

Grampians New Resident and Workforce Attraction

Strategy and Action Plan
MAY 2020





Acknowledgement

Regional Development Victoria (RDV), a division of the Department of Jobs, Precincts and Regions (DJPR) is responsible for the development of economic and community development policy in non-metropolitan areas of Victoria, and for the delivery of the Victorian Government's regional development agenda.

This report has been funded by RDV.

The purpose of the document is to assist in the development of a marketing campaign aimed at attracting new residents and skills to the Grampians region identified by the four partnering municipalities of Ararat Rural City, Horsham Rural City, Northern Grampians Shire and Southern Grampians Shire Council.

Accessibility

The report is free of restrictions on circulation to other local councils across Victoria.

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Executive Summary

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Executive Summary

In 2019, four Councils in the Grampians region realised they were facing a significant economic and social challenge: the poor retention and lack of growth in new residents and workers.

Grampians Tourism, Ararat Rural City, Horsham Rural City, Northern Grampians Shire and Southern Grampians Shire Councils decided to partner to address this key economic and social challenge.

In January 2020, Regional Development Victoria (RDV), in partnership with the four Councils and Grampians Tourism, commissioned Pepper Brand Managers to develop a marketing plan aimed at attracting new residents and building the workforce.

COVID-19 Context

The COVID-19 global pandemic of 2020 has had immediate and wide-spread consequences for all Australians.

Yet in spite of serious negative consequences, the pandemic may also have positives for the Grampians region. The economic and social effects of COVID-19 may provide a unique and timely opportunity to promote relocation to a regional town through some of the following factors:

Remote Working

With social distancing rules in place, many Australians have been working from home. While flexibility has long been touted by businesses, the health crisis has been a forced test of it and there has been a realisation that employees don't have to be in the office to be productive. Living regionally while still being able to hold down a city job may have been a long-held dream for many Australians, and the COVID-19 pandemic may have highlighted the possibility of making that dream a reality.

Space

The social distancing and 'stay at home' rules implemented by the Government during the COVID-19 pandemic has highlighted the high-density of our cities and for many, the cramped living conditions. There is a possibility that this situation has resulted in many feeling cooped up and craving space, particularly those with a regional/rural upbringing. The post COVID-19 era may be the opportune time to tap into this yearning.

Lifestyle Reset

COVID-19 and the government-enforced changes are causing many people to rethink their lives and wonder if this crisis can be the catalyst for positive change. This unprecedented crisis, where people have been forced to simplify their lives, may provide a unique moment in time to demonstrate that a permanent change to a simpler life is a possibility.

Affordability

The economic impact of the COVID-19 virus will leave very few Australians unscathed.

Job losses, business closures and reduced income will be a reality for many Australians, and the lure of greater affordability in a regional location may be more appealing than ever.

Job Opportunities

Almost 1 million Australians have lost their jobs since social distancing measures were enforced (ABC News, May 5 2020), with the unemployment rate estimated to reach 11%. Victoria, which has had some of the strictest measures in place, has been the hardest hit with job losses.

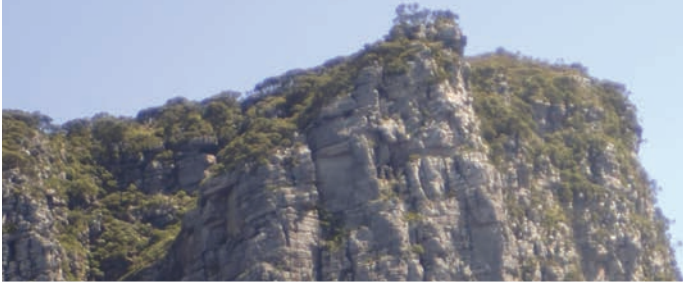
Job losses in capital cities as a result of this crisis may lead to a mindset change in terms of people now being open to consider opportunities in other locations, and early indications are that the Grampians region still has sufficient job vacancies despite COVID-19.

Key Recommendations

1. The research completed in Stage One of this strategy development resulted in the identification of five broad markets a marketing campaign should be aimed at. These markets remain valid post COVID-19.
 - Metropolitan Residents
 - Regional Victoria Residents (selected locations)
 - Tourists
 - Migrants
 - Creators (business owners)
2. Extend the existing tourism branding
 - “The Grampians Way” to the Live, Work and Invest messaging.
3. Invest in the design and construction of an integrated response platform that captures and responds to every enquiry, connects jobs, property, education, lifestyle needs and facilitates a concierge service that moves the enquiry through to the final conversion stage.
4. Develop partnerships with industry, in particular employers, real estate agents and property developers, that will create opportunities to build a self sustaining business model for ongoing marketing of the region.
5. Launch an advertising campaign into the nominated target markets as soon as possible to ensure Live the Grampians Way is ‘first to market’ in the post COVID-19 world.
6. Allocate funds to a digital media plan that allows the campaign to remain in market for twelve months.
7. Pursue the core elements of the ‘Live and Work the Grampians Way’ concepts as presented in this report, with the objective of refining and working up to the final market ready stage when the campaign moves to the production/implementation stage.
8. Endorse the media plan presented with due references to the channels and budgets allocated. The mediums recommended are digital, radio, PR, direct and events.

Introduction

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In 2019, four Councils in the Grampians region realised they were facing a significant economic and social challenge: the poor retention and lack of growth in new residents and workers.

Grampians Tourism, Ararat Rural City, Horsham Rural City, Northern Grampians Shire and Southern Grampians Shire Councils decided to partner to address this key economic and social challenge.

In January 2020, Regional Development Victoria (RDV), in partnership with the four Councils and Grampians Tourism, commissioned Pepper Brand Managers to develop a marketing plan aimed at attracting new residents and building the workforce.

This was to be completed in two stages.

The first stage was the completion of research exploring the challenge of attracting skilled workers to the region. The research, which included both primary and secondary methodologies, was completed in February 2020. We recommend the research report, *Employers, Relocators and Respondents*, to be read in conjunction with this strategy report.

In March 2020, the COVID-19 crisis arrived.

The greatest social and economic upheaval since World War II has added another layer of complexities over this project.

Nevertheless, the Pepper and Project Steering Group teams have worked to consider the potential scenarios that the new world, post-pandemic, will present in the context of retaining and building the population and workforce in the Grampians region.

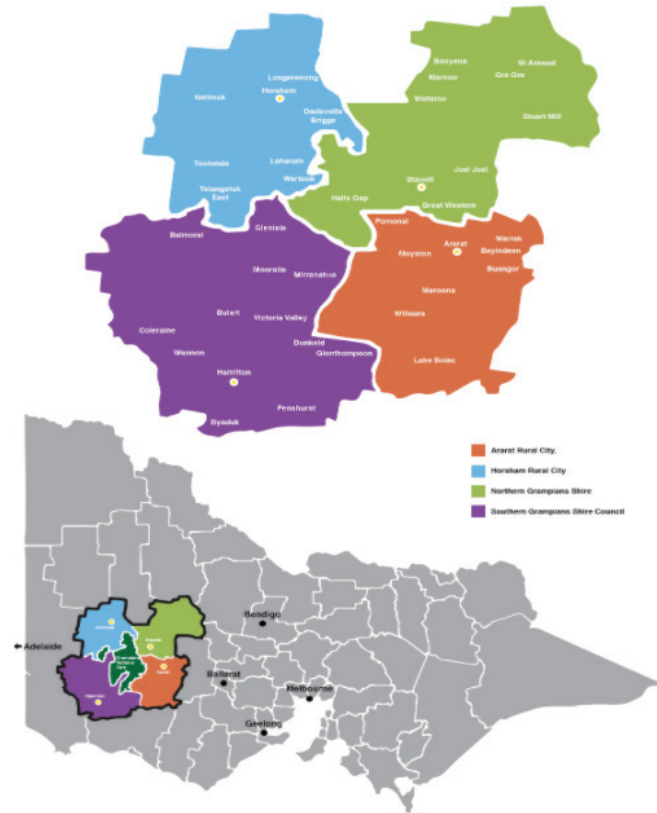
Stage Two of the project was the development of this strategy report, which commenced in April 2020.



Region profile

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The Grampians region encompasses four Council areas, as seen in the map below. Ararat is located 206 kilometres from Melbourne, and the City of Horsham is 300 kilometres from the Victorian capital. Adelaide is 427 kilometres from Horsham.



The Grampians National Park is relatively central within the four Council boundaries and is renowned as the major tourist attraction in the region.

The Grampians received over 1.1 million domestic overnight visitors for the year ended December 2019.

(Source: National Visitor Survey, Tourism Research Australia).

Industry and Labour Force

The COVID-19 pandemic has disrupted the Grampians economy, including the unemployment rate (which was previously below the National and State levels).

The state of local industry as at 2016 and 2018 is included for the purpose of examining which sectors may suffer the most from the impending recession, as well as comparing against Melbourne, a likely target market for resident and skills attraction.

POPULATION AND EMPLOYMENT

The combined population of the 4 Local Government areas recorded negative growth of .3% compared to the total Victorian population growth of 12% over the 6 year period between 2013 to 2018.

2 of the municipalities recorded negative growth - Northern Grampians (-3.8%) and Southern Grampians (-1.3%) over this period.

The total labour force (employed and unemployed looking for work) is also declining, shrinking by 1.5 % between 2011 and 2016 against the total labour force in Victoria growing 8.1% over the same period.



0.3%
COMBINED
POPULATION



1.5%
WORKING
POPULATION

Industry of Employment - Proportion of Employed Persons (2016)

Industry	Aarat	Horsham	Nth Grampians	Sth Grampians	Greater Melbourne	Victoria	Australia
Agriculture, forestry and fishing (%)	14.9	9.2	13.1	20.2	0.6	2.2	2.5
Health care and social assistance (%)	14.3	16.6	16.0	15.3	12	12.5	12.6
Manufacturing (%)	11.9	3.5	11.1	3.7	7.7	7.8	6.4
Public administration and safety (%)	11.8	5.9	7.8	5.5	5.0	5.3	6.7
Retail trade (%)	8.1	11.8	9.0	9.7	10.1	10.2	9.9
Accommodation and food services (%)	6.2	6.5	7.6	6.3	6.5	6.6	6.9
Education and training (%)	5.7	7.5	6.30	8.6	8.6	8.6	8.7
Construction (%)	5.6	8.9	5.5	6.6	8.2	8.3	8.5
Industry of Employment - Inadequately described or not stated	3.7	3.0	3.6	3.2	4.9	4.7	4.4
Other services (%)	3.5	4.4	2.7	3.4	3.6	3.6	3.7
Transport, postal and warehousing (%)	2.6	4.0	3.1	3.4	5.0	4.8	4.7
Wholesale trade (%)	2.3	3.3	1.8	2.8	3.5	3.2	2.9
Professional, scientific and technical services (%)	2.0	3.7	2.4	3.5	9.0	7.9	7.3
Administrative and support services (%)	2.0	2.9	2.3	1.9	3.6	3.4	3.4
Arts and recreation services (%)	1.2	1.5	1.9	0.9	2.1	1.9	1.7
Mining (%)	0.9	0.5	3.0	1.5	0.2	0.3	1.7
Rental, hiring and real estate services (%)	0.9	0.9	0.6	0.6	1.7	1.6	1.7
Electricity, gas water and waste services (%)	0.8	1.9	0.8	0.5	1.0	1.1	1.1
Information media and telecommunications (%)	0.8	1.1	0.2	1.0	2.2	1.9	1.7
Financial and insurance services (%)	0.8	1.9	0.8	1.3	4.5	3.9	3.6
Total persons employed (no.)	4708	9111	4859	7250	2 115 493	2 736 125	10 683 842
Total combined persons employed (no)	25928						
Total persons employed (no.) - 2016	4708	9111	4859	7250	2 115 493	2 736 125	10 683 842
Total persons employed (no.) - 2011	4 782	9 176	5 178	7726	1 927 928	2 530 635	10 058 325
Difference (%)	-1.5%	0.7%	-6.1%	-6.6%	9.7%	8.1%	6.20%



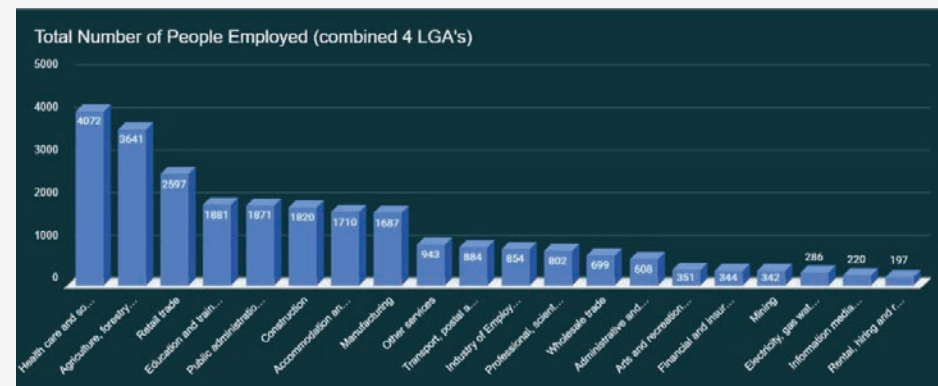
Population and working age profile

	Total Grampians	Ararat	Horsham	Nth Grampians	Sth Grampians	Greater Melbourne	Victoria	Australia
Population 2018	59,236	11,795	19,875	11,431	16,135	4,963,349	6,460,675	24,992,860
Population 2013	59,419	11,490	19,694	11,880	16,355	4,370,067	5,772,669	23,128,129
Difference (%)	-0.3%	2.6%	0.9%	-3.8%	-1.3%	13.6%	11.9%	8.1%
Median Age (years) -2018	45.5	46.1	41.2	48.3	46.4	35.6	36.7	37.3
Median Age (years) - 2013	44.1	45.0	40.7	46.3	44.4	36.0	37.2	37.2
Working Age Population (aged 15-64 years) (%) 2018	60.0	61	60.6	59.6	58.9	67.9	66.3	65.5
Working Age Population (aged 15-64 years) (%) - 2013	61.8	62.2	62.3	61.8	60.9	68.4	67.1	66.7
Median Age (years)	44.1	45	40.7	46.3	44.4	36	37.2	37.2
Working Age Population (aged 15-64 years) (%)	61.8	62.2	62.3	61.8	60.9	68.4	67.1	66.7

Years-2018 & 2013

Source - ABS data by region

In terms of relevant employment sectors, the Agriculture/ Forestry and Healthcare/Social assistance are the most significant employers.



