

Strategic Plan 2016-2020

Tourism and Events Queensland (TEQ) 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.

Our vision: Inspiring the world to experience the best address on earth.

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

Our mission: We are a consumer-led, experience-focused, destination-delivered organisation that connects people and places like never before through innovation and collaboration with the tourism and events industry.

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

What this plan sets out to achieve

TEQ is Queensland's lead tourism marketing, destination and experience development, and major events agency. This 2016-2020 plan sets out TEQ's strategic positioning, the way that we create unique value for the State's tourism and events industry. TEQ will invest in strategic priorities, in partnership with industry, government and regional tourism organisations. This plan ensures that TEQ will invest in the right areas to maximise economic and social benefits for the state.

TEQ's long-term strategic focus will inform activities undertaken, and will help to maintain and build competitive advantages for the State's tourism and events industry.

Operational environment

The coming decade will bring enormous opportunities for Queensland's tourism and events industry. Rapid growth in Asian countries, especially China and India, means the Asian middle class will grow from around 500 million to 3.2 billion in 2030.¹ Asian tourism to Australia is growing at an unprecedented rate, assisted by increasing wealth and favourable economic conditions. Double-digit growth has also been experienced in key western markets such as the United States of America and the United Kingdom.

Queensland's tourism and events industry will continue to be influenced by changes in technology and consumer preferences. The Queensland Government has renewed its focus on innovation through the Advance Queensland initiative. The tourism and events industry must continue to innovate and is well placed to take advantage of these opportunities, delivering on jobs and advancing tourism.

In 2015, the Queensland Government committed to a four-year funding approach. This funding enables TEQ to enter into multi-year partnerships and take a longer term view on strategic investment in marketing and events. Through the Tourism Network Funding Program, TEQ will provide multi-year support to the State's Regional Tourism Organisations.

¹ Brookings Institute, 2010.

Objectives

1. Attract visitors to Queensland, generating overnight visitor expenditure (OVE)
2. Contribute to the Queensland economy
3. Enhance the profile of Queensland
4. Foster community pride in Queensland.

These will be delivered through:

- Marketing and promoting tourism in Queensland;
- Tourism experience and destination development; and
- Working to identify, attract and promote major events.

Target markets

TEQ focuses on targeted visitors from intrastate, interstate and international markets. Domestic tourism accounts for three-quarters of overnight visitor expenditure (OVE) in Queensland, and domestic markets are forecast to generate two-thirds of national OVE in 2025. TEQ's tourism and event activities are developed to protect and maintain current visitor markets, and leverage growth particularly in international markets.

The proportion of Queensland's OVE coming from key international markets is expected to grow to 2025, particularly from Asian markets. China is now Queensland's largest international visitor market measured by OVE. Strong growth of 10 per cent per annum is expected to continue over the next decade.

Values

Lead Together

One Team

Go Beyond

Agile and Responsive

Strategic framework

Strategic priorities

TEQ will implement the following strategies within five key strategic priority areas to deliver our objectives.

Deliver and promote a world-class events calendar

- Maintain an events calendar that is a high value sustainable asset for Queensland
- Attract and secure major events to grow the Queensland economy and support jobs
- Support regional Queensland through the Queensland Destination Events Program
- Support the Queensland business events sector through the Business Events Program
- Event value optimisation, including maximising opportunities for tourism leading up to the 2018 Commonwealth Games

Market the best address on earth

- Clearly articulate Queensland's global target markets to maintain and grow share of expenditure
- Identify and showcase Queensland's experiences to create competitive advantage
- Inspire a global target audience to consider Queensland
- Ensure a focus on Signature Products and Events that deliver exceptional, quality experiences
- Maximise visitation and expenditure across Queensland's suite of destinations

Focus on Asia

- Implement our Asia Strategy for Queensland
- Target priority Asian markets and accelerate efforts to win share and grow aviation access
- Develop key partnerships with relevant trade including online travel agents

Aviation access and strategic partnerships

- Increase focus on attracting and supporting aviation access
- Identify and increase partnerships with trade, government and other stakeholders
- Derive tourism benefits from the international education market

Destination and experience development

- Support Regional Tourism Organisations (RTOs) through Tourism Network Funding
- Foster quality and innovation in the industry in collaboration with QTIC
- Showcase world class experiences in Queensland's destinations
- Work in partnership with RTOs to support the delivery of each region's Destination Tourism Plan including Signature Experiences

Operational efficiency and governance

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

- Ensure good governance across all TEQ activity
- Seek out and implement efficiency measures across the business
- Maintain a capable, motivated and collaborative global team

Measures of success

TEQ uses the following performance indicators to measure the extent to which it is achieving its objectives. Performance indicators are arranged into two groups based on the degree of influence TEQ has in affecting the outcome.

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
- Queensland's share of Australian overnight visitor expenditure (total, leisure and holiday visitors)

Strategic risks

Queensland's tourism industry operates in a highly competitive national and international environment. TEQ conducts an ongoing risk identification and assessment process, classifies risks as either strategic or operational, and mitigates accordingly, including:

- Variable economic conditions within Australia and in key source markets that can impact visitor numbers, expenditure and average length of stay
- Competition from other national and international event destinations to secure and develop events
- Changing visitor expectations of tourism and events products, experiences and destinations in a highly competitive environment
- Crises and unexpected events, including adverse weather events, that can depress tourism demand and influence consumer perception.

Queensland Government objectives for the community

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.