

Grampians Tourism 2016-20 Strategic Plan



Grampians Tourism Board Inc.
(2018 Revision)

BACKGROUND

Grampians Tourism Board Inc. has developed a new four-year strategic plan to develop the Visitor Economy in the region in collaboration with its industry partners. The Plan reflects the Board's intent to place the consumer (their behaviours and preferences) at the centre of every decision. The Plan will be used to guide the actions of Grampians Tourism and provide leadership for the tourism industry and other key stakeholders to grow revenue and jobs in the region.

THE VISITOR ECONOMY

In 2015, the Victorian Government recognised the Visitor Economy as a key driver for growth for Victoria.

By 2020-21, it is estimated that tourism will contribute approximately \$34 billion to Victoria's Gross State Product (through both direct and indirect impacts) and generate an estimated 310,000 jobs (direct and indirect)¹. Currently, the tourism and events industries employ around 205,000 Victorians and contribute \$19.2 billion per annum to the state's economy, accounting for approximately 5.8 per cent of Gross State Product.²

The tourism and events industry traditionally work best in collaboration and partnership with government. A more coordinated approach needs to be adopted, both across government and with industry, to ensure the best possible outcome for the Grampians region and its stakeholders.

Regional Tourism Boards must recognise opportunities across a broader funding base. The traditional model of relying on state and local government support as a primary funding source needs to be reviewed, with a greater emphasis on industry participation and other non-traditional state and federal funding streams. In particular, input and direction should be considered for the Victorian and Federal Government's Tourism Pipeline funding pool and other new regional partnership sources.

The benefits to the state of the tourism and events industry are not just financial. The sector also supports innovation, state branding, promotion and reputational benefits, regional development, environmental improvements, new infrastructure provision, and social and community cohesion and pride.

THE GRAMPIANS REGION

Visitation Snapshot for Year ended December 2017¹

Domestic Overnight Visitation

Visitation

- The Grampians receives 964,000 domestic overnight visitors who spend 2,480,000 nights in the region each year
- Average annual growth of overnight visitors from 2012 to 2017 – 7.4% p.a.
- Average annual growth of visitor nights in region from 2012 - 2017 – 5.5% p.a.

¹ 1) Source: National Visitor Survey, YE Sep 17, Tourism Research Australia (TRA)

² 2011-2012 State Tourism Satellite Account by Tourism Research Australia, released July 2013

Purpose of visit

Purpose of visit	Visitors	Visitor Nights
Holiday or leisure	44%	45%
Visit friends and relatives	32%	32%
Business	16%	16%

About 80% of overnight travel to the Grampians is for discretionary and holiday purposes and about 20% is business related and focussed upon Horsham, Ararat and Hamilton.

Source markets

From where	Visitors	Visitor Nights
From Victoria (Intrastate)	76%	73%
From elsewhere in Australia (Interstate)	23%	26%

Most visitors come from Victoria

Market Share

- The region received 6% of visitors and 5.5% of nights in regional Victoria.

Demographics

Life stage	Share
25 to 34 years	22%
35 to 44 years	18%
65 years and over	17%

Length of stay

- Visitors stayed on average 2.6 nights in the region.

Revenue from Visitors

- Domestic overnight visitors spent a total of \$335 million in the Grampians.
- On average, visitors spent \$135 per night in the region.

Domestic Day Trip Visitation

Visitation

- The Grampians received 1.2 million domestic overnight visitors.
- Average Annual Growth of daytrip visitors from 2012 to 2017 – 13.6% p.a.

Market Share

- The region received 3.7% of daytrips to regional Victoria.

Purpose of visit

Purpose of visit	Share
Holiday or leisure	47%
Visit friends and relatives	18%
Business	15%

About 70% of day travel to the Grampians is for discretionary and holiday purposes and about 15% is business related and focussed upon Horsham, Ararat and Hamilton.

Demographics

Life stage	Share
55 to 64 years	20%
45 to 54 years	19%
65 years and over	17%

The age of day visitors is similar to that of overnight visitors

Revenue from Visitors

- Domestic daytrip visitors spent \$124 million in the Grampians.
- On average, visitors spent \$100 per trip to the region.

International Overnight Visitation

- The Grampians received 53,200 international overnight visitors.
- Average Annual Growth of overnight visitors from 2012 to 2017 – 9.2% p.a.
- Visitors spent over 352,200 nights in the region each year
- Average Annual Growth of total nights in region from 2012 to 2017 – 7.2% p.a.

Purpose of visit

About 99% of international travel to the Grampians is for discretionary and holiday purposes

Source markets

Nationality/Origin	Share
Germany	16%
United Kingdom	10.5%
Netherlands	7.8%
USA	5.8%
New Zealand	6.9%

Demographics

Life stage	Share
25 to 34 years	32%
55 to 64 years	18%
15 to 24 years	17%

Market Share

- The region received 10% of visitors and 4.4% of nights in regional Victoria.

Length of stay

- Visitors stayed on average 6.6 nights in the region

Revenue from Visitors

- International overnight visitors spent \$18 million in the Grampians.
- On average, visitors spent \$51 per night in the region

Visitor Characteristics³

According to Visit Victoria Domestic Segmentation (2012), the *Lifestyle Leaders* segment accounts for 32 per cent of domestic overnight leisure visitors to the Grampians region, similar to regional Victoria generally (33%). Visitors to the Grampians region were more likely to be in the *Inspired by Nature* segment (26%) than visitors to regional Victoria generally (19%). *Lifestyle Leaders* are made up of subtypes including, and relevant to the Grampians region, – *Inspired By Nature, Food & Wine Lifestyles, Creative Opinion Leaders, Enriched Wellbeing*

Lifestyle Leaders are described as professional, progressive and educated individuals who actively seek out information and like to discover and be the first to try new things. This segment has a higher discretionary spend (average personal income of \$53K p.a. and household income of \$107K) and tend to indulge more than the average Australian, in particular on travel.

