Tourism Australia is a corporate Commonwealth entity formed under the Tourism Australia Act 2004 (Cth) (TA Act). It is governed by a Board of Directors that is appointed by the Minister responsible for tourism under the TA Act and the Public Governance, Performance and Accountability Act 2013 (Cth) (PGPA Act).

This plan outlines Tourism Australia’s strategic direction, objectives and goals for 2018 through to 2022. It has been prepared in accordance with the TA Act and PGPA Act.

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1. MANAGING DIRECTOR’S MESSAGE

OUR STRATEGIC DIRECTION TO 2022

Our Corporate Plan for 2018-22 continues our journey to 2020. It also starts laying out a pathway beyond 2020, which I believe will help ensure a successful and sustainable industry long into the future.

With overseas arrivals up 6.5 per cent in 2017, and 8.8 million international visitors spending a record $41.2 billion, we are on track to deliver around $131 billion in annual overnight expenditure by the end of this decade. That’s well ahead of the $115 billion lower range of our Tourism 2020 spend target. With two years to go, there is still time and opportunity to close the gap further towards our industry’s upper target of $140 billion. That has certainly been a consideration in the development of this plan.

Whilst there are some new elements in this year’s plan, the key themes that underpin it haven’t changed significantly from last year. Our strategy is still unashamedly a high yield one. Our focus remains on targeting the markets, customers and specific tourism segments which we believe will deliver the greatest returns.

In recent times we have categorised our focus markets in terms of their value and maturity. In this plan we will further refine this approach to better reflect the marketing challenges and opportunities in each market and deploy our resources accordingly. This will involve up-weighting investment in those markets which offer the highest returns in terms of visitor spending and changes to the marketing mix we decide is most appropriate in each market. Significant resourcing will still go towards fast growing markets such as India, Indonesia and South-East Asia but expect to see our largest investments in China, the USA and the UK. In the last 12 months these three markets contributed $17.5 billion in overnight expenditure. That amounts to 43% of all spending by international visitors.

Within these and the other markets where we operate, our focus is very much on the high value traveller (HVT), as well as ramping up our efforts in the lucrative business events space. The focus on the HVT is at the heart of our new campaign in the USA, Dundee, our largest investment in North America since Paul Hogan’s Come say G’Day ads more than 30 years ago. Part of our global umbrella brand, There’s nothing like Australia, this campaign has been developed specifically with the high value American traveller in mind. Launching the Dundee campaign at the Super Bowl certainly caught the attention and imagination of millions of Americans.

More importantly though, it has given us an unprecedented platform to now convert that interest into travel bookings. And that will be a big focus for us in the next two years, directing our USA marketing towards the locations,
products and experiences that resonate most strongly with our higher yielding target traveller. We believe the benefits of Dundee will extend further than the USA. As our initial research suggested would be the case, we’re seeing a halo effect in markets such as China, Japan and the UK.

A significant new component of this corporate plan is the introduction of a new, dedicated Business Events Bid Fund. The business events sector is of critical importance to the visitor economy. It is worth up to $17 billion nationally, and is a sector we are committed to giving our full support. Managed by Tourism Australia, this three-year fund will provide support to the business events industry bidding for large scale incentive and associations events. This new fund will allow Australia to compete on a level playing field with the 50 or so competitor destinations that currently offer financial incentives to help convert bids into confirmed business.

Continuing the high yield theme, this plan will also see further development of our Premium focus. Additional investment will be put into China, the USA and the UK from 2018/19, with a watching brief in other markets.

We should not forget the important contribution that Youth and Indigenous experiences continue to make to the visitor economy. The Aussie News Today youth campaign we launched in October last year will continue in 2018/19. Whilst the Working Holiday Maker market is still flat, the specific efforts we have put into the segment are starting to bear fruit. There is still much work to be done but we have arrested the decline.

Our commitment to further telling our country’s rich Indigenous tourism story will be bolstered this year by the recent launch of Discover Aboriginal Experiences, the newest collective to join Tourism Australia’s Signature Experiences of Australia program. Featuring 39 export ready tourism businesses with over 180 experiences from around Australia, this program will be actively promoted by Tourism Australia through a range of specific trade marketing activities.

This is a time of significant optimism and opportunity for Australian tourism and I am genuinely excited about executing on the contents of our latest corporate plan. On behalf of the Board, my executive team and Tourism Australia staff, I commend the industry for its record breaking performance and continued support.

JOHN O’SULLIVAN
Managing Director and Chief Executive Officer
2. PURPOSE AND VISION

PURPOSE

Tourism Australia’s marketing purpose is to invite the world to experience the Australian way of life. Our organisational purpose is to grow demand and foster a competitive and sustainable Australian tourism industry, through partnership marketing to targeted global consumers in key markets.

LEGISLATIVE PURPOSES AND DELIVERABLES

Under the TA Act, Tourism Australia’s main functions are to:

• Increase potential travellers’ awareness of Australia as a destination
• Increase potential domestic travellers’ awareness of Australia as a place to travel
• Increase potential international and domestic travellers’ knowledge of Australia
• Increase potential international and domestic travellers’ desire to travel to and/or throughout Australia

• Research and analyse international and domestic travel
• Communicate effectively with the Australian tourism industry on matters that may affect it
• Increase awareness among Australians about how tourism contributes to Australia’s economy, society and environment
• Report on trends in international and domestic travel.

We work closely with the Australian tourism industry to achieve our purpose. Through this partnership, we aim not only to increase visitors and spend in Australia, but also to foster a competitive and sustainable tourism industry for generations to come.

VISION

Tourism Australia’s vision is for Australia to be the most desirable and memorable destination on Earth.

VALUES – OUR GUIDING PRINCIPLES

Our values support our vision. They are the essence of our identity, guiding our behaviour and the relationships we have with our customers and partners.

They are:

United | we are one team
Positive | we are optimistic
Genuine | we are authentic
Commercial | we deliver results
Innovative | we are creative thinkers

2 This purpose is identical to our Australian Government outcome, as outlined in the Portfolio Budget Statements.
3 Although the TA Act outlines domestic functions, Tourism Australia is not currently engaged in domestic tourism marketing activities. This change in Tourism Australia’s remit came into effect in 2013, and is outlined in the Minister for Trade, Tourism and Investment’s Statement of Expectations for Tourism Australia.
3. GOAL AND TOURISM 2020

GOAL

The Tourism 2020 goal – and Tourism Australia’s major strategic goal – is to increase overnight tourism expenditure to more than $115 billion by 2020.

We share this goal with the Australian tourism industry and Australia’s federal, state and territory governments. In 2018/19, we have set an expenditure goal of $115.5 billion to focus our efforts and endeavours in partnership with industry and government.

TOURISM 2020

Tourism 2020 is a whole-of-government and industry strategy to build the resilience and competitiveness of Australia’s tourism industry and increase its economic contribution to Australia’s economy.