Major Projects

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The major new projects that are proposed for the region all have the potential to attract new residents and inject significant capital into the local economies.

These include:

- Bulgana Green Hub
- Nectar Farm at Joel Joel
- Stawell Underground Physics Lab
- Iluka Mineral Sands
- Avonbank Mineral Sands
- Australian Plant Proteins
- Highway Duplication
- Highway Ararat Bypass

The common challenge for all of these projects will be the attraction of workers during both the construction and final operational stages. The Opportunities Pyrenees, Ararat and Northern Grampians (OPAN) study (which included the Pyrenees region) predicted there would be up to 1,000 new jobs in the area within the next five years.

However, most of the projects are not expected to occur until 2022.

The immediate marketing outputs emanating from this report are scheduled to occur in 2020/2021. The activities may therefore prove to be ideal testing grounds for the eventual solutions to those longer term needs of the large scale projects.

Research Findings

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Stage One of this project resulted in a research report, *Employers, Relocators and Respondents*. The research team consulted and engaged with 25 employers in the Grampians region. They also interviewed 13 individuals (Relocators) who had moved to the area from outside the region within the last five years. Representatives of local real estate agents, industry associations and local councils were also consulted (Responders).

A number of secondary research reports were collated for analysis and relevant extracts were included to complete a synthesis of background information.

The key findings were:

Employers

- Every employer interviewed (100%) mentioned at least one skill or role that they found difficult to fill from the local population.
- The majority of employers (68%) believe that the shortage and quality of rental properties is the biggest single issue facing their respective communities when discussing the challenge of attracting new residents and building the local workforce.
- The majority of respondents (77%) estimated that a maximum of 20% of their existing workforce had migrated from outside the local region.
- The issues of local facilities, such as quality restaurants and cafes, limited trading hours and things for younger people to do was mentioned by 32% of the respondents as a barrier to attracting new workers from outside the region.
- The 25 employers interviewed in February 2020 estimated their average number of job vacancies that they offered on an annual basis. These estimates totalled nearly 800.

Relocators

- A lifestyle change was identified by 23% of relocators as their primary influence on moving to the Grampians region.
- 15.5% noted family/partner reasons (for moving) with the remaining 15.5% attracted by affordable housing.
- The majority (64%) found their new employment via online job boards such as Seek or LinkedIn.
- Other factors mentioned at least once by the respondents as advantages of living in the Grampians region include: location (proximity to National Park, beach, wineries), less traffic, reduced commute times, community involvement, local people, weather, housing affordability and low crime rates.
- When it came to the question of what they miss or what they do not like about their new location, the most common response (29%) related to local trading hours and/or range of shops.
- Other disadvantages mentioned were isolation/distance to Melbourne, distance from family/friends, locals' apathy toward tourists/outsideers, limited choice of eateries, quality of housing and employment opportunities, drug problems, the small size of town and lack of facilities.

Some positive comments:

"Kids love it here! We've now got a life – the family does things together"

"Have loved getting away from the traffic – no traffic lights! – and enjoy the slower pace."

"I love that we are close to the Grampians, and it is only a short trip to an escape to the bush and re-charge and it's not far from the beach."

Respondents

- Real estate agents in Ararat and Stawell confirmed the employers' opinions that the lack of rental properties is the biggest barrier to attracting new residents to their respective towns.
- Horsham and Hamilton agents also accepted the same line of thinking, but with different reasonings. The Horsham real estate principal believed the issue is more related to how busy local tradesmen are in that City. The Hamilton respondent indicated that rental stock has improved in 2020 compared to 2019.
- The Hamilton Visitor Information Centre is well-resourced in regard to promoting the 'live here' message, with large signage and information packs specifically produced for potential new residents.
- There is no formal response 'system' in place for any of the councils in relation to capturing, responding, following up, recording and reporting upon potential new resident (relocator) enquiries.

Other findings

- The New South Wales Evocities project (New Residents and Skills Attraction campaign) conducted a study that indicated the economic value of a 'relocator' was over \$90,000 per annum per household.
- The tracking and reporting platform embedded in the Evocities campaign (launched in 2010) shows that it can take anywhere between three months and three years from the time of a relocater's initial consideration through to the final stage of moving to a regional area from a capital city.
- Metro dwellers tend to have limited knowledge of the regional areas and place greatest emphasis on available career opportunities, as opposed to comparing each city/town's features.
- In 2017, a Regional Development Victoria (RDV) commissioned study revealed that the majority of newcomers to Regional Victoria moved from within Regional Victoria (57%) or from Melbourne (27%).
- Another RDV-sponsored research project in 2019 identified overarching issues affecting the tourism industry in the Ballarat and Grampians regions.

These issues include:

- Poor industry perception
- Limited workforce
- Loss of skilled workforce in regional areas
- Predominance of small business and unskilled business managers

- The solutions presented in the 2019 tourism study included:
 - Attracting both skilled and unskilled workers is imperative to filling existing job vacancies and building the tourism and hospitality industries.
- The Wimmera Southern Mallee Regional Engagement 2020-2021 report identified that future job growth in the area will predominantly be in the education and service industries. Statistics in that report show that job vacancies are growing throughout the Wimmer and Western Victoria area.
- Both the primary and secondary research projects revealed an enthusiastic, positive attitude of industry toward the idea of a regionalised approach to the marketing of jobs, organisations and the communities to external markets.

Challenges

6

6.1 Property

We accept that the availability of rental properties is a major issue in at least two of the partnering LGAs – Northern Grampians Shire and Ararat Rural City Council.

The 'Passive Place' project that is occurring in Stawell appears to offer some scope to promote a development that can be used to house new residents.

However, we believe the approach to the eventual marketing campaign needs to be on a basis of testing the market:

Let's test the market – gauge the immediate response levels, and record the types of enquiries received as well as the level of industry participation. If the supply of housing is impacting the rate of conversion, then strategies and direction of messaging may need to be re-evaluated.

The longer term solutions are associated with ongoing planning and zoning processes within each Council to encourage and facilitate land and housing developments.

6.2 COVID-19 threats

Each member of the Project Steering Committee was invited to contribute to a Risk Assessment analysis of what the pandemic crisis may cause to their respective local government area and, in turn, to the New Resident and Skills Attraction project.

The following chart examines the potential negative outcomes for the Grampians region.

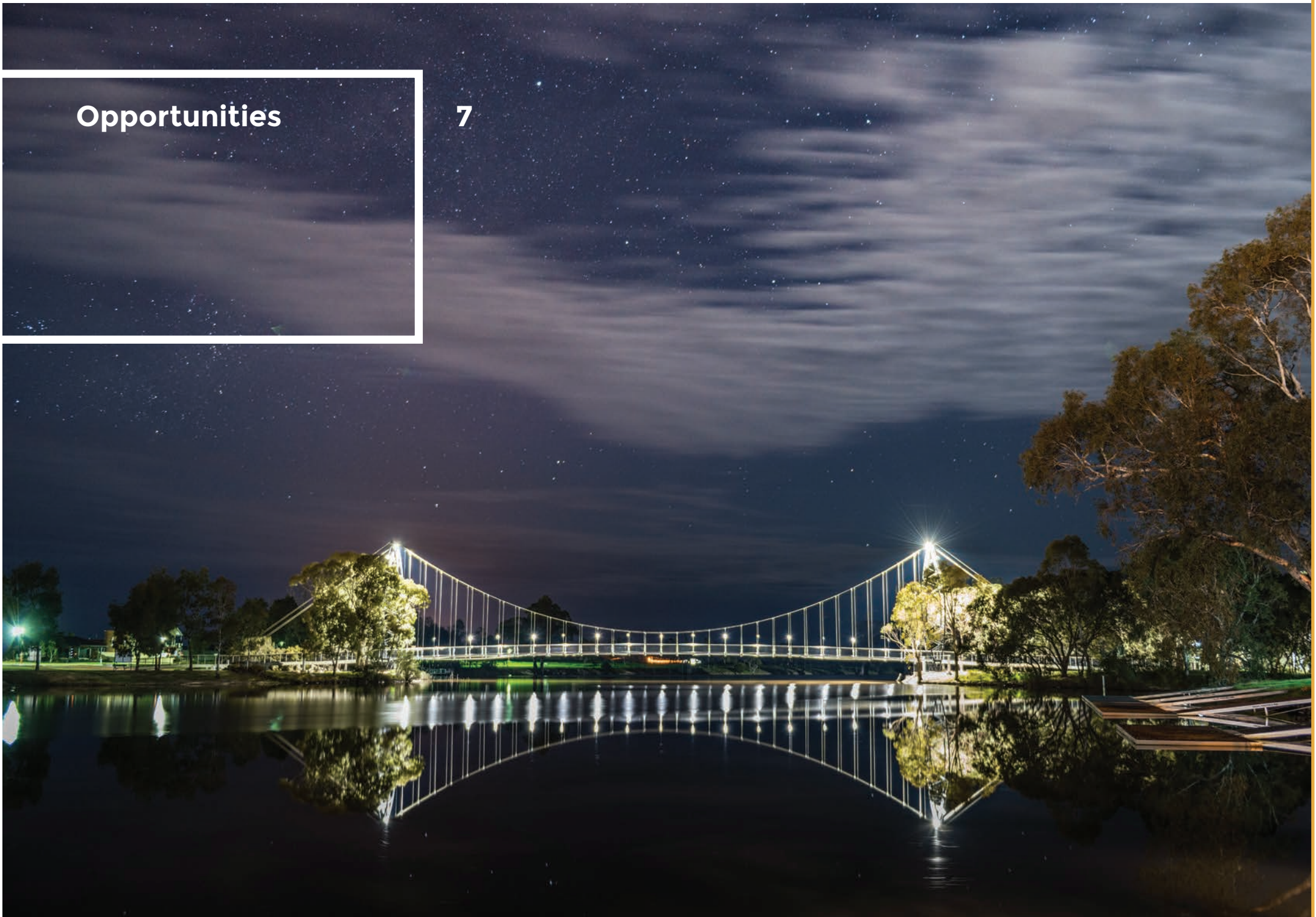
COVID-19 Risk Assessment - Relevant to New Resident & Skills Attraction Project.

March 2020.

Outcome	Likelihood	Impact	Consequence
Local Tourism and Hospitality industry suffers major disruption/impact.	Actual	Extreme	Some businesses do not survive. Local residents move to unemployment. Brand damage- perceived lack of unique experiences/options.
Local Retail industry suffers major disruption/ downturn.	Actual	Extreme	Some businesses do not survive. Local residents move to unemployment.
Supply chains suffer flow on effect.	Actual	Extreme	Some businesses do not survive Local residents move to unemployment.
Local unemployment rises.	Actual	Extreme	Challenge to retain population.
Economic uncertainty and financial constraints- lowering of household income, withdraw from super, etc. "I need to think carefully about where I spend my money".	High	High	Tendency to maintain the status quo and not investigate options for a new start or make significant decisions that will impact financial stability.
Timing of project and launch of the proposed marketing campaign when restrictions have not been or only just lifted.	High	Severe	Project fails to deliver increase in interest or movement to the region.
Period of personal / social isolation may result in increased desire to be around people.	Medium	Medium	Potential for those in younger age bracket to re-discover the desire of hustle and bustle of a city environment and decide that a region would be too quiet (Could also work as a positive for some people).
Events suffer cancellations, reduced demand from business sector and postponement.	Actual	Extreme	Loss of economic investment into the region as a result of those travelling to attend events. Loss of shoulder season/midweek travel in the case of business events. Loss of cultural capital for residents.

Opportunities

7



7.1 COVID-19 opportunities

Similarly the members were also invited to contribute to what opportunities the new economic and social landscape may present for marketing the Grampians region as a place to live, work and invest.

COVID-19 Risk Assessment - Relevant to New Resident & Skills Attraction Project.

March 2020.

Outcome	Likelihood	Impact	Consequence
Agriculture industry fares better than many sectors.	Medium	Medium	Potential growth. Currently seeing both increases and decreases in staff numbers involved in the intensive agriculture sector. These may all increase as people seek home grown or safer food supply chain options. Higher commodity prices (ie- high grain market). Ability to employ. Lower fuel costs.
Other industries experiencing growth as a result of transformation of industry.	Actual	Low	Ability to employ.
National unemployment rises.	Actual	High	Opportunity to attract new residents and skills to the Grampians region - Jobs and Careers.
Metropolitan residents shift thinking to regional living options (such reasoning could be Infection rate within the region is significantly less than metro counterparts).	Medium	High	Opportunity to showcase Grampians region Safety. Extra space (larger houses, more open spaces for activities- with more people working from home) .
Workforce recognises the ability and scope to work from home; shift in focus on wellbeing may give perspective and desire to redefine work/life balance, with increased appetite for engaging experiences allowing for social connections.	Medium-High	Medium	Opportunity to showcase Grampians region (well positioned for nature, wellness, clean / green living and ease of remote working) - Unique experiences and events - Authentic 'localhood' approach attracts potential relocators seeking community.
Sense of community is heightened.	Medium	Medium	Opportunity to showcase Grampians region Smaller communities offer more support than metro areas. Councils demonstrate how they have supported residents and business (facilitating access to State & Federal grants, promotion of local businesses etc).
Potential impact on real estate market from selling of investment properties due to financial pressures.	Medium-Low	Medium	Result could be more housing stock at reasonable prices.

7.2 COVID-19 - Expanded

The COVID-19 global pandemic of 2020 has had immediate and wide-spread consequences for all Australians. The dual crises of the potential health emergency and subsequent economic fallout is having a profound effect on consumer sentiment and behaviour, with changes in emotions, attitudes and preferences.

McKinsey & Company are tracking consumer sentiment across the globe, and note that the prevailing sentiment in Australia is uncertainty about the economy and concern for public health. The research has shown that consumers are being cautious about their spending, and uncertainty about the economy is having an impact on their decision-making regarding investments and purchases. (Source: McKinsey & Company, Survey: Australian consumer sentiment during the coronavirus crisis, May 2020)

Yet in spite of serious negative consequences, the pandemic may also have positives for the Grampians region. The economic and social effects of COVID-19 may provide a unique and timely opportunity to promote relocation to a regional town through some of the following factors:

Remote Working

With social distancing rules in place, many Australians have been working from home. While flexibility has long been touted by businesses, the health crisis has been a forced test of it and there has been a realisation that employees don't have to be in the office to be productive. Workplaces may not look the same after this major upheaval.

