

Tourism Tasmania

CORPORATE PLAN 2025-2028



Lovers Falls,
Pieman River
© Rob Mulally

TASMANIA
COME DOWN FOR AIR



We acknowledge the Tasmanian Aboriginal people and their enduring custodianship of Lutruwita (Tasmania).

We honour their uninterrupted care, protection and belonging to these islands, skies and waterways, before the invasion and colonisation of European settlement.

As part of a tourism industry that welcomes visitors to these lands, we acknowledge our responsibility to represent to our visitors Tasmania's deep and complex history, fully, respectfully, and truthfully.

We acknowledge the Aboriginal people who continue to care for this country today.

We pay our respects to their Elders, past and present.

We honour their stories, songs, art, and culture, and their aspirations for the future of their people and these lands.

Read [Our Commitment](#) to the Tasmanian Aboriginal people.

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About Tourism Tasmania

Tourism Tasmania is the state government's lead tourism agency.

It is a State Authority established in 2014 and a Statutory Authority established under the *Tourism Tasmania Act 1996*. It is governed by a skills-based board appointed by the Governor of Tasmania on the recommendation of the Minister for Tourism.

Tourism Tasmania leads the T21 visitor economy partnership by actively managing and contributing tourism expertise to strategy and policy development for the benefit of all Tasmanians.

The agency leads, develops and manages the state's tourism brand and generates demand for travel to the state providing social, economic and cultural benefits for Tasmania's tourism industry, economy and community.

Statement of corporate intent


The Tourism Tasmania Corporate Plan 2025 – 2028 outlines our role in tourism brand leadership, demand generation and providing leadership in Tasmania's visitor economy. It describes the agency's role in generating demand for visitation as well as its role in leading and influencing the development of policy, sharing insights and data and planning for the future visitor economy. Our collaboration with visitor economy stakeholders provides our customers with a world leading experience and enables a sustainable visitor economy for the benefit of all Tasmanians.

We deliver our role through:

- A brand platform and marketing program which celebrates the identifiable character and spirit that makes Tasmania a special place, creates cultural and emotional connections with customers and encourages travel to Tasmania.
- Leading, influencing and informing Tasmania's 2030 Visitor Economy Strategy planning and implementation on behalf of government and in partnership with industry to deliver on T21 goals.
- Advocating and securing air and sea capacity to support more opportunities for our visitors and the community to travel in and out of Tasmania.

Executive summary



 [DOWNLOAD PDF IN ADOBE TO WATCH VIDEO](#)

When tourism benefits, Tasmanians benefit

As one of our oldest and most valuable industries, tourism plays a crucial role in our economy, community, and way of life.

The most recent ABS data confirms this, showing tourism’s growth is outpacing the state average in jobs, contribution to gross state product, and gross value added. In 2023–24, total tourism gross state product

reached a record \$4.545 billion with a record 50,800 Tasmanian jobs, or 1 in 6 around the state, supported by the visitor economy.

In today’s competitive tourism and events marketplace, we’re working hard to protect and grow Tasmania’s market share through destination marketing designed to stand out, build genuine emotional connections and highlight the unique qualities that set a Tasmanian holiday apart. This helps position our island as the perfect choice for visitors who share our values and appreciate what makes Tasmania different. We’re focused on driving value over volume, smoothing out seasonality and encouraging visitors to explore all regions of our beautiful state.

We are also focused on supporting the sustainable, long-term growth of our visitor economy through leadership, advocacy and ensuring important data, insights and resources are shared widely to support industry and improve decision making.

As technology transforms how people plan and experience travel, we’re embracing innovation to meet these evolving challenges. Tourism Tasmania is adapting to

new technologies, finding smarter ways to connect with potential visitors and ensuring the best possible return on investment while maintaining authentic relationships with our target audiences.

Our people are the heart of what we do, as a values-led organization, we’re committed to creating a great workplace experience and developing our team. We’re passionate advocates for tourism, building partnerships and relationships that help create a strong, adaptable industry that delivers memorable, personalized experiences for our visitors.

This corporate plan maps out our goals and vision to ensure the positive impact tourism brings is shared by all Tasmanians through our destination marketing, leadership and delivering the actions outlined in the 2030 Visitor Economy Strategy.

Sarah Clark
Chief Executive Officer
May 2025

The value of tourism to Tasmania



The contribution of tourism in Tasmania to **GSP is 10 per cent** and the highest in the country.



Every visitor dollar spent adds an **additional 83 cents flow on** contribution⁴.



