

tourism

self help module

13



Industry &
Investment

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module overview

The tourism module is relevant to communities which have identified tourism in their community or local government area strategic plan as a potential opportunity. The module is designed to assist community economic development committees and coordinators to:

- Assess the tourism potential of their area
- Determine whether they want to be in tourism
- Enter the marketplace
- Grow the local tourism sector.

what is tourism?

the tourism industry

Tourism is about people who travel to locations outside of the places where they normally live and work. People travel for a variety of reasons including holidays, to visit friends and relatives, for business or to undertake activities.

The tourism industry provides goods and services for people who travel. These services:

- Help people travel comfortably
- Make them feel welcome
- Provide something for them to do and experience.

For example: The tourism industry offers travellers a place to stay, gives them something to eat and drink, and provides them with transport, entertainment, recreation and information.

The tourism industry is a 'people industry'. It is about providing successful interaction between the visitor and the host - the destination and its inhabitants.

tourists

Tourists are visitors. The tourism industry broadly divides visitors into:

- International visitors - people who are visiting Australia from overseas
- Domestic visitors - Australian residents travelling within Australia

and into:

- Overnight visitors - people who stay away from home at least one night
- Day visitors (or day trippers) - people who take a half day or day trip to an area, but do not stay the night.

To grow tourism in your local area, it is important to adopt a very broad definition of visitors, including someone who:

- Stays overnight in the area, in commercial accommodation or with friends or relatives
- Passes through on the way to another location
- Is on holidays in the region and visits your area for a day trip
- Resides in the surrounding area but visits your area for shopping, to visit friends or relatives, for business, to access services, play sport etc
- Comes into your area to work, visit friends or relatives, attend an event, participate in sport or undertake an activity.

All of these visitors are potential sources of income for your local community. If you don't look broadly, you may overlook potential markets for your area.

why be in tourism?

Everyone in the community will potentially benefit from a strong, well managed tourism sector. Tourism will generate additional income and employment for your community. It will assist in strengthening businesses and encouraging the diversification and expansion of the business base of the area. Benefits include:

income

Visitors bring additional income into the local community. This is money that local businesses would not have had otherwise. Visitors spend on a range of goods and services - accommodation, food, beverages, petrol, tours, gifts etc. This money filters its way down through the economy and everybody gains.

employment

Tourism is a labour intensive industry. It is a major employer of women and young people. Many of the jobs created in tourism are for less skilled and part-time workers, for whom the industry provides career opportunities and training.

services

Visitors need facilities and services - they often shop, use local services and patronise businesses such as banks, post offices, newsagents, medical services, mechanics, hairdressers etc. The contribution made by visitors helps to underpin the viability of local businesses and services. Tourism may also support a greater level of services than would otherwise be available to the local community.

protector of resources

Tourism can conserve rather than destroy resources. It is dependent on conserving and preserving the natural environment, heritage and culture. Tourism sells the same product again and again. It is sustainable. It is also a 'clean' industry, in that it generates minimal pollution.

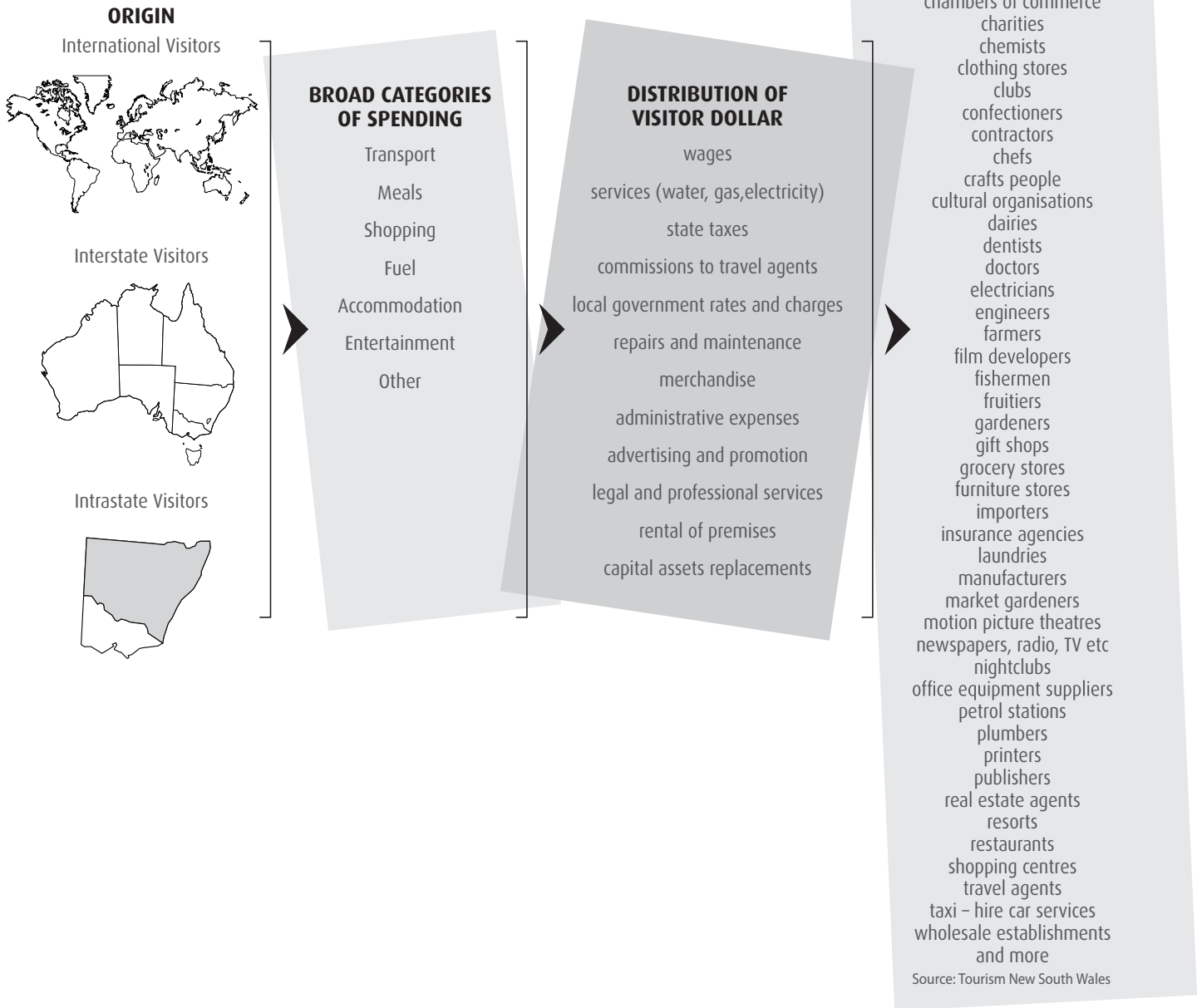
social benefits

Tourism can contribute to the social well-being of an area by encouraging self reliance, a sense of identity, and cohesion and common purpose. It brings the community into contact with new people and new ideas.

growth

Tourism can encourage growth. Visitors may like an area and decide to live there, or see a business opportunity and decide to invest.

who benefits from the tourist dollar?



The tourism industry in NSW is larger than mining; communication services; accommodation, cafes and restaurants; electricity, gas and water supply; personal and other services; cultural and recreational services; and agriculture, forestry and fishing. Tourism contributes \$27 billion in Consumption and \$11.3 billion in Gross Value Added to the NSW economy. It provides 157,800 jobs, or 4.8% of total jobs in NSW, slightly more than for Australia as a whole (4.7%). Source: NSW Tourism Satellite Accounts, 2006-07 Dwyer et al (2008), NSW Tourism Satellite Account, University of NSW.

For up to date statistics on the NSW tourism industry, including the number of domestic overnight visitors and international visitors visit http://corporate.tourism.nsw.gov.au/State_Tourism_Statistics

who does what in the tourism industry

The tourism industry in Australia is a highly professional industry. It has well-structured systems in place for the sale, marketing, distribution and servicing of Australian destinations, products and services. The industry operates at local, regional, State, national and international levels through well-designed and integrated programs and services.

As a new entrant to the industry it is important to understand the sales and distribution framework, particularly who does what. The key organisations are:

- **Tourism Australia (TA)**
 - is a Federal Government statutory authority that is responsible for promoting Australia as a tourist destination, internationally and domestically. Tourism Australia encourages people overseas to visit Australia and Australians to explore their own country. Tourism Australia is also responsible for tourism research and forecasts
- **Tourism NSW**
 - is the NSW Government authority responsible for encouraging visitation to and within NSW. Tourism NSW promotes the State, its regions and its products internationally, nationally and within NSW. It also supports the development of tourism within NSW and provides advice to industry, government agencies, tourism operators and other key stakeholders on product and market development and marketing and promotion. Tourism NSW maintains the official tourism website for NSW, 'visitnsw.com.au' and the tourism data base - the State Tourism Data Warehouse
- **Regional tourism organisations (RTO)**
 - NSW is divided into 16 tourism regions, with all regions (except Sydney) having an RTO. The RTOs' role is to encourage visitation to regional NSW. RTOs provides a strategic focus for the development and marketing of their region's tourism products and services

- **Local tourism association (LTA), tourism manager/officer**

- is responsible for marketing the local area (usually an LGA). The LTA promotes the local area's destinations, products and services to the marketplace, with its primary focus being to attract visitors into the area. To do this, the LTA and/or the tourism manager must work closely with the RTO

- **Local operators/destinations /service providers**

- are responsible for developing and marketing their own product. This will involve working closely with the LTA or tourism manager and also with the RTO.

There are also a range of other government agencies that have policies and regulations that impact on tourism. These agencies are listed in the contacts section at the end of this module.

what to expect from your local tourism manager

In developing and marketing your local area, you will need to work with the local tourism manager. Most local government areas have a tourism manager, with the manager employed by the local council, a tourist association or a business organisation (eg chamber of commerce). The tourism manager's role is to provide you with information and advice so that you can make informed decisions about developing and marketing your area.

