

SATC

South Australian
Tourism Commission

Growing the South Australian
Visitor Economy

SATC Corporate Plan 2018-2020



This corporate plan acknowledges and respects that all tourism activity and development takes place on lands traditionally owned by South Australia's Aboriginal peoples and encourages Aboriginal communities to be a part of the current and anticipated South Australian tourism success.

Designed and produced by the
South Australian Tourism Commission
www.tourism.sa.gov.au

Front Cover: Houseboat, Younghusband, Murray River

Contents

Message from the Chair and Chief Executive of the SATC	4
Introduction	5
The Visitor Economy	6
Partnerships	7
Tourism Policy and Planning Context	8
SATC Role and Objectives	9
SATC Focus for 2018-2020	10
Organisational Effectiveness	11
Strategic Summary	12
Measuring our Performance	14
Attachment A: Evaluation and Reporting	15
Attachment B: SATC Key Focus Areas Dashboard	18

Message from the Chair and Chief Executive of the SATC



Tourism is an economic priority for South Australia. The *South Australian Tourism Commission Corporate Plan 2018-2020* identifies the areas of action for the SATC to drive growth in this critical sector over the next three years. It complements the whole of industry South Australian Tourism Plan 2020, and outlines the specific role of the SATC in driving the \$8.0b tourism industry potential by 2020.

This Corporate Plan reaffirms the vision of the South Australian Tourism Plan 2020 of achieving \$8 billion in tourism expenditure potential and 10,000 additional jobs by 2020. It sets the path for the SATC to continue the solid momentum generated since the establishment of the Plan. We've seen record growth in our domestic and international markets with an additional 4,000 jobs already generated and almost a billion dollars in additional expenditure in the State, bringing us closer to our 2020 targets.

The key role of the SATC is in driving demand in the visitor economy, and ensuring that the tourism industry achieves its full potential. The SATC will continue to work with industry and government to make South Australia a destination of choice for domestic and international visitors. Continued share gains from these markets is essential to the achievement of the ambitious targets of the plan.

The SATC is focussed on driving demand, working better together, supporting what we have, increasing the recognition of the value of tourism and using events to grow visitation. We are committed to growing the visitor economy and playing a vital role in the economic transformation of South Australia.



Sean Keenihan
Chair
South Australian
Tourism Commission



Rodney Harrex
Chief Executive
South Australian
Tourism Commission

Introduction

The SATC Corporate Plan 2018-2020 is a key component of the South Australian tourism planning framework and commences on July 1st 2017. This plan connects the broader industry objectives outlined in the *South Australian Tourism Plan 2020*, to the specific projects that form the SATC's Annual Operational Plans.

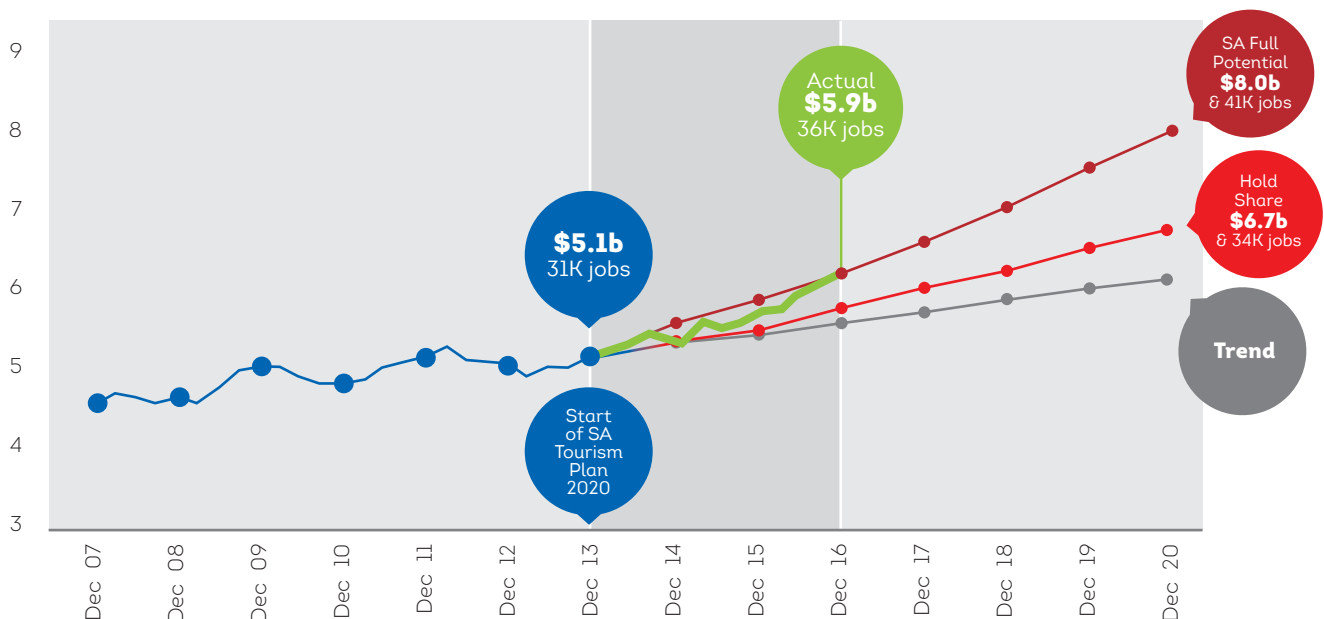
The *South Australian Tourism Plan 2020* was finalised in 2014 and set ambitious targets for the growth of tourism in the State by 2020, including the achievement of the \$8.0b in visitor expenditure and the generation of 10,000 additional jobs in South Australia. These targets reflect the recognition of tourism as an important economic driver and as one of the Premier's Economic Priorities.

