

# STRATEGIC PLAN 2018-2022

Tourism and Events Queensland (TEQ) is a statutory body established under the *Tourism and Events Queensland Act 2012* and part of the portfolio of Innovation, Tourism Industry Development and the Commonwealth Games.

**Our vision:** Inspiring the world to experience the best address on earth.

<b>INSPIRING</b>	through brand, integrated marketing and events
<b>THE WORLD</b>	in priority domestic and international source markets
<b>TO EXPERIENCE</b>	Queensland's signature experiences and events
<b>THE BEST</b>	through quality and innovation
<b>ADDRESS ON EARTH</b>	showcasing the best of Queensland

**Our mission:** We are a consumer-led, experience-focused, destination-delivered organisation that connects people and places like never before through innovation and collaboration with the tourism and events industry.

**Our purpose:** Achieving economic and social benefits for the State by growing the tourism and events industry.

## WHAT THIS PLAN SETS OUT TO ACHIEVE

TEQ is Queensland's lead tourism marketing, destination and experience development, and major events agency. This 2018-2022 plan sets out TEQ's strategic positioning, the way that we create unique value for the State's tourism and events industry, particularly in growing overnight visitor expenditure (OVE) and market share for Queensland. TEQ will invest in strategic priorities, in partnership with industry, government and regional tourism organisations.

TEQ contributes to the Queensland Government's objectives for the community *Our Future State: Advancing Queensland's Priorities* of: create jobs in a strong economy; protect the Great Barrier Reef; and be a responsive government by:

- marketing and promoting tourism in Queensland
- tourism experience and destination development
- working to identify, attract and promote major events
- providing support and leadership to Queensland's regional tourism organisation (RTO) network and industry

TEQ's long-term strategic focus is outlined in this plan and is underpinned by the TEQ Events Strategy 2025 and the TEQ Marketing Strategy 2025. Strategic priorities will inform activities undertaken and will help to maintain and build competitive advantages for the State's tourism and events industry. Through its activities, TEQ supports the delivery of the *Queensland Government's Advancing Tourism 2016-20* plan to grow tourism and jobs.

## OPERATIONAL ENVIRONMENT

Tourism is vital to Queensland's economy, generating \$25 billion for the state. Tourism contributes 7.9% of Gross State Product (GSP) and employs 217,000 Queenslanders directly and indirectly.<sup>2</sup>

The coming decade will bring enormous opportunities for Queensland's tourism and events industry. Rapid growth in Asian countries, especially China and India, means the Asian middle class will grow from around 500 million to 3.2 billion in 2030.<sup>1</sup>

Asian tourism to Australia is growing at an unprecedented rate, assisted by increasing wealth and favourable economic conditions. Strong growth has also been experienced in key western markets such as the United States of America, underlining the importance of a balanced approach to global markets.

Queensland's tourism and events industry will continue to be influenced by changes in technology and consumer preferences. The tourism and events industry must continue to innovate and is well placed to take advantage of these opportunities, delivering on jobs and advancing tourism.

Since 2015 the Queensland Government has delivered a continued four-year funding commitment for TEQ. This funding enables TEQ to enter into multi-year partnerships and take a longer-term view on strategic investment in marketing and events. Through the Tourism Network Funding Program, TEQ will provide support to the State's Regional Tourism Organisations.

## OBJECTIVES

1. Attract visitors to Queensland, generating OVE
2. Contribute to the Queensland economy
3. Enhance the profile of Queensland
4. Foster community pride in Queensland

### These will be delivered through:

- Marketing and promoting tourism in Queensland
- Tourism experience and destination development
- Working to identify, attract and promote major events

## TARGET MARKETS

TEQ's tourism and events activities focus on targeting visitors from international markets and within Australia, with the goal of growing OVE and market share for Queensland. Domestic tourism accounts for three-quarters of OVE in Queensland, and domestic markets are forecast to generate two-thirds of national OVE in 2025.

The proportion of Queensland's OVE coming from key international markets is expected to grow to 2025, particularly from Asian markets. China is now Queensland's largest international visitor market measured by OVE. Strong growth of 13 per cent per annum is expected to continue over the next decade. Japan is also considered to offer significant growth opportunities for Queensland.