Lifestyle Leaders are also more likely than average to prefer to holiday in Victoria (18 per cent more likely than the average Australian, aged 18+) and are more attuned to the products and experiences that Victoria, and regional Victoria, has to offer.

Younger singles and couples are more likely to be motivated by events. For these people events will bring relevance to a destination perhaps not otherwise considered and help build positive perceptions as they move through their lives and into our core target groups for intrastate travel.

Significant traditional markets for the region include families, retirees and lovers of food, wine, wildflowers and the outdoors including lakes and waterways.

Regional Awareness

Research into perceptions of Victorian tourism destinations shows low and declining awareness of the Grampians as a holiday destination:

- Awareness of the Grampians region (unprompted) as a holiday destination declined from 9.1 per cent in 2009 to 8.2 per cent in 2011
- Grampians region is eight out of twenty 'Top of Mind' holiday destinations in Victoria (down from sixth in 2009)
- This low awareness level was more recently confirmed by qualitative research conducted in 2013⁴
- The Grampians region is most well-known for natural attractions, adventure and wildlife.

Economic Impact of the Grampians Visitor Economy

The Victorian Tourism Regional Satellite Accounts for 2015-16, show that the visitor economy directly and indirectly contributed an estimated \$290 million to the Grampians economy (3.5% of gross regional product) and employed approximately 3,800 people (both directly and indirectly), which is 7.8 per cent of the region's total employment⁵.

Remplan data used by local government shows that the visitor economy generates an estimated \$295 million in direct economic output for the four local government partners.⁶

³ Source: Victorian Regional Tourism Satellite Accounts 2013-14, developed by Deloitte Access Economics for Tourism Victoria

⁴ Source: ISpy Qualitative research – Grampians 2013

⁵ Source: Victorian Regional Tourism Satellite Accounts 2015-16, developed by Deloitte Access Economics for Tourism Victoria

⁶ Source: REMPLAN 2016

Economic Contribution of Tourism to the Grampians Region		
Local Government Area	Revenue (\$ million)	Employment (People)
Ararat Rural City	37.98	219
Horsham Rural City	87.86	553
Northern Grampians Shire	90.535	504
Southern Grampians Shire		
Total		

OUR PARTNERS

Grampians Tourism has a leadership and co-ordination role in the development of the region's Visitor Economy. It relies heavily on the goodwill, financial support and cooperative efforts of its public and private industry partners to develop and deliver tourism programs for the region.

State and local government and business owners financially contribute to Grampians Tourism.

Key partnerships

- Tourism business owners
- Visit Victoria (Tourism Victoria)
- Parks Victoria
- Regional Development Victoria
- Ararat Rural City Council
- Horsham Rural City Council
- Northern Grampians Shire Council
- Southern Grampians Shire Council.
- Local Tourism Organisations

Stakeholders

Members of the tourism industry and other organisations that support the development of the Visitor Economy in the Grampians region include:

- Local tourism associations, industry sector groups and business groups
- Local community members and groups (including organisers of community-based tourism initiatives).

OUR GOALS

1. Raise the profile and front of mind awareness of the Grampians region, and thus:
 - a. Create sustained growth in visitor numbers, length of stay and spending
 - b. Increase revenue from the visitor economy in local towns
 - c. Increase jobs (particularly for young people) in the visitor economy
 - d. Support the growth and success of business owners investing in the visitor economy
 - e. Introduce the region to visitors who may go on to consider living, learning or investing in the region.
2. Conduct product and industry development to create compelling visitor experiences.
3. Attract investment into world-class products and experiences.
4. Provide leadership and create productive partnerships that:

- a. Raise the profile of the visitor economy among stakeholders
 - b. Advocate on behalf of stakeholders in the visitor economy.
5. To increase the financial contribution by business owners and industry groups to the marketing of the Grampians Region as a holiday destination

CURRENT ENVIRONMENT

The Grampians Tourism Board has identified the key environmental factors in 2016 that affect the strategic direction and output of Grampians Tourism, its partners and industry:

1. The current market for intrastate tourism in Victoria is favourable

- a. The current Australian dollar exchange rate favours domestic rather than overseas travel, as was the case for a long time. This creates a positive environment for an increase in intrastate, interstate and international visitation to regional Victoria
- b. Retirees are the largest travelling demographic to the region⁷. In the current financial climate, low returns from retirement savings encourage local travel and not higher cost holiday experiences
- c. Our key market is Melbourne. Over 60 per cent of overnight visitors are from Melbourne. Melbourne is the fastest growing capital city with over 100,000⁸ new residents annually. Those residents are unaware of the Grampians as a holiday destination
- d. In February 2016 Visit Victoria launched a new Wander Victoria campaign as part of a long-term strategy to activate visitation and solidify regional Victoria's market position as a place where there's time to relax, recharge and explore simple pleasures. The campaign targets the "Lifestyle Leaders" market segment. Melburnians are the key geographic target with a secondary audience of consumers within driving distance of regional Victoria (including those in New South Wales and South Australia). The campaign includes content tailored to multiple life stages including young people, singles, couples with no kids, families and retirees.

