

QUARTERLY REPORT

January - March 2017



TABLE OF CONTENTS

OVERVIEW OF Q1 2017 (JANUARY – MARCH)	3
TOURISM IN THE TWEED ECONOMY	4
LATEST VISITATION STATISTICS	6
Number of visitors and nights stayed (YE Dec 2016)	6
DESTINATION MARKETING CHANNELS	7
Destination Tweed website	7
Social media engagement	9
Media / PR	10
MARKETING & PRODUCT DEVELOPMENT – COMPLETED AND CURRENT ACTIVITY	11
Activity completed in Q1 2017	11
Activity in progress	12
VISITOR SERVICING	16
ANNUAL WORKS PLAN UPDATES	17
Marketing	17
Product development	23
Visitor servicing	26

Notable news...

In the YE December 2016, The Tweed a record number of 1.28 million day visitors came to the Tweed. This figure represents the 11th consecutive period of more than one million day visitors to the region.

The Tweed’s domestic overnight visitor estimate of 620,000 for this period is well above average and the highest estimate for any 12 month period on record (data goes back to 1998).

The last three year-ending periods have seen a sharp rise in international visitor nights.

Total number of visitors to the Tweed (YE Dec 2016)

1,917,000 **↑ 15%** compared with the same period in the previous year.

Total number of visitor nights in the Tweed (YE Dec 2016)

2,450,000 **↑ 17%** compared with the same period in the previous year.

Number of domestic overnight visitors to the Tweed (YE Dec 2016)

620,000 **↑ 14.6%** compared with the same period in the previous year.

Number of domestic visitor nights in the Tweed (YE Dec 2016)

2,131,000 **↑ 9.6%** compared with the same period in the previous year.

Number of international overnight visitors to the Tweed (YE Dec 2016)

21,000 **↑ 17%** compared with the same period in the previous year.

Number of international visitor nights in the Tweed (YE Dec 2016)

319,000 **↑ 107%** compared with the same period in the previous year.

Total number of people through all Visitor Information Centres

12,500 **↓ 16%** compared with the same period in the previous year.

THE DESTINATION TWEED BOARD

CHAIR

Aymon Gow – General Manager, Tropical Fruit World

DEPUTY CHAIR

Charles Martin – Charles Martin Consulting

TREASURER

Belinda Hall – Director, Cameo Business Consulting

PUBLIC OFFICER

Darren Wright – General Manager, Flight Centre Australia

DIRECTOR

Kylie Ryan-Milroy – Director, Atlas Currency Exchange

DIRECTOR

Phil Kelly – General Manager, Kingscliff Beach Bowls Club

DIRECTOR

Sharon Styman – Director, InvestRent

DIRECTOR

Katie Milne – Mayor, Tweed Shire Council

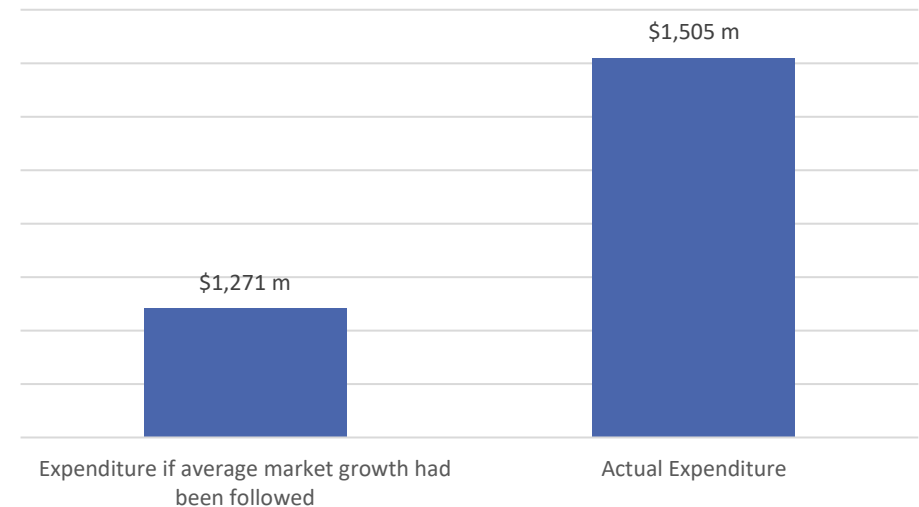
Tourism Growth in the Tweed has been on the rise for the last 9 consecutive quarters with increases in both visitor numbers and room nights, indicators of actual growth. The questions raised are what does this mean for the Tweed? What is the commercial impact of this growth on the Tweed and how does this compare to other regions of NSW? What would it look like if Destination Tweed did nothing and we followed the average LGA tourism growth rate?

To gain a measured insight into the benefits that tourism and Destination Tweed’s (Destination Tweed) activity has brought to the Tweed, we have compared our performance over a four year period to a benchmark comprising all coastal LGA’s in NSW (excluding those in the Sydney Region). This provides a measure of what the size and significance of tourism in the Tweed would have been if Destination Tweed had simply followed benchmark trend.

Over 2012 – 2016 (the last 4 years of the Destination Tweed contract) total visitor expenditure was \$1,505 million. If, however, Tweed had grown at the same rate as the coastal LGA benchmark, expenditure would have been \$1,271m. The difference represents an incremental benefit of \$234 million.

The compounded annual growth rate of domestic overnight visitors over this period to Coastal NSW was 2.9% growth, over the same period the Tweed was 10.2%, a 7.3% higher growth rate. This has resulted in an additional 406,000 nights of accommodation each year, or 1,625,000 extra nights’ accommodation over the last 4 years.