1. Australia's Jobs Future, 2015, ANZ PwC Asialink Business Services Report  
2. Tourism Research Australia, State Tourism Satellite Accounts 2015-16

## Values

<b>Lead Together</b>	<b>One Team</b>
<b>Go Beyond</b>	<b>Agile and Responsive</b>

## STRATEGIC FRAMEWORK

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### Strategic priorities

To achieve its objectives TEQ has seven strategic priorities:

#### Marketing the best address on earth

- Implement the TEQ Marketing Strategy 2025 in order to:
- Optimise return on marketing investment through efficient and effective program delivery
- Ensure Queensland is top of mind among high value travellers
- Deliver brand marketing and Queensland experiences that intercept and engage high value travellers resulting in conversion

#### Convert high value travellers from priority markets

- Effectively prioritise source market focus to maximise return on investment and build resilience in the visitor economy
- Strategically pursue conversion from global travellers with the potential to generate a disproportionate share of OVE for Queensland (high value travellers)
- Lead the implementation of source market development plans for Asia, West and Australia
- Leverage post Gold Coast 2018 Commonwealth Games (GC2018) conversion opportunities to maximise visitation to Queensland

#### Maximise the value of Queensland's events calendar

- Maintain an events calendar that is a high value sustainable asset for Queensland that drives superior returns against investment objectives
- Attract and secure major events to grow the Queensland economy and support jobs
- Support Queensland destinations through the Queensland Destination Events Program
- Support the Queensland business events sector through the Business Events Program
- Event value optimisation to drive incremental event and tourism outcomes
- Ensure the value of event legacy benefits from the GC2018 are maximised

#### Deliver the Experience Framework

- Champion destination and experience development, and support industry to innovate and deliver quality, consumer-focused visitor experiences with a key emphasis on nature-based tourism and Indigenous tourism
- Reinforce Queensland's competitive position through delivery of the experience framework
- Strengthen Queensland's competitive advantage through the *Best of Queensland experiences* program
- Encourage and support industry and regional tourism organisations to deliver on the Queensland promise through innovating and delivering quality, consumer-led visitor experiences

#### Grow aviation access

- Collaborate with key stakeholders, taking a whole of Queensland approach to aviation access to build tourism demand
- Attract and support increased aviation access from priority markets in line with the Queensland Aviation Framework for Tourism 2018-2025
- Leverage partnerships with trade, government and stakeholders to maximise aviation opportunities and return on investment

#### Optimise strategic partnerships

- Maximise strategic and commercial partnership opportunities with organisations that align with TEQ's conversion focus and drive growth in OVE to Queensland
- Work in partnership with the Department of Innovation, Tourism industry Development and the Commonwealth Games to support delivery of innovation, tourism industry development, international education and Global Tourism Hubs activities

### Be a high performing organisation

- Focus on consistent, collaborative and courageous leadership
- Commitment to continuous improvement of operational capabilities, efficiency of business operations and governance
- Maintain an engaged, motivated, agile and adaptable workforce that is committed to working together to deliver superior outcomes for TEQ and Queensland

## MEASURES OF SUCCESS

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TEQ uses the following performance indicators to measure the extent to which it is achieving its objectives. Performance indicators are arranged into two groups based on the degree of influence TEQ has in affecting the outcome.

#### Service delivery measures

- Overnight visitor expenditure generated by events within the portfolio
- Direct and incremental spending generated by events within the portfolio
- Visitors to Queensland generated by events within the portfolio
- Direct visitor nights generated by events within the portfolio
- Publicity and promotional value generated by activities
- Value of collaborative support
- Efficient leverage of regional and strategic partnership investment

#### Industry outcome measures

- Economic impact and job creation
- Total overnight visitor expenditure
- Market share of Australian OVE (total, leisure and holiday visitors)

## STRATEGIC RISKS

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Queensland's tourism industry operates in a highly competitive national and international environment. Significant strategic risks include:

- Variable economic conditions within Australia and in key source markets that can impact visitor numbers, expenditure and average length of stay
- Competition from other national and international event destinations that impacts TEQ's ability to secure and develop events
- Changing visitor expectations that affect the appeal of Queensland's tourism and events products, experiences and destinations
- Crises and unexpected events, including adverse weather events, that curtail tourism demand and influence consumer perception.

TEQ's senior management team regularly review the risk management framework, policy and register, seeking to continuously improve identification and management of all strategic and operational risks.