

# SATC CORPORATE PLAN 2021-2023





# CONTENTS



MESSAGE FROM THE CHAIR & CHIEF EXECUTIVE OF THE SATC	3
SOUTH AUSTRALIAN TOURISM COMMISSION GOALS	4
WHAT UNDERPINS OUR ORGANISATION	5
OUR VALUES	5
ORGANISATIONAL EFFECTIVENESS	5
STRATEGIC PRIORITIES FOR THE SATC 2021-2023	6
MEASURING OUR SUCCESS	9
DEMAND-SIDE METRICS	10
SUPPLY-SIDE METRICS	11
SATC DIRECT IMPACT METRICS	11
ORGANISATIONAL EFFECTIVENESS METRICS	11
CONTACT US	12

The South Australian Tourism Commission acknowledges and respects that all tourism activity and development takes place on lands traditionally owned by South Australia's Aboriginal peoples. We acknowledge and respect the deep spiritual connection and the relationship that Aboriginal and Torres Strait Islander people have to Country.





## MESSAGE FROM THE CHAIR & CHIEF EXECUTIVE OF THE SATC

It's been a record setting era for South Australia, with the state's tourism sector reporting unprecedented growth in 2019, with strong strategic frameworks firmly in place to reach our bold forward targets.

We have seen record growth in our domestic and international markets. Employment in this sector has surged, resulting in a significant contribution to local businesses and communities and a positive investment that bodes well for the future.

Tourism is an economic priority for South Australia, realised by the State Government's *Growth State: Our Plan for Prosperity*, and is underpinned by the thousands of businesses promoting the sector who celebrate our unique offerings and experiences as well as our creativity and beauty. It is why we worked with industry to develop the South Australian Visitor Economy Sector Plan 2030, which provides a clear, consistent and strategic vision for future growth.

The South Australian Tourism Commission Corporate Plan 2021-2023 identifies the areas of action for the SATC to drive growth, identify new opportunities and expand our emerging markets.

Over the next three years, we will continue to harness our competitive strength and spirit to drive demand and build awareness of South Australia, manage and support world class events, work across Government to ensure the tourism voice is at the table and we will support the industry to grow, evolve and innovate.

We know the growth potential of the tourism sector and we are aligned with the sectors vision to grow our state's visitor economy to \$12.8 billion by 2030 with 16,000 additional jobs, and this document is the roadmap for SATC's contribution to take us there.



**ANDREW BULLOCK**  
CHAIR, SATC



**RODNEY HARREX**  
CEO, SATC

# SOUTH AUSTRALIAN TOURISM COMMISSION GOALS



## OUR VISION

To grow the Visitor Economy in South Australia to \$12.8b by December 2030 and boost direct employment in the tourism sector to 52,000, an increase of 16,000 additional jobs.