When the Tourism 2020 goal was introduced, it was set at between $115 billion to $140 billion in overnight visitor expenditure, reflecting a range of scenarios, from holding to increasing market share across key markets. As part of Tourism 2020, supply-side targets for aviation capacity and accommodation investment were also set to ensure the industry could deliver on the needs of target consumers. Implementation has been via a three-phase approach. This plan has been developed for the ‘Looking beyond 2020’ phase as shown in Figure 1.

In 2018/19, we will continue to champion Tourism 2020, working in partnership with Austrade, state and territory governments and the Australian tourism industry. We will also begin to plan for the years beyond 2020. Tourism Australia is a member of the Beyond Tourism 2020 Steering Committee, an initiative of the Australian Government to support the development of a new long-term vision for tourism, encouraging innovation, new technology and reducing red tape so that Australia offers a world-class experience for travellers.

Figure 1. Tourism 2020 implementation phases
Performance against tourism 2020 goals

Tourism continues to be a stand-out performer in the Australian economy, with significant growth since the launch of Tourism 2020.

The industry is on track to achieve our goal, with recent forecasts estimating total spend will be $131 billion by 2020. At 31 December 2017, total overnight visitor expenditure reached $106 billion, up five per cent year on year. Major contributors to growth have been visitors from China and India, up 14 per cent and 16 per cent respectively.

In February 2017, international aviation seat capacity surpassed the Tourism 2020 target of 50 per cent growth, with more than 25.3 million available seats. It is also estimated that accommodation supply has exceeded the goal of an additional 20,000 new rooms – with around 22,800 rooms added since 2009.

Looking beyond 2020

Seeing the results

Setting the foundation

Tourism 2020

Overnight visitor expenditure ($ billions)

Figure 2: Progress against Tourism 2020 goals and our 2018/19 goal

4 Tourism Research Australia (2017), Tourism Forecasts
5 Tourism Research Australia (2017), International Visitor Survey
4. OPERATING CONTEXT AND STRATEGIC RISKS

OPERATING ENVIRONMENT

Trends impacting Tourism Australia’s operating model to 2022 are outlined below. These include global economic factors, consumer behaviour changes, shifts in the media landscape and the composition of the travel industry. These shifts have been taken into consideration when planning Tourism Australia’s budgeting and resourcing, marketing activities and operations.

<table>
<thead>
<tr>
<th>EXTERNAL CHANGES AFFECTING AUSTRALIAN TOURISM</th>
<th>INTERNAL FACTORS AND IMPLICATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Economic</strong></td>
<td>• Overall positive macro-economic environment, with improving consumer confidence across Tourism Australia’s key markets.</td>
</tr>
<tr>
<td>• The outlook for the global economy is improving. Global GDP is forecast to grow 3.6 per cent in 2018. Advanced economies such as the USA, Japan and the UK are forecast to grow around 2 per cent in 2018. Asian economies, including China, India and Indonesia, are expected to perform well, with forecast growth above 5 per cent. 7</td>
<td></td>
</tr>
<tr>
<td>• An increasing number of destinations are investing in tourism, recognising its economic and social benefits. In 2016, it contributed 10 per cent of global GDP and accounted for one in 10 jobs.</td>
<td></td>
</tr>
<tr>
<td>• Australia’s tourism industry is a significant contributor to our national economy, growing 17 per cent in the past four years, much faster than our national economy.</td>
<td></td>
</tr>
<tr>
<td><strong>Marketing channels</strong></td>
<td>• Continue to develop as a connected, digitally focused organisation.</td>
</tr>
<tr>
<td>• Digital disruption will continue to impact how we operate and communicate with target consumers. Programmatic advertising and media buying will be fundamental to success.</td>
<td></td>
</tr>
<tr>
<td>• Continued importance of digital, video and content to reach target consumers.</td>
<td></td>
</tr>
<tr>
<td>• Continued relevance of Australia’s competitiveness in food and wine; natural beauty, and nature and wildlife.</td>
<td></td>
</tr>
<tr>
<td><strong>Consumer</strong></td>
<td>• Continue to make the most of consumer and technology trends; work with industry to connect travellers to experiences.</td>
</tr>
<tr>
<td>• Increasing demand for experiential travel, particularly for food and wine, natural beauty and wildlife experiences.</td>
<td></td>
</tr>
<tr>
<td>• Increasing use of mobile and direct transactions between consumers and tourism experiences and products.</td>
<td></td>
</tr>
<tr>
<td>• Visitors from Asia will outperform other overseas markets, particularly from China, India and Japan; and there will be an increasing share of independent travellers from these markets.</td>
<td></td>
</tr>
<tr>
<td><strong>Travel industry</strong></td>
<td>• Increase strategic focus on Asian markets.</td>
</tr>
<tr>
<td>• Global aviation capacity is projected to grow 7 per cent in the next four years; capacity within Australia is forecast to grow 4 per cent.</td>
<td></td>
</tr>
<tr>
<td>• Continued disruption of the tourism industry with the rise of the ‘sharing economy’ and increased presence of online travel agencies and other digital experiences.</td>
<td></td>
</tr>
<tr>
<td>• The investment pipeline is on track, with around 7,000 rooms to come on-line in Australia during 2018/19. 8</td>
<td></td>
</tr>
<tr>
<td>• Continue to partner with the aviation sector on marketing activities to promote leisure and business events tourism in Australia.</td>
<td></td>
</tr>
</tbody>
</table>

Table 1: Operating environment changes and implications for Tourism Australia

7 Tourism Research Australia (2017), Tourism Forecasts
8 STR Global (2017), Pipeline Market Reports
STRATEGIC RISKS

Each year Tourism Australia undertakes a strategic risk assessment, using the insights and results from this process to inform the development of our corporate plan, operational planning and internal audit planning.

RISK APPETITE

Our strategic risk assessment is undertaken using our Risk Appetite which spans eight perspectives that are significant to Tourism Australia’s operations. Tourism Australia’s risk appetite is outlined in Table 2.

<table>
<thead>
<tr>
<th>PERSPECTIVE</th>
<th>RISK APPETITE STATEMENT</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic</td>
<td>Tourism Australia will ensure that Tourism 2020 is at the heart of all that we do by pursuing strategies to achieve our 2020 goals. This is key to supporting growth and competitiveness for the Australian tourism industry. As we seek to adopt innovative strategies, our appetite for risk is moderate.</td>
<td>Moderate</td>
</tr>
<tr>
<td>Political</td>
<td>We will ensure that our relationship with the Australian Government is a priority and will act transparently. We place a high importance on Ministerial and departmental satisfaction and so have a low tolerance for political risk taking.</td>
<td>Low</td>
</tr>
<tr>
<td>Brand and reputation</td>
<td>Tourism Australia is an innovative and adaptive agency. As our reputation is integral to supporting our purpose, we actively protect our brand through the activities we conduct as well as our stakeholder relationships. Our appetite for risks in this area are moderate.</td>
<td>Moderate</td>
</tr>
<tr>
<td>Legal and regulatory</td>
<td>As a corporate Commonwealth entity with a global footprint we will meet all legal and regulatory expectations. We have a low appetite for legal and regulatory risks and zero tolerance for fraud, bribery, collusion or theft risks.</td>
<td>Low</td>
</tr>
<tr>
<td>Financial</td>
<td>Our appetite for financial risk is low. We will ensure that value for money underpins our decisions, with financial risks and rewards assessed against strategic and operational priorities. We will always use tax-payer funds appropriately.</td>
<td>Low</td>
</tr>
<tr>
<td>Operational/Project</td>
<td>We are committed to ensuring our operations are aligned with our strategies, that we exercise diligence in monitoring performance against these objectives, and that we foster an environment of continuous efficiency and control improvement. Tourism Australia’s appetite for operational/project risk is moderate to high.</td>
<td>Moderate to high</td>
</tr>
<tr>
<td>Work, health and safety</td>
<td>Tourism Australia will provide a safe environment for staff and foster a culture that values continuous learning, collaboration and innovation. Tourism Australia’s appetite for work, health and safety risks is low.</td>
<td>Low</td>
</tr>
<tr>
<td>Information</td>
<td>Tourism Australia will safeguard its information and be transparent, open and collaborative with stakeholders. We have a low appetite for system failures and information / data security breaches.</td>
<td>Low</td>
</tr>
</tbody>
</table>