This framework is also directly linked to the national *Tourism 2020* program, developed in 2010, which identified \$115 to \$140b in tourism industry potential for Australia, with the corresponding opportunity for South Australia being \$6.7b to \$8.0b by 2020.

Tourism has grown significantly in South Australia since the *South Australian Tourism Plan 2020* was set, with visitor expenditure increasing from \$5.1b to \$5.9b and an additional 4,000 jobs being created. While this growth means that South Australia is now on track to achieve these targets, there is still a significant challenge in maintaining this growth towards 2020, as outlined below.



South Australian Tourism Expenditure and Jobs



Tourism Expenditure Waypoints to 2020 (B)

	Actuals		Corporate Plan 2018-2020			
	June 2015	June 2016	June 2017	June 2018	June 2019	Dec 2020
Hold Share	5.4 5.3 5.6	5.6 5.9 6.0	5.8	6.1	6.3	6.7
Full Potential			6.3	6.8	7.2	8.0

Achieving the full potential for tourism in South Australia still requires further competitive share gains from all visitors, from high yield inbound and interstate visitors, through to lower yield intrastate overnight and intrastate day trip visitors, and across all regions of South Australia.

This plan draws on the insights, economic outlook and direction outlined in the *South Australian Tourism Plan 2020* and elaborates on the SATC's work around the five 'Priority Action Areas', which are the pillars of tourism planning and development in South Australia.

The Visitor Economy

Tourism is a substantial economic and jobs driver for the South Australian economy, and only recently the full impact of the industry has been recognised.

Commonly, the definition of economic activity related to "tourism" is restricted to only those activities that directly reflect traditional tourism such as people travelling and staying outside their usual place of residence for the purpose of a holiday, sight-seeing and recreation.

However, increasingly the perspective on the economic contribution of tourism is being recognised to encompass what is termed the "Visitor Economy". Rather than the narrow focus on only the direct activities related to tourism, this definition recognises the halo effect of other activities that are a consequence of tourism behaviours.

This increases the definition of "tourists" to include people travelling for other reasons such as visiting friends and relatives, business (including conferences), work and education and defining these as 'visitors' contributing to the Visitor Economy.

The "Visitor Economy" definition also recognises a broader range of contributing activities and businesses such as the production of goods and services for consumption by visitors, the industries that directly serve visitors, such as hotels, transport providers, tour companies and attractions, as well as those involved indirectly, such as the retail supply chain and food production.

This definition highlights that visitor activity has broader impacts across a range of stakeholders and shows the true contribution of tourism to a region.