TWEED LGA
Visitor Expenditure Variation 4 years ending June 2016



¹ Notes

- a) Visitors and visitor nights data extracted from TRA, National Visitor Survey & International Visitor Survey.
- b) Tweed visitor expenditures are modelled expenditures using TRA’s expenditure allocation model
- c) Variation in volume based on difference between Tweed (Actual) and Regional NSW Coastal LGA average
- d) Variation in expenditure based on volume difference (c) multiplied by Tweed visitor expenditures (b)
- e) Variation calculated over the four years ending June 2016

Domestic overnight visitor expenditure accounted for \$213m of the additional \$234m. In other words, \$213m more than would have been the case if Tweed followed the average for coastal LGAs in Regional NSW. This can be broken down into the following expenditure categories²:

Breakdown of Overnight visitor expenditure	Total Additional expenditure over the 4 years	Additional p.a.
Accommodation	\$69m	\$17.4m
Groceries for self-catering	\$20m	\$4.9m
Alcohol, drinks (not already reported)	\$13m	\$3.2m
Takeaways and restaurant meals	\$38m	\$9.4m
Shopping / gifts /souvenirs	\$15m	\$3.9m

The compounded annual growth rate of domestic day visitors to Regional NSW was 2.6%, the same for the Tweed was 5.2%, a 2.6% higher growth rate. This has resulted in an additional 40,000 day visitors p.a. to the region or 160,000 over the 4 years in additional visitors to the Tweed over the average of the coastal LGA's of NSW.

Day visitor expenditure has bought an additional \$16M in spending to the region over the last four years. This can be broken down into the following areas:

Breakdown of Day visitor expenditure	Total Additional expenditure over the 4 years	Additional p.a.
Groceries for self-catering	\$1.1m	\$0.3m
Alcohol, drinks (not already reported)	\$0.8m	\$0.2m
Takeaways and restaurant meals	\$3.0m	\$0.7m
Shopping / gifts /souvenirs	\$5.2m	\$1.3m

The tourism and hospitality industry is an important economic driver for the Tweed region, as demonstrated by the following figures³:

² Item expenditure breakdown for the four year period has been extracted from TRA's National Visitor Survey

³ Figures are for the 2014/2015 financial year, which is the most recent data available to date. Source: www.economy.id.com.au/tweed

LATEST VISITATION STATISTICS

The following visitation statistics are sourced from the National Visitor Survey (NVS) and International Visitor Survey (IVS) undertaken by Tourism Research Australia, which are the industry's leading sources of visitor information.

NUMBER OF VISITORS AND NIGHTS STAYED (YE DEC 2016)⁴

1,276,000 domestic daytrip visitors

↑ 15.6% on the same period in the previous year.

620,000 domestic overnight visitors

↑ 14.6% on the same period in the previous year.

2,131,000 domestic visitor nights

↑ 9.6% on the same period in the previous year.

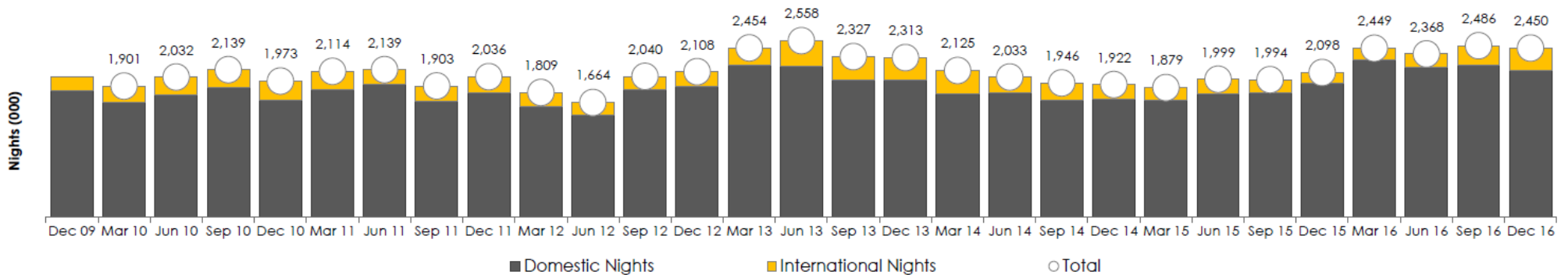
21,000 international overnight visitors

↑ 17% on the same period in the previous year.

319,000 international visitor nights

↑ 107% on the same period in the previous year.

Figure 1: Tweed region visitation patterns December 2009 – December 2016



⁴ Source: Tweed Tourism Monitor estimates to YE December 2016

DESTINATION MARKETING CHANNELS

Destination Tweed's marketing strategy continues to be focused on visitor experiences with a strong shift towards digital marketing channels. A major benefit of digital marketing is that it allows us to gather information about our guests, their behaviours and preferences and allows us to customise both our communications with them and the experiences we offer in region, to meet their needs and aspirations.

DESTINATION TWEED WEBSITE

Activity on the Destination Tweed website for the period 1 January – 31 March 2017⁵:

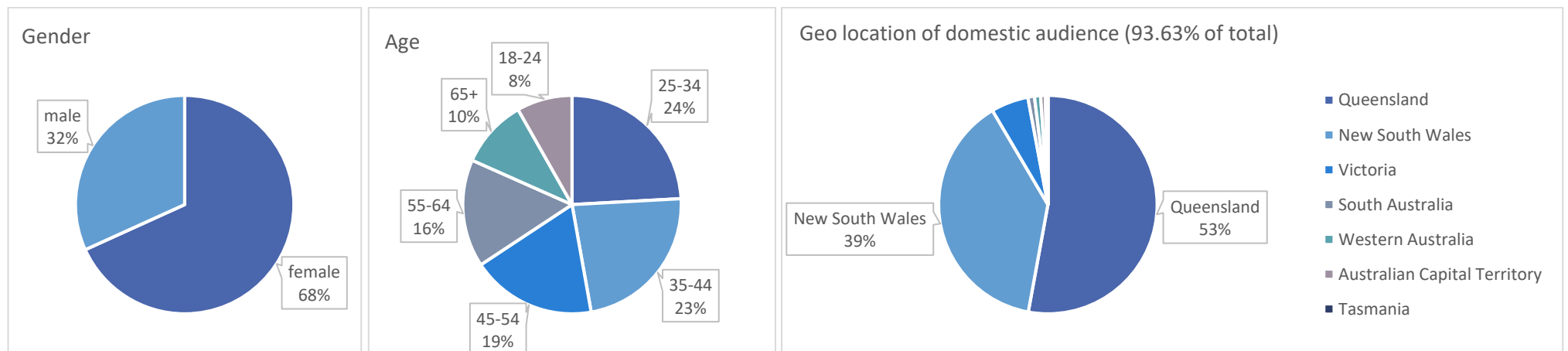
19,860 sessions

47,176 page views

1 min 59s average session

2.38 average pages/session

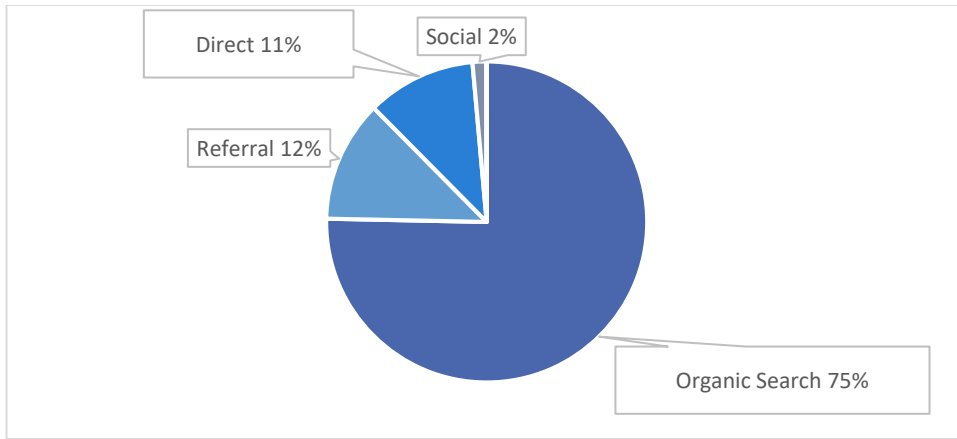
AUDIENCE: WHO IS VISITING THE DESTINATION TWEED WEBSITE⁶



⁵ Google Analytics, Audience – Overview.

⁶ Google Analytics, Audience – Demographics; Geo – Location - Australia.

ACQUISITION: HOW PEOPLE FIND THE DESTINATION TWEED WEBSITE⁷



Organic

Not provided (95.29%)

Referral

visitnsw.com (41.18%)
 com.google.android.googlequicksearchbox (12.25%)
 tweed.nsw.gov.au (10.69%)

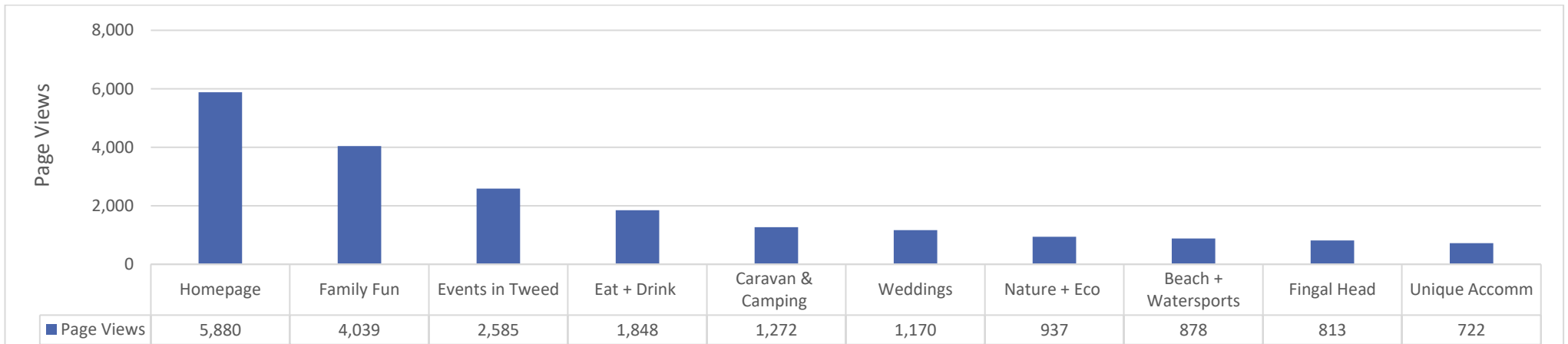
Direct

Landing page (36.43%)
 /events (3.02%)

Social

Facebook (97.5%)
 Instagram (1.79%)
 Blogger (0.71%)

TOP 5 PAGES⁸

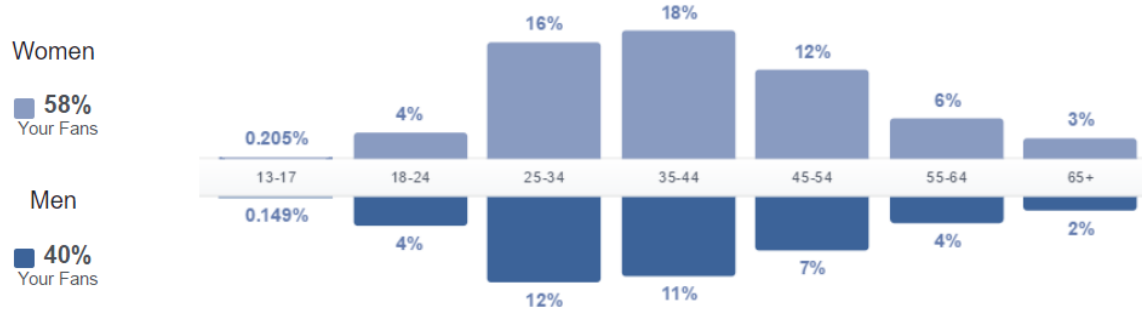


⁷ Google Analytics, Acquisition – Overview.

⁸ Google Analytics, Behaviour – Overview.

