



Visit
grampians

Reactivation Strategy & Action Plan 2020-2021

Grampians Tourism

Introduction

The visitor economy is experiencing unprecedented change. The natural impacts from the Victoria bushfire season and COVID-19, together with shifting consumer sentiment and preferences, has resulted in a dynamic tourism environment.

The tourism dynamics experienced within the Grampians region is no exception, as such influences will continue to impact on the industry. The challenge and opportunity for the Grampians region will be to build a strong, cohesive and resilient tourism industry that can respond and effectively manage within this changing environment.=

The Grampians Tourism Reactivation Strategy and Action Plan 2020-2021 supports the organisation's 2016-2020 Strategic Plan and serves as an interim plan to aid a rapid recovery of the visitor economy following the unprecedented COVID-19 global pandemic.

This Strategy is 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 in the post COVID-19 recovery phase.

The plan reflects the Board's intent to **place the consumer, their behaviours and their preferences at the centre of every decision.**

GT works in partnership to promote the region's key tourism strengths - its stunning outdoor and nature-based experiences, award winning gourmet food and wine, the range of accommodation, its unique arts, history & culture; and its wide range of distinct towns & villages.

Our destination marketing will focus on building brand awareness, highlighting our regions strengths and encouraging dispersal, through tactical initiatives and working in partnership.



Our Shared Goals – COVID – 19 Recovery

1. Raise the profile and front of mind awareness of the Grampians region, and support the return of visitor arrivals, length of stay and spending to pre-COVID-19 results.
2. Conduct product and industry development to create compelling visitor experiences.
3. Identify and attract investment into world-class products and experiences.
4. Demonstrate industry and destination management leadership and create productive partnerships that:
 - Raise the profile of the visitor economy among stakeholders.
 - Advocate on behalf of stakeholders in the visitor economy.
5. Attract financial contribution from industry partners to support the marketing of the region by demonstrating value to their business.
6. Operate with a sustainable business model*



* Key recommendation from the March 2019 Board Strategic Planning Day

Our Stakeholders & Partners

Grampians Tourism is the peak industry body for tourism in the Grampians region. It encompasses and is directly supported by Visit Victoria, Ararat Rural City, Horsham Rural City, Northern Grampians Shire, Southern Grampians Shire and over 150 industry 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.

Our role is to deliver a coordinated approach to marketing, product development, infrastructure investment and industry development for the Grampians Region.

We can’t do this alone. By working together with our stakeholders and partners in the region, we can make a greater impact.

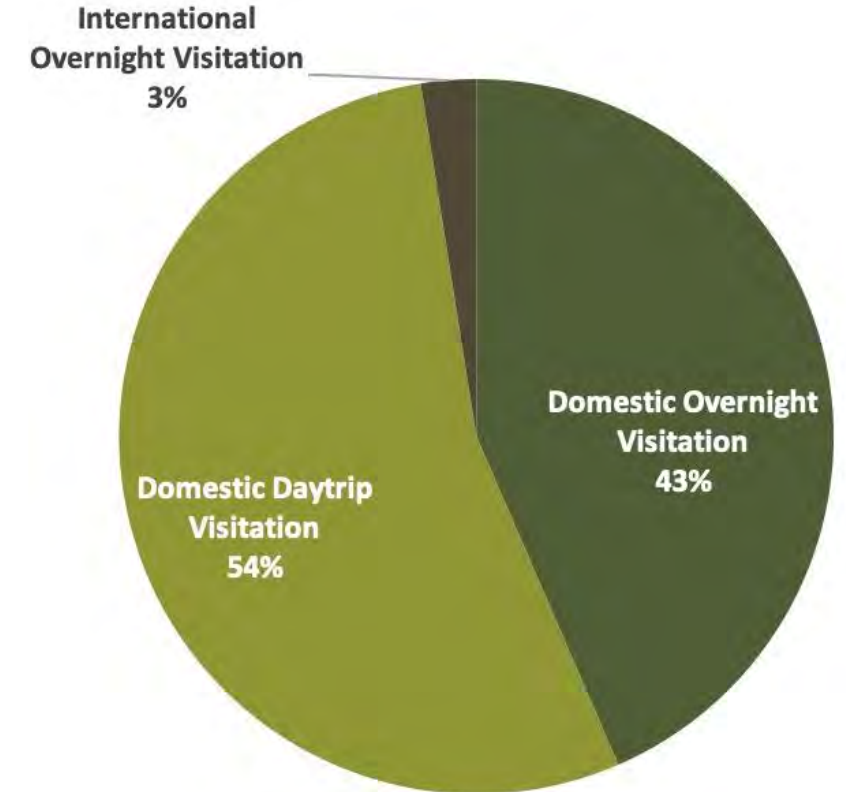


The Value of the Visitor Economy

A snapshot of the Visitor Economy for the Grampians for year ending December 2019

- In 2019, it is estimated that the Grampians received 2,543,200 visitors, which is a record for the region.
- As a result of successful marketing efforts to attract high-value travellers, total visitor expenditure increased 20% to \$543 million.
- Almost 3 million room nights were booked across the region.
- The Grampians received over 1.1 million domestic overnight visitors - up by 0.4% on YE Dec 18. Visitors spent nearly 2.7 million nights in the region - down by 10.0% on YE Dec 18.
- These domestic overnight visitors accounted for 43.5% of the visitation, however contributed 69% of the revenue and accounted for 97.5% of overnight stays, highlighting the importance of this segment. On average, these visitors spent \$140 per night in the region, and stayed an average of 2.4 nights.
- The Grampians received nearly 1.4 million domestic daytrip visitors - up by 14.2% on YE Dec 18.
- The Grampians received 57,200 international overnight visitors - up by 11.5% on YE Dec 18. Visitors stayed for 275,900 nights in the region - down by 25.8% on YE Dec 18.

