Convert High Value Travellers from priority markets

In order to maximise OVE and market share for Queensland, TEQ strategically pursued conversion from global High Value Travellers in line with its 2018–19 market prioritisation approach. By analysing current market share and forecast growth, the market prioritisation framework assists TEQ in prioritising its efforts towards global source markets to ensure maximum return on investment.

<table>
<thead>
<tr>
<th>GROW</th>
<th>ACCELERATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lower value markets forecast to deliver above average growth</td>
<td>High value markets forecast to deliver above average growth</td>
</tr>
<tr>
<td>Germany, South Korea, Taiwan, Hong Kong, Canada, France, India</td>
<td>China, United States of America, Japan</td>
</tr>
</tbody>
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<thead>
<tr>
<th>KEEP IN VIEW</th>
<th>DEFEND</th>
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<tbody>
<tr>
<td>Lower value markets forecast to deliver below average growth</td>
<td>High value markets forecast to deliver below average growth</td>
</tr>
<tr>
<td>Scandinavia, Singapore, Netherlands, Indonesia, Malaysia, Switzerland, Italy, Thailand</td>
<td>New Zealand, United Kingdom Intrastate, Interstate</td>
</tr>
</tbody>
</table>

Figure 10: TEQ’s market prioritisation framework
As detailed earlier in this report, TEQ actively promotes Queensland in 13 key markets and undertakes activity aligned to the following strategies:

- Queensland Western Markets Tourism Strategy 2018-25;
- Queensland Asia Tourism Strategy 2016-25;
- TEQ Marketing Strategy 2025; and
- TEQ Events Strategy 2025.

Further information regarding the above strategies is available at [teq.queensland.com](http://teq.queensland.com).

The following diagram shows the OVE performance for Queensland’s key source markets for the year ended March 2019, and the anticipated growth through to 2025.

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**Figure 11: Overview of Queensland’s key source markets**

17 Source: TRA, year ending March 2019. 2025 potential is based on national-level Tourism forecasts to June 2025. Where forecasts to June 2025 were unavailable, five-year historic growth was used to estimate future potential.
Marketing the best address on Earth

TEQ has adopted a consumer-led, experience-focused and destination-delivered strategic approach to realise the vision of inspiring the world to experience the best address on Earth, driving conversion through targeting High Value Travellers in key markets, showcasing Queensland’s hero experiences, promoting consumer experience best practice, and developing strong partnerships with industry.

The success of this strategy is dependent on six key strategic drivers that guide TEQ’s marketing activity:

1. **Target segments**: Target High Value Travellers (HVT) in priority domestic and international source markets and use data to better understand segments and power decision making.

2. **Brand**: Develop a differentiated Queensland brand proposition to establish a unique position in the market and provide emotional meaning to our target segments.

3. **Travel experiences**: Connect consumers with the right travel experiences including destinations, events and core icons, through the right channel, at the right time, in the right way.

4. **Consumer experience**: Promote customer experience best practice through the Best of Queensland Experiences Program and in line with evolving consumer needs and behaviours.

5. **Partnerships and platforms**: Identify and collaborate with partners and platforms that align with consumer needs and preferences.

6. **Performance and value**: Evaluate performance and shared value to inform and optimise marketing activity.

The evolution of TEQ’s marketing strategy responds to key global trends including:

- intense competition both domestically and globally;
- growing consumer demand for digital experiences that deliver greater self-service and personalised capability;
- rising expectations for exceptional customer experiences and brands that align with their values;
- environmental shifts and pressures increasing the focus on climate change; and
- increasing interest in ethical and healthy living.
The evolution of the marketing strategy led to the development of several major initiatives which took place in 2018-19:

**Queensland Brand Strategy development:** TEQ is undertaking a significant project to develop an authentic, desirable, distinct and relevant future-proofed global position for the Queensland brand. The new brand strategy will be implemented in 2019-20.

**Consumer Value Propositions to activate the Experience Framework:** TEQ has developed Consumer Value Propositions (CVP) to operationalise our target segment research across the organisation and activate the Experience Framework. These CVPs outline consumer needs and their most appealing hero experiences per segment along the path to purchase to inform marketing activity. This approach ensures that TEQ delivers on the strategy of connecting consumers with the right travel experiences through the right channel at the right time in the right way.

**TEQ’s Digital Transformation Program (DTP):** TEQ has developed a future-focused program that builds TEQ’s data and technology capability to better meet the needs of consumers. This is essential for TEQ to remain competitive, both domestically and internationally. The program will allow TEQ to personalise experiences seamlessly across touchpoints, generate better value from existing marketing investments and extend the reach of advertising to a wider global audience. The objectives of the DTP are to:

- **Data** – better harness TEQ’s data properties to enable our future vision.
- **Experience** – improve the experience for consumers engaging with TEQ’s digital properties and marketing.
- **Analytics and measurement** – build a stronger analytics capability to power data-driven decision making.
- **Value** – increase the financial value delivered to TEQ from digital marketing.
- **Reach** – allow TEQ to reach consumers more efficiently through digital channels and marketing.

**Performance measurement strategy:** TEQ is adapting its measurement methodology to adjust to the shifting consumer and technological landscape and ensure the organisation can transparently measure performance. As part of this work:

- TEQ has engaged Oxford Economics to develop a pilot program to measure the impact of TEQ’s domestic consumer facing marketing activity on driving incremental spend to Queensland; and
- TEQ has implemented a social listening program to gain a deeper understanding of consumer perceptions of Queensland as a holiday destination. This program will allow TEQ to have ongoing access to insights and competitive intelligence to assist in how to prioritise, position and market our hero experiences to each of the target segments.