2. Front of mind awareness of the Grampians as a holiday destination is low and has been declining

- a. Nine out of ten Melbourne residents are unaware of the Grampians as a holiday destination; this did not improve between 2009 and 2011⁹
- b. Consumers did not realise the breadth of experience and activities on offer in the Grampians region¹⁰.

3. The current spend of state and local governments and Grampians Tourism remains heavily weighted to servicing visitors when they arrive in the Grampians rather than destination marketing to:

- a. Increase front of mind awareness
- b. Increase visitor revenue that underpins private sector investment
- c. Increase employment in regional towns.

In other words, current spending is not focused on economic development, but rather on servicing visitors who are already here.

⁷ Source: National Visitor Survey, YE Dec 15, Tourism Research Australia (TRA)

⁸ Source: Australian Demographic Statistics, Jun 2015 (ABS)

⁹ Source: Tourism Victoria, Regional Awareness Perceptions Study, 2011

¹⁰ Source: ISpy Qualitative research – Grampians 2013

Nearly half of resources (41%) are allocated to servicing the information needs of visitors after they have arrived in the region (visitor information centres and printed material). One tenth of resources (12%) is allocated to destination marketing with an economic development focus to increase visitors, revenue and jobs.

Whilst activity like consumer shows and events showcase the region to special interest groups and have a destination marketing flow-on, these are not a substitute for a broad destination awareness campaign.

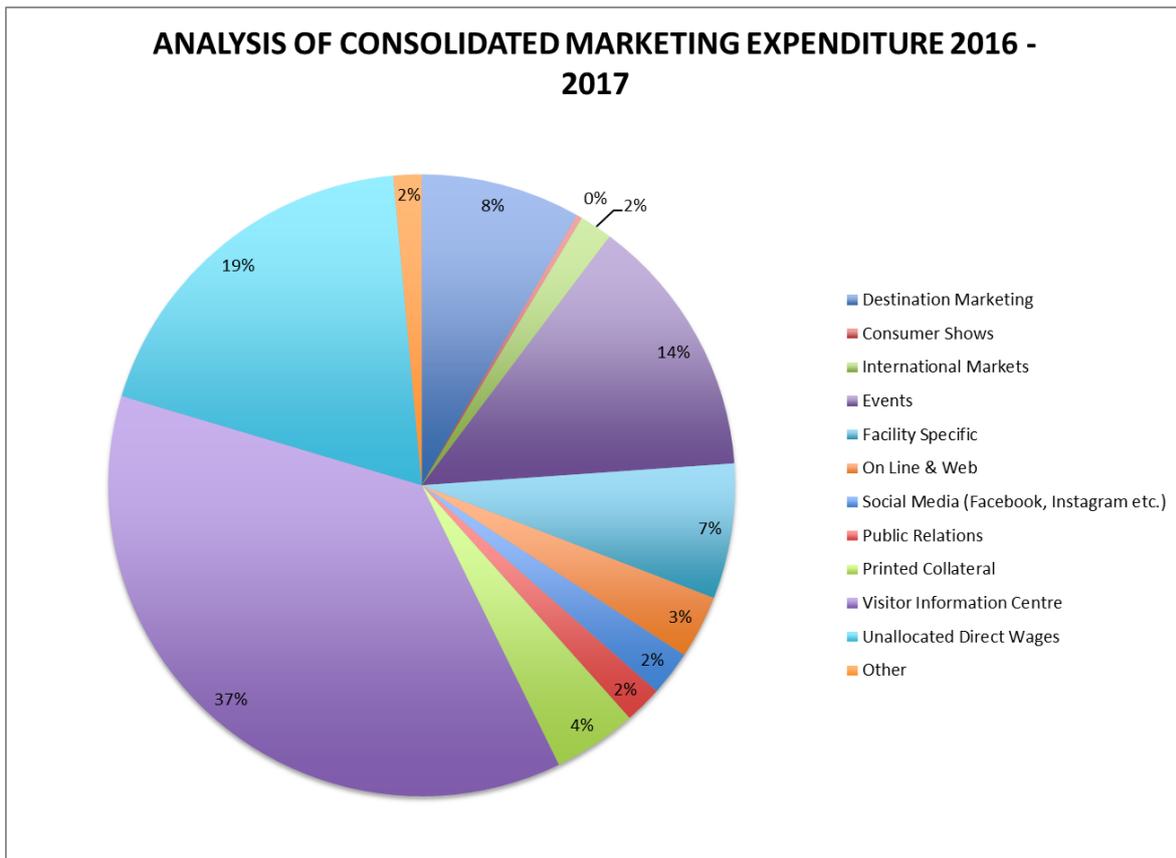
Relatedly, while visitor centres can increase length of stay and awareness for the one in six visitors that enter the doors, these also are not a substitute for a broad destination awareness campaign

The balance of expenditure has changed from a similar analysis in 2016 when 54% of expenditure was applied to visitor information centres and printed collateral and 6% to destination marketing.