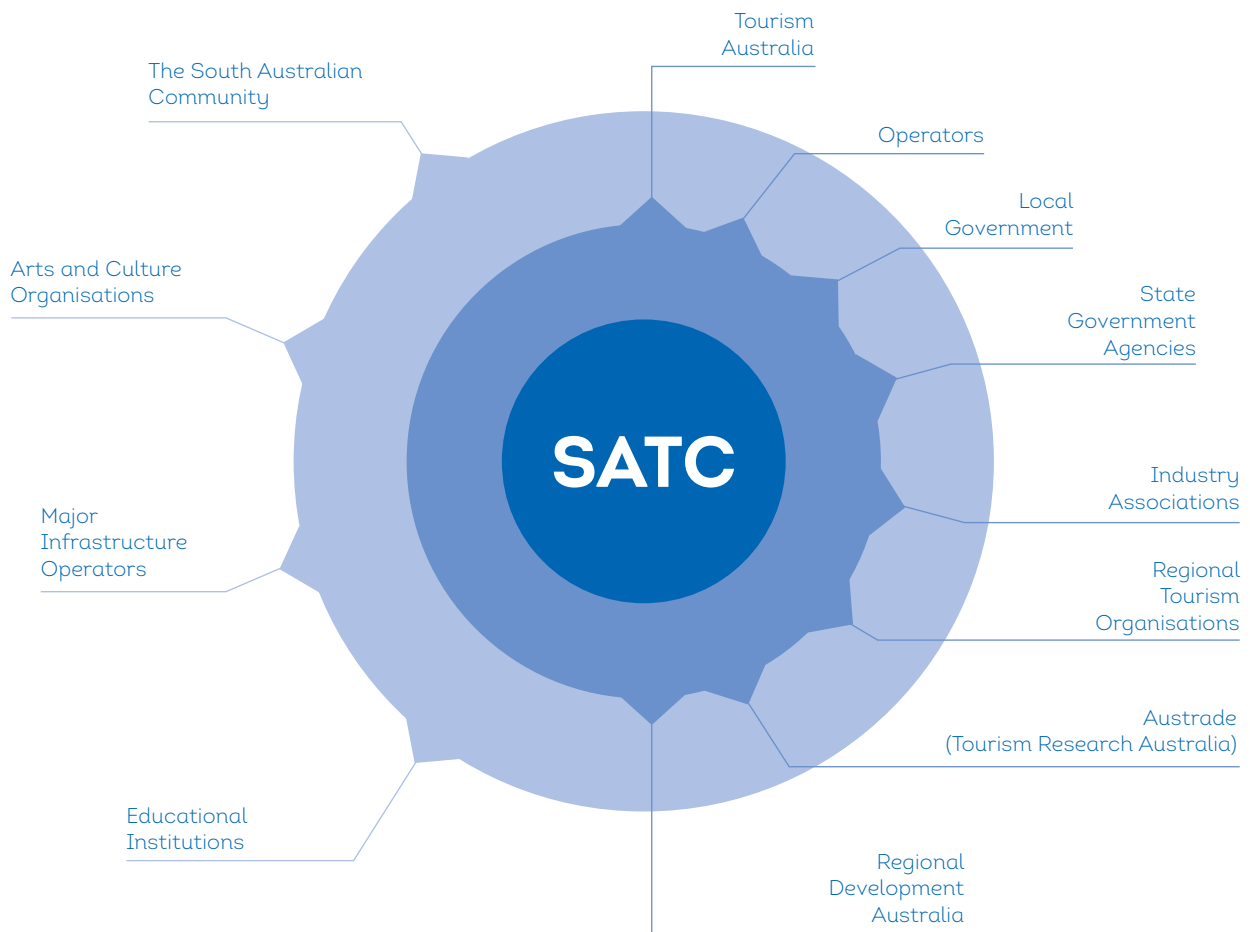
Partnerships

The achievement of the 2020 full potential for South Australia requires effort from a wide range of stakeholders across industry, business and government, not just the work of the SATC. Therefore, partnerships are essential to our collective success.

Encouraging stakeholders to prioritise their focus on activating the key drivers of our tourism industry will be necessary for the potential growth across the whole visitor economy to be realised. The diagram below outlines the range of partners with direct and indirect roles in growing the visitor economy in conjunction with the SATC.

These partners are represented across all of South Australia and collaboration is essential between all parts of the state. While Adelaide has a critical role as the hub of the visitor economy and the port of entry to our state for an increasing number of visitors, our regions likewise have a critical role to play in delivering so many of our visitor experiences for which South Australia is renowned. Consumer research has shown that appeal for South Australia is strongest when both our regions and Adelaide are part of the proposition, reflecting the fact that the various parts of South Australia should be seen as strategic allies.

Our Stakeholders and Partners



Tourism Policy and Planning Context

As previously outlined, the SATC Corporate Plan delivers on the direction set by the Premier’s Economic Priority #5 (Tourism) and the South Australian Tourism Plan 2020.

However, there are many other plans and strategies that are of critical importance to the visitor economy, reflective of the wide range of partnerships discussed above. A selection of these plans is outlined below.