**A new creative platform:** TEQ continued to evolve and deliver on the revised Beautiful One Day, Perfect the Next platform to resonate with High Value Travellers. The creative has been executed across several major campaigns in 2018-19 and continues to drive strong results.

**Domestic activity highlights include:**

- Over two-thirds (67 per cent) of respondents recognised the campaign.
- 78 per cent intend to visit Queensland in the next 12 months.
- Eight in 10 respondents believe that a Queensland holiday is beautiful one day, perfect the next.

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18 Source: Kantar Public, June 2019
June 2019 results include the Queensland Brand, Food Story, scUber and Dive campaigns
Great Barrier Reef global campaign

scUber

On 23 May 2019, TEQ together with Uber launched ‘scUber’ – the world’s first rideshare submarine on the world’s greatest natural wonder – the Great Barrier Reef. For a limited time only, scUber was exclusively available for visitors to explore and experience the Great Barrier Reef like never before, allowing travellers to go beyond the limits of conventional diving to explore the reef at depths of up to 30 metres, with 180-degree views, and all without getting wet.

The scUber promotion aimed to grow positive awareness by showcasing the diversity and resilience of the reef, supported by an integrated marketing campaign across digital, out of home, social media, electronic direct mail (EDM), influencers and PR.

The campaign was delivered in the key western markets of Australia, New Zealand, the United Kingdom, the United States of America, Canada and France. Partnering with Uber provided TEQ unprecedented access to millions of loyal Uber customers to help tell the story of the Great Barrier Reef to global audiences. Great Barrier Reef holiday packages were also marketed through key distribution partners in these markets to support the campaign and drive visitation to Queensland.

The once-in-a-lifetime experience was bookable through the Uber app and available in two Great Barrier Reef locations:

- Heron Island, off the coast of Gladstone in the Southern Great Barrier Reef region; and
- Quicksilver Cruises’ Agincourt Reef, off the coast of Port Douglas in Tropical North Queensland.

The campaign also provided the opportunity for one winner from each key western source market plus a friend to win a trip of a lifetime to the Great Barrier Reef and ride in the scUber.

The Great Barrier Reef continues to be the centrepiece of Queensland’s tourism offering, and Australia’s most valuable natural tourism asset, welcoming almost three million visitors per year, contributing $5.7 billion in economic value and supporting almost 59,000 full time jobs19. The scUber campaign is a direct outcome of TEQ’s Great Barrier Reef Framework 2018 – 2025, within which growing positive awareness and demand for Great Barrier Reef experiences is a priority action.

scUber allowed media networks, high-profile influencers and everyday travellers from around the world to experience the Great Barrier Reef firsthand in a submarine – showing the world that the reef is teeming with life, marine animals and beauty. The initiative has generated almost 4,700 articles globally since its launch, with a potential reach of 4.7 billion and a global publicity value of more than $130 million (against a target of $40 million).

From the scuberqueensland.com website, there has been more than 6,200 product clicks, including leads to retail partners offering Queensland holiday deals as well as to campaign partners including Crystalbrook Collection, Quicksilver Cruises and Nautilus Aviation. In total, more than 88,000 leads were delivered to industry via the scuberqueensland.com website, the EDM program and paid social media.

It is anticipated the campaign will help support an additional 1.4 million visitors spending $1.8 billion over the next three years to the Great Barrier Reef.
THE CAMPAIGN WILL SUPPORT

1.4M ADDITIONAL VISITORS

SPENDING $1.8B OVER THE NEXT THREE YEARS

THE CAMPAIGN GENERATED

MORE THAN 88,000 TOTAL LEADS TO INDUSTRY

VIA WEBSITE EDM SOCIAL MEDIA

53 COUNTRIES GLOBALLY

BROADCAST COVERAGE IN

SCUBERQUEENSLAND.COM RECORDED

797,000 WEBSITE SESSIONS

GREAT PUBLICITY VALUE MORE THAN $130M

ARTICLES

4,700

POTENTIAL REACH

4.7 BILLION

GLOBAL PUBLICITY VALUE MORE THAN $130M

Source: Deloitte Access Economics, At what price? The economic, social and icon value of the Great Barrier Reef, 2017
Bringing Queensland’s food story to life

MasterChef Australia 2019

With food and beverage experiences a top consideration for travellers, telling Queensland’s food story was a major focus in 2018-19. TEQ brought MasterChef to Queensland to feature the state’s incredible produce and world-class food culture. The organisation amplified the MasterChef partnership with a dedicated food campaign.

The highly anticipated ‘Queensland Week’ aired on MasterChef from 2 to 6 June 2019, with the state’s food experiences taking centre stage on Network Ten’s top-rating show. MasterChef offered a prime opportunity to showcase Queensland’s world-class food offerings to thousands of viewers across Australia, from the freshest seafood, tropical fruits and quintessential Queensland food experiences.

To leverage the opportunity beyond MasterChef, a new Queensland food-focused television commercial was produced to run across key domestic markets, featuring celebrity chef and Queensland Food Ambassador Matt Sinclair and musicians Busby Marou. TEQ also worked with Matt Sinclair to produce the ‘Taste the State’ content series, showcasing Queensland’s produce, people and places. The series aims to authentically tell Queensland’s food story through four short-form videos including:

- OBE Organic (Birdsville, Outback Queensland);
- Daintree Ice Cream Company (Cape Tribulation, Tropical North Queensland);
- Wasabi Restaurant (Noosa, Sunshine Coast); and
- Fraser Isle Spanner Crabs (Fraser Island).

