



# Our Corporate Plan

July 2010 to June 2013





## Message from Our Chairman



Tasmania's recent success as a tourism destination has been in spite of the 2008-2009 Global Financial Crisis and the dramatic increase in international travel by Australians. While the consequences of the financial crisis are still being felt by many countries around the world, Australia has emerged relatively unharmed and Tasmania in particular continues to perform strongly as a visitor destination.

In the 12 months to December 2009, Tasmania outperformed its domestic state and territory counterparts with visitor numbers reaching record levels and visitor expenditure growing to \$1.47 billion.

This positive outlook, along with other changes in our environment, now requires us to reassess our priorities and plan for a future in which Tasmania's tourism industry can remain strong.

Our challenge for the next three years then, is to prepare our industry for steady and sustainable growth by continuing to deliver quality products and services that match our visitors' expectations.

To meet this challenge, we will continue to consolidate on our many past achievements as well as develop new strategies and activities to help our industry benefit from this steady growth.

We will continue to take advantage of the new technologies and build the capacity of our industry to better engage with consumers in all the channels that travellers now use to access information, share ideas and ultimately purchase products.

In this three-year Corporate Plan, Tourism Tasmania has identified the priorities and strategies it will under take to build on the solid foundation established over the past few years, and to ensure the long-term viability and success of the Tasmanian tourism industry.

We will continue to use extensive research to inform both our demand and supply side activities.

And we will continue to build and maintain partnerships that improve access to our island and expand the marketing and distribution of our products to ensure consumers are aware of what Tasmania has to offer.

But we also know that, as our popularity as a destination grows, we will need to address the increasingly complex issues surrounding destination management.

Over the next three years we will move from a destination 'marketing' organisation to a destination 'management' organisation; one that addresses issues of supply and demand in a holistic way.

This includes addressing the aspects of supply that might ultimately impinge on our ability to manage the growth of our destination.

A new three-year strategic plan will guide our work towards achieving these objectives. This plan outlines the new priorities and strategies Tourism Tasmania will undertake, together with the help of our industry partners, to ensure tourism in Tasmania continues to grow and enjoy the support of the Tasmanian community well into the future.



**Bob Annells**  
Chairman

<b>Contents</b>	
Message from Our Chairman	1
Our Corporate Plan	2
Our Role	3

Our Goals	4
Our Priorities	4
Our Plan	5-6
Financials	7-9

# Our Corporate Plan

This is the Tourism Tasmania Corporate Plan for the period July 2010 to June 2013. It sets out the Authority's strategic direction for the next three years.

The three-year planning cycle was initiated in 1997 by *Tourism 21*, the 10-year joint government-industry strategic business plan for the development of tourism in Tasmania.

The Corporate Plan 2010-2013 recognises Tourism Tasmania's role as a leader in the tourism sector and seeks to align our overarching goals with the organisational priorities for the three-year period.

The priorities articulated in this plan recognise the dynamic nature of the global tourism landscape and the important role Tourism Tasmania plays in fostering the sustainable growth of Tasmanian tourism while developing innovative and informed marketing initiatives that drive visitation to Tasmania.



# Our Role

Tourism Tasmania is a Statutory Authority operating under the *Tourism Tasmania Act 1996*, and is part of the Department of Economic Development, Tourism and the Arts.

The Department works to enhance Tasmania's economic, environmental and social wellbeing, both now and in the future, through the best use of Tasmania's natural and cultural assets and activities. Tourism Tasmania's clearly defined role is to:

**Lead the industry to jointly deliver marketing and development programs that drive benefits for Tasmania from domestic and international tourism.**

To effectively fulfil this role, we will enable the industry by:

1. Creating new knowledge and understanding for industry and stakeholders through tourism research, analysis and insights
2. Addressing the barriers to conversion and travel to Tasmania by identifying and taking effective, consistent action with those who can make a difference
3. Establishing, articulating and maintaining the Tasmanian tourism brand and brand values, particularly through creative and innovative marketing
4. Aligning Tasmania's tourism product, experiences and infrastructure to match market expectations of our brand.



# Our Goals



Tourism Tasmania's five key goals are to:

1. Maximise Tasmania's tourism potential
2. Drive demand for Tasmania
3. Foster the supply of tourism products and experiences
4. Enhance industry's competitive position with market-leading research and analysis
5. Be a highly effective organisation.