Living regionally while still being able to hold down a city job may have been a long-held dream for many Australians, and the COVID-19 pandemic may have highlighted how making this dream a reality is possible.



(Herald Sun 3rd May, 2020)



Domain May 11th

Space

The social distancing and 'stay at home' rules implemented by the Government during the COVID-19 pandemic has highlighted the high-density of our cities and for many, the cramped living conditions.

The inability to use public spaces and maintain the required distance has been problematic (eg. St Kilda and Bondi beaches), and the requirement to stay at home to live, work and learn may have been challenging. There is a possibility that this situation has resulted in many feeling cooped up and craving space, particularly those with a regional/rural upbringing. The post-COVID era may be the opportune time to tap into this yearning.

Lifestyle Reset

COVID-19 and the government-enforced changes to people's lives are causing many to rethink their lives and wonder if this crisis can be the catalyst for positive change. While digital consumption has sky-rocketed, there are also widespread reports that the social isolation requirements are prompting people to reconnect as families, and to revert to more traditional pastimes. Media have reported huge spikes in sales of board games and puzzles, supermarkets are struggling to keep up with demand for baking products and garden centres have sold out of vegetable seeds and seedlings.

This unprecedented crisis, where people have been forced to simplify their lives, may provide a unique moment in time to demonstrate that a permanent change to a simpler life is a possibility.

Post-COVID-19 wave of regional migration predicted as people seek simpler life, get back to basics

ABC North Coast / By Hannah Ross
Posted Yesterday



ABC 10th May

Affordability

The economic impact of the COVID-19 virus will leave very few Australians unscathed. While industries such as tourism and hospitality have suffered the immediate effect of government restrictions, others will be indirectly impacted at various stages as a result of the broader economic downturn. Government support policies have softened the blow for many, but the impact is still predicted to be significant, with the Reserve Bank of Australia warning that the country is likely to “experience the biggest contraction in national output since the Great Depression” (Reserve Bank Governor, Dr Philip Lowe).

Job losses, business closures and reduced income will be a reality for many Australians, and the lure of greater affordability in a regional location may be more appealing than ever. Not only affordable living, but affordability in operating a business. The enticement of lower industrial and commercial rents at this difficult time may provide the incentive for business owners to consider a relocation.

BREAKING NEWS Prime Minister Scott Morrison says the Government is committing \$481 million to implementation of mental health plan in response to the coronavirus pandemic.

Australians seek regional affordability, as research shows 30 per cent price plunge possible with coronavirus second wave

By Business Reporter Nevean Whelan
Posted 4h ago, updated 4h ago



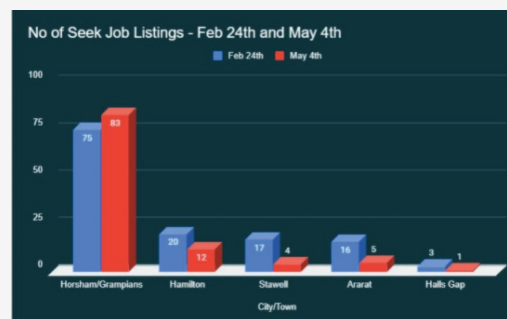
Job Opportunities

Almost 1 million Australians have lost their jobs since social distancing measures were enforced (ABC News, May 5 2020), with the unemployment rate estimated to reach 11%. Victoria, which has had some of the strictest measures in place, has been the hardest hit with job losses.

Job losses in capital cities as a result of this crisis may lead to a mindset change in terms of people now being open to consider opportunities in other locations, and early indications are that the Grampians region still has sufficient job vacancies despite COVID-19.

Pre-coronavirus, the research project identified there was a sufficient number of job vacancies in the region to market. One indicator is the Seek website, revealing 131 jobs available in the region as at February 24, 2020 (with an understanding this channel is only one of many used by employers).

Using the same measurement tool on May 4, 2020, there were 105 vacancies listed.



Interestingly, while four of the listed towns recorded a drop in vacancies, Horsham increased their number of job advertisements.



38% of the jobs advertised were in the Healthcare and Community Services sectors.

Skill gaps are expected to remain in the Grampians region.

RECOMMENDATIONS



Target audiences

8

The research completed in Stage One of this strategy development resulted in the identification of five broad markets a marketing campaign should be aimed at.

These markets remain valid post Corona.

1. Metropolitan Residents
2. Regional Victoria Residents (selected locations)
3. Tourists
4. Migrants
5. Creators (business owners)



8.1 Metropolitan Residents

The single largest geographical market in Victoria – Melbourne – is an obvious target for relocation messaging.

The 2017 RDV study revealed that 27% of the 788 people surveyed had moved to Regional Victoria from Melbourne. This confirms that Melbourne residents will consider a move if certain conditions are met.

Additionally, because of the location of the Grampians, Adelaide should also be considered a campaign target.

We propose there are three primary demographic segments that are most likely to consider a move out of Melbourne or Adelaide to regional Victoria.



8.1.1 The Familites

Aged between 35 - 44, the Familites mindset is generally held by young parents with younger children. This segment prioritises economic considerations in terms of the benefits sought from a location, with employment prospects and education facilities being of utmost importance.

The ability to attract this segment is dependent on a region's ability to provide an improved lifestyle that is free of the perils of the 'big city' (e.g. traffic, crime, pollution). They believe that the country is a better place to raise their children.

To them it is all about the kids.

The likelihood of moving out of Melbourne increases significantly if they have a connection to the Grampians region, i.e they were born or educated there or have relatives living there.

The Familites are the most attractive segment to target, in respect to long term residency and broader economic value.



8.1.2 The Bloomers

This segment consists of middle aged residents, (45 – 54 years) who place a high importance on environment and leisure benefits. They are likely to be empty nesters. They may be single or couples.

Despite current family and employment considerations, a healthy percentage of this segment is likely to seriously consider moving to regional Victoria.

The major appeal of regional areas to this segment relate to the perceived lifestyle and natural surroundings.

This segment is very attractive for regions which can provide appealing natural surroundings, such as the Grampians.



8.1.3 Free-Wheelers

This segment represents those who are aged 25 – 34 years who are in the early stages of their careers. This segment places greatest emphasis on employment prospects, education and safety.

Generally, this segment is open to the prospect of relocating to a regional area if it means career advancement or if the move will add to their whole of life experience, creating long term value to their curriculum vitae.

The majority of this segment have also only experienced a city way of life, with only a relatively small proportion having previously lived in country Victoria.

This segment is most likely to move if the job is right and the destination is family-friendly. They may be single or a couple.

But regional destinations also need to attract them before they become entrenched in the city.



8.2 Regional Victoria Residents

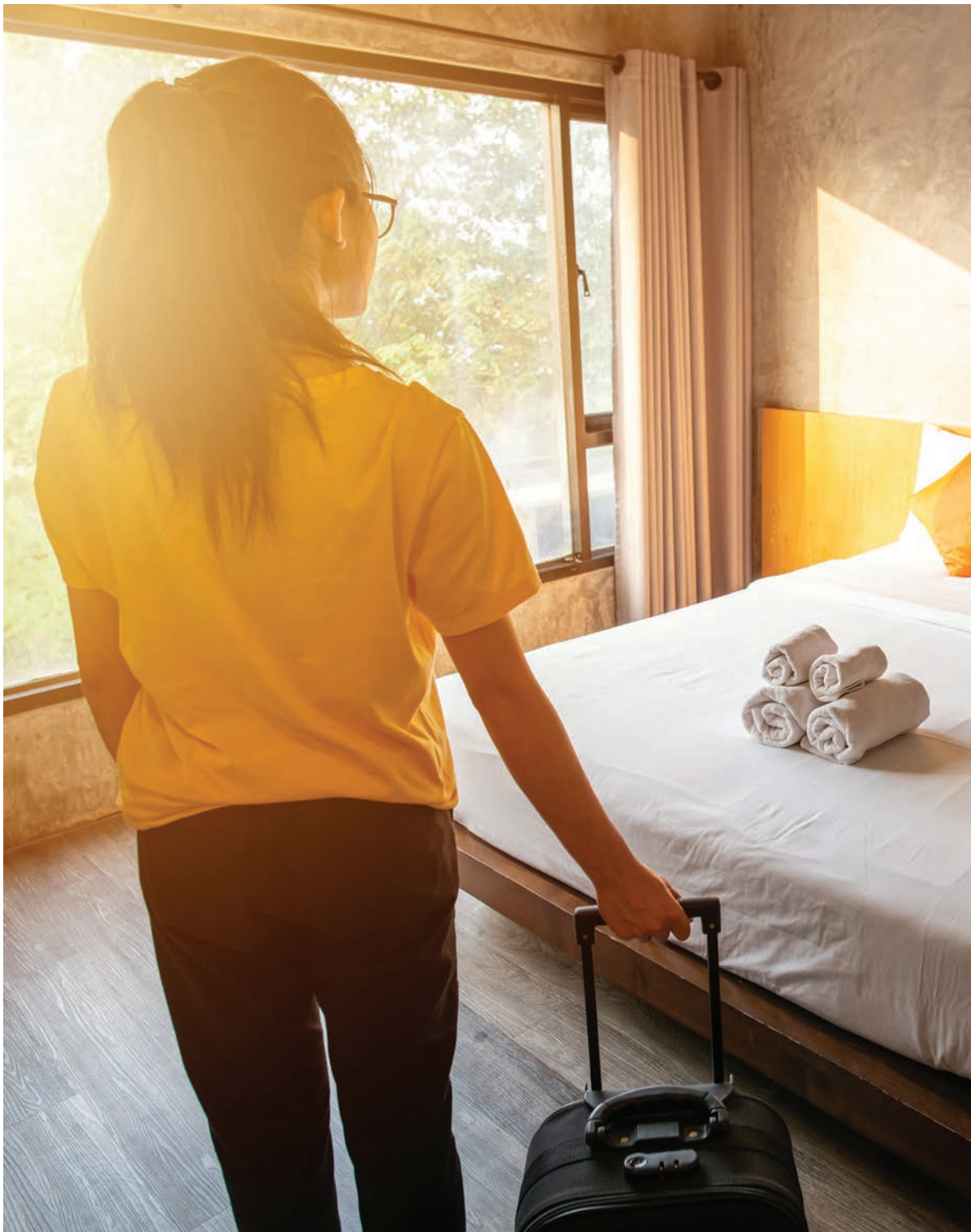
Apart from targeting Melbourne and Adelaide, there will also be other areas of regional Victoria that will offer appeal as worthy markets to push the Grampians lifestyle communications to.

The 2017 RDV / Horizon study reveals that the majority of newcomers to regional Victoria moved from within regional Victoria (57%) or Melbourne (27%).

The larger cities of Ballarat, Bendigo and Geelong will have specific groups of people who will be attracted to job/career opportunities relative to their stages in life.

Larger manufacturing businesses that have closed in these cities caused skilled workers to search for new employment. Some of these skills are in demand in the Grampians region.

Others will consider job opportunities that will mean an advancement in their chosen career.



8.3 Tourists

The Grampians received over 1.1 million domestic overnight visitors year ended September 2018.

26% of these were visiting friends and relatives.

This represents a massive market to motivate to consider relocating to the region.



8.4 Migrants

This segment represents a complicated set of variables and conditions that demands a study in its own right.

However, this segment must be considered in the context of building the population and workforce in the Grampians region.

For some employers who need a bulk number of new employees to construct, manufacture, pack or process, such as the Australian Wildflower Investment Co, AME, Frew Group and the proposed Nectar Farms venture, their most likely chance to succeed with this recruiting challenge is via sponsored migration channels.

For other employers, the sponsored migrants solution represents a minefield of red tape, lengthy lead times and expensive outlays in the unknown.

However, the predicted reduction in immigration levels will now restrict the potential numbers of new residents from international sources.

Secondary (local) migration is a viable alternative. Migrants who are currently living in Melbourne and are actively seeking employment may be attracted to the Grampians region if they become aware of opportunities.



8.5 The Creators

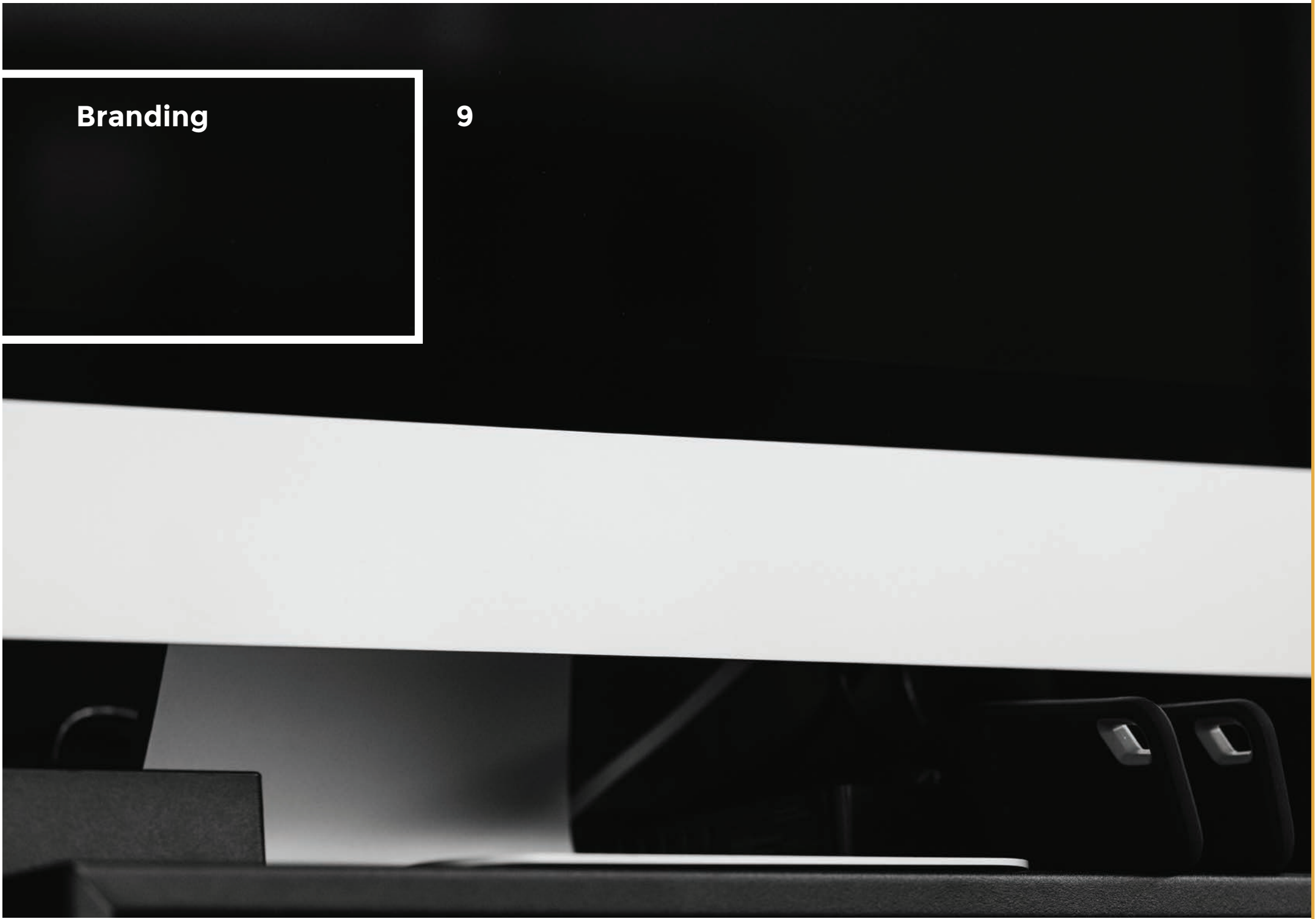
It is noted that 32% of employers believe the range and quality of restaurants, cafes and the trading hours of retailers and eateries is an impediment to attracting both new residents and tourists to the region. These 'dislikes also attracted a number of mentions from the relocators.