The tourism manager (or local tourism organisation) will:

- Provide you with information on tourism in the area and surrounding region
- Provide advice and guidance to assist you in assessing the potential of your area and determining how you 'fit' with other products, activities and experiences
- Advise you about the different visitor markets coming into the area, and their needs and expectations. The tourism manager will also assist you in identifying the 'target' markets for your area
- Provide you with advice and guidance in developing your marketing strategy and marketing and promotional material (eg brochure and website)
- Incorporate your area, products and services into the local tourism database and into the State Tourism Data Warehouse
- Where appropriate, include your area, products and services in marketing and promotional campaigns - this may include a presence in the tourism guide for the LGA/region, representing the area at trade and consumer shows, participating in promotional campaigns organised by the LTA, RTO and/or Tourism NSW or specialist industry groups (eg the caravan and camping industry). Marketing and promotional activities are generally undertaken on a cooperative basis and you will be required to pay to participate
- Stock and distribute information about your area/product/service at the local visitor information centre (VIC), and also ensure that (where appropriate) this information is distributed to the travel trade, other VICs and to other operators. You may need to become a member of the local tourism association to access these services

You are responsible for developing and marketing your area

To be in tourism your community must take responsibility for:

- Developing your products and services
- Developing your promotional material
- Organising your events and activities
- Funding your activities.

Tourism managers and organisations will provide advice and assistance. Once your area and products are suitable they will help you to market and promote it.

Tourism regions of NSW



- TOURISM REGIONS IN NSW**
- Outback NSW
 - Riverina
 - Murray
 - Snowy Mountains
 - South Coast
 - Capital Country
 - Central NSW
 - Blue Mountains
 - Central Coast
 - The Hunter
 - Mid North Coast
 - New England North West
 - Northern Rivers
 - Lord Howe Island
 - Sydney

how to be in tourism

Tourism looks like a great industry to become involved in. It is generally a growth industry and it generates income for an area and creates employment. Throughout the world there have been thousands of cases where tourism has been the 'saviour' of small to medium sized communities.

Successful tourism destinations often make it look easy – it isn't. For every success story there are lots of failures, such as:

- Attractions that have opened with high expectations only to close again when no-one comes
- Museums with interesting collections but no resources to display and interpret them properly
- Events that have started up in a rush of enthusiasm only to fizzle out because of a lack of funding to do it properly.

In the tourism industry many projects struggle and fail. Common reasons include poor location, a lack of understanding about the market, inappropriate product, a lack of expertise, under-capitalisation and changes in the competitive environment.

The common denominator in failed projects is generally the lack of planning and research. It is recommended that you put the time and energy in up-front to determine:

- Whether your area has tourism potential
- What form this potential takes
- And whether tourism is really the industry for you.

Planning is fundamental and critical. If it's worth doing, it's worth doing properly.

what to be aware of:

- Tourism is an ongoing commitment – it's a seven-days per week, 365 days per year industry. You have to be open for business
- Tourism will change your community - once you start there is no going back
- Build on what you already have - it is more effective than starting from scratch
- Keep it simple - a lot can be achieved with minimal resources

- The market is highly competitive - there are so many choices available to the consumer. Building your tourism sector is about providing a reason for people to choose you
- The marketplace is continually changing - people are becoming increasingly sophisticated and demanding. You need to meet the product and service levels expected
- The internet has significantly changed the way that people seek information and book travel. Using the internet must be a fundamental tool in your marketing plans
- Tourism can have a relatively long lead-time. Many people (eg - individuals, clubs, tour organisers, coach companies, conferences), plan their trips 1-3 years ahead. The activities you undertake now, may take time to show results.

how to grow visitation

Growing your tourism sector is about encouraging people to:

- Visit your area and sample its products
- Stop and stay longer - rather than just pass through
- Spend money in your area.

This can be achieved by:

- Strengthening and building the different markets that are already visiting your area
- Tapping into travellers who are passing through your area - encouraging them to stop, explore and spend
- Attracting new markets to your area.

strengthening your existing markets

In most cases you will want to retain and grow your existing visitor markets. This can be achieved by:

- Ensuring that your facilities and services meet the needs and expectations of these visitors
- Providing your visitors with information about the area that encourages them to explore, stay longer and/or spend more
- Building relationships - making these visitors feel welcome and valued so they will return and recommend the area to others.

tapping into the travelling market

If you want travellers to stop and explore your area then you need to address your:

Presentation - does your town/village present as interesting, vibrant, clean and safe?

Signage - is your signage effective in welcoming-travellers and directing them to the services (shopping centre, visitor information centre, toilets etc) that they may need?

Information - are travellers aware of your area and what it has to offer - is the information available on your area up-to-date, comprehensive and readily accessible?

Facilities and services - is your area 'open for business' and does it have the facilities and services (fuel, toilets, eateries etc) that visitors need?

attracting new markets

To attract new markets to your area, you need to provide a reason for them to visit. This reason could be to visit an attraction, for work, to spend time with a friend or relative, attend an event or participate in a sport or activity. Think about all the trips that you make in a year and the reason for these trips. You need to assess how you can use the assets, facilities and services available in your area to create a reason to visit.

key activities

The key activities involved in developing your area's tourism industry are:

Planning - evaluating the potential of your area and preparing a tourism plan to provide the direction and framework for developing your tourism products, and marketing and promotional materials

Presentation and 'open for business' - ensuring that your area presents well, provides the facilities and services that visitors need and is 'open for business'

Information - ensuring that the marketplace has access to comprehensive, up-to-date information on your area

Marketing and promotion - to increase awareness of your area and its products, and to motivate people to visit.

How to assess your area's tourism potential is discussed in Step 2 of the Planning Section

activity 1: planning

Developing tourism products and services is challenging. The industry is both highly competitive and fragmented. It operates on many levels – locally, regionally, nationally and internationally. The chances of success will be significantly improved by thorough preparation and planning. It is important to:

- Know and understand the nature of the industry in which you will be operating
- Work within the structure and framework of the industry – this is the most effective and efficient way to operate.

Careful research, analysis and planning are essential ingredients for the creation of a viable, competitive tourism industry. Without these steps you face the real risks of:

- Pursuing an industry that does not have (or has minimal) potential for your area
- Creating products or services for which there is no/minimal demand or one for which there are already a great deal of competing products
- Making ill-informed decisions – poor investment of resources, not backing winners etc
- Wasting (not maximising the use of) limited resources – inefficient allocation of time, money and labour
- Creating ill-will/losing the support of your local community.

Steps to achieve effective tourism

Step 1

Become informed about the tourism industry

Step 2

Assess your area's tourism potential

Step 3

Prepare your tourism plan

Step 4

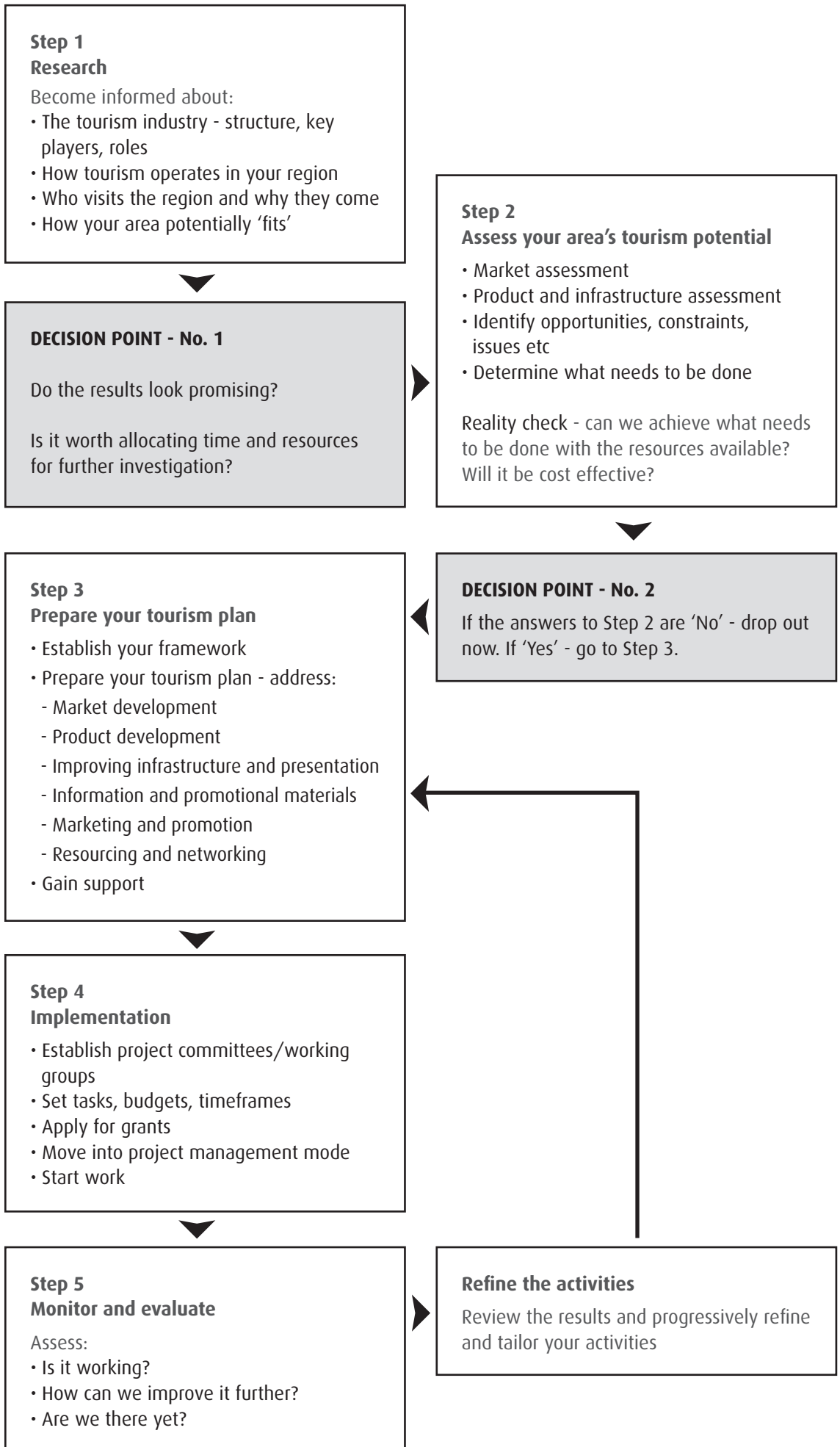
Implement your tourism plan

Step 5

Monitor and evaluate

Steps to achieve effective tourism

Flow chart



STEP 1: become informed about the tourism industry

Before you make decisions about whether to be in tourism or not and how to proceed, you need to have an understanding of:

- What tourism is
- The structure of the local and regional tourism industry and how it operates
- The role and function of key players and how they can assist you
- The different market segments visiting your area and the surrounding region and their needs and expectations
- The competitive environment
- How your area currently fits into the industry.

