

# SATC PLAN

2008-09



## ENABLERS:

INDUSTRY/  
STAKEHOLDERS: Engage externally for mutual benefit  
COMMUNITY: Deliver rewards that flow to community  
ENVIRONMENT: Develop a sustainable approach to tourism  
BUDGET: Spend government money responsibly  
PEOPLE: Develop a professional, motivated team  
RISK/SAFETY: Manage risks intelligently and safely

## MEASURES:

= Cooperative Advertising Target of \$1,000,000, Strong Industry Body established with Board capability  
= Positive Community & Stakeholder Survey Results  
= Five Councils' Development Plans have positive tourism development provisions  
= End of year budget variance 2% Year to date budget variance 10% Budget revision in Dec/Mar  
= Staff Turnover 18%, 100% of staff embrace a new Performance Culture  
= Zero Workers Compensation Claims, Zero Legal Challenges, Risks Integrated into Plans

## BEHAVIOURS

OUR PEOPLE: Choose your attitude  
OUR CUSTOMERS: Pick the winners from their perspective  
  
THINK = Use real insights for right decisions  
INNOVATE = Always find a better way  
EXECUTE = Wring the life out of opportunity  
COMPETE = Anticipate and get ahead of the game  
CELEBRATE = Acknowledge our wins

## ORGANISATIONAL FITNESS

We need the SATC to work more effectively, so that we have the culture, capability and capacity to deliver the plan.

### BUILDING BETTER INDUSTRY CAPACITY:

- Develop and implement a process to facilitate one powerful, credible and independent SA Industry Body that has a clear sense of purpose in helping industry reach the tourism target set in the State Plan.
- Divest SATC's current industry support roles to the new Industry Body so that the SATC is free to focus purely on development and communication of tourism experiences.

### FOCUSING ON OUR PEOPLE:

- Create a performance based culture with objectives that are real and measurable.
- Encourage talent development with a focus on Leadership Development and talent retention.
- Integrate new behaviours into our culture and processes.
- Keep staff safe, healthy and engaged.

### PLANNING AND PRIORITISING:

- Focus on effective communication with a clear message on how to achieve the goal.
- Establish and constantly review our targeted investment in international, domestic and regional markets to ensure the best value for our time and effort.
- Better integrate business planning, budgeting and risk management
- Measure Return On Investment (ROI) for all major events, campaigns and projects

## STRATEGIC INTENT:

Grow total tourism expenditure in SA to \$6.3 billion by 2014, which requires a milestone of \$4.9 billion by 2009  
Grow the number of target audience predisposed to SA to 25% by 2014, which requires a milestone of 14% by 2009  
Get more domestic target audience to holiday in SA 750,000 by 2014, which requires a milestone of 520,000 by 2009  
Grow international tourism expenditure in SA to \$750 million by 2014, which requires a milestone of \$420 million in 2009

### GOAL 1: COMMUNICATE A MORE APPEALING SA OF TODAY

Right message, right audience through right medium

KEY PERFORMANCE INDICATORS :  
In 2008/09 grow to 520,000 domestic visitors  
In 2008/09 grow to \$420m international expenditure

### GOAL 2: GET MORE PLANES TO LAND

Grow domestic and international seat capacity

KEY PERFORMANCE INDICATORS :  
In 2008/09 grow to 77,000 domestic seats  
In 2008/09 grow to 6,500 international seats

### GOAL 3: DEVELOP A MORE APPEALING SA OF TOMORROW

Events, Experiences & Infrastructure

KEY PERFORMANCE INDICATORS :  
In 2008/09 achieve \$20 million in strategic projects  
Develop an Events KPI for 2008/09

# STRATEGIES:

We must attract more higher yielding, longer staying visitors to Adelaide and the regions. In order to do this our approach will be to **plan, develop, activate** and **communicate**.

## PLAN

In order to understand our ideal visitors, where they live, what they watch, read and listen to and how they plan and book holidays we need to undertake research and planning. We also need to plan to track and measure our successes in order to have the ability to change tack if we are not heading towards our target.