Table 2: Risk appetite statements
RISK PROFILE

A summary of Tourism Australia’s risk profile is provided in Figure 3, and an outline of Tourism Australia’s mitigation strategies to manage these risks are provided at Appendix.

The following changes were identified to Tourism Australia’s Strategic Risk Profile for 2018/19:

- The cyber security risk was increased, considering the growing level of external cyber-attacks on organisations.
- The governance risk was decreased. While strong corporate governance remains a priority for Tourism Australia, audit findings by the Australian National Audit Office confirm Tourism Australia’s robust corporate governance.
- The dispersal risk was decreased, recognising the initiatives in place to increase the promotion of tourism experiences beyond Australia’s capital cities.
- A new risk was introduced – Project Dundee. This campaign, launched in February 2018 and a year in the planning, has been the largest Tourism Australia has run in the USA since the early 1980s. The sub-optimal delivery of this project could have had significant impacts on achievement of strategic objectives and budgetary investment as well as reputational damage. The continued leverage of this campaign and monitoring of its effectiveness will remain a key area of focus.

STRATEGIC RISK PROFILE 2018/19

[Diagram showing the strategic risk profile with various risk factors and their levels of risk change compared with 2017/18 indicated by symbols: increased risk, reduced risk, no change, new risk.]

Figure 3. Tourism Australia’s risk profile for 2018/19
5. STRATEGIES

OUR STRATEGIC PILLARS 2018–22

The diagram below summarises our areas of focus in the period 2018-22, with commentary in subsequent sections providing further explanation on how Tourism Australia will deliver on these areas.

PURPOSE
To grow demand and foster a competitive and sustainable Australia Tourism industry through partnership marketing that targets global consumers in key markets

VISION
For Australia to be the most desirable and memorable destination on Earth.

GOAL
More than $115 billion in overnight spend by 2020

STRATEGIES

CUSTOMER
Target high value leisure and business events travellers

MARKETS
Invest in markets with the best potential to deliver high spending consumers to 2020 and beyond

Leisure
Star, Solid delivers, Solid deliverers/distribution focused, Rising stars

Business Events
Incentive, Association

MARKETING
Invite the world to experience the Australian way of life

engaging campaigns | effective channels | leverage partnerships | distribution development

GROW DEMAND FOR BUSINESS EVENTS EXPERIENCES AND DESTINATIONS

ENABLING
Support, deliver, build capability

Figure 4: Tourism Australia’s key strategic pillars for 2018–22
**Customer strategy**

*Target high-value leisure and business events travellers.*

**LEISURE**

High value travellers travel long haul (out of region) on a regular basis and Australia is in their consideration set. They are more likely to stay longer and disperse further and their average trip spend is higher than average. Key drivers of their destination choice align with Australia’s strengths – aquatic and coastal, food and wine, nature and wildlife – and are important considerations when they are selecting a holiday destination.

To assist marketing implementation, a set of personas has been created to bring to life the types of trips taken by these high value travellers. While personas are fictional profiles, they are based on data of actual high value travellers. Their development was undertaken to help bring to life each segment in a creative, engaging and digestible way. Improved profiling and targeting of the high value traveller will ultimately heighten messaging and result in greater audience engagement, improved cut-through and media efficiency.

Premium target customers are a very high yielding segment of the high value traveller. In 2018/19, Tourism Australia will develop our Premium focus, including better identifying who our Premium customers are and the intermediaries who can help us reach them. Insights to date show that Premium customers respond well to individualised and personalised selling.

Activity targeting Youth/Working Holiday Makers will continue, supported by the Australian Government’s Working Holiday Maker Fund. Youth travellers are aged 18 to 30 years; while Working Holiday Makers are visitors who live, work and travel in Australia under an Australian Government Working Holiday Visa (subclasses 417 and 462).

**BUSINESS EVENTS**

Tourism Australia’s business events customers are in two sectors – international associations and incentive trips. We undertake a differentiated marketing approach for each of these sectors. A dedicated Business Events Bid Fund will be introduced in 2018/19, enabling a bigger push on our business events activities.
Markets strategy
Invest in markets that present the best potential to deliver high-spending consumers to 2020 and beyond.

MARKETS
Tourism Australia’s role in international markets is to work with the tourism industry, government agencies and partners to promote Australia as a compelling tourism destination and to encourage more people to visit, growing spend and numbers of long haul visitors.

Tourism Australia will continue to target consumers in markets that present the best potential for growth, will deliver on our Tourism 2020 goals, and have potential to grow beyond 2020. Likely visitor expenditure and growth from these source markets are key inputs to annual budgeting and market resource allocation. Tourism Australia is active in 15 countries as shown in Figure 5.

Figure 5: Source countries and their forecast spend value by 2025
MARKET CATEGORIES

Tourism Australia’s leisure market approach is via a framework that reflects the growth potential, maturity and competitiveness of Australia’s tourism offering in each country. In 2018-22, the framework will be further refined to better deliver on the marketing challenge in each market and to take advantage of their forecast value to 2025.

Our investment approach by category is as follows:

- **Stars (China, the UK, and the USA):** Tourism Australia will invest in a full suite of marketing activity. These markets are economic powerhouses with significant and increasing potential to deliver high value travellers.

- **Solid deliverers (Germany, Hong Kong, Japan, Malaysia, and Singapore):** Tourism Australia will invest in a moderate suite of marketing activity. These are strong, mature economies with established links to Australia and moderate potential for growth of high value travellers.

- **Deliverers—distribution focused (South Korea, Canada, France, and Italy):** Tourism Australia will scale back its marketing activity to focus on distribution development, Aussie Specialist servicing and public relations. These markets are relatively smaller, have slower growing economies and limited potential growth of high value travellers. However, they have a dedicated group of distribution partners that focus on Australia.

- **Rising stars (India, Indonesia):** Tourism Australia will focus on preparing for the future potential of these markets by supporting aviation development as well as a moderate suite of marketing activity. These markets are future economic powerhouses, with a growing middle class and a strong pool of potential high value travellers, but they need further effort to improve access to Australia.

