

# SOUTH AUSTRALIAN TOURISM PLAN 2009-2014 SUMMARY

## WHAT IS IT?

The *South Australian Tourism Plan 2009-2014* maps out key strategies for growing the value of the state's tourism sector. It is inextricably linked to the South Australian Strategic Plan target of creating a \$6.3 billion tourism industry by 2014. This is designed to ensure that tourism and tourism related businesses are viable and sustainable.

This plan identifies the industry's key objectives for the next six years within the broader context of South Australia's competitive performance and the likely future of tourism, both nationally and globally.

It is a 'big picture' document aimed at long-term, sustainable growth. It does not outline detailed steps, but focuses on the significant goals the plan must achieve to drive the entire industry forward. The consultation process revealed that both government and industry prefer this approach. Both are committed to embracing these key goals and delivering the goods.

A complete digital copy of the plan is available on the SATC Corporate website at: [www.tourism.sa.gov.au/tourism/SATourismPlan.asp](http://www.tourism.sa.gov.au/tourism/SATourismPlan.asp)

## OUR TARGET

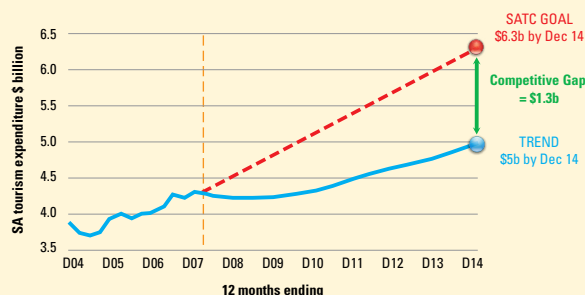
The South Australian Strategic Plan tourism target (T1.15) is to "increase visitor expenditure in South Australia's tourism industry from \$3.7 billion in 2002 to \$6.3 billion by 2014."

In 1999, tourism and travel expenditure generated \$3.15 billion for South Australia. By 2007 this figure had grown 34 per cent, to \$4.2 billion. This represents an annual growth rate of 3.7 per cent per annum and includes the initial impact of GST. Following on from this, between 2000 to 2007 the increase was 13 per cent or 1.7 per cent per annum. By comparison, to achieve the target by 2014 requires 6 per cent per annum average growth.

The State Government and the South Australian tourism industry aim to close this gap by increasing visitor numbers and length of stay, and more importantly, increasing visitor spending. This is certainly an audacious target that we are aiming for.

'Appeal testing' research commissioned by the South Australian Tourism Commission suggests marketing alone won't close the gap.

### Competitive Gap between Target and Trend to 2014



It shows that communicating the best of South Australia today will achieve \$300 million in additional spending, while improving access and developing a more appealing South Australia of tomorrow (experiences, infrastructure, events) will be required to close the remainder of the gap (\$1.0bn).

Indicators suggest that globally there are challenging times ahead, and this will fuel aggressive competition among Australian and international destinations. However, opportunities clearly exist for those willing to recognise and embrace tourism trends, and pursue focused, cohesive goals for future growth. Now more than ever before South Australia needs a simple, collaborative and strategic approach.

## OUR PRIORITIES

Every planning process includes a number of key elements, from setting targets and priority target markets, to developing a communication strategy and vision statement. In this case, it is also vital to understand and tackle the critical imperatives confronting South Australian tourism.

To maximise its potential over the life of the South Australian Tourism Plan 2009-2014, the industry must address the following imperatives:

- **Communicate with impact:** reach consumers with the right message, through the right mediums at the right time. South Australia has a low preference among the Australian target audience and will need to be consistent in its spend and message. The SATC and industry needs to spend more, market more directly and with greater impact.
- **Develop new signature experiences:** attract investment capital into South Australia and grow/attract events. South Australia needs 'new news' and to further develop areas of raw appeal to change our target consumer's perception of SA. This includes an accent on the word 'tourism' in the food and wine tourism offering, higher profile of its natural heritage and cultural strengths, links to SA products and services; and further development of areas of appeal including Kangaroo Island, the Murray River and Eyre Peninsula, among others.
- **Improve distribution channels:** cooperatively market with airlines and significant tourism operators and optimise new technology. Motivating people to travel is only one part of growing tourism. We must ensure we are globally and domestically connected via the travel distribution systems (traditional and online). The SATC and industry need to understand and support distribution to ensure we convert more of the business.
- **Improve air access:** particularly direct inbound flights. Adelaide and South Australia is an under-serviced destination. The aim is to grow domestic weekly seat numbers from 70,000 to 100,000 and double international seat numbers. Every new seat into Adelaide is a new opportunity to bring another visitor to this great state.
- **Ensure a positive policy environment:** align the rules with the vision to facilitate new sustainable development. Encourage investors by ensuring that external planning and policy impediments to sustainable tourism development are removed. This will require an all-of-government approach.
- **Build industry capability:** progress to a genuine economic leader; and reduce reliance on government. Real industry leadership is required, including the need for industry to take responsibility for its own development.