50, 800 or 1 in 6 Tasmanian jobs and over **6,600 businesses** are supported by tourism. The tourism supports **15.6% of Tasmania jobs**, this is the highest rate in the country⁴.



Tourism infrastructure benefits local communities and drives wider economic outcomes and confidence.



Visitors help support access capacity, affordability and frequency to and from Tasmania.

¹ National Visitor Survey. Includes overnight and day trip spend.

² Tasmanian Visitor Survey Year Ending December 2024.

³ International Visitor Survey, Year Ending December 2024.

⁴ 2023-24 - State Tourism Satellite Accounts, Tourism Research Australia.

Tasmania’s 2030 Visitor Economy Strategy

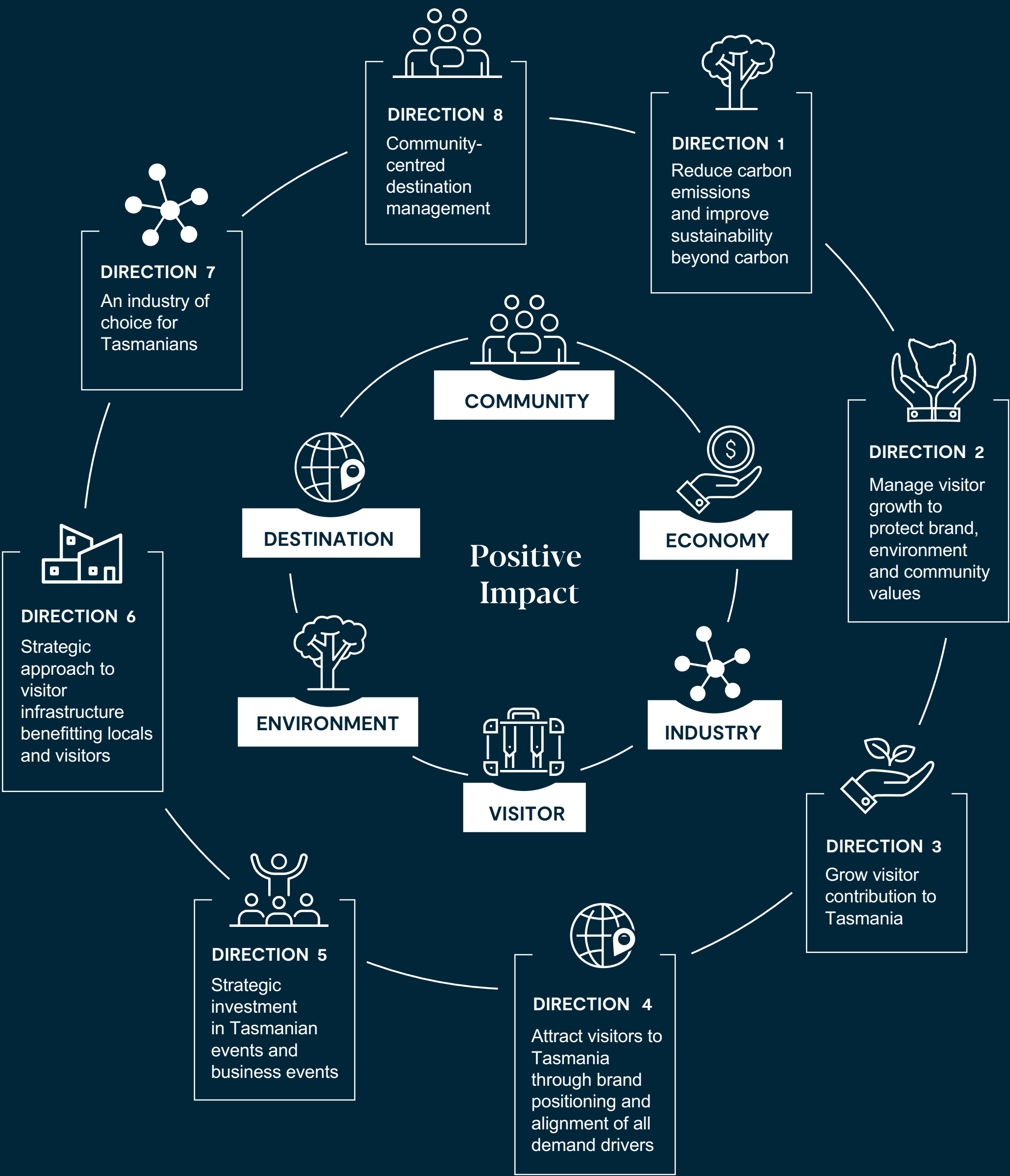
Tourism Tasmania plays a key leadership role within the T21 and PVEAC governance framework. The agency has developed, in partnership with industry and with the parts of government that have a role within the visitor economy, Tasmania’s 2030 Visitor Economy Strategy.