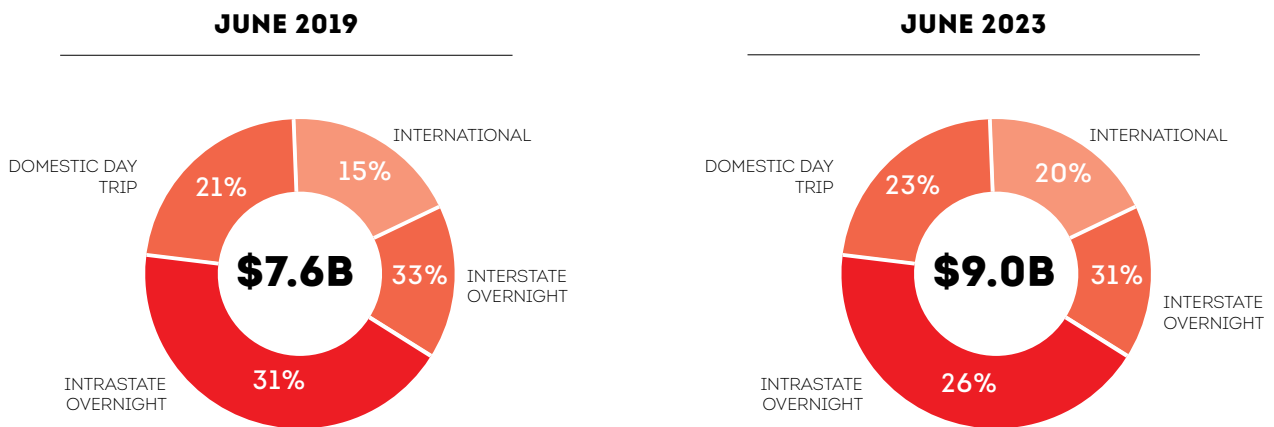
## OUR PURPOSE

The South Australian Tourism Commission (SATC) was established as a statutory corporation under the *South Australian Tourism Commission Act 1993* to assist in securing economic and social benefits for the people of South Australia through promoting and developing the state as a tourism and events destination.



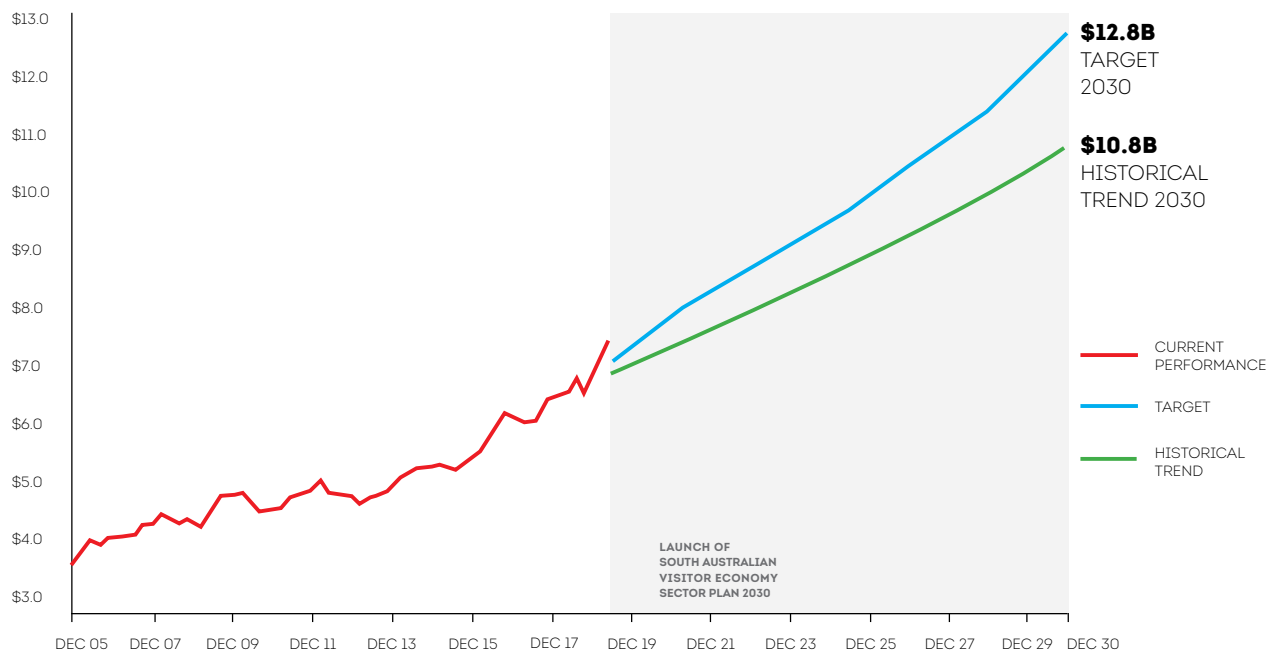
## OUR GOAL

Building on the strong growth of the South Australian Visitor Economy from \$5.1b in 2013, this plan seeks to grow to \$9.0b in visitor expenditure by June 2023, resulting in 2,500 additional jobs. This growth will be spread across the entire Visitor Economy, and should comprise:



\*\$9.0b is the required waypoint to achieve the broader ambition of reaching \$12.8b in visitor expenditure by December 2030.