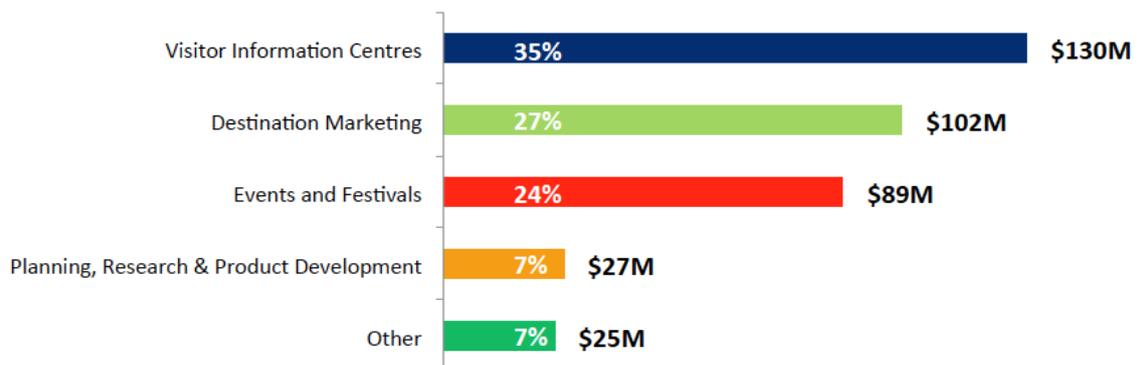
Local government partners and Grampians Tourism have adopted a target that 25% of consolidated marketing expenditure shall be applied to destination marketing by October 2020.

This target represents a re-balance of the purpose of current expenditure from other cost centres to destination marketing and a rise in destination marketing expenditure from \$423,000 to \$861,000.

ANALYSIS OF PURPOSE OF CONSOLIDATED MARKETING EXPENDITURE 2016 - 2017	Activity as % of Total Exp.	Sub Total \$	Sub Total %
Directly grow visitor numbers and business revenue			
Destination Marketing	8.2%		
International Markets	1.7%		
Social Media (Facebook, Instagram etc.)	2.3%	\$422,600	12%
Indirectly grow visitor numbers and business revenue			
Consumer Shows	0.3%		
Events	13.6%		
On Line & Web	3.3%		
Public Relations	1.9%	\$659,630	19%
Service Visitor Information needs when already in Region			
Printed Collateral	4.3%		
Visitor Information Centre	36.8%	\$1,417,500	41%
Facility Specific Advertising			
Facility Specific	7.0%	\$242,000	7%
Other			
Unallocated Direct Wages	18.9%		
Other	1.5%	\$701,200	0%
Total	100.0%	\$3,442,930	100%



The Grampians spends more on visitor Information and less on destination marketing than the average of local governments in Australia¹¹:



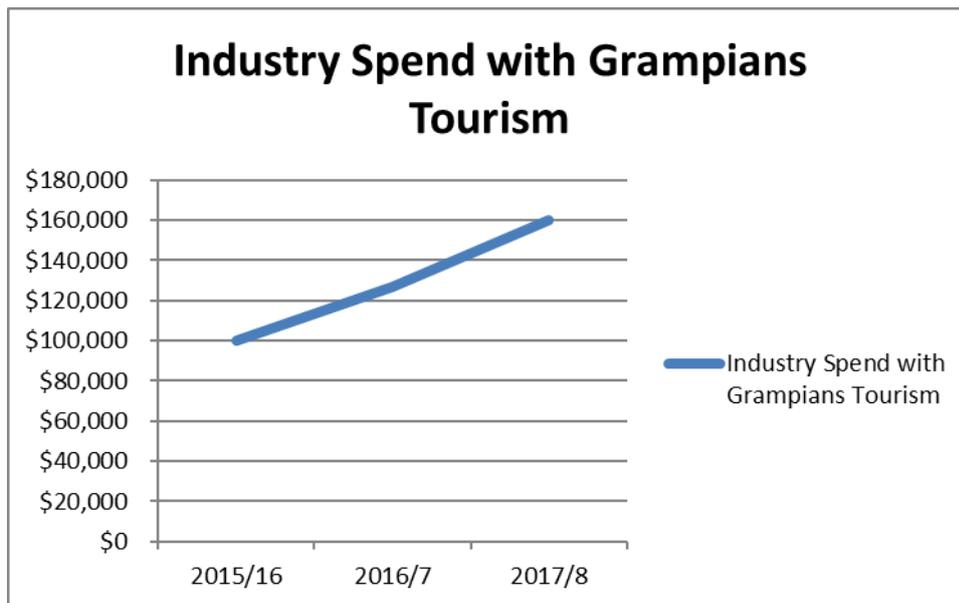
4. The Regional Tourism Business Model has no growth in the Grampians Region – the historic business model of regional tourism boards in Victoria relies heavily on majority funding from local and state government. State and local governments are severely constrained by infrastructure demands and the health and ageing costs of the baby boomers.

¹¹ Australian Local Government Association: Local Government Spending on Tourism – DBM Consultants May 2017

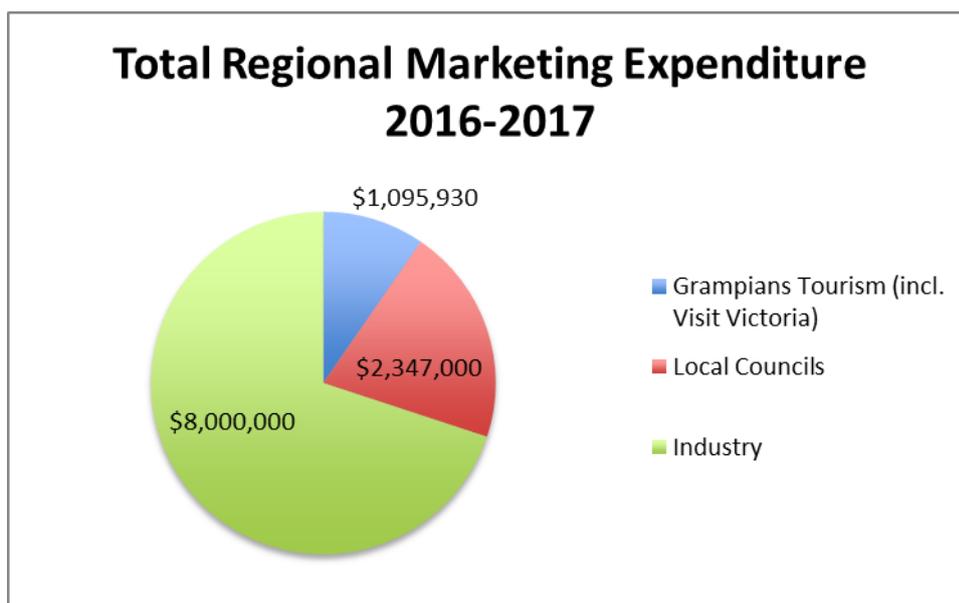
There are no contribution and funding mechanisms operating at scale to facilitate and encourage investment in destination marketing by Grampians business owners.