Gather Food and Wine, Limestone Coast

Tourism Planning Framework

Commonwealth Government	State and Local Government	Tourism Industry	South Australian Tourism Commission (SATC)
National Long Term Tourism Strategy (Austrade)	RDA Regional Roadmaps	South Australian Tourism Plan 2020	SATC Corporate Plan 2018-2020
Tourism 2020 (Tourism Australia)	Local Government Plans	Regional Visitor Strategy	SATC Annual Operational Plans
	Other State Plans (e.g. Planning Strategy, infrastructure, national / marine parks)	Plans of Individual Businesses	Events South Australia Corporate Plan
		Plans of Industry Associations and other key stakeholders	

SATC Role and Objectives

SATC is a Statutory Authority tasked under the *South Australian Tourism Commission Act 1993* to focus on contributing benefits for the people of South Australia through the:

- ▶ Promotion of South Australia as a tourist destination.
- ▶ Further development and improvement of the State's tourism industry.

The SATC also provides vision, guidance and capacity for other parts of Government, as well as industry, to grow jobs and economic activity across all regions of South Australia.

As the State's principal strategic tourism entity, the SATC's primary focus is on growing leisure tourism in the State. As previously stated, the SATC also recognises the value and importance of the whole visitor economy including the direct and indirect impacts resulting from a visitor travelling outside their usual environment for purposes such as business, conventions and exhibitions, education and short term employment.

This Plan includes intrastate, interstate and international visitors and recognises the wide range of businesses that benefit from the direct and indirect economic activity generated in providing goods and services to all types of visitors.

The SATC has a number of areas of strategic focus and effort, one of which is Events South Australia. A strong and ongoing focus by the SATC has driven South Australia's active festival, arts and events calendar, highlighting the State's dynamic culture and vibrancy. Events are an integral part of our product mix that delivers tourism outcomes to the State.

From a legislative point of view, the SATC is governed by the South Australian Tourism Commission Act, which is provided in full below.

South Australian Tourism Commission Act 1993: Functions of the Commission

(1) The Commission has the following functions:

- (a) to promote South Australia (internationally and domestically) as a tourist destination;
- (b) to identify tourism opportunities for the State (including opportunities for regional tourism and cultural tourism);
- (c) to contribute to the preparation and implementation of economic development plans for or relating to the tourism industry of the State;
- (d) to prepare a plan or series of plans (consistent with relevant economic development plans) for tourism promotion for the State and formulate policies and strategies for implementation of the plan or plans by government, industry and community action;
- (e) to encourage industry participation in and financial support for co-operative tourism marketing programmes;
- (f) to assist regional bodies engaged in tourism promotion;
- (g) to ensure the provision of appropriate tourism and travel information and booking services;
- (h) to work with and provide advice to operators for improvement of the quality of tourism services and products;
- (i) to encourage government, industry and community action to enhance visitors' experiences of the State;
- (j) to advise and provide reports to the Minister on matters relating to tourism and the tourism industry of the State;
- (k) to carry out any other functions assigned to the Commission by the Minister that are consistent with the objects of this Act.

SATC Focus for 2018-2020

The key priority action areas for the whole industry, as outlined in the *South Australian Tourism Plan 2020*, are:

- ▶ Driving demand.
- ▶ Working better together.
- ▶ Supporting what we have.
- ▶ Increasing the recognition of the value of tourism.
- ▶ Using events to grow visitation.

To achieve the \$8.0b potential, continued improvement in performance by the industry against each of these Priority Action Areas is required and progress in each area depends on, and will influence, success in other areas.

The SATC will not necessarily distribute its effort equally, but will maximise its effectiveness by concentrating work on activities able to produce the greatest return to the visitor economy and the identified core responsibilities of the SATC.

The *SATC Corporate Plan 2018-2020* is structured around these five Priority Action Areas to ensure consistent alignment of efforts from the actions of the SATC and those of stakeholders in the broader Visitor Economy.



Kangaroo Island Wildlife Park

Organisational Effectiveness

Maintaining and growing the capability of the SATC to deliver this Corporate Plan is vital to achieve the ambition of each of the Priority Action Areas. The SATC is committed to implementing and maintaining high standards of corporate governance through planning, budgeting and risk management, as well as servicing our key stakeholders that include the Minister, Government, our tourism industry and all its stakeholders. Accountability, transparency and probity across all Business Units are essential.

