

PERFORMANCE AGAINST OUR GOALS AND PRIORITIES

GOAL 1 MAXIMISE TASMANIA'S TOURISM POTENTIAL

Priority: Maximise benefits derived from our positioning in natural and cultural heritage, the arts, food and beverage and sporting events.

MAJOR EVENTS - EVENT ACQUISITION

Events Tasmania, through Tourism Tasmania, develops and maintains a portfolio of events that generate international, interstate and intrastate visitation around the state.

In 2010-11, Events Tasmania prioritised events that attracted visitors in the winter-shoulder period, returned economic, social and cultural benefits across the year and that encouraged dispersal around the State.

Events Tasmania supported a total of 119 events that attracted around 41,000 visitors. Visitors stayed four nights on average and injected around \$33 million into the Tasmanian economy. This represents a five-to-one return on the State Government's investment of over \$6 million.

Events Tasmania supported 27 major events, including the Australian Wooden Boat Festival. In February 2011, over 500 wooden boats congregated at Hobart's historic waterfront for the ninth Australian Wooden Boat Festival. The festival showcased Tasmania's authentic maritime heritage and natural beauty.

Arts festivals such as Mona Foma, The Falls Music and Arts Festival, and Soundscape all attracted large numbers of visitors to the state, as did supported sporting events including Targa Tasmania, Targa Wrest Point, Nash Hash and V8 Supercars.

The AFL Hawthorn Football Club sponsorship continued to attract the largest number of visitors to the State while Hawthorn's local community engagement program also generated considerable intrastate movement.

EVENT DEVELOPMENT PROGRAM

Events Tasmania's Event Development Program provides events organisations and individuals with the opportunity to develop new skills, new ideas and new approaches to existing events.

In 2010-11, a series of seminars and workshops featuring leading Australian presenters focussed on marketing, sponsorship, planning and creativity. Breath of Fresh Air Film Festival, Junction Arts Festival and Dancesport were some of the 32 events that engaged in this year's coaching program.

Events that were recognised as having the potential to meet new and emerging demands in the market included the Launceston ProEx Cycling event, the Adventure Racing World Championship, the Pure Tasmania Cycling Sportive Challenge and Shipstern's Big-Wave Surfing. These events demonstrate how collaborative partnership planning, facilitated by Tourism Tasmania, has met market demand and maximised the leveraging potential of the events.

A total of 188 Tasmanian event organisers attended one-day master classes presented by international experts in their

fields; Gillian Minervini, Creative Director-Producer of Events for the City of Sydney, and Kim Skildum-Reid - Sponsorship and Marketing.

Events Tasmania supported two event organisers to attend the Executive Certificate in Event Management, a four-day Australian Centre for Event Management course that provides personal and professional development relevant to the events sector.

EVENTS GRANTS AND INCENTIVES

The Events Tasmania Grants Program attracted 92 groups to Tasmania in the National Championships, Special Interest and Touring events categories. The program encouraged a dispersal of economic benefits to smaller communities in all regions with an emphasis on the shoulder-winter periods.

The Tasmanian Regional Event Development Grants Program also supports projects that make regional events more sustainable and establish ongoing development practices within these events. This year the program provided support for 10 strategic projects associated with two events in each of the five marketing zones.

EVENT DEVELOPMENT AND THE AUSTRALIAN WOODEN BOAT FESTIVAL

Tourism Tasmania develops and maintains a portfolio of events that reflects Tasmania's competitive advantage and the emerging needs of the market. A prime example of longer-term strategic planning and support aimed at encouraging event development was the evolution of the Australian Wooden Boat Festival.

The inaugural Australian Wooden Boat Festival was staged in November 1994. The festival was held over a weekend and showcased 180 wooden boats. In February 2011, over 500 wooden boats of all shapes and sizes congregated on Hobart's historic waterfront for this ninth festival and a record crowd in excess of 100,000 people attended the event.

This year, for the first time, the Australian Wooden Boat Festival was an open-gated, whole-of-waterfront festival. An extensive program of entertainment, music, demonstrations, displays, and food and beverages captured the imagination of tens of thousands of local, interstate and international visitors. The festival ran over four days and the site was almost double the size of previous years, taking up the whole of the Hobart Waterfront including the massive Princes Wharf Number One Shed.

Princess Wharf No.1 provided an ideal venue for the maritime marketplace - a collection of booths and displays offering Tasmanians and visitors a one-stop-shop for all things boating. The larger waterfront facility not only provided a backdrop for a Japanese and an Indonesian maritime village but also increased the available space to showcase local wooden boat-related tours, businesses and sales.

Today the Australian Wooden Boat Festival has emerged as Australia's premier wooden boat festival and is the biggest maritime event of its kind in the southern hemisphere.

Priority: Build the capacity and ease of access for visiting Tasmania

ACCESS

Tourism Tasmania works to increase capacity on existing routes, new services on new direct routes and improved domestic connectivity to Tasmania from international services.

During 2010-11, Tourism Tasmania in partnership with Hobart Airport developed a sound business case for pairing Hobart and Coolangatta for direct flights by Jetstar. The service commenced in December 2010 and continues to build strong numbers in both directions.

Tourism Tasmania worked with TT-Line to introduce a range of initiatives aimed at building passenger numbers on the Spirit of Tasmania vessels.

In 2010-11, Tourism Tasmania oversaw the development of a three-year Cruise Tourism Strategy and Action Plan. The strategy engaged the commitment of major stakeholders including Tasports, Hobart City Council, Burnie City Council and Port Arthur Historic Site Management Authority as well as Tasmanian tourism operators.

Cruise tourism in Tasmania has seen a 14.5% growth in passenger numbers over the past 10 years. Princess Cruise



Wooden Boat Festival



Longford Revival Festival

- A total of 23 co-operative tactical campaigns were taken to market with a total media value of \$2 496 600. The campaigns generated over \$4 million in sales of Tasmanian product.
- The Events Tasmania Grants Program attracted 92 groups to Tasmania in the National Championships, Special Interest and Touring events categories.

Company research indicates that Hobart continues to be one of the most popular destinations with 84% of their passengers identifying it as a 'must see' and 95% of passengers identifying it as 'exceeding expectations' following the ships' visits.

Priority: Enable the consumer 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

PARTNERSHIPS WITH DISTRIBUTORS

Tourism Tasmania works with distribution wholesalers, retail and digital partners to develop their knowledge and understanding of what Tasmania has to offer.