Video content has been shared on the Queensland YouTube Channel and targeted to broad High Value Travellers via Broadcast Video on Demand, Instagram Stories and TrueView advertising.

According to TEQ campaign tracking research, almost one in five (17 per cent) respondents saw at least one of the MasterChef episodes during ‘Queensland Week’. Recall of featured Queensland locations was strong, with Brisbane, Noosa, the Gold Coast, Sunshine Coast, Maleny and Burleigh Heads among the top mentioned locations20.

20 Source: Kantar Public, June 2019
On 29 June 2018, the Royal Australian Navy’s former Landing Ship, ex-HMAS Tobruk, was scuttled in the waters of Wide Bay between Bargara/Burnett Heads and Hervey Bay, creating a world-class dive site that will be a major drawcard for national and international visitors.

Four operators have been granted contracts to conduct recreational diving activities at the ex-HMAS Tobruk site, two of which are based in the Bundaberg region, and two in Hervey Bay.

TEQ, on behalf of the Queensland Government, delivered a project in partnership with Bundaberg Tourism, Fraser Coast Tourism and Events (FCTE), Dive Queensland and the Great Barrier Reef Marine Park Authority (GBRMPA), to promote Queensland’s dive experiences as well as the broader nature-based tourism experiences within the Bundaberg and Fraser Coast regions.

The dive component of the project focused on targeting the special interest dive market to drive visitation to ex-HMAS Tobruk. Dive activity undertaken included:

- showcasing Queensland dive experiences to approximately 170,000 attendees at dive shows in Japan, Singapore, Malaysia, the USA and Sydney;
- producing the ex-HMAS Tobruk dive brochure, a Queensland dive brochure and showreel with new images and videos of key dive sites in Queensland;
- forming content partnerships with two global dive authorities, PADI and Scuba Diver Life, to elevate Queensland as a world-class dive destination across key global source markets; and
- showcasing a number of key Queensland dive experiences, including ex-HMAS Tobruk, through media and trade experience (familiarisation) programs.

The dive market activities achieved a potential reach of more than 17 million globally (exceeding the target of one million), strongly supported by the reach of the PADI and Scuba Diver Life networks.

A campaign developed to raise awareness and consideration of the nature-based experiences available to visitors in the Bundaberg and Fraser Coast regions was launched in April 2019, elevating the two regions as one of the best places to experience nature. The campaign targeted High Value Travellers in Queensland and New South Wales via TEQ’s owned digital channels (including social, digital and display). Bundaberg and the Fraser Coast received significant exposure through Out of Home (OOH) media as part of the campaign which ran in high-density placements across Sydney and the Brisbane CBD. To date, the campaign has achieved a potential reach of more than 5.3 million across Queensland and New South Wales.

In addition, TEQ partnered with NewsCorp to showcase the Bundaberg and Fraser Coast regions’ natural assets through a content partnership, with stories printed in Escape, stories shared online, and several short-form video edits being shared via their social channels. Online content has reached almost 157,000 High Value Travellers in Sydney and Queensland to date. The campaign also partnered with TripAdvisor to elevate the Bundaberg and Fraser Coast region as one of the best places to experience nature, driving traffic to operator listings within the TripAdvisor platform.
Maximise the value of Queensland’s events calendar

Guided by the TEQ Events Strategy 2025, TEQ continues to build Queensland’s events calendar by investing in events that drive visitation and expenditure, as well as enhancing the profile of Queensland as a world-class event host and fostering community pride. Major, business and destination events all play a vital role in attracting visitors to Queensland and supporting the state’s tourism industry.

TEQ invests in and/or supports events across three major program groups to deliver tangible benefits for Queensland:

- Queensland Destination Events Program (QDEP);
- Major event investment; and
- Business events.

TEQ works with industry, RTOs and event organisers to optimise the value of the state’s It’s Live! in Queensland calendar of events and ensure maximum value is extracted from events held in Queensland.

During 2018–19, TEQ supported 194 events including 79 major events, 97 destination events and 18 business events. In addition, TEQ secured a number of new high-profile events to be held in Queensland including:

- Brisbane Cycling Festival from 2019;
- Curiocity Brisbane from 2019;
- SandTunes Music Festival from 2019;
- Outback Queensland Masters from 2019;
- The Curated Plate Culinary Festival from 2019;
- The Ring Cycle (Opera) in 2020;
- Association of Tennis Professionals (ATP) Cup from 2020;
- World Masters Ultimate Championships in 2020;
- ITU World Triathlon Multisport Championships in 2021; and
- Lifesaving World Championships in 2024.

FIND YOUR PERFECT NEXT QUEENSLAND EVENT

See the full events calendar at QUEENSLAND.COM/EVENTS

Events, dates and venues are subject to change without notice. Please see queensland.com/events for the latest information.
**Highlights**

- Events supported by TEQ in 2018-19 are estimated to have contributed more than $638 million in direct and incremental spending to Queensland’s economy, and more than 3.667 million visitor nights. Key events contributing to this result include the Gold Coast Marathon, Supercars events in Townsville and the Gold Coast, IRONMAN events on the Gold Coast, Sunshine Coast and Tropical North Queensland, the National Rugby League (NRL) Magic Round, Curiosity, and the World Science Festival Brisbane.

- TEQ supported 97 destination events through the Queensland Destination Events Program (QDEP), generating more than 903,000 visitor nights.

- Queensland’s five Convention Bureaux were provided marketing support funding in 2018-19 to support the acquisition of business event opportunities, with each bureau required to match the funding provided dollar-for-dollar. In 2018-19, 18 business events, supported by TEQ’s business events programs, were staged in Queensland. A further 19 events were secured through the Business Events Acquisition and Leveraging Fund, to be held in Queensland between 2019 and 2026. It is anticipated these events will attract more than 28,000 delegates and almost 120,000 delegate days, generating up to $61 million for the Queensland economy.