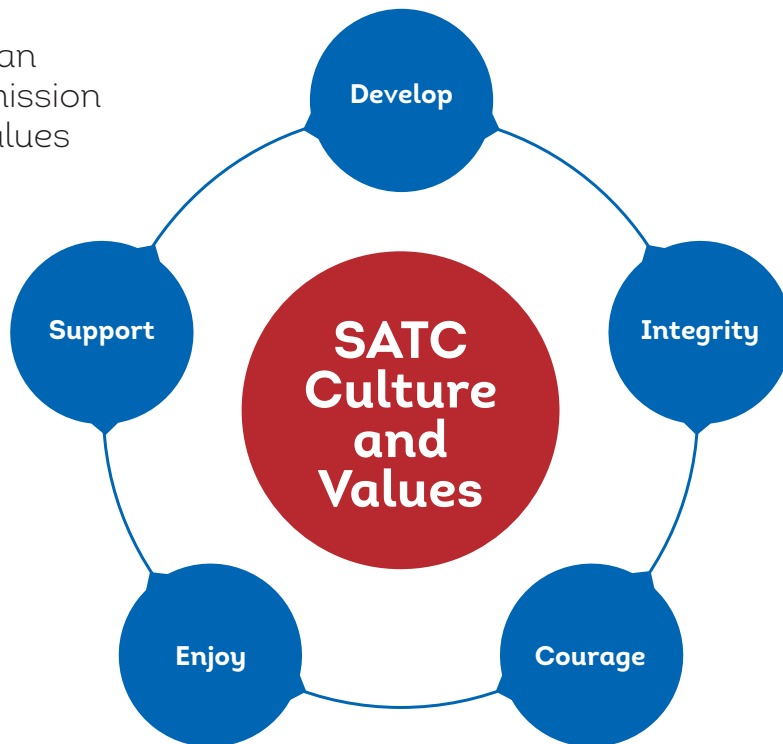
We will continue to:

- ▶ Demonstrate high standards of corporate governance.
- ▶ Manage the planning, budget and risk.
- ▶ Comply with all legislative requirements.

- ▶ Be an effective communicator and leader in the industry.
- ▶ Undertake regular performance reviews and reporting on our work, seeking continuous improvement.

Five core values have been identified as drivers to shape the culture of the SATC, providing a means of accountability and alignment of our actions (both as individuals and as an organisation) to this Plan. These values are to develop our staff and the state, act with integrity and respect, have courage to make bold decisions that align with our plans, enjoy our work and what we achieve, and support each other and the industry.

South Australian
Tourism Commission
Culture and Values



Strategic Summary

Strategies

Actions

Driving Demand

Manage and implement effective international, interstate and intrastate marketing communications.	<p>Deliver international and interstate marketing and public relations activities to drive awareness, perception, consideration and conversion of our target markets to increase spend and stay.</p> <p>Encourage South Australians to rediscover their own state by driving awareness of product, increasing state pride and conversion.</p> <p>Leverage benefits of consistent global brand.</p> <p>Leverage partnership with Tourism Australia.</p>
Leverage digital assets to directly or indirectly influence identified target markets.	<p>Provide targeted, brand aligned, user friendly digital content and visual assets to help get shared messages out more strongly across our target markets, via relevant digital platforms and devices.</p> <p>Encourage our target market to generate positive social media content.</p> <p>Enhance the visitor experience through digital.</p> <p>Use digital metrics from SATC platforms to demonstrate the effectiveness of digital content.</p>
Leverage traditional distribution channels to influence target markets.	<p>Maintain and develop marketing partnerships with travel distribution partners (e.g. retailers, airlines) to help grow visitation and expenditure.</p>

Working Better Together

Work with our partners to drive awareness, perceptions, consideration and conversion.	<p>Leverage third party credibility to promote South Australia's key marketing messages to potential visitors through a wide range of marketing partners.</p>
Work with regional partners and the Regional Tourism Organisations to drive expenditure.	<p>Actively partner with each region to deliver Tourism 2020 outcomes through regional strategies, including the provision of visitor information services.</p>
Partner with government agencies to facilitate growth in the visitor economy.	<p>Work with federal state and local government to strategically drive tourism outcomes and resource allocation and facilitate government investment.</p> <p>Continue to partner with DEWNR to progress the joint initiative "Nature Like Nowhere Else: Activating Nature-Based Tourism in South Australia".</p>
Assist in building capability and capacity of the visitor economy to drive service excellence and growth.	<p>Work with SATIC, ATEC and others to provide existing tourism operators with training and development.</p> <p>Provide linkages between tourism opportunities and capital to drive private investment in infrastructure and experiences.</p>