Adopting a long term view toward improving this status of local facilities, we believe the likely change will only occur when entrepreneurs enter the market and disrupt the trading environment by extending trading hours and creating new products and services.

As consumers gravitate toward the new operators, other like-minded entrepreneurs will follow this lead and new industry will evolve.

Branding

9



The Grampians is a renowned tourism destination. In 2019 it attracted a record 2.5 million visitors, with domestic overnight representing 43.5% and domestic day trips 54%, and the remaining 2.5% being international overnight.

Marketing activity is targeted toward the Lifestyle Leader audience segment, in order to attract high-value travellers. This strategy has been successful, with total visitor expenditure increasing 20% to \$553 million.

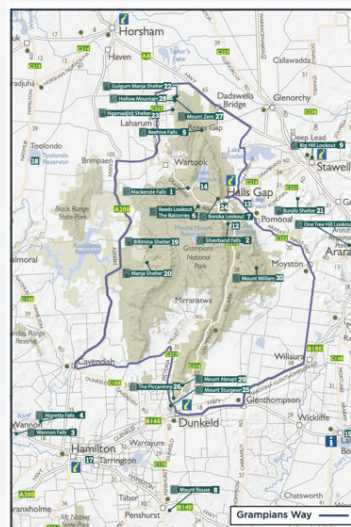
(Source: National Visitor Survey, Dec 2019, Tourism Research Australia)

The Grampians is a destination that tells the story of adventure, freedom, intrigue, timelessness, spirituality – an overall enriching experience. The tourism marketing focuses on the core asset of the Grampians National Park, along with the other key experiences and regional heroes including food and wine, aboriginal culture, arts and history, events and festivals, and the towns and villages of the region.

The core campaign brand used by Grampians Tourism is The Grampians Way. This campaign was launched in September 2018 and will continue for the foreseeable future.

The Grampians Way is a campaign platform that is designed to connect with audiences on a deeper emotional level, as well as the rational. The Grampians Way line is used both figuratively and literally in the campaign. Figuratively, where grand visual statements are paired with thoughtful emotive observations that tap into the mindset of those seeking a truly unique brand experience and to encourage people to do things and live life The Grampians Way.

Then literally, in reference to the Grampians Way touring route that circumnavigates the National Park and encourages dispersal of tourists throughout the region.



The campaign brand has recently been extended to encompass the region's local products and produce, with the development of a Made the Grampians Way logo. This extension has been well timed with the onset of the COVID-19 pandemic and devastating impact for these businesses. #MadetheGrampiansWay is being used on social media by Grampians Tourism as well as other organisations and has potential to be used more broadly in the future.



This example demonstrates the potential to extend the brand further to encompass the Live-, Work-Invest message.

Brand consistency across the Visit and Live-Work-Invest platforms will provide many benefits for the region. Brand consistency is the practice of always delivering messages aligned with the core brand values in the same tone, and presenting the brand in a similar way, through the use of colours and other visual cues.

By taking a consistent approach to brand identity, values and strategy over time, the target audience will be exposed to the core messages from across multiple marketing channels and touchpoints, and this will help to solidify brand recognition over time and enhance cut-through for the region.

There is likely to be a level of trust built up in the region through people having a positive tourism experience with the Grampians. With around 2.5 million visitors to the region each year, this should be capitalised on when developing new messaging.

Using a consistent approach to branding for the region will allow the positive and emotion-evoking associations of the tourism marketing messages to be leveraged to the Live-Work-Invest messages.

The Relocator Journey

10



We believe a longer term approach to this project is essential.

The development and implementation of a short term advertising burst into selected external markets will do little to solve the population and labour force issues facing the Grampians region.

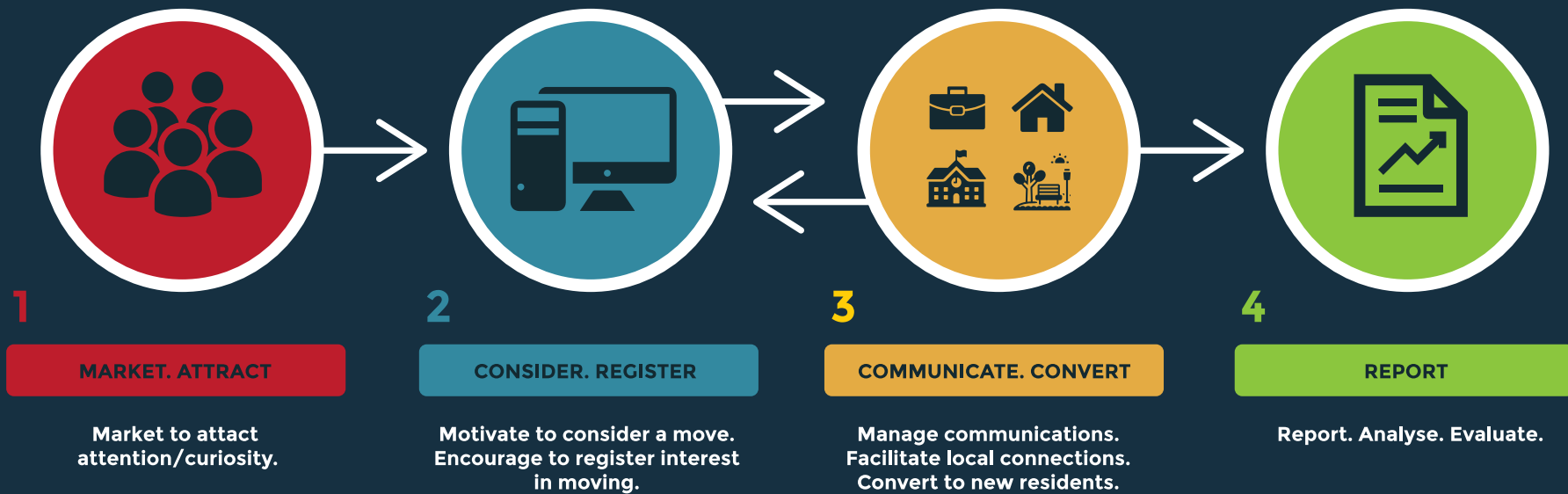
There is a need for all stakeholders to recognise:

- The economic value of a new resident (particularly a skilled worker) demands a genuine appreciation of every single enquiry that arrives from an individual considering relocating to their nominated Grampians city, town or village.
- Moving to a new region, particularly from a capital city, is a major decision that will involve several touch points of influence before the shift actually occurs.
- The time period from initial awareness (of the Grampians region) to serious consideration stage through to the final move can span several years.

The long term success of an attraction campaign will depend on how the partnering councils respond to and manage every consumer response to a marketing campaign.

The following chart represents the different stages of attracting new residents, with each stage containing influence factors of likely conversion.

The Relocator Journey



Response Capacity

11

It is here where the Grampians government partners have the opportunity to create a best practice solution to attracting new residents and workers.

Each stage of the relocater journey needs to be considered with the objective of building a system that will maximise the chances of converting an initial expression of interest to the final new resident stage.

The reality of regional local governments is the limited resources to fund marketing campaigns that will be effective in a crowded metropolitan market. The same limitations on human resources to manage the responses to a campaign also creates challenges.

Recommendations are provided that are designed with these challenges in mind.

The objective is to automate the processes involved with each stage of the journey.



Stage 1



Market. Attract.

The first challenge is to develop an advertising campaign that will attract the attention of the target audiences.

This tier 1 activity needs to create enough curiosity (messaging) for the responder to take another look
- i.e to visit the campaign website.

Stage 2



Consider. Register.

The purpose of the primary call to action (the website) is to motivate. There needs to provide sufficient information on all aspects of what a new life in the region means. This includes motivational and directional information on:

- Jobs and Careers
- Housing
- Education
- Lifestyle
- Health

The objective is to encourage visitors to the site to take that next step of the journey.

- to register their interest in moving to the region
- to provide a profile that will assist in identifying skills, propensity to move, lifestyle preferences and household structures
- to actively search and apply for job vacancies.

Stage 3



Communicate. Convert.

Attracting skilled labour to regional areas is a competitive industry with all regions aiming to build their skilled workforce capability. Attracting the right skills at the right time in line with the evolving skill gaps that employers are faced with, including the post COVID-19 disruption, is the challenge.

If Stages One and Two succeed in attracting registrations of interest the next stage is to convert.

The greater the communication the greater the chances of conversion.

Moving location is a major decision. Many people will need to be nurtured to continue the journey toward their new life.

Local employers, local government and associated services will all need to play their part in a holistic way. Linkages need to be created between the potential new resident and the local employment, property, education, lifestyle and community networks.

Communication channels need to be created.

The recommendation is to include a CRM (Customer Relationship Management) platform that will work to capture, record, monitor, manage and report on every enquiry that emanates from any source within the region. The platform should also work to build a skills bank that can be used to match employers needs.

The sources of enquiries may be the campaign website, the councils' websites, the Grampians tourism website or the Visitor Information Centres.

The CRM system should also be able to track the relocater journey through to the new residency stage. This will allow the retention strategies to also be implemented within the one platform.

Very few regional councils in Australia have CRM systems dedicated to the attraction of new residents and/or skilled workers.

The Grampians councils have an opportunity to create a competitive advantage.

Stage 4



Report.

There will be a need to identify the return on investment.

The Grampians system should be able to report on:

- Marketing /Advertising performance
- Number of respondents to the campaign
- Number of registered enquiries
- The locations within the region respondents expressed interest in
- Sources of registered enquiries
- Stages of the relocation pipeline
- Types of skilled workers willing to move
- Levels of engagement with local employers and associated services
- Eventual value of contribution to the local economy

Investigation into how a sustainable business model can be developed will occur as the proposed ecosystem evolves. A model that can be sustained without the reliance on the initial RDV seed funding would be ideal, as well as a model that will attract the interest and support of industry.

The following chart illustrates the different components that work together to deliver the attraction, conversion and retention solutions.

New Residents and Skills Attraction EcoSystem



Partners

12



The likely success of this project will depend on the level of engagement with and support of different stakeholders who will need to come together to deliver a holistic program.

These include:

- Regional Development Victoria (RDV)
- The Councils/Shires
- Employers
- Education sector (schools, training providers)
- Property agents and developers
- Community organisations
- Marketing partners
- Technology partners.

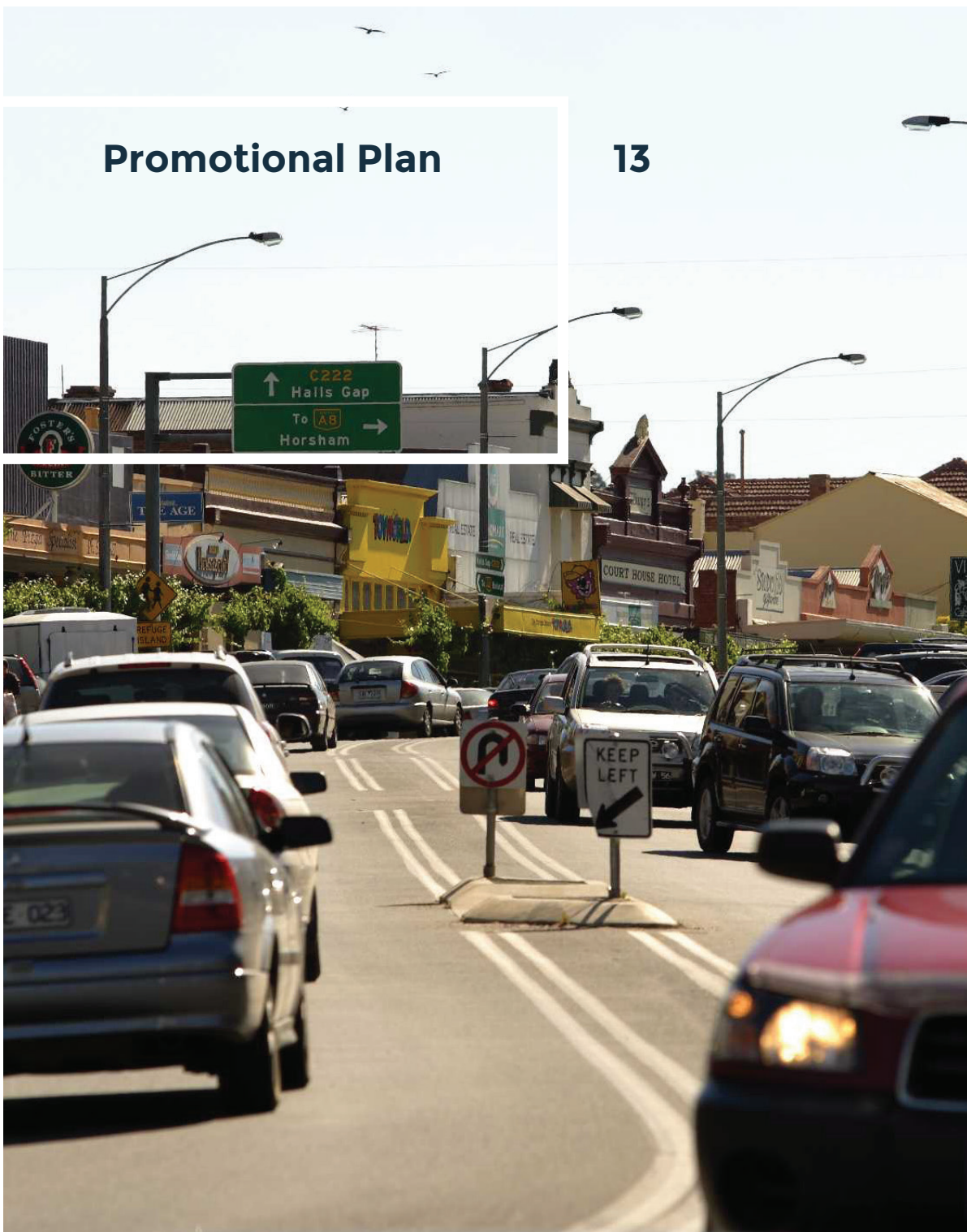
In regard to attracting financial support from partners, the COVID-19 crisis changed the business environment, which in turn curtailed potential fundraising from industry.

