



# Corporate Plan | 2005-2007

*South Australian Tourism Commission*

# 2005-2007

*The next three years are critical for tourism in South Australia, with trends strongly suggesting that significant investment is required now.*

*Tourism stimulates the economy, redistributes wealth and creates jobs and the South Australian Tourism Commission is committed to ensuring the State is strongly positioned to reap the rewards.*

*The SATC will stretch itself like never before and navigate its way toward a future that delivers on targets articulated in the South Australian Tourism Plan 2003-2008. The SATC Board, Executive and staff will work to a master marketing and tourism development plan that ensures all activities and events are strategically aligned to consumer demand.*

*The time is right to address significant tourism challenges and make a real difference. Failure to do so will result in a missed opportunity and competition reaping the rewards.*

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## Mission

The SATC develops and promotes the best South Australia has to offer visitors.

## Vision

The SATC is an inspiring organisation, leading the way in the world's most dynamic industry.

## Goal

The SATC aims to create tourism jobs, increase export income and profile the State by adopting a strategic approach to building the destination and marketing the State.

## Objectives

The SATC will take the role of navigator, facilitator and, at times, developer, ensuring:

- Iconic product and infrastructure development
- An inspiring, recognisable and consistent global brand
- A master plan that aligns all marketing activity to brand and market demand
- A full and exciting calendar of major festivals and events
- Improved air, land and water access
- High-return strategic alliances and business collaborations
- A positive framework for sustainable tourism development and management
- An increase in tourism activity associated with our major festivals and events
- An SATC team committed to a shared sense of purpose.



## Targets

Subject to critical financial injections, over the next three years the SATC will aim for real rewards that make a significant difference. The SATC will contribute to the key tourism industry targets of:

- Increasing total visitor spending to \$5 billion by 2008.
- Equalling or exceeding average national growth in international, interstate and intrastate markets\*.
- Increasing regional dispersal of tourism expenditure to >50% by 2008.

\*subject to appropriate resources being applied to critical success factors identified in State Tourism Export Strategy, target for international growth in international visitor expenditure is 8%pa.

## Strategies

### Build the Destination

The SATC will:

- Assist in the development of high-yield product and events consistent with the State's competitive strengths e.g. wine and food, nature, coastal, outback, cultural, indigenous, diving and cycling
- Facilitate the establishment of major new regional accommodation developments
- Encourage the introduction of new international flights
- Help to build sustainable capacity of domestic airline seating
- Encourage the introduction and viability of air carriers and other transport to regional SA
- Implement the Sustainable Tourism Package of initiatives
- Align broader Government policy and decision making with the goals of the tourism industry and local community aspirations
- Strengthen education tourism by collaborating with key education institutions and initiatives
- Work collaboratively with SA companies to leverage international export efforts
- Implement a strategy that minimises risks associated with private tourism investment.

### Market the State

The SATC will:

- Conduct a major review of Brand South Australia and Brand Adelaide and introduce a new effective brand
- Undertake a strategic review of Australian Major Events and successfully implement its findings
- Develop a program of managed and sponsored events during the winter months to improve accommodation occupancy
- Establish an effective Travel and Booking Centre at Adelaide Airport
- Redevelop southaustralia.com, integrating it across marketing and events activity and optimising its technical capabilities
- Focus on the touring market and other markets attracted to our competitive strengths e.g. food and wine, conference and conventions, visiting friends and relatives and high-yield international markets
- Implement highly focused tactical campaigns that deliver tangible booking results, in particular SA Shorts and SA Holidays
- Introduce Connect SA to tourism industry operators and encourage a high uptake amongst accredited operators and VICs
- Work collaboratively to leverage marketing by Tourism Australia and other industry stakeholders
- Develop national and international media alliances and partnerships with wholesalers/inbounders to optimise strategic opportunities in high yield target markets
- Use events not only to bring visitors to the State but also as a vehicle to profile SA nationally and internationally through media coverage.

### Lead the Organisation and the People

- Develop a workforce plan that aligns people and structure to business priorities
- Establish project teams to develop and implement key business objectives
- Manage risks effectively
- Attract and retain the best people
- Set KPIs (key performance indicators) for all people and teams
- Recognise and reward great performance
- Prepare and implement annual business plans
- Commit to safety excellence and implement the 2005-2007 OHSW Action Plan
- Ensure technology is at the forefront of our business.





[www.tourism.sa.gov.au](http://www.tourism.sa.gov.au)



**South**Australian  
*Tourism Commission*