



# Bunbury Geographe Tourism Partnership Strategy

2022 -2024

Developed for Australia's South West &  
the Bunbury Geographe Tourism  
Partnership



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## Executive Summary

### Introduction

The Bunbury Geopraphe Tourism Partnership (BGTP) is a collaboration between seven Local Government Authorities (City of Bunbury, Shires of Dardanup, Harvey, Capel, Donnybrook Balingup, Collie and Boyup Brook). In 2022 the Shire of Boyup Brook decided to leave the alliance and align itself with the Southern Forests and Valleys instead.

A strategic plan was developed in 2015 to guide the work of this group. In 2021 the group committed to a further three years of funding. A service level agreement has been signed with Australia's South West (ASW) the Regional Tourism Organisation (RTO) to facilitate the delivery of BGTP's strategic direction.

This strategic document provides guidance on the direction that the BGTP should take over the next three years (2021 – 2024).

### The Story So Far

The partnership has been operating for over five years with support from Australia's South West and the South West Development Commission. Up until 2019 the region was progressing very well towards the 2030 goals set out in the original strategic plan. Visitor numbers and visitor nights had already exceeded 2030 targets and most of the other measures were on track to be achieved well before 2030.

A Tourism Marketing and Development Manager had been employed to undertake the day-to-day delivery of the strategy and to service the BGTP committees. In addition, important infrastructure has been developed across the region providing some key focal points for promotion and visitation. The Bunbury Waterfront and Dolphin Discovery Centre redevelopment and the development of the Wambenger Adventure Trails and Wellington Dam and Collie mural trails are all significant factors in the future success of the region as a visitor destination.

The region has many visitor experiences and infrastructure but has a relatively low level of "market ready" tourism businesses. An opportunity exists to work with the industry to develop more market ready product that can be used to promote the region and create economic benefits for the industry and community.

### Current Environment

While the region was tracking well up until early 2020, the impacts of the COVID-19 pandemic have been significant. Initial impacts in 2020, saw the complete halting of travel around WA and the closure of borders to interstate and international travellers. While intrastate and interstate restrictions were relaxed for a time, they were reinstated in late 2021 and this had a significant impact on interstate visitor numbers. Restrictions were eased in March 2022 with further relaxation of rules ongoing. This has led to an increase in international and interstate visitation but has also brought with it increased COVID infections and ongoing impacts on staffing capacity at venues. It is likely these impacts will continue for some time to come.

One consequence of COVID-19 was an increase in intrastate travel. While this has always been the major market for the destination the inability of Western Australians to travel out of the state and Tourism Australia and Tourism WA campaigns to encourage people to holiday at home have led to more locals exploring their back yard. One of the challenges with this has been the concentration of visitors on the weekends and school holiday periods which has led to overcrowding and pressure on businesses.

Another impact has been the reduced access to labour across all industries but particularly for hospitality businesses. The industry has long been reliant on backpackers and other transient labour, which is no longer available. In addition, many hospitality workers have left the industry for more attractive roles and better pay. This in conjunction with COVID -19 restrictions, regulations and infections is creating significant difficulty across the industry in providing high quality service and experiences.

## Strategic Plan

Reviews have been undertaken throughout the life of the partnership, the most recent one being a review of strategic priorities in 2020. Some small changes have been suggested going forward.

## Long Term Goal

*By continuing to work in partnership, Bunbury Geographe is a highly desirable destination with a diverse range of outstanding experiences that attract more visitors, and drive jobs and sustainable investment across the region.*

## Mission

The plan did not contain a stated mission, so the following is suggested.

*Our mission is to deliver strategic tourism leadership across the Bunbury Geographe region guiding the development of the visitor experience, building industry capacity and growing customer awareness of the region's tourism experience offering.*

## Vision

*Bunbury Geographe is recognised as a highly desirable visitor destination and our visitor economy contributes to the region's sustainable future.*

## Purpose

*We exist to grow the visitor economy through leadership, promotion, and development. With our partners, we will build Bunbury Geographe's image, drive visitation, and boost the economy.*

## Core Values

- **Inspire:** Enhance the reputation of Bunbury Geographe as a visitor destination and develop an emotional connection with our audiences.