Visitation Numbers 2019



Visitation Results

2017

Domestic Overnight Visitation

- Number of visitors: 964,000
- Number of nights: 2,480,000
- Length of Stay: 2.6 nights
- Revenue: \$335 million
- Average Rev. per Visitor: \$135

Domestic Daytrip Visitation

- Number of visitors: 1,236,000
- Market Share of Regional Victoria: 3.7%
- Revenue: \$124 million
- Average Rev. per Visitor: \$100

International Overnight Visitation

- Number of visitors: 53,200
- Number of nights: 352,000
- Origin: Germany (16%), UK (10.5%), Netherlands (8.2%)

2018

Domestic Overnight Visitation

- Number of visitors: 1,077,000
- Number of nights: 2,923,000
- Length of Stay: 2.7 nights
- Revenue: \$325 million
- Average Rev. per Visitor: \$111

Domestic Daytrip Visitation

- Number of visitors: 1,168,000
- Market Share of Regional Victoria: 3.3%
- Revenue: \$115 million
- Average Rev. per Visitor: \$99

International Overnight Visitation

- Number of visitors: 51,300
- Number of nights: 371,700
- Origin: UK (21.2%), Germany (8.9%), Netherlands (8.7%)

2019

Domestic Overnight Visitation

- Number of visitors: 1,108,000
- Number of nights: 2,677,000
- Length of Stay: 2.4 nights
- Revenue: \$374 million
- Average Rev. per Visitor: \$140

Domestic Daytrip Visitation

- Number of visitors: 1,378,000
- Market Share of Regional Victoria: 3.3%
- Revenue: \$149 million
- Average Rev. per Visitor: \$108

International Overnight Visitation

- Number of visitors: 57,200
- Number of nights: 275,900
- Origin: UK (17.2%), Germany (16.7%), USA (8.6%)

Current Visitor Profile

Domestic Overnight Visitation accounts for 89% of the Visitor Nights and is therefore the highest priority.

How old are they?

- 37% of visitors are aged 45-64 years (45-54 = 17.1% and 55-64 = 19.8%)
- 17% of visitors are aged 25-34 years – however for International Overnight visitors this group represents 36.2%

Where do they come from?

- 77% of domestic overnight visitors are from within Victoria
- These Victorian visitors account for 70% of domestic visitor nights within the region

Why do they visit?

- To 'Holiday' is the most important reason to visit our region (45%), followed by 'Visiting Friends & Relatives' (31%)

Where do they stay?

- A caravan or camping ground is where the majority of visitors stay (33.7%), evenly split between 'commercial' and 'non-commercial'. A 'friends or relatives property' was the next most popular at 27.2%.

Who do they travel with?

- 'Adult couples' make up the most common travel parties to our region at 28.5%, followed by 'friends or relatives' at 26.7%. Almost a quarter of visitors travelled alone.

How long do they stay?

- Our domestic overnight visitors stay on average 2.7 nights in the region

How much do they spend?

- These visitors spend an average of \$111 per night in the region, and \$325 million across the year.

Tourism in the COVID-19 Context

The COVID-19 global pandemic of 2020 has had an immediate and will have a long-lasting affect on the Grampians region. Whilst we are currently in the midst of the crisis and therefore crisis management measures are being undertaken at a rapid rate, the Grampians region needs to be concurrently looking to the future.

COVID-19 will reshape and challenge the global tourism landscape. Tourism and the broader visitor economy will be one of the hardest hit sectors within our economy, with Government policies grounding the industry to a halt. The outcomes to date have been devastating with many future challenges to come, with significant impacts for both supply and demand.

It's uncertain how long the current paralysis of the industry and social distancing will continue; estimates range from another couple of months to 24 months. But experts agree that the longer it goes on, the more likely the adaptations we've made will stick.

A return to 'business as usual' thinking will not be advantageous when preparing for the Post-COVID Consumer.

Fear + Habit + Downturn of Economic Confidence = Post COVID-19 Consumer.

How we recover, reshape and rebound will require strategic planning and innovative thinking. Considerations for how we approach the future include:



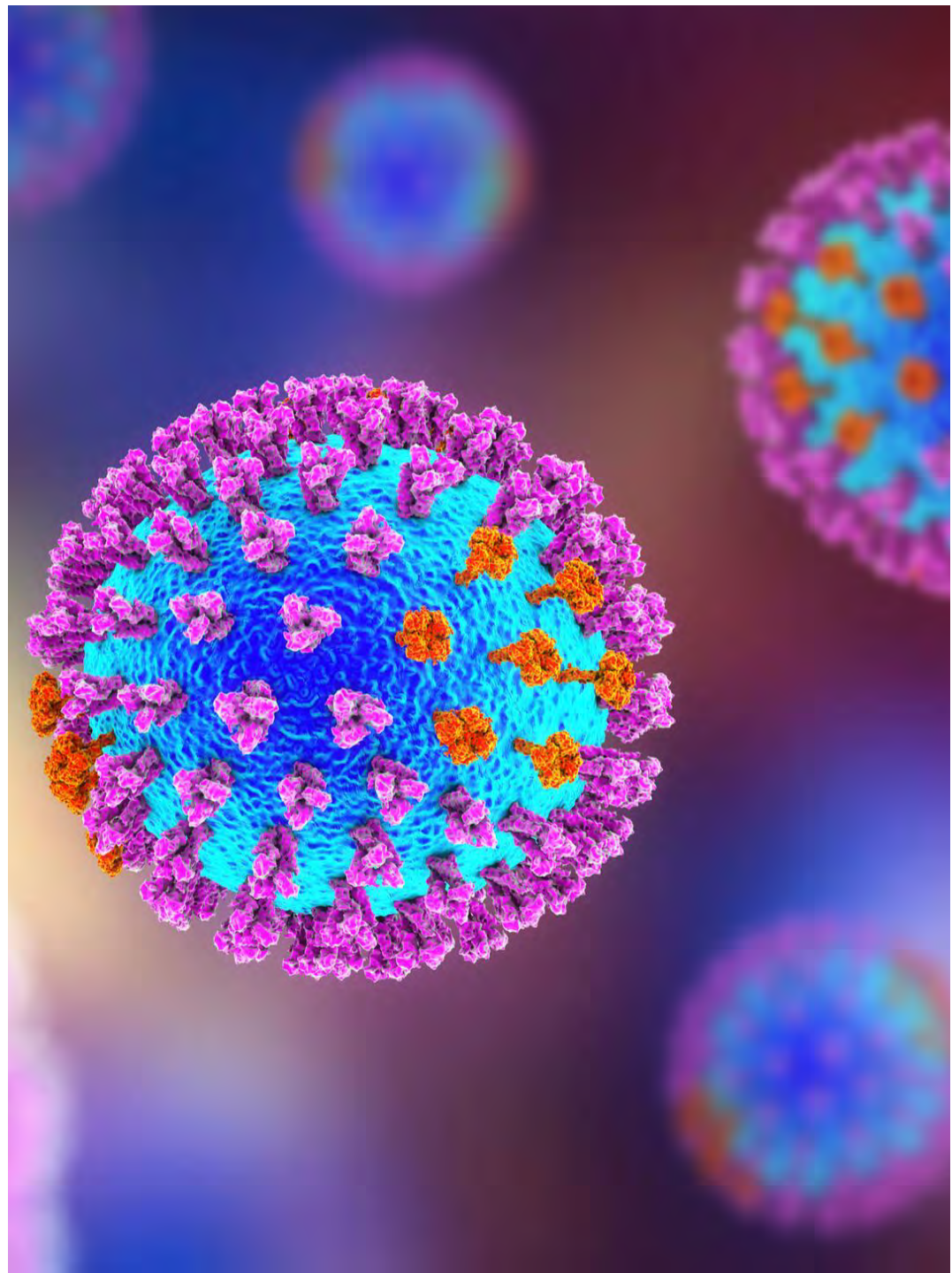
SUPPLY

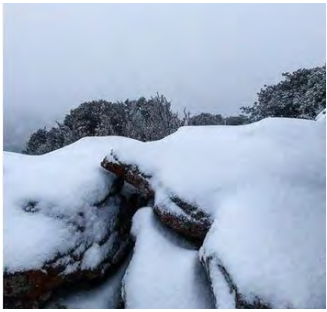
- Survival of tourism businesses.
- Impacts in their supply chains.
- Workforce availability and training.
- Ability of industry to adapt to the post COVID-19 consumer.
- A highly competitive domestic travel market.



DEMAND

- Government restrictions.
- Reduced consumer confidence.
- Emotional welfare.
- Decreased discretionary spend.
- Altered consumer values and buyer behaviour.
- Seek value for money.





AUTUMN/WINTER 2020

Consumers stay home and consume life digitally. They will shop online, learn online, communicate with family and friends virtually and travel vicariously through digital content. There is significant disruption to all aspects of life.



SPRING/SUMMER 2020-21

Consumers start to dip their toe into returning to life in staged rollouts.

A return to social gatherings and hospitality - close to home. Avoidance of crowds.

Host family in small groups in their communities, start to venture out locally. Plan day trips and then overnight trips to metro and regional.



AUTUMN/WINTER 2021

Increase of domestic flights; confident consumers will travel domestically to see loved ones. Competition will be steep as the brands too big to fail will be courting the confident traveler with high value, low cost product. Expatriate, VFR travel and business travel may start the international flight patterns.



SPRING/SUMMER 2021-22

Projections are that global travel will be reopened, and international markets will be back online. Developing nations, including many of those favoured by Australians may take longer to rebuild tourism offerings. Australia's successful handling of the crisis may position us well for international visitation; however the long-haul flight may pose an ongoing problem.

HYPOTHESISED TIMELINE

Tourism marketing is often built around seasonal activity. Therefore it is helpful to overlay a hypothesised timeline to recovery with our seasons.

Reason for Confidence



MARKET SIZE

25 million Australians who will not be travelling overseas (or on cruises!) for the foreseeable future; and

6.5 million Victorians

who are likely to choose a driving/intrastate holiday rather than a flying/interstate one.