A summary of leisure and business events market categories and allocations to each category is provided in Table 2.

### 2018/19 Market categories

<table>
<thead>
<tr>
<th>Category</th>
<th>Stars</th>
<th>Solid deliverers</th>
<th>Deliverers, distribution-focused</th>
<th>Rising stars</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value by 2025</td>
<td>&gt;$6 billion</td>
<td>&gt;$2 billion</td>
<td>&gt;$2 billion</td>
<td>&gt;$1.6 billion</td>
</tr>
<tr>
<td>Markets</td>
<td>China, UK, USA</td>
<td>Germany, Hong Kong, Japan, Malaysia, Singapore</td>
<td>Canada, France, Italy, South Korea</td>
<td>India, Indonesia</td>
</tr>
</tbody>
</table>

**BUSINESS EVENTS MARKETING**

<table>
<thead>
<tr>
<th>Category</th>
<th>Incentive</th>
<th>Association</th>
</tr>
</thead>
<tbody>
<tr>
<td>Markets</td>
<td>Greater China, USA, New Zealand</td>
<td>UK/Europe, USA</td>
</tr>
</tbody>
</table>

Table 3: Target countries by category

### REST OF THE WORLD

Tourism Australia supports markets outside those listed above through its distribution development programs including the Aussie Specialist Program, the Australian Tourism Exchange, Dreamtime and offshore trade initiatives; its consumer marketing platforms such as australia.com and social media, public relations and media hosting activities.
MARKETING STRATEGY

Leisure Marketing

Invite the world to experience the Australian way of life.

Tourism Australia will create global campaigns that position Australia as the most desirable and memorable destination on Earth, leveraging partnerships to boost customer reach, reinforce destination messaging and convert awareness into travel bookings.

Messaging will emphasise the most important motivations for travelling to Australia, informed by research and insights into the needs and aspirations of the target customer. It will focus on aquatic and coastal, food and wine and nature and wildlife experiences. This will be supported by activity in specific segments including Indigenous, Premium, Special Interest and Youth as these are areas of competitive advantage for Australian tourism.

Investment in australia.com, australia.cn and social media channels will heighten user experience and stimulate conversations about Australia. We will take advantage of developments in technology and data sharing to continue to evolve our media buying and planning as well as to improve the personalisation of our marketing activities.

CAMPAIGNS

Our Dundee campaign, launched in February 2018 in North America, aims is to capitalise on the growing number of Americans travelling internationally and to invite them to choose Australia as their next holiday destination. In 2018/19, we will continue the ‘conversion’ stage, inviting consumers to book their next holiday in Australia. This will be undertaken in North America as well as in other markets where we’ve found the campaign resonates.

The next phase of Aussie News Today, launched in October 2017, will be rolled-out across European and selected Asian markets. The campaign endeavours to increase Youth/Working Holiday Maker expenditure to between $23.3 billion and $28.3 billion by the year 2020, and visitation of more than 3.1 million.

With the contracts of our current creative and digital agencies ending in 2018, a tender process will be undertaken for these contracts. As part of the tender process, prospective creative agencies will be invited to pitch their ideas for a refresh of TNLA as well as a new chapter of the campaign – Nature and Wildlife.

CAMPAIGN PILLARS

Tourism Australia undertakes dedicated research to better understand what influences consumers considering a holiday in Australia and to identify opportunities to better position Australia’s tourism experiences. A key insight from this research was that Australia has strong competitive differentiation in three areas: aquatic and coastal; food and wine; and nature and wildlife.

Over the past five years, Tourism Australia’s marketing activity has focused on building Australian tourism’s

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9 We have been conducting this research since 2012, during which we have gained insights from more than 90,000 consumers in 17 countries.
credentials in each of these areas and each will remain a key pillar of marketing activity through to 2021/22. This will include continuing to highlight the best attractions and experiences Australia offers in cities as well as in regional destinations across our states and territories.

Each of these pillars are underpinned by Australia’s greatest asset, our people. Our people are the glue that binds our marketing activity.

Aquatic and Coastal

- A key reason that consumers travel overseas, particularly to Australia, is to experience aquatic and coastal attractions. Seventy per cent of international visitors undertake an aquatic experience during their Australian holiday, and six out of 10 of Australia’s most appealing experiences are related to our aquatic offerings.

- Tourism Australia has developed a large, dynamic range of aquatic and coastal images and digital assets, enabling us to share and promote these experiences with industry and partners. This includes the development of 17 virtual reality and 360° experiences using innovative technology.

- Since 2014, Restaurant Australia has showcased Australia’s diverse culinary experiences to consumers across the world. This has resulted in improvements in the perception of Australia’s food and wine offering, and has contributed to an increase in spend on food and wine across Australia.

Youth and Working Holiday Makers

- Youth and Working Holiday Makers are important to Australia’s tourism industry, but their arrivals have been in decline since 2012/13. This has been due to issues including exchange rate variations and changes in economic conditions in source countries. Recognising their contribution, particularly as youth visitors stay longer and disperse more widely than other travellers, Tourism Australia was allocated $10 million over three years to promote Australia to potential Working Holiday Makers through a targeted global youth campaign. This campaign was launched in October 2016 and will continue in 2018/19.

- Tourism Australia’s youth story aims to position Australia as a memorable and desirable destination for all youth travellers.

Food and Wine

- Good food and wine is a key driver for consumers when choosing a destination and accounts for one in every five dollars spent by international tourists in Australia. Australia’s fresh produce, seafood, quality meat, award winning wines and unique outdoor dining experiences are appealing to international travellers. The Restaurant Australia campaign launched in 2014, was undertaken to promote this asset.

In our Mood of the Nation study, we found that 94 per cent of Australians recognise the importance and benefits of our industry, with three quarters of respondents underestimating the economic value of Australian tourism. Educating the public about the overall value of tourism to Australia’s economy is imperative to ensuring a successful and sustainable future for Australian tourism.
**SUPPORT PILLARS**

Our competitive positioning will be strengthened by a range of support activities to promote Indigenous tourism, Premium and Special Interest experiences.

Australia’s Indigenous tourism experiences are a significant element of Australia’s tourism offering, providing a point of differentiation, and adding value to Australia’s core strengths in aquatic and coastal, food and wine, and nature and wildlife experiences. To ensure we continue to meet the needs and expectations of target customers and distribution partners, Tourism Australia has developed a new value proposition for Indigenous tourism businesses. Marketing activity during 2018-22 will include increased investment in content generation and trade engagement.

Tourism Australia’s Signature Experiences of Australia program focuses on areas of untapped competitive advantage that have the propensity to drive travel to Australia. It packages and promotes Australia’s tourism experiences within a variety of special interest categories including luxury lodges, premium wineries, guided walks, fishing adventures, wildlife encounters, golf holidays and Aboriginal guided experiences. These experiences target high value travellers who travel to follow their passion and who seek a deep connection with our landscapes. In 2018/19, Tourism Australia will explore creation of a new collective — cultural attractions. This industry-led group will feature aspirational cultural experiences that enable visitors to discover, experience and understand Australia’s cultural story. The collective will include museums, art galleries and historic sites from around Australia.