Task 1 - Undertake background research

Start your research by undertaking an internet search. Relevant sites include:

- Your local council website - tourism, economic development and event pages
- Your local tourism website (if there is one)
- Regional tourism organisation website
- Tourism NSW website www.tourism.nsw.gov.au

The information on these sites will help you to understand the industry and what your area and region have to offer.

Task 2 - Get to know the tourism professionals in your area and region

Tourism industry professionals will provide you with good background material about the size and structure of the tourism industry on a general and broad area basis (local government area (LGA) and region). They can also offer advice on product and market development, and detailed information on State, regional and local marketing directions and opportunities.

Meet with your local tourism industry professionals. Start with the local tourism manager/officer or visitor information centre (VIC) manager. Consider inviting the tourism manager to address your committee and/or your local community.

Other people who can provide advice and information include:

- Your RTO's coordinator/executive officer
- Your Tourism NSW regional area manager
- Tourism NSW head office staff
- Adjoining State tourism authorities or regional tourism groups if your town is on a State border.

When you meet with your local tourism professionals use the questions listed in the RESEARCH QUESTIONS (on page 14) box to help you build up a picture of visitors to your area and why they come. When you contact these people for an appointment it's a good idea to summarise what you want to know so they can have it ready when you meet. The following is a useful guide of the printed information they should be able to give you:

- Any local and regional tourism plans that have been prepared for your area
- Local and regional tourism marketing plans and any market research that has been undertaken
- Statistics on visitation to the local government area (LGA) and region
- Statistics on visitation to your local visitor information centre (where relevant)
- The structure of tourism in the area/region
- Brochures and promotional material available for the area/region
- List of visitor facilities and services available (accommodation, attractions, tours etc)
- List of major events in the area/region
- List of contacts/members.

tip

The Tourism NSW website has comprehensive information on the tourism industry as well as some self-help guides for product and market development, and marketing and promotion. www.tourism.nsw.gov.au

Task 3 - Talk to your local operators and businesses

Find out what is happening tourism-wise, in your area by talking to local:

- Accommodation operators
- Attraction operators
- Venue operators (eg licensed clubs)
- Tour operators (eg coach companies) who bring visitors to your area
- Managers of retail outlets where visitors shop
- Event organisers.

Good questions to ask include:

- What type of visitors does the area attract - what are the main market segments?
- What type of information/activities/services do visitors ask for?
- What are visitors saying about the area - what is the feedback?
- What observations do the operators have about the area - the products/experiences/services that it provides? What needs to be improved?
- How can we grow visitation?

DECISION POINT - 1

Task 4 - Decide whether to go forward

At the end of this stage, you should have enough information to determine whether or not your committee wants to move forward with tourism. At this point the committee needs to decide whether it is worth allocating time and resources for further investigation.

tip

When discussing local and regional tourism and marketing activities, it is useful to ask 'How would we apply that to our area?' or 'How can we tap into this?' Quite often these questions can identify a new opportunity. Or, it may simply mean that you will be thought of when the next opportunity to promote comes along.



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research questions

WHO IS THE MARKET?

- Who comes to the area/region – what are the different market segments?
- For each segment, what are the:
 - demographic characteristics – age, lifestyle stage
 - trip characteristics
 - when do they visit?
 - where do they stay?
 - how long do they stay?
 - what transport is used?
 - which routes do they take?
 - what do they do in the area – what attractions are visited?
- Reasons for visiting the area – what experiences and activities are the different segments looking for?
- Which of these segments are being actively targeted by the local/regional marketing body and what are the likely outcomes?
- Trends that are occurring – what are the growth expectations for the next 3-5 years?
- Financial characteristics – income levels and expenditure in the local area?

THE LOCAL AND REGIONAL PRODUCT AND INFRASTRUCTURE BASE – why do people visit the area?

- What are the region's main attractions, activities and events? How do these relate to our area?
- Any proposed changes to the product base – are there any new attractions, accommodation or infrastructure coming on-line, or are there businesses that are closing down? What are the likely implications for our area?
- Changes to infrastructure (eg roads, air routes/capacity) and the likely implications for tourism.

THE COMPETITIVE ENVIRONMENT – you need to understand who you will be competing with so you can work with them to build the market and/or to position your area so that it offers something different.

- Which areas are the main competitors for our area?
- How do we compare – what are our comparative strengths and weaknesses?
- Is this environment likely to change – if so how?
- Are there opportunities for working together? How can we complement and supplement?
- What can we do to differentiate our area?

HOW DOES OUR AREA FIT– it's vital to understand the tourism industry's views of your area's place in the local, regional and State tourism structure.

- What role does it currently play in tourism – is it a service centre or an attraction in its own right?
- What role does it play in the marketing and promotion of the area?
- Is the area actively promoted?
- What are visitors saying about the area – what is the feedback?
- What are the area's strengths and weaknesses – what is it doing right and wrong?
- How does it rate compared to other centres?
- What is its potential? (Should we be in tourism?)
- What are the opportunities available?
- What changes and improvements are required to increase visitation?

THE STRUCTURE OF LOCAL AND REGIONAL TOURISM – knowing your tourism contacts, who they report to and who makes the decisions will make it easier to get things done.

- Who are the main players?
- What is their role and function?
- How are they funded?
- Is there a membership structure – how does it work, what are the benefits, what are the costs?
- What type of assistance can they provide for us?
- Who should we talk to?
- What grants are available?

STEP 2:**assess your area's tourism potential**

Once you are informed and are confident that you understand the tourism industry and the pattern of visitation to your area and surrounding region, the next step is to assess your area's potential. This assessment must be realistic – it must be based on what can be achieved with the resources available. You need to identify and assess:

- Who are your existing and potential markets? (market assessment)
- What you have got to offer? (product and infrastructure assessment).

From this you can then determine:

- Your strengths and weaknesses in comparison to your competition
- The best opportunities available and how they can be capitalised on
- The issues that need to be addressed
- The most important things to do
- Who you need to work with
- How much will it cost and how it can be funded.

Task 1 - Market assessment

Start by identifying the markets that your area already attracts. The most effective way to do this is to talk to the accommodation operators and the businesses that are popular with visitors as well as the tourism manager responsible for your local area.

The simplest way to compile the information is in a table. Divide your different visitor types into primary, secondary and minor markets. You should also list the special interest markets and the events that bring visitors into the area. Differentiate between visitors who stay overnight in your area and day trippers. This process is illustrated in the Boggabri case study.

Once the existing market segments are identified you need to explore and assess:

- How you can improve your facilities and services to retain and strengthen your existing markets
- How you can encourage existing markets to stay longer, visit more frequently and/or spend more money in your area
- Possible opportunities and strategies for growing the market segments which have potential.

You can also compare the markets that you are attracting to the markets being attracted in the surrounding region:

- Are there markets that you are missing out on, and if so why?
- Can you work with other areas to build a particular market?

tip**Remember**

- Think laterally about all the different types of visitors to your area
- It is usually easier and more cost effective to nurture and grow existing markets than develop new markets

case studies - working with others

Bermagui and Cobargo on the Far South Coast, and Nimmitabel on the escarpment above the coast, all attract 4WD enthusiasts. There is opportunity for the three towns to work together to develop and promote a series of 4WD routes, linking the three towns via a network of National Park and Forestry trails.

The tourism managers and local communities in the Narrabri, Moree and Walgett Shires are working together to develop an Artesian Spa drive to link the hot artesian spas at Pilliga, Burren Junction, Walgett, Lightning Ridge, Boomi and Moree.

Identifying Market Segments - Boggabri case study

As part of the preparation of the Narrabri Shire Tourism Plan, the Boggabri community identified a range of visitors to their town:

PRIMARY	SECONDARY	MINOR	SPECIAL INTEREST	EVENTS
Visitors who stayed overnight in town				
Coal Miners Mine contractors	Infrastructure workers (eg Telstra, Rail Corp etc) Kamilaroi Highway travellers Grey nomads – travelling mainly with caravans and motorhomes People visiting friends and relatives (VFR) and coming into town for weddings etc	Families (school holidays) Overflow when Narrabri and/or Gunnedah are booked out Agricultural workers	Anglers Fossickers People researching their family history	People attending events in Boggabri: • Wean Races • Campdraft • Drovers Campfire Overflow from events in the surrounding area: • Agquip - Gunnedah • Bird Shows, Gunnedah • Hartwood Country Music Festival
Day trippers and visitors passing through town				
Mine-related visitors Kamilaroi Highway travellers Regional travellers, people travelling between the main towns	VFR visitors Black Stump Way travellers Truck drivers Business travellers Caravans and Motorhomes	Regional residents coming into town to shop at the boutique	Sports - regional residents coming into town to play/watch sport	As above - people coming into town for events and passing through town on the way to events in the surrounding region

This simple analysis demonstrates the relative importance of the different markets, and also provides direction for tourism planning. For example:

- Coal miners and mine-related visitors are the major market - the town needs to have the accommodation to cater for these miners and related workers and to adjust trading hours to take advantage of the mining shifts - eg if the mining shift starts at 7am then the take-away food shop, newsagent etc need to be open at 6am if they want to tap into this market
- The Kamilaroi Highway is a significant generator of visitors. As the shopping centre is located off the highway, signage and the park connecting the highway and the town centre are important. The park needs to provide a strong pedestrian link into the shopping centre, with travellers pulling up to use the facilities encouraged to walk through and explore the main street. For promotion, the town needs to align itself closely with the Kamilaroi Highway marketing committee. There is also a need for brochures and promotional material on Boggabri to be placed in the visitor information centres (VICs) along the highway corridor
- Caravans and motorhomes are a significant market - the 30 year old caravan park needs to be improved to cater for this market. Designated, sign-posted parallel parking spaces for caravans and long rigs are also needed in the shopping centre to encourage this market to stop. Boggabri should consider whether it wants to become a designated 'Recreational Vehicle' friendly town
- The town is attracting overflow business from Narrabri and Gunnedah. As such, the accommodation properties in town need to develop a relationship with the VICs and the accommodation establishments in Gunnedah and Narrabri. Boggabri also needs to have its brochures available in these towns and ensure that it is listed under 'surrounding towns' on the relevant tourism websites
- Events held in the surrounding region are generating business for Boggabri - Boggabri needs to be included on the accommodation lists sent out by the event organisers
- Fossickers are a small market - Boggabri needs to explore whether this market can be grown by aligning Boggabri with the Fossickers Way and other fossicking and gem-related initiatives being undertaken in the surrounding region.

Task 2 - Product and infrastructure assessment

This task involves identifying and evaluating the assets that you have to work with and the infrastructure available to support visitors.