### PLANNING FOR SUCCESS:

- Translate the \$6.3 billion target into meaningful goals for all SATC staff and industry stakeholders.
- Be research-led so that we measure to manage and use research to obtain real insights for real decisions.

### CREATING A POSITIVE TOURISM DEVELOPMENT ENVIRONMENT:

- Influence positive tourism policy and work to reduce planning barriers.
- Establish a register that recognises land and private opportunities that have clear potential for future tourism development.
- Establish the 'winners' and proactively case-manage these projects.

## DEVELOP

We need to find out what is appealing about SA to potential visitors, bundle this product and sell it as SA's greatest. In addition we need to understand any gaps we may have in our tourism product and focus on 'wooing' potential developers to consider SA in their future plans. Our events are a great asset, existing events should be further grown so they are an outstanding product and we should search the world for future events that make our state even more appealing to our target markets.

### DEVELOPING A MORE APPEALING SA OF TOMORROW:

- Undertake a consumer-driven, research-based approach to help fill the gaps in SA's tourism experiences and to identify holidays that will appeal to higher-yielding and longer staying visitors.
- Proactively identify and target investors to consider development opportunities in South Australia.

### MAKING THE MOST OF WHAT WE HAVE GOT – THE "A TEAM" APPROACH:

- Identify and grow SA's current stock of most outstanding tourism products and regroup and repackage into more appealing holiday experiences.
- Build on SA's current strengths and use events, Adelaide and our "Green Credential" as a drawcard.

### ESTABLISHING EVENTS AS A REASON TO COME:

- Ensure events act as a vehicle to profile SA nationally and internationally with media coverage.
- Increase the focus on bidding and winning new events that reflect SA's Brand Values and make SA even more appealing.
- Develop and grow existing events so that they bring a greater sense of community spirit and pride.
- Attract visitors through a compelling reason to travel with greater event packaging.

## ACTIVATE

We need to create the right access into South Australia, particularly through aviation growth. We also need to ensure that we access the right traditional and non-traditional distribution channels used by consumers to plan and book holidays. Consumers must see SA as a fresh and desirable destination that is easy, and from a trade perspective, profitable to do business with, in order to increase South Australia's market share.

### IMPROVING AIR ACCESS TO AND THROUGH SA:

- Form a "Team SA" approach to improving international aviation and establish an Aviation Attraction Fund.
- Develop stand out business cases and pitch these to key airlines in order to grow domestic and international seats.
- Work in partnership to develop key regional air gateways that will facilitate access to significant holiday experiences.

### BEING WHERE THE EYEBALLS ARE:

- Develop the SATC Digital and Online Strategy.
- Interact with our target audience in their preferred medium and push content online through consumer generated media e.g blogs, travel sites.
- Make sa.com an outstanding home for SA tourism experiences.

### MAXIMISING SA SALES BY THE TRADE:

- Increase cooperative marketing domestically, with partners who will put skin in the game.
- Reinforce new and existing domestic trade relationships.
- Increase the extent of SA tourism experiences in international programs.
- Use VICs to sell product and build staff knowledge of State-wide product.
- Run a Visitor and Travel Centre to sell the larger SA product offering, and package it for easier selling by other partners.

## COMMUNICATE

We need to change the way that we communicate. Our focus will be on communicating with impact and reaching our audience through the full media mix to maximise exposure and potential.

### COMMUNICATING WITH IMPACT:

- Develop a simple and effective communications plan and brief for the organisation so that all staff are clear on the message we give consumers.
- Ensure we invest wisely in the best mix of media so that we reach the higher yielding, longer staying consumers who we know will find SA appealing (i.e. target the right audience, the right media and the right messages)
- Be consumer-driven and only pick and promote the most appealing holiday experiences.
- Recognise that travel is an e-business, where online presence and infrastructure is an integral part of all consumer and business activity.