Tourism Australia’s marketing of Premium tourism experiences will aim to increase visitation of very high yielding travellers. To deliver on this opportunity, the development of a dedicated Premium Strategy is underway, for launch in 2018/19. Initially, effort will concentrate on Star markets, with a watching brief on other markets and marketing opportunities. Strategy development will include identification of Premium distribution pillars (including how they differ from traditional distribution pillars); and the travel intermediaries we can educate to help us best sell Australia’s Premium offering. Activity will focus on training, education and famils.

**KEY CHANNELS**

Tourism Australia’s campaigns will be delivered through social media, content, public relations and advocacy, our websites (australia.com and australia.cn), targeted global media buying and personalisation – a combination which reflects consumer media consumption and travel buying behaviours. While marketing activity will continue to include traditional channels, increasing effort and resources will be dedicated to digital and content marketing initiatives.

The aim of our campaigns is to build a strong image of what Australia offers global travellers, and increase urgency to visit. Inspiring the customer to take the next step in planning their trip is the main aim of our marketing communications. Leisure marketing activity will connect with a distributor of Australian tourism product. In short, Tourism Australia’s marketing will inspire the customer and a trade distribution partner will ‘close the sale’.
DIGITAL AND SOCIAL

High value travellers favour digital channels to research, book and share holiday experiences. Use of digital enables us to directly engage with our target customers, as well as gather data to inform and improve our marketing activity. Learnings from digital marketing activity undertaken in 2017/18 will inform improvements to how we tailor our offer to target customers. This will include targeted communications on users’ passion points and destinations of interest, and roll-out of social sign-on in partnership with Google and Facebook.

Tourism Australia will continue to enhance its two consumer-facing websites, australia.com and australia.cn, to offer international travellers personalised and relevant content, depending on their home country and interests. The aim is for target customers to be inspired, find information, plan their travel experiences, connect with tourism operators and share their travel stories.

Tourism Australia’s social media platforms play an important role in encouraging people to visit and take holidays in Australia. Our social media team curate images posted on these platforms, providing a stage for Australian tourism businesses to showcase their product and experiences to a global audience. Digital and social media channels provide Australian tourism with a significant competitive advantage, as these platforms are key for consumers when researching, planning, booking and sharing holiday experiences.

Tourism Australia will continue to focus on stimulating conversations about Australia through Facebook, Instagram, Twitter and Google+ as well as Weibo, WeChat and other emerging social platforms.

Showcasing content produced by tourism businesses, international visitors and Australians via our social and digital channels forges a network of global ambassadors who share their authentic Australian stories with their own networks.
Business Events Marketing

Deliver marketing communications and trade programs to grow international demand for Australian business events products, destinations and experiences.

Business Events Australia will deliver differentiated marketing for the association and incentive sectors, focusing on the decision maker and the end-user. We will drive activity in key markets to increase awareness and consideration of Australia as a destination for business events working in partnership with the Australian business events industry including convention bureaux, convention centres and event agencies. This will increase consideration of Australia amongst both association and incentive customers.

Tourism Australia’s specialist unit, Business Events Australia (BEA), delivers marketing communications and trade programs in the international business events marketplace, targeting incentive and association events as well as potential association conference delegates.

This focus drives activity in key markets that have the greatest potential for conversion and increased expenditure in Australia: Greater China, (incentive sector), the UK and Europe (association sector), the USA (incentive and association sectors) and New Zealand (incentive sector). BEA works in partnership with the Australian business events industry on specific activities for each sector, including on delegate acquisition for events held in Australia.

From 2018/19, marketing support for large scale incentive and association business events will be available through a dedicated Business Events Bid Fund. The bid fund will be managed by BEA through a dedicated application process.

MARKETING COMMUNICATIONS PROGRAM

BEA’s marketing communications program focusses on raising awareness and consideration of Australia as a business events destination.

A differentiated content and brand strategy targets key international media and business events customers through a mix of print, online and face-to-face engagement, using There's nothing like Australia as its platform. Brand assets tailored to the business events audience are used to drive awareness, whilst bespoke content aims to engage the target customer. BEA communicates Australia’s business events offering through a mix of channels and media to ensure the right message is delivered to the right customer at the right time.

BEA also works with the Australian industry to develop and deliver marketing initiatives that increase awareness and consideration of Australia in key markets, including through content and activations. BEA’s online channel for communication with the target customer is australia.com/businessevents.

DISTRIBUTION PROGRAM

BEA has a distribution program that targets qualified international business events trade, corporates and association decision-makers. The program delivers information and enhances access to Australia’s business events and experiences. BEA also works with the Australian business events industry to deliver activities including training workshops, networking events, product updates, and educational visits to Australia that offer qualified business events buyers an opportunity to experience Australia’s offering firsthand.

BEA also supports and represents Australia’s business events industry at international business events trade shows, such as IMEX Frankfurt and IBTM World. Participation in these
events provides the Australian industry with a solid platform to engage with key international decision makers. The Business Events Greater China Showcase, which brings together Australian industry and Chinese incentive buyers, is delivered by BEA in China each year and provides opportunities to engage with and meet and do business with qualified Chinese incentive planners and corporate decision makers.

**Partnership**

*Select partners that extend our ability to target customers, enable conversion to booking and facilitate industry development.*

Tourism Australia will develop commercial partnerships that extend our reach and target customer engagement, making it easy to buy Australian tourism products and experiences. Partnerships with state and territory tourism organisations will deliver engaging campaigns with commercial partners and build distribution channels.

A healthy aviation environment will remain integral to achieving our goals. Collaboration with airlines, airports and state and territory tourism organisations will help strengthen aviation access and sustain existing aviation capacity. A key initiative to deliver on this partnership will be Tourism Australia’s sponsorship of World Routes in Adelaide in 2019.

**COMMERCIAL PARTNERSHIPS**

Commercial partnerships allow Tourism Australia to extend the reach of campaigns through bought media and our partners’ own marketing channels. Selection will continue to focus on the partners’ alignment with Tourism Australia’s objectives and ability to improve target customer reach. Commercial partners link consumers to booking channels, driving people with an intention to visit to take the next step to book their Australian holiday or business event.

Tourism Australia works with more than 200 tourism industry and other partners, including airlines, tour operators, distribution partners and non-travel (affinity) partners. A Key Distribution Partner program in international markets delivers both campaign and distribution development activities in international markets.

**STATE AND TERRITORY TOURISM ORGANISATION PARTNERSHIPS – ‘ONE VOICE’**

Tourism Australia’s ‘one voice’ initiatives with state and territory tourism organisations (STOs) drive aligned investment in marketing campaigns in key markets. They also provide support for international media hosting and broadcast content opportunities and trade events, both in Australia and offshore.

These partnerships have also supported the development of the Aussie Specialist Program, helping build the capacity of the travel industry to confidently sell Australia. A similar joint initiative is in place for conducting international consumer research. This alliance uses Tourism Australia’s Consumer Demand Project to align understanding of the consumer and subsequent marketing activities to build the value of Australian tourism.