Assets are the features of your area that can be used to attract visitors, and can include:

- Attractions
- Venues
- Accommodation
- Events
- Food and beverage outlets
- Parks and gardens
- Shops and businesses
- Natural features
- Sporting facilities
- Showgrounds and racecourses
- Airports/airstrips
- Forests and national parks
- Lakes, rivers, swamps
- Cemeteries
- Local industries/agriculture

Infrastructure incorporates the facilities and services that visitors to your area need, and includes:

- Information services
- Signposting
- Public toilets
- Access to parking
- Picnic facilities
- Roads/access
- Transport

In undertaking this assessment you are looking for:

- Existing assets and infrastructure that need to be improved, enhanced or re-vamped to enable your area to attract and service the different market segments and/or to be competitive in the marketplace
- Assets that you can add value to and build visitation, for example, adding new activities to an existing event
- Themes, attractions, activities and facilities that can be grouped to form products
- Products, activities and experiences unique to your area
- Opportunities for turning a negative into a positive
- Products and services consistent with the region's positioning, branding images and experiences. Capitalise on the product, market development and marketing/promotion that is already being undertaken
- Products and services that can be used to target specific market segments.

The output from this assessment will form the basis for product development and will assist in image development, branding, packaging and advertising.

The assessment step is critical and should not be omitted.

Look for simple options

If you are new to this, look for simple projects and simple solutions. The answer is generally not to build an icon (theme park, museum, interpretative centre etc) or to try to stage a major event. Rather the answer normally lies in:

- Doing what you are currently doing better - making it more accessible, relevant and/or enjoyable for visitors. This may mean simple things like more flexible opening hours, improved cleaning and maintenance of visitor facilities, improved service standards
- Building on something that you already have - grouping, repackaging etc. It is far easier to build on what you have than to start from scratch
- Taking advantage of opportunities that are available - look to piggyback on other activities and attractions in the region. Explore how you can complement and supplement other products (what we can do to help you that will in turn help us).

tip

At all times try to look at your area from a visitor's perspective. Think about what you would show visitors from different market segments, where would you suggest they go? What would you advise them to see and experience? Also look for what you have that is different or unique.



Assessing your assets

To build visitation, you need to create reasons for people to visit your area.

Identify and assess all attractions, facilities, businesses etc in your area to determine if they can be used to create a reason to bring visitors into town.

You need to look at each asset from three perspectives:

- Its attraction value
- How it can be used - what activities can be undertaken
- What markets could they potentially attract.

The opportunity to use assets in a range of different ways to attract a variety of different markets is illustrated in the following case study from Baradine. By thinking laterally and concentrating on how the asset, (in this case the Pilliga Forest), can be used, Baradine has identified a broad range of markets that it could potentially target.

Assessing your assets - Baradine case study

Baradine is a small town in the Warrumbungle Shire. From a tourism perspective, its two main assets are:

- Camp Cypress – an accommodation complex in the showground that can accommodate around 100 people, with the showground pavilions also able to be set up for dormitory accommodation. Caravan and camping sites, and the showground facilities (eg holding yards, stables, pavilions) are also available. The complex is ideal for groups
- Pilliga Forest – is a native cypress forest extending over a half a million hectares, parts of which are nature reserves, national parks and State forests.

The assessment of the potential of the forest involved looking at its attractions, the activities that could be undertaken, and the potential visitors, (particularly groups that could stay at Camp Cypress), that have an interest in the forest.

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FOREST ATTRACTIONS	INFRASTRUCTURE	ACTIVITIES THAT CAN BE UNDERTAKEN IN THE FOREST	VISITORS/GROUPS THAT COULD BE ATTRACTED
<ul style="list-style-type: none"> • Scenery • Wildlife - koalas • Birds - hot spot • Wildflowers • Historic sites • Aboriginal sites • Sandstone caves (aboriginal site with interpretive walk and discovery tours) • Salt caves • Bore Baths - Pilliga • Pilliga Pottery and horseriding 	<ul style="list-style-type: none"> • Network of forest roads • Few picnic areas • Baradine township • Pilliga village • Accommodation in Baradine and Pilliga 	<p>TOURING</p> <ul style="list-style-type: none"> • Forest drives <p>NATURE / CULTURAL BASED</p> <ul style="list-style-type: none"> • Bird watching • Wildlife viewing • Wildflower viewing • Bushwalking • Environmental study • Cultural/historic tours <p>MOTOR BASED</p> <ul style="list-style-type: none"> • 4WD/off-roading • Off-road car rallies • Motorcycle touring • Motorcycle endurance racing <p>SPORT</p> <ul style="list-style-type: none"> • Orienteering • Cross country marathon • Mountain bikes - events and individuals • Off-road Audax cycling event • Extreme endurance sports • Horse riding - clubs and events • Horse riding - Pilliga Pottery <p>TRAINING</p> <ul style="list-style-type: none"> • Land management • Plant identification • Fire control • Search and rescue • Defence exercises • Survival skills • Team building • Duke of Edinburgh programs <p>OTHER</p> <ul style="list-style-type: none"> • Pottery classes • Camping • Hunting • Rehabilitation - spa visitors 	<ul style="list-style-type: none"> • Touring travellers • Motorhomes and caravans (individuals and clubs) • Coach tour groups • Walking clubs • Bushwalking clubs • Historic associations • Bird watchers • International visitors - wildlife viewing • School excursions • University/TAFE students/ excursions • 4WD enthusiasts and clubs • 4WD tuition • Tag-along tours • Motor cycle enthusiasts and clubs • Motor sport event promoters <p>For each of the sports:</p> <ul style="list-style-type: none"> • Individuals • Clubs • Associations (eg State titles) • Event organisers/promoters <p>TRAINING:</p> <ul style="list-style-type: none"> • Defence forces • SES • Emergency services • TAFE - certificate courses • Corporate - team building • Horticultural groups/plant societies • Scouts, guides, youth groups etc <p>Hunters - individuals, clubs Pottery clubs</p>

For their first projects, the Baradine Progress Association has concentrated on developing their bird and wildflower products. Bird and wildflower trails through the forest have been identified and brochures and interpretation developed. The town has adopted a bird theme in its signage. Building on this, there are proposals to establish a wildflower garden and bird wetland, walking trails and hides at Camp Cypress, walking trails along Baradine Creek and bird art in the main street.

At the northern end of the forest, the Narrabri tourism manager, in conjunction with the Pilliga village community, is extending and diversifying the forest bird watching product by developing a network of bird trails that will link with the Baradine trails, developing Pilliga Lagoon as a water-bird viewing area and promoting broлга viewing.

BUILDING ON ASSETS

As part of the assessment you need to identify assets which can be built on to strengthen their attractiveness, and/or to increase the range of activities that can be undertaken and/or the markets that can be attracted.

This is illustrated in the Bermagui and Boomi case studies.

Building on assets - Bermagui case study

The Bermagui Mountain Bike Club has developed an international standard Mountain Bike Park in a State Forest on the edge of Bermagui township. The park is designed primarily for experienced mountain bike riders and is suitable for staging major events.

Bermagui Chamber of Commerce's tourism plan recognises the potential to build on the Mountain Bike Park and to position Bermagui as a mountain bike destination. In undertaking its assessment, the tourism plan identified:

- Significant growth in mountain biking in Australia and overseas
- Combined, the townships of Bermagui and Wallaga Lake have the accommodation, facilities and infrastructure to accommodate large groups (eg mountain bike clubs) and large events
- The park is the only mountain bike park in Australia located right on the coast, with the forest and coastal setting and scenery being superb and a major attraction in its own right
- There is potential to capitalise on Bermagui's proximity to two major mountain bike destinations, Canberra (including the Mt Stromlo Mountain Bike Park) and Thredbo, in terms of joint packaging and promotion and the ability to provide an alternative, more climatically suitable venue in winter.

The tourism plan identified a number of opportunities for building on the Mountain Bike Park including:

- Linking the park to Bermagui and Wallaga Lake townships via the coastal trail (20km scenic trail along the coast)
- Developing a network of longer distance riding trails through the forests and national parks surrounding Bermagui, with these trails ranging from easy trails for beginners and families, through to challenging trails for experienced riders
- Designing the trail network to increase the range of mountain bike disciplines that can be catered for in the area, with these trails available both for training and competitive events
- Establishing trails that link through the forests and national parks to the historic villages of Tilba and Cobargo and possibly south along the coast to Tathra
- In the longer term, there is potential to work with the Snowy Mountains and escarpment communities (Bombala and Nimmitabel) to develop a long distance 'Mountains to the Sea' mountain bike trail
- Hosting events for a range of mountain bike disciplines - from social rides and club days through to national and possibly international events
- Holding mountain bike camps - either day or overnight camps
- Developing mountain bike tours and/or promoting the area to cycle and soft adventure tour operators - potentially combining a range of activities including mountain biking, sea kayaking, bushwalking etc
- Diversifying into other off-road cycle activities, such off-road Audax and mountain bike orienteering
- Combining activities to create new events - such as an iron man event (swimming, running, surf kayaking, mountain biking etc), or an off-road triathlon etc.

Boomi is a small village in the Moree Plains Shire, located close to the NSW-Queensland border, approximately half way between Moree and St George. The village has a very attractive swimming pool and tennis complex with a hot artesian spa pool. The Boomi Spa offers a more 'civilised' experience than the basic bush spas in Pilliga and Burren Junction and a more intimate and friendly experience than the spas in Moree.

To capitalise on the growing popularity of hot artesian spas, particularly amongst the touring grey nomad market, Boomi is developing a small caravan park and camping ground adjacent to the swimming pool complex. Consideration was also given to providing a self-contained house and possibly cabins to increase the range of accommodation available for spa visitors. The community is also in the process of establishing a shop/café and a fuel outlet to meet visitor needs.

Grouping assets - themed development and packaging

Assets can be grouped together to form products that have broader market appeal and drawing power than each individual asset.

Themed trails and scenic drives are common examples.

Themed trails include:

- Wine trails
- Harvest/produce trails
- Art and craft trails
- Book trails
- Antique trails
- Fossicking routes
- Bird routes
- Wildflower routes
- Pub crawls
- Heritage trails
- Sculpture walks
- Bushranger/explorer trails
- 4WD trails.

Other examples of the grouping or packaging of assets to create products include:

Goulburn

Combining its range of accommodation, conference and meeting facilities and the motor-sports activities at Wakefield Park Raceway to target the corporate meetings and team building markets.

Coonabarabran

Combining the education facilities available in the Warrumbungle National Park, with Siding Springs Telescope, the National Parks Discovery Programs and the group accommodation available in Coonabarabran to build school excursion products.