Over 50% of all Melbourne residents have not spent one night in regional Victoria in the last 18 months



SPACE

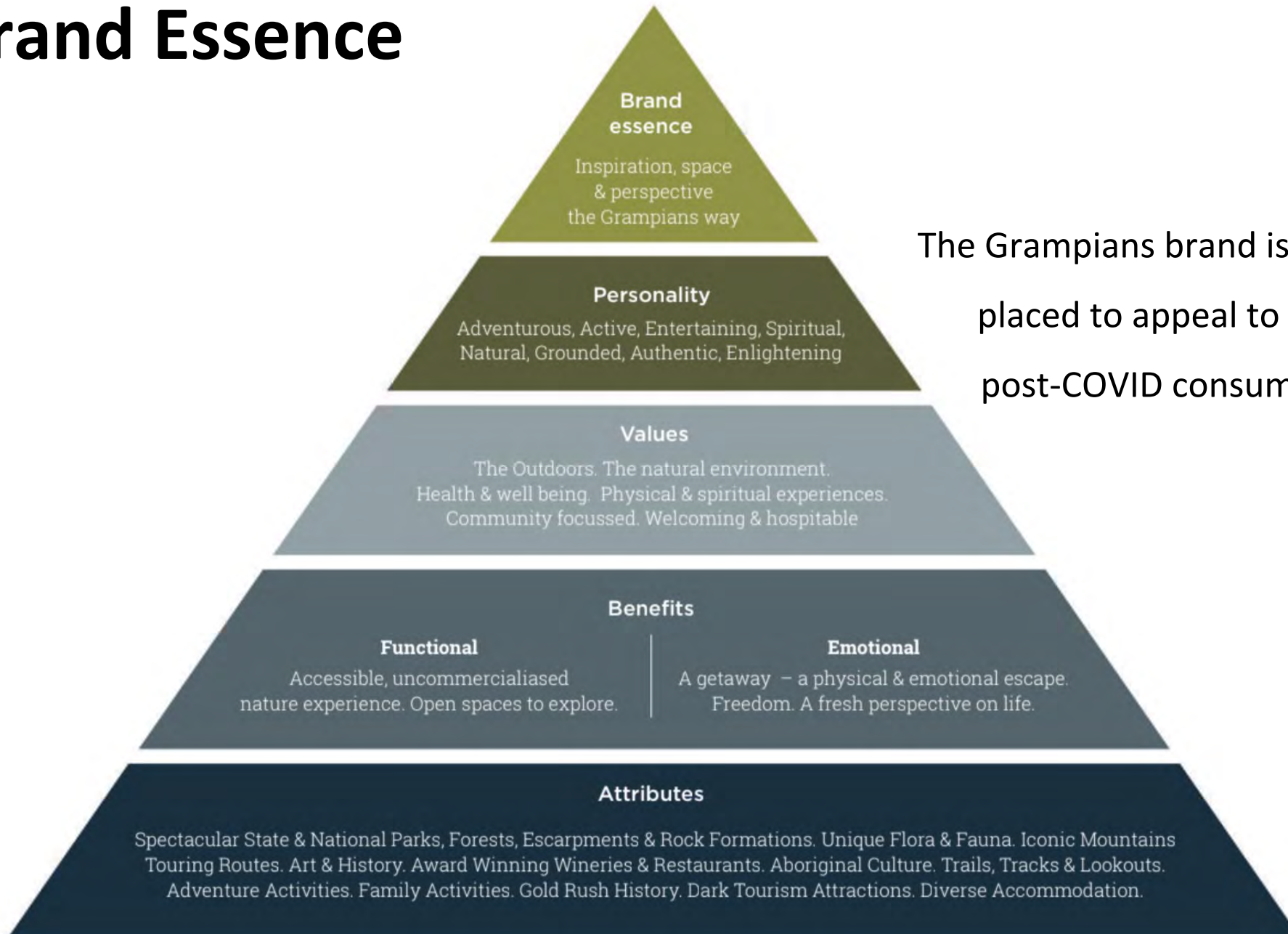
Whilst distance from Melbourne may previously have been a disadvantage, in the post COVID-19 world, this will be appealing to city-dwellers who will likely seek escapes that offers space and nature.



AFFORDABLE

With the full economic impact predicted to be severe, the Grampians region offers an affordable option, with our strong offering in reasonably priced accommodation and camping options.

Our Brand Essence



The Grampians brand is ideally placed to appeal to the post-COVID consumer.

Our Destination Brand

The Grampians is a destination that tells the story of adventure, freedom, intrigue, timelessness, spirituality; an overall enriching experience. All of these attributes will be highly appealing to the domestic visitor looking for a post-COVID escape.

Destination marketing will focus on building brand awareness and driving conversion through highlighting our regions strengths, through tactical initiatives and working in partnership with industry and stakeholders.

We will provide inspiration and information to connect visitors with the experiences they want, effectively building a brand that people want to share - experiences and the joy people receive from them will be at the forefront.

‘The Grampians Way’ will continue to be the lead campaign brand for 2020/2021 with regularly refreshed creative and messaging this is tailored to the recovery phase of COVID-19. ‘The Grampians Way’ will continue to be communicated in both the literal sense – with an increased focus on the ‘road trip’, and also in terms of the figurative, and doing things ‘The Grampians Way’.

Our stakeholders and partners will continue to be encouraged to embrace the campaign and utilise the Industry Toolkit to leverage our campaigns and build brand awareness.