FACEBOOK

Audience profile⁹:



Country	Your Fans	City	Your Fans
Australia	7,415	Brisbane, Queensland	1,471
Malaysia	2,532	Gold Coast, Queensland	1,128
United States of America	139	Sydney, New South Wal...	662
Indonesia	107	Shah Alam, Selangor	605
New Zealand	83	Tweed Heads, Queensl...	384
United Kingdom	48	Petaling Jaya, Selangor	263
India	34	Kuala Lumpur, Kuala Lu...	215
Singapore	33	Melbourne, Victoria	188
Bangladesh	20	Perth, Western Australia	178
Pakistan	19	Johor Bahru, Johor	149

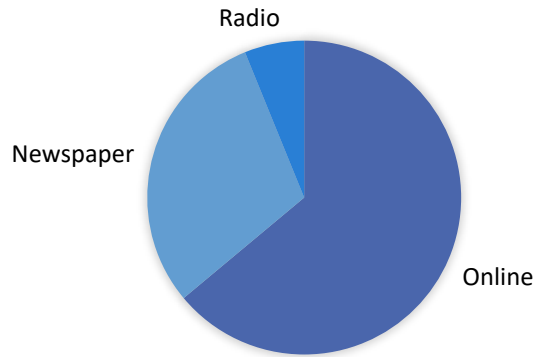
Activity for Q1 2017, January – March¹⁰:

- Total page likes 10,699 at 31 March 2017 ↑ from 10,664 at the end of the previous quarter.
- Average organic post reach 775 (1 Jan – 31 March 2017) ↑ from 640 in the previous period.
- Average paid post reach 702 (1 Jan – 31 March 2017) ↑ from 605 in the previous period.

⁹ Facebook Insights, People

¹⁰ Facebook Insights, Likes; Reach.

During the period 1 January – 31 March 2017, 92 items were delivered from Newspapers, Radio, Online.



This coverage reached a cumulative audience of just over 1 million people and had an advertising space rate of AUD 125,162 (ASR).

- Online news had the highest volume of coverage (57% of the total volume of coverage)
- Newspapers reached the highest cumulative audience (34% of the cumulative audience)
- Radio news had the highest advertising space rate (7% of the total advertising space rate)

MEDIA COVERAGE

Media activity continues to build and support the raising of the region’s profile. The following list details recent media coverage managed by Mitch Media for Destination Tweed.

Published articles:

- | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Metropolist-Taverna Review • Blank Magazine-Taverna review • Tweed Sun- front page story Tweed Pro • ABC radio interview Tweed Coast Pro • Gold Coast Bulletin, Mavis Kitchen event series • Daily Telegraph-Full page review Taverna • Gold Coast Bulletin-1/2 page review Flutterbies/Tyalgum • Metropolist-review Tweed City food • Gold Coast Bulletin- ½ page full colour • The straits times-Singapore Tweed/Byron feature • Metropolist top 10- Taverna | <ul style="list-style-type: none"> • Gold Coast Bulletin-Cudgen farmers story • Daily News- Mooball feature • Flight Centre travel blog • SMH- Instagram post Halcyon House • Daily News social pics • Brisbane Times-Airport ‘Taste the Tweed’ feature • GC Bulletin-‘Coast is Clear’ • Courier Mail- ‘Coast is Clear’ • Daily Mail- flood story • GC Bulletin-Blues Fest-Tweed Accom feature • GC Bulletin-Tumbulgum Bearded Baker food story | <ul style="list-style-type: none"> • Merv Hughes national radio show interview • Sydney Weekender channel -Potager • Wall Street • Daily Mail- holiday feature • Epicure Asia- DNSW feature • 2UE radio Sydney-food story • Jetstar- Tweed story • Timeout Sydney- Tweed story • SMH- Tweed story • Concrete Playground • ABC north coast live broadcast • Croc Media- Merv Hughes travel segment |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Due to the flooding, a number of cooperative Destination Tweed and DNSW famils scheduled for March and April were postponed. The ongoing focus of these visits are on nature-based experiences and the local food story, through 'Taste the Tweed'.

As a result, from previous media famils for Taste the Tweed, Jetstar ran a story on the Tweeds restaurants which as been picked up on with ongoing editorial and an advertising campaign showcasing the regions restaurants and Chefs as part of Taste the Tweed activities.

Following on from having the Tweed included in the Commonwealth Games media launch in London, GOLDOC hosted a major international media famil to the region, unfortunately this was over the weekend of the flood and we had to cancel our activity. Destination Tweed are developing a specific digital media kit to be sent to the media that attended the famil to ensure that the Tweed is considered in all editorial and stories in the lead up to the games.

Destination Tweed continues to work with our members to host specific media famils to the Tweed.

MARKETING & PRODUCT DEVELOPMENT – COMPLETED AND CURRENT ACTIVITY

ACTIVITY COMPLETED IN Q1 2017

EVENT SUPPORT

Destination Tweed staff provided support to the following events:

- NSW Pro Surf Series Telstra Stores Tweed Coast Pro – liaise with event marketing team and provide assistance as required; provide Destination Tweed banners and flags;
- Tweed Foodie Fest – meetings; review MOU; review marketing plan; provide copywriting assistance for website and invitation to stallholders for May event.
- Murwillumbah Art Trail – meetings; revisions to draft marketing plan; ongoing support.
- Kingscliff Triathlon – meetings, marketing activity and ongoing support.
- Battle on the Boarder – planning, management, liaison with DNSW regional Event funding
- Mavis Long table Dinner Series - marketing activity and ongoing support.

This quarter also saw the development of a standard 'Application for event support' form to be completed by event organisers seeking funding or in-kind support from Destination Tweed. This form requires organisers to demonstrate the tourism outcomes their event will deliver and their proposed marketing strategy to attract increased visitation and visitor spend. Upon review, this form is now being further developed into a *Destination Tweed Event Support Policy*, which will provide greater clarity around the kind of support Destination Tweed can provide, how this relates to event funding and support provided by Tweed Shire Council, how event organisers can apply etc.

DISTRIBUTION OF INTERIM VISITOR GUIDE

Destination Tweed produced a smaller visitor guide to fill the interim period until Destination Tweed membership is rolled out and the Tweed tourism branding has been completed. The 16-page guide has profiles on the Tweed's key experiences and tourism drive routes and is being distributed via the three Visitor Information Centres at Murwillumbah, Tweed Heads and Kingscliff as well as accommodation providers, caravan parks and attractions.

AUSTRALIAN SURF FESTIVAL

Destination Tweed, Surfing NSW and Destination NSW have now finalised arrangements to bring to the Tweed the Australian Surf Festival in 2017, 2018 and 2019. This event will be held at the end of July to middle of August. Application by Surfing NSW will be made to Council for licenses to run the event.