Leeton

Combining local agricultural activities, food processing plants and agricultural research institutions to offer specialist agricultural tours, targeted to the international market.

Products and activities that are different and /or unique to your area

Assess your assets to determine if you have something unique, different and/or award-winning to offer. Be realistic about what might be considered unique. Think about the kinds of products and activities that would make visitors choose your destination over your competitors. Where possible, use this to generate publicity and awareness about your area and/or to differentiate your area from others.

Forbes

Forbes shopping centre does not have the discount department stores and national traders that are available in the larger towns within the surrounding region. Rather, its shopping centre is dominated by speciality shops. The Forbes Promotions and Development Group is capitalising on this difference by positioning the centre as a boutique shopping experience. The group organises a number of promotional activities, including the popular 'Girls Day Out' promotion, which are targeted at residents in the surrounding region.

Opportunities for turning a negative into a positive

Look for opportunities for turning a negative into a positive.

Goondiwindi and Jugiong

Carp have almost destroyed freshwater fishing in a number of inland rivers and dams. Goondiwindi in Queensland, has introduced an annual 'Carp Muster' - which is becoming a popular fishing event. Jugiong, near Yass on the Murrumbidgee River, has discovered that people of Asian and Italian descent enjoy carp fishing and is looking to target anglers from these ethnic groups.

Tapping into regional initiatives

Each tourism region in NSW and some local government areas and larger towns have identified a range of 'priority' products, activities, images and/or themes that they are concentrating on in their product development, marketing and promotion.

In undertaking 'Step 1 - becoming informed about the tourism industry', you will have gained an understanding of these 'priorities'. You need to assess your assets to determine how they 'fit' with these priorities and whether there is opportunity to participate in product development and/or marketing and promotional initiatives.

For example: the regional tourism organisation may be committed to building the conference and meetings market and is putting together a conference directory and a marketing program. There may be venues in your area that are suitable for conferences or meetings, or you may have attractions or facilities that may be suitable for conference functions and/or tours.

Using products and services to target specific market segments

Assess your assets to determine if there are opportunities to develop specific market segments.

Inverell

The Inverell Transport Museum provides the focal point for targeting car clubs, car enthusiasts and car rallies.

Moree

The hot artesian spa baths provide the opportunity to build the therapeutic and rehabilitation markets.

Orange

Three quality championship golf courses provide the opportunity to target the golfing market.

Bathurst

Uses Mount Panorama to target a range of motor sports/motor industry events and functions.

Using events to build visitation

Hosting events is a very effective way of building both overnight and day visitation to your area. Events provide a reason to visit – they are essentially a ‘call to action’ that focuses attention on the area and creates the impetus to ‘visit now’. They also generate publicity for, and awareness of the area.

Opportunities to grow event-driven visitation include:

- Organising and hosting your own events
- Encouraging local organisations to host small events. There are opportunities for clubs and groups within your area to bring in visitors for tournaments and/or social activities. There may be potential for some existing ‘inter-club’ tournaments to be ‘packaged’; combining the tournament/activities with accommodation, meals and some fun activities for visiting competitors
- Developing business and/or industry related trade events such as field days and expos. These type of events are generally higher yielding than community events
- Targeting ‘footloose’ events - there are a multitude of long distance sporting events, (eg equestrian enduro rides, marathons, triathlons, cycling races etc) and special interest groups (eg veteran car and motor cycle clubs, 4WD clubs, card and board game clubs, arts and craft groups, motorhome and caravan clubs etc) that look for different locations to host their events.

Advice on organising and hosting events is provided in Module 14 - Event management.

tip

A program of smaller events spread throughout the year is far easier to manage and is likely to generate a higher return for your community than a large event.

Small communities can organise great events with very limited resources. For example:

<p>Tullamore Hosts a very successful Irish Festival</p>	<p>Coolah 'Jazz in the Tops' festival at Coolah Tops</p>	<p>Boorowa The Wool Festival with the Running of the Sheep</p>	<p>Premer 7-side cricket tournament weekend</p>
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Ensuring that you have the infrastructure in place to meet visitor needs and expectations

Support infrastructure incorporates the facilities and services that visitors to your area need and includes:

- Access to information
- Adequate signposting
- Public toilets
- Parking
- Rest areas/picnic facilities
- Fuel
- Eateries
- Accommodation.

As part of the assessment process, the availability and quality of these facilities and services need to be evaluated and any short-comings addressed (see Activity 2 on page 31).

Task 3 - Analysis

At the completion of the assessment tasks, analyse the findings and identify:

- Market opportunities and your potential target markets
- The products, activities and experiences that you want to offer
- Strengths and weaknesses
- Issues and problems that need to be addressed
- Improvements required.

Task 4 - Feasibility assessment - what is realistically achievable?

The market, product and infrastructure assessments will show the potential for your area to develop its tourism sector and increase visitation. You may be surprised at how much product you potentially have and the range of market segments that your area could attract.

Rather than rush in, a reality check is needed. With each of the opportunities that you have identified, define what needs to occur to develop the tourism sector and determine whether this is feasible.

At this stage it is important to determine:

- Critical steps and interdependencies (ie, this can't happen unless that occurs)
- Key players - role, function and responsibilities
- The skills and resources required
- Timeframe
- Likely costs involved
- The likely flow-on benefits.

These factors need to be assessed against a range of criteria including:

- Your overall community or LGA strategic plan and priorities (is tourism a logical fit?)
- Resources available for implementing your strategy
- The likelihood of the interdependent actions occurring
- The willingness of key players to participate and co-operate
- Potential funding.

The feasibility assessment will enable you to identify what is achievable and assist with determining priorities.

DECISION POINT - 2**Task 5 - Decide whether to be involved in the tourism industry**

At the end of step 2 your committee will have enough information to make an informed and realistic decision on whether your community economic development (CED) program should include tourism and the role that the CED committee should play.

STEP 3:**prepare your tourism plan**

Once you have assessed your area's potential and the decision to proceed has been made, the next step involves preparing your tourism plan. The plan will provide the blueprint for taking action. It will clearly define and enunciate your committee's aims and objectives, strategies and actions. Having a plan will also assist your committee to attract grant funding and possibly council support and assistance.

The actions involved in preparing the plan are:

- Setting the framework and directions with stakeholders
- Preparing the plan
- Gaining support
- Implementation.

Set the framework and directions with stakeholders

Your committee needs to agree on the directions forward and the framework for the tourism plan, in particular:

- Role and function that the local CED program is to play in the local tourism industry
- Markets to be targeted – segments, priorities and strategies
- The drivers for, and barriers to success
- Image, themes, branding/identity
- Products to be offered – product development
- Proposed changes/improvements to infrastructure, facilities and services
- Timetable
- Roles and responsibilities of the CED committee, coordinator and stakeholders.

The directions and framework should be formally adopted by the committee.

Prepare your tourism plan

The tourism action plan puts in writing:

- What you want to achieve – aims and objectives
- How you are going to do this – strategies and actions
- Who is going to do it – roles and responsibilities
- When – timetable
- How it will be paid for – cost involved and sources of funding
- How do we know when we have arrived – key result areas.

Module 3 – Community strategic planning provides more detailed information on the format of a strategic plan, while Module 4 – Project management provides the framework for managing specific projects that are identified by the plan.

The tourism plan is best presented using a combination of text and tables. Keep the document concise and relevant. Background and support material should be contained in a separate document or folder as reference material for the plan. The emphasis must be on 'what we are going to do'.

Gain Support

The draft tourism plan should be circulated to committee members and key stakeholders for comment and input. A workshop/group discussion is the best way of achieving consensus. When agreed, the committee will need to formally resolve to adopt the plan. You may wish to invite comments from the tourism manager and/or council's economic development officer, place the draft plan on public exhibition and/or invite all business operators/stakeholders to read it and provide comments and input. This input should be considered and where relevant incorporated into the plan.

tip

- Start with small projects that are easily achievable and will produce visible results
- Back potential winners – concentrate on these and get 'runs-on-the-board'
- Don't spread resources thinly – if it is not going to be done properly don't do it.



TOURISM PLAN OUTLINE CONTENTS	EXAMPLES
<p>1. Vision statement Description of where you want to be and desired outcomes</p>	<p>Tourism is to be developed as a strong and vibrant industry for (name of area). By 2020:</p> <ul style="list-style-type: none"> • Our town will be a major stopping point and service centre for visitors to _____ region • We will be known for our _____ • We will have ___ quality events that will attract ___ visitors to our town • We will offer the highest levels of service in the region • Tourism will be our _____ largest industry.
<p>2. The challenges Describe/list what needs to be overcome to achieve this vision</p>	<p>To achieve this vision we require commitment and resources from _____. The challenges we face are:</p> <ul style="list-style-type: none"> • Ensuring that _____ Council and _____ commit to providing and maintaining the infrastructure needed for _____ • Developing a strong and effective partnership between the CED committee and _____ • Developing products that appeal to potential visitors and generate wealth for the local community • Providing sufficient accommodation to grow our events • Sourcing adequate funding for _____
<p>3. Strategic direction State the basis for the growth strategy</p>	<p>Our strategy for fostering growth in tourism is based on: (state strategy and describe how)</p> <ul style="list-style-type: none"> • Building on our existing strengths by _____ • Expanding and diversifying the product base to _____ • Concentrating our marketing on _____ • Putting in place the support infrastructure and services to _____ • Service training for _____ • Improving information services and infrastructure _____ (eg signage, parks and gardens, visitor facilities etc) • Concentrating our marketing and promotion on _____ • Developing strong partnerships with _____ • Sourcing \$_____ funding from _____
<p>4. Priorities Clearly define the priorities</p>	<p>Our priorities are:</p> <ul style="list-style-type: none"> • Establishing our image, brand and packaging (describe) • Targeting the following markets (list and describe) • Improving service levels to (list) • Upgrading facilities at (list) • Developing an effective presence on the internet • Concentrating our marketing and promotion on _____
<p>5. Actions Details the initiatives and actions required to achieve the vision statement</p>	<p>The suggested format is:</p> <ul style="list-style-type: none"> • State the strategic direction • Define the aims and objectives <p>Draw up a table under each strategy to define the actions to be undertaken. Use the following column headings:</p> <ul style="list-style-type: none"> • Actions required • Main tasks/steps involved • Timing • Responsibility • Other comments
<p>6. Timeframe</p>	<p>Summarise the actions into a timeframe which clearly shows each step and when it will occur</p>
<p>7. Funding</p>	<p>Prepare the budget and identify funding sources</p>

STEP 4:

implement your plan

Once the plan has been finalised and adopted it needs to be implemented. You can now move from 'research and planning' mode to 'project management' mode. This will test your organisational skills and will require dedication, enthusiasm and commitment to be effective. You can't do it alone – you need to energise others – to have them share the vision, enthuse and empower them to achieve it.

