

Strategic Plan 2014-2018

Tourism and Events Queensland (TEQ) is a statutory body of the Queensland Government and part of the portfolio of Tourism, Major Events, Small Business and the Commonwealth Games.

Our vision is to achieve a collaborative tourism and events business system that engages and provides a sense of ownership of all stakeholders, achieving the goal of \$30 billion in visitor expenditure by 2020.

Our purpose is to achieve economic and social benefits for the State through the marketing and promotion of tourism, tourism experience and destination development, and through sourcing, securing and optimising major events to be held in Queensland.

Queensland Government Objectives for the Community

The Queensland Government has identified tourism as one of the four pillars of the State's economy and is committed to ensuring Queensland regains its rightful place as Australia's pre-eminent tourism destination. Tourism and Events Queensland supports the objective to grow tourism as a key pillar of the economy through actions aimed at generating overnight visitor expenditure growth.

Destination Focus

Tourism and Events Queensland and destination partners are integral to achieving the *DestinationQ 2020* target and delivering the *Destination Success 20-year* plan for the industry. With a clear focus on developing strong Queensland destinations and building a sustainable tourism planning framework, Tourism and Events Queensland has collaborated with each Regional Tourism Organisation on the development of their own Destination Tourism Plan. The Destination Tourism Plans provide a framework to guide industry development in each region and to foster the efficient, effective and coordinated use of resources to grow tourism and events and strategically market each destination to a national and international audience.

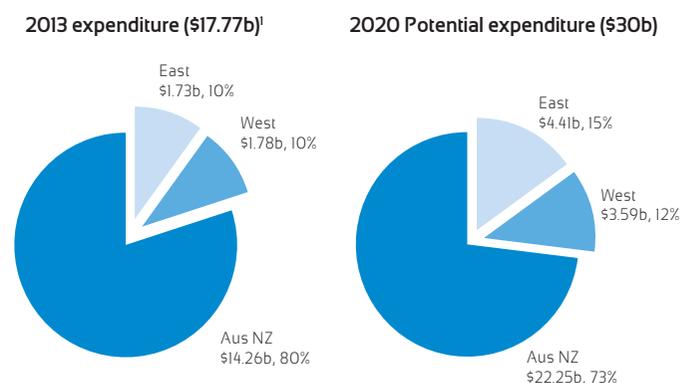
Tourism and Events Queensland collaborates with a range of partners including Regional Tourism Organisations, Tourism Australia and state tourism organisations, tourism industry representatives, State Government departments and statutory authorities, commercial partners, airlines and national and industry-related tourism associations.

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 major 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

Tourism and Events Queensland focuses on targeted visitors from interstate, intrastate and international markets. Domestic tourism currently accounts for three-quarters of overnight visitor expenditure in Queensland and should continue to generate over two-thirds of expenditure by 2020. Share of expenditure from key inbound markets to 2020 is expected to grow, particularly from Asia. Tourism and Events Queensland'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.



¹ Source: December 2013 International Visitor Survey / National Visitor Survey, Tourism Research Australia

Strategic Focus Areas



Destination Partnerships

- Work in partnership with Regional Tourism Organisations to deliver on each region's Destination Tourism Plan
- Support tourism strategies related to the Gold Coast 2018 Commonwealth Games to maximise legacy benefits



Destination and Experience Development

- Maximise the opportunity that each region's hero experiences offer consumers
- Identify each destination's competitive edge to enable regions to attract new and/or niche tourism and events visitor markets



Events

- Create and deliver a world class Events Calendar for Queensland, guided by the *Events Strategy 2020*
- Optimise the value of the Events Calendar by leveraging the competitive advantage provided by Queensland's destinations



Marketing

- Develop and deliver global consumer driven destination marketing, targeting a balanced portfolio of markets, in line with the destination tourism framework and *2020 Strategic Marketing Plan*



Commercial Partnerships

- Focus on multi-year strategic partnerships with major industry operators, to showcase experiences and products
- Other commercial partnerships will also be negotiated during the year



Research, Economics and Insights

- Identify and implement new and innovative methods to capitalise on emerging opportunities
- Partner with airports to support aviation route development and increase route capacity

Key Performance Indicators

- Publicity and promotional value generated by TEQ activities
- Direct and incremental spending generated by major events within the TEQ portfolio
- Overnight visitor expenditure generated by major events within the TEQ portfolio
- Visitors to Queensland generated by major events within the TEQ portfolio
- Direct visitor nights generated by major events within the TEQ portfolio
- Satisfaction with TEQ's development programs
- Value of cooperative investment in marketing campaigns/ collaborative support

Industry Outcome Measures

- Total overnight visitor expenditure²
- Market share of overnight visitor expenditure (total, leisure and holiday visitors)
- Number of passenger movements through Queensland airports
- Economic contribution

Regular reviews of performance against State tourism goals are undertaken and Tourism and Events Queensland is committed to continuous improvement of operational capability and efficiencies.

Strategic Risks

Tourism and Events Queensland conducts an ongoing risk identification and assessment process, classifies risks as either strategic or operational, and dynamically 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.

² To be on track for the 2020 \$30b target, overnight visitor expenditure would need to be \$26.5b as at 30 June 2018

Values



We lead together

Guided by the Minister and the Board, we are clear on our purpose, direction and priorities and our team is empowered to implement



We are one team

We work in partnership with our teammates and always act for the good of the whole



We go beyond

We are creative, innovative and solutions driven. We strive for continuous improvement, and make a difference where it really counts for Queensland



We are agile and responsive

We embrace emerging trends and opportunities. To thrive in a competitive industry environment we are proactive, flexible and adaptive