## TOTAL EXPENDITURE FOR SOUTH AUSTRALIA ALL PURPOSE (\$ BILLIONS)





# WHAT UNDERPINS OUR ORGANISATION

The South Australian Tourism Commission works to promote the appeal of Adelaide and South Australia. We do this through the promotion of exceptional food and drink experiences, immersive nature and wildlife experiences and world class events and festivals.

## OUR VALUES



### GO BOLDLY

We thrive on taking risks and enjoy stepping outside our comfort zone.



### DIG DEEPER

We never settle for simply scratching the surface. We're hungry for knowledge, fresh ideas and innovations.



### CAN DO

We believe there's nothing we can't do as a team.



### SHARE THE LOVE

We have a passion for excellence and exceeding expectations.

## ORGANISATIONAL EFFECTIVENESS

### EVIDENCE BASED DECISION MAKING

Use accurate, relevant and concise insights to inform all SATC business decisions through effective collection, analysis and presentation of research to underpin strategy.

### GOVERNANCE & PROTOCOL

As a Statutory Authority, provide proactive, coordinated and timely support services to the Board and Minister to ensure good quality governance and compliance is maintained across the SATC.

### WORKFORCE & CULTURE

Support a culture aligned with our organisational values to maximise employee engagement and build organisational capability.

### BUSINESS SUPPORT

Provide high quality systems and support services across the SATC to ensure the organisation achieves its objectives in a manner which maximises the effective and efficient use of allocated resources, identifies and manages risk and meets its public accountability expectations.

### ENABLING A POSITIVE OPERATING ENVIRONMENT

Provide policy advice and proactively identify relevant issues and opportunities for the benefit of the visitor economy. Represent the SATC in external decision making where there is an impact to the tourism industry and advocate for positive industry outcomes.



A full-page background image showing a diver in a dark underwater environment, looking up towards a bright, irregular opening in the rock ceiling. Sunlight streams through the opening, creating a dramatic contrast with the dark water. The diver is silhouetted against the bright light. The rock formations are rugged and textured.

## STRATEGIC PRIORITIES FOR THE SATC 2021-2023

**T**he key strategic areas for the tourism industry in South Australia are outlined in the South Australian Visitor Economy Sector Plan 2030 and will drive how the industry work towards achieving the \$12.8b by 2030. The SATC Corporate Plan 21-23 is structured around the six key strategic priorities, aligns with the State Government's *Growth State: Our Plan for Prosperity* and focuses on what the SATC will do to drive demand, deliver world class events and enable product development. This requires a strong commitment by a range of stakeholders, including direct

ongoing government investment. This work is underpinned by the appeal of South Australia pillars, our values and the service delivery functions that support the organisations effectiveness.

Late 2019 and early 2020 saw significant external shocks to the Visitor Economy in the Bushfires and COVID-19. These add additional challenge to the achievement of the targets outlined in this plan, and the broader achievement of the \$12.8b by December 2030 as outlined in the South Australian Visitor Economy Sector Plan 2020.



## VISITOR ECONOMY SECTOR PLAN STRATEGIES

## HOW WILL WE DO THIS

### MARKETING

*To build awareness and consumer demand of the South Australia tourism destination brand, products and experiences; leverage partnerships that drive consideration and conversion by increasing demand for visitation to South Australia.*

- ▶ Effectively target high-yielding intrastate, interstate and international travellers to ensure sustainable growth, maximising expenditure outcomes.
- ▶ Consistently communicate South Australia's key brand pillars, ensuring a strong narrative for all areas of the State, leading to conversion from trip intention to an actual booking.
- ▶ Focus on developing improved digital and social user experiences.
- ▶ Use emerging platforms and new methods of communicating and engaging with the consumer.
- ▶ Promote and encourage advocacy for South Australia.
- ▶ Monitor emerging markets and prioritise those with the greatest return on investment.
- ▶ Continued engagement with trade to educate and promote, leading to conversion.