Structurally, the process involves:

- Publicising the plan – putting out media releases, notifying all members and other stakeholders
- Forming any sub-committees or working parties listed in the plan
- Moving into project management mode (see Module 4 – Project management)
- Allocating responsibilities
- Establishing timeframes and budgets
- Setting up the evaluation criteria.

For most of the actions, the project management framework provided in Module 4 – Project management should be applied. But remember, fundamental to this process is people management – people will be your main resource (your arms and legs). Be prepared to delegate and accept that there are different ways to achieve the desired outcome.

To maintain momentum consider the following:

- Break projects up into small steps – each one with a clearly defined deliverable
- Set up small working groups for each process/step – set the group a specific task and set a completion time. Try and limit projects to 6-12 months, maximum
- Make it easy – provide the directions, set the methodology/approach, enunciate the desired outcomes. Clearly define the role that you will be playing, working alongside the people carrying out the task. Make sure they know how important their project is to the overall strategy
- 'Communicate, Communicate, Communicate' – show interest, be there to help out and give advice, encourage and give feedback
- Provide recognition of the work undertaken.

case study: small communities can achieve great results Milparinka:

Milparinka (with a population of around 10-12) is the smallest community in NSW to prepare and implement a tourism plan. Milparinka is located in the Corner Country, approximately 300km north of Broken Hill. The town developed rapidly in the 1880's when gold was discovered in the area. By 2001 Milparinka was practically a ghost town with a pub and a few derelict historic buildings. Visitation was very low, with the town was lucky to attract a few hundred visitors per year.

Six years later, in 2007, Milparinka attracted just over 4,000 visitors. Largely through the efforts of one woman, the Milparinka Heritage and Tourism Association has positioned Milparinka as a tourist attraction. The association has notched-up some impressive projects, including:

- Restoration of the court house, which is used as an interpretative centre to tell the story of the history and development of Milparinka and the surrounding area
- Restoration of the police station which is used as a gallery and information centre
- Restoration of the town's gaol cells, which are used for interpretation of the geology and mining of the area
- Construction of a tin shed, which is used for interpreting the pastoral history of the region
- Rebuilding one of the historic cottages which is used to house visiting volunteers
- Construction of public toilets
- Establishment of an interpretative heritage walk around the footprint of the old town and through the area that was mined
- Establishment of a desert plants garden, with interpretation
- Development of a park, playground and picnic area
- Construction of a memorial wall where local families can place plaques
- Establishment of a family history collection, which brings in visitors who are researching their family history as well as other historians
- Erection of art works at the highway turnoff and along the entry road into town
- Rehabilitation of the creek corridor so that it is attractive for visitors
- Development of outback touring trails that link popular outback towns and destinations via Milparinka to channel travellers through the town
- Preparation of information and promotional material and the development of a website.

Milparinka has a volunteers program, 'Voluntourists', where people can come stay in town and help out with the different projects, including staffing the VIC. The town has also been very successful in attracting grants and in tapping into the Department of Corrective Services prisoner work programs.

Take a look at Milparinka's website: www.outbacknsw.com.au

STEP 5: monitor, evaluate and refine

Monitoring and evaluation is a critical component in developing your tourism sector. In this step we ask:

- Is it working?
- How can we improve it?
- Are we there yet?

The monitoring process must provide feedback on the initiatives undertaken. Each initiative is likely to have different outcomes and the most appropriate indicators will need to be selected.

tip

Module 5 – Monitoring and evaluation outlines why monitoring is important and describes different methods of evaluation.



Possible indicators could include:

- Increase in the estimated number of visitors to the LGA, town and/or major attractions and facilities
- Increase in occupancy rate in visitor accommodation properties
- Increase in retail turnover and employment generated
- Decrease in retail vacancy rates
- Increase in new business commencements to service this segment
- Increased awareness of your area - a record of the publicity and promotion generated
- The infrastructure projects completed and the improvements made
- The amount of publicity/media coverage the area has attracted
- Awards and accolades the community has received
- The number of buildings upgraded and the value of this investment.

Each project/activity should be evaluated, with all project results then being amalgamated to provide the overall picture of performance.

activity 2: presentation and 'open for business'

For travellers, the presentation of a town or village plays a major role in the decision to stop and visit. While most overnight stops and major attractions are scheduled in an itinerary, the short break stop is often an impulse decision. If a town or village presents well and looks interesting, travellers will often decide to stop and have a quick look around. If the experience gained is positive, then there is a likelihood of repeat visitation or the traveller recommending the area to other travellers – 'word of mouth' is the most effective form of promotion.

The key attributes and services that visitors are looking for include:

- Modern, clean, safe public toilets
- Information on the town, surrounding region and route ahead – map/directory and/or a visitor information centre
- Good signage
- Attractive park with picnic facilities – play grounds are also important for the family market
- A safe, clean environment
- Food and beverage outlets – somewhere clean and inviting. City travellers in particular often look for a place where they can get a cup of 'real' (as opposed to instant) coffee
- Retail services – eg ATM, newsagent, service station
- For travellers towing caravans/trailers – a place to park their vehicle legally and safely close to services. Where angle parking dominates the town centre, an area adjacent to the centre suitable for caravan and long rig parking needs to be provided with 'caravan parking' advanced warning and directional signs erected along the entry routes
- Friendly, efficient customer service.

The key factors that your area needs to address are:

- Presentation
- Signage
- Opening hours
- Customer service.

To assess this you need to view your area from a first-time visitor's perspective. Simple tools that will help include:

- Discussing the different trips that your committee members have made over the past 18 months: What influenced the decisions to stop or not stop in an area? What have you seen that has encouraged you to stop? What has 'soured' your experience? What encourages you to repeat the visit or recommend the area to others? Why do you avoid areas? Use this information as a basis for assessing your area's presentation, facilities, services and infrastructure
- Be the visitor - assume no local knowledge and try to find the shopping centre, public toilets, visitor information (directory and/or centre), accommodation etc solely by following the signs in from the outskirts of town. Use the facilities - how did they rate? Try to buy fuel or something to eat on a weekend or after normal business hours
- Take photographs at regular intervals on the way into town. This will help you view the experience from a different perspective
- Ask your accommodation operators, visitor information centre staff and business operators what visitors say about the area, the questions they ask, what facilities and services are they looking for?
- A 'fresh look' helps - ask an outsider to evaluate your area - a local tourism officer based outside your area can provide constructive advice. Alternatively two CED committees could agree to visit each other's area and provide feedback
- Conduct a visitor survey.

From a visitor's perspective the key areas that 'make the impression' are the town entry points and routes through town, signage, the shopping centre and parks and gardens.



tip

The appraisal has to be realistic. Criticism is good - you need this if you are going to improve.

Presentation

In improving presentation your focus needs to be on:

Gateway arrival points and entry corridors

First impressions are critical. Your gateway arrival points and the entry corridors have to create a strong, positive sense of arrival. They have to catch the traveller's attention and generate interest.

Check:

- Town entrance/welcome signs - do they attract attention, do they convey the area's branding, are they in good condition, and is the area around them attractively presented and well maintained?
- Town and advertising signage along the entry corridor - are the signs: helpful to visitors, up-to-date, relevant, do they present well? How many times have you driven into an area and seen old rusted signs for businesses that are no longer trading, Tidy Town Signs that are ten years out of date, and damaged or faded signs? Remove or replace these signs
- Presentation along the entry corridor - are the verges regularly mowed and is litter removed? Could the presentation be improved by corridor tree planting, landscaping, art works etc
- Directional signage - are the services and facilities that visitors need adequately signposted? Are there advanced warning signs to give travellers the time to process the information and make a decision to stop?
- Presentation of properties along the entry corridor - encourage property owners to improve their presentation and/or investigate opportunities to screen poorly presented areas through landscaping and/or some form of barrier or screen
- For proposed new development along the entry corridors, lobby the council to ensure that the development presents well to the corridor, with appropriate landscaping and screening.

Public toilets

Are they:

- Accessible?
- Open?
- Clean?
- Safe?
- Well maintained?
- Well-lit?
- Adequately signposted?

Would you use them?

Is there an information directory nearby?

Boorowa

The public toilets in Boorowa are well known amongst regular Lachlan Valley Way travellers, with the toilets being well maintained and well lit at night. The nearby arts and crafts outlets and eateries often attract the travellers who have stopped to use the toilets.

Parks and gardens

Concentrate on the parks, gardens and reserves that will have the strongest visual impact. If possible, concentrate on improving your visitor facilities in parks close to or within the shopping centre, so they encourage travellers to stop, use the facilities and then explore the centre. Travellers generally will not stop twice in an area - after stopping at the park on the edge of town they get back into their car and drive off.

Focus on:

- Landscaping and presentation
- Cleaning and maintenance
- Providing the facilities that visitors need
- Developing strong links between the park and the shopping centre.

Jugiong

Jugiong has a great little park as part of the town centre. The park has well maintained toilets, a playground and barbeque and picnic facilities. In addition to being popular with travellers, it is also a meeting place for residents from the surrounding region. Once stopped, travellers generally find their way into the café/shop. The Jugiong community is developing a walking trail from the park to the Murrumbidgee River to increase the range of activities available for park users.

Shopping centre

Your shopping centre needs to present as interesting, vibrant and safe.

Pay attention to:

- Landscaping
- Street art
- Presentation of the buildings
- Shop front window displays
- Signage.

Encourage:

- Alfresco dining (ensure that the tables and chairs are of a high standard - not the white plastic variety)
- Footpath trading
- Movement and colour - use flags, banners, street art, landscaping.

Ensure that:

- The centre is clean
- Street furniture is maintained
- Graffiti and other signs of anti-social behavior are removed immediately
- The centre is adequately signposted from the town entry points
- Visitors can find the car parks.

Presentation of the shopping centre is the joint responsibility of the council, property owners and business operators.

Parking

Travellers will not stop if they can't park easily. Is parking in your area:

- Easy to find? Check your signage; ensure that off-street car parks are shown on maps and directories used by visitors
- Readily accessible?

Is parking available for:

- Coaches?
- Caravans, mobile homes and people towing trailers?
- Trucks (if on a truck route)?

Do businesses and staff take prime customer parking spots?
Are the time limits right for the area?
(eg short times near restaurants deter patrons.)

