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26 April 2019

The Honourable Kate Jones MP
Minister for Innovation and Tourism Industry Development and
Minister for the Commonwealth Games
PO Box 15168
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tourism@ministerial.qld.gov.au

Dear Minister

STATEMENT OF INTENT

Thank you for your letter of 27 March 2019 outlining your expectations of Tourism and Events Queensland (TEQ) covering the period of 1 February 2019 to 31 January 2020. In response, pursuant to section 40 of the *Tourism and Events Queensland Act 2012* (the Act), I wish to outline the below Statement of Intent.

TEQ is committed to growing the State's tourism industry through delivering against the core functions outlined in the Act: the promotion and marketing of Queensland; tourism experience and destination development; and attracting, developing and promoting major events to the State.

Within this remit the organisation's activities also support key Queensland Government policy objectives outlined in the *Growing Tourism, Growing Tourism Jobs* policy and the *Advancing Tourism 2016-2020: Growing Queensland Jobs strategy*.

I fully support your overarching expectation that our investment in marketing, events and experience development is leveraged to its fullest potential and respond to the specific items listed as follows:

Marketing Approach

Following the successful introduction of the renewed *Beautiful One Day, Perfect the Next* platform, the TEQ team is actively working to evolve our brand and marketing strategy through elevating iconic and immersive experiences that appeal to today's consumer.

Our marketing approach connects consumers with experiences and destinations and gives particular consideration to targeting the high value traveller market segments across a balanced portfolio of markets to ensure we deliver the highest yield for the visitor economy and our tourism industry.

Consumer needs are evolving, as is the market landscape. As such, it is appropriate that a year on from the initial launch of the refreshed platform TEQ is reviewing the brand strategy to ensure that we position Queensland in a way that meets these needs. Upon completion of the review, a brand implementation roadmap will be developed to operationalise the approach from mid-2019 through to 2020.

With regards to our greatest natural asset, the Great Barrier Reef, TEQ has been implementing our *Great Barrier Reef Framework 2018-2025* working closely with our key stakeholders to position Queensland's industry positively as a custodian of the Reef and promote that our Reef is the best managed in the world. Through the delivery of this framework TEQ is also advancing a Great Barrier Reef specific marketing initiative which responds to today's consumer desires and aims to motivate a global audience to experience the Reef for themselves.

TEQ undertakes research such as brand health and campaign tracking to monitor consumer behaviour and travel preferences over time, and partners with Tourism Australia on the Consumer Demand project in international markets. Other research initiatives include a nature-based tourism competitor analysis and partnering with Tourism Research Australia (TRA) and other State Tourism Organisations on an analysis of consumer travel patterns across the State.

Our marketing approach is highly focussed on addressing market and consumer behaviours. Our balanced portfolio approach aims to connect consumers with Queensland's destinations, capitalising on emerging opportunities while maintaining traditional markets – ensuring longer term growth and a greater market share for Queensland tourism.

Experience Focus

TEQ's consumer-led approach, enables us to activate the *Queensland Experience Framework* by understanding our target segments and matching the relevant combination of experiences that appeal to their needs.

With regards to indigenous tourism opportunities, TEQ is working collaboratively with the Queensland Tourism Industry Council on the development of an indigenous tourism strategy to help guide future activities and focus.

Our Nature-based Tourism Strategy is also due for completion in 2019. The strategy will highlight actions for TEQ, as well as key considerations for industry and stakeholders regarding experience development and product development opportunities that appeal to today's consumer.

Through our innovative *Best of Queensland Experiences Program*, we are working closely with industry to build capacity and capability to deliver the exceptional experiences consumers are looking for. The program aims to; provide operators with consumer insights to help them understand and exceed consumer expectations through improved customer experience delivery; recognise Queensland tourism operators who consistently deliver high quality visitor experiences and celebrate the Queensland brand story through TEQ marketing activities. I am pleased to report that we have received positive feedback from industry in the early stages of the program and are working in partnership with Regional Tourism Organisations (RTOs), Queensland Tourism Industry Council (QTIC) and the Department of Innovation Tourism Industry Development (DITID) to ensure its ongoing success.



Experience tells us that industry can be exposed to a range of unforeseen shocks such as natural disasters which can impact visitor movements and intentions to travel to a destination, and supporting industry in responding to such challenges is essential. To enable us to respond quickly in times of crisis, TEQ allocates a portion of its budget to a Recovery and Resilience Fund and will continue to do so as part of our forward planning. For example, this fund has recently allowed us to support three key tourism regions – Townsville, Tropical North Queensland and the Whitsundays following the recent monsoon event through recovery marketing activity to help encourage visitation in the lead up to the Easter and Winter holiday periods.

The Outback Queensland region has also suffered from the combined devastating impacts of drought and flood, and we know that events are a valuable way of not only driving visitation to Outback communities but also lifting community pride. TEQ is pleased to support the Year of Outback Tourism through delivering a range of activities in partnership with the Queensland Government, the Outback Queensland Tourism Association, tourism operators and event proponents to showcase the region's events and experiences.