### EXPERIENCE & SUPPLY DEVELOPMENT

*To lead the supply-side development of tourism in and to South Australia, including increasing aviation access and cruise visitation.*

- ▶ Focus on leading and developing 'game-changing' key tourism experiences for the state.
- ▶ Work with operators to enable continuous improvement of tourism offerings throughout the state.
- ▶ Identify gaps and facilitate actions around increasing access to and through South Australia, with a focus on aviation, cruise, road, rail and trail infrastructure.
- ▶ Encourage investment and partnership opportunities between public and private sector in tourism infrastructure, ensuring that South Australia is known for being open for business.
- ▶ Work with regions to support the delivery of the Regional Visitor Strategy, driving regional expenditure.
- ▶ Support operators and other stakeholders to leverage funding sources from outside the state to drive investment in South Australian tourism.

### COLLABORATION

*Working together between government and industry to leverage positive outcomes for the visitor economy in South Australia.*

- ▶ Facilitate cross- government cooperation to create a positive environment for the Visitor Economy, driving job creation, investment and expenditure in South Australia.
- ▶ Work with other states, territories and Tourism Australia to maximise tourism opportunities.
- ▶ Foster regular and constructive partnering between operators, key industry bodies and local, state and federal government.
- ▶ Be an active leader in engaging broader government on the opportunities of investment and engagement of the sector and what it delivers to the economy.
- ▶ Where appropriate, integrate leisure events into broader areas of growth in trade, investment and industry in South Australia in line with the State's Growth State Strategy.

### INDUSTRY CAPABILITY

*Support the capability of tourism operators to ensure industry sustainability and high-quality experiences for consumers.*

- ▶ Connect industry with access to relevant tourism training and development programs run by other organisations to assist in filling skills gaps across marketing, events and business development.
- ▶ Provide South Australian tourism businesses with access to tools and technologies to maximise their credibility and profitability.
- ▶ Develop and deliver the capacity building program for major, regional and local events and festivals across South Australia.
- ▶ Work alongside industry organisations, regional development boards as well as local, state and federal government to influence how they reflect tourism upskilling in their professional development programs.
- ▶ Support and encourage the maturity of operators in uncovering their capability to become commissionable products.



## VISITOR ECONOMY SECTOR PLAN STRATEGIES

## HOW WILL WE DO THIS

### LEISURE EVENTS (EVENTS SOUTH AUSTRALIA)

*Promote South Australia as a tourism destination and attract visitors to the State through securing, managing, developing and supporting world class leisure events and festivals and providing leadership to the events and festivals industry.*

- ▶ As the lead Government agency, deliver, grow and support world class events in South Australia.
- ▶ Grow total leisure events expenditure through the targeting of high-yield/high value individuals.
- ▶ Grow South Australia's strong brand perception of 'Festivals' amongst interstate audiences.
- ▶ Develop and grow our managed events and experiences within them to attract repeat visitation and tell South Australia's story:
  - ▶ Santos Tour Down Under
  - ▶ Superloop Adelaide 500
  - ▶ Tasting Australia
  - ▶ Bridgestone World Solar Challenge
  - ▶ National Pharmacies Christmas Pageant
- ▶ Focus event sponsorship on core strength areas of South Australia.
- ▶ Grow the South Australian leisure events calendar.
- ▶ Work collaboratively with commercial, community and government to generate revenue for Adelaide and regional events.

### PROMOTING THE VALUE OF THE VISITOR ECONOMY

*Tourism is critical to the South Australian economy. It generates export revenue, drives investment, creates confidence and State pride and provides new dollars to the economy that results in jobs and wealth for South Australia.*

- ▶ Continue to quantify and tell the story of the Visitor Economy to Government, regional partners and industry, focussing messages around jobs, regional expenditure, investment and impact on the broader economy.
- ▶ Ensure that there is consistent strong messaging that tourism continues to be a business proposition, and this is advocated for when talking about the value of the Visitor Economy.
- ▶ Reinforce the message of the value of the Visitor Economy to all stakeholders, as it positions South Australia as a place to do business, be advocates and be proud as a tourism destination.
- ▶ Seek to leverage third party endorsement to communicate the value of the Visitor Economy.