However, adopting a long term approach to the task ahead, employers have expressed their enthusiasm for the regionalised approach to marketing and will be the direct beneficiaries of the campaign if their skill gaps can be reduced. They will be the key to potentially creating an ongoing, self sustaining model for this project. Similarly, property agents and developers have an obvious interest in attracting new residents.

How these industry partners can be recruited to contribute to the model will emerge with the final response platforms and the proposed promotional/media plan.

Promotional Plan

13



The selection of channels to push the Live, Work the Grampians Way messaging is based on the following rationale.

Digital

This media provides the opportunity to reach the target audiences for relatively low cost, delivering potentially significant returns on investment (when considering the economic value of a relocater). Messages can be customised to match the 'pull' attractors of the Grampians region. Response rates are measurable. Campaigns can remain fluid with adjustments made through continual monitoring and evaluation. Precise targeting can be achieved with direct reference to the Melbourne Heat Maps included in this strategy.

Specific media to be adopted include:

- Search
- Display
- Social (Facebook, Instagram)
- LinkedIn
- Youtube
- EDMs (email follow ups to registered enquiries)

Jobs Boards

There are definite skills shortages in the Grampians region.

The recommendation is to work with employers to pick their vacancies that are most difficult to fill and include these specific jobs within the promotional plan. They would be promoted into external markets using not only the stated digital channels such as Facebook and LinkedIn, but also sponsored on selected Jobs boards such as Adzuna, Jora or Indeed. This strategy may attract financial contributions from selected employers.

Radio

A definite 'push' factor that triggers frustration and angst among Melbourne residents is traffic. The long commute times are not expected to improve in the immediate future.

The recommendation is to reach these commuters at their time of peak 'angst' – morning and evening drive times. Radio is recommended for this purpose.

Direct

Selected suburbs of Melbourne may be targeted for a direct distribution of some form of printed collateral. This option will depend on the budget available. The production and distribution costs need to be weighed against the comparison of digital reach and longevity. However, if the industry can be engaged to support a specific Live the Grampians Way publication through cooperative advertising, then this channel offers appeal.

PR

The COVID-19 crisis has presented both challenges and opportunities.

If the Grampians solution is offering jobs and a new lifestyle to the Melbourne masses then there is a story there.

A specific PR campaign aimed at attracting the attention of the Melbourne and national media should be included in the launch stage of the campaign.

If the timing is right then the Grampians have the opportunity to be first in the market.

The local media should also be included in the mix for the purpose of harnessing the friends and relatives influence as well as attracting the support of employers.

Outdoor

The highway billboards located at the entries to the region's towns offer great opportunities to promote the Live, Work the Grampians Way messages to a massive audience. The Western Highway between Ballarat and Stawell hosts more than 6,000 vehicles per day (2 million + per annum).

This medium is recommended for each Council/ Shire to consider within their own communications strategies and resources.

The use of outdoor billboards in Melbourne is desired but outside the scope of the available budget.

Web Networks

The Visit Grampians website attracts over 420,000 unique visitors a year.

Adding a banner promoting the Live Work message will add a valuable channel to the marketing mix – linking to the Live campaign website.

Similarly, each of the Councils' own websites should include the same banner. While the majority of visits to these sites would be local residents, the potential for locals to extend the reach will add valuable leverage to the campaign.

Events

The region hosts many major events that attract thousands from outside the region (assuming the world returns to some form of normality following the pandemic).

These need to be leveraged to help sell the appeal of staying to live and work in the region. The post-event mood will generally always be positive, hence creating a receptive environment for the communication strategy. Collateral for this use to be included in the production budget.

Consideration also should be given to the inclusion of a dedicated marque at the larger events, such as the Grape Escape.

Accommodation Houses

The most effective means of reaching the 1 million overnight visitors to the region is where they stay.

Distributing a form of printed collateral to the 5,000 rooms (estimate) in the region is recommended.

Again, the relaxing environment and the tendency to seek out reading material while on holiday creates another ideal touch point of communication for the relocation campaign.

Alumni

Research reveals that the chances of a metropolitan resident moving to a regional area increases if they have had some form of connection to that area - i.e born, educated or have friends/relatives there.

The major secondary schools in the Grampians region have extensive alumni databases. Approaches to these schools should be made requesting that the Live the Grampians Way campaign be included in their communication activities.

Creators

One of the markets to target are the entrepreneurs who will identify business opportunities and move location to pursue their vision.

The pandemic may also cause some proprietors to consider resetting their businesses to a regional area.

The campaign's digital platform needs to include pathways to business opportunities in the region, as well as direct linkages to the economic development units of each Council.

Locals who are operating successful businesses should be profiled on the Live the Grampians Way website.

This segment will be included in the proposed digital advertising campaign.

Migrants

This segment must be considered in the context of building the population and workforce in the Grampians region.

The proposed marketing campaign will attract interest from both overseas workers, seeking sponsored visa's to Australia, as well as from secondary migrants, living in Melbourne, who will be seeking employment opportunities.

The proposed CRM platform will identify both segments.

However, the predicted reduction in immigration levels will now restrict the potential numbers of new residents from international sources.

Hence this project will predominantly be occupied with the secondary migrant populations of the capital cities.

The support networks available in each local community need to be engaged for the purpose of assisting the concierge component of the conversion process and relocater journey. These networks to be identified and included within the framework of the digital response platform.

Creative

14

The alignment with the region's tourism branding has been rationalised in Section 11 of this report.

Creating an advertising concept that allows modular solutions to the marketing of the different "push/pull" factors (identified in Stage one of this project) underpinned the creative development.

Push

Capital City triggers

Employment

- Unemployment - seeking a job, graduates
- Career Advancement

Housing

- Affordability - desire to own

Family

- Families with young children - seeking a better place
- Family/Relatives live in the regional area

Lifestyle

- Commuting - had enough
- Crime - had enough
- Cost of living
- Capital city living (pace) - had enough

Pull

Grampians appeal

Employment

- Job vacancies
- Great careers

Housing

- Affordable - you can own

Family

- A great place to raise a family
- Great schools/education
- Safe, open space, outdoor life
- Closer to your family/relative

Lifestyle

- 10 minutes to get to work
- Lower cost of living
- Slow down a little
- Sports/Culture/Shopping

Reassurance

- Good health facilities

Look this way →



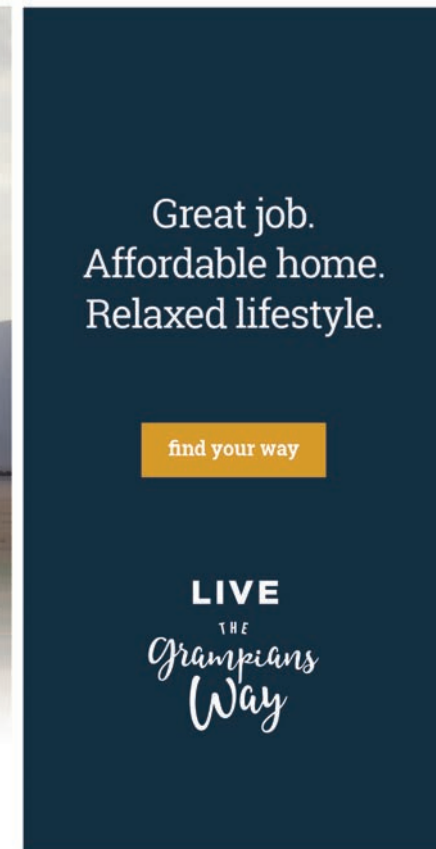
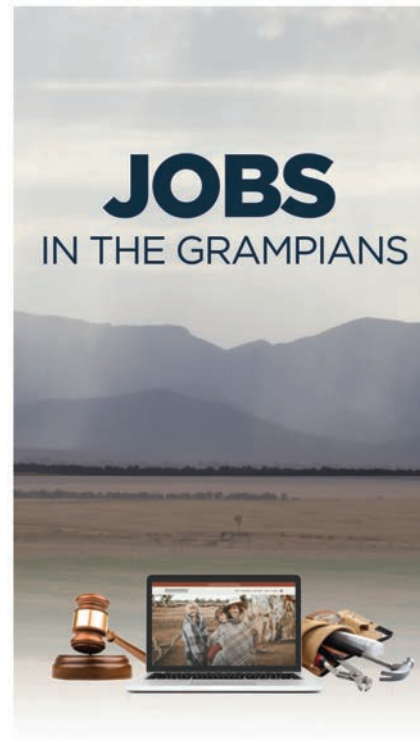
The second phase was to pursue the strategy of leading with “jobs”, which, in turn, is aligned with the need to address the skills gaps in the region.

The third challenge was to link the jobs message with the positive associations with and high awareness of the Grampians National Park. The Park is the emotional hook that suggests “adventure, freedom and space” - feelings that epitomise regional living.

The proposed concept also creates the opportunity to customise sub-sets of the advertising campaign that will allow partnerships to be developed with industry in the region.

The following illustrates the creative concept in mind - a concept that can be worked up to final market ready applications through the production stage.

The proposed campaign will be predominantly digital, hence the concepts are presented as digital display banners.





Employment messaging



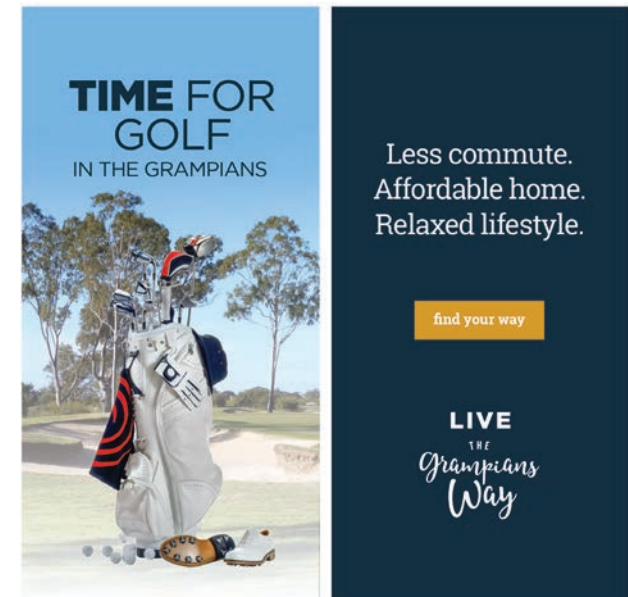
The concept allows localised backgrounds.



Housing and lifestyle messaging

Special Note:

The examples shown are concepts only. Images & copy may change.
The concepts will be worked up in the production stage of the proposed campaign.



Timing

15



15.1 Launch

The COVID-19 pandemic creates the uncertainty of when the best time to launch the Live the Grampians Way will be.

The pros and cons have been included in the Risk Assessment section (6) of this report.

Section 9 also includes the Covid-19 context for consideration.

Our recommendation is:

Be first to the market.

Launch sooner rather than later.

The subsequent building of the response infrastructure, advertising production and media placements will proceed in alignment with this recommendation.

15.2 Term

The marketing campaign should run for a minimum of 12 months.

The project's objectives of building the region's population and attracting skilled workers cannot be achieved within the period of a few months.


- Attracting interest in the region is one challenge.
- Persuading respondents to register their interest in moving is another.
- Nurturing them through to final relocation is another.

The need to invest in the digital infrastructure to facilitate the meeting of those challenges has been explained. This recommendation is based on the expectation that the platform would cater for an ongoing push toward attracting skilled workers to the region.

Digital media creates the opportunity to launch and retain the Live the Grampians Way messaging in the market 24/7 for close to a year.

This campaign period will provide the data that can be measured for results, with the CRM being able to report on the number of registered interests, the stages of the relocation pipeline and the number of actual conversions. Over this course it is expected that industry will also have been engaged to the level where a sustaining business model will evolve, without the dependence on the original seeding funds.

The budget has been developed with this recommendation in mind.



Retention

16

The management of the new residents' experience and satisfaction with their new life needs to be considered in the context of this strategy.

How well they assimilate in their new community will impact on the likelihood of them staying.

The development of the digital framework should include connections to local support networks. These may include community welcome groups.

Councils should also consider the staging of New Resident Welcome functions.

The Southern Grampians Shire stages annual events designed to engage and retain their new residents in their community.

Other initiatives such as Welcome Packs and vouchers (offering tangible value) to local businesses should also be considered. These types of promotions are common with many regional councils throughout Australia and examples may be provided if adopted.

The establishment of online surveys aimed at new residents will also facilitate the connections to support networks, deepen their sense of belonging to the community and measure their level of satisfaction with their new lives. The identification of new residents may be achieved through property transfer records and local real estate agents.

Budget

17



The approach toward the allocation of the budget available has been:

- 1. What is needed to build the response capacity of the four LGAs to manage every enquiry from potential new residents?
- 2. What are the best channels to use to reach the target audiences?
- 3. How do we ensure we can continually market the *Live the Grampians Way* message for 12 months?