Over the past financial year, Tourism Tasmania engaged in partnership activities with over 20 retail, wholesale, airline and online partners - more than double those of last year. These partnerships saw new products added to wholesale programs as well as the production of dedicated Tasmania brochures by three of Australia's top wholesale travel companies - Infinity Holidays, Travelpoint and Qantas Holidays.

Tourism Tasmania identified online partnerships that could grow Tasmania's online presence and increase online sales of Tasmanian product. Over 3,000 referrals were generated for Tasmanian products in one digital campaign alone.

Tourism Tasmania provided new or refreshed Tasmanian content to 12 online travel partners. All other retail and wholesale partners were provided with updated Tasmanian content to populate their online presence.

TRADE SUPPORT WEBSITE

Tourism Tasmania launched a trade support website in December 2010 to help travel partners better sell Tasmania. The website, www.tassitrade.com.au provides concise, sales-focused information including a calendar of events, a breakdown of regional destination descriptors, a distance drive-time calculator, product search and a suite of itineraries. The website received nearly 3,000 visits with over 11 000 page views in the first six months of publication.

DESTINATION TRAINING

Tourism Tasmania works with distribution partners to motivate them to sell the destination and show them how to access relevant information for their business needs. Tourism Tasmania provided training to frontline travel sellers to increase their knowledge of Tasmanian products and experiences in order to better influence the number of products sold and the duration of their client's holiday.

- *Tourism Tasmania's Visiting Journalist Program achieved national media exposure for Tasmania with a value of \$20 353 138.*

Priority: Increase high-yield visitation to Tasmania

TACTICAL CAMPAIGNS

Over the course of the year, Tourism Tasmania undertook tactical activities with distributors who sell to a more discerning audience. Six tactical campaigns with Travelscene American Express, The Tailor, Travel Associates and Escape Travel sought to market Tasmania to a high-yield audience. These campaigns were characterised by the inclusion of multi-day packages using a range of standard and premium products.

CYCLING

Tourism Tasmania undertakes product development aimed at attracting high-yield markets. Special interest products contribute to regional dispersal and attract high-yield visitors

with a longer length of stay. To that end, Tourism Tasmania continued to develop Tasmania as a cycle friendly destination. Tourism Tasmania held Cycle Friendly community-based workshops at St Helens, Strahan and Swansea. The workshops focused on tourism and related businesses and local councils and included both cycle touring and mountain bike opportunities.

As a result of the workshops, Tourism Tasmania, in partnership with Sport and Recreation Tasmania and the Freycinet Coast Tourism Board completed a Cycling Development Strategy for Swansea, Bicheno and Coles Bay.

The Tasmania Cycle Touring Guide and map was updated and a further 10,000 copies printed. The guide is published on discovertasmania.com and distributed at special interest consumer shows.



Pure Tasmania Wildside MTB 2010

PERFORMANCE AGAINST OUR GOALS AND PRIORITIES

GOAL **2** DRIVE DEMAND FOR TASMANIA

Priority: Make Tasmania a preferred travel destination in key and emerging markets

INTERNATIONAL MARKETING AND PUBLIC RELATIONS

Tourism Tasmania's international marketing efforts in 2010-11 focussed on North America, United Kingdom, Germany, Hong Kong, China, Singapore, Malaysia, Japan and Korea.

International media activities generated publicity valued at \$29 million, up \$4 million from 2009-10. In total, there were 78 visits by online, print and broadcast media under Tourism Tasmania's Visiting Journalist Program (VJP).

Tourism Tasmania worked to secure Tasmanian coverage on Oprah's *Ultimate Australian Adventure*. Tasmania had around 2.30 minutes of air time during the first show along with several other vignettes showing Tasmanian scenery as well as numerous mentions in the commentary. The show aired numerous times in 147 markets across the globe.

Off Magazine, a specialised travel and lifestyle magazine for Korean travellers looking for new destinations and attractions, featured 120 pages on Tasmania. The magazine is widely available in Korean bookstores, online and by subscription. The equivalent advertising value was \$600 000.

Tourism Tasmania organised an industry road show to the UK and Europe with delegates interacting face-to-face with almost 600 established and new tour operators, travel agents, media representatives and consumers. Media coverage during the road show included a three-page lead travel feature in the *Mail*, a three-page lead travel feature in *The Times* and a double-page spread in *Time Out London*, all worth a total of over \$500 000 in estimated advertising value.

Tourism Tasmania partnered with Chinese media giant World Traveller to build an online Tasmanian microsite. To promote the site, World Traveller produced a self-drive map with themes to include in its magazine as well as promoted Tasmania via Weibo, the Chinese version of Facebook.



Media lunch

Iron Chef Wong Wing Chee hosted Admiralty Feast Tasmania with the program airing on Hong Kong's top television station. Following the success of this initiative, Chef Wong again visited Tasmania with two of Hong Kong's top print titles covering the tour:

Tourism Tasmania secured new programs with two renowned walking tour operators in the US - Country Walkers and Sierra Club. Country Walkers launched their 9-day Tasmania program in January 2011 as their exclusive VIP tour and after selling out the trip added a second departure in February. The Sierra Club program will operate an 11-day program in February 2013 and an online marketing campaign to generate awareness and interest in Tasmania will target their membership base of 650 000 adventure travellers.

In New Zealand, Tourism Tasmania supported the production of a Tasmanian episode for Tourism Australia's travel show *My Kind of Place*. The Tasmania episode featured one of New Zealand's best known TV personalities, Judy Bailey. The program topped the ratings with 480 000 viewers.

Tourism Tasmania partnered with *Nuyou* magazine, Chinese celebrity Ethan Ruan and top model Du Jaun in a fashion-luxury photo shoot. The shoot provided excellent coverage and equivalent advertising value of \$205 000 across Asia and in particular in Singapore and Malaysia.

The promotion of MONA was a major focus in all markets with particular emphasis on MONA's own target audiences in western markets. Tourism Tasmania achieved coverage in some of the world's most prestigious publications including *The Wall Street Journal*, *The Robb Report*, *The Economist*, *The Guardian* and *The Times*. MONA was included in all trade presentations in 2010 and 2011. This activity reached approximately 1 200 agents, wholesalers and product managers.

VISITING JOURNALIST PROGRAM

Tourism Tasmania's Visiting Journalist Program showcases Tasmanian tourism product, experiences, destinations and events by encouraging media interest in Tasmania. As a result of the program's activities Tourism Tasmania achieved national media exposure for Tasmania with a value of \$20 353 138.

The program distributed over 30 press releases to targeted journalists and media outlets with information from the releases promoted on websites and printed in short and long lead publications.

