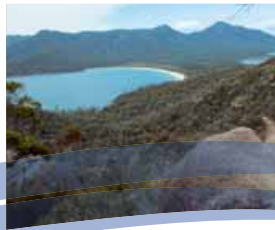
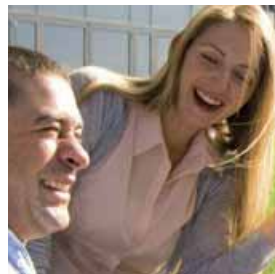


Tourism Tasmania



Our Corporate Plan

July 2009 to June 2012



Tasmania
Explore the possibilities

Message from Our Chairman



Less than 12 months ago we began to observe the downturn of international financial markets and the emergence of an economic crisis of global proportions.

In this short time, what we now know as the Global Financial Crisis has had a profound impact on this country. Every community, all levels of government, industry and business have been affected in some way and will continue to face new challenges in the coming years.

Undoubtedly, Tourism Tasmania's role in supporting and leading the tourism industry in Tasmania is magnified in these tough economic times.

The tourism industry can be confident that we are working from a strong and secure base and are well placed to address the challenges presented by the global economic downturn.

While new plans and strategies are needed, it is also important to maintain and develop those programs that are already proven to deliver results for our tourism industry.

And our recent performance confirms this: the Tasmanian Visitor Survey results for the year ending March 2009 show Tasmania has outperformed its domestic state and territory counterparts. In the 12 months to March, visitor numbers to Tasmania reached record levels and visitor expenditure grew to \$1.43 billion per annum.

Tourism Tasmania is committed to building on these results and continuing the work of New Directions in delivering more relevant knowledge to the tourism industry; actively addressing barriers to consumer conversion; clearly articulating the State's core brand values; and ensuring our destination offering matches the expectations of the consumer.

We are also committed to fostering closer links with industry and stakeholders through strategies and activities that draw on collaboration and consultation. The Zone Marketing Program highlights what can be achieved through a shared vision and collective dedication.

Our focus will also be firmly on growing the knowledge and skills of our industry to help them to make informed and sound business decisions for a strong and sustainable future.

Tourism Tasmania is also building solid and beneficial relationships with a range of partners, including in the aviation industry, to maximise and broaden the exposure and reach of the Tasmanian message.

Tasmania's tourism industry has already shown itself to be robust and resilient; and while there will undoubtedly be numerous challenges ahead, we can be confident we have a solid foundation and a shared vision for the future.

A handwritten signature in gold ink, which appears to read 'Bob Annells'.

Bob Annells

Chairman

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Our Corporate Plan

This is the Tourism Tasmania Corporate Plan for the period July 2009 to June 2012.

The objectives of this Plan define our three-year Business Strategy and our Annual Operating Plan (which provides detail about our activities and goals, strategies and programs for the coming 12 months).

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.

In late 2007, the Tasmanian Government and industry launched the fifth iteration of *Tourism 21: Strategic Business Plan 2007-2010*, which sets out key strategies to meet the challenges presented by the changing world and to achieve the historic milestone of one million visitors and \$2.2 billion visitor spend in a single year.

The Corporate Plan 2009-2012 recognises this changed world and the volatility of global markets and articulates the important role Tourism Tasmania will play in supporting and leading the industry through this period of uncertainty.

Our World

What a difference a year makes. At the beginning of 2008 the world was battling record fuel prices, rising interest rates and both enjoying and suffering the tourism challenges that come with a competitive Australian dollar. As that year drew to a close and we turned the corner into 2009, it seems as if the world has turned on its head.

Economies across the world are in the grips of a global financial crisis not witnessed for over a decade. As a consequence, Tasmania's key international markets are all affected by recession – United Kingdom, North America, New Zealand, Germany and Japan. In addition, emerging markets in developing regions such as China, India and Eastern Europe are also experiencing economic slow-downs.

The next three years present a range of challenges in a future that is largely unknown. Significantly, Tasmania is not immune from this economic volatility and the Federal and Tasmanian Governments have acted quickly to mitigate the impact of the financial crisis on Tasmanians and Tasmanian businesses.

As is the case with any economic slowdown, there are both challenges and opportunities for businesses and governments. Typically those who prosper and come through the period well are those who are willing to review and adapt effectively to the changed environment. In some cases this will require a total realignment of thinking by individuals and organisations; in other cases it requires a recommitment and trust in what we know works.

There is no doubt that there are real opportunities for Tourism Tasmania moving forward, with the challenge being, of course, adapting quickly to changes in customer perception and demand in the short term – both internally and in leading the industry.

Our Island

Tourism is of vital importance to the Tasmanian economy:

- It directly contributes \$1.024 billion or about 4.9% to Gross State Product (GSP).
- It comprises approximately 2,100 separate businesses (TigerTour database March 2009).

In this period of global economic uncertainty, the role of tourism in helping to sustain or grow the Tasmanian economy is of particular significance.