LOCAL GOVERNMENT NSW TOURISM CONFERENCE, TAREE

From 11-14 March, the Destination Tweed Marketing Manager attended the Local Government NSW Tourism Conference in Taree along with representatives from Tweed Shire Council. The program commenced with the Accredited Visitor Information Centres (AVIC) summit, which included a presentation from The Tourism Group, which has recently taken over the role of managing accreditation of visitor information centres (VIC) in NSW. Other key conference themes included inclusive tourism and art, heritage and culture.

ACTIVITY IN PROGRESS

DESTINATION TWEED MEMBERSHIP 2017-2018 | [IN PROGRESS](#)

Commencing from the new financial year 2017-2018, Destination Tweed will be reverting to a formal membership structure. Membership replaces the previous years' user-pays partnership program and is intended to provide greater clarity and certainty around the services, benefits and opportunities Destination Tweed can provide. Membership also serves to help Destination Tweed more clearly identify its local industry stakeholders and improve the flow of communication so that everyone can work together more closely and effectively towards shared future goals.

Development and rollout of the new the Destination Tweed membership involved the preparation and distribution of the Destination Tweed Membership Handbook and the creation of an information page on the Destination Tweed website. Destination Tweed staff organised and hosted two industry information and networking events to launch membership at Halcyon House on 1 March (during business hours) and at the Tweed Regional Gallery and Margaret Olley Art Centre on 2 March (after business hours). The two venues and times were scheduled based on feedback from operators, to give everyone an opportunity to attend a briefing at a time and place that worked for them and their business.

Three levels of membership are available, offering varying levels of inclusions and support to meet the needs of different businesses.

Follow up from these sessions has included one-on-one meetings and phone calls and continues to be a focus for the Destination Tweed team.

TWEED VISITOR GUIDE 2017-2018 | IN PROGRESS

Historically, the Tweed Visitor Guide has been distributed for the calendar year, however with the re-introduction of formal Destination Tweed membership commencing from the start of financial year 2017-2018, it was decided that the visitor guide should also follow the financial year calendar, to simplify invoicing and payment processes for both the organisation and members/advertisers. A mini visitor guide (with no advertising) is currently in circulation for the interim period.

Quotes have been sourced for the design, printing and delivery of the guides and a recommendation will be put forth to the Destination Tweed board for consideration at its next meeting, after which time advertising sales and development of the guide will commence. The guide will be distributed from early in the new financial year.

DESTINATION PHOTOGRAPHY | IN PROGRESS

Destination Tweed is working with Griffith University's Queensland College of Art photography lecturer to arrange a student visit to the Tweed in June. Approximately 20 students will visit the Tweed for three days and as part of their program will spend a day photographing Uki village to fulfil their academic objectives. At the completion of the project, Destination Tweed will have access to an assortment of high-quality tourism-focused images of people interacting with the local area/experiences suitable for use on the destination website, social media and other digital channels to promote the area as an attractive destination to visitors. Local photography of Uki village supports the Tweed Shire Economic Development Strategy objective of developing and promoting the Tweed's rural villages as boutique tourism destinations.

A separate proposal has also been sought from a local photographer to undertake a photoshoot for the destination image library to provide new imagery for the upcoming Tweed Visitor Guide.

This activity supports the Tweed Economic Development Strategy, Key Pillar 3: Destination Development and Key Project 8.3.5: Rural Villages.

DESTINATION DEVELOPMENT | ONGOING

As part of an ongoing commitment to collaborative destination development, Destination Tweed staff met with Tweed Shire Council strategic planners on 7 March to discuss the Rural Villages Strategy implementation plan and how Destination Tweed might support delivery of some of the key action items. This meeting was the first of an ongoing collaboration to fulfil shared objectives to promote and develop some of the Tweed's rural villages as boutique tourism destinations, as articulated in the Tweed Economic Development Strategy.

This activity supports the Tweed Economic Development Strategy, Key Pillar 3: Destination Development; Key Project 8.3.5: Rural Villages.

MURWILLUMBAH FARMERS' MARKETS | ONGOING

Destination Tweed has assisted the Murwillumbah Farmers' Market since its inception and continues to do so. The Destination Tweed CEO is a sitting member on the market's management committee. In Q1 2017, Destination Tweed has provided input and assistance to the market manager and committee on the development of a new logo and new collateral, specifically market bags and banners, to raise the profile of the market to both locals and visitors.

This activity supports the Tweed Economic Development Strategy, Section 6.3.4: Resilient and Innovative Agriculture.

Destination Tweed continues to develop its 'Taste the Tweed' brand and is currently engaged with both Gold Coast City Council and Gold Coast Tourism to leverage the opportunities presented by the upcoming 2018 Commonwealth Games. It has been identified that much of the 'local' food being sourced for the Games is coming from the Tweed and Northern Rivers region and as such there is a demand for culinary tourism experiences that enable visitors to immerse themselves in the food story of the Tweed.

The brand Taste the Tweed has been an integral part of the membership drive, with many restaurants and food industry businesses joining Destination Tweed to gain access to Taste the Tweed brand and logo usage, as they see the benefit in working together to promote the region under 1 banner for all things food related, rather than all trying to do this on their own.

In Q1 2017, Destination Tweed has:

- attended a number of meetings and events relating the Commonwealth Games;
- provided both Destination Tweed and Taste the Tweed marketing and PR resources to key event and media contacts,
- hosted a media famil at Murwillumbah Farmers' Market, 8 March.
- hosted DNSW media famils

As previously reported, in 2016, Destination Tweed became aware of a request for the registered trademark for 'Taste Tweed', registered under a number of different trademark categories by the Jane Henry Trust. Given that Destination Tweed owns the registered business name 'Taste the Tweed' since 2004, and is engaged in significant activities and expenditure to promote this brand for its members and the broader Tweed Region (as acknowledged by Council at its meeting of 27 October 2016), an objection was raised with IP Australia in September 2016. The objection stated that 'Taste Tweed' was too similar to 'Taste the Tweed' and that use of both brands within the region would cause confusion among consumers and the community and would ultimately dilute the value of the 'Taste the Tweed' brand.

With the increased exposure of Taste the Tweed and interested in the brands experiences by Travel Trade and Industry it has become more important than ever to ensure that the brands identity and integrity is maintained.

This activity supports the Tweed Economic Development Strategy, Section 6.3.4: Resilient and Innovative Agriculture.