Tourism Tasmania hosted a media lunch for 32 media representatives from Sydney and Melbourne at The Source Restaurant to showcase MONA, Mona Foma and the 10 Days on the Island festival.

Tourism Tasmania contributed content to 280 articles on Tasmania, while the opening of two new products, Safire and MONA, provided numerous opportunities to develop strong interest and story generation in key publications and media. The coverage showcased visitor experiences across Tasmania including King Island, Flinders Island and Bruny Island.

DIGITAL MARKETING

Tourism Tasmania's largest consumer website, discovertasmania.com, hosted the integrated *Local Secrets* and *Autumn-Winter* national marketing campaign. The website received nearly 2 million visits for the year. The integrated campaign approach helped Tourism Tasmania maximise the campaign's reach and website effectiveness. The incorporation of engaging video content on the website also increased the time visitors spent on the website.

Tourism Tasmania sees social media as an important part of the marketing mix and continued to grow its social networking presence with the current Facebook community now over 8 000 active users. Twitter activity has also grown to 1 200 followers.

Tourism Tasmania developed new international websites for nine destinations including China (in simplified and traditional Chinese), USA, UK and New Zealand.

Tourism Tasmania launched a new blog in order to generate more content indexed by search engines and so extend the website's reach. The content covers all aspects of Tasmania, highlighting traveller information including events, restaurants and other relevant information.

Lumina – A Winter of Festivals entered its second year as an intrastate campaign. Lumina was supported by a new website that incorporated lessons learned from the campaign's first year. The website had improved functionality, particularly for customers searching events and activities.

Tourism Tasmania's bi-monthly consumer e-newsletter grew its subscriber base by 18 000 over the year to a total of 55 000 subscribers.



Australian Tourism Exchange (ATE)

AUSTRALIAN TOURISM EXCHANGE

Tasmania hosted 64 buyers from around the world on Tourism Tasmania's Australian Tourism Exchange (ATE) familiarisation program. ATE 2011 saw companies across the globe adding Tasmania to their product range, while others extended the length of their Tasmania touring options or added new product to their offerings.

MARKETING CAMPAIGNS

Secrets Revealed

Tourism Tasmania's Secrets Revealed marketing campaign was in market from 25 September through to 1 December 2010 with the aim of increasing domestic travel to Tasmania as well as intrastate travel around Tasmania. The campaign complemented Tourism Tasmania's ongoing year-round online and digital marketing activity and was later extended to include the New Zealand market. Tourism Tasmania's total spend of \$750 000 delivered over \$3.5 million in marketing value over the campaign, promoting Tasmania and Tasmanian holiday packages through distribution and media partnerships and published editorial.

Tourism Tasmania designed the campaign to present a variety of experiences through the eyes of five Tasmanian locals, one from each of the five marketing zones, each highlighting secret places and experiences that only a local would know.

To drive the campaign, Tourism Tasmania produced a 16-page full colour motivational booklet of editorial and holiday deals and distributed the book as an insert in the Sydney Morning Herald, The Age and The Sunday Mail. A Tasmanian version of the booklet featuring a variety of local industry product offers was also produced to encourage intrastate travel and was distributed as an insert in The Mercury, The Examiner and The Advocate. A total of 1.2 million booklets were distributed nationally and intrastate through the press, reaching an estimated readership of 2.7 million. Paid online digital media resulted in Travelpoint Holidays, the partner for this opportunity, receiving 969 bookings and 1 761 room nights, an increase for November of 9.9 per cent compared to the same period in the previous year.

Major distribution partner for the campaign, Qantas Holidays, also distributed 100 000 copies of the booklet throughout its own network of retail outlets. Qantas Holidays bookings subsequently saw 1 115 passengers visit the state and stay a total of 1 208 room nights. As well as Qantas Holidays, Tourism Tasmania worked with distribution partners Expedia, TravelPoint, Total Travel Yahoo7, Jetstar, Webjet and Flight Centre - all of whom featured Tasmania during the August to November period.

Tourism Tasmania also partnered with AA Travel, House of Travel, Tourism Australia and Pacific Blue to promote Tasmania in the New Zealand market. The New Zealand campaign utilised the look and feel of the Secrets Revealed campaign, making it the first time a domestic campaign has been adapted to an international market.

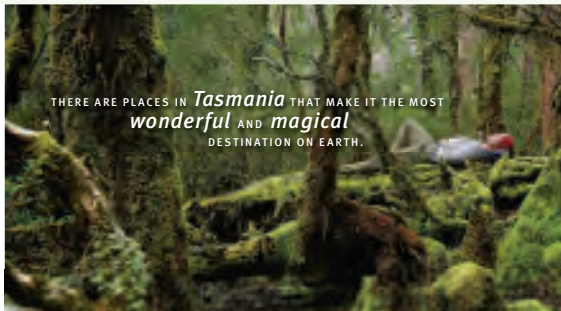
Autumn Campaign

Tourism Tasmania's Autumn Campaign was part of a twelve month program that will continue into Spring-Summer 2011. Phase one of the campaign ran from March to June 2011 to best match booking for pre and post Easter travel. The campaign was based on research conducted in November 2010 that identified the Tasmanian experiences that would best attract visitors.

Tourism Tasmania invested \$1.2 million in the campaign along with additional spend from airline, distribution and local industry partners. The campaign featured in print and online media and included editorial features in *Escape*, *Traveller*, *Epicure*, *Good Living* and *Good Weekend* magazines and reached around 6.3 million Australians.

The campaign call to action was to a 'special offers' page on www.discovertasmania.com.au, developed in partnership with industry and enabling an increase in industry participation.

Airline partner, Jetstar, also ran a \$650 000 campaign from late February to late March offering discounted airfares and lead-in pricing offers. Other distribution partners included Virgin Blue/Blue Holidays, Harvey World Travel, Travel Scene American Express, Flight Centre, and expedia.com.



Autumn Campaign

Priority: Create and maintain effective marketing and promotional partnerships

BRAND PARTNERSHIPS

Tourism Tasmania works collaboratively with commercial brand-aligned partners to position and extend the brand message and reach new audiences.

Tourism Tasmania partnered with leading outdoor clothing company R.M. Williams in the production of their 2011 Autumn-Winter catalogue. The glossy catalogue highlighted many of Tasmania's north-west heritage locations and experiences. All sites were referenced with a full page editorial dedicated to Tasmania featured in the catalogue. R.M. Williams launched the catalogue in stores and to national and international subscribers.