Tourism Australia also partners with Australian airports and STOs to proactively target aviation development and increased air capacity from key markets.

Tourism Australia undertakes commercial partnerships that extend our reach and target customer engagement, making it easy to buy Australian tourism products and experiences.
Distribution Development

Our distribution efforts aim to drive greater conversion from intention to visitation.

Tourism Australia will provide platforms to enable international distributors to connect with the Australian tourism industry, including events, missions and familiarisations; and educate frontline travel sellers on how to best sell Australian tourism experiences.

Our distribution strategy focuses on ensuring that the target customer has the right information and can easily access and book quality Australian tourism products and experiences. This includes increasing the presence of Australia in the programs of international distributors; improving the knowledge of frontline travel sellers as well as educating them on how to sell Australia through the Aussie Specialist Program; and focusing on partnerships that will deliver increases in travel bookings and yield.

Engagement of key Inbound Tour Operations and Destination Management companies is undertaken to improve their awareness and use of Tourism Australia’s platforms and campaigns; as well as to gather insights to inform our strategy development.

Continuing to work closely with STOs and the Australian tourism industry will be integral to success. This will make it easier for consumers to plan, book and buy quality Australian tourism products and services.

**KEY DISTRIBUTION DEVELOPMENT INITIATIVES**

- Connecting buyers of Australian tourism products with sellers through onshore trade events such as the Australian Tourism Exchange and offshore events
- Supporting sales and destination training through the Aussie Specialist Program which is supported by dedicated trainers in our key markets
- Enabling decision makers and frontline travel sellers to experience Australia firsthand through trade familiarisation events such as Corroboree Europe and Corroboree Asia
- Facilitating product development through industry events, new product missions and engagement with inbound tour operators
- Partnering with Key Distribution Partners and providing leads to Aussie Specialist agents through australia.com and australia.cn.

Table 4: Distribution development key initiatives
ENABLING STRATEGY

Support, deliver and build capability.

Tourism Australia’s activity is underpinned by a committed, high-performing workforce, and our ongoing government and industry engagement and collaborations.

Government Collaboration

Committed to a whole-of-Government approach.

Tourism Australia will collaborate across Australian, state and territory governments on tourism marketing and policy to ensure an efficient and effective tourism industry. We will continue to support the objectives of the national strategy, Tourism 2020, as well as tourism elements of the Australian Government’s economy and public diplomacy agendas.

To help the Australian tourism industry achieve its Tourism 2020 goals, Tourism Australia works with Australian, state and territory governments to drive strategic alignment in policy, research, distribution, and business events marketing in Australia and overseas. Tourism Australia also partners with state and territory tourism organisations on the development of marketing platforms and international destination marketing and promotional campaigns.

Tourism Australia works with Austrade and the Departments of Foreign Affairs and Trade, the Department of Immigration and Border Protection, and the Department of Infrastructure and Regional Development and Cities in a whole-of-government approach to deliver policy reforms needed to achieve the Tourism 2020 goals. This includes supporting Australian Business Weeks in key markets, providing tourism businesses with a platform to build their international networks and identify new opportunities.

Investment attraction activity in partnership with Austrade will continue. Tourism Australia’s five-year partnership with Austrade was reviewed in 2017/18 and it was agreed that the partnership would continue, but with a shift towards attracting investment into regional Australia to ensure the economic and social benefits of tourism spread beyond our capital cities.

Industry engagement

Connect the tourism industry to Tourism Australia’s activities, and consumer and trade platforms.

Tourism Australia engages directly with state, regional and local tourism organisations, industry operators and industry councils and associations through a range of communications platforms and tools to keep the industry informed on our activities as well as key issues impacting tourism.

We participate in briefings, forums and workshops in destinations across the country to stay abreast of developments and ensure our work reflects the needs of industry. Industry partners are also invited to talk with Tourism Australia’s senior management team and staff, providing valuable intelligence, updates and insights on their businesses and activities. Tourism Australia hosts a series of annual industry briefings across every state and territory to build awareness and understanding of Tourism Australia’s strategic direction and marketing initiatives, and to highlight partnership opportunities.
Tourism Australia also produces an annual industry conference – Destination Australia – which focuses on the industry’s future growth and how Australia can continue to attract more high-spending international visitors to grow the tourism industry and boost business.

Our platforms and tools allow us to share news, research, insights, industry developments and other useful tourism data. These include a corporate website, weekly e-newsletter, social media channels, regular videos, infographics and webinars, and a comprehensive guide, *Working with Tourism Australia*, providing an outline for industry on how to get involved with our activities.

### Media and public affairs profiling

**Building support and understanding.**

Tourism Australia develops and implements corporate media plans to raise the profile, build support and foster understanding of Tourism Australia, its strategic direction and value of tourism to the Australian economy.

This involves maintaining and developing relationships with major media organisations to enhance the reputation and credibility of Tourism Australia and the tourism industry, and continuing to build effective working relationships with media management professionals that represent our key stakeholders, including in all levels of Government, industry and business.

Through our public affairs program, we raise awareness of Tourism Australia’s strategic direction and activities through a comprehensive public engagement and annual speaker program.

### People and workforce

**The right people and strong workforce capability will build a high-performing culture.**

Tourism Australia will develop its organisation capabilities and structure to meet the changing demands of a digital and content-driven tourism industry that is increasingly competitive. Core to success will be embedding a positive culture as every staff member plays a part in what we are trying to achieve. The TAWay will guide staff behaviours and how we do business.

Tourism Australia is also committed to improving the future for Indigenous Australians delivered through Tourism Australia’s *Reconciliation Action Plan*. We will also continue to encourage diversity in our workforce.

Tourism Australia will recruit, develop, promote and reward employees who have the skills and values needed to support its strategy, processes and culture. To achieve this and be globally competitive, we will continue to grow our workforce capability by staying abreast of trends and developments in marketing and business. We will continue to implement training and development, strategic talent management, targeted recruitment and robust performance and development plans. These activities will create a globally oriented, diverse workforce with strong capabilities in Asia.

We will also focus on using our values to embed and enhance our culture. Internal taskforces will deliver initiatives to enhance Tourism Australia’s values of being positive, united, genuine, commercial and innovative. Through these initiatives, staff will be empowered to live Tourism Australia’s values in day to day operations.
Technology and capability

Streamline, digitise, increase productivity and reduce red tape.

Tourism Australia will continue to improve business performance through
digital innovation. Improvements through ‘test and learn’ incremental
change will enhance the delivery of marketing and business activities
globally and build capability and digital know-how, improving productivity. This
will be supported by data reporting that provides insights into, and real time
tracking of, consumer behaviour that can be used to refine digital marketing
activity.

Tourism Australia’s systems and processes will be key enablers in
maximising business performance. Tools, technology and mobile capability
will be used to enable collaboration and innovation among teams. Cyber security
will be a focus. Relevant Australian Government policies and guidelines
will be used to ensure Tourism Australia staff continue to innovate while being
aware and protected from potential risks.