Our Product

Core Experiences and Heroes

Grampians National Park

Outdoors & Nature

Aboriginal Culture

Food & Wine

Art & History

Towns & Villages

Events & Festivals

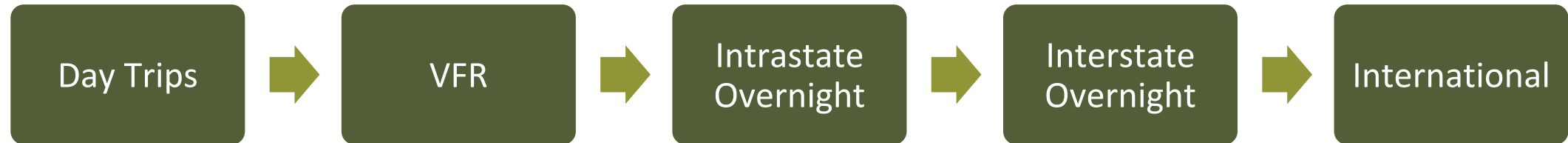
During the recovery period from COVID-19, our content will focus on those product pillars that most appeal to the altered consumer preferences, values and behaviours.

The Grampians National Park (once reopened) will feature heavily, along with all of the other activities centred around the outdoors and nature.

Content on Food & Wine, Towns & Villages, Events & Festivals will be largely dependent on the offerings available and will be continually updated to reflect the current status.

Post-COVID Target Market

Grampians Tourism will take a phased approach to targeting with marketing in the post-COVID recovery, based on the gradual easing of government restrictions. The mindset target market of 'Lifestyle Leaders' remains relevant; however, this target market needs to be overlaid with the COVID-19 lens to consider government restrictions and changes to consumer behaviour.



Day Trips	Day Trips represented 54% of visitors in 2019. It is predicted that a combination of fear, lack of disposable income and limited annual leave will see the Day Trip segment rebound earlier than overnight.
Visiting Friends and Relatives	VFR represented 27% of domestic overnight and 18% of day trip visitation in 2019. VFR is widely predicted to be the first visitor segment to return once restrictions are eased. Engaging locals to get out and experience their region with friends and relatives will be the first priority.
Intrastate Overnight	Intrastate Overnight represented 71% of all domestic overnight stays in 2019. Whilst interstate borders remain closed, and air travel options are limited, this segment represents a strong opportunity once restrictions on travel are eased.
Interstate Overnight	Interstate Overnight visitors represented 29% of domestic overnight visitors to the region. When borders are opened, this represents an opportunity for the Grampians, particularly whilst international travel remains off-limits. South Australia is a strong source market with likely increased drive traffic between Adelaide and Melbourne due to less air travel.
International	International Overnight represented just 2.2% of visitors to the region, however stay longer than domestic and represent over 9% of total visitor nights. International visitors will not be targeted with marketing during the 12 months ahead, however product and industry development activities will prepare for the return of this small but important segment.

Lifestyle Leader Sub-Types

Mindset Target Market

Lifestyle Leaders

Lifestyle Leaders come in all shapes and sizes, across varying socio-economic groups and market segments.

They have the means and propensity to travel, purchase at local businesses, and attitudinally match with our brand essence.

They are progressive, curious, socially and technologically active, adhere to and seek status, follow trends and love to advocate.

They are socially active with friends and family and are always looking for something better.

They view experiences as life enriching and value the great outdoors, adventure and feeling free.

INSPIRED BY NATURE - Enjoy nature-based tourism: walking, cycling, wildlife and landscapes as well as ecotourism experiences, active holidays and taking regular breaks. Holidays set in nature and away from crowds, however no prerequisite to 'rough it' as creature comforts also of importance.

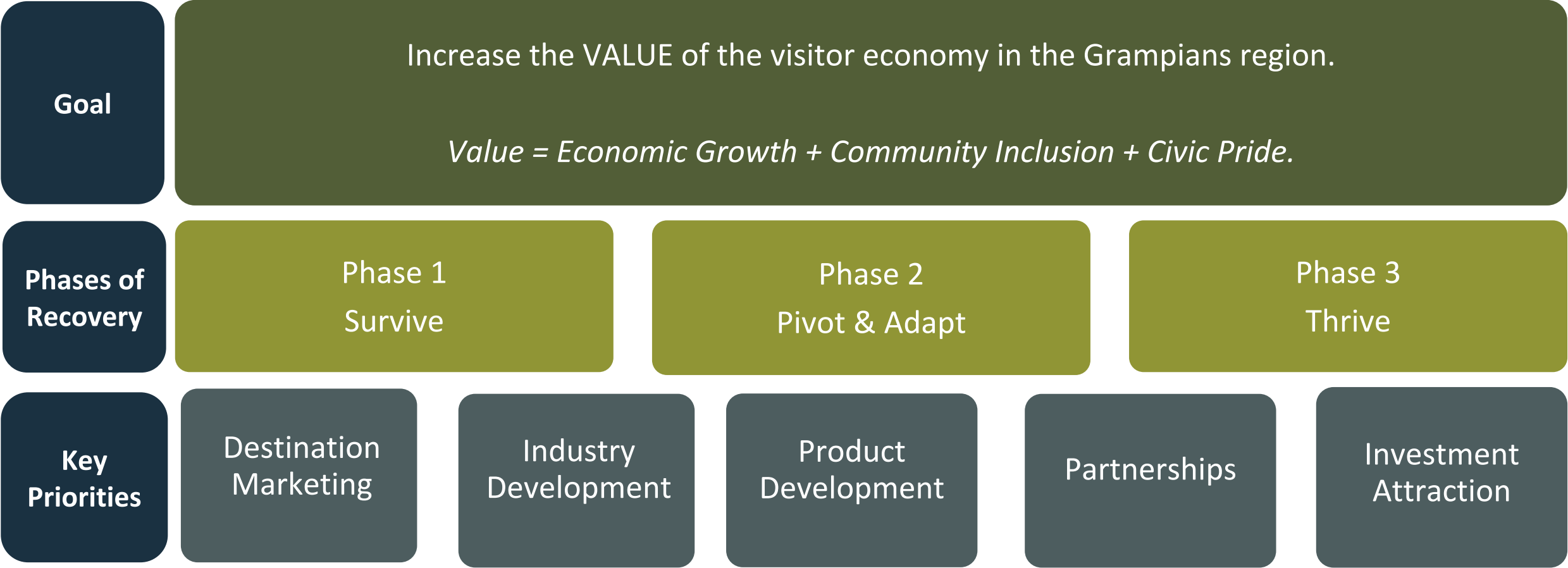
FOOD & WINE LIFESTYLERS - Enjoy social activities: food and wine, regularly dine out and spend more. Seek quality in and out of the home. Sophisticated tastes and try new foods. Balanced approach, appreciate health without compromising on taste.