Investment in destination marketing by business owners has been campaign based and participation by owners varies between industries (e.g. accommodation, wine or food and beverage) and across the region.

5. Industry engagement with Grampians Tourism and local governments has increased after remaining static for the past four years.



Industry spends more than twice the resources of local, state government and Grampians Tourism combined.



6. The customer has changed¹²

- a. Customer expectations of services are higher. Customers now demand good food and wine and good retail experiences when in the region e.g. good coffee is essential
- b. Customer holiday research and purchase decisions have evolved – those decisions are now more immediate (digital) and require personalisation of products
- c. International markets, such as China and South East Asia and India are opportunities for growth.

7. Grampians Peaks Trail – State and Federal Governments have committed \$30 million (to be complete by 2019). The Peaks Trail will:

- a. Incorporate new public infrastructure that champions the region's nature-based credentials
- b. Provide opportunities for private investment in visitor service industries and development on private adjacent land
- c. Provides a basis for competition in the lucrative multi-day (3-4 and up to 12-day) walking market that is presently dominated by destinations like the Larapinta Trail in the Northern Territory and Cradle Mountain in Tasmania.

8. The region is out of crisis recovery

- a. Assets, with the exception of Mackenzie Falls, have largely been repaired/rebuilt by local government and Parks Victoria. A further \$1.8 million will be spent by 2017 by Parks Victoria to repair bushfire damage to the Grampians National Park
- b. The region is recovering well after the bushfires – services and communication tools allow the visitor to make more educated pre-travel decisions
- c. Recovery activity has improved public perceptions about bushfire risk.

9. Online Platform – the development of www.visitgrampians.com.au and the growth of social media assets such as Facebook and Instagram has resulted in the region having a strong digital and social presence.

10. International Market

Grampians Tourism will continue the relationship with the Great Southern Touring Route (GSTR) to position the Grampians in international markets.

International tourism is important to the Grampians region as it helps balance out domestic holiday patterns and as international travellers are not focused around weekends will help level out seasonality.

Booking lead times are usually longer, allowing better business planning and international travellers provide a higher yield and spend, on average, three times more than domestic travellers on each trip.

In 2017 the Grampians region recorded its highest number of international overnight visitors, which represents 5.5% of all overnight visitors and 14.5% of all visitor nights in the region.

Travellers from Europe lead international visitors to Grampians, making up 50% of all visitors and continues to be a key priority for the destination. While Asia is not a large market for the region, it is a long-term development opportunity, with growth potential in both leisure and

¹² Source: ISpy Qualitative research – Grampians (2013)

VFR. There will be a new focus on China, Japan and India to help continue growth in international visitation.

China, India and Japan currently represent over 45% of total international visitation to Victoria, however visitation from these markets only represents 5% to the Grampians.

To increase visitation from Asia, Grampians Tourism will translate major landing pages of our website into Japanese & Chinese and target Asian VFR visitors in Melbourne.

Grampians Tourism will develop and market a range of themed “self-drive” itineraries that promote;

- Aboriginal Experiences
- Lakes & Waterways
- Nature & Wildlife
- Cultural and Historical (focus on important Chinese heritage)

Grampians Tourism will work with operators in the region to better understand the needs of the international market/customer and help develop commissionable packages that leverage our important Aboriginal, natural, wildlife and cultural assets.

ACTIONS AND STRATEGIES

Objective 1 – Marketing		
<ul style="list-style-type: none"> • Increase visitor numbers, length of stay and expenditure • Increase revenue and jobs 		
	KEY FOCUS	ACTIONS AND STRATEGIES
I.	Destination Marketing	<p>Our integrated destination marketing strategy aims to expand the Grampians brand, raise awareness, drive visitation and maximize ROI</p> <p>We will develop, implement and evaluate marketing initiatives annually including:</p> <p>I.1. Content marketing strategy:</p> <ul style="list-style-type: none"> • create compelling content that is ‘always on’(consistency) to communicate specific messages to attract, and retain, our target audience, ensuring relevancy and brand engagement • develop a content plan and calendar that promotes seasonal content, sub-region stories, specific themes/interests and partners • Optimise content by sharing it through our website blog (weekly), social channels (daily) and email newsletters (monthly) • Use our Tripadvisor Partnership to curate content • Provide relevant regional content for inclusion in Wander Victoria promotions

- Monitor, measure and evaluate consumer engagement in content to ensure positive consumer sentiment and experience see 'Grampians Online'

I.2. Social media strategy:

- We will focus on our most engaged social communities of Facebook and Instagram
- Create a social media content calendar see Grampians Online

