

WHO WE ARE

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, Innovation and Sport.

TEQ is Queensland's lead tourism marketing, destination and experience development, and major events agency.

OUR VISION

Inspiring the world to experience the best address on Earth.

OUR PURPOSE

Achieving economic and social benefits for the State by growing the tourism and events industry in partnership with industry and Government.

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 VALUES

- Lead together
- One team
- Go beyond
- Agile and responsive

TEQ will respect, protect and promote human rights in decision making and actions

WHAT THIS PLAN SETS OUT TO ACHIEVE

This 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 and market share for Queensland.

TEQ invests in strategic priorities that support the Queensland Government's objectives for the community - *Unite and Recover*, specifically 'Supporting jobs' and 'Growing our regions.'

LANDSCAPE

The COVID-19 pandemic has presented one of the greatest ever challenges for global tourism and has resulted in the postponement or cancellation of events, the restriction of non-essential travel and suspension of aviation services, severely impacting the tourism and events industry.

The state's industry has demonstrated its resilience and ability to recover, adapt and grow following significant external events and disasters in the past, and is being supported to develop strategies to re-enter markets in line with changing restrictions in the COVID normal environment.

TEQ will work with government and industry to support tourism and events businesses as part of Queensland's Economic Recovery Plan - *Unite and Recover*, and will continually respond to insights and ensure alignment with state and federal recovery plans designed to strengthen the visitor economy.

STRATEGIC OPPORTUNITIES AND RISK

The tourism and events industry continues to operate in a highly competitive environment and is regularly impacted by social, economic, political, environmental and technological changes, bringing new and often unseen challenges, threats and opportunities which can impact economic and social outcomes, and the achievement of TEQ's objectives.

Key risks

- ✓ **Uncontrollable events** such as climate change, natural disasters, global shocks, pandemics such as COVID-19 and geopolitical events impacting the visitor economy
- ✓ **Variable economic conditions** across source markets impacting visitation
- ✓ **Supply challenges** relating to tourism experience, product and aviation capacity that affect consumer perception and demand
- ✓ **Changing consumer intention, sentiment and attitudes** affecting consumer demand
- ✓ **Cyber security** challenges

Key opportunities

- ✓ **Strengthen the Queensland visitor economy** through innovation and by building consumer demand, aviation capacity and the value of Queensland's events calendar to protect market share
- ✓ Harness **data and technology capability** in order to better meet expectations for increasingly personalised services
- ✓ **Engagement and collaboration** with key stakeholders across the tourism network to effectively deliver agreed priorities, grow experiences to meet consumer demand and drive overnight visitor expenditure
- ✓ Utilise **insights, research and analysis** into global economic impacts, market trends and consumer behaviour to inform decision making
- ✓ Implementation of Queensland's 'travel for good' **purpose-led brand positioning** to cater to changing consumer values and needs
 - Reinforcing Queensland's perception as a safe and secure destination
 - Leveraging Queensland's nature-based tourism offerings
 - Showcasing the diversity of experiences across Queensland's regions

TEQ manages strategic risk and optimises opportunities by:

- ✓ Working in **partnership** with industry, government and regional tourism organisations
- ✓ Taking a **balanced portfolio** approach to global market investment
- ✓ Monitoring and responding to **economic and consumer insights** to understand positive and negative impacts on consumer demand
- ✓ Supporting the **supply and development** of tourism experiences and aviation capacity that are aligned to identified consumer trends and priority areas
- ✓ Maintaining effective legal, regulatory, business continuity, financial, technology and cyber security **controls** to ensure strong governance

Queensland Government's objectives for the community - *Unite and Recover*

SUPPORTING JOBS

TEQ's objectives 'Contribute to the Queensland economy', 'Attract visitors to Queensland, generating overnight visitor expenditure' and 'Enhance the profile of Queensland' contribute to 'Supporting jobs' by:

- Generating consumer demand for Queensland tourism experiences
- Attracting and promoting major events that generate economic impact and raise Queensland's profile
- Supporting tourism experience and destination development that meets consumer expectations
- Providing support and leadership to Queensland's tourism industry
- Providing research and analysis to inform decision making

GROWING OUR REGIONS

TEQ's objectives 'Attract visitors to Queensland, generating overnight visitor expenditure' and 'Foster community pride' contribute to 'Growing our regions' by:

- Driving visitation to Queensland regions to support economic prosperity
- Supporting regional events that foster community pride and deliver positive economic and social impacts
- Providing regional insights and monitoring community sentiment towards tourism

TEQ Objectives

| | | Contribute to the Queensland economy | Attract visitors to Queensland, generating overnight visitor expenditure | Enhance the profile of Queensland | Foster community pride |
|----------------------------|-------------------------------------|---|--|--|--|
| Strategic pillars | Stakeholder and industry engagement | Engage and influence key stakeholders across the tourism network to effectively deliver agreed priorities | | Demonstrate the economic and social value of tourism and events to Queensland | |
| | Consumer demand | Generate demand by building Queensland's competitive position in the global market to drive awareness, conversion and meet consumer needs, whilst maintaining a balanced portfolio of source markets to ensure resilience | | Evolve the global brand strategy to enhance Queensland's profile | Leverage Brand Queensland purpose and values to build local pride and social value |
| | Events and experiences | Empower and support the tourism and events network to exceed visitor expectations through delivery of transformational and hero experiences, and a world-class events calendar across Queensland destinations | | Raise Queensland's profile as an attractive event host and tourism destination | Leverage events' engagement with communities to drive positive social impacts |
| | Strategy and research | Conduct research and analysis into global economic impacts, market trends and consumer behaviour to identify opportunities and inform decision making, using a suite of indicators | | Monitor and evaluate brand performance | Monitor community and industry sentiment towards tourism and events |
| | Aviation access and capacity | Rebuild aviation access and capacity through a targeted global strategy in partnership with airports, airlines and industry partners for economic and social benefit | | | |
| | High performing organisation | Continuous improvement of employee capability, operational efficiency and organisational resilience | | | |
| Key performance indicators | | <p>Service delivery measures¹:</p> <p>Overnight visitor expenditure, direct and incremental spending, visitors to Queensland and direct visitor nights generated by events within the portfolio</p> <p>Value of collaborative support</p> <p>Ratio of TEQ's investment to regional and strategic partnership investment</p> <p>Industry outcomes:</p> <p>Increased overnight visitor expenditure</p> <p>Increased market share of Australian overnight visitor expenditure</p> <p>Increased economic impact and jobs supported</p> | | <p>Increased publicity value¹</p> <p>Maintained brand performance</p> | <p>Increased local pride (positive impacts of tourism)²</p> |

¹Targets are set for all service delivery measures on an annual basis. ²This indicator measures the social impacts of tourism on the local community, as perceived by its residents.