- **Inform:** Build awareness for the Bunbury Geographe's offering.
- **Activate:** Increase product development and visitation to Bunbury Geographe.
- **Unite:** Expand the growing sense of unity within the Bunbury Geographe tourism sector.

## Focus Areas

1. **Leadership:** Provide leadership and coordination to the tourism industry creating a united and compelling voice.
2. **Industry Development:** Empower the tourism industry and help to build capacity and capability.
3. **Product Development:** Support product and infrastructure development and investment.
4. **Destination Positioning:** Increase awareness, raise the appeal, and generate demand for the destination.

## Measurable Goals

Specific **goals** were identified in the 2020 review as:

- 599,000 overnight visitors and 2,078,000 visitor nights per annum by 2030.
- 1,686,000 daytrips per annum by 2030.
- \$231,481,000 per annum overnight visitor expenditure and \$193,867,000 per annum day trip expenditure by 2030
- \$425,348,000 per annum visitor expenditure across the region by 2030
- Sustainable medium-term growth in visitation of 1.9% per annum (annual average).
- Ongoing financial and in-kind support for the partnership.

It should be noted that the disruption caused by COVID-19 has significantly impacted both visitor numbers and the ability to accurately gather data. It is recommended that the 2030 targets be maintained and reviewed in 2024 prior to the end of the current funding agreement.

In addition, it is suggested that goals for the life of this Strategic Plan be focused on activity and where possible visitor figures be collected as the industry returns to a more normal pattern. It is anticipated that this could take some time.

Suggested measures are:

- Marketing Activity: Direct, Cooperative and Leveraged
- Social Media Engagement
- Industry Engagement and Connection
- Increased Market Ready Products and Experiences

### Key Audiences

The following audiences have been identified and strategic marketing and communications plans will be developed separately.

- **Internal** – Partner LGAs and ASW– require measurable results from their investment
- **External** –Tourism Industry Partners – this includes the South West Development Commission (SWDC) the visitor centre (VC) network, tourism associations and groups and tourism businesses providing the experiences throughout the region.
- **Consumer** – Customer segments who will be targeted through marketing and promotional activities and future product and infrastructure development.
  - Adventure – Adrenaline Seekers
  - Adventure – Adventurers
  - Nature Lovers – Active Families
  - Nature Lovers – Explorers
  - Food and Wine Lovers
  - Culture Seekers

### Value Propositions

The key driver for the strategy is keeping it as simple and achievable as possible to ensure the most efficient and effective use of limited resources

and to maximise the outcomes in the limited time available and within the current environmental constraints.

For each of the core markets a value proposition has been developed to identify the areas where additional focus or development is required. These value propositions along with the priorities identified by the partners and key stakeholders form the basis of the [3-year action plan](#).

### Priorities

The broad areas of priority for the region are:

#### RAISING AWARENESS & CREATING DEMAND

- United, collaborative, and cooperative approach to marketing
  - Agreed key messages
  - Reputation and expectation management
  - COVID Exit Strategy
  - Collaboration and leveraging partners

#### ECONOMIC DEVELOPMENT

- Tourism as a local economic development tool
  - Improving Net Promoter Scores (NPV) and attracting inward investment and migration to the region.
  - Regional investment in infrastructure
  - Mitigating the impacts of the Bunbury Outer Ring Road (BORR)

#### FACILITATING & SUPPORTING A SUSTAINABLE INDUSTRY

- Business support and capacity and capability building – industry sustainability
  - Workforce Availability
  - Market Ready Product
  - Business Sustainability

## Introduction

The Bunbury Geopraphe Tourism Partnership (BGTP) is an alliance of seven local government authorities (LGAs) - Bunbury, Dardanup, Harvey, Collie, Capel, Donnybrook-Balingup and Boyup Brook, and delivered by the regional tourism organisation - Australia's South West