Stage One is to investigate the options available to design and build a digital platform that would work to systemise and automate as much of the inbound and outbound channels as possible.

This would include the campaign website (primary call to action); a CRM to manage all enquiries, connections to job vacancies, housing, education and lifestyle networks; and a reporting platform that would provide the ongoing analysis and market intelligence to be able to measure the return on investment.

Based upon existing knowledge and experience with relocation campaigns, the recommendation is to allow a budget of \$55,000 for this ‘all in one’ digital framework. The Action Plan stage will need to discover if this budget is realistic or may only provide part of the desired solutions.

The balance of the budget is then available for the promotional plan.

The second method of budget allocation is to allow sufficient funds to ensure the campaign could remain alive for 12 months. The lower cost of digital channels creates that opportunity.

The remaining balance is to be allocated to other components of the recommended marketing mix, with an initial three- month burst of media advertising and public relations being designed.

The production and management budgets are associated with the assets required for the different media and the term of the campaign.

Summary:

Budget	\$212,865 (ex GST)
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Allocation:

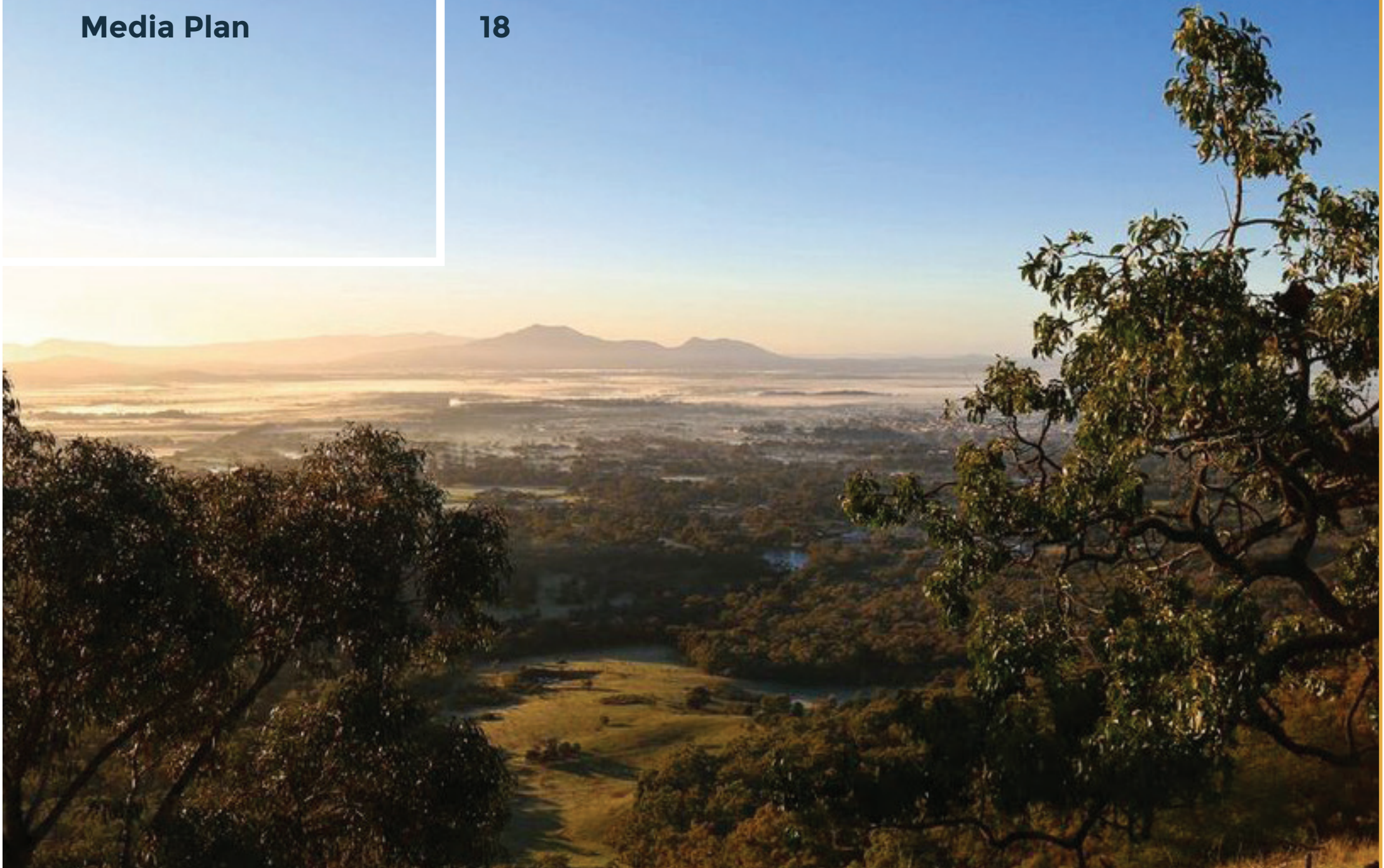
Response Capacity	<u>\$55,000</u>
Balance	\$157,865

- available for production, promotion and management

The Media Plan allocates the above balance according to channels selected.

Media Plan

18



ex GST

Market	Mix	Media	Network	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Totals (\$k)		
Melbourne/Reg Vic/Adelaide	Advertising	Digital	Search				1	1	1	1	1	1	1	1	1	1	1	11		
		Digital	Display				1	1	1	1	1	1	1	1	1	1	1	11		
		Digital	Social - FB/Instagram				1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	16.5		
		Digital	Youtube						0.5	0.5	0.5							1.5		
		Digital	Remarketing						inc in display									0		
		Digital	Jobs Board/s						0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	4.5		
		Digital	EDM										0.5					0.5		
		Digital	Podcast					1.5										1.5		
				\$4.2 k per month														46.5		
Melbourne	Advertising	Radio	t.b.c				20											20		
Melbourne	PR	All				10												10		
Melbourne	Advertising	Direct	Selected suburbs								to be confirmed							0		
Tourists	Advertising	Digital	Web Banners- partners				GT											0		
Tourists	Advertising	Direct	Accommodation houses						GT											0
Tourists	PR/Direct	Events														2		2		
Opportunity/Contingency																		10		
																		42.0		
																		88.5		

Total

Production & Management																		
Production - Digital advertisements, direct mail piece, web banners, radio ads, collateral			21						3			3				3		30
Media Negotiations, Bookings																		
Digital Campaign set up - geo targets, bidding strategies, accts			1.5															1.5
Campaign Management, Reporting				1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	16.5

48

Sub Total

Summary	\$ '000
Digital	47
Radio	20
PR	10
Events	2
Direct	21
Opportunity/Contingency	10
Sub Total	109.50
Production	30
<i>includes 5k for photography</i>	
Management	18
<i>Aug - June 2021</i>	
Total	157.50

136.5

TOTAL

158 Budget
21 available for direct mail piece

Summary of Recommendations

19

1. The five broad target markets to aim to attract new residents and skilled workers from are:
 - Metropolitan Residents
 - Regional Victoria Residents (selected locations)
 - Tourists
 - Migrants
 - Creators (business owners)
2. Extend the existing tourism branding - The Grampians Way - to the Live, Work and Invest messaging.
3. Invest in the design and construction of an integrated response platform that captures and responds to every enquiry, connects jobs, property, education, lifestyle needs and facilitates a concierge service that moves an enquiry through to the final conversion stage.
4. Develop partnerships with industry, in particular employers, real estate agents and property developers, that will create opportunities to build a self sustaining business model for ongoing marketing of the region.
5. Launch an advertising campaign into the nominated target markets as soon as possible to ensure Live the Grampians Way is 'first to market' in the post Corona world.
6. Allocate funds to a digital media plan that allows the campaign to remain in market for twelve months.
7. Pursue the core elements of the 'Live and Work the Grampians Way' concepts as presented, with the objective of refining and working up to the final market ready stage when the campaign moves to the production/implementation stage.
8. Endorse the media plan presented with due references to the channels and budgets allocated. The mediums recommended are digital, radio, PR, direct and events.

Action Plan

20



Adoption of the recommendations will merge into the delivery of tangible, practical programs that will provide measurable outcomes designed to achieve the stated objectives of this project - the attraction of new residents and the building of the workforce in the Grampians region.

Action	Lead Organisation	Timeframe
Strategy 1 - Invest in the design and construction of an integrated response platform that captures and responds to every enquiry, connects jobs, property, education, lifestyle needs and facilitates a concierge service that moves enquiries through to the final conversion stage.		
Invite submission/s from suitably qualified individuals or agencies to design and build a Grampians Region campaign website	Grampians Tourism	5th June 2020
Invite submission/s from suitably qualified individuals or agencies to provide a CRM solution for the proposed campaign.	Grampians Tourism	5th June 2020
Strategy 2 - Launch an advertising campaign into the nominated target markets as soon as possible to ensure 'Live the Grampians Way' is 'first to market' in the post Corona world.		
Invite submission/s from suitably qualified individuals or agencies to produce and manage the adopted Media Plan.	Grampians Tourism	5th June 2020
Strategy 3 - Develop partnerships with industry, in particular employers, real estate agents and property developers, that will create opportunities to build a self sustaining business model for ongoing marketing of the region.		
Compile databases of businesses from each of the four Councils for eventual communication of the campaign and participation options.	LGA's	30th June 2020



Appendix:

Melbourne Heat Maps

Advancing the research methodology further, an analysis of every Melbourne suburb has been completed for the purpose of strategic marketing.

Adopting both the Pepper Relocator Profiles and the Behavioural Segments, the top 10 suburbs (based upon the highest percentages of their respective populations) were identified on the demographics that may respond to the eventual “Push/Pull” messaging.

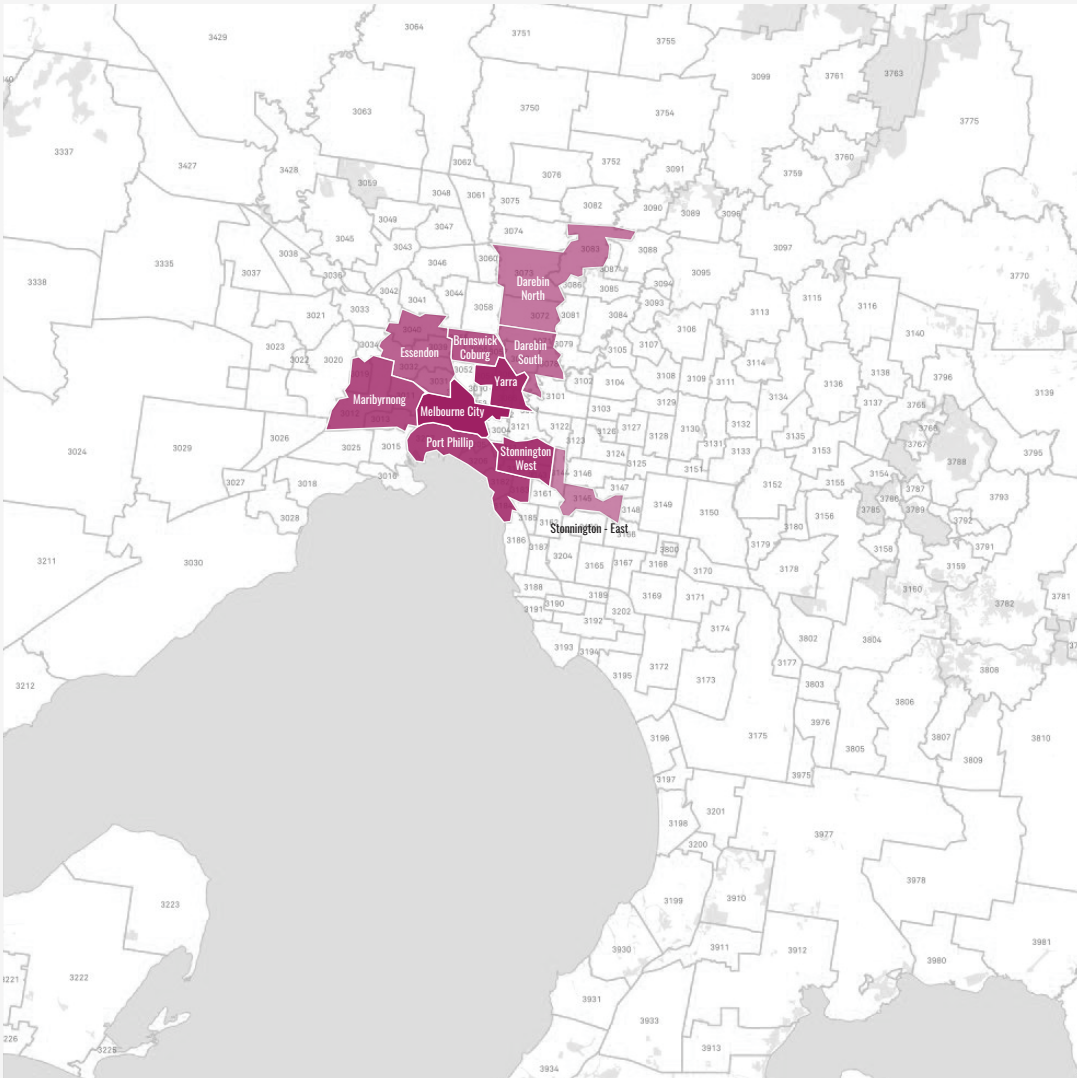
Suburbs were also identified where the greater percentages of certain skilled / professional workers reside.