ENGAGEMENT WITH OPERATORS AND BUSINESSES | ONGOING

During Q1 2017, Destination Tweed staff met with the following operators to discuss their businesses and marketing opportunities for 2017:

- Tweed trails
- NSW Business Chamber
- Creative Caldera
- Crystal Creek Miniatures
- Tweed Regional Museum
- Tweed Regional Gallery
- Stone & Wood
- Halcyon House
- Surfing NSW
- Surfing Australia
- Osteria
- QSM Sports
- DNSW & TA
- Impart Media
- Trip Advisor
- Expedia
- GOLDOC
- Brisbane City Council
- NSW Trade & Investment

Staff also attended the local business events, including;

- Murwillumbah Business Chamber breakfasts
- Kingscliff Business Chamber breakfasts
- Skal Southern Gold Coast breakfasts

TOURISM MANAGERS' GROUP (TMG) | ONGOING

The Northern Rivers Tourism Managers' Group (TMG) meets regularly to review and coordinate a more regional approach to the broader regional tourism issues. The group has representatives from each of the local government areas in the Northern Rivers. Bill Tatchell has been appointed Chair of the Tourism Managers Group.

Destination Tweed attends monthly meetings of the TMG committee. The TMG are updating the terms of reference to provide greater input into tourism matters in the region as well as revitalisation of the regional tourism brand.

AUSTRALIA'S GREEN CAULDRON (AGC) | ONGOING

Stretching from Byron Bay to the Gold Coast and extending west towards the Great Dividing Range, 'Australia's Green Cauldron' (AGC) is one of 16 places in Australia recognised for offering outstanding natural beauty and cultural significance under Australia's National Landscapes Program.

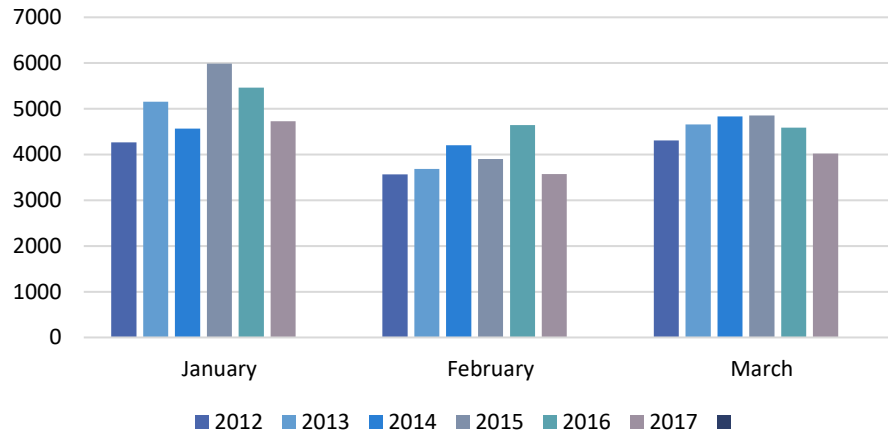
Through its position on the Australia's Green Cauldron Steering Committee, Destination Tweed has a significant opportunity is able to foster important cross-border relationships and engage in collaborative marketing activity to provide operators in the tourism and conservation industry a platform to engage with and elevate their natural, cultural or adventure experience to the international tourist market.

VISITOR SERVICING

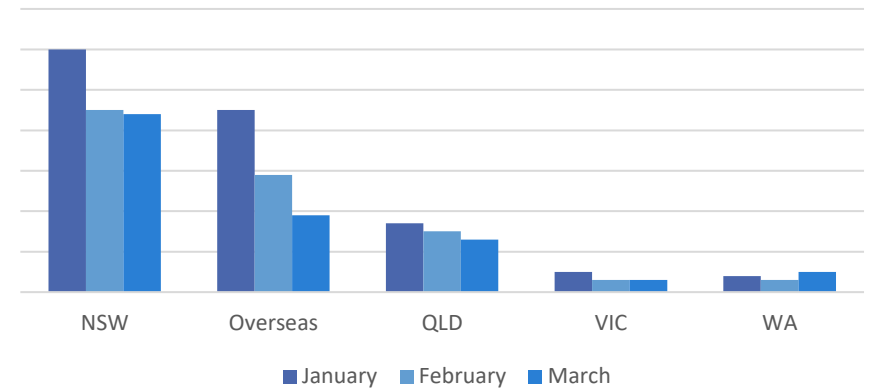
Destination Tweed operates three Visitor Information Centres, located at Tweed Heads, Murwillumbah and Kingscliff. In Q1 2017, more than 12500 requests for information were received across the three centres. This figure is down by 16% over the same period from the previous year and is attributed to the impact on the Kingscliff foreshore redevelopment works that have obscured the VIC resulting in a 15.6% drop in enquiry.

Temporary signage has been erected to ensure that the VIC can be found. The location of the VIC after the redevelopment works is an important topic as Destination Tweed feel strongly that Kingscliff needs a more permanent and suitable location for visitor servicing.

Number of enquiries received (January - March 2012- 2017)



Visual representation of sales by location (January to March 2017)



ANNUAL WORKS PLAN UPDATES

MARKETING

STRATEGIC OBJECTIVES

- Increase visitation.
- Increase tourism expenditure.
- Increase visitor nights.
- Increase the awareness of the Tweed.

STAYING ON TOP OF THE MARKET

- Conduct ongoing market research to fully appreciate existing markets and on-going changes and trends.
- Identify, understand and track trends in the Tweed as well as across all tourism markets for future marketing - knowing the market and broader environment is critical.

Output: Quarterly market research reports.

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Market research	Analysis of TRA IVS and NVS data	✓	✓	✓	✓	✓	✓						
	Analysis of industry research and papers	✓	✓	✓	✓	✓	✓						
Tourism industry engagement	ARTN & ATEC conventions and activities	✓	✓	✓	✓	✓	✓						
	Industry updates and workshops	✓	✓	✓	✓	✓	✓						
VIC surveys	Undertake VIC visitor surveys	✓	✓	✓	✓	✓	✓						
Visitor satisfaction survey	Conduct visitor satisfaction survey	✓	✓	✓	✓	✓	✓						

MAINTAINING A STRONG PRESENCE IN THE MARKET

- Develop an appropriate suite of collateral to promote the Tweed's experiences.
- Ensure collateral is accessible to existing and potential visitors via traditional and digital channels.
- Engage with industry to leverage bundling and packaging opportunities.