Inverell

Inverell has designated areas for caravan and long rig parking with these effectively signposted on all entrances into the town centre.



Signage

Signage plays a very significant role in how an area presents. It also forms part of the visitor information services network and is a significant marketing and promotional tool. To be effective, your area needs a comprehensive, integrated family of signs, including:

- Motivational and promotional signage – to raise your profile, develop brand/image recognition and to make travellers aware of the area and the attractions and facilities on offer
- Gateway signs – important in creating a sense of arrival and making a visitor feel welcome. Gateway signs also help to create and re-inforce the area's image or brand. Ideally gateway signs should be integrated with landscaping to form a feature. The quality and the originality of the gateway signs forms part of a visitor's first impression of your area
- Directional signage – the primary purpose is to ensure that travellers can find their way easily. Directional signage also provides re-assurance and re-inforces the motivational signage by creating the perception that the area has 'a lot to offer'
- Information signs – on arrival in a new area, visitors frequently look for a roadside map so they can get their bearings. They also look for the visitor information centre 'i' signs
- Service signs – international symbols for public toilets, accommodation, parking etc
- Interpretative signage and information
- Shopping centre signage – shop fronts, awnings, footpaths – contributes to the atmosphere, vitality and presentation of a centre
- Tourist/scenic drives signs/route markers.

Undertake an audit of the signage in your area and determine what improvements are needed. In undertaking the audit take into consideration:

- First time visitors have no idea where they are going - they will be looking for clear directional signs, plus reassurance
- Sign-posting the facilities that travellers are generally seeking - toilets, shopping centre, orientation map/directory and the VIC
- Travellers towing a caravan or a trailer need time to make a decision. Advance warning signs

are critical. People towing will generally not venture into an area that they can't 'drive in and drive out' of easily. They need designated areas to park, plus clear signage to these areas

- Highways are generally truck routes, with trucks often travelling close behind other vehicles. Travellers need advance warning signs so they have the time to indicate and brake safely to turn off the highway
- Travellers are looking for international symbols on approaches to intersections
- Signs that are out-of-date and/or in poor condition detract from the first impressions of the area. Where possible remove or replace these signs.

Once you have identified what needs to be done, you will need to meet with relevant council officers and possibly with the Roads & Traffic Authority (RTA). Information on tourism signs is available on the Tourism NSW website: www.tourism.nsw.gov.au.

Opening hours

To maximise returns from tourism, local businesses need to be open at the times when visitors are in the area. If businesses in your area will not trade seven days per week, it may be possible, through co-operation, to at least provide some basic services. Explore opportunities for:

- Businesses to organise a 'duty' roster where at least one service business is open outside of normal business hours
- Adopting flexible trading hours, and extending trading hours during events or at peak travel times
- Businesses to make arrangements for goods to be available at other outlets. For example, if the newsagent closes at 12 noon on Saturday, the papers can be made available from another outlet that is open on Saturday afternoon
- Businesses with extended trading hours (eg a hotel) to diversify their product range to fill 'gaps' in supply
- Use of credit card facilities to purchase fuel after hours.

Dunedoo

Dunedoo is an important highway service centre and a popular stopping place for trucks. Food is available in Dunedoo, seven days per week, from 4am when the bakery opens through to 10pm at night when the hotels and café close.

Bingara

The Imperial Hotel has a coffee shop which is open seven days per week during the pub's trading hours.

Petrol is available 24 hours a day using credit card facilities at an unmanned service station operated by Lowes Petroleum.

Customer Service

Providing quality customer service is critical in developing your tourism sector. Visitors will often overlook short-falls in facilities and services if they are made to feel welcome and valued through friendly, competent and efficient service. Conversely, poor customer service creates dissatisfied customers, with these visitors unlikely to return or to recommend the area to others.

Module 10 provides information on customer service. Both I&I NSW and Tourism NSW will also provide advice on customer service issues and suggest training programs that would be suitable for your area.

The marketplace is becoming increasingly sophisticated. Expectations in relation to service standards have increased significantly. Consumers today demand helpful, competent and efficient service.

activity 3: information services

Information services are an integral part of the visitor infrastructure. They are the communication link between the locality, the tourist trade and the visitor, and support an area's marketing and promotional activities. Most importantly these services make a visitor feel welcome and ensure they are aware of the area's products and services.

Visitor information services include:

- Visitor information - print and electronic, including brochures, maps, guides, videos, websites etc
- A point of contact for the trade and potential consumers
- Information delivery systems – telephone, fax, internet/email, mail
- Visitor information centres (VICs) and information outlets (manned and unmanned)
- Product databases
- Sign-posting – directional and promotional.

Visitor information services must meet the needs of the travel trade and visitors, to integrate with and support sales and marketing activities, and link visitors with products.

Establish who is responsible for providing visitor information about your area - define your committee's role.



If your town or village is large enough to have a tourism officer and/or a visitor information centre (VIC), they will take most of the responsibility for providing information to the tourism industry, operators, potential customers and visitors to the area. Your committee needs to meet with the tourism manager/VIC staff to determine what information they need from you and what role your committee can play. It could be that your role is minimal.

If you have a tourism manager and/or a VIC that services your area, that is not located in your town or village, then you may need to be more pro-active in providing information. As a starting point, you will need to ensure that you develop a strong working relationship with the manager and the VIC staff. In particular you will need to keep them informed about what is happening in your area. Your committee should appoint someone as a point of contact for all tourism inquiries relating to your area.

The smaller and/or more remote your community is, the more likely it is that you will need to provide some form of information services.

Information services - check list

The basics that you need to consider are:

- Establishing a strong communication link with your local tourism manager and/or VIC staff
- What printed information is available on your area:
 - Is there a brochure and/or map?
 - Is your area included in shire and regional brochures and guides?
 - Is there information available for specific interest groups (eg a fishing guide)?
 - Do you have an image library? Is it easy to access on-line?
 - What display material is available on your area for the tourism manager to take to travel shows etc?

Assess how up-to-date, comprehensive and effective the available information is. If it is not adequate, determine what needs to be changed and/or improved and discuss this with your tourism manager. Your committee may need to prepare a brochure or other information for your area.

tip

Information on how to prepare a tourism brochure is available on the Tourism NSW website.

• How and where is the information on your area distributed?

Ideally, the tourism manager will be distributing your information to potential visitors at trade and consumer shows, in response to inquiries and to other VICs for them to display and distribute. If this is not happening, then you will need to formulate a distribution strategy to ensure that your brochure is available in relevant VICs and at accommodation establishments, attractions and other strategic locations.

• How effective is your web presence?

The internet is now the main tool used to source visitor information.

- Do you have a website?
- Are you listed on the State Tourism Data Warehouse - if not talk to Tourism NSW
- Are you included on your shire and regional tourism websites?
- What other websites (eg Total Travel) is your area featured on?

Assess the quality of information available and, if needed, contact the website manager to improve it.

tip

To get started on using the internet as an information and marketing tool, download the 'Using the Internet to Promote your Product' information sheet from the Tourism NSW website: www.tourism.nsw.gov.au

If you want to reach the marketplace you will need to have an effective internet presence

The internet has significantly changed the way that people access information and make travel bookings. In all western countries, the internet is now the primary tool used to source travel information. World-wide, on-line travel bookings have outpaced all other types of internet retail sales.

Internet usage will continue to increase, with the next phase of development being in highly mobile applications. Most travellers will soon be, if they aren't already, travelling with some form of internet access (eg wireless laptop, palm pilot, mobile phone etc). This will increasingly impact on how visitor information services are sourced and delivered.

Australian Tourism Data Warehouse (ATDW)

ATDW is the 'official' database of tourism product in Australia. It was jointly developed by the State and Commonwealth Government tourism agencies. Each State has a State Tourism Data Warehouse which feeds into the ATDW. Tourism NSW is the agency responsible for the NSW data warehouse. The NSW data warehouse is the database for the 'visitnsw' website.

The ATDW is organised by both locality and sector (eg accommodation, attraction). Data can be entered by the regional tourism organisation, tourism manager, visitor information centre and individual operators.

The 'visitnsw' website is the 'official' tourism website for NSW. It is one of the first ports of call for travellers seeking information on NSW destinations, products and routes, with 'visitnsw' attracting more than 1 million hits per year. The site is actively promoted by Tourism NSW and is the point of contact for the promotional campaigns undertaken at State and regional level.

Ensure that your area and its products are listed on the ADTW. Contact your tourism manager or go to the Tourism NSW website.



• **What information is available for visitors once they have arrived in your area?**

- Is there a VIC - is it well signposted?
- Are there maps/directories strategically located on the entries to the area and/or at the facilities that visitors use?
- Are maps and brochures on the local area readily available at accommodation properties, tourist attractions and other businesses throughout the area?
- Is your signage effective?

If not, explore ways to improve the availability of information.

• **How well do local businesses and their staff know what is available in the area?**

Not all travellers visit a VIC. Some prefer to ask locals for directions and advice - where to stay, where to dine, what to look at etc. This is a great opportunity to promote the area and encourage visitors to stay and look around. Every business needs to be an ambassador for the area, with operators and their staff having a sound knowledge of what is available.

There may be an opportunity for your committee to organise networking functions or familiarisation tours to increase awareness about your tourism products and facilities

Dungog

The tourist association in Dungog occasionally organises networking functions where tourism operators, eateries, wineries etc from within the Shire hold a small trade show in Dungog to familiarise other operators, the VIC staff and the businesses in Dungog with the products available throughout the Shire.

Do we need a visitor information centre?

Small towns and villages usually cannot support a dedicated visitor information centre. VICs are costly to staff and operate and generally cannot generate sufficient income to off-set operating costs. Resources can be better utilised for other projects and activities rather than having them tied up in a VIC.

One of the key functions of a VIC is to provide an information service for visitors. There are a number of ways that this function can be met, without establishing a VIC. These include:

- Comprehensive maps and information directories, strategically located around the area
- Having an informative brochure and/or map that addresses the information needs of visitors
- A local business may be prepared to carry and display information, as a means of bringing visitors into their store
- All businesses becoming information outlets - with every business displaying and distributing the brochure and other information on the area
- Ensuring that you have an effective web presence - with the increase in mobile applications visitors can access information while they are travelling
- Ensuring that your brochure and other information on your area are available at all VICs in the surrounding region. This way, travellers have had time to read the information before they arrive in the area
- Ensuring that the attractions, accommodation and facilities that visitors use are well signposted.

Peak Hill

Information service provided by the Open Cut Gallery - a volunteer-run, craft co-operative. This service is supported by the Parkes VIC.