- TEQ manages and promotes an annual world-class calendar of events for Queensland that is marketed and promoted via the ‘It’s Live! in Queensland’ platform. The 2019 Queensland events calendar is estimated to generate $800 million in economic benefit across Queensland, up from $380 million in 2015.

An executive summary version of the *Events Strategy 2025* can be located at [teq.queensland.com](http://teq.queensland.com).
SportAccord World Sport and Business Summit 2019

In early May 2019, the Gold Coast hosted more than 1,700 key decision makers in world sport at the SportAccord World Sport and Business Summit 2019. The event was secured for the Gold Coast through a partnership between TEQ, DITID, Tourism Australia, City of Gold Coast and Destination Gold Coast.

SportAccord is a not-for-profit organisation which annually brings together representatives from more than 100 International Sports Federations that host their Annual General Assemblies at SportAccord.

This was the first time Australia has hosted the world’s leading sporting events conference and it afforded Queensland a valuable opportunity to showcase its major event hosting capabilities and position Queensland to secure more high value sporting events. Securing SportAccord was a key legacy of the Gold Coast 2018 Commonwealth Games and illustrates the commitment to securing large-scale international sporting events for Queensland in the years to come. TEQ leveraged SportAccord to engage with a range of target International Federations to explore future event hosting opportunities for Queensland.

With the majority of attendees having never been to Queensland before, SportAccord provided an opportunity for delegates to experience Queensland’s unrivalled lifestyle, welcoming locals and natural environment, each of which are key contributors to the state’s appeal as an event host destination.

The delegates from about 100 countries that attended the conference are estimated to have generated more than 10,000 visitor nights and contributed more than $6 million to the Queensland economy. It is anticipated the hosting of the 2019 SportAccord Summit will help secure more than $100 million worth of major events for Queensland.
NRL Magic Round

The Queensland Government via TEQ, in partnership with Brisbane City Council via Brisbane Marketing, secured the rights to host the first ever NRL Magic Round in Australia. Every match from round nine of the NRL Telstra Premierships was played over one weekend (May 2019) at Suncorp Stadium in Brisbane – comprising 16 teams, eight games, across four days.

More than 116,000 fans attended the Magic Round, with more than 48,000 of those fans travelling to Brisbane specifically for the event, and a further 3.8 million fans watching the games on television.

During the week of the event the NRL delivered a range of ancillary events including a fan engagement event, corporate lunch, school program, junior development and participation program, and coaching and training development program. It is anticipated the NRL Magic Round will contribute more than $60 million to Queensland’s economy over the three year deal.

TV WEEK Logie Awards

On 30 June 2019, the 61st TV WEEK Logie Awards were held at The Star Gold Coast for the second consecutive year. The TV WEEK Logie Awards was established in 1960 and is an annual event celebrating Australian television (both paid and free to air). The awards are co-owned by Nine Entertainment Co. and Bauer Media, and drew a national live audience of almost 1.2 million people in 2019.

TEQ worked closely with Bauer Media, Nine Entertainment Co. and other event partners to leverage the event opportunity and promote Queensland as an iconic destination. The 2019 event included several activations in the lead up to the awards ceremony, including industry events The Future of Broadcasting in Australia and Connect Round Table Networking Function.

The TV WEEK Logies Stars in the Park was held on 28 June at the Gold Coast. This was the first time a consumer-facing event has been held for fans to engage with the Logies. It featured activations, live voting, meet and greet opportunities and live performances from Australian artists including Queensland’s own Conrad Sewell.

Hosting this high-profile event positions Queensland as a world-class film and television hub, showcases our state’s iconic tourism experiences to a national audience and delivers publicity results for the state.
Deliver the Experience Framework

Research confirms that experiences are the most powerful determinant in driving consumer aspirations and motivation to travel. Consumers seek experiences, and the decision on where to travel is based on the inspiring and meaningful experiences available. Experiences drive stronger yield for tourism operators and result in higher emotional value for customers, leading to positive word of mouth and repeat visitation.

TEQ works in partnership with RTOs, the Queensland Tourism Industry Council (QTIC), DITID and industry to ensure Queensland experiences deliver on consumer expectations.

Queensland’s Experience Framework recognises five key experience pillars and supporting hero experiences. To ensure Queensland’s hero experiences align with the aspirations of domestic High Value Traveller segments, TEQ developed Consumer Value Propositions in 2018-19 to inform and deliver TEQ consumer-led marketing activity.

The framework shows the depth and breadth of experiences and represents where Queensland has a competitive advantage. TEQ’s experience development activities continue to be guided by an in depth understanding of the consumer journey along the path to purchase, and the experiences that our consumers find most appealing.

EXPERIENCE PILLARS
These five experience pillars have been identified through consumer research as categories that set Queensland apart. They form the backbone of TEQ’s creative strategy and define how messaging is delivered to consumers.

HERO EXPERIENCES
Each Experience Pillar has a suite of Hero Experiences that reflect the heart and soul of the Queensland story and represent where we have a competitive advantage.

BEST OF QUEENSLAND EXPERIENCES
The Best of Queensland Experiences are identified as the best of the best tourism products, events and iconic locations that bring to life Queensland’s Hero Experiences and deliver these within each destination.
In 2018-19 key experience development initiatives included:

**Queensland Experience Development Project**

This project involved the identification and review of experience development resource gaps and areas requiring future work based on domestic and international best practice examples. Several recommendations were made to address experience development gaps. Although the work required to fill the identified gaps may not be delivered by TEQ, awareness of them will enable TEQ to provide the necessary leadership to determine the best delivery agent.