The partnership also extended beyond the catalogue with additional promotional activities including:

- Posters and banners of the imagery displayed in over 900 R.M. Williams stores and stockists worldwide as well as advertising in popular Australian magazines including *Women's Weekly*, *Marie Claire*, *Qantas Australian Way*, *Vogue*, *Good Weekend* and the R.M. Williams' *Outback Magazine*.
- An extensive online campaign extending across the R.M. Williams and Tourism Tasmania websites with dedicated campaign webpages and links and electronic direct mail to the R.M. Williams database with exclusive offers.
- Inclusion of a Tourism Tasmania A5 flyer in R.M. Williams national and international retail store carry bags during February, March and April, 2011.

In New Zealand, Tourism Tasmania partnered with Mondo Travel to promote Tasmania through travel offers via in-store flyer distribution and online content. Partnerships like this are complementary to the ongoing marketing of the state, providing a high level of sustained exposure to a carefully targeted market.



Australian Tourism Exchange (ATE)

Tourism Tasmania collaborated with Swisse Vitamins, the naming rights sponsor of the Swisse Mark Webber Tasmania Challenge to promote the challenge and Tasmania as an adventure destination.

Tourism Tasmania partnered with Pure Tasmania to create a Tasmanian holiday experience that readers of *Men's Health Magazine* could win as part of the Swisse Vitamins competition. The competition was promoted through *Men's Health Magazine* print publication and website.

BUSINESS EVENTS TASMANIA

Tourism Tasmania works with Business Events Tasmania to harness the potential of business events to increase visitor numbers to Tasmania and extend their length of stay. A Deed Agreement formalises the partnership objectives, performance indicators and reporting requirements.

Total funding in 2010-11 was \$770 000. This includes \$540 000 to support bid development and convention marketing activities, \$170 000 for the Meet in Tasmania Incentive Scheme (MITI) - aimed at attracting business events to Tasmania in winter - and \$60 000 additional funding to match 2009-10 funding.

Business Events Tasmania launched an initiative called The Catalyst Program designed to generate business through sharing information, introductions and bid support across a range of industries around Tasmania. Reporter journalist Charles Wooley is ambassador for the program.

Tourism Tasmania worked with Business Events Tasmania and Wine Tasmania to secure the hosting of the 2012 International Cool Climate Wine Symposium in February 2012. Work is continuing to make the most of this opportunity and position Tasmania as a world class cool climate wine destination.



Festival of Voices

STATE ICONS FUNDING

Tourism Tasmania supports two of the Tasmanian Government's icons – Tasmanian Symphony Orchestra and Cricket Tasmania. In 2010-11, a three-year Grant Deed and Funding Agreement, due to expire on 30 June 2013, was entered into in order to allow for the long forward planning needs of both organisations.

The recent success of the PKF Tasmanian Tigers has generated increased exposure for the state, particularly with the hosting and winning of the Sheffield Shield final in March 2011. In addition, Tasmania hosted the CBA One Day International against England with Tasmania gaining national and international exposure on free-to-air television and extensive signage at the ground.

The Tasmanian Symphony Orchestra (TSO) continues to work with Tourism Tasmania to leverage opportunities offered through Tourism Tasmania's Visiting Journalist Program. The TSO was a featured event of 2011 Lumina. The winter concerts were central to a cooperative marketing campaign with Tasmanian Broadcasters that encouraged Tasmanians to travel around the state to enjoy this world class orchestra.

DISTRIBUTION PARTNERSHIPS – RETAIL, WHOLESALE AND ACCESS

Tourism Tasmania secures co-operative partnerships with distributors, enabling Tasmania to benefit from their audience reach, media buy, brand strengths and potential for sales.

Over the year, 23 co-operative tactical campaigns were taken to market with a total media value of \$2 496 600. Tourism Tasmania's partner campaign investment was \$634 200. These campaigns generated over \$4 million in sales of Tasmanian product.

Within these campaigns, 148 individual products were showcased in print, online and television advertising with a large number of additional non-campaign products sold. As a result, many campaigns saw sales increase by over 100% compared to the previous year.

In some cases partnerships produced valuable opportunities for Tasmania at minimal or no cost, such as Jetstar's decision to use Tasmania as the first destination within their global network and the focus of an innovative experiential microsite.

Tourism Tasmania undertook tactical campaigns in partnership with retail, wholesale and online distributors designed to increase awareness of Tasmania and increase actual visits. Campaigns focussed on Tasmania's source markets of Victoria, New South Wales and South East Queensland. These campaigns employed a variety of communication mechanisms including direct email, street-front destination profiling through retail shops, digital and television advertising, social media initiatives, outdoor ambient advertising, and radio and consumer competitions.

In the second half of the year the introduction of direct Gold Coast to Hobart services by Jetstar saw increased marketing activity in SE Queensland. A suite of print, digital and radio advertising supported by a program of public relations in

partnership with Gold Coast Airport and Jetstar sought to drive demand for Tasmania as a destination and Jetstar as the preferred carrier on that route.

INDUSTRY PARTNERSHIPS

Tourism Tasmania works in partnership with Tasmania's tourism industry to promote Tasmania in our domestic markets and offer compelling deals to customers. Encouraging industry investment in Tourism Tasmania's marketing activity increases campaign reach, provides tourism businesses with an affordable investment in national media coverage and provides purchasing opportunities for customers. This year saw a high level of industry partner involvement in Tourism Tasmania's campaigns, with over 50 operators participating in the autumn marketing campaign alone.

Tourism Tasmania's Partnership Marketing Program matches operator investment in interstate marketing activity on a dollar for dollar basis. This year the program achieved extended print media coverage in publications such as *Good Weekend*, a range of Sydney and Melbourne magazines and Victoria's *Herald Sun*. Online coverage included a dedicated electronic direct mailout to 470 000 Total Travel members.

Tourism Tasmania's ongoing partnership with *Tasmanian Travelways* saw an increase in destination content within the publication and further highlighted experiences, events and the different regions of the state. Up to 60% of the publication's production is distributed via the Fairfax regional network, providing an ideal means to reach consumers in the markets of regional Victoria and New South Wales, Canberra and South East Queensland.

EXPERIENCE MARKETING

Tourism Tasmania promotes and markets Tasmania's key experiences to specific targeted audiences to add depth to Tasmania's appeal and encourage visitors to stay longer. The range of specific experiences includes walking, fishing, backpacking, caravan and motorhomes, wine, gardens, cycling, adventure and golf. Tourism Tasmania promotes the destination to these targeted audiences by attending niche consumer shows, ensuring inclusion in Tourism Tasmania's Visiting Journalist Program and through tactical activity relevant to specific audiences.