Events

The value of the *It's Live! In Queensland* events calendar has now grown to \$800 million, with the ultimate goal of reaching \$1.5 billion by 2025 as outlined in *TEQ's Events Strategy 2025*.

Our strategic acquisition approach aims to positively profile destinations, drive year-round visitation to our regions, extend average length of stay and encourage repeat visitation.

The effort to maximise the legacy benefits of hosting the GC2018 Commonwealth Games continues to pay dividends. In the year since the Games, Queensland has secured the 2024 Life Saving World Championships on the Gold Coast, the 2019 UCI Track World Cup at the Anna Meares Velodrome, the Tour de Brisbane as part of the UCI Grand Fondo Series, the 2020 World Masters Ultimate Championships on the Gold Coast and the ITU Multisport World Championship for Townsville in 2021. Combined, these events will deliver an economic boost of around \$60 million for Queensland.

In May this year we will host the biggest sports business conference, SportAccord, on the Gold Coast which will showcase Queensland as a premier event destination and enhance our reputation as a global sporting hub. This event will not only deliver \$6 million economic benefit but will attract more than 1,500 delegates from more than 100 countries, leading to further opportunities for the State's future events pipeline.

Other event highlights following the State Government's commitment of an additional \$36 million in events funding over three years include the NRL Magic Round, Curiosity Brisbane and QODE, Outback Queensland Masters and Brisbane Cycling Festival.

The TEQ team understands that significant event negotiations can potentially touch multiple Government agencies and is committed to consulting as widely as necessary to ensure events are leveraged to their fullest potential as well as identifying broader operational impacts that need to be factored in.

Strategic Partnerships with Government and Industry

TEQ understands that in an industry like tourism, collaboration, often with multiple partners at the one time, is the key to success. A stand-out example of this in action is in aviation. We know that one of the most effective ways to increase visitation into our State is through growing aviation access. TEQ invests heavily in maintaining strong partnerships including with airlines, airports, DITID and regional tourism organisations to secure opportunities to enhance existing routes and introduce new ones.

This approach has made a significant contribution to the tourism economy. Over the past four years, the Attracting Aviation Investment Fund (AAIF) and the Connecting with Asia Fund (CWA) have helped to secure 24 additional airline routes (new and increased) to Queensland, resulting in around 2.8 million additional airline seats and around \$2 billion in overnight visitor expenditure. We will continue to focus on this area to secure further opportunities.

While TEQ's core activities focus on demand generation, it is equally as important to develop the industry supply side through enhancing and renewing our product offering and tourism-related infrastructure. TEQ remains committed to supporting DITID and other industry partners through initiatives such as the Great Barrier Reef Island Resort Rejuvenation, Global Tourism Hubs on the Gold Coast and Tropical North, ecotourism and adventure tourism initiatives to ensure strategic alignment with our marketing objectives and a united leadership position among industry. The multi-billion-dollar tourism infrastructure investment pipeline is a game changer and an exciting opportunity to position Queensland as a must-see global destination which provides us with future opportunities to incorporate into our marketing approach.

In a diverse and decentralised State like Queensland, working with our regions including through the Regional Tourism Network is vital. TEQ remains committed to working side-by-side with DITID to ensure a strong and sustainable network that delivers tangible results for taxpayers' investment. Our regions each have a unique offering and we will work with our regional partners to identify and elevate these experiences through our marketing approach to target the relevant consumer markets and drive visitation. In terms of the overarching policy framework within which we operate, TEQ remains committed to working collaboratively with DITID to deliver upon the Advancing Tourism 2016 to 2020 plan but also in the development of a roadmap and action plan beyond 2020.

High Performing Organisation

An important part of demonstrating industry leadership means ensuring continuous operational improvements and efficiencies and maintaining the highest levels of organisational governance and accountability.

A key project underway in TEQ is our digital transformation project which will ensure TEQ has the information architecture which enables us to engage with both our consumer and corporate audiences using best practise techniques.

The Board and executive leadership take our responsibilities as a statutory authority of the Queensland Government investing taxpayers' money extremely seriously and is committed to not only operating within our allocated Budget but ensuring the highest standards of public accountability and the most efficient allocation of available resources.

Our organisational culture is defined by living our core values of leading together, working as one team, being agile and responsive and going beyond.

In acknowledgement of the role workplaces play in addressing Domestic and Family Violence, this year we have also committed as an organisation to work towards achieving White Ribbon accreditation by 2020. I am pleased that the executive leadership team, supported by the Board, is taking positive steps towards responding to this community-wide challenge.

In summary Minister, I believe our strategic focus and commitment to delivering initiatives with a strong partnership focus is playing an instrumental role in growing Queensland's tourism industry. Tourism Research Australia data tells us that we are currently experiencing record overnight visitor expenditure and, importantly, Queensland is also growing its market share against interstate competitors.

We know in the competitive environment in which our industry operates that each additional tourism dollar is hard fought, and we are focused on continuing the momentum in the year ahead. We look forward to working closely with you and your team to continue to deliver positive results for Queensland's tourism industry.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Brett Godfrey', written in a cursive style.

Brett Godfrey
Chairman