**Southern Great Barrier Reef Experience Development**

In collaboration with Bundaberg Tourism, Gladstone Area Promotion and Development Limited and Capricorn Enterprise, TEQ worked with tourism operators to improve the visitor experience in the Southern Great Barrier Reef (SGBR) region.

**Outback on Tour Paleo Study Mission to North America**

TEQ led a delegation of Outback Queensland tourism operators to North America in early 2019, as part of a strategy to learn best practice management and promotion of dinosaur-related tourism experiences.

**Wet Tropics**

Supported by the Wet Tropics Management Authority, Tourism Tropical North Queensland and Townsville Enterprise Limited, TEQ created new and engaging Wet Tropics World Heritage Area content to show the diversity of experiences.

**Fraser Coast**

In partnership with Fraser Coast Tourism and Events, TEQ worked with the Fraser Coast industry to elevate the military tourism experience within the Fraser Coast region.

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**Best of Queensland Experiences Program**

Through the Best of Queensland Experiences Program (BOQEP), tourism operators are encouraged to exceed consumer expectations and deliver exceptional experiences, ensuring that every visitor becomes an advocate for Queensland.

The program aims to continually improve the quality of visitor experiences available in Queensland, helping to increase positive word of mouth and drive growth in visitation and expenditure. BOQEP allows TEQ to identify those tourism products that consistently deliver a high-quality visitor experience, and over time these operators will be prioritised for inclusion in TEQ marketing activities where relevant and available.

In 2019, 2,416 operators were assessed as part of the BOQEP. Of these, 1,313 were identified as a Best of Queensland Experience by meeting a set of criteria based on consumer expectations. There was a 26 per cent increase in operators meeting the program criteria compared to March 2018 and this is a number TEQ seeks to continue to grow.

All tourism products assessed in the BOQEP receive an individual report that is unique to their business. The report provides valuable insights on consumer perceptions of their experience and how to improve the delivery of customer experiences to drive business performance. TEQ will continue to work in partnership with RTOs, QTIC and DITID to assist operators in meeting the program criteria and delivering exceptional experiences for Queensland.
Grow aviation access

Airline access from key and emerging international markets is critical to the competitiveness of Queensland’s tourism industry and in growing overnight visitor expenditure. Queensland faces stiff competition from other states and international ports when it comes to attracting and sustaining aviation services. Challenging conditions have resulted in the slowest growth in inbound capacity to Australia in 2018–19 since the Global Financial Crisis (2007-08)21.

Two key aviation attraction initiatives were in place in 2018-19 to drive benefits for Queensland:

Attracting Aviation Investment Fund

Since February 2015, the Attracting Aviation Investment Fund (AAIF) has been used to secure 22 new and/or expanded services to Queensland. The fund has provided an additional 2.5 million airline seats and injected more than $1.7 billion in OVE to the Queensland economy. Services have been secured from major international source markets including China, Hong Kong, Canada, Japan, Thailand, Taiwan, Malaysia, South Korea, Singapore, the United States of America; and domestically from Uluru and Brisbane.

In 2018-19, AAIF support was confirmed for:

- Thai AirAsia X: Bangkok-Brisbane, four services per week (estimated to generate $51.9 million in OVE and 78,600 seats per year);
- Jetstar: Seoul-Gold Coast, three services per week (estimated to generate $64.7 million in OVE and 52,400 seats per year);
- Qantas: Chicago-Brisbane, four services per week and San Francisco-Brisbane, three services per week (combined, it is estimated these services will bring up to 257,712 inbound seats and up to $156.5 million in OVE over the next three years); and
- Silk Air: Singapore-Cairns, two additional services per week, bringing the total to seven services per week (estimated to generate up to $10.3 million in OVE and 16,300 seats per year).

Advance Queensland: Connecting with Asia (CWA) Strategy

The Advance Queensland: Connecting with Asia Strategy is a key Queensland Government budget initiative to deliver an extra $335 million over four years to grow tourism and market Queensland as the destination of choice for Asian travellers.

CWA aims to attract new or expanded airline services from Asia and supports the development of innovative tourism products and collaborative partnerships in order to drive visitation and OVE growth from Asia.

Airline services supported by CWA projects in 2018-19 include:

- China Southern Airlines: Guangzhou – Cairns;
- Air China: Beijing – Brisbane; and
- China Eastern Airlines: Shanghai – Brisbane.

These services generated more than 108,000 additional seats into Queensland from mainland China this year. Marketing activity supporting these services targeted High Value Travellers and contributed to Queensland’s record high of more than $1.5 billion in OVE from China in the year ending March 201922, generating more than $16 billion in PR value from consumer campaigns and almost 22,000 passengers booked through trade partnerships.

To support the existing aviation routes supported through CWA, the Project 88: Advancing Queensland’s Engagement with Chinese Payment and Travel Platforms pilot program was instigated in Cairns and the Gold Coast to position Queensland as the most payment-friendly state in Australia for Chinese visitors and to drive incremental growth in visitor expenditure. Through this innovative project, TEQ formed cooperative marketing agreements with Alipay and UnionPay to use their platforms to better connect with Chinese High Value Travellers. UnionPay is the largest global bankcard organisation which continues to grow strongly throughout Asia, and Alipay has more than one billion active users on its lifestyle app.