These goals are the result of a comprehensive and detailed analysis of the current environment and future trends in tourism and firmly establishes Tourism Tasmania's vision for the three-year period 2010-2013.

This analysis is provided in the organisation's new Strategic Business Plan 2010-2013, which provides the context for this Corporate Plan and firmly establishes Tourism Tasmania's course for the future.

To achieve these five goals we have articulated our priorities for the coming three-year period and the strategic initiatives we will undertake to deliver benefits for the Tasmanian tourism industry.

Tourism Tasmania is a research-driven organisation and in achieving these goals, operates on the principle that all strategic decisions are based on evidence, data and market feedback.

## Our Priorities and Strategic Initiatives for 2010-2013



Tourism Tasmania carries out its strategic initiatives through its business units: Marketing and Commercial Operations, Strategy and Operational Performance, Infrastructure and Industry Development, Events Tasmania and the Office of the Chief Executive.

Each unit undertakes a number of identified projects that deliver on the priorities defined in this Corporate Plan, aligned with broader organisational objectives. These projects are provided for in the organisation's Annual Operating Plan.

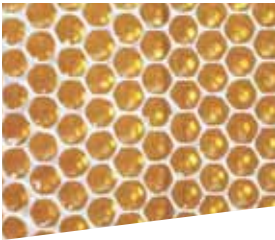
The following table demonstrates how Tourism Tasmania's priorities for 2010-2013 support our overarching goals, and the strategic initiatives that we will undertake to meet these priorities during the three-year period.

# Our Plan of Action 2010-2013

**Our Role** To lead the industry to jointly deliver marketing and development programs that drive benefits for Tasmania from domestic and international tourism

Our Goals	Our Priorities	Our Strategies
<p>Maximise Tasmania's tourism potential</p> 	<p>Maximise benefits derived from our positioning in natural and cultural heritage, the arts, food and beverage, and sporting events</p>	<ul style="list-style-type: none"> <li>• Continue our event acquisition strategy, with a focus on growing visitation to the regions</li> <li>• Deliver an event development strategy to ensure the sustainability and viability of events</li> <li>• Develop strategic plans that harness the tourism potential of nature, culture, arts, sport, and food and beverage</li> <li>• Promote a culture of tourism in Tasmania, particularly with regard to service providers and locals</li> </ul>
	<p>Build the capacity and ease of access for visiting Tasmania</p>	<ul style="list-style-type: none"> <li>• Work collaboratively with our air and sea partners to manage capacity and stimulate route development</li> </ul>
	<p>Enable consumers to connect to tourism products through a range of distribution channels, with particular emphasis on the shift to online as the preferred means to research and purchase these products</p>	<ul style="list-style-type: none"> <li>• Continue our digital evolution and extend our online footprint</li> <li>• Continue our Tas e-Connect initiative to maximise Tasmanian tourism product being connected and bookable online</li> <li>• Become leaders in the use of social media to engage with and connect consumers to Tasmania</li> <li>• Work with distribution partners to ensure they are motivated to sell the destination and have access to relevant information for their needs</li> <li>• Provide a forum for authentic Tasmanian stories to be published and shared</li> </ul>
	<p>Increase high-yield visitation to Tasmania</p>	<ul style="list-style-type: none"> <li>• Ensure our marketing communications are targeting sectors and niche activities to motivate people to travel to Tasmania</li> <li>• Maximise benefits from pre- and post-touring in the cruise ship, conference and convention sectors</li> </ul>
<p>Drive demand for Tasmania</p> 	<p>Make Tasmania a preferred travel destination in key and emerging markets</p>	<ul style="list-style-type: none"> <li>• Maintain our approach to traditional marketing while growing new channels</li> <li>• Deliver a three-year marketing and communications strategy embracing domestic and international markets</li> <li>• Focus on attracting business events and conferences</li> <li>• Target sectors and people's passions as motivators to travel</li> </ul>
	<p>Create and maintain effective marketing and promotional partnerships</p>	<ul style="list-style-type: none"> <li>• Broaden our marketing strategies to embrace all the relevant methods of speaking with the consumer, especially through digital/social media</li> <li>• Work with partners to extend the reach of the Tasmanian brand message</li> <li>• Work with Business Events Tasmania to ensure the alignment of Tourism Tasmania's and Business Events Tasmania's tourism marketing strategies</li> </ul>
	<p>Address seasonality and regional dispersal</p>	<ul style="list-style-type: none"> <li>• Further develop our regional/zone marketing strategy, harnessing the strengths of each region</li> <li>• Develop strategies and campaigns to drive demand for activity over the winter and shoulder periods including using events across the state to drive regional dispersal and provide incentives to travel</li> <li>• Understand what motivates Tasmanians to holiday and develop campaigns to raise their awareness of their state as a holiday alternative</li> <li>• Harness the potential of Tasmanians as advocates for the destination</li> </ul>

