

Strategic Plan 2015–2019

Tourism and Events Queensland is a statutory body established under the *Tourism and Events Queensland Act 2012* and part of the portfolio of Tourism, Major Events, Small Business and the Commonwealth Games.

Vision

Inspiring the world to experience the best address on earth.

Purpose

Achieving economic and social benefits for the State by growing the tourism and events industry.

Queensland Government objectives for the community

Tourism and Events Queensland (TEQ) supports the Queensland Government's objective for the community of creating jobs and a diverse economy through actions aimed at growing tourism and events. In the delivery of its core functions of marketing; tourism experience and destination development; and securing major events throughout the state, TEQ also contributes to the Government's objectives of protecting the environment and building safe, caring and connected communities.

Priorities

TEQ works in conjunction with partners to deliver on government priorities including to:

- Promote the Great Barrier Reef and eco-tourism
- Promote international education
- Foster quality and innovation in the industry
- Focus on growing the Asia market
- Attract major events to Queensland
- Support implementation of industry's 20-year plan and Destination Tourism Plans as key documents to guide long-term strategic planning
- Support the annual forum with the tourism industry
- Support efforts to improve transport access for our visitors
- Maximise opportunities for tourism associated with the 2018 Commonwealth Games
- Continually improve operational efficiency, organisational governance and accountability

Destination Focus

TEQ's core activities are consumer-led, destination focused and implement an innovative approach to connect people and places like never before.

TEQ collaborates with a range of partners including Regional Tourism Organisations, Tourism Australia and State Tourism Organisations, tourism industry operators and representatives, State and Local Government, commercial partners, airlines and national and industry-related tourism associations to drive the best outcomes for Queensland's visitor economy.

TEQ's investment approach includes: strategically marketing the Great Barrier Reef and its diversity of experiences to a national and international audience; a targeted approach to Asian growth markets, while maintaining traditional markets; major event acquisition that drives growth year round and enhances destination brands; and aviation attraction to grow capacity and access.

Objectives

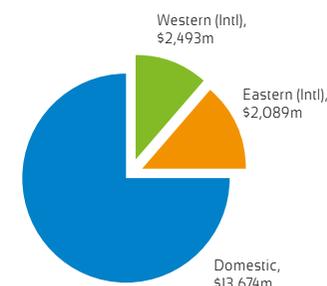
1. Attract international and domestic travellers to travel to and within Queensland. This will be done through:
 - Marketing and promoting tourism in Queensland
 - Tourism experience and destination development
2. Identify, attract, develop and promote major events that contribute to the State's tourism and event economy. Tourism and Events Queensland will work to secure events to be held in Queensland that specifically:
 - contribute to the Queensland economy
 - attract visitors to Queensland
 - enhance the profile of Queensland
 - foster community pride in Queensland

Target Markets

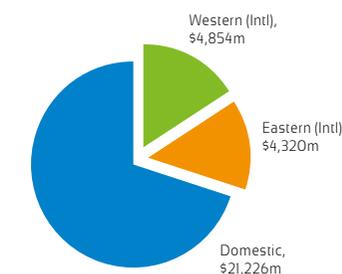
TEQ focuses on targeted visitors from intrastate, interstate and international markets. Domestic tourism currently accounts for three-quarters of overnight visitor expenditure in Queensland and is expected to continue to generate over two-thirds of expenditure by 2020.

The proportion of overnight visitor expenditure from key inbound markets to 2020 is expected to grow, particularly from Asian markets. TEQ's tourism and event activities are developed to protect and maintain the current visitor markets, as well as to attract and promote growth from new markets, to contribute towards the industry expenditure potential.

Queensland overnight visitor expenditure as at June 2015
\$18.26 billion



Queensland 2020 Potential overnight visitor expenditure
\$30 billion



Strategic Framework

Key Consumer Drivers

The following five key consumer drivers represent significant opportunities to grow overnight visitor expenditure for Queensland.

- 1. It's Live – Event and Destination Optimisation:** TEQ will provide a platform to take Queensland's destination focused Events Calendar to market and optimise the value of TEQ investment in events in promoting Queensland's destinations.
- 2. Great Barrier Reef:** Activity will be undertaken to grow positive awareness of experiences available on the Great Barrier Reef to drive visitation. This will be done by effective communication of the Reef's unique value proposition.
- 3. Strategic Partnerships:** Long-term strategic and commercial partnerships (including with trade and airline partners) will be leveraged to collaboratively showcase Queensland's experiences to key target markets globally, in order to drive conversion.
- 4. Strategic and Mega Events:** Opportunities presented by the Gold Coast 2018 Commonwealth Games will be used to increase Queensland's global profile.
- 5. Destination Experiences:** Queensland's tourism industry will be supported to develop and deliver destination experiences that exceed consumer needs. Eco-tourism, Indigenous tourism and International Education are key focus areas.

Destinations and Source Markets

Queensland's destinations are central to the strategic framework. TEQ will promote Queensland's destinations to target consumers in priority source markets (intrastate, interstate and international) and work in partnership with Regional Tourism Organisations to support delivery of each region's Destination Tourism Plan.

Events

TEQ will focus on supporting major, regional and business events to generate economic benefit for the state.

Platforms

The following platforms lay the foundation structures for all marketing, event and experience development activity: Digital Marketing, Brand, Public Relations, Research and Insights, Communications, International representation, Stakeholder Engagement, Recovery and Resilience.

Grants

TEQ delivers grant funding programs for Queensland's Regional Tourism Network and Convention Bureaux with the purpose of maximising tourism outcomes which drive visitor expenditure.

Operations

TEQ is committed to the development of a high performing team ensuring continuous improvement of operational capability and efficient business operations.

Service Delivery Measures

- Overnight visitor expenditure generated by events within the portfolio
- Direct and incremental spending generated by events within the portfolio
- Visitors to Queensland generated by events within the portfolio
- Direct visitor nights generated by events within the portfolio
- Publicity and promotional value generated by activities
- Value of collaborative support
- Efficient leverage of regional and strategic partnership investment

Industry Outcome Measures

- Economic impact and job creation
- Total overnight visitor expenditure
- Market share of overnight visitor expenditure (total, leisure and holiday visitors)

Strategic Risks

TEQ conducts an ongoing risk identification and assessment process, classifies risks as either strategic or operational, and mitigates accordingly. Tourism and events outcomes are directly and indirectly impacted by variable global conditions and visitor trends and their expenditure will vary as a result. Consequently, a balanced view of market potential is taken, across multiple target markets and time horizons.

Values

Lead together

One team

Go beyond

Agile and responsive