Output: Informative and attractive marketing packages across print, web and mobile media.

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Tweed Visitor Guide <i>Interim guide complete.</i> <i>Full guide to be prepared for FY1718.</i>	Concept development		✓										
	Advertising sales		-	-									
	Finalise ad sales and bookings			-									
	Raise invoices for advertising			-									
	Copywriting			✓									
	Supply copy to designer			✓									
	Supply of print-ready ads to designer			✓									
	Design and layout			✓									
	Approval of advertising proofs			✓									
	Review and amendments			✓									
	Delivery of files to printer					✓							
	Print					✓							
	Supply of eBook, PDF and promo material					✓							
	Distribution to Tweed VICs					✓							
	Delivery to storage warehouse					✓							
	Distribution to QLD and NSW VICs					✓							
	Distribution to advertisers, stakeholders					✓							
Produce e-brochure					-								

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Tweed visitor maps	Develop creative brief	✓											
	Design and layout		✓										
	Print		✓										
	Distribution to Tweed VICs		✓										
Develop Tweed tourism brand [EDS]	Finalise brief for rebranding strategy					✓	✓						
	Distribute brief and source quotes												
	Present quotes to board for final decision												
	Implement rebranding strategy												
Destination Tweed website	Project inception meeting	✓											
	Establish a project brief		✓										
	Finalise scope and budget						✓						
	Content requirements provided to DT												
	Supply copy and content												
	Build												
	Relaunch												
Membership program	Conduct DT membership survey of local operators	✓	✓										
	Create membership proposal						✓						
	Board decision on membership proposal						✓						
	Establish CRM system												
	Update database of Tweed tourism operators												
	Establish DT roles for managing membership						✓						
	Develop member communication templates												
	Engage with potential members						✓						
	Develop membership info pack and invitation						✓						

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
	Launch membership with info pack and invitation						✓						
	Process applications and payments												
	Draft and send welcome letter to new members												
Local industry engagement	Quarterly industry networking events						✓						
	Monthly industry eDMs					-	-						
	Compile resources for member use on corporate website												
	Create DT corporate website inc member portal												
	Create closed user group Facebook page												
Strategy	Develop annual marketing strategy			✓	✓	✓							
	Develop annual digital / social media strategy					-	-						
International market presence	Attend ATE												
	Attend ATEC inbound workshops (<i>also November 2017</i>)						✓						
	Inclusion in STO international trade missions (TBC)												

LEVERAGING UNIQUE COMPETITIVE ADVANTAGES TO BUILD NICHE MARKETS

- Review and profile the Tweed's more niche experiences.
- Engage with industry to develop product offer.
- Develop collateral and market experiences.

Output: Range of niche clustered experiences marketed and distributed through travel trade.

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Annual review of experiences	Review products/experiences on offer in the Tweed	✓	✓	✓	✓	✓	✓						
Niche experiences collateral	Develop collateral for paddock to plate initiatives [EDS]					-	-						
	Develop collateral for creative villages [EDS]	✓	✓	✓	✓	✓	✓						
	Develop collateral for new events [EDS]	✓	✓	✓	✓	✓	✓						
	Marketing and support for new events [EDS]	✓		✓		✓	✓						

PROACTIVE PROMOTION OF THE TWEED

- Drive strategic, tactical and cooperative campaigns promoting the Tweed experience.
- Public relations and strategic advertising to niche markets through selected media.
- Integrated social media strategy to raise the profile of the Tweed as a tourist destination and encourage greater visitation.

Output: Marketing and advertising of the Tweeds experiences matched to relevant markets.

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Treasures of the Tweed	Project overview						-	-					
	Copywriting and review						-	-					
	Advertising sales – <i>Tweed Valley Weekly</i>						-	-					
	Supply of copy, images and maps to production team						-	-					
	Adjustments to maps and content						-	-					
	Layout						-	-					

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
	Review of proofs						-	-					
	Print						-	-					
Media buy	Purchase advertising space		✓		✓	✓							
PR for the destination	Media releases and photo opportunities	✓	✓	✓	✓	✓	✓						
	Copywriting for selected publications	✓	✓	✓	✓	✓	✓						
	Media relations and engagement	✓	✓	✓	✓	✓	✓						
PR for the organisation	Media releases and photo opportunities	✓	✓	✓	✓	✓	✓						
Famils	Coordinate and manage famils w media and trade	✓	✓		✓	✓	✓						
	Co-op famils with DNC / DNSW (TBC)		✓	✓									
Digital and social media activity	Activity via DT's digital and social channels	✓	✓	✓	✓	✓	✓						
	Manage third party digital and social channels		✓	✓									
Consumer travel shows	Presence at consumer travel shows (subject to funding)												
Experience trails collateral	Refresh collateral for Tweed drive routes	✓											
	Develop collateral for Tweed walking trails												
	Develop collateral for Tweed cycling trails												
	Develop collateral for Tweed food trails												
MICE collateral	Develop a new MICE brochure												
	Develop MICE page on DT corporate website												
Local market guide	Refresh local market guide brochure and online												
TripAdvisor campaign	Manage and update content	✓	✓	✓	✓	✓	✓						
	Renegotiate contract												
Summer 2016 promotion	Advertising in selected channels			✓									
Easter 2017 promotion	Advertising in selected channels					✓							
Winter 2017 promotion	Advertising in selected channels												

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Industry co-op campaigns	Co-op with DNC/DNSW/TA (TBC)												

PRODUCT DEVELOPMENT

STRATEGIC OBJECTIVES

- Increased investment in the tourism industry.
- Development of tourism products and experiences.
- Building stronger relationship with operators.

STAYING ON TOP OF THE MARKET

- Tourism is a very dynamic and competitive industry that changes rapidly to external influences. Ensuring that tourism development occurs within trends and market needs is critical for the sustainable development of tourism as a key economic pillar for the Tweed.
- Undertaking, reviewing and analysing relevant data with to stay on top of the market.