I.3. Public relations strategy:

- Implement a public relations strategy in key markets of Melbourne and regional Victoria that focuses on key themes and leads to media famils, influencers and positive media coverage

I.4. Digital marketing strategy:

- Strengthen our digital presence/footprint and drive traffic to our website by implementing an 'always on' digital marketing and social media advertising campaign through our **owned** digital assets
- Leverage **earned** digital exposure (i.e. online articles or mentions others have written) by re-sharing and encourage others to share (digital footprint)
- Implement a targeted and branded 'always on' **paid** digital marketing campaign including appropriate tactics such as: search marketing (Google Adwords); paid social media ads, native advertising (sponsored ads on other sites like The Urbanlist) and paid partnerships with media outlets that align with our target audience (including both digital and print)
- Build, manage and review digital assets ensuring our website content is relevant to the consumer and provides a positive user experience
- Develop campaign creative assets
- Show value to our industry partners by providing the opportunity for priority positioning on our website and in social marketing – homepage positioning, page positioning, blog inclusion, deals/offers and social mentions
- Review website SEO and content quarterly
- Use data such as Google analytics to audit and review website traffic acquisition and behavior
- Evaluate website annually against best practices, industry standards, and competitors

		<p>I.5. Marketing partnership opportunities:</p> <ul style="list-style-type: none"> • Work with industry and implement marketing opportunities that show value to our partners and promote their products <p>I.6. Asset development:</p> <ul style="list-style-type: none"> • Review our owned assets including website content audit and still & moving imagery refresh • Identify and develop relevant print collateral to connect consumer to experience • Produce an Official Visitor Guide publication (print and online versions) for the region • Develop 'Industry Toolkit' to assist industry in knowing how to leverage our destination marketing campaigns • Develop campaign creative brief for the design agency for marketing assets that promotes and aligns with our brand <p>I.7. Leverage events to drive visitation and enhance locals experience, encouraging them to help champion our region:</p> <ul style="list-style-type: none"> • Look for opportunities to support events that align with and promote our brand • Assist in promotion of events through marketing and PR activities • Provide priority event information to Visit Victoria • Support local government event attraction by implementing an 'event guide' on visit Grampians website that promotes event facilities across the region.
<p>2.</p>	<p>Resource Priority</p>	<p>Consider the resources available for marketing to be the consolidated resources that are already being spent by state and local government, Grampians Tourism and business owners in the visitor economy.</p> <p>Local government partners and Grampians Tourism have adopted a target that 25% of consolidated marketing expenditure shall be applied to destination marketing by October 2020.</p> <p>This target represents a re-balance of the purpose of current expenditure from other cost centres to destination marketing and a rise in destination marketing expenditure from \$423,000 to \$861,000.</p> <p>Annually, Grampians Tourism and local government partners will:</p> <ul style="list-style-type: none"> • Review the shared goals in the four-year agreement

		<ul style="list-style-type: none"> • Prepare a consolidated expenditure summary and compare the weighting of spending with the shared goals and progress toward the 25% by 2020 target
3.	Business Model	<p>The Grampians Tourism business strategy is to develop a framework that will strengthen and empower all stakeholders to contribute towards a unified approach to the marketing of the region. Increase focus on the customer experience and target markets with the greatest opportunity to deliver growth in visitation and economic benefit.</p> <ul style="list-style-type: none"> • Implement an annual tiered partnership model that industry can purchase to invest in marketing with GT and review annually • Identify and facilitate destination marketing partnership opportunities that will increase GT marketing revenue • Provide regular monthly communication via Industry eNews that includes marketing outcomes and opportunities for industry • Hold quarterly roundtable meetings with stakeholders to review business model • Strengthen partnership with LG through bi-monthly tourism marketing meetings • Engage with stakeholders to identify and facilitate a unified approach to marketing to reduce fragmentation of spend • Survey partners annually to identify needs and opportunities to improve visitor experience • Leverage partnership with Visit Victoria to maximise media visits and identify key tactical marketing and funding opportunities • Deliver business outcomes based upon quality research, good governance and return on investment • Strengthen partnership with Parks Victoria through regular communication and bi-monthly marketing/strategy meetings • Facilitate regular bi-monthly meetings with RDV to ensure GT is aware of funding opportunities for destination marketing and to support private investment in Grampians region
4.	Grampians Online	<p>Increase website traffic and destination awareness via social and digital platforms.</p> <ul style="list-style-type: none"> • Implement paid social marketing campaign that focuses on exploring each precinct (north, south, east, west) to encourage dispersal.

		<ul style="list-style-type: none"> • Implement social media competition/s to increase followers and email database subscribers so we have multiple opportunities to engage with potential visitors and retain existing consumers Leverage user generated content to amplify positive ‘word of mouth’ to help promote the destination • Post organic (unpaid) content on Facebook and Instagram daily as per social media content plan • Use the hashtags #Grampians, #Grampiansway and #Grampianspeakstrail on Instagram to target search audiences, lead individuals to relevant content about the region, monitor our reputation, promote key products/campaigns and to facilitate permission for GT to share content • Write regular blogs and invite regular bloggers on the Visit Grampians website highlighting topics of interest to raise awareness of the offerings available in the region. • Invite guest bloggers • Use social and digital data to better understand our consumers and to help deliver a better experience • Embrace technology trends and stay up-to-date with changes in technology, web standards, search algorithms etc
<p>5.</p>	<p>Grampians Peaks Trail</p>	<p>Grampians Tourism will promote the Grampians Peaks Trail as the lead product in its nature-based products and to walkers interested in a multi-day walk</p> <p>Grampians Tourism and Parks Victoria will continue a \$40,000 per year partnership ending June 2019 to increase market awareness of the trail.</p> <p>Activity</p> <ul style="list-style-type: none"> • Maintain website – GPT URL www.grampianspeakstrail.com.au • Digital and Social targeted marketing campaign Includes: - search marketing (Adwords) Facebook and Instagram ad campaign through Visit Grampians channels (and remarketing) Including set up and reporting Tripadvisor partnership (banner advertising and curated content) • Print Media Buy • Collateral Advertisement in Grampians Visitor Guide (@90,000 copies distributed Vic-wide included Federation Square) – full page A5 ad supported by full A5 page editorial GPT brochures distribution • Public Relations and famils PR agency Visiting Journalists (Media) Familiarisation expenses