CREATIVE OPINION LEADERS - Look to experience and involve themselves in cultural and creative pursuits, open to taking risks and new experiences and ideas. Value being the first to know, individuality and authenticity. Easily spot fake or paid endorsements. Extensive social networks, will spread positive word of mouth.

ENRICHED WELLBEING - Enjoy good quality, authentic experiences, regardless of price. Aim to reflect their environmental and social concerns in their actions. Like to indulge while balancing healthy preferences and holidaying preferences. Tendency for experiences that enrich and rejuvenate. Like to pass on their experiences of authentic

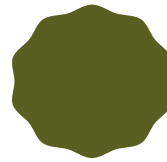


Our Strategy Summary: A Plan on a Page



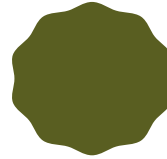
Survive

What are the priorities now to ensure the visitor economy can survive the COVID-19 pandemic and rebound on the other side?



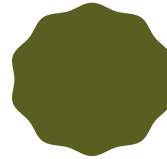
Make immediate decisions

Immediate decision have been taken and will continue to be taken in areas such as messaging, spend and organisational structure.



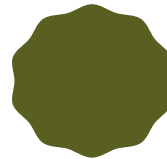
Support the industry

Without tourism operators we do not have a tourism industry. We need to support our industry in other ways to ensure they are there on the other side of this pandemic.



Stay relevant

Ensure we are relevant for the time. 'Business as usual' is not an option and can appear 'tone-deaf'. Constant revision and adaptation of all marketing activity and industry communication is required as the situation evolves.



Stay connected

Continue to engage with our audience and industry. Ensure regular check-ins with Industry and provide relevant and helpful information; deliver inspirational yet relevant content for visitors to encourage 'consideration' of our destination.



The Industry

Assess what the industry will look like post COVID-19. Unfortunately, business closures are possible. What can we offer the returning visitor? Where are the gaps in our offering? Can we use this time to develop a 'wish-list' for the tourism industry and pitch for investment in both the public and private sectors?



The Consumer

What does the post COVID-19 consumer look like? Predictions indicate that there will be long-lasting behavioural effects.

It is likely that consumers will seek safe situations, have less discretionary spend, have higher expectations of hygiene, value space and be averse to crowded venues and events, and appreciate the simple things in life, like nature and connecting with family and friends.



Our Brand

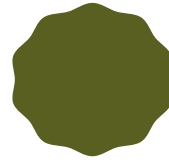
How does our brand / destination need to adapt or pivot to ensure that we appeal to the post COVID-19 consumer? Our brand and destination is well positioned - how do we capitalise on this strong position to deliver on these altered expectations?

Pivot & Adapt

What are the changes we need to make to ensure a strong visitor economy post-COVID?

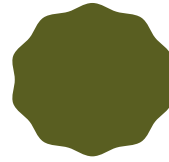
Thrive

How do we build a plan to ensure the visitor economy can rebound and recover strongly?



The Industry

The industry will need to adapt to the behaviours and needs of the post COVID-19 consumer. What has worked in the past may not work any more. Industry training should be considered to ensure that we can meet (or exceed) the expectation of future visitors.



The Product

What are the products that are going to most appeal during each of the hypothesised phases of recovery, and the likelihood of a changed consumer? The themes and products for each phase should be identified and mapped out and given the appropriate focus. For example, day trips may become possible before overnight trips, bushwalking may become possible before events etc.

Promotion

It is likely to be a highly competitive domestic travel market once restrictions are lifted. It is possible that big-brand tourism players will be offering significant discounts. How do we invest in our brand now and into the future to ensure that we are competitive against other regional and metropolitan regions and can rebound and thrive.