The strategy, launched in August 2023, aims to ensure the important contribution tourism makes to Tasmania is maintained and, industry and government are aligned on actions and priorities to strategically manage growth and investment, for the benefit of Tasmanians and our destination.

Tasmania’s 2030 Visitor Economy Strategy includes eight key directions to proactively manage growth; protect and enhance Tasmania’s brand, environment and community values; grow visitor contribution to Tasmania; and attract visitors to Tasmania through brand positioning and alignment of all demand drivers.

The Three Year Action Plan, released with the strategy, includes 11 areas of work. Five have been endorsed by the Premier’s Visitor Economy Advisory Council (PVEAC) as the highest priorities for implementation:

- Environmental sustainability
- Growing visitor contribution
- Infrastructure planning and investment
- Strategic and coordinated approach to driving demand; and
- Attracting and retaining a skilled and available workforce.



Our values



Passionately Connected

We are grounded in our shared purpose and strong connection to each other, our industry, our island, and the Tasmanian community. We are a part of an integrated ecosystem.



Authentically Human

We cultivate a “no bullshit” environment where respect, vulnerability, fun, and empowerment coexist. We value difference and our trust in each other, holding space for true authenticity.



Fearlessly Forward Thinking

We seek the “air” to be brave. We use our collective courage to navigate challenges, think big, push boundaries, and be creative in the face of uncertainty.



Quietly Pursuing Extraordinary

We do the hard things, lead with accountability, and do great work – always with an added dash of Tassie magic. We are a challenger brand in every way.



Kittawa Lodge
© Jason Charles Hill

Tourism Tasmania Strategy 2025/26

Purpose

To connect travellers emotionally and culturally with our island, drive visitation, enhance visitor contribution, and lead a sustainable visitor economy that delivers social, environmental and economic value for all Tasmanians.

Values

PASSIONATELY
CONNECTED

FEARLESSLY FORWARD
THINKING

AUTHENTICALLY
HUMAN

QUIETLY PURSUING
EXTRAORDINARY

Pillars

LEADERSHIP

Lead with purpose, nurture innovation and foster strong collaborative relationships with key stakeholders to shape the future of a sustainable visitor economy.

DEMAND DRIVING

Grow year-round visitation and visitor spend by:

- Creating demand through long term brand building
- Converting demand
- Optimising domestic and international access

POSITIVE IMPACT

Prioritise actions that drive meaningful change and empower visitors to enhance their positive contribution to island life. Having a positive impact is at the core of who we are.

KPI's

1. VALUE OVER VOLUME: Visitor spend \$4.5b

2. SMOOTHING OUT SEASONALITY: Season target 68%

3. REGIONAL DISPERSAL: Nights ex Hobart 70%

4. BRAND POWER SCORE: 10.4

5. OUR PEOPLE: eNPS XX

6. TOURISM TASMANIA ESG TARGET: XX

Focus

PEOPLE

ADVOCACY

TECHNOLOGY

DATA

EFFICIENCIES

Strategic pillar – Leadership

Tourism Tasmania plays a key leadership role in guiding the long term success and sustainable growth of Tasmania’s tourism industry. It delivers governance for the Premier’s Visitor Economy Advisory Council and T21 partnership and fosters collaboration to drive the delivery of strategic priorities aligned with Tasmania’s vision and goals.

The agency advocates strongly for tourism, sharing its knowledge, expertise and relationships to support the state’s visitor economy and deliver a strategic advantage in a highly competitive events and travel destination market.

The 2030 Visitor Economy Strategy has been developed and lead through a collaborative process between industry and government and has a vision to that tourism makes a significant contribution and positive impact on Tasmania’s future. The strategy and the Three Year Action Plan, aligns stakeholders on key actions and priorities, ensuring growth is strategically managed in ways that benefit both the local community and the destination.

The agency will deliver of a number of key research and planning projects to support the growth of the visitor economy and to protect and enhance Tasmania’s brand, environment and community values. These include the development of an access strategy as well as projects to enhance the contribution of visitors and identifying ways to manage visitation at key sites or regions across Tasmania.