Supporting What We Have

Support easy and efficient access to and around South Australia.	<p>Ensure current level of air, road, sea and rail access is maintained.</p> <p>Support aviation partners to strategically grow access to match demand.</p> <p>Increase the instance of road trips through Touring Route initiative.</p> <p>Work with cruise partners to grow cruise ship visits and passenger expenditure.</p>
Develop partnerships and identify opportunities with operators.	<p>Work with a range of Regional Tourism partners including Regional Tourism Organisations (RTOs) through the funding agreement to ensure there is sufficient supply to meet demand</p> <p>Introduce specific product ready operators to trade partners to help enhance their growth and state expenditure.</p> <p>Use insights to help operators improve their decision making and enhance their product.</p> <p>Support operators to provide quality experiences for visitors to South Australia.</p>
Support the use of existing infrastructure and new developments.	<p>Maximise opportunities through the Leisure Events Bid Fund and Business Events Bid Fund using newly constructed infrastructure, such as Adelaide Oval, Adelaide Convention Centre and Nature Based Tourism investments.</p> <p>Diversify usage of existing infrastructure for tourism specific purposes e.g. Adelaide Oval Roof Climb.</p>

Strategies

Actions

Increasing the Recognition of the Value of Tourism

Provide leadership for senior decision makers within government, business and the community.	<p>Advocate the value of the visitor economy, including the value of events, to the State and regions.</p> <p>Work to ensure that the visitor economy is understood and appropriately considered when key decisions are being debated across federal, state and local government.</p> <p>Build on the current strong research program and make relevant evidence based tools, research and insights accessible to a broad range of stakeholders.</p>
Drive advocacy for the visitor economy and increase state pride.	<p>Collect and present evidence for the success of the visitor economy in visually stimulating and accessible formats (e.g. infographics).</p> <p>Use story-telling to promote the positive stories in the South Australian visitor economy and promote state pride.</p> <p>Facilitate the use of relevant information for others to advocate for the industry.</p>

Using Events to Grow Visitation

Manage and grow major leisure events.	<p>Drive growth in the visitor economy through the effective management of SATC's events to relevant audiences to drive growth in the visitor economy. Leverage cross-promotion of events with complementary audiences.</p> <p>These events are currently:</p> <ul style="list-style-type: none"> ▶ Adelaide Fashion Festival ▶ Clipsal 500 Adelaide ▶ Santos Tour Down Under ▶ Bridgestone World Solar Challenge ▶ Credit Union Christmas Pageant ▶ Tasting Australia
Focus sponsorships and support on growing existing events and the outcomes of Events for South Australia.	Develop and sponsor city and regional based events, in conjunction with partners, contributing to growing visitor expenditure.
Secure compelling new events for South Australia.	<p>Maximise the value of the Leisure Events Bid Fund to secure new city or regional events.</p> <p>Focus sponsorships, including those targeted through the Events Bidding Fund, on areas such as arts and culture, food and wine, sport, live music and mass participation, with a particular focus on creating compelling clusters of events and utilising key infrastructure.</p>
Grow the capability of the South Australian leisure events industry.	<p>Deliver the Capability Building Program for a diverse range of major, regional and local/ community events and festivals across the State.</p> <p>Assist events to measure their impact and leverage this for growth.</p>
Drive awareness, perceptions, consideration and conversion for visitation to and within South Australia through leisure events.	Increase awareness and consideration of South Australia as an events and festivals destination, through collaborative marketing, public relations and partnerships to grow visitor expenditure.
Increase expenditure through business delegate visitation.	<p>Ensure that jointly administered bid funds are used to win those Business Events that are identified as best utilising newly completed infrastructure and delivering the highest economic return for the tourism industry.</p> <p>Boost expenditure by high value business visitors and encourage extended stay and repeat visitation to SA.</p> <p>Target events that leverage relevant South Australian strengths.</p>

Organisational Effectiveness

Establish, develop and support organisational systems and processes which facilitate efficient and effective operation.	<p>Maintain high standards of corporate governance to ensure confidence of key stakeholders in the ability of the SATC to manage public resources.</p> <p>Ensure all SATC business units effectively and efficiently manage programs, projects and resources to maximise achievement of organisational objectives.</p> <p>Develop, implement and maintain finance, ICT, human resources and commercial and procurement systems and processes to support individuals across the SATC.</p> <p>Develop and align the SATC Operational Plan, and Unit Operational Plans and individual performance plans to this Corporate Plan so the work and resources of the SATC best deliver on the priorities of the South Australian Tourism Plan 2020.</p>
Foster a positive and healthy working environment through an open and efficient culture.	<p>Embed organisational SATC values and drive continual improvement through review processes.</p> <p>Build relationships and early proactive cross team engagement ensuring an appropriate team is assigned the task.</p> <p>Recruit and develop the right people with the right skills and attitudes.</p>

