

Tourism Industry Forum Results

September 2009



Australian Hotels Association
WESTERN AUSTRALIA



MARKETING

SWOT ANALYSIS

STRENGTHS

- **Human Resources**
 - Direction and vision of the Executive Director of Marketing
 - Experience and skills of the current staff in marketing department
 - Chairman committed to change and seeking innovation
 - Regional managers effective
 - Partnerships with the RTO's
- **Assets**
 - Current levels of funding
 - Diversity of quality tourism products and experiences on offer in WA
 - New website with online booking system and strong online marketing
- **Activities**
 - Effective communication with members and the media
 - Research department providing valuable information
 - Tradeshow and famil programmes promoting WA
- **Attitude**
 - Open to future possibilities
- **State Government**
 - Support from State Government

WEAKNESSES

- **Human Resources**
 - Executive leadership
 - Board Structure lacks key industry representation
 - Board is marginalised with little power to make real decisions
 - Drive behind the organisation is reactive
 - Tired and old organisation that may have lost its way
 - Structure is inefficient
 - Some old staff with lack of vision and passion
 - Some staff lack necessary skills and knowledge
 - Organisation may be overstaffed resulting in high administration costs
- **Assets**
 - Lack of quality products to market
 - Lack of sufficient funding
 - Inefficient allocation of funding
- **Activities**
 - Too much involvement in industry development
 - Research department does not always provide useful forecasting information
 - Decrease in interstate market share
 - Lack of useful industry partnerships developed
 - Some inconsistent marketing messages in the market place
 - Lack of consistent co-ordination with Tourism Australia

- Failure to tap into emotional branding/marketing
- **Attitude**
 - Bureaucratic
 - Belief that one style of marketing fits all
 - Public service mentality rather than commercially driven
 - Perceived lack of desire to succeed
 - Sometimes over promise and under deliver on marketing messages
 - Separate “us and them” mentality between organisation and industry
 - Lack of commercial knowledge to develop all opportunities
- **State Government**
 - TWA Act is a hindrance
 - Minor ministerial portfolio

OPPORTUNITIES

- **Activities**
 - New advertising agency’s advertising campaign
 - New branding exercise
 - Leverage marketing activities to tie in with major events (leisure or business)
 - Direct research activities towards forecasting data to assist industry
 - Increase marketing partnerships with industry
 - Outsource marketing efforts to industry and association groups
 - Encourage the development of new products
- **Human Resources**
 - New executive management team
 - Restructure organisation to run more efficiently
 - Create tourism development authority
 - Maintain representation in overseas offices
- **State Government**
 - Lobby for more funding
 - New government may be open to new ideas
 - Need a whole of Government approach to the tourism industry
- **Attitude**
 - Improve co-ordination between organisation and industry
 - Proactive marketing which anticipates competitive actions
 - Define purpose and deliver on it
 - The Board has a willingness to make changes
- **Target Markets / Areas of Focus**
 - Mining industry and the tourism opportunities surrounding this i.e. mine site tours
 - Mining industry has increased the VFR market – need to capitalise on this sector of the market
 - Low cost carriers – target those that use these services
 - Increased international services – develop these markets
 - Aboriginal / Indigenous tourism
 - Promote natural icons that WA can offer
 - Focus on social networking and technology advancements
 - Emerging new markets – particularly India and China
 - Potential new airports – Broome (International), Busselton (Interstate)

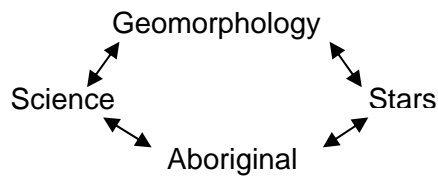
THREATS

- **Areas of Concern**
 - Competition from Singapore and Asia and the development of low cost carriers
 - Competition from other States with larger budgets
 - High cost of domestic airfares
 - Ongoing health and security issues i.e. H1N1
 - Not addressing climate change
 - Uncertain global economic outlook
 - Overpromise of marketing message and failure to deliver
- **State Government**
 - Lack of understanding of all aspects of tourism
 - Minister unwilling / unable to make changes
 - Historically the Minister has not been committed to tourism
 - Tourism seen as an inferior portfolio
 - Long-term funding is not secure
- **Staff / Structure**
 - Development of Tourism WA caught up in red tape
 - Current structure will make decision making too slow
 - Lack of staff retention
 - Lack of a great number of creative staff
- **Attitude**
 - Doing the exact same thing over and over again and expecting different outcomes
 - Insular thinking and lack of vision
 - Too many reviews and not enough activity