		<ul style="list-style-type: none"> Project Management – includes delivery of the above plus: Inclusion in GT Industry eNews and other communications pieces; industry development Reporting and Evaluation Planning for 2018/19 Brochure inclusion at Halls Gap Hub and priority positioning of banners and promotional material at Halls Gap Hub VIC Working with industry/trade for inclusion in wholesale programs
6.	International Markets	<p>Continue the relationship with the Great Southern Touring Route (GSTR) to position the Grampians in international markets. Focus on:</p> <ul style="list-style-type: none"> Key markets of UK/Europe and North America Emerging and growth markets of China, Singapore, India and Malaysia. Developing a suite of themed Grampians package itineraries for the drive market for the international trade to deliver increases in length of stay and regional dispersal i.e. Aboriginal theme packages and itineraries that feature big nature, lakes and waterways Target VFR Indian and Chinese visitors in Melbourne and Adelaide Translate key Visit Grampians website pages into Japanese and Chinese to assist with visitor experience (pre & post arrival) Indigenous product development, maximize the historical element of the region including Chinese heritage of Ararat and help package products it into a commissionable product. Hosting international trade and media familiarisations in region. Familiarisations support trade and public relations activities and lead to significant exposure for the destination across key consumer touch-points including digital, social, print, broadcast and within travel itineraries and programs. Identify international ready partners with capacity and provide opportunities to sell

Objective 2 - Product and Infrastructure Development

Further develop tourism experiences based on the diverse product strengths of the region.

	KEY FOCUS	STRATEGIES
7.	Food and Wine	Both Grampians & Pyrenees regions will work co-operatively to develop the culinary, accommodation and experiential product the Lifestyle Leader target demands.

		<p>This involves a focus on food and wine product initiatives, event and experience development and an emphasis on consumer ease through digital tools, navigation and way-finding.</p> <p>Grampians Tourism will support the implementation of the Grampians Pyrenees Wine & Culinary Masterplan to assist industry to create culinary experiences that are on trend, accessible, fun and easy to find.</p> <ul style="list-style-type: none"> • Creation of a “foody” community to build a list of regional food and wine assets and identify hero products for promotional focus. • Development and promotion of a tasting trail for Grampians and Pyrenees region that can connect as part of the Western Highlands culinary area and supported through Grampians Way dispersal. • Development of an innovative food and wine event and experience calendar with a focus on experimentation. • Development of a centralised cellar door showcase for Grampians regions. <p>Seek funding through Wine Growth Fun – Round 3 to promote and help increase awareness of the regions food & wine offering.</p>
8.	Grampians Peaks Trail	Work in partnership with Parks Victoria to encourage new experiences and products based upon the Grampians Peaks Trail
9.	Indigenous	<ul style="list-style-type: none"> • Position Grampians as a key destination in Victoria for domestic and international visitors to experience Aboriginal culture and amazing Aboriginal rock art. • Work closely with Parks Victoria (Brambuk Cultural Centre) and Visit Victoria to develop our Aboriginal visitor experience • Incorporate the cultural and indigenous stories of the Grampians region into the marketing message. • Continue to profile Grampians Aboriginal experiences in priority international markets.
10.	Villages enhancement	Support local government strategic planning, statutory planning and other initiatives for the region’s villages.
11.	Grampians Way	<ul style="list-style-type: none"> • Build awareness of the Grampians Way to encourage dispersal around the region through marketing activities • Implement hashtag #Grampiansway (2018-2020) • Produce printed and other collateral encouraging travel upon the Grampians Way • Provide driving facts and information via Grampians Way website to educate visitors

		<ul style="list-style-type: none"> • Support funding requests by local government partners for sealing and roadside facilities • Develop several themed self-drive itineraries that support the promotion of the Grampians Way and supports dispersal across the region.
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Objective 3 - Investment

Increase the level of private and public investment in new priority tourism projects and existing facilities.

	KEY FOCUS	STRATEGIES
12.	Private Investments in the Visitor Economy	<ul style="list-style-type: none"> • Work with and advocate on behalf of Partner Councils to attract new investors and investment opportunities for the Grampians Tourism Region • Increase visitor numbers, length of stay and average spend to create improved market conditions for the investment of private capital • Through holiday travel introduce the Grampians Region to people who may wish to live, learn or invest in the area
13.	Public Investment in the Visitor Economy	<ul style="list-style-type: none"> • Ensure tourism investment opportunities in the Grampians are recognised and prioritised by Regional Development Victoria (RDV) • Take a lead role in specific projects (e.g. GPT) where appropriate • Advocate for and support other projects in which local or state government has a lead role (e.g. Grampians Way road infrastructure upgrade)
14.	Destination Management Plan	<p>Review and update Grampians Tourism's Destination Management Plan to recognize regional priorities and tourism infrastructure priorities.</p> <p>Champion projects that will best attract public and/or private investment.</p>
15.	Grampians Way	Refer No 11.
16.	Grampians Peaks Trail	<p>Support investment opportunities – both public and private.</p> <p>Support local government town planning amendments that facilitate private investment.</p>
17.	Cultural Tourism	<p>Grow the recognition and market awareness of the Grampians' regional arts and gallery offering.</p> <p>Produce specific cultural trails to highlight our regional cultural assets that will encourage dispersal.</p>

Objective 4 - Industry Development

Increase the tourism industry's capacity to operate businesses that provide high quality experiences that surpass the target market's expectations.

