

STRATEGIC PLAN 2019-2023

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.

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

Our purpose: Achieving economic and social benefits for Queensland 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

VALUES

Lead Together	One Team
Go Beyond	Agile and Responsive

WHAT THIS PLAN SETS OUT TO ACHIEVE

TEQ is Queensland's lead tourism marketing, destination and experience development, and major events agency. 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 (OVE) and market share for Queensland. TEQ will invest in strategic priorities in partnership with industry, government and regional tourism organisations.

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.

OBJECTIVES

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 and Be a responsive government through achievement of corporate objectives:

- Attract visitors to Queensland, generating overnight visitor expenditure
- Contribute to the Queensland economy
- Enhance the profile of Queensland
- Foster community pride in Queensland

These will be delivered by¹:

1. Marketing and promoting tourism in Queensland
2. Tourism experience and destination development
3. Working to identify, attract and promote major events
4. Providing support and leadership to Queensland's tourism industry
5. Working in partnership with other Queensland Government agencies to progress portfolio priorities
6. Undertaking research and analysis of the Queensland tourism industry to inform strategic decision making

1. Items 1 to 6 support the Queensland Government's *Our Future State: Advancing Queensland's Priority* of Create jobs in a strong economy; Items 4 to 6 contribute to Be a responsive government

MEASURES OF SUCCESS

TEQ uses a suite of performance indicators to measure the achievement of outcomes.

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 overnight visitor expenditure (total, leisure and holiday visitors)

STRATEGIC PERFORMANCE

TEQ transitioned to an experience focused marketing approach in 2016-17 in response to research indicating changes in consumer behaviour and a softening in the performance of Queensland's visitor economy. This marketing approach, which connects consumers to Queensland's best experiences and destinations, has continued to evolve since 2016-17 to target high value travellers, increasing visitation to grow market share, and the return of the iconic tag line *Beautiful one day, perfect the next*, reimagined to *Find Your Perfect Next*. Excellence in experience delivery is now championed through the successful launch of the *Best of Queensland Experiences Program* that has been well received by industry.

TEQ continues to leverage the success of the *It's Live! In Queensland* platform, growing the value of Queensland's events calendar to \$800 million in economic impact, well on track to the target of \$1.5 billion by 2025.

Queensland's visitor economy has outpaced forecast levels of overnight visitor expenditure, reaching \$24.3 billion in the year ending December 2018, growing our share of both domestic and international visitor expenditure and reaching record levels of economic activity for the State.

STRATEGIC RISKS

Queensland's tourism industry operates in a highly competitive environment and outcomes can be impacted by a variety of strategic risks including:

- Variable economic conditions within Australia and in key source markets that can impact visitor economy growth
- Competition from other national and international event destinations that impacts TEQ's ability to secure and develop events which deliver OVE outcomes
- Changing consumer expectations and competition from other destinations that affect the appeal of Queensland's tourism and events products, experiences and destinations
- Significant uncontrollable external events that impact consumer perceptions and/or their ability to travel, and adversely affect visitor numbers and OVE (e.g. natural disasters, pandemics, global financial crises and global shock events).

TEQ's senior leadership team seek to continuously improve the identification and management of all strategic and operational risks to minimise adverse impacts on visitor economy growth and the organisation's ability to deliver on corporate objectives.

STRATEGIC OPPORTUNITIES

- The tourism industry in Queensland generates \$25 billion, or 7.8 per cent of Gross State Product (GSP), supporting 217,000 jobs directly and indirectly². Forecasts indicate Queensland's tourism and events industry has the potential to generate around \$33 billion in OVE by 2025³.
- Asian tourism to Australia is growing at a significant rate, up 10.4 per cent over the three years ending December 2018, assisted by increasing wealth and favourable economic conditions⁴. Rapid growth in Asian countries, especially China and India, means the Asian middle class is expected to grow from around 500 million to 3.2 billion by 2030⁵.
- Visitation to Australia from key Western markets is up 3.9 per cent over the three years ending December 2018. For Queensland, this has been led by visitation growth from Canada, New Zealand and the United States of America⁴. Forecasts indicate western markets will generate around \$3.8 billion in OVE in Queensland by 2025³.

To capitalise on changing consumer expectations and the identified opportunities to grow OVE, TEQ will pursue seven strategic priorities, taking a balanced approach to global markets and prioritising investment based on forecast market growth and share.

STRATEGIC PRIORITIES

Convert high value travellers from priority markets

- Strategically pursue conversion of high value travellers from priority markets to capture increased share of OVE for Queensland
- Operationalise priority source market development plans
- Identify high value consumer segments that transcend geographic borders and develop differentiated value propositions for special interests tourism to drive marketing, industry and consumer outcomes

Marketing the best address on earth

- Evolve the global marketing and brand strategy to meet consumer needs
- Enhance data and technology capability to meet consumer expectations for increasingly personalised services
- Deliver marketing programs that attract, intercept, engage and convert high value travellers
- Optimise return on marketing investment through efficient and effective program delivery

Maximise the value of Queensland's events calendar

- Market the Queensland Events Calendar using the *It's Live! in Queensland* platform
- 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 Gold Coast 2018 Commonwealth Games and SportAccord 2019 are maximised

Connect consumers with meaningful and exceptional experiences

- Understand high value traveller target segments and deliver compelling and innovative experience value propositions
- Connect high value traveller segments with the right experiences through the right channel, at the right time, in the right way
- Promote customer experience best practice through the *Best of Queensland Experiences* program and in alignment with evolving high value traveller needs and behaviours
- Influence and guide our industry partners to deliver exceptional consumer experiences

Grow aviation access and capacity

- Collaborate with key stakeholders, taking a whole of Queensland approach to aviation access to generate demand to build sustainable services
- Attract new aviation access and support increased capacity from priority markets in line with Tourism and Events Queensland's Aviation Framework 2018-25
- Leverage partnerships with trade, government and stakeholders to maximise aviation opportunities and return on investment

Optimise 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, adventure and nature-based tourism, indigenous tourism and Global Tourism Hubs activities
- Drive industry growth in partnership with regional tourism organisations
- Work collaboratively with key stakeholders to support delivery of Queensland Government funding programs to grow tourism and tourism jobs

Be a high performing organisation

- Focus on consistent, collaborative and courageous leadership, organisational resilience and collaboration across the broader tourism ecosystem
- Commitment to continuous improvement of operational capabilities, efficiency of business operations and governance
- Build staff capability and maintain an engaged, motivated and adaptable workforce to deliver superior outcomes for TEQ and Queensland

2. Source: Tourism Research Australia, State Tourism Satellite Accounts 2016-17. Tourism directly contributed \$12.8b of GSP supporting 138,000 jobs

3. Source: Tourism Research Australia, year ending June 2017

4. Source: Tourism Research Australia, 3-year trend to year ending December 2018

5. Source: Australia's Jobs Future, 2015, ANZ PwC Asialink Business Services Report