Despite the onset of the global financial crisis during the later half of 2008, the latest results of the Tasmanian Visitor Survey show that Tasmania bucked the national trend of a softening domestic travel climate during this time, having posted strong visitation growth rates two quarters in a row. Strong September and December quarters in 2008 provided a boost to visitation levels for the 2008 calendar year. In the year ending December 2008, visitor numbers were up nine per cent (897,100), visitor nights were up five per cent (7.37 million) and expenditure levels up 12 per cent (\$1.48 billion) – all at record high levels.



Interstate visitation continued to dominate tourist activity in Tasmania in terms of expenditure (\$1.27 billion) and the number of nights (6.24 million) spent in the State. Intrastate visitors took the greatest number of trips, with an estimated 5.2 million day and overnight trips taken by Tasmanians in their home state in 2008, down eight per cent (National Visitor Survey). Interstate visitation grew by eight per cent to 780,800 visitors (TVS), while international visitation decreased four per cent on the previous year to 152,000 visitors (International Visitor Survey).

Tourism Tasmania will continue to focus on helping to grow the Tasmanian economy through developing strategies and undertaking integrated activities that deliver results and value for the tourism industry and the community. These include:

- Building the capability and creating a competitive advantage for the Tasmanian tourism industry through e-commerce learning and development.
- Developing cooperative marketing programs with industry to ensure consumers have the depth of knowledge to best engage with the destination and keep Tasmania top of mind as a holiday destination.
- Maximise the distribution of Tasmanian tourism product using a broader range of distribution channels, particularly through online distribution.
- Continue to work with key partners to maintain and improve access, and to drive conversion to travel to Tasmania.
- Assist industry to consistently deliver quality products and unforgettable experiences.

We also recognise the importance of balancing these corporate priorities and economic goals with demonstrated care for our community and our staff, protection of the environment, and the preservation of our heritage assets. Our approach is to support the development of an industry that is truly sustainable into the future and which is supported by the people of 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 and Tourism. 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 fulfill that role we will actively intervene in the tourism market to:

1. Create new knowledge and understanding for industry and stakeholders about tourism through research, analysis and insights.
2. Address the barriers to conversion and travel to Tasmania by identifying and taking effective, consistent action with those who can make a difference.
3. Establish, articulate and maintain the Brand and Brand Values, particularly through creative and innovative marketing.
4. Achieve alignment of Tasmania's tourism product, experiences and infrastructure to match market expectations of the Brand.

Tourism Tasmania and the tourism industry must work together to build on our competitive advantage and position the State as a must visit destination for domestic and international visitors. It is also our collective role to grow the number of Tasmanians holidaying at home by demonstrating to locals that our island is a compelling and appealing holiday destination.

Tourism Tasmania will enter into and build beneficial partnerships with traditional and non-traditional partners, to broaden the depth and reach of the Tasmanian brand message.

We will continue to work with industry to define our clear and motivating brand positioning, one based on unique and transformational experiences targeted to those potential visitors who offer the best prospects for visiting.

Tourism Tasmania will target key domestic markets by geographic area and market segment including:

- Melbourne and regional Victoria.
- Sydney, Canberra and regional New South Wales.
- Brisbane and South East Queensland.
- Tasmanians – to take at least some of their holidays at home.
- Other opportunities at a national level including Adelaide.

Our key international markets will include:

- United Kingdom and Germany.
- North America.
- New Zealand.
- Singapore.
- Japan.



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Our Goals

Tourism Tasmania has set ambitious, but achievable, goals for the next three years which will need the continued full support of industry for success.

Our seven key goals focus on:

1. Growing our domestic tourism market share.
2. Growing our international tourism market share.
3. Growing the number of Tasmanians holidaying on the island.
4. Attracting high yield visitors.
5. Strengthening our relationship between our Brand and consumers.
6. Increasing stakeholder satisfaction with our performance.
7. Increasing customer satisfaction with their Tasmanian experience.

We will set measures and milestones for these goals for the next three years and provide regular updates on our progress.

We will set our sights high and will work to bring the individual efforts of the tourism industry together with a new emphasis on partnerships and creating joint business and promotional opportunities including:

- Working together to create a shared vision for the future.
- Assisting industry to gain the skills and knowledge to improve their business potential through learning and development programs.
- Joint advertising and promotional programs which provide a shared platform for building our brand and converting awareness, preference and intention to visitation.
- Facilitate consumer conversion through our digital distribution initiative.
- Sharing information about our markets, how we are performing as a tourism destination and what is happening in our industry.

Our Contribution to the Tourism Industry

The Supply Chain

Tourism in Tasmania is supported by a broad system of organisations, businesses, tiers of government, people, activities, information and resources, which are involved in delivering information, products and services from the tourism operator to the consumer. This system is often referred to as a 'supply chain'.

The primary objective of supply chain management is to fulfil consumer demands. This is achieved by an efficient use of resources, including distribution channels, inventory and labour. Each of the participants in the supply chain contributes the best value-adding activities for their organisation.