Strategies & Tactics Overview

OBJECTIVE: To support the return of visitor arrivals, length of stay and spending to pre-COVID-19 results.			
Key Priority	Strategy	Tactics	Phase
1. Destination Marketing:	Implement an integrated destination marketing strategy to build the Grampians brand, raise awareness, drive visitation and maximize ROI.	We will develop, implement and evaluate marketing initiatives annually including: 1.1 Destination Campaigns 1.2 Digital Marketing 1.3 Public Relations 1.4 Leveraging Events 1.5 Database Marketing 1.6 Asset Development 1.7 International Marketing	
2. Industry Development:	Champion activities designed to increase the capacity of operators to foster a continuous improvement mindset resulting in high quality experiences that surpass the expectations of visitors.	We will create, administer and promote a range of continuous improvement and professional development programs including: 2.1 Industry Training 2.2. Annual Grampians Tourism Conference	
3. Product Development	Curate products to create compelling visitor experiences that are both productive and sustainable in a post COVID-19 environment	We will create product development opportunities to facilitate new experiences including: 3.1 Identify & guide Internationally Ready Product 3.2 Develop regional product priorities	
4. Partnerships	Strengthen partnerships with Government departments, industry bodies and local operators	Cultivate mutually beneficial relationships to support the recovery of the visitor economy with the following partners: 4.1 Local Government 4.2 VTIC 4.3 Regional Development Victoria 4.4 Visit Victoria & Tourism, Events and the Visitor Economy TEVE 4.5 Parks Victoria 4.6 Regional Visitor Economy Operators / Businesses	
5. Investment Attraction	Advocate for and attract investment opportunities into the Grampians region	We will increase the level of private and public investment in new priority tourism projects and existing facilities. 5.1 Grampians Workforce Project 5.2 Key regional infrastructure priorities 5.3. Identify independent funding opportunities	

Tactics & Activities

1. Destination Marketing

Tactic	Activity	Budget	Timing
1.1 Destination Campaign	<ul style="list-style-type: none">Digital Advertising: develop campaign utilising Google Search, Google Display and Facebook to reach targeted audience. Update copy in 'The Grampians Way' creative executions to suit the COVID-19 situation.Content Partnership: partner with select media to develop an advertorial campaign focusing on 'Road Trip' itineraries that encourage dispersal and promote the core assets and complementary activities in the Grampians.Partner with Visit Victoria in their collaborative marketing program.		Phase 2 Phase 2 + 3 Phase 2 + 3
1.2 Digital Marketing (owned channels)	<ul style="list-style-type: none">Website: continual content updates and improvements to drive 'conversion' events on our website and optimise opportunities for partner click outs.Social Media: develop a strategic and compelling content plan to build <i>engagement</i> on Instagram and Facebook ensuring suitable tone and content for recovery stage from COVID-19.Blogs: fortnightly blogs focused on relevant and compelling content, that link directly to website		Ongoing Ongoing Ongoing
1.3 Public Relations	<ul style="list-style-type: none">Itineraries and 'Listicles': develop considered content to suit the recovery phase of COVID-19 and the gradual easing of restrictions (eg. day trips first).Seasonal Media Releases: curate seasonal releases that capture the highlights of the region for each season.Media Familiarisations: execute media famils with select journalists to gain coverage for the region.		Phase 2 + 3 Phase 3 Phase 3

Tactics & Activities

1. Destination Marketing

Tactic	Activity	Budget	Timing
1.4 Leveraging Events	<ul style="list-style-type: none">• Seriously Shiraz: provide GWI with in-kind marketing support and provide event exposure through Grampians Tourism owned-channels and Visit Victoria.• Grampians Grape Escape: provide GGE with in-kind marketing support, and provide event exposure through Grampians Tourism owned-channels and Visit Victoria.• Great Victorian Bike Ride: leverage event to gain exposure for the region.• Other Events: support through marketing content and inclusion in seasonal media releases.		June-Sept Jan - May 2021 Ongoing
1.5 Database Marketing	<ul style="list-style-type: none">• E-Newsletter: monthly consumer focused newsletter aimed to build relationship with the target audience and provide relevant content such as what's on, deals and discounts, seasonal updates, operator features and inspirational nature content. Monitor open rates and tweak accordingly.• Database growth: develop a high-value, aspirational competition to build the Grampians Tourism database.		Monthly June 2020 + February 2021
1.6 Asset Development	<ul style="list-style-type: none">• Collateral - review of owned assets, taking into consideration social distancing.• Renew industry tool kit and brochures• Grampians Peaks Trail asset development		Phase 1 - 3 Phase 1 - 3 Phase 3
1.7 International Marketing	<ul style="list-style-type: none">• Minimal activity for 12 months.• Maintain participation in Great Southern Touring Route program.		Ongoing

Tactics & Activities

2. Industry Development

Tactic	Activity	Budget	Timing
2.1 Industry Training	<ul style="list-style-type: none">Digital Marketing Mentoring Program for operators: Specific topics will be identified during the planning process, based on the needs of the operators in the region and strategic plan requirements.Implement a workshop training program. Topics selected based on COVID-19 survey results from operators.<ul style="list-style-type: none">- Business Continuity inc: Accessing Grants and Funding- Working with Government Departments - RDV, Parks Victoria, Visit Victoria, etc- Planning for CrisisAdvise and encourage participation in professional development opportunities from local government partners, industry bodies and business focused organisations.		Phase 3 Phase 3 Phase 2 + 3
2.2 Annual Grampians Tourism Conference	<ul style="list-style-type: none">Negotiate and book various presenters on a range of topics (indicated as priority from industry operators) for a single day forum:<ul style="list-style-type: none">- International markets - update and recovery- Cultural Awareness - Indigenous tourism- Potential Growth Markets - ie: Accessible Tourism, Baby Boomers, Melb-based VFR (inc international VFR)- Product Distribution Channels		Phase 3