TEQ is the first state tourism organisation to establish a formal marketing partnership with Alipay in Australia. The pilot program was delivered in partnership with Alipay and UnionPay between November 2018 and June 2019, allowing more than 390 local businesses to engage with the education and training program to become Chinese payment ready. The program has resulted in increased visitor expenditure through key Chinese payment platforms and Queensland businesses offering new forms of payment for Chinese visitors.

21 Source: BITRE/OAG Schedules Analyser
22 Source: TRA, International Visitor Survey, year ending March 2019
Optimise strategic partnerships

Partnerships are an important focus for TEQ as it works to showcase and deliver Queensland experiences to key target markets across the world. TEQ builds relationships with stakeholders in the events and tourism industry to support the goal of growing OVE.

TEQ’s collaborative approach spans many organisations and sectors including TA, the 13 Queensland RTOs, industry operators and associations, state and local government partners, commercial partners, the travel trade and airlines.

Regional partnerships and Tourism Network Funding

TEQ works in partnership with Queensland’s 13 RTOs to provide leadership, advocacy, development and the coordination of industry, local government and community. Funding certainty has been provided to the RTO network through the three-year Tourism Network Fund generating a minimum $42 million in funding certainty across the network for experience and trade development and regional marketing initiatives. In 2018-19, $7 million was invested in the Queensland regional tourism network through provision of Tourism Network Funding which was matched by local government and industry partners.

A continued Tourism Network Funding commitment is in place for 2019-22. It allows for continued funding certainty, promotes the efficient use of resources, and enables the RTOs to continue to secure additional matched funding for activity that is aligned to the established direction of the destination. As part of the new funding program, each region will have an OVE target based on a three-year trend growth percentage.

Attracting Tourism Fund

In 2018-19 TEQ worked in partnership with DITID to support delivery of the $48.6 million Attracting Tourism Fund (ATF), a key three-year initiative under the Queensland Government’s Growing Tourism, Growing Tourism Jobs Policy.

The ATF is a targeted funding program designed to increase economic contribution, jobs and international OVE in Queensland through the generation of new tourism investment.

Of the $48.6 million investment over three years, $10 million has been allocated to continue the successful Attracting Aviation Investment Fund (AAIF). The remaining $38.6 million is allocated for game-changing new experiences, products and attractions that will attract visitors from key international markets and entice them to stay longer and spend more in Queensland.

As at 30 June 2019, funding totalling $10.23 million has been awarded to two projects that will deliver more than $43 million in tourism infrastructure and experiences across Queensland.
DestinationQ

DestinationQ is a partnership between DITID, TEQ and QTIC. The partnership facilitates ongoing engagement between industry and government to deliver on key priorities to drive growth and jobs in Queensland.

A number of events were held over the three days of DestinationQ 2018 including the 2018 QTIC Tourism Indigenous Employment Forum, a series of Tourism and Local Government Masterclasses, the annual DestinationQ Forum and the 2018 Queensland Tourism Awards.

The annual DestinationQ Forum was held at the Gold Coast Convention and Exhibition Centre in November 2018, attended by more than 670 delegates from across Queensland. The forum brings government and industry leaders together to discuss priorities for ensuring the industry remains competitive. The Tourism Masterclasses provided an opportunity to have in-depth discussions and engage with experts from across the tourism industry on a range of topics including customer centricity, facilitating payments from Chinese visitors, attracting investment, and applying augmented reality and virtual reality to planning, marketing and enhancing your tourism experience.

The future direction of Queensland’s event industry was the focus of the DestinationQ Events Conference which was held in Gladstone in August 2018 and attended by almost 200 delegates. The conference provided attendees a chance to network, enhance their professional development and build their capacity to deliver exceptional events. The conference centred around the theme of remaining relevant in the ever-changing event landscape.

The day included Q&A sessions, panel discussions and networking breaks, allowing guests to engage with speakers. The updated Queensland Events Guide was also launched during the conference, with a new chapter on sustainability. The Queensland Events Guide is available at teq.queensland.com.

In collaboration with government and industry, TEQ contributes towards a range of actions under Destination Success: the 20-year plan for Queensland Tourism and also participates in the Australian Standing Committee on Tourism (ASCOT) and Tourism Ministers’ Meeting process.
**TEQ’s Conversations with Industry**

TEQ held a series of ‘Conversations with Industry’ events across Queensland during 2018–19, attended by more than 1,100 stakeholders. ‘Conversations’ is an important forum to share strategic insights with industry stakeholders in Queensland destinations and enable discussions with key TEQ personnel. The forums are staged to strengthen collaboration with industry, enhance TEQ’s understanding of industry needs, issues and opportunities, and discuss strategies to grow tourism and events in Queensland’s destinations.

**Indigenous Tourism Partnerships**

In 2018–19, TEQ worked with a range of partners to progress several activities to maximise Indigenous tourism opportunities.

TEQ supported TA with the identification of suitable experiences for the Discover Aboriginal Experiences collective, a key part of TA’s Signature Experiences of Australia program that promotes outstanding tourism experiences within a variety of special categories.

TEQ is also a key member of the cross-government and industry working group established by DITID to consider how government can better support the development of sustainable, demand-driven Indigenous tourism experiences.

QTIC began extensive consultations for the development of the First Nations Tourism Potential Plan. TEQ has been heavily involved in the consultation and provided personnel support to the project.

A project was also commenced to support the Yarrabah Aboriginal Shire Council to develop a Yarrabah Tourism and Events Strategy, which is due for completion in September 2019. The strategy will include a five-year strategic plan for the Yarrabah Music and Cultural Festival (formerly Yarrabah Band Festival), as well as identifying tourism opportunities for Yarrabah based on the attributes of the community that match what current and future visitors are seeking.
Year of Outback Tourism

TEQ has worked in partnership with government stakeholders, the Outback Queensland Tourism Association (OQTA) and industry to leverage the Year of Outback Tourism in 2019 and celebrate the Queensland Outback spirit through the promotion of Outback Queensland tourism, history, culture, events and achievements.