Tourism Tasmania provides financial and partnership support to organisations within Tasmania’s visitor economy to enable and support visitor information services, the four regional tourism organisations and to the Tourism Industry Council of Tasmania to support the delivery of an annual industry conference, accreditation and awards programs.

The agency has a priority focus on ensuring that both visitors and Tasmanians have air and sea access to affordable and convenient travel options to and from the state. By collaborating closely with access partners, it works to



Cradle Summit Walk © Matty Eaton

maintain frequency and expand capacity on key direct routes while advocating for the introduction of new, commercially sustainable services. Through targeted cooperative marketing efforts, the agency actively drives demand for air services, partnering

with airports and airlines to attract direct international flights from New Zealand and Southeast Asia. This ongoing work supports the vision of establishing Tasmania as a “one-stop to the world.

Strategic pillar – Driving demand

Tasmania is a challenger state in a national travel market that is dominated by the larger states, with competitor media spend increasing. We cannot – nor do we aspire to – compete in the same way. Our strategy is to capture the attention of customers who are most aligned to Tasmania’s brand through building meaningful emotional connections and celebrating what makes a Tasmanian holiday experience distinct from other destinations. We are focused on value over volume and targeting the right people with the right message at the right time. Our focus will be to continue to evolve the successful Come Down For Air brand platform with campaigns that ensure Tasmania stands out in busy communications environments and maintains relevance in key markets.

Our Off Season campaign will continue to position Tasmania as a unique and ‘must-do’ winter experience, highlighting the positive differences of a Tasmanian winter holiday compared to other destinations and driving visitation in the winter and shoulder seasons.

We will continue to deliver a fully integrated marketing program through a range of activities to raise awareness of Tasmania as a holiday destination, drive demand and importantly increase leads to industry and encourage conversion or bookings.

Our marketing program will target travellers in domestic and international markets through brand and advertising campaigns, digital content, social media, PR, famils and strategic partnerships with trade, distribution and access partners, while continuing to support and leverage key demand driving stakeholders and initiatives.

Internationally, we will continue to target key markets for Tasmania, focusing on the strategic role of each market and implementing marketing activity accordingly.

Tourism Tasmania aims to reach the right audiences who will appreciate and value what Tasmania has to offer. Our most recent segmentation study in 2023 provided a holistic understanding of the Australian

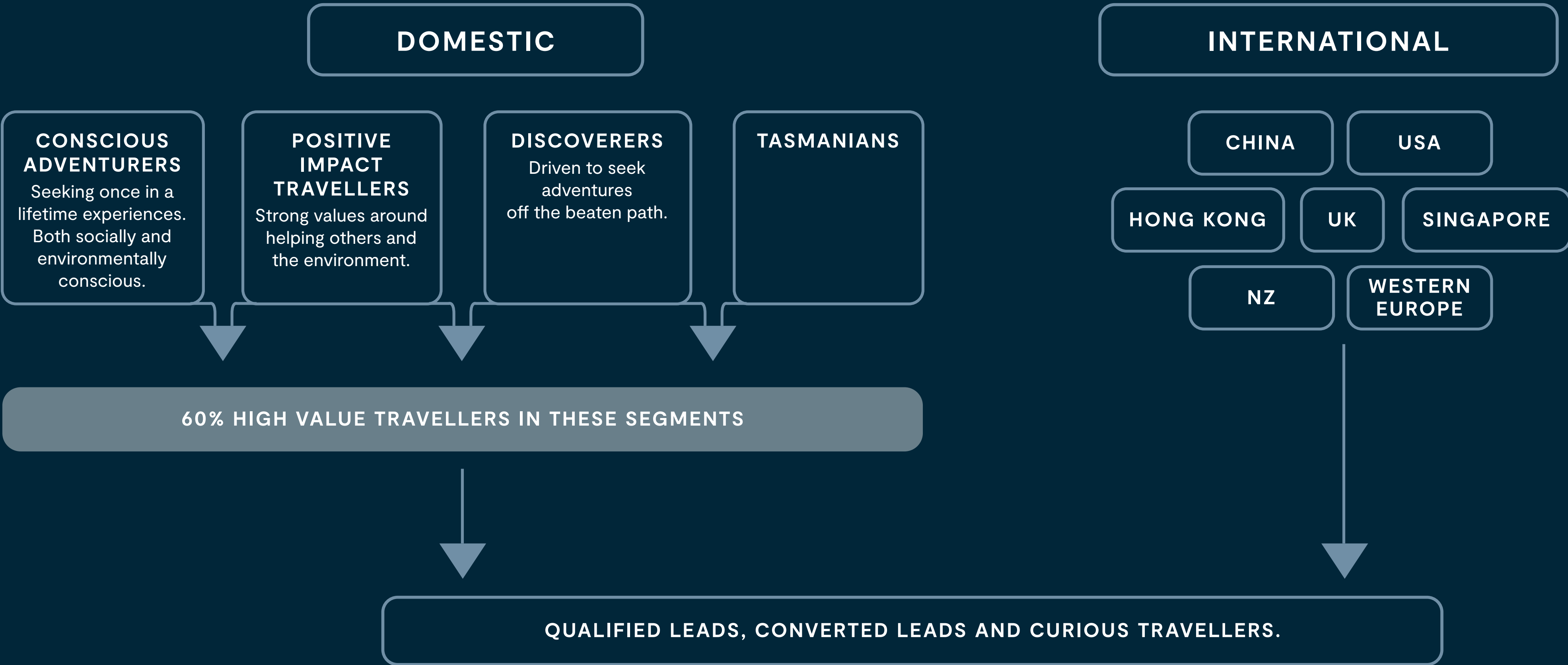
travelling market, and identified the most suitable segments to help us drive value over volume. These key segments represent a more sizable opportunity from the total market than previously.