CAPE WILLOUGHBY, KANGAROO ISLAND

## MEASURING OUR SUCCESS







The strategies outlined in this plan contribute to the outcomes described in the South Australian Visitor Economy Sector Plan 2030 as part of the *Growth State: Our Plan for Prosperity*, which is the State's work plan to promote industry growth by responding to the needs of business and industries.

The SATC 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 the growth in our regions. We will monitor the implementation of the Corporate Plan and measure 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).

## DEMAND-SIDE METRICS

METRIC	JUNE 2019 (baseline)	JUNE 2023 (plan conclusion)
TOTAL VISITOR EXPENDITURE	\$7.6b	\$9.0B
INTERNATIONAL VISITOR EXPENDITURE	\$1.1b	\$1.7B
INTERSTATE VISITOR EXPENDITURE	\$2.5b	\$2.9B
INTRASTATE VISITOR EXPENDITURE	\$2.3b	\$2.3B
DOMESTIC OVERNIGHT VISITOR EXPENDITURE	\$1.6b	\$2.0B
REGIONAL EXPENDITURE	\$3.3b	\$3.6B
LEISURE EVENTS EXPENDITURE	\$394m	\$465M
'GOOD FOOD & WINE' PERCEPTION	58% (behind VIC 59%)	60%
'FESTIVALS' PERCEPTION	30% (behind NSW & VIC)	32%



## SUPPLY-SIDE METRICS

METRIC	JUNE 2019 (baseline)	JUNE 2023 (plan conclusion)
TOURISM JOBS	38,900 (June 2018)	42,700
INTERNATIONAL AIR CAPACITY (seats p/w)	11,700	15,600
DOMESTIC AIR CAPACITY (seats p/w)	84,500	96,600
CRUISE PORT ARRIVALS	80	113
ROOM NIGHTS SOLD IN ADELAIDE (P/A)	2.6M	2.9M
ROOM NIGHTS SOLD IN REGIONS (P/A)	1.2M	1.4M

## SATC DIRECT IMPACT METRICS

METRIC	JUNE 2019 (baseline)	JUNE 2023 (plan conclusion)
INTERSTATE CAMPAIGNS: AWARENESS	8%	9%
INTERSTATE TVCS: APPEAL	46%	48%
INTERSTATE TVCS: CONSIDERATION	29%	31%
INTRASTATE TVCS: AWARENESS	26%	28%
INTRASTATE TVCS: APPEAL	58%	60%
INTRASTATE TVCS: CONSIDERATION	41%	43%
SOUTHAUSTRALIA.COM ATDW REFERRALS	635,000	700,000
EVENTS: SANTOS TOUR DOWN UNDER ECONOMIC IMPACT	\$70.7M	\$77M
EVENTS: SUPERLOOP ADELAIDE 500 ECONOMIC IMPACT	\$45.9M	\$50M

## ORGANISATIONAL EFFECTIVENESS METRICS

METRIC	JUNE 2019 (baseline)	JUNE 2023 (plan conclusion)
EMPLOYEE ENGAGEMENT	81%	Continue to exceed industry benchmark of 75%
SATC ACCOUNTS PAID WITHIN 30 DAYS	99.77%	Continue to comply with Treasurers Instructions.
PERFORMANCE DEVELOPMENT PLANS CONDUCTED	94%	Continue to exceed 90% benchmark requirement.
RESEARCH USAGE PAGE VIEWS	36,000	40,000



## CONTACT US

For more information, please visit the  
South Australian Tourism Commission website:

**TOURISM.SA.GOV.AU**



**TOURISM.SA.GOV.AU**