Output: Keeping current on industry & market trends, impart knowledge to keep industry informed and current.

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Market research	Analysis of quarterly IVS and NVS data sets	✓	✓	✓	✓	✓	✓						
	Analysis of industry research and papers	✓	✓	✓	✓	✓	✓						
Tourism industry engagement	ARTN Convention												
	Industry updates and workshops	✓	✓	✓	✓	✓	✓						
	Develop relationship with TA, DNSW, DNC	✓	✓	✓	✓	✓	✓						
	Tourism managers' group	✓	✓	✓	✓	✓	✓						
VIC surveys	Issue VIC visitor surveys	✓	✓	✓	✓	✓	✓						
Visitor satisfaction survey	Conduct visitor satisfaction survey	✓	✓	✓	✓	✓	✓						
Industry development	Operator workshops, skills/customer service training	✓	✓	✓	✓	✓	✓						

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Undertake research and distribute	Industry research and stats on DT corporate website												

DEVELOPING THE TWEED EXPERIENCE

- Leverage the Tweed’s attributes to build niche products and experiences to increase visitation.
- Implement the action points from the Tweed Destination Management Plan to facilitate product development opportunities in the Tweed.
- Identifying opportunities to develop signature events in the Tweed, aimed at attracting visitors to the region.
- Work with industry to assist in the development of new products and experiences.

Output: Support and/or develop new products and experiences.

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Update and deliver the Tweed DMP	Review relevant documents and redraft [EDS]						✓						
	Experience development in line with the Tweed DMP	✓	✓	✓	✓	✓	✓						
Travel trade engagement	Attend Australian Tourism Exchange												
	Attend ATEC inbound workshops (<i>also November 2017</i>)						✓						
	Inclusion in STO international trade missions (TBC)												
	Engagement with online travel agents	✓	✓	✓	✓	✓	✓						
	Participate in domestic wholesale programs	✓	✓	✓	✓	✓	✓						
Support operator development	Industry workshops and mentoring	✓	✓	✓	✓	✓	✓						
Events development	Liaise with DNSW regional events team	✓	✓	✓	✓	✓	✓						
	Work collaboratively with TSC to develop events [EDS]	✓	-	✓	✓	✓	✓						

LEVERAGING UNIQUE COMPETITIVE ADVANTAGES

- Identify opportunities for product clustering /packaging
- Support the engagement of operators within these programs

Output: Tweed products engaged, promoted and sold through industry opportunities.

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Engage with existing programs	Australia's Green Cauldron	✓	✓	✓	✓	✓	✓						
	The Rainforest Way	✓	✓	✓	✓	✓	✓						
	Commonwealth Games 2018	✓	✓	✓	✓	✓	✓						
	Byron Food Advantage	✓	✓	✓	✓	✓	✓						
	Northern Rivers Food	✓	✓	✓	✓	✓	✓						
	Creative Caldera	✓	✓	✓	✓	✓	✓						

ASSISTING AND ATTRACTING TOURISM INVESTMENT

- Engaging with public and private sector to support new products and/or experiences for the Tweed.
- Engaging directly with entities that can deliver new products or experiences.

Output: Engagement with potential partners and investors for new products or experiences

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Identify product/infrastructure gaps	Ongoing product audit	✓	✓	✓	✓	✓	✓						
Engage with potential private sector investors	Facilitate tourism investment enquires	✓	✓	-	✓	✓	✓						
	Pitch development opportunities to prospective investors	✓	✓	-									
Work with Council to support infrastructure improvements	Review Council annual works programs and strategies to identify areas of collaboration and potential tourism investment	✓	✓	✓	✓	✓	✓						

VISITOR SERVICING

STRATEGIC OBJECTIVES

- Provide best practice customer service
- Ensure that visitors have access to comprehensive, up-to-date and easily understood information on experience available to them.
- Improve the quality of the visitor experience, visitor dispersal and achieve longer stays.
- Promote high standards through accreditation, standardisation of services, staff professionalism and efficiency in the delivery of customer servicing.

DEVELOP A CULTURE OF VISITOR SERVICING

- Implement a structure that delivers consistent quality visitor servicing
- Adoption of technology and resources to deliver accurate content across all channels.
- Conduct Staff Training to ensure consistent accurate delivery of Tweed regional information.

Output: continued accreditation and training conducted. Innovation and adoption of new technologies.

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
VIC accreditation reports	Prepare and submit monthly VIC accreditation reports	✓	✓	✓	✓	✓	✓						
	Prepare and submit annual VIC accreditation report				✓	✓							
Staff training	Contain costs by using an appropriately trained workforce	✓	✓	✓	✓	✓	✓						
	Deliver in-house staff training via weekly 5MOT modules	✓	✓	✓	✓	✓	✓						
	Deliver annual Aurora Research training	-	-	-	-	-	-						
Tweed Visitor Guide	Distribute Tweed Visitor Guide	-	-	✓	✓	✓	✓						
Reporting to Council	Provide a quarterly report to Tweed Shire Council		✓			✓							

MERCHANDISING AND SALES

- Review current retail strategy and design.
- Provide opportunity for local suppliers to sell through the centres to assist in building the Tweed experience.
- Implement a new e-commerce platform to facilitate booking of packages, accommodation and travel driven by Destination Tweed marketing activities.

Output: increased sales of local produce and goods, increased commission levels.

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Merchandising	Review shop layouts and inventory	✓	✓	✓	✓	✓	✓						
	Support local producers and artists to sell through VICs	✓	✓	✓	✓	✓	✓						
Sales	Implement new booking system												
	Facilitate bookings driven by marketing activity												
	Provide an online itinerary builder and booking service												
	Manage bookings for events	✓	✓	✓	-	-	-						

VISITOR SERVICING PROGRAMS

- Value add existing services
- Support destination development and marketing activities to build the Tweed experience.

Output: diversified visitor servicing offered to visitors and community.

Activity	Action	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Staff/volunteer famils	Organise operator famils for VIC staff and volunteers	✓	✓	✓	✓	✓	✓						
	Regional Northern Rivers and Gold Coast co-op famil program	✓	-	-	-	-	✓						
Grow revenue streams	Develop and promote services to grow revenue streams	✓	✓	✓	✓	✓	✓						