Our Goals	Our Priorities	Our Strategies
<p>Foster the supply of tourism products and experiences</p> 	<p>Improve tourism infrastructure and encourage investment</p>	<ul style="list-style-type: none"> <li>• Use research and our industry expertise to facilitate tourism infrastructure development and investment in Tasmania</li> <li>• Build the capacity of tourism groups and associations to identify and act upon development opportunities</li> <li>• Work with key partners and stakeholders to address accommodation shortages, particularly in the Hobart area</li> <li>• When addressing issues of supply, consider our tourism carrying capacity, particularly with regard to constraints to growth</li> </ul>
	<p>Foster the year-round and regional supply of tourism products</p>	<ul style="list-style-type: none"> <li>• Increase the range of products and attractions available in off-peak periods</li> <li>• Continue to build a strong learning and development framework, particularly with regard to industry digital e-commerce capabilities</li> <li>• Work with the regions in regard to the development of distinctive experiences relevant to the strengths of each marketing zone</li> </ul>
	<p>Support the development of authentic and quality products and experiences (both new and existing)</p>	<ul style="list-style-type: none"> <li>• Work with industry groups and sectors to develop products and experiences that are consistent with and align to the brand promise</li> <li>• Increase the supply of brand-aligned, export-ready tourism product</li> <li>• Identify the gaps and opportunities that exist in our product offering</li> <li>• Communicate with industry and relevant stakeholders about our role and the tools we have to assist</li> <li>• Strengthen marketing and distribution links with key government tourism assets (such as Port Arthur Historic Site, Tasmanian Museum and Art Gallery, and National Parks)</li> <li>• Work with areas and towns to develop destination management plans that contribute to the National Landscapes Plan</li> </ul>
<p>Enhance industry's competitive position with market-leading research and analysis</p> 	<p>Use research, insights and market feedback to inform our decisions and empower industry</p>	<ul style="list-style-type: none"> <li>• Develop our business intelligence capabilities, analysis and interpretation and communicate our knowledge to industry in a manner that assists in meaningful decision making</li> <li>• Align all our destination marketing activities with contemporary and relevant environmental and consumer information and insights</li> <li>• Continue to build our learning and development resources and provide tourism businesses with a range of tools, services and opportunities to support their decision making</li> </ul>
<p>Be a highly effective organisation</p> 	<p>Raise the profile of tourism as a major economic contributor with our key stakeholders and wider industry</p>	<ul style="list-style-type: none"> <li>• Enhance our strategic approach to industry communications to ensure we are effectively communicating and consulting with industry and stakeholders</li> <li>• Foster leaders and mentors within the organisation, the broader tourism industry and other key stakeholder groups</li> <li>• Through effective communication and consultation, foster stakeholder and community support for tourism and Tourism Tasmania's programs and activities</li> <li>• Be accessible and accountable to the tourism industry</li> <li>• Develop and implement a client relationship strategy to ensure we are talking consistently to our partners and stakeholders</li> </ul>
	<p>Become a values-based, principles-led organisation</p>	<ul style="list-style-type: none"> <li>• Articulate our values and vision as an organisation</li> <li>• Maintain our commitment to project management methodology, measurement of our performance and accountability</li> <li>• Ensure our people and values are aligned</li> </ul>
	<p>Deliver the services and resources that allow us to fulfil and maintain normal business activity</p>	<ul style="list-style-type: none"> <li>• Provide and maintain the physical resources to enable the organisation to operate</li> </ul>



Tasmania  
Explore the possibilities