Work through Industry and GTWG to identify cooperative mktg projects.	Feb 10
3. Maintain capacities to seek & apply for external project funding from State & Federal agencies	annual

Partnerships

Strategy: Maintain links with key tourism organisations.

Activity	Timing
1. Conduct biannual LG,PV, TV briefings	6 monthly
2. Acknowledge and use (as appropriate) Board member's associations – ie to SBMP, GPRDB, etc	annual
3. Facilitate ongoing networking across VIC, LTA & Event networks	annual
4. GTWG/GTB to develop annual Mayors/CEOs forum	Nov 09

Sustainable Tourism

Strategy: Work with Industry, Tourism Victoria and Local Government to develop sustainable tourism practices within the region.

Activity	Timing
1. GT to consider capacities for participation in Green Globe 21 or similar program.	annual
2. GTWG to develop a program for individual operator awareness & participation in practical and accessible Sustainable Tourism Code of Conduct.	annual
3. Recognise excellent sustainable practice in the industry, at Regional Tourism Awards.	Jun 10

GT Operations

Activity	Timing
1. Staffing & Administration	annual

Glossary

ABS	Aust Bureau of Statistics	
ADL	Adelaide	Major source market for Grampians region
ATDW	Aust Tourism Data Warehouse	Something every tourism operator needs to be registered with to maximise mktg exposure.
AHC	Australian Holiday Centres	Retail travel centres in Perth, Adelaide, Melbourne & Sydney carrying Grampians info.
GPRDB,	Grampians Pyrenees Regional Development Brd	Responsible for maximising economic stimulation initiatives in the region.
GSR	Great Southern Rail	Operates the Overlander train services between Adelaide/Melbourne stops Horsham/Ararat
GSTR	Great Southern Tourism Route	Provides Grampians with extensive wholesale exposure in key international markets
IPAT	Industry Performance Analysis Tool	Provides operator-capacity to benchmark performance against like-businesses.
IVS	International Visitor Survey	12,000+ face to face survey at airport exit points
LTA	Local Tourist Association	Membership-based in Avoca, Dunkeld, Halls Gap, Horsham, Pomonal, Wartook,
MICE	Meetings, Incentives, Conferences & Events	Growing capacities as conference centres & specialist Local Govt Event staff develop.
NTAP	National Tourism Accreditation Program	System aiming to support sustainable business practice and standards
NVS	National Visitor Survey	18,000+ domestic telephone interviews seeking past and future holiday intentions
OVG	Official Visitor Guide	Motivational & informational booklet widely distributed thru Victoria and South Australia
PV	Parks Victoria	Oversights maintenance and development programs in the Park's estate
RDV	Regional Development Victoria	Responsible for maximising economic stimulation initiatives in the region.
RAA	Royal Automobile Association	In SA, with travel centres & bi-monthly magazine carrying Grampians info.
RACV	Royal Automobile Club of Victoria	Operates regional and metro travel centres with bi-monthly magazine
SBMP	Small Business Mentoring Service	Operates one:one business mentoring capacity via State Govt referral
SGRDB	Southern Grampians Regional Development Brd	Responsible for maximising economic stimulation initiatives in the region.
TA	Tourism Australia	No Leave: No Life campaign new domestic focus with primary Mktg focus
TV,	Tourism Victoria	Our State Government tourism agency supporting regional tourism and interstate Mktg
TXA	Tourism Exchange Australia	The On-line platform using ATDW info to enable on-line, real-time booking capacity.
VIC	Visitor Information Centres	Front line service provider to travelling public, particularly as travellers arrive in-region.