Tourism Tasmania has a key role to play in contributing to the tourism supply chain for Tasmania. The diagram below outlines where Tourism Tasmania can intervene in the tourism supply chain.

Our Priorities and Integrated Activities

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

Each unit actively undertakes a number of identified projects that deliver on the key priorities defined in this Corporate Plan and which are aligned with the organisational objectives.

Understand the Market

Provide relevant, contemporary business intelligence to the industry and ensure the latest research forms the basis of our campaigns and activities.

Objectives:

- To be the knowledge leader on consumer behaviour, industry performance, and travel statistics for the tourism industry.
- To influence key stakeholders and the tourism industry to value and use research insights in their decision making.

Activities:

- Provide tourism businesses with useful business intelligence including the latest views on travel patterns and behaviours.
- Ensure our campaigns and activities are based on the latest research and consumer behaviours.

Supply Chain



Respond to the Market

Build capability and create competitive advantage for the Tasmanian tourism industry through e-commerce learning and development.

Build an event calendar for Tasmania that drives visitors to our State and enhances the capacity of local events to drive intrastate travel.

Objectives:

- To deliver competitive advantage for Tasmania through identified products, services and events.
- To support the development of infrastructure that enables tourism development.
- To build tourism industry capability to meet the brand promise and meet visitor expectations.
- To build awareness, capability and community support for the long-term future of tourism in Tasmania.

Activities:

- Communicate with industry and relevant stakeholders about our role and the tools we have to offer to assist them (research/education and training).
- Implement a learning and development program to grow the number of e-commerce enabled tourism businesses in Tasmania.
- Provide expert advice to investors (public and private) on gaps and opportunities in the market place.
- Run event grants programs that directly drive visitation to Tasmania.
- Work with existing major events.
- Encourage industry to partner with others to improve their business operation.



Stimulate the Market

Ensure consumers have the depth of knowledge to best engage with the destination and to keep Tasmania top of mind as a holiday option.

Ensure that industry is well-informed of promotional opportunities for their products and extend communication actively beyond our traditional seasonal campaigns.

Objectives:

- To build brand awareness and appeal for Tasmania as a holiday destination.
- To convert consumer intention to holiday in Tasmania.

Activities:

- Facilitate five regional Holiday Planners (Zone Marketing Groups) and motivational brochures for key international markets.
- Facilitate a Visiting Journalist Program.
- Provide a website with information about Tasmania.
- Provide travel trade partners with Tasmanian content that assists conversion.
- Deliver two major seasonal campaigns that communicate the destination and offer direct opportunities for customers to convert their interest (co-funded 50:50 by Government and industry).
- Pitch story ideas and concepts to consumer media that showcase our destination and what our industry has to offer.
- Deliver opportunities for industry and key partners to be involved in our major seasonal campaigns
- Work with travel and lifestyle publications and other media to negotiate advertising opportunities for local tourism businesses.
- Provide online advertising and conversion opportunities through the discovertasmania.com website.

Open the Market

Maximising the distribution of Tasmanian tourism product by using a broader range of distribution channels.

Work with key major partners including the airlines and TT-line to drive conversion and maintain and build access into Tasmania

Objectives:

- To extend marketing penetration through partnerships.
- To distribute Tasmanian tourism information and product through the most effective distribution channels.
- To ensure reliable and competitive air and sea access for visitors to Tasmania.

Activities:

- Develop a program with major partners to increase the uptake and distribution of Tasmanian product (including wholesalers, online distributors and key Tasmanian wholesalers).
- Develop partnership agreements with existing distribution businesses to grow the number of ways Tasmanian tourism operators can take their product to market (including online distributors, retailers, wholesalers and carriers).
- Facilitate an online open booking service for Tasmanian tourism businesses.
- Provide an online distribution channel option for Tasmanian tourism businesses.
- Provide a website with information about Tasmania that includes the ability for a user to make an online booking.
- Strategic and conversion-based activity with major partners.
- Present our access partners with business cases for route development.
- Develop annual strategic cooperative marketing relationships with all major access partners.
- Conduct six-monthly strategic planning sessions with all carriers to encourage capacity growth.

Satisfy the Market

Assist industry to consistently deliver quality products and unforgettable experiences.

Objectives:

- To understand the key factors that influence visitor experiences.
- To utilise research resources and industry feedback to understand and communicate back the strengths and weaknesses of Tourism Tasmania's contribution to tourism.

Activities:

- Work with industry to improve the quality of existing visitor experiences (including accreditation programs, visitor centres and other organisations).

Organisational Effectiveness

Build a learning organisation through the development and implementation of support systems, analyses, provision of information and consultation.

Objectives:

- To deliver effective support to the organisation and stakeholders.
- To create and maintain a workplace that values people.

Activities:

- Develop and implement an integrated strategic management framework and align the organisation's resources to its corporate priorities.
- Engender a culture of performance management and performance improvement across the Authority.
- Engender a culture of risk management within organisational decision-making.
- Provide relevant information, advice and consultation within the Authority, across the agency and to external stakeholders.






Tasmania
Explore the possibilities