MARKETING CONCEPTS

New Campaign Ideas

- School 'win a dream' competition
- Indigenous campaign 'come see my country through my eyes'
- Culinary Showcase - e.g. Jamie Oliver tours WA showcasing the different food available
- Following on from Ewan McGregor's "long way down" and "long way around" documentaries, have the "long way across" featuring Australia
- Using social networking media have a "locally made" competition board
- International treasure hunts (need decent prizes)
- Attract international reality TV shows and have them based in iconic WA locations e.g. the Kimberley
- WA campaign 'how dirty can you get'
- Adopt international celebrity such as Ernie Dingo, Chris Isaac, Pink, Russell Crowe and leverage campaigns featuring them visiting Australia
- Leverage square kms scope – tourist accessible star gazing
- Mining tourism integration and industrial tourism plan that engages local identities & companies
- Sunburnt country/Waltzing Matilda/Still call WA home – theme song
- Reverse psychology campaign 'don't come here', 'don't enjoy walking along white sandy beaches', 'don't enjoy the fresh local produce' etc.
- Brand Indian Pacific
- Pay tourists to come here / one way fare / have to stay for a minimum of 2 weeks
- 2 for 1 package deals to increase capacity
- Use WA's icons - Perth, Margaret River, Broome
- Emotive marketing
- Encourage and promote movie industry



EVENTS

WHAT WORKS WELL

- **Past and Present Events**
 - Surf Life Saving
 - Rally Australia
 - Hopman Cup
 - Johnnie Walker Classic
 - International Rugby Test Match
 - Geographe Bay Race Week
 - Red Bull Air Race
- **Resources**
 - Funding from Government
 - PCB Support
 - Events are well managed, presented, and staffed
- **Benefits**
 - Provide good exposure and media
 - Provide economic returns

WHAT DOES NOT WORK WELL

- **Event Planning**
 - Stand alone small events, would be more economically viable if they were clustered
 - Timing of events calendar – there are often gaps where no events are taking place
 - Lack of building new events around existing events to piggyback off prior successes
 - Need to capitalise on what we already have e.g. wildflowers, whale sharks, indigenous tourism
 - Lack of leveraging off National events
 - Lack of new home grown events
 - No packaging of events e.g. pre and post tours
- **Resources**
 - Lack of funding for bids
 - Funding vs. ROI is not equitable
 - PCB not competitive when compared to other similar agencies (interstate and international)
 - Lack of cash incentives to lure events to WA
 - WA is not seriously committed to the events industry
 - Lack of community involvement and support
 - Fractured focus at EventsCorp – funds / activities split between cultural, sporting, business etc
 - No industry advisory board to give direction

AREAS FOR IMPROVEMENT / CHANGE

- **Structure**
 - Remove EventsCorp and PCB's funding from Tourism WA
 - Events co-ordinators in the Regions
 - Need an Industry Reference Group or Committee
 - Split the structure of EventsCorp according to sectors to focus funds/activities in these areas – culture/arts, sports, business/corporate, regional
 - Need an iconic leader to drive events e.g. Ron Walker
 - Ask the question – are we serious?
 - Review current bid criteria
 - Need a whole of Government approach to the events industry
- **Resources**
 - Need more funding for events
 - Need cash incentives to lure events
 - Market the events to create awareness / drive participation
- **Types of Events**
 - Develop a community approach to bids, get support from the locals
 - Develop events that attract new visitors not just ones that provide entertainment for the locals
 - Indigenous tourism
 - Music and cultural tours
 - Emotive events enjoyed with families
 - World music with charities
 - Promote unique landscape, showcase what WA can offer
 - Ensure the timing of the event is right
 - Regional events
 - Incorporate lucrative industries e.g. Mining games

LOOKING FORWARD / KEY RECOMMENDATIONS

TOURISM WA

- Need a new commercially driven structure
- Lean structure required to save on Administration costs
- Marketing arm of the organisation needs to be contracted out, or operated as a separate entity
- Board needs to consist of both Government appointed figures (51%) and key industry representatives (49%)
- Board then reports to the Minister
- Board provides clear direction to organisation
- Independent statutory authority to undertake industry development responsibilities (depends on interpretation of the Act)
- RTO's are successful and passionate and should be maintained
- Research should be undertaken to define the world's best practice case of how a State Tourism Agency should be managed
- Separate Board for EventCorp
- New KPI's established based on visitation, spend, and growth

STATE GOVERNMENT

- Tourism portfolio needs to rest with the Premier or with a Senior Minister who can devote 100% of their time to it.
- Focus on high level State projects with accelerated direction
- Tourism needs to be considered as part of State Development decisions
- Need for an independent development role to assist tourism advancement in the State.
- Need for a clear Tourism Strategic Plan to which all other agencies must refer to when making planning decisions.

DEVELOPMENT

- The development process needs to be streamlined
- Needs to be State Government support for financial investment in tourism
- The allocation of land needs to be re-assessed.
- Incentives should be offered to developers or the State Government should develop and then offer long term leases or joint ventures
- An Aviation support fund should be established
- State Development with assist with bank/financial support for tourism industry