Our marketing will continue to target our three core segments of Positive Impact Travellers, Discoverers and Conscious Adventurers with a focus on ‘high value travellers’, who tend to spend more on travel. We will also employ strategies to target repeat visitation throughout our program as we know these visitors play an important role in driving regional distribution and smoothing out seasonality. While we are targeting these specific segments, our marketing program will reach the broader travelling market through a ‘halo’ effect.



Target Audiences

Who we attract and nurture:



Marketing strategy



Strategic pillar – positive impact

Tasmania’s vision for the visitor economy is that by 2030, Tasmanians will value the sector’s positive impact on our environment, prosperity and way of life, and Tasmania will be valued by visitors for being a genuinely different experience.

Tourism Tasmania will prioritise actions to grow the visitor economy and the benefits it brings to local communities in all areas of the state, boost the economy, and promote environmental sustainability. As part of our leadership role, we will undertake work to understand our community values, our environment and future visitor growth forecasts and find innovative solutions to respond to this opportunity in a way that protects and enhances Tasmania as a place and a brand.

We will make a positive impact within our organisation by reducing emissions, adopting circular economy practices, increasing our contribution to the community and providing an inclusive and inspiring workplace. Our Positive Impact Plan will inform our actions including delivering key research projects that focus on future visitation sustainability for our state and community and ensuring the continued growth in contribution to our natural assets and community infrastructure.

Positive impact is a key pillar in our marketing program to ensure we share our destination’s unique story and inspire travellers with Tasmania’s net zero credentials and encourage industry to embrace sustainable practices within their business.



Maria Island © Sarajayne Lada

We will invest in

Our People

Creating an exceptional employee experience will enable us to attract talent and keep a highly capable workforce. We will invest in our people and provide a great culture that is collaborative, growth-oriented, grounded in our values and aligned to our purpose.

Consumer and market insights

Our research, insights, knowledge and resources will be shared with our industry and stakeholders to drive informed decision making and strengthen Tasmanian tourism businesses. Research programs that deliver insights and analysis will inform our brand, marketing and destination programs and track our performance.

Technology

We will utilise the technology we need, including AI, to find efficient ways of connecting with customers while driving strategic outcomes and efficiencies and continuing to mature our data strategy.

Advocacy

Our success is strengthened through our relationships with industry, community, government and visitor economy stakeholders. We will leverage our communication and engagement activities to share our knowledge and build advocates for tourism and ensure the benefits the visitor economy brings to Tasmania is valued and understood.

Efficiencies

We will maintain and strengthen our financial performance and continue to drive cost efficiencies. We will simplify our systems and processes to support our people to focus on the effective delivery of our programs.



Risk management

Tourism Tasmania promotes a strong risk management culture to ensure the agency delivers on its objectives and priorities.

Risk is owned by the Board of Tourism Tasmania with active oversight by the Audit and Risk Committee. Tourism Tasmania is reviewing and updating its risk management framework to adjust our risk threshold in relation to the criticality of certain issues to ensure that potential risks to the delivery of our program are recognised as early as possible.