Tourism Australia will continue to reduce ‘red tape’, increase productivity
and fine-tune internal processes. We will achieve this through initiatives
such as enhancing business systems, using smarter digital work practices,
and continuing to consolidate digital assets. Tourism Australia will strive to
continue to minimise corporate costs as a percentage of total Tourism Australia
costs, thereby increasing budget available for frontline marketing.

Financial management and reporting

Provide sound financial control and performance monitoring.

Strong financial control and adherence to Corporate Commonwealth
Procurement Rules will minimise risk and deliver value for money. Consistent
measuring of campaign performance and use of business analytics will aid
management decision-making.

We will manage our financial resources to drive savings and efficiencies with
the aim to maximise investment in our marketing activities which directly drive
Tourism Australia’s outcomes. This will be achieved through regular monitoring
of operational finances as well as ongoing evaluation and planning.

Measuring performance is important to Tourism Australia’s management
practices, helping us to understand our progress against goals and gain
insights to aid management decision-making. We will measure performance
by reporting on activities against target and against our corporate goals.
Continuously improving performance measurement will ensure our
marketing investment is monitored and implemented to deliver value for money,
in accordance with Commonwealth Procurement Rules and best practice.

Corporate governance

Effective systems and processes deliver robust corporate governance.

Tourism Australia will deliver on the Minister’s Statement of Expectations
and policies of the Australian Government and adhere to statutory
and legislative requirements prescribed by the Tourism Australia Act 2004
(TA Act) and the Public Governance, Performance and Accountability Act
2013 (PGPA Act). We will continue to implement Australian Government
Public Management Reform Agenda principles, ensuring our financial
management, accountability, risk and audit obligations are met.

Tourism Australia will continue to enforce the highest standards of
accountability and governance, while enabling strong commercial
performance.
We are governed by a Board of Directors as well as oversight by an Audit and Finance Committee. The Board reports to the Australian Minister for Trade, Tourism and Investment. Under the PGPA Act, the Board must govern Tourism Australia in a way that promotes the proper use and management of public resources, promotes the achievement of our purposes and ensures our financial sustainability.

Tourism Australia will deliver robust corporate governance across all business activities. We will achieve this through: planning and monitoring performance of major projects and contracts; open communication with the Australian Government, the Minister for Trade, Tourism and Investment and regulatory bodies; adherence to legislative, internal compliance, procurement and delegations procedures; quarterly business evaluations by the Executive; a strong internal audit program; a sound legal and contract management framework; regular review of key governance documents, strategies and policies; annual compliance and conflicts of interest declarations and reporting; and staff training in governance matters.

Tourism Australia’s risk management framework will address strategic, operational and project risks. At a strategic level, this will include annual Strategic Risk Workshops undertaken by the Executive and discussed at Board and Audit Committee meetings, with regular follow-up by the Executive. From an operational and project perspective, risk assessments will be performed as part of planning processes, for procurements and insurance purposes as required under Tourism Australia policies, and for health and safety purposes to identify and eliminate workplace hazards. The Executive will also undertake annual crisis management workshops.
### KEY DELIVERABLES BY PROGRAM COMPONENT

Tourism Australia delivers on our purpose through two areas – growing demand and industry development.

<table>
<thead>
<tr>
<th>OUR PURPOSE&lt;sup&gt;10&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>To grow demand and foster a competitive and sustainable Australian tourism industry through partnership marketing to targeted global consumers in key markets</td>
</tr>
</tbody>
</table>

#### TOURISM AUSTRALIA DELIVERABLES BY PROGRAM COMPONENT 2018-22

<table>
<thead>
<tr>
<th>Program component 1: Grow demand</th>
<th>Program component 2: Industry development</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective:</strong> Identify and target best prospect consumers, inspire them to travel to Australia and to spend more and travel widely throughout Australia.</td>
<td><strong>Objective:</strong> An Australian tourism industry that is competitive and sustainable and delivers on the needs of the target customer.</td>
</tr>
</tbody>
</table>

#### Target leisure customers
- Identify high value, out of region travellers who want to come to Australia and whose travel interests align with Australia’s destination strengths.
- Deliver international consumer research in partnership with state and territory tourism organisations (STOs), building a common foundation about what motivates the target customer when choosing a travel destination.
- Deliver campaigns in partnership with commercial partners and STOs in key markets.
- Deliver marketing activities to stimulate target markets through channels and programs that make the most of Tourism Australia’s resources and consumer media consumption and travel buying behaviour. This will include brand advertising and promotions with an emphasis on digital and online channels, broadcasts, public relations and advocacy, international media hosting program, content development and social media.
- Collaborate and work in partnership with government and industry to align efforts and activities increasing Australia’s collective share of voice in the global marketplace to achieve efficiency and effectiveness.
- Evaluate campaign and project performance through a range of tracking and direct consumer response research.

#### Target business events customers
- Continue to use research insights to inform marketing communications that targets corporate and association decision makers.
- Deliver activities that promote Australia as a business events destination targeting the associations and incentives sectors in key markets, including trade events, buyer and agent familiarisation visits, direct marketing and public relations and marketing toolkits.
- Drive visitation through marketing support for large scale incentive and association events through a dedicated Business Events Bid Fund.

#### Develop the distribution system
- Build the capacity of the tourism and business events industry to confidently sell Australia through dedicated training initiatives.
- Provide Australian destination and product content to the tourism and business events distribution system for their tourism marketing and sales activities, providing a consistent approach for marketing destination Australia.
- Facilitate direct connections between tourism and business events sellers and Australian tourism product through familiarisation visits and trade events.
- Use market and consumer insights to identify special interest experiences that have high potential to drive travel to Australia. Work with these sectors through the Signature Experiences of Australia program<sup>11</sup> to bundle and promote these experiences.

#### Provide platforms to do business
- Manage a range of trade events in Australia and overseas to promote Australia as a destination for leisure and business events travel, including the Australian Tourism Exchange, Dreamtime, Corroboree, and industry missions to key markets.

#### Support supply-side industry goals
- Support access to Australia by assisting existing and new aviation route development.
- Work with government stakeholders to resolve issues that are impediments to growth, including visitor visas.
- Work in partnership with Austrade to facilitate tourism investment and development of quality tourism infrastructure.
- Disseminate tourism research and insights and engage with industry stakeholders.
- Share market and consumer insights and trends through Tourism Australia’s and partner marketing channels.
- Deliver an annual conference, industry briefings and communications to build awareness and understanding of Tourism Australia strategies and initiatives.

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Table 5: Activity implementation, by program component
7. Resourcing

Resourcing

Tourism Australia is funded predominantly through parliamentary appropriations. We operate on a financial year basis.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Grow demand</td>
<td>127.6</td>
<td>128.2</td>
<td>126.3</td>
<td>$135.9</td>
<td>$139.6</td>
</tr>
<tr>
<td>Industry development</td>
<td>20.7</td>
<td>20.8</td>
<td>20.5</td>
<td>$22.1</td>
<td>$22.6</td>
</tr>
<tr>
<td>TOTAL FUNDING</td>
<td>148.3</td>
<td>149.0</td>
<td>146.8</td>
<td>$158.0</td>
<td>$162.2</td>
</tr>
</tbody>
</table>

Table 6: Tourism Australia budget for 2018–22, by component

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10 Tourism Australia’s organisational purpose is the same as our Outcome, ensuring alignment of our deliverables.

