

# Strategic Plan 2017-2021

Tourism and Events Queensland (TEQ) is a statutory body established under the *Tourism and Events Queensland Act 2012* and part of the portfolio of Tourism, Major Events, Small Business 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 2017-2021 plan sets out TEQ's strategic positioning, the way that we create unique value for the State's tourism and events industry. TEQ will invest in strategic priorities, in partnership with industry, government and regional tourism organisations. This plan ensures that TEQ will invest in the right areas to maximise economic and social benefits for the state.

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

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, underlining the importance of a balanced approach to global markets.

Tourism is vital to Queensland's economy, generating \$25 billion for the state. Tourism contributes 7.9% of Gross State Product (GSP) and employs 225,000 Queenslanders directly and indirectly<sup>2</sup>. Changes in technology and consumer preferences will continue to influence Queensland's tourism and events industry. The Queensland Government has renewed its focus on innovation through the Advance Queensland initiative. 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.

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

In 2015, the Queensland Government committed to a four-year funding approach. 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 multi-year support to the State's Regional Tourism Organisations.

## Objectives

1. Attract visitors to Queensland, generating overnight visitor expenditure (OVE);
2. Contribute to the Queensland economy;
3. Enhance the profile of Queensland; and
4. Foster community pride in Queensland.

### These will be delivered through:

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

## Target markets

TEQ focuses on targeted visitors from intrastate, interstate and international markets. Domestic tourism accounts for three-quarters of overnight visitor expenditure (OVE) in Queensland, and domestic markets are forecast to generate two-thirds of national OVE in 2025. TEQ's tourism and event activities are developed to protect and maintain current visitor markets, and leverage growth particularly in international markets.

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 10 per cent per annum is expected to continue over the next decade.

## 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

TEQ will implement the following strategies within six key strategic priority areas to deliver our objectives.

#### Deliver and promote a world-class events calendar:

- Maintain an events calendar that is a high value sustainable asset for Queensland;
- Attract and secure major events to grow the Queensland economy and support jobs;
- Support regional Queensland through the Queensland Destination Events Program;
- Support the Queensland business events sector through the Business Events Program; and
- Event value optimisation (EVO), including maximising opportunities for tourism leading up to and after the Gold Coast 2018 Commonwealth Games.

#### Market the best address on earth:

- Clearly articulate Queensland's global target markets to maintain and grow share of expenditure;
- Identify and showcase Queensland's hero experiences to create competitive advantage;
- Inspire a global target audience to consider Queensland;
- Ensure a focus on Queensland's best of the best tourism operators, events and locations that deliver exceptional, quality experiences; and
- Maximise visitation and expenditure across Queensland's suite of destinations.

#### Destination and experience development:

- Reinforce Queensland's competitive position by showcasing Signature Experiences;
- Encourage and support the tourism industry to innovate and deliver quality visitor experiences; and
- Support Queensland's Regional Tourism Organisations (RTOs).

#### Optimise the tourism value of the Gold Coast 2018 Commonwealth Games (GC2018):

- Maximise interstate and international visitation to Queensland for GC2018;
- Maximise interstate and international visitor length of stay and OVE pre, during and post GC2018; and
- Enhance the awareness and perception of Queensland as a tourism and events destination to maximise the legacy benefits of GC2018.

#### Focus on Asia:

- Leverage the Connecting with Asia (CWA) Fund to grow access and visitation from Asian source markets;
- Target priority Asian markets and accelerate efforts to win share and grow aviation access;
- Lead the implementation of the *Queensland Asia Tourism Strategy 2016-2025*; and
- Develop key partnerships with relevant trade including online travel agents.

#### Aviation access and strategic partnerships:

- Leverage the Attracting Aviation Investment Fund (AAIF) to attract and support aviation access;
- Identify and increase partnerships with trade, government and other stakeholders; and
- Derive tourism benefits from the international education market.

#### Operational efficiency and governance

TEQ is committed to the development of a high performing team ensuring continuous improvement of operational capability, efficient business operations and organisational governance and accountability.

- Ensure good governance across all TEQ activity;
- Seek out and implement efficiency measures across the business; and
- Maintain a capable, motivated and collaborative global team.

## 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; and
- Efficient leverage of regional and strategic partnership investment.

### Industry outcome measures

- Economic impact and job creation;
- Total overnight visitor expenditure; and
- Queensland's share of Australian overnight visitor expenditure (total, leisure and holiday visitors).

## Strategic risks

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Queensland's tourism industry operates in a highly competitive national and international environment. TEQ conducts an ongoing risk identification and assessment process, classifies risks as either strategic or operational, and mitigates accordingly. 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 ; and
- Crises and unexpected events, including adverse weather events, that curtail tourism demand and influence consumer perception.

## Queensland Government objectives for the community

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TEQ contributes to the Queensland Government's objectives for the community of: creating jobs and a diverse economy; protecting the environment; and building safe, caring and connected communities through:

- Marketing and promoting tourism in Queensland;
- Tourism experience and destination development;
- Working to identify, attract and promote major events; and
- Providing support and leadership to Queensland's regional tourism organisation network and industry.