Risks with which Tourism Tasmania engages fall into three distinct categories

- Strategic risks – macro external risks which impact on strategy
- Enterprise-wide risks – must be managed at a whole of organisation level
- Operational risks – AI can be managed within functional responsibilities

The tourism sector nationally and globally is regularly impacted by economic factors including but not limited to, rising cost of living, exchange rate levels, availability of workforce and credit for investment, geopolitical instability, increased cost of business including insurance, and the impact significant environmental events and climate change.

Tourism Tasmania’s operates within a highly competitive global market for holiday and leisure travel. Its ability to compete effectively is led by the organisation’s focus on strategically building our unique brand, supported by a highly targeted marketing program and campaign activity to drive visitation to Tasmania across the year

Investing consistently in creative, different and memorable brand and marketing activities not only converts current demand, but importantly creates future demand for Tasmania and our tourism industry operators.

A key risk identified by the board is the financial sustainability and agility of the agency with the ongoing appropriation from government vital to the successful operations and resourcing of Tourism Tasmania.



Mt Owen - West Coast Tas MTB © Flow Mountain Bik



Taypalaka / Green Point Beach, Marrawah © Stu Gibson



Dove Lake Kayak © Nick H Visuals

Financial Statements

Statement of cash flows for the period ended 30 June

	2024-2025 Actual \$,000	2025-2026 Budget \$,000	2026-2027 Estimate \$,000	2027-2028 Estimate \$,000	2028-2029 Estimate \$,000
CASH FLOWS FROM OPERATING ACTIVITIES					
Payments					
Employee	(10,336)	(10,500)	(10,815)	(11,139)	(11,474)
Other (inc. Grants)	(34,272)	(30,443)	(30,911)	(18,751)	(18,968)
Receipts					
Appropriation receipts - operating	40,678	39,125	39,456	29,168	29,718
GST receipts	2,643				
Other	1,553	2,364	2,270	722	724
Net cash from operating activities	266	546	0	0	0
Net increase/(decrease) cash	266	546	0	0	0
Payments for acquisition of non-financial assets	(379)	(350)			
Cash at beginning of period	(82)	(195)	1	1	1
Cash at end of period	(195)	1	1	1	1

Income statement for the period ended 30 June

	2024-2025 Actual \$,000	2025-2026 Budget \$,000	2026-2027 Estimate \$,000	2027-2028 Estimate \$,000	2028-2029 Estimate \$,000
REVENUE					
Appropriation revenue - operating	40,678	39,125	39,456	29,168	29,718
Other revenue	1,550	2,168	2,270	722	724
Net gain/(loss)	1				
Total income/revenue	42,229	41,293	41,726	29,890	30,442
EXPENSES					
Operating	41,895	40,552	41,605	29,772	30,324
Depreciation	580	672	641	262	161
Other	94	150	150	149	149
Total expenses	42,569	41,374	42,396	30,183	30,634
Net change to equity	(340)	(81)	(670)	(293)	(192)

Explanation of Major Variation
The decrease in Appropriation revenue - operating and Operating in 2027-28 reflects the funding profile of fixed-term key deliverable funding
The increase in Other revenue in 2025-26 and 2026-27 reflects reimbursements from the Department of State Growth for activities associated with the 2030 Visitor Economy Strategy

Balance sheet

for the period ended 30 June

	2025 Actual \$,000	2026 Budget \$,000	2027 Estimate \$,000	2028 Estimate \$,000	2029 Estimate \$,000
Financial assets					
Cash	-195	1	1	1	1
Receivables	325	158	167	187	187
Total financial assets	130	159	168	188	188
Non-financial assets					
Plant and Equipment	139	86	46	21	14
Intangibles	1653	1151	550	313	159
Other assets	634	700	561	558	527
Total non-financial assets	2,426	1,937	1,157	892	700
TOTAL ASSETS	2,556	2,096	1,325	1,080	888
Liabilities					
Payables	106	25	25	25	25
Employee Benefits	1765	1755	1654	1702	1702
Other Liabilities	31	17	17	17	17
Total liabilities	1,902	1,797	1,696	1,744	1,744
NET ASSETS (liabilities)	654	299	(371)	(664)	(856)
Equity					
Accumulated funds	654	299	(371)	(664)	(856)
TOTAL EQUITY	654	299	(371)	(664)	(856)

Explanation of Major Variation

The decrease in Receivables in 2026 primarily reflects the receipt of outstanding GST during the year.

The variation in Intangibles reflects the profile of the development of ICT and web development assets

The decrease in Employee benefits in 2027 reflects the 27th pay and the reduction in the associated liability accrued over prior years.



The Hub - Pizza and Beer © Stu Gibson

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