TEQ activities in support of the Year of Outback Tourism have included:

- Partnering with OQTA and Outback event operators to host a media activation in Reddacliff Place, bringing the Outback to Brisbane City in March 2019. The media activation included Channel Seven Sunrise live weather crosses showcasing a number of Outback events. ABC Radio and Austereo (HIT 105) were in attendance and broadcasted from the activation.

- An Outback Events Guide featured as part of the ‘U’ on Sunday lift-out in The Sunday Mail in March 2019. The lift out featured Outback events, experiences, a calendar of events and the drive map. An additional 5,000 run-ons were printed and have been distributed at caravan and camping shows in Melbourne, Sydney and Brisbane, and also at a Queensland Rail train station activation in May 2019.

- A tactical sales campaign with Sunlover and Qantas commenced on 15 March 2019 and will run for the full calendar year including marketing and media bursts in March and June 2019.

- The Outback on Tour Paleo Study Mission to North America was led by TEQ with a delegation of eight operators representing seven Outback Queensland tourism businesses to learn industry best practice management from North America’s premier Paleo tourism attractions, meeting with more than 25 contacts and visiting 12 paleo tourism locations.

- Iconic Outback events including the Julia Creek Dirt n Dust Festival, Birdsville Races, Birdsville Big Red Bash, Mount Isa Rodeo and the Way Out West Fest continue to be supported through TEQ and enhance the region’s profile as a tourism and events destination with the aim to increase visitation and expenditure in the region. The inaugural Outback Queensland Masters golf tournament was staged in 2019 with amateur players teeing-off at six Outback golf courses, in six Outback towns, with the chance to play a million-dollar hole-in-one at the finale in Mount Isa.

Outback Queensland will further benefit from ongoing government investment and support for tourism and events, including $3 million committed to the Year of Outback Tourism Events Program.
Be a high performing organisation

TEQ has a strong planning and accountability framework in place and is committed to continually improving its operational capability while maintaining efficient business operations and organisational governance and accountability.

Throughout 2018-19, TEQ's leadership team were committed to:

- Consistent, collaborative and courageous leadership;
- Continuous improvement of operational capabilities, efficiency of business operations and governance; and
- Maintaining an engaged, motivated, agile and adaptable workforce to deliver superior outcomes for TEQ and Queensland.

A range of workforce planning, attraction and retention initiatives were undertaken to support this approach.

1. Performance and capability

TEQ's performance framework consists of the individual achievement of goals and behaviours identified from the capability framework. The performance framework ensures individual performance plans are aligned to the ongoing contribution and achievement of our strategic priorities and key performance indicators outlined in TEQ's annual plan.

TEQ's capability framework clarifies the behaviours desired of all employees and leaders to build on our success and to shape our desired culture. In 2018-19, the capability framework was refreshed to include three specific leadership behaviours required by all leaders.

The capability framework behaviours assist TEQ to improve the focus and alignment of key people practices, in particular selection for behaviour fit, performance development, reward and recognition.

A learning framework linked to the capability framework offers a range of specialised learning programs to develop our people. In 2018-19, this included leadership training for current and emerging leaders, individual career coaching, influencing and presentation skills.

2. Talent management

TEQ has developed a framework to identify high performers with high potential to ensure TEQ retains and develops these employees. The framework also identifies business critical roles to ensure that successors to these positions are identified and upskilled to enable a smooth succession if required.

3. Wellbeing

TEQ's Healthy Wealthy and Wise program offers optional benefits and a range of information to assist employees to actively seek a lifestyle that promotes wellness. In 2018-19 this included skin cancer checks, flu vaccinations, yoga sessions, superannuation one-on-one advice sessions, and the Salvation Army Christmas corporate volunteering program.

A number of initiatives are offered to employees that provide a degree of flexibility to enable them to adapt their work arrangements to suit family responsibilities including:

- part-time arrangements;
- job sharing;
- working virtually policy;
- purchasing additional leave; and
- provision of parenting facilities.
4. Industrial and Employee Relations Framework

TEQ applies the following industrial instruments:

• Tourism and Events Queensland Certified Agreement 2016;
• Tourism and Events Queensland Award – State 2015; and
• Common Law Contracts.

TEQ is committed to participative decision-making, which enables better communication flow across the organisation. At an organisational level, all People and Leadership initiatives are developed with the core philosophy that employees are an integral part of the success of any initiative. As such, employee working parties are drawn from relevant TEQ areas to be involved in the design and implementation of initiatives.

5. Workforce

At 30 June 2019, there were 144 full-time equivalent employees (FTE) employed by the TEQ parent entity and the Tourism and Events Queensland Employing Office, comprising of:

• 20 FTE employed by Tourism and Events Queensland parent entity; and
• 124 FTE employed by Tourism and Events Queensland Employing Office.

In addition, there were 12 FTE employed by Gold Coast Events Management Ltd, a controlled entity. Excluding Gold Coast Events Management Ltd, TEQ’s permanent separation rate was 13 per cent.

Overall employee engagement for 2018-19 was 86 per cent, measured by TEQ’s annual employee engagement survey.

6. White Ribbon Accreditation

Violence against women (VAW) is a front-of-mind challenge in our community that can directly impact all workplaces. Preventing and responding to VAW requires a community response with the workplace playing a key role. TEQ is committed to preventing VAW in all of its forms, supporting affected employees and promoting a safe and respectful workplace culture.