Tactics & Activities

3. Product Development

Tactic	Activity	Budget	Timing
3.1 Identify & guide Internationally ready product	<ul style="list-style-type: none">Continue commitment to identifying new product for inclusion in Great Southern Touring RouteInvite industry participants to meet GSTR Board Members when in region for annual meetingIdentify at least 2 operators annually to nominate for Visit Victoria International Mentoring ProgramEducate operators and encourage participation in Tourism Australia Aussie Specialist programWork with Shiraz Pillar participants to create and identify bookable cellar door experiences		Phase 3 Phase 3 Phase 3 Phase 3 Phase 2 + 3
3.2 Developing regional product priorities	<p>Three common product priorities identified across the Local Government Partners for Reactivation Strategy: Culinary Masterplan, Cycling Masterplan & Grampians Peaks Trail.</p> <ul style="list-style-type: none">Auspice & oversee the Wine Growth Fund Round 3 deliverablesCreate a culinary community to build a list of regional producers and identify hero products for promotional focusCurate and promote consumer ready cycling product from across the four LGA partners on Visit Grampians websiteUtilise Cycle West content and branding where appropriateWork in partnership with Parks Victoria to Identify product development opportunities to support the GPTIdentify and create an active list of future product development opportunities		Phase 2 Phase 2 Phase 2 Phase 2 + 3 Phase 2 + 3 Phase 2 + 3

Tactics & Activities

4. Partnerships

Tactic	Activity	Budget	Timing
4.1 Local Government	<ul style="list-style-type: none"> Facilitate quarterly Tourism Marketing Manager meetings Implement consolidated spending data and performance metrics "guidelines" Collaborate with LG for a regional approach to a brand and the production of "printed collateral" and promotion of "digital assets" Develop a United approach to the delivery of visitor servicing across the Grampians that leverages digital assets. Develop a uniform approach to supporting destination marketing and The Grampians Way Marketing Campaign. 		Ongoing
4.2 Regional Development Victoria	<p>Regional Development Victoria (RDV) plays a pivotal role in funding support for infrastructure projects and events.</p> <p>Grampians Tourism will:</p> <ol 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. 		Ongoing
4.3 Visit Victoria, Tourism, Events and the Visitor Economy TEVE and VTIC	<ul style="list-style-type: none"> Update Crisis Management, Preparation and Communication Data research & consumer sentiment tracking Visit Victoria (VV) provides a range of marketing and industry development opportunities. Grampians Tourism will continue to work with VV to: Position the Grampians (and Victoria) in key interstate and international markets via cooperative opportunities Position the Grampians within VV's intrastate campaign Participation in VTIC Recovery Response group with statewide RTB's Grampians Tourism will advocate and/or partner where applicable with other state agencies (such as VTIC) to grow experiences or investment in the Grampians region. 		Ongoing
4.4 Parks Victoria & Traditional Owner Groups	<ul style="list-style-type: none"> Support and assist Parks Victoria to promote the Grampians National Park and other nature-based assets. Work closely with Traditional Owner groups to support product development opportunities and to help educate the wider tourism industry about the significance of our indigenous cultural and important landscape 		Ongoing
4.5 Regional Visitor Economy Operators / Businesses	<ul style="list-style-type: none"> Implement an industry partnership model which delivers benefits to members at a rate reflective of the COVID-19 recovery strategy and invests in the region. Provide regular industry communications via edm and social media with a particular focus on funding opportunities, business development and promotional opportunities. 		<p>Phase 3</p> <p>Ongoing</p>

Tactics & Activities

5. Investment Attraction

Tactic	Activity	Budget	Timing
5.1 Key Regional Infrastructure priorities	<ul style="list-style-type: none"> Develop an Investment Prospectus to provide direction for the sustainable product development of the visitor economy across the Grampians region which identifies a number of key game-changing projects. These infrastructure priorities need to reflect the changing tourism and economic environments and to refocus development in line with Grampians Landscape Management Plan and future arrival forecasts. 		Ongoing
5.2 Public Investment Priorities	<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 on and off Park investment) 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) 		Ongoing
5.1 Private Investment 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 		Ongoing Ongoing Ongoing
5.1 Workforce Attraction Project	<ul style="list-style-type: none"> In partnership with our 4 LG partners develop a Grampians New Resident and Workforce Attraction Strategy and Action Plan. This project will have 3 key outputs; <ol style="list-style-type: none"> Research and Market Analysis to underpin the direction of the project. A targeted and effective new resident and workforce attraction marketing campaign A Grampians New Resident and Workforce Attraction Strategy and Action Plan document 		
5.5 Identify & independent funding opportunities	<ul style="list-style-type: none"> Regularly monitor government websites for funding opportunities to bolster strategic priorities or undertake special projects complementary to recovery strategy Maintain membership of Funding Centre for timely notification of philanthropic grants Auspice funding for event organisers, operators and community groups where the funding would drive visitation or create desirable product experiences. 		Ongoing

Measuring our Success

- Support the return of visitor arrivals, length of stay and spending to pre-COVID-19 results.
- Increased visitation
- Increased expenditure
- Increased length of stay
- Growth in traffic to website
- Growth in conversions on the website
- Engagement growth on social media platforms
- Positive partnerships – delivering value to our partners



Visit grampians



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