Renters

Suburb

Percentage

Melbourne City	65.9
Yarra	54.5
Stonnington - West	54.3
Port Phillip	54.1
Maribyrnong	44.4
Brunswick - Coburg	43.1
Essendon	41.3
Darebin - South	40.3
Darebin - North	37.2
Stonnington - East	34

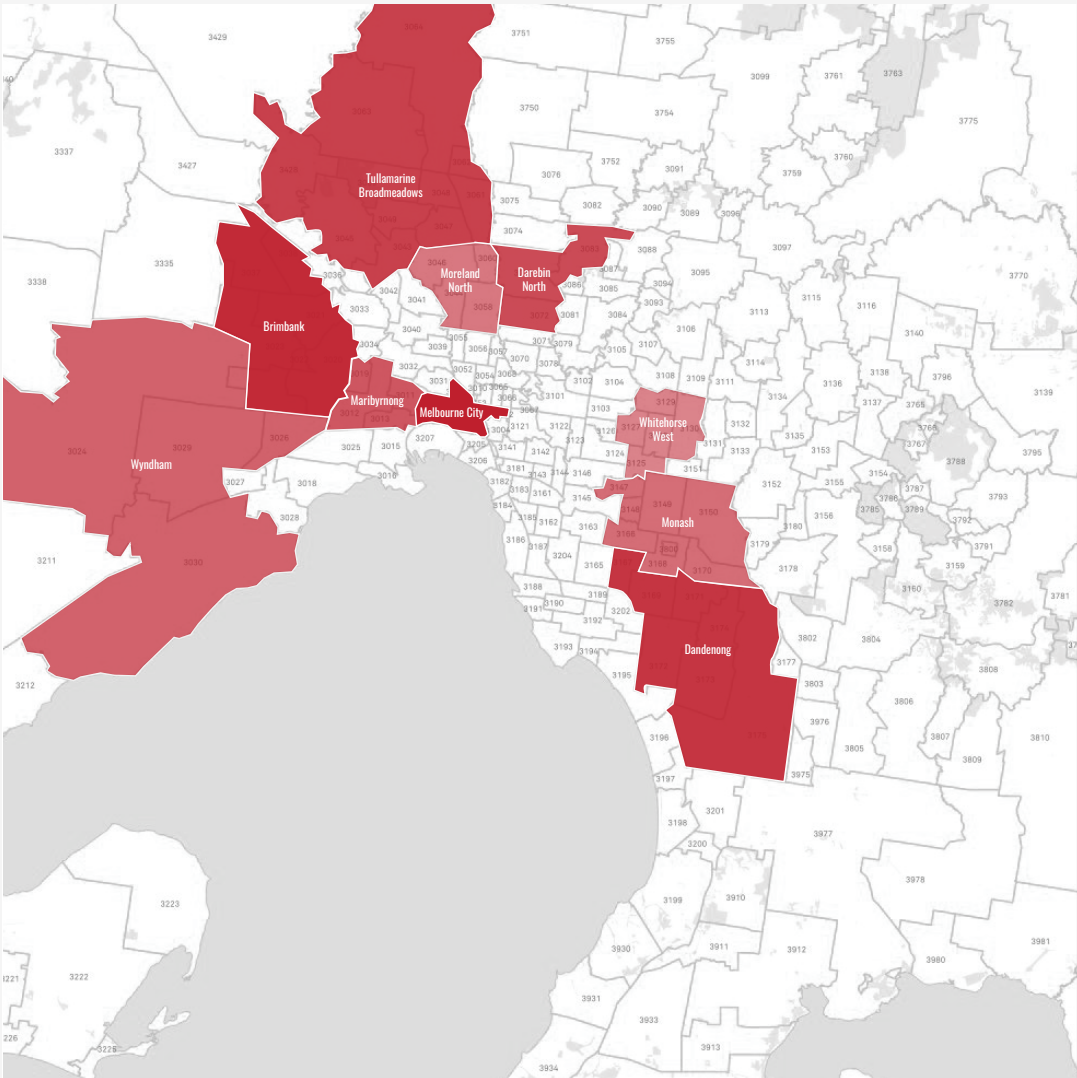


Unemployed

Suburb

Percentage

Melbourne City	10.9
Brimbank	10.6
Dandenong	9.6
Tullamarine - Broadmeadows	9.4
Darebin - North	8.5
Maribyrnong	8.3
Wyndham	8.3
Monash	8
Moreland - North	7.7
Whitehorse - West	7.6

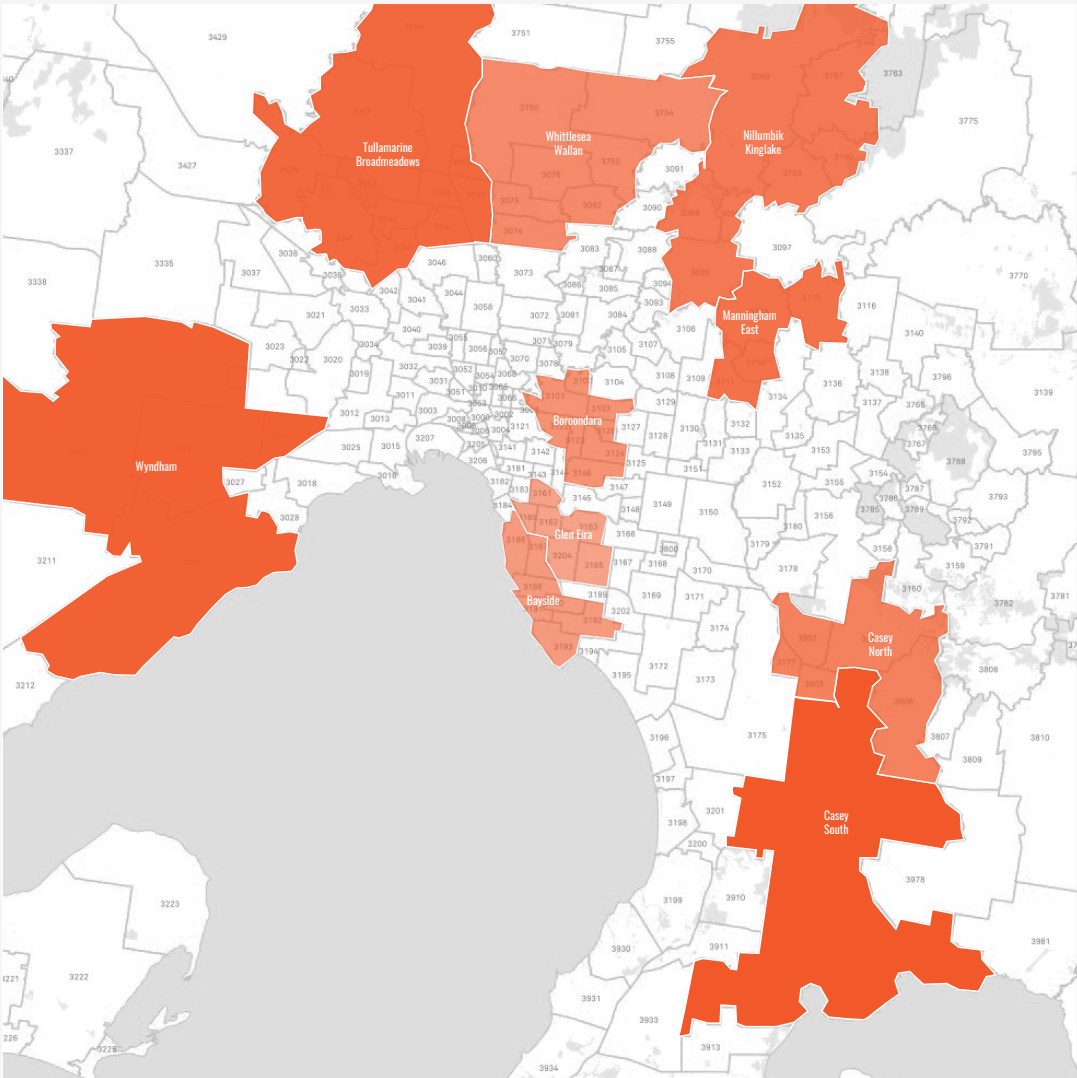


Families

Suburb

Percentage

Casey - South	57.1
Wyndham	56.6
Tullamarine - Broadmeadows	56.3
Manningham - East	53.8
Nillumbik - Kinglake	53.5
Casey - North	52.9
Whittlesea - Wallan	52.4
Boroondara	51.3
Bayside	51.3
Glen Eira	49.9

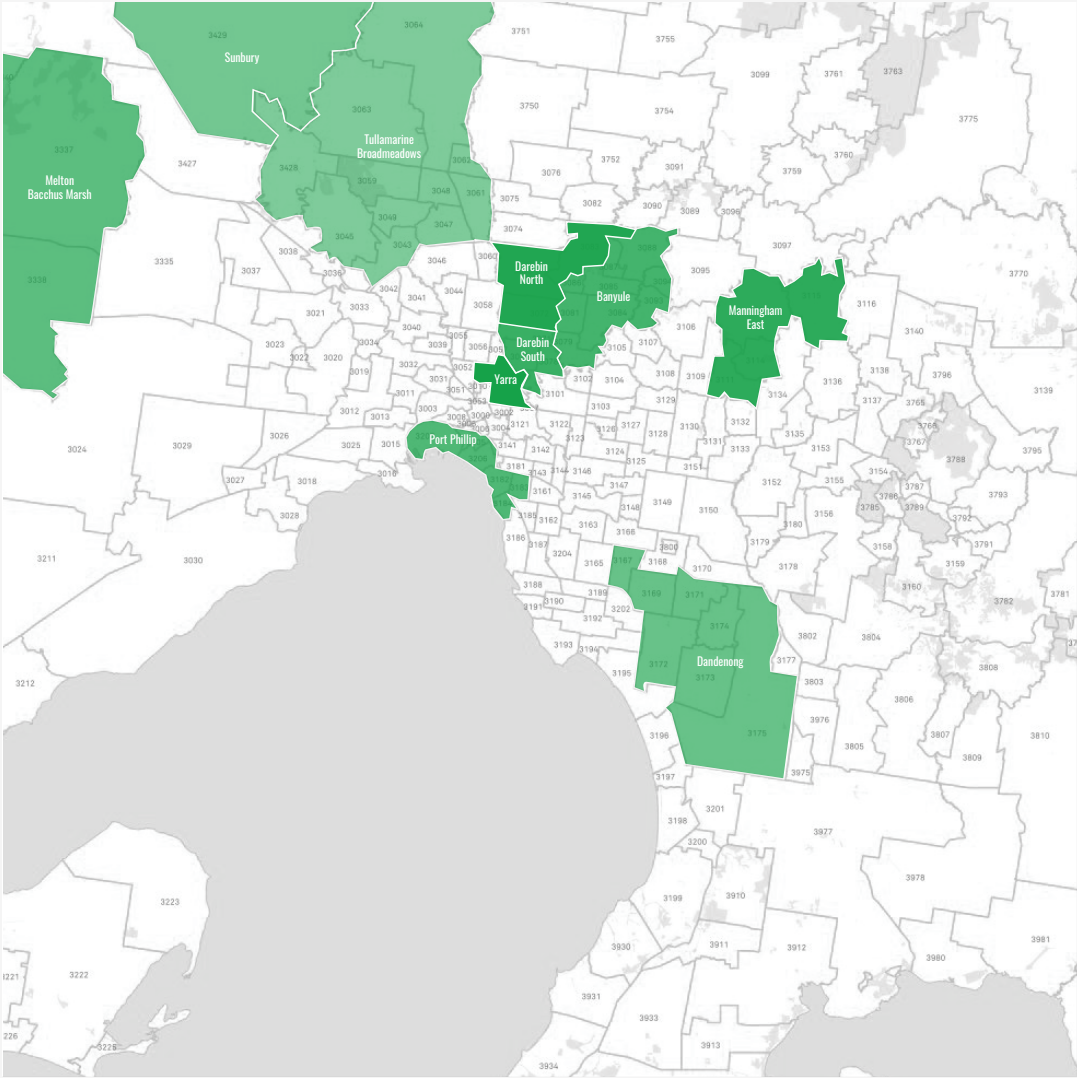


Burglary

Suburb

Yarra	79
Darebin - North	90
Manningham - East	93
Darebin - South	95
Banyule	96
Port Phillip	97
Melton - Bacchus Marsh	100
Dandenong	100
Sunbury	102
Tullamarine - Broadmeadows	102

Burglary
Rates 1/ X
homes



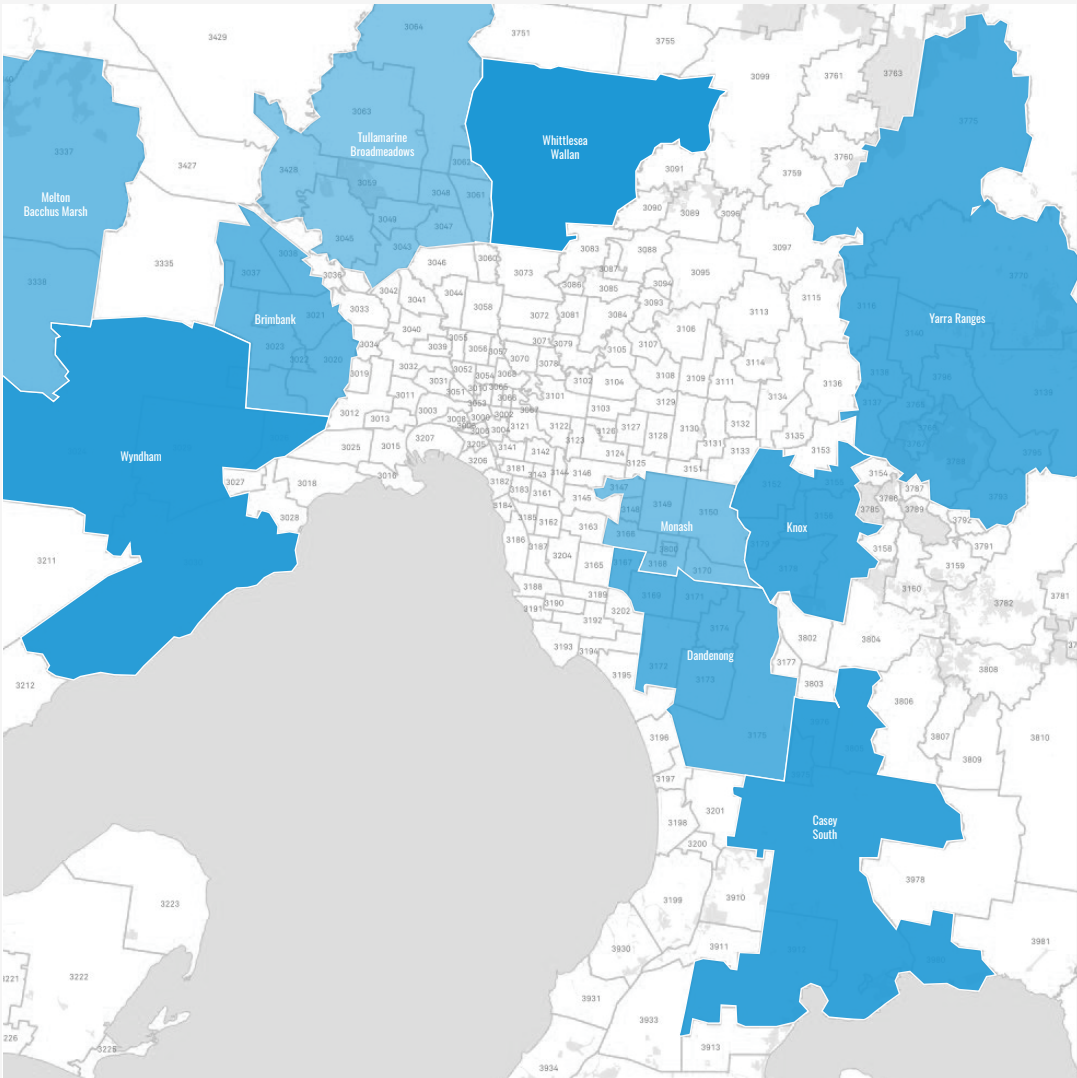
Commute

Suburb

Whittlesea - Wallan
Wyndham
Casey - South
Knox
Yarra Ranges
Dandenong
Brimbank
Melton - Bacchus Marsh
Monash
Tullamarine - Broadmeadows