Measuring our Performance

The actions outlined in this Plan contribute to the macro outcomes described in the *South Australian Tourism Plan 2020* and the *Premier's Economic Priority #5 (Tourism)* including visitor and expenditure growth and performance measures such as brand perception. We will continue to report our whole-of-industry progress around visitation performance, benchmark our industry performance against others (particularly other states of Australia) and also assess growth in our regions.

We are also committed to monitoring the implementation of the Corporate Plan and measuring the impact of our work. Formal measurement and evaluation of the SATC's performance will be undertaken as part of each annual Operational Plan, be reported formally to our Board and in the SATC Annual Report. In addition, each of the SATC Business Units will conduct regular reviews of activity against established Key Performance Indicators (KPIs).

SATC Planning and Monitoring Structure



Attachment A: Evaluation and Reporting

Metric	Specific	Dec 2013 Actuals	June 2016 Actuals	2020 Full Potential	Progress Rating as at 2016
Total Visitor Expenditure	Reach \$8.0b visitor expenditure by 2020	\$5.1b	\$5.9b	\$8.0b	On Track
International expenditure	Expenditure by international visitors to SA	\$727m	\$944m	\$1.24b	Exceeds Waypoint
International expenditure (excl Education)	Expenditure by international visitors to SA (excl Education)	\$426m	\$577m	\$725m	Exceeds Waypoint
Interstate expenditure	Overnight expenditure by interstate visitors to SA	\$1.25b	\$1.52b	\$2.13b	On Track
Intrastate expenditure	Overnight expenditure in SA by South Australians	\$1.24b	\$1.38b	\$1.61b	On Track
Domestic Day Trip expenditure	Expenditure by South Australians day-tripping in SA	\$1.16b	\$1.33b	\$1.84b	On Track
Total Leisure Events expenditure	Expenditure by visitors who attend or participate in leisure events	\$261m	\$341m	\$400m	Exceeds Waypoint
Regional expenditure	Visitor Expenditure in regions outside of Adelaide	\$2.26b	\$2.49b	\$3.55b	On Track

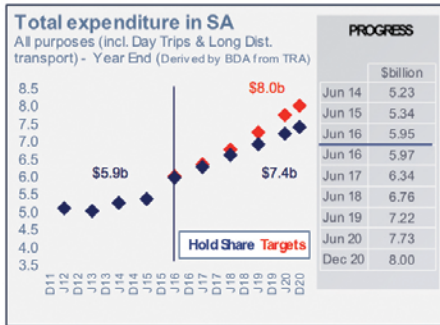
Macro perspective

	Metric	Specific	Dec 2013 Actuals	June 2016 Actuals	2020 Full Potential	Progress Rating as at 2016
Consumer perspective	Interstate brand associations of South Australia	Food and Wine	49% (2nd to Victoria, April 2014)	49%	Reached 1st place	No Change
		Festivals	30% (3rd after VIC and NSW, April 2014)	30%	35%	No Change
	Interstate High Yield consideration	Interstate High Yield consideration	40.3% April 2014	46.1%	55%	Exceeds Waypoint
	Interstate HYES top 10 consideration	Top 10 Consideration for SA by High Yield Experience Seekers (HYES)	50.1% April 2014	57.1%	65%	On Track
	Interstate HYES conversion	Number of trips from converted High Yield Experience Seekers (HYES)	503k trips	781k trips	1060k Trips	Exceeds Waypoint
Industry perspective	Domestic air capacity	Maintain, then grow, domestic air capacity	82.6k	82.5k	110k	No Change
	International air capacity	Maintain, then grow, international air capacity	14.5k	11.8k	14.5k	On Track
	Cruise port arrivals	Maintain, then grow, cruise capacity	26 port arrivals FY14	37 port arrivals FY16	43 port arrivals	Exceeds Waypoint
	Tourism jobs	Number of people directly employed in the SA Tourism industry	31k June 2013	36k June 2015	41k	On Track
	Hotel occupancy	Room occupancy of South Australian establishments		61.4% June 2013	61.6% June 2015	65.3%
Room occupancy of Adelaide establishments			71.9% June 2013	71.9% June 2015	76.5%	No Change