Baradine

Visitor information is distributed through the rural transaction centre (RTC), supported by a directory in the main street.

Binnaway

Comprehensive information directories on each of the approaches into town, plus one in the park in the shopping centre.

Tullamore

The newsagency has diversified to include a small café, gift shop and information outlet. This is supported by a directory in a nearby park.

activity 4: Reaching the marketplace - marketing and promotion

Tourism is about 'selling' your area to potential customers. Marketing and promotion are part of the sales and distribution process.

Marketing involves preparing your product for 'sale' and placing it in the marketplace. Tourism NSW describes marketing in terms of the 4 'P's':

- Product - the attributes of the product, its branding and packaging
- Place - the process by which products are distributed to the marketplace
- Price - setting the price so that it is competitive in the marketplace and profitable to the operator
- Promotion - creating marketplace awareness of a product/area and encouraging people to 'purchase'.

To market effectively you need to:

- Know your markets
- Understand the marketplace
- Understand the sales and distribution process
- Formulate and implement a marketing strategy.

The marketing strategy should form part of your tourism plan. The strategy should then be up-dated each year to reflect your priorities and the changes that are occurring in the marketplace.

With the limited resources available to your local community, you need to be very selective in your approach. Your strategy needs to focus on:

- Co-operative initiatives - capitalising on the marketing and promotional activities of other organisations that have the skills and resources to effectively reach the marketplace
- Identifying initiatives that your community can undertake that are not being undertaken by other organisations. These initiatives need to be cost effective to implement and realistic.

tip

There is a wealth of information on markets, marketing and promotion on the Tourism NSW website. Information sheets that can be downloaded from the website include:

- Understanding your customer
- Understanding advertising
- Publicity: working with the media
- Using the internet to promote your product.



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Co-operative activities - working with others

In Australia, well-structured, integrated systems are in place at the regional, State and national levels for the marketing and promotion of tourism destinations, products and services. At the local level, most LGAs are involved in marketing and promoting their areas, both independently and by working cooperatively with other councils or areas (eg Newell Highway Committee), the regional tourism organisation (RTO) and/or with Tourism NSW.

Most of the marketing and promotional activities undertaken by these organisations focus on raising awareness and developing the larger volume and/or high-yielding market segments such as the grey nomads, conference and meetings market, backpackers etc.

Some of the market segments that visit your area are likely to be the same markets that are being targeted by other tourism organisations. In this case, the most effective approach will be to participate in the marketing initiatives that are already in place. For example, if caravanners and campers are a significant market for your area and the RTO is taking a stand at the Sydney Caravan and Camping Show, then it will be more cost effective to become part of this promotion than undertake your own.

The advantages of working with others are:

- Cost effectiveness – it is far cheaper to contribute to part of the cost than to meet the whole cost
- Larger budgets to work with, so more activities can be undertaken
- Greater access to professional input and resources
- You are more likely to enter the sales and distribution network further up the 'chain'.

The joint marketing and promotional opportunities that are typically available include:

- Inclusion in the 'official' brochures and websites for your LGA and tourism region
- For areas along highway corridors that have marketing committees - inclusion in the highway brochure and website
- Participation in relevant travel and lifestyle trade shows, generally as part of an RTO or highway exhibition
- Ability to participate in specific marketing and promotional initiatives organised by your tourism manager, RTO and/or Tourism NSW, for example the 'Heart of Country' and 'Darling River Run' campaigns

- Ability to participate in industry and journalist familiarisation tours.

There is likely to be a cost to participate in most of these activities.

Talk to your local tourism manager about opportunities to participate. Information on promotional opportunities is also available on the Tourism NSW website.

tip

Discriminate - you are likely to be approached by a range of publications looking to sell you advertising space. Evaluate very carefully and be selective.

Negotiate - Editorial coverage (preferably with images) supported by an advertisement, will generally be far more effective than an advertisement in isolation.

Cost effective local initiatives

In addition to involvement in co-operative marketing and promotional campaigns, there are a number of low cost initiatives that your community can undertake to reach the marketplace. These initiatives include:

- Capitalising on the internet
- Direct marketing to special interest and activity based markets
- Public relations activities
- Networking and relationship building.

Capitalising on the internet

With the internet being the most popular way of researching and booking travel, your area needs to have a strong internet presence. People use a combination of approaches for searching travel and trip information including:

- Recognised travel and tourism websites such as visitnsw.com.au and australia.com. Experienced travellers often use these sites to research a location. They are also the 'call to action' sites included in promotional material published by tourism authorities
- Locality - for example, people may search by State, region or individual town/locality
- Accommodation websites - if people are primarily looking for accommodation they are increasingly searching by accommodation booking site. These sites include Total Travel, Wotif, Quickbeds, Stayz, Checkin, Standby, Getoutoftown
- By activity - such as 4WD sites, camping sites, fishing etc.

To be effective your area will need to have its website/email/contact details linked to these different types of sites.

There are a range of free tourism and travel websites as well as activity-based websites (eg 4WD, bird watching etc). Through internet searches, identify sites that are consistent with your area's products and markets, and where possible post relevant information about your area on these sites. Keep this data up-to-date.

tip

Explore the opportunity to list on free, relevant websites including:

- Locality and route websites
- Activity-based websites
- Touring and travel websites (eg Total Travel)
- Accommodation directories (eg Camp Australia)
- Accommodation booking sites.

tip

Use internet forums to promote your area. For example, if you have some great 4WD trails in your area, go into a 4WD chat room and promote these trails, or post a comment on the forum.

Marketing to special interest and activity-based groups

In preparing your tourism plan you will have identified the activities that can be undertaken in your area and the special interest and activity-based markets that could potentially be attracted. The next step is to market and promote directly to these market segments.

For each market segment the approach is to:

- Identify your targets. These could be clubs, associations, organisations, social groups etc. Your targets can be easily identified through internet searches.
- For sporting and special interest groups, start by searching for the State or national association - these sites generally have contact lists for affiliated associations and clubs
- The community services directory guides on council websites are also a good starting point to identify groups and clubs within an area that you are looking to target (eg within three hours drive from your town).
- Build your target database (addresses, contacts etc.)
- Undertake some background research to gain a better understanding of the market - explore what the needs and expectations of these markets are. For example, club and association websites are a great place to start. It is also helpful to telephone the State association and a few clubs to talk to them about the trips that they make and the factors that influence their choice of destination
- Package your area in a way that will appeal – develop product specific information sheets that concentrate on the attractions, activities and facilities that will be of interest to the group. For example, if you want to target abseiling and rock-climbing clubs, you will need to provide detailed information on the climbing opportunities available - including height, degree of difficulty, technical specifications etc, as well as information on the support services available in the area
- Promote your area direct to your target groups. Use the internet, telephone, go and visit etc
- Seek exposure in internet forums and newsletters
- Seek to link your website to special interest/ activity-based websites.



Bombala

Bombala in the Snowy Region has been very successful in targeting the touring motorcycle market. The town has identified a number of touring routes that are both scenically attractive and have the curves and straights that the bikers are seeking.

The town has produced a motorcycle touring brochure, which is distributed to motorcycle clubs and through motorcycle shops in NSW, Victoria and the ACT. The town also hosts a Motorcycle Festival and targets motorcycle club rallies.

Public relations marketing

If you want to raise your profile and generate interest within the marketplace, a well-constructed article or 'story' in the press is far more effective than advertising. Generating positive publicity about your area and/or its products should be part of your marketing strategy. The process of generating publicity is often referred to as 'public relations' (PR) marketing.

tip

The 'Publicity: working with the media' information sheet available from the Tourism NSW website provides a step-by-step approach to PR marketing.

Networking and relationship building

Word of mouth referral is the most effective form of promotion. Your community should look to establish relationships with:

- People who can send travellers to your area (eg: VIC staff, accommodation and business operators in the surrounding region)
- People who can generate media exposure for your area (eg: tourism manager, RTO, regional press)
- Visitors to the area - repeat business and word of mouth referrals.

Before the VIC staff and people in other localities will recommend your area, they have to be confident with what you are offering. Building this confidence will take time. Things that your community can do to assist include:

- Inviting VIC staff from the surrounding region to visit and inspect your area
- Keeping contact with the people who are in a position to send you business - call in and drop off your brochures, let them know of any changes/news etc
- Be professional at all times - answer telephone calls and emails (same day if possible), and be contactable.

To build repeat business and word of mouth recommendations, your community will need to look after its visitors. This includes:

- Ensuring that the area is well presented and facilities cleaned and maintained
- Customer service - it needs to be efficient and friendly
- Being friendly to visitors - small, isolated communities can be intimidating for visitors particularly if locals keep to themselves and don't communicate with or engage visitors.

contacts

The most comprehensive lists of tourism contacts are available from the Tourism NSW and Tourism Australia websites.

TOURISM NSW

Tourism NSW is the State Government agency responsible for the development and promotion of tourism in NSW.

Contact details:

Tourism House
Level 2
55 Harrington St
THE ROCKS NSW 2000
GPO Box 7050
SYDNEY NSW 2001
Tel: (02) 9931 1111
Fax: (02) 9931 1424

Website: www.tourism.nsw.gov.au

Provides contact details for:

- Divisions within Tourism NSW
- Regional tourism organisations (RTOs)
- Government Departments and Statutory bodies (tourism-related)
- Government Departments and Statutory bodies (general)
- Tourism industry groups
- Tourism research organisations
- Sources of statistical information.

TOURISM AUSTRALIA

Tourism Australia is the Federal Government's statutory authority responsible for the marketing and promotion of tourism and tourism research and forecasts.

Contact details:

Level 18, Tower 2
Darling Park
201 Sussex Street
SYDNEY 2000
GPO Box 2721
SYDNEY NSW 1006
Tel: (02) 9360 1111
Fax: (02) 9331 6469

Website: www.tourism.australia.com

Provides contact details for:

- State and Territory tourism organisations
- Tourism industry groups
- Commonwealth Government departments (tourism-related)
- Educational/research institutions
- Tourism media

resources

Tourism Australia, Tourism NSW and the RTO websites provide a range of information that may be useful in developing your local tourism industry. Information available includes:

- Visitor statistics and forecasts
- Market research
- Information on the products, facilities and services available by locality
- Regional tourism plans
- Marketing and promotional campaigns
- Self help modules and information sheets
- Image galleries
- Details of funding programs and links to relevant sites
- Contacts

Tourism NSW - www.tourism.nsw.gov.au

Tourism Australia - www.tourism.australia.com