11 Referred to as the Best of Australia Program in the 2017-21 Tourism Australia Corporate Plan
Tourism Australia tracks its organisational effectiveness under its two program components – ‘Grow demand’ and ‘Industry development’. Key performance indicators and goals are provided in the Table 5. Tourism Australia has additional metrics (project performance indicators) that are used to provide insight and context to these organisational performance indicators.

<table>
<thead>
<tr>
<th>Deliverables</th>
<th>Key performance indicators</th>
<th>2017/18 forecast actual (Jun 18)</th>
<th>2018/19 goal (Jun 19)</th>
<th>2021/22 goal (Jun 22)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tourism 2020</td>
<td>Overnight tourism expenditure</td>
<td>$109.0b 5.6%</td>
<td>$115.5b 6%</td>
<td>$137.5b 6%</td>
</tr>
<tr>
<td></td>
<td>International tourism expenditure</td>
<td>$42.6b 5%</td>
<td>$44.9b 5.5%</td>
<td>$52.8b 5.5%</td>
</tr>
<tr>
<td></td>
<td>International tourism visitors</td>
<td>9.2m 7%</td>
<td>9.8m 6.5%</td>
<td>11.8m 6.5%</td>
</tr>
<tr>
<td>Grow demand</td>
<td>Total spend from Tourism Australia target markets</td>
<td>$34.2b 5%</td>
<td>$36.1b 5.5%</td>
<td>$42.4b 5.5%</td>
</tr>
<tr>
<td></td>
<td>Leisure spend from Tourism Australia target markets</td>
<td>$18.9b 4%</td>
<td>$19.6b 5.5%</td>
<td>$22.0b 5.5%</td>
</tr>
<tr>
<td></td>
<td>Business Events spend from Tourism Australia target markets</td>
<td>$2.0b 5%</td>
<td>$2.1b 5%</td>
<td>$2.4b 5%</td>
</tr>
<tr>
<td></td>
<td>Earned advertising value from Tourism Australia marketing activities</td>
<td>$300m 6%</td>
<td>$320m 7%</td>
<td>$350m 3%</td>
</tr>
<tr>
<td></td>
<td>Total unique visitors to Tourism Australia websites</td>
<td>34m 3%</td>
<td>34m 0%</td>
<td>37.1m 3%</td>
</tr>
<tr>
<td></td>
<td>Destination brand – consumers are considering Australia as a destination</td>
<td>38% 2%</td>
<td>40% 2%</td>
<td>46% 2%</td>
</tr>
<tr>
<td>Industry development</td>
<td>Stakeholders indicate Tourism Australia adds value to their business</td>
<td>&gt;90% –</td>
<td>&gt;90% –</td>
<td>&gt;90% –</td>
</tr>
<tr>
<td></td>
<td>Stakeholder Net Promoter Score – stakeholders recommend working with Tourism Australia</td>
<td>40 New measure</td>
<td>45 +5</td>
<td>51 +2</td>
</tr>
<tr>
<td>Corporate</td>
<td>Employee Net Promoter Score – staff recommend Tourism Australia as a good place to work</td>
<td>20 +2</td>
<td>25 +5</td>
<td>31 +2</td>
</tr>
<tr>
<td></td>
<td>Corporate costs as a percentage of overall budget</td>
<td>9% 1%</td>
<td>9% 0%</td>
<td>9% 0%</td>
</tr>
</tbody>
</table>

Table 7: Tourism Australia Key performance indicators for 2017–21, by program component
## 2018/19 strategic risks and mitigation strategies

### HIGH RISKS

**Project Dundee:**
Ineffective delivery results in inability to achieve strategic objectives, suboptimal commercial results and reputational damage.

**Mitigation:**
Regular reporting of campaign activity and results; regular steering committee meetings and updates to the Executive; regular updates to the project risk register.

**China outbound:**
A decrease in outbound tourism from China reduces arrivals and spending in Australia, impacting our 2020 goals.

**Mitigation:**
Use diplomatic channels in the China market; shift marketing to support tactical opportunities; reallocate funding as required.

**Capacity:**
The Australian tourism industry does not have sufficient infrastructure and aviation capacity to meet the needs of travellers, particularly during peak holiday times.

**Relevance and funding:**
Tourism Australia is unable to demonstrate continued organisational relevance.

**Mitigation:**
Manage the government stakeholder relationship and broad external communications; propose new policies.

**Projects:**
Tourism Australia is unable to deliver on key strategic projects – such as Digital Transformation, Youth and Australian Tourism Exchange – and to maximise their commercial potential.

**Digital environment:**
- a) Target customers are unable to access information via their preferred platform;
- b) Tourism Australia is unable to continue delivering relevant digital platforms in China.

**Mitigation:**
Include a third-party adviser on steering committees, implement agreed actions from internal audit findings.

**Mitigation:**
Continue to implement recommendations from our user experience audit.

**Cyber security:**
Tourism Australia’s consumer, trade and/or corporate platforms are hacked.

**Mitigation:**
Regularly review disaster recovery plans; implement a protective security policy framework; attend government cybersecurity simulations.

### MEDIUM RISKS

**Governance:**
Current strong governance levels are not maintained.

**Government interdependencies:**
Tourism Australia is unable to independently influence changes to policy settings and processes that are not conducive to increasing demand for travel to Australia.

**Mitigation:**
Continue to streamline the governance framework; deliver PGPA Act training.

**Mitigation:**
Continue to regularly consult with government stakeholders, participate in quarterly state and territory tourism organisation (STO) CEO forums, and meetings of the Australian Standing Committee on Tourism (ASCOT).

**Talent:**
Tourism Australia is unable to retain, develop or direct the people required to support its strategic direction, or to nurture long-term talent.

**Dispersal:**
The travel experiences we promote do not resonate with target consumers, and consumers do not travel beyond major gateways.

**Mitigation:**
Annually review Tourism Australia’s talent matrix; ensure Tourism Australia’s leaders and managers demonstrate our values; focus on securing and retaining talent in the Asia market.

**Mitigation:**
The Tourism Australia–Austrade investment partnership will focus on regional Australia; conduct marketing with STOs and the tourism industry to promote regional products and signature experiences.

**Beyond Tourism 2020:**
A poorly developed and executed strategy leads to irrelevance and a lack of industry and government support.

**Workplace health and safety:**
We fail to maintain a safe working environment for staff members, contractors, visiting media representatives, delegates and event volunteers.

**Mitigation:**
Tourism Australia is a member of the Beyond 2020 Steering Group.

**Mitigation:**
Continue to implement processes that effectively manage safety-related incidents.

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Table 8: Tourism Australia’s strategic risks and mitigation strategies for 2018/19