---

## OUR VISION

**By 2020 South Australia will have capitalised on its massive tourism potential and will be a world's best destination supporting a sustainable and profitable industry.**

South Australia will reap enormous benefits from developing its leading Australian experiences (e.g. food and wine, major events and the natural environment), along with its vibrant convention and education tourism sector. The SA experience will be characterised by our:

- Bringing to life an authentic South Australian story
- Marriage of heritage with contemporary expression
- Engagement with people on their life journey
- 'Bundling' and presentation of quality, value for money, activities
- Excellence in innovative sustainable design
- Provision of choice and exceeding visitor expectations.

South Australia will stick to its message and speak to the world about the best we have to offer. It will take partner commitment to new levels.

South Australia's authentic experiences will be so compelling, that it will be our visitors who spread the word about the amazing and memorable time they spent here. South Australia could be their favourite Australian destination.

---

*While South Australia's tourism industry has historically been quite fragmented, we will have to work together if we are to realise the goals outlined in this plan. I look forward to a new era of collaboration and partnership as our State's tourism operators, both large and small, band together to build a strong and sustainable industry in South Australia.*

**Duncan Mackenzie**

South Australian Tourism Industry Council

# KEY FOCUS AREAS AND THIRTEEN STRATEGIES

This Plan has a very deliberate focus on just four key focus areas and thirteen strategies within these. Each strategy is supported by robust rationale and specific actions, highlighting the commitment of the Plan to achieving strong growth in the tourism sector.

A number of indicative measures have been identified to ensure the ability to regularly monitor progress and stay focused on the strategies. Partnerships will play a significant and important role in the achievement of this plan.

COMMUNICATE	1	Better communicate the best of what the target audience wants to <b>buy</b> .
	2	<b>Leverage partnerships</b> that help us to reach the target audience with the most compelling message and offer possible.
DEVELOP	3	Create new and refreshed <b>tourism developments</b> in South Australia.
	4	Develop <b>Adelaide's</b> tourism appeal by upgrading its special places and spaces.
	5	Ensure external planning and policy <b>impediments</b> to sustainable tourism development <b>are removed</b> and that strategic investments are case managed through the development process.
LEVERAGE	6	Grow new and existing <b>festivals and events</b> to act as a hook to visit South Australia and grow its image.
	7	Encourage <b>further investment</b> in South Australia's tourism assets and experiences (e.g. food and wine, nature)
	8	Market Adelaide as an ideal destination for <b>business events</b> .
	9	Build Adelaide's reputation as a global <b>study destination</b> to encourage greater visitation and participation in South Australia's tourism.
	10	Make capturing the hearts and minds of visitors via authentic and powerful <b>storytelling</b> a significant point of difference in building South Australia's visitor experiences.
ACTIVATE	11	Make Adelaide and South Australia a destination that can be easily and affordably <b>reached</b> .
	12	Ensure consumer demand finds the points of sale that are best able to <b>convert that demand</b> into a holiday booking.
	13	Build a single, <b>strong body</b> that takes responsibility and leads operators to a sustainable tourism future.



## RATIONALE

The Plan represents a flexible mix of goals essential for promoting the vision and value of the State's tourism industry. Strict selection criteria have been applied to ensure each goal is;

- strategic (sit within the context of an existing plan, strategy or evidence based research)
- underpinned by the best South Australia can offer
- appealing to consumers identified as the State's target audience
- implemented in partnership, not relying solely on the SATC
- funded, or funding could be acquired to achieve the goal
- capable of being achieved within six years, and
- financially sustainable, with no adverse environmental, social or political implications.



## ACTIONS AND MEASURES

Each goal will be achieved via a number of identified actions to inspire and engage the industry, and to give South Australia the best shot at achieving our targets in order to deliver more business and profit to the industry.

A number of measures aligned to each goal provide indicators by which to measure and monitor the achievements of the actions. These indicators will provide an indicative snapshot of the direction of the tourism industry through the life of this plan.



## PARTNERSHIPS

A critical factor in the success of this plan will be the adoption of a whole-of-government approach to tourism, along with broader stakeholder partnerships among and with the private sector. Collaboration must be taken to a new level in the tourism industry, and the State Government's cooperation is vital in many respects.

Funding, policy, research, relationships and case management are needed to deliver new tourism experiences in a clear and consistent manner.

Key partnerships will be required between SA Government agencies, private sector tourism operators, Education Institutions, Councils and Regional Development Boards, and other stakeholders.

Greater collaboration and collective application of resources toward common goals is critical to the further development of the State's tourism and business sectors.



*Increasing tourism expenditure in SA to \$6.3 billion by 2014 is a lofty goal, and one that will require a focussed and coordinated effort. This plan provides a framework for collaboration, and is also highly targeted, with initiatives that will make a real difference for tourism in South Australia.*

**Bob Foord**

Chairman, South Australian Tourism Commission