In 2018-19, TEQ partnered with White Ribbon Australia to commence White Ribbon Accreditation and become part of the global movement to create a society where all women can live in safety, free from violence and abuse.

The initiative was launched as part of a White Ribbon ‘Cheese for Change’ event held internally in March 2019. Funds raised at the event will support White Ribbon Australia research and prevention programs.

A White Ribbon working group has been formed to work through the accreditation standards and criteria. A baseline staff survey was undertaken in April 2019 and the results will be used to inform TEQ of the priority areas to focus on during the accreditation process.

7. Sustainability

TEQ’s Sustainability Team (or Green Team) comprises representatives from all areas of the business who meet regularly to champion sustainability for TEQ. The team looks for opportunities to progress TEQ as a sustainable work environment and in January 2019 moved to a quadruple bottom line approach – broadening its scope to include the social responsibility, environmental impact, cultural aspects and economic value of the organisation. In April 2019, a revised Sustainability Policy was endorsed and signed at an executive level, formalising the new remit of the team.

A range of initiatives were implemented throughout 2018-19, with internal activations including screenings of the War on Waste television series, providing mixed recycling in the new head office and implementing the ‘Containers for change’ refund scheme. TEQ has maintained its EarthCheck Silver Accreditation status.

The Green team also arranged and encouraged staff attendance at the National Reconciliation Week Meeanjin Markets familiarisation, supported TEQ’s participation in the ‘Love to Ride’ and ‘Ride to Work’ initiatives, and arranged a Brisbane Greeters tour of the new Fortitude Valley office precinct.
Statutory obligations

**Public Sector Ethics Act 1994**

TEQ’s Code of Conduct (the code) is aligned with the four ethics principles and values outlined in the *Public Sector Ethics Act 1994*.

The code requires employees to adhere to the highest standards of ethical practice and conduct and provides each staff member with a clear understanding of what is expected of them in relation to their conduct.

TEQ’s human resource management procedures and practices, including staff performance reviews, have been put in place in accordance with the code.

Mandatory training on the code of conduct and awareness sessions regarding public interest disclosures were delivered throughout 2018-19.

**Human Rights Act 2019**

TEQ provides support and opportunities for Indigenous Queenslanders to develop indigenous tourism product and event development. TEQ works in partnership with government and industry to drive demand through indigenous tourism experience development and marketing.

**Work, Health and Safety Act 2011**

TEQ’s Work Health and Safety (WHS) Committee meets quarterly to facilitate compliance with the *Work Health & Safety Act 2011*.

In 2018-19, TEQ:

- focused on improving the work, health and safety system and the culture of safety first in our workplace;
- conducted its annual work, health and safety training for staff at the new office location on building and evacuation procedures;
- continued the program of refresher training for current first aiders;
- continued to undertake WHS inductions for all new staff;
- had a reduction in worker’s compensation statutory costs; and
- updated the TEQ Board on their responsibilities as ‘officers’ of the organisation and the organisation’s WHS governance processes.

The organisation’s three-yearly audit against ISO 45000-1, 2018 *Occupational Health and Safety*, took place with no significant issues being identified.

**Open Data**

The following reporting requirement is now published online through the Queensland Government Open Data Portal [https://data.qld.gov.au](https://data.qld.gov.au) instead of being included in the annual report:

- Overseas travel.

In 2018-19, TEQ had no information to report for the *Queensland Language Services Policy*. While TEQ engaged contractors during 2018-19, no consultants were used.

The reporting requirement for government bodies (Tourism and Events Queensland Board and Gold Coast Events Management Ltd) is published within this annual report, please refer to pages 52-53.
Information systems and recordkeeping

TEQ adopted the Records Governance Policy, and the TEQ Information Management Policy was approved by the Executive Team in November 2018. The policy prompted the development of a new Information Management Plan with the key strategy of Microsoft Teams as the main system for business-as-usual records and information storage, collaboration and usage. MicroFocus Content Manager 9 (CM9/TRIM) will continue to be a viable place for storage of high-value, high-risk and permanent information.

Microsoft Teams was chosen for its ability to enable collaboration and file sharing. A program of roll-out, change management and training of Microsoft Teams has been implemented across TEQ.

TEQ has an assigned and dedicated role for information management responsibility. During 2018-19, a review of the configuration of CM9 was undertaken and renovation of the recordkeeping settings is underway.

There were no serious breaches of TEQ’s information security during the year.

Efficient business operations

TEQ continued to review its business operations during 2018-19 to identify cost savings and operational efficiencies. During the year, TEQ:

- Moved to a new head office premises, which has resulted in three times faster internet and increased efficiencies associated with all Brisbane staff being co-located on the same floor;

- Implemented the roll-out of Microsoft Teams as part of its Information Management Plan, reducing the number of places to store business records from over ten down to two;

- Implemented Threatsim Phish Alarm, a whole-of-government system leading to reduced susceptibility to a variety of phishing and spear-phishing attacks;

- Updated the organisation’s Procurement Policy to align with changes to the Queensland Procurement Policy 2018;

- Undertook procurement training for staff which focused on:
  » the organisation’s zero tolerance for fraudulent and corrupt conduct;
  » social procurement (local supply and Indigenous); and
  » identifying risks in the procure to pay cycle;

- Streamlined the budget process by implementing and utilising the Enterprise Budgeting module in Finance 1;

- Streamlined standard contracts across the business, removing unnecessary information and clauses; and

- Moved to handling more of TEQ’s legal work in-house rather than engaging legal firms, which has significantly reduced the costs and increased the knowledge base within the business.