	Metric	Specific	Dec 2013 Actuals	June 2016 Actuals	2020 Full Potential	Progress Rating as at 2016
SATC Direct Impact	Tour Down Under expenditure	Tourism Expenditure by Visitors to TDU	\$45m	\$49m	\$69m	On Track
	Broadcast hours of TDU	Media Broadcast Hours of Tour Down Under Managed Events	324 hours	596 hours	>300 hours	Exceeds Waypoint
	Research usage	Visits to SATC Corporate Website Research and Reports pages	14,100 page views March 2014	17,600 page views	16,000 page views	Exceeds Waypoint
	Trade partnerships	Matched investment by trade partnerships	\$1 matched on \$1	\$1 matched on \$1	\$1 matched on \$1	On Track
	Domestic PR impact	Advertising Space Rate (ASR) of SATC domestic direct activities excluding managed events	\$18.9m ASR	\$23.9m ASR	\$22.0m ASR	Exceeds Waypoint
Internal Effectiveness	Employee engagement	Employee Staff Survey	68% engagement (95% completion of survey)	69% engagement (95% completion of survey)	>68% engagement	No Change
	Voluntary turnover	Voluntary turnover as per HR records	13%	7%	10-15%	Exceeds Waypoint
	Audit and governance	Performance Development Plan and Review	95%	96%	>90%	Exceeds Waypoint
	Audit and governance	Board Self-Assessment	N/A	7 out of 10	7 out of 10 or better	On Track
	Audit and governance	Review of the Organisational Risk Register	Conducted annually	Conducted annually	Conduct annually	On Track

Attachment B: SATC Key Focus Areas Dashboard

Current as at Sep 2016



PROGRESS

Year	Expenditure (\$billion)
Jun 14	5.23
Jun 15	5.34
Jun 16	5.95
Jun 16	5.97
Jun 17	6.34
Jun 18	6.76
Jun 19	7.22
Jun 20	7.73
Dec 20	8.00

COMMENTARY

- Expenditure reached a record \$5.95b, up 11.4% and up almost \$608m on the previous year.
- Performance is now very nearly at the Full Potential waypoint of \$5.97b.
- Exceptionally strong growth from international markets continues, with expenditure up 22%.
- After a strong run of growth, interstate expenditure grew 3% after 2 years of near continuous growth.
- Intrastate expenditure has recovered strongly, and is up 16% despite challenging economic conditions in SA.

INTERNATIONAL

	Jun15	Jun16		MILESTONES	FY16	2020
\$millions (excl Edu)	521	577	↑ ●		494	725
% of total Aus \$	3.4%	3.4%	- ●		3.3%	3.9%
% of Aus nights	3.7%	3.8%	↑ ●		4.4%	5.0%

INTERSTATE

	Jun15	Jun16		FY16	2020
\$billions	1.48	1.52	↑ ●	1.54	2.13
Market % of Aus	7.0%	6.7%	↓ ●	7.4%	8.8%

INTRASTATE

	Jun15	Jun16		FY16	2020
\$billions	1.18	1.38	↑ ●	1.31	1.61

INTERSTATE HIGH YIELD TRAVELLERS

	Jun15	Jun16		FY16	2020
% Consider SA	44%	49%	↑ ●	44%	55%
# of SA trips (k)	711	781	↑ ●	694	1,062

KPI PROGRESS

- Above KPI
- Below KPI + gaining / holding share vs previous year
- Below KPI + losing share vs previous year

LEISURE EVENTS EXPENDITURE

	Jun15	Jun16		MILESTONES	FY16	2020
\$millions	279	341	↑		301	396

TOURISM JOBS

	Jun14	Jun15		FY16	2020
Jobs (k's)	32	36	↑	34	41

OF AIRLINE SEATS

	Apr15	Apr16		FY16*	2020
Domestic (k's)	84.9	82.5	↓	89.3	110
International (k's)	10.63	11.75	↑	10.5	14.5

DEVELOPMENT KPIs

	FY15	Jun16		FY16	2020
Cruise Arrivals	32	37	↑	34	43

INTERSTATE SA ASSOCIATIONS (STATE RANKING)

	Aug15	Aug16		FY16	2020
Festivals	#3	#3	- ●	#1-3	#1-3
Food & Wine	#2	#2	- ●	#1	#1

* FY16 = Oct 16 KPI for airline seats



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December 2016