Tourism Tasmania partnered with *Australian Geographic* to promote Tasmania's walking and wilderness experiences to this dedicated audience. The activity included exclusive events for *Australian Geographic* readers in Sydney, Brisbane and Melbourne. High-calibre guest speakers provided in-depth knowledge about Tasmania and its tourism experiences to a highly qualified audience. The events attracted over 300 people with Tasmanian content featured in two editions of the magazine and online.

EVENT MARKETING

Tourism Tasmania works in partnership with events that support our tourism brand and that encourage visitors from interstate. In 2010-11, events included Mona Foma, the Australian Wooden Boat Festival, Ten Days on the Island and Festival of Voices.

- Over 80 staff undertook project management training designed for Tourism Tasmania by the Australian Institute of Management.

The opening of MONA provided additional leveraging opportunities to promote Tasmania's cultural events sector.

Tourism Tasmania initiated a consumer promotion supported by water producer, Tasmanian Rain, and The Sydney Festival to promote Ten Days on the Island to targeted consumers in Sydney. Activities included branding all Tasmanian Rain Water bottles (official water sponsor of the festival) with neck tags promoting Ten Days on the Island and a VIP Ten Days consumer promotion. Online and direct communications supported the promotion and provided Tourism Tasmania and Ten Days on the Island with participants' contact details for ongoing contact about future cultural events.

Additional support was provided to Ten Days on the Island through a financial sponsorship of the headline light and sound installation, Power Plant. To Tourism Tasmania leveraged the sponsorship by supporting public relations activities and undertook aligned activity with Blooming Tasmania. The production was held in the Royal Tasmanian Botanical Gardens during the festival with audience participation exceeding targets.

Tourism Tasmania undertook partnership activities with Festival of Voices, developing promotional collateral encouraging college groups and choral supporters to travel to Tasmania for the event. The material was distributed throughout North America during G'Day USA.

Editorial, online content and interstate print advertising placements contributed to the promotion of the event as part of Tourism Tasmania's autumn marketing campaign to promote travel to Tasmania.

MARK WEBBER

In December 2010, Tourism Tasmania launched its three-year sponsorship of the Mark Webber Tasmania Challenge, commencing in December 2011. Principal sponsorship of this event will provide Tasmania with national and international media exposure and affiliate marketing opportunities through other event partners such as Swisse Vitamins, Rexona and Pure Tasmania.



HAWTHORN FOOTBALL CLUB SPONSORSHIP

Under a sponsorship agreement between the Tasmanian Government and the Hawthorn Football Club (HFC), Tourism Tasmania promotes the state at each of the Hawthorn home games - seven at the MCG and four at Aurora Stadium.

A social media competition showcased the variety of experiences available in Tasmania and was promoted through traditional and social media channels. There were 1 530 entries, over 16 000 page views and Discover Tasmania Facebook 'likes' reached just over 10 000. The competition reached over 1 million Australians.

OPRAH WINFREY

In 2010, Tourism Tasmania recognised a unique marketing opportunity with the visit to Australia by the Oprah Winfrey Show. Tourism Australia and Qantas approached Oprah Winfrey's production company to come to Australia and shoot segments for the 25th and final season of the show. As a result the production crew and 300 audience members spent seven nights in Australia.

Although only Victoria, New South Wales and Queensland were included in the itinerary for the audience component of the event, Tourism Tasmania negotiated a visit by a group of six audience members accompanied by Gayle King, commentator and close associate of Oprah, to shoot segments for the show. Tourism Tasmania developed itineraries to showcase all parts of the island and in all, a total of 31 Tasmanian businesses supported the visit.

Oprah's Ultimate Australian Adventure was screened in the US early in 2011 and featured the Tasmanian visit in the first of the four Australian shows. In addition, several segments from around the state were shown during the four Australia episodes.

Oprah's website had links to the itineraries of the audience visitors to Tasmania, as well as to video from the show and additional information on Tasmania. The website receives over 7 million visits a month.

As a result of the partnership, Tasmania had a 2.31 minute segment on the first of the four programs and the highest rating of the series aired in Australia with 1.811 million viewers.

The same program, when aired in the US, attracted 9.7 million viewers.

The series attracted an estimated total of 40 million viewers worldwide with the show airing numerous times in 147 countries. The media value of the Tasmania segment in the US alone was around \$2.29 million.

At the Tasmania Game of the Year, Tourism Tasmania promoted Tasmania as a holiday destination to a crowd of nearly 42 200 and to around 42 600 viewers watching the game on television. Over 600 influential executives and business elite attended the Game of the Year President's function. Complementing the menu and theming of the dinner, guests at the function received a copy of Gourmet Farmer Series 1 DVD or Gourmet Farmer Matthew Evans' recent publication Winter on the Farm. Accompany the gifts were offerings profiling the Tasmanian Symphony Orchestra's Power and Glory Concert and the Tasmanian Unbottled 2011 event, both held in Melbourne.

Outside, the crowd were entertained with a pre-match goal-kicking contest between participants who had won the opportunity after taking part in Tourism Tasmania's Facebook promotion, the Ultimate End of Season Tassie Experience.

Additional activity saw Launceston City Council offering match day attendees the chance to win a family getaway to Launceston, Tamar and the North worth over \$3 500.

Tasmanian advertising appeared on the MCG's big screen, boundary signage and a full-page colour advertisement in the

Match Day section of the AFL Footy Record. The Hawthorn Football Club also gave Tourism Tasmania direct access to its database of over 40 000 subscribers to enable direct marketing and the showcasing of marketing campaigns.

The Tassie Hawks in Schools Program is part of the Hawthorn Football Club's broader community programs around Tasmania and promotes the benefits of sport for school children. In 2011, under the agreement, every Tasmanian primary school received three branded footballs, three branded netballs and a branded sports bag and pump in conjunction with an e-booklet version of the Hawks in Schools workbook. This is the first year that the book was made available to all Tasmanian primary school students, rather than just for Year 4, as was previously the case.

Priority: Address seasonality and regional dispersal

LUMINA – LIGHT UP YOUR WINTER

Tourism Tasmania's Lumina campaign targeted the intrastate market with a program that ran from 1 May to 31 August 2011. The campaign encouraged Tasmanians to attend events in all regions of the state during the winter months with a program that included festivals, dinners, wine tastings, visual art exhibitions and live performance productions.

Over 450 events participated in Lumina in 2011, an increase from 250 in 2010.