	KEY FOCUS	STRATEGIES
18.	Business Owners	<p>GT will support business owners to ensure they deliver positive visitor experiences, by implementing annual industry development opportunities that educates and informs industry with relevant training and learning opportunities.</p> <p>GT will provide industry with relevant research and insights to better understand and respond to changing consumer needs and sentiment.</p> <p>Provide regular industry communication through monthly 'eNews' and Industry Facebook Page</p>
19.	Tourism Excellence	Mentor and encourage industry to enter local and Victorian Tourism Awards.
20.	International market development	<p>Support industry to access resources and participate in opportunities that increase their expertise in servicing international visitors.</p> <p>Work with local operators to produce package products that leverage the importance of our natural and Aboriginal assets to drive international visitation.</p> <p>Provide an international ready component to industry development training</p>

Objective 5 - Partnerships

Develop new partnerships with all levels of government and the private sector and strengthen existing relationships to support the implementation of all strategies.

	KEY FOCUS	STRATEGIES
21.	Local Government	<p>Adopt shared performance goals and metrics that are recorded and updated annually within the 2017 – 2021 MOU.</p> <p>Consider the resources available for marketing to be the consolidated resources that are already being spent by state and local government, Grampians Tourism and business owners in the visitor economy.</p>
22.	Parks Victoria	Support and assist Parks Victoria to promote the Grampians National Park, Arapiles and other nature-based assets to visitors.
23.	Visit Victoria	<p>Visit Victoria (VV) provides a range of marketing and industry development opportunities. Grampians Tourism will continue to work with VV to:</p> <ul style="list-style-type: none"> • Position the Grampians (and Victoria) in key interstate and international markets via cooperative opportunities • Position the Grampians within VV's intrastate campaign • Develop a new Business Model that will facilitate greater industry participation in strategic destination marketing campaigns.

24.	Regional Victoria	Development	<p>Regional Development Victoria (RDV) plays a pivotal role in funding support for infrastructure projects and events. Grampians Tourism will:</p> <ul style="list-style-type: none"> • Position the Grampians' key infrastructure and investment opportunities to ensure the best opportunity for public funds • Advocate for regional events to ensure the best opportunity for public funds.
25.	Other State Agencies		<p>Grampians Tourism will advocate and/or partner where applicable with other state agencies (such as Culture Victoria) to grow experiences or investment in the Grampians region.</p>
26.	Communications – Industry		<p>Develop new messages for business owners and stakeholders to reduce the fragmentation of marketing spend.</p> <p>Produce month e-news that informs and updates our local industry about marketing / development opportunities and highlights GT's promotional activities</p> <p>Base GT operation in the four (4) LG regions to provide better communication with industry and opportunity to connect</p>
27.	Advocacy		<p>Increase awareness and understanding of the value of the visitor economy within the region:</p> <ul style="list-style-type: none"> • Promote the value of tourism and Grampians Tourism's achievements within the region. • Promote the perspectives of the tourism industry to all key stakeholders and the media when advocating for policy and / or attitudinal changes in relation to key issues. <p>Strengthen relationships with the region's media outlets.</p>
28.	Halls Gap Hub		<p>Manage as per the agreed contract with Northern Grampians Shire Council.</p> <p>Provide opportunity for local partners to display brochures and promotional material that will have provide direct economic benefit.</p> <p>Increase unique retail offering to increase income</p> <p>Develop a strategy to increase volunteer participation at Halls Gap Hub</p> <p>Grampians Tourism shall actively seek a commercial operator to lease a portion of the Hub Precinct.</p>

Objective 6- Crisis Management

Increase the region's capacity to prepare for, respond to and recover from natural and other disasters.

	KEY FOCUS	STRATEGIES
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29.	Crisis Preparation, Response and Recovery Planning	Maintain and implement an up-to-date Crisis Preparation, Response and Recovery Plan that is integrated with the activities of emergency services, councils and other tourism-related organisations.
30.	Crisis Management	During crisis events, Grampians Tourism will: <ul style="list-style-type: none"> Relay emergency service information to business owners Respond to media enquiries regarding the crisis and the tourism industry.

Objective 7 - Research and Evaluation

Conduct research programs to monitor changes in visitor markets, levels of tourism activity and the effectiveness of all Grampians Tourism initiatives.

	KEY FOCUS	STRATEGIES
31.	Monitor Tourism Activity	Collect, interpret and distribute Remplan, NVS and IVS statistics on behalf of the region.
32.	Share Local Government Performance Metrics	Maintain key performance metrics (economic impact and employment data) as stated in the four-year MOU with councils.

IMPLEMENTATION

This strategic plan outlines Grampians Tourism’s key directions for the development of tourism in the region over the next four years. It will be reviewed annually.

A budget and marketing plan containing actions that outline how each strategy will be implemented will be developed annually.

For Further Information

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