Car Drivers

66783
63774
55485
54990
51454
51184
50218
47500
46595
43328



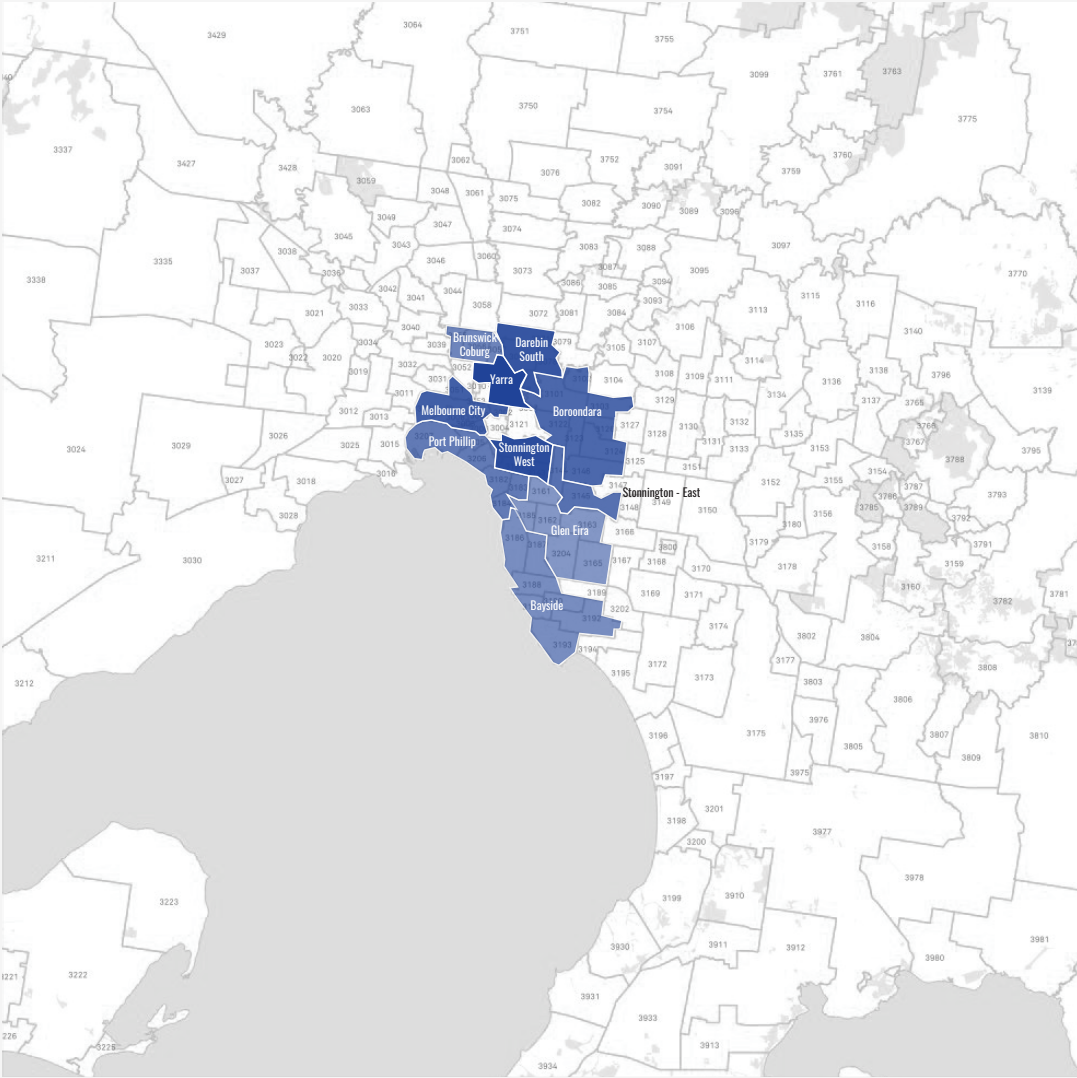
Professionals

Suburb

Percentage

Yarra
Stonnington - West
Darebin - South
Melbourne City
Boroondara
Stonnington - East
Port Phillip
Brunswick - Coburg
Glen Eira
Bayside

42.8
40.4
39.4
39.4
39.4
38.9
37.8
36.5
34.4
33.7

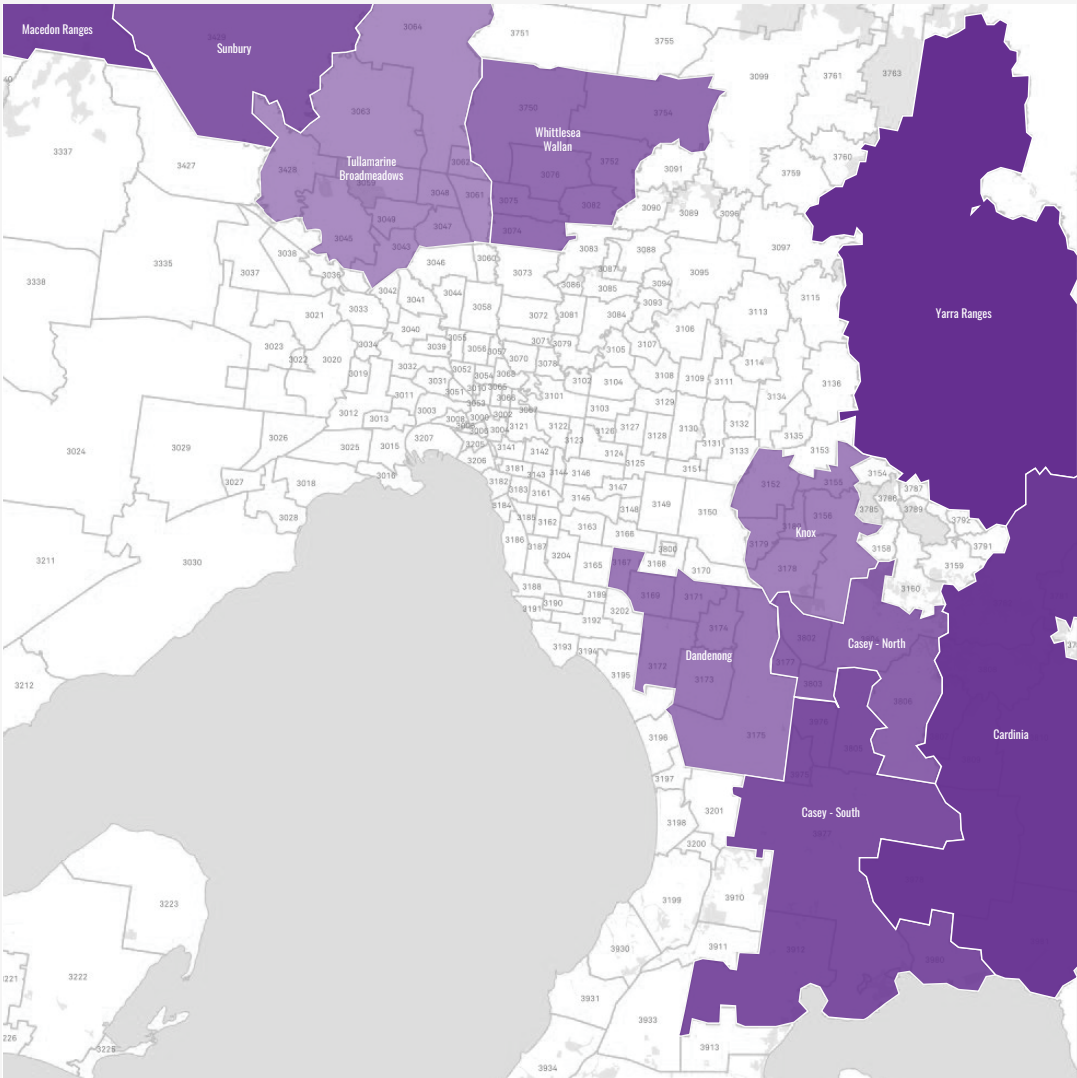


Trades

Suburb

Yarra Ranges	18.6
Cardinia	18.2
Macedon Ranges	16.7
Casey - South	16.6
Sunbury	16.5
Casey - North	16
Whittlesea - Wallan	15.7
Dandenong	15.3
Knox	15.2
Tullamarine - Broadmeadows	15.1

Percentage



Community Workers

Suburb

- Sunbury 12.2
- Tullamarine - Broadmeadows 12
- Yarra Ranges 11.4
- Casey - South 11.4
- Whittlesea - Wallan 11.3
- Wyndham 11.2
- Melbourne City 11.2
- Melton - Bacchus Marsh 11.1
- Darebin - North 11.1
- Macedon Ranges 11

Percentage

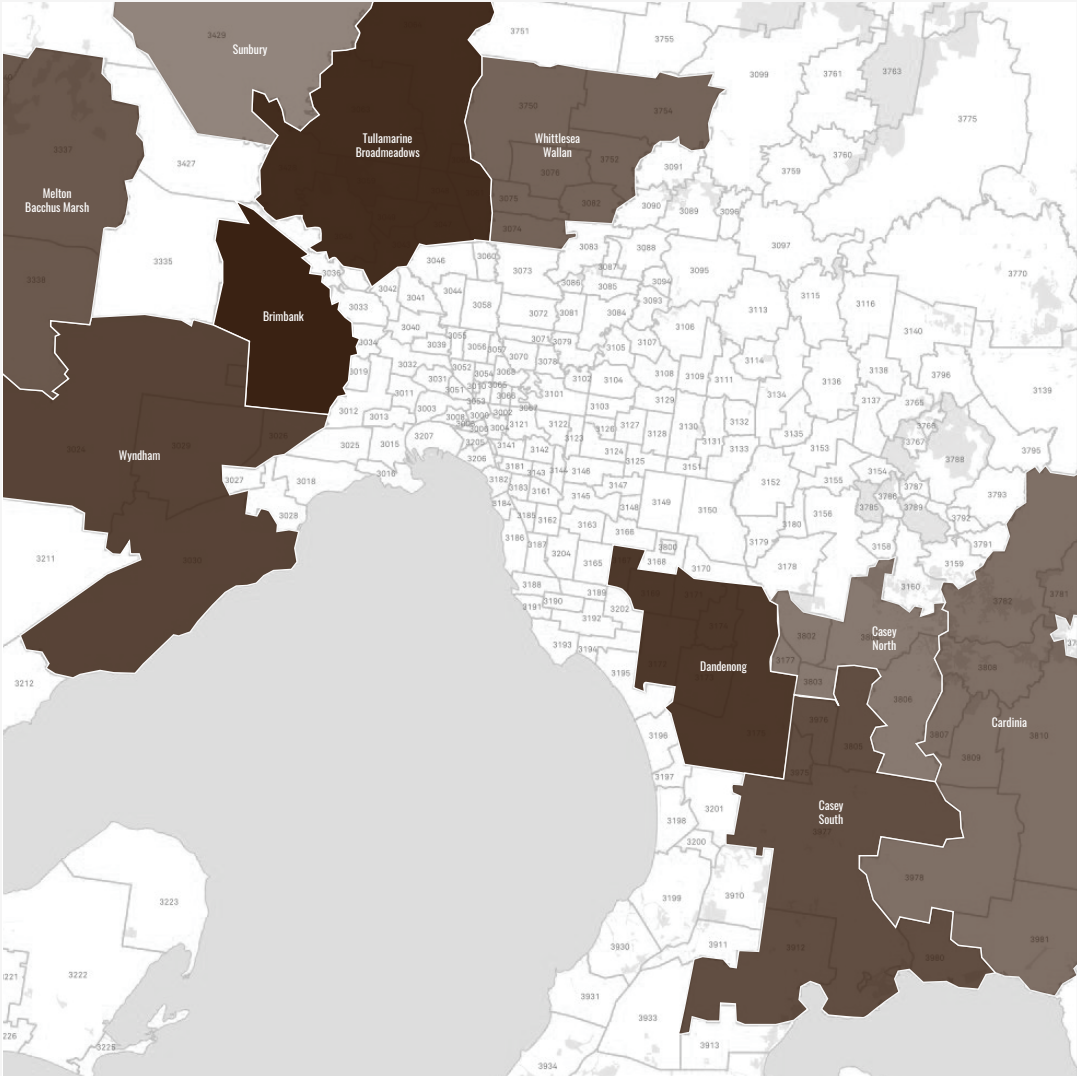


Machinery Operators

Suburb

- Brimbank 12.1
- Tullamarine - Broadmeadows 11.5
- Dandenong 11
- Wyndham 10.7
- Casey - South 10.7
- Melton - Bacchus Marsh 10.6
- Whittlesea - Wallan 9
- Cardinia 8.2
- Casey - North 7.9
- Sunbury 7.6

Percentage



Grampians Visitors

The following table and map represents an overlay of the ‘relocator hot suburbs’ (where the greatest percentage of behavioural and skilled segments reside) with the suburbs (Top 10) that account for the highest number of overnight travellers to the Grampians region from Melbourne.

It may be concluded that these urban dwellers are familiar with the region and have an affiliation with its appeal (having chosen it as a holiday destination).