Tourism Tasmania used Lumina creative for all promotional tools including the Discover Tasmania website, television commercials and an online events calendar. The calendar provided both event partners and visitors to the site with an improved online Lumina experience that included the addition of a map highlighting event locations and improved search capability.

The campaign received strong support from local media organisations. Southern Cross Television and Tasmanian Broadcasters partnered with Tourism Tasmania to promote Lumina state-wide. The partnership with Southern Cross Television included significant additional value to the paid advertising package. Additional value was also provided by Tasmanian Broadcasters who promoted Lumina through competitions, giving Tasmanians a chance to win tickets to productions hosted by Lumina event partners.

Tourism Tasmania also worked with Australia Post to deliver 200 000 postcards to all Tasmanian households - inviting Tasmanians to share their winter event experiences online.

In addition, Tourism Tasmania worked with affiliate industry organisations such as the Tasmanian Hospitality Association and the Tourism Industry Council Tasmania who promoted the campaign in their newsletters. Lumina was also promoted through community newspapers and online e-newsletters state-wide, generating significant local content. Industry partners such as Business Events Tasmania and accommodation operators contributed to the promotion with Lumina banners and information on the front page of their websites.

PERFORMANCE AGAINST OUR GOALS AND PRIORITIES

GOAL 3 FOSTER THE SUPPLY OF TOURISM PRODUCTS AND EXPERIENCES

Priority: Support the development of authentic and quality products and experiences (both new and existing)

DESTINATION DEVELOPMENT

Tourism Tasmania partnered with local and regional stakeholders to prepare Destination Development Plans for the Tasman Peninsula, Mount Roland precinct, Bruny Island and Triabunna-Orford Maria Island area. The plans outlined goals, strategies and prioritised actions for achieving tourism development that is economically, socially and environmentally sustainable.

Tourism Tasmania provided information and advice on product and experience development to over 500 client contacts.

DEVELOPMENT STRATEGIES

Tourism Tasmania continued to focus on Tasmania's core appeals of natural and cultural heritage, the arts, and food and beverage. Work included the development of three-year strategies for heritage tourism, arts tourism and cruise tourism, as well as a number of activities developing food and beverage experiences. Significant opportunities such as the opening of the Museum of Old and New Art (MONA) and the Australian Convict World Heritage listing of five Tasmanian convict sites has further strengthened the tourism potential of our positioning in cultural heritage and the arts.

HERITAGE

Tourism Tasmania developed a heritage tourism strategy to maximise Tasmania's tourism potential through the sustainable development and marketing of historic heritage tourism experiences. The heritage strategy outlines a direction for growing Tasmania's historic heritage tourism, increase the diversity of visitor experiences and improve the quality of historic heritage tourism experiences. It also aims to enhance the integration of historic heritage products and experiences into the marketing of tourism experiences.

ARTS TOURISM

Tourism Tasmania is developing an arts tourism strategy to ensure Tasmania benefits from a growth in arts tourism experiences. With further new opportunities also on the horizon, the strategy will maximise the benefits of Tasmania's positioning in the arts, further adding to the depth and breadth of the brand and enhancing the visitor experience.

CRUISE TOURISM STRATEGY

Tasmania's appeal as a cruise destination remains strong. The cruise tourism strategy sets out a framework for working with the industry for future planning, development and growth of cruise ship visitation. This includes opportunities for Antarctic-Sub Antarctic Cruise Tourism.

ACCREDITATION AND QUALITY IMPROVEMENT

Tourism Tasmania supports accreditation as the principal means to address service standards. The Tourism Industry Council Tasmania (TICT) introduced tourism accreditation in the late 1990s after receiving an annual grant of \$120 000 from Tourism Tasmania.

The national program implemented by the TICT now has around 950 members accredited in Tasmania – about half the number of operators listed on the TigerTOUR database – and a higher percentage of tourism businesses than any other state. In addition, niche sectors within the industry, including eco-tourism operators, coach operators and tours guides have their own specialist accreditation programs that are recognised by Tourism Tasmania.

The Australian Tourism Accreditation Program (ATAP) aims to raise the professionalism of the industry through the implementation of business management practices and standards and has been implemented in Victoria, SA, WA and the Northern Territory.

Throughout the year, Tourism Tasmania played an integral role in the development of the National Tourism Accreditation Framework. This is a nationally agreed approach by the tourism industry and government that aims to ensure a quality customer experience across the Australian tourism industry.

FOOD AND BEVERAGE

Tourism Tasmania worked with tourism businesses to develop quality local and regional food experiences that build on our competitive advantage in the market place and that contribute to the significance of the food and beverage offering in our brand.

Tourism Tasmania completed a Food and Beverage Market Assessment that subsequently provided the basis for a series of workshops focusing on the development of local food experiences and the identification of Unique Selling Propositions to help engage this market. Workshops were conducted on Bruny Island and at Swansea. The workshops resulted in the generation of new products and innovative packaging.

CYCLE FRIENDLY

Tourism Tasmania organised workshops around the State, providing information and advice on developing special interest and niche market tourism experiences. These included four Food Experience Workshops, three Cycle Friendly Workshops, Cruise Industry Information Workshops in Hobart and Burnie; and Accessible Tourism workshops for the three gateway Tasmanian Information Centres.

Tourism Tasmania sponsored the Tourism Industry Conference to encourage the sharing of information on business and product development and the Tourism Awards Gala Dinner to recognise businesses that achieved business excellence.

In November 2010, Tourism Tasmania sponsored the Interpretation Australia Conference in Launceston. The conference showcased attractions in the Launceston area and was attended by delegates from around Australia. Over half the delegates were Tasmanian guides and tour operators.

Tourism Tasmania hosted a workshop facilitated by Professor Sam Ham, renowned international specialist in thematic interpretation. The workshop brought together stakeholders from Tasmania's five World Heritage listed convict colonial sites to develop interpretation that links the sites while still focusing on their individual attributes.

Professor Ham also conducted workshops for tourism operators in Hobart and Launceston on how to better understand the Unique Selling Proposition and how to distinguish between an ordinary and extraordinary experience.

Tourism Tasmania developed learning resources for tourism businesses on experience development. These took the form of video clips available on the Tourism Tasmania website.

Tourism Tasmania provided information and advice on product and experience development to more than five hundred client contacts.

RAIL TOURISM

Tourism Tasmania undertook a Rail Tourism Market Assessment to help assess the market potential of this sector. A Rail Tourism Strategy was completed in order to identify market opportunities as well as issues impeding further development. The State Government also funded a study into the issues associated with mainline track access as well as provided support to build operator skills in packaging and bundling rail experiences.

Tourism Tasmania continued to work with the I2 sector associations including the development of a Strategy and Business Plan Template to assist future sector association planning.

Making the most of significant opportunities such as the opening of the Museum of Old and New Art (MONA) and the Australian Convict World Heritage listing that includes five Tasmanian sites will maximise the tourism potential of our positioning in cultural heritage and the arts.

AUSTRALIAN TOURISM EXCHANGE

The 2011 Australian Tourism Exchange (ATE) saw Tasmania host 64 buyers from around the world on Tourism Tasmania's ATE familiarisation program. The appointment schedules for operators who attended were highly productive.

As a result of work undertaken at ATE a number of companies across the globe have added Tasmania to their product range and others are extending the length of their Tasmania touring options or adding new product to their offerings.

TOURISM 21: 2011-2013

Tourism 21 is a joint strategic business plan, agreed to between Tourism Tasmania and the Tourism Industry Council Tasmania (TICT), that aims to improve the performance and structural efficiency of Tasmania's tourism industry.

The plan is based on an agreement established more than a decade ago between the Tasmanian Government and TICT to deliver the leadership and direction necessary to achieve long-term goals for the growth of tourism in Tasmania. The original agreement set 10-year goals for Tasmania's tourism industry; goals that have largely been met. In 1997, Tasmania's interstate, international and local travellers spent around \$1.095 billion a year in Tasmania. Today, this has grown to around \$2.251 billion.

The most recent version of the plan, Tourism 21: 2011-2013, released this year, sets new 10-year goals. Based on current growth of 4.4% a year, Tasmania can expect to see local, interstate and international visitors spend \$3.42 billion every year in Tasmania by 2020. A more ambitious 'industry potential goal' sets a target of \$4.39 billion by 2020.

As well as setting goals and benchmarks to measure the plan's success, Tourism 21 also identifies the challenges and opportunities that must be addressed if Tasmania's tourism industry is to achieve this more aspirational goal. These challenges include addressing a shortage of accommodation in some key locations around the state and getting Tasmania's tourism businesses online so they can benefit from the new communication technologies that visitors now use to plan and book their travel needs.

Tourism 21 has demonstrated its value in achieving its stated goals, however its real value is in establishing a long-term partnership between the industry and government to grow the state's tourism industry. Only through cooperation and partnerships like Tourism 21 can Tasmania continue to build a prosperous and sustainable tourism sector.

TEAM TASMANIA

In 2010-11, the Team Tasmania program delivered a range of learning and development activities specifically encompassing experience development, cultural awareness, social media and marketing. The program also produced a suite of market-specific trade itineraries and a trade event operator-readiness program.

INTERNATIONAL TRADE SUPPORT

Tourism Tasmania works closely with the Australian travel trade who sell product to the international travel trade (inbound tour operators). Our activity encompasses familiarisations, workshops, sales calls, product training sessions and electronic communications, all designed to educate and engage these important partners.

Tourism Tasmania undertook a successful sales mission with 12 Tasmanian operators, enabling participants to meet with our most relevant inbound partners through a range of face-to-face meetings and events. These inbound tour operators have since reported an increase in the number of Tasmanian product contracted as well as bookings made and passengers carried in the 2010-11 year.

Priority: Foster the year-round and regional supply of tourism products

SPECIAL INTEREST

A focus on special interest and niche products contributed to regional dispersal of visitors by highlighting experiences that are predominantly available in regional areas and that provide experiences in the spring and autumn shoulder periods.

Priority: Improve tourism infrastructure and encourage investment

INVESTMENT AND INFRASTRUCTURE

Tourism Tasmania strengthened its working relationship with the broader Department of Economic Development, Tourism and the Arts, particularly with the Investment Attraction Advisory Group and the Export and Investment Marketing team in order to better attract investment for tourism around the state.

Tourism Tasmania also supported existing and new potential investors as well as provided funding for investors to undertake market testing and business intelligence.

Tourism Tasmania continued to contribute to planning policy reform and recently submitted feedback into each of the Regional Land Use Strategies under development in the south, north and north-west of the state.

Of the 19 recommended changes to the planning framework for the Southern Tasmania Regional Land Use Strategy, a total of 17 were accepted, representing a significant change in policy towards new tourism development. This will eventually enable a more streamlined way of assessing and approving tourism development proposals and reducing unnecessary delays.

DIGITAL COACH

Tourism Tasmania developed the Digital Coach Program to build the industry's capacity to understand and benefit from the digital environment.

A total of 300 participants enrolled in this year's Round 2 of the Digital Coach Program compared with 161 participants in Round 1.

This year's program focused on website improvement, including understanding booking systems, improving web access, search engine optimisation and marketing of product, improving 'control' of web activity by owners, marketing and distribution of product, and the use of social media.

Participants had further opportunity to access the skills of different coaches, particularly for marketing and distribution support. The coaches worked with individuals to help them understand how tourism marketing and distribution works and how an online presence and booking system leads to better results for their own business.

Participation in the Tas e-Connect Forum website continued in Round 2 and in addition, Tourism Tasmania created a

- A total of 300 participants enrolled in this year's Round 2 of the Digital Coach Program, nearly double those in Round 1



Digital Coach Program

Digital Coach Facebook page to provide an effective way of communicating with the many program participants who were also using Facebook. The page had around 75 to 100 active monthly users.

REGIONAL TOURISM INITIATIVE

In early 2010, Tourism Tasmania and the Regional Tourism Associations initiated a review to identify how Tasmania's tourism industry stakeholders could work together to create effective partnerships, shared goals and make the best use of available resources. Participants in the review process were Regional Tourism Associations, Zone Marketing Groups, Local Government, the Tourism Industry Council Tasmania, Local Tourism Associations, Touring Route Groups, Visitor Information Centres, the Tasmanian Visitor Information Network, Sector Groups and individual operators.

Two related but independent processes also commenced after the review's initiation. A Zone Marketing Evaluation began in late 2010 with the aim of evaluating the operation of Tourism Tasmania's Zone Marketing Program and providing recommendations for future improvement.

The Sustainable Local Tourism Associations project was initiated by Local Governments in the south of the state through the Southern Tasmanian Councils Authority. The project aims to develop a three-year action plan to create a stronger network of Local Tourism Associations in the south with the support of local councils.

Together, these three projects - along with further industry input - have contributed to the development of a new approach to regional tourism in Tasmania, to be implemented in 2011-12, that will deliver improved tourism outcomes throughout the state.

The new regional tourism initiative will see the establishment of four regional tourism associations with autonomy to plan and deliver programs that market and develop the region. A 3-5 year strategic Regional Tourism Plan for each region will be developed with input from industry and government stakeholders. These plans will form part of the broader regional Economic Development Plan.

The implementation period is expected to take up to 12 months.

PERFORMANCE AGAINST OUR GOALS AND PRIORITIES

GOAL 4 ENHANCE INDUSTRY'S COMPETITIVE POSITION WITH MARKET-LEADING RESEARCH AND ANALYSIS

Priority: Use research, insights and market feedback to inform our decisions and empower industry

BUSINESS INTELLIGENCE

Tourism Tasmania monitors consumer behaviour using three major visitor surveys: the Tasmanian Visitor Survey (TVS), the National Visitor Survey (NVS) and the International Visitor Survey (IVS). The information collected provides insight into Australia's travel market trends and the behaviours of specific market segments. Tourism Tasmania provided an analysis of the survey results and associated insights quarterly to the Tasmanian tourism industry, government agencies and to the public.

Tourism Tasmania conducts a supplementary survey to the TVS to obtain information from cruise and navy ship passengers. The results enable Tourism Tasmania to estimate the value of this tourism segment and assists tourism operators interested in participating in this increasingly popular section of the tourism market.

Tourism Tasmania in association with Tourism Research Australia and the Tasman Council completed a study of the social impacts of tourism within the Tasman community.

Tourism Tasmania received a final report and held a forum with the Council, the Parks and Wildlife Service and the Port Arthur Authority to discuss the findings. These studies continue to expand our understanding of the social costs and benefits associated with tourism activity.

MOTIVATIONS RESEARCH

In late 2010, Tourism Tasmania commissioned research to assess the appeal of a range of experiences and the motivational triggers that promote consideration and conversion to a Tasmanian holiday.

A report of the findings was published on Tourism Tasmania's corporate website and a series of free industry forums held around the State to share the findings with local tourism businesses.

The information helped business owners understand what motivates people to travel to Tasmania so that they could better develop and market their experiences accordingly. Around 200 tourism operators and industry leaders attended forums in Burnie, Strahan, Hobart, Launceston and Bicheno.



Port Arthur Historic Site

PERFORMANCE AGAINST OUR GOALS AND PRIORITIES

GOAL **5** BE A HIGHLY EFFECTIVE ORGANISATION

Priority: Raise the profile of tourism as a major economic contributor with our stakeholders and wider industry

STAKEHOLDER ENGAGEMENT

Tourism Tasmania regularly communicates with Tasmania's tourism industry and associated stakeholders using a range of channels including the distribution of the Tourism Talk e-newsletter; the distribution of Industry Advisories, email notifications distributed to the TigerTOUR database and the use of website publishing, RSS broadcasting and Twitter.

A total of 17 Industry Advisories, addressing topics including campaign launches, announcements from the CEO and Tasmania Visitor Survey (TVS) results were distributed to the TigerTOUR database.

This year also saw the introduction of 'Messages from the CEO' video broadcasts published on the Tourism Tasmania website.

Tourism Tasmania supported the Tourism Minister and Tourism Tasmania's Chief Executive Officer with the writing of speeches and media releases for funding announcements, new product openings, Tasmanian Visitor Survey results and other major Tourism Tasmania initiatives.

Priority: Become a values-based, principles-led organisation

VALUES WORKSHOPS

The Department of Economic Development, Tourism and the Arts developed a whole of agency values team in September 2010. Tourism Tasmania has seven representatives on this team. A new set of agreed values was launched in November 2010.

All Tourism Tasmania employees attended a half-day 'values' workshop with many business units identifying how the values can be embedded in their decision making and reflected in their behaviours.

In order to help align and embed the values within the organisation, the larger Department now recognises values in the Recruitment and Selection process and through ongoing forums and briefings with the Agency Executive Team and the Chief Executive of Tourism Tasmania.

Priority: Deliver the services and resources that allow us to fulfil and maintain normal business activities.

Tourism Tasmania's Service Delivery Project outlines the services, outputs and resources required to ensure a professional and effective corporate telephone and email service, tracking database for general requests and tasks, and administrative guidelines and an approvals process for Tourism Tasmania's industry association memberships, subscriptions, staff training, and conference and seminar attendance.

The project also ensures the sound management and efficient distribution of Tourism Tasmania's invoices and liaison and management of contractors providing services to Tourism Tasmania.

INTEGRATED PERFORMANCE MANAGEMENT AND PLANNING

Tourism Tasmania developed and implemented the Planning and Reporting Cycle for 2010-11. This identified the processes for the effective planning and management of Tourism Tasmania's business activities including the development of the Corporate Plan, Annual Operating Plan, allocation of Budget across the business units, financial management, risk management and project planning.

In December 2010, Tourism Tasmania contracted Deloitte to undertake an Internal Audit Services. A schedule of Tourism Tasmania's business practices including Project Management, Business Intelligence and Stakeholder Engagement were identified for review during 2011.

Tourism Tasmania coordinated and contributed to the Audit Finance and Review Committee. This sub-committee of the Tourism Tasmania Board meets regularly to review the financial performance, risk and mitigation plans, and the internal audit reviews of Tourism Tasmania. During 2010-11 the Authority went to market for internal audit services and subsequently reappointed Deloitte for a further three-year term. The committee also oversaw processes introduced in response to a performance review by the Auditor General of the activities of Tourism Tasmania, the results of which will be tabled in the Parliament early in 2011-12.

PROJECT MANAGEMENT

Tourism Tasmania introduced project management as a standard business practice in 2009. Since then, it has continued to refine the approach as well as develop templates that best suit Tourism Tasmania's needs. In 2010-11, Tourism Tasmania's approach and templates were reviewed to provide a clearer enunciation of the project's objective and scope, better measurement of project performance indicators and to ensure greater attention to risk identification and mitigation.

Over 80 staff undertook project management training designed for Tourism Tasmania by the Australian Institute of Management.

FINANCIAL REPORTING

Tourism Tasmania introduced a new approach to financial reporting that provides a complete overview of the organisation's financial health on a single page. This streamlining has improved the management of budget allocations and in particular revenues, at a time when the Authority has had to confront a range of changing market circumstances throughout the year.

RISK PROFILE

A reassessment of Tourism Tasmania's risk profile as part of the annual planning cycle re-affirmed Tourism Tasmania's approach to separating strategic and operational risk and focussing on the major risks within those categories. No major change to our risk profile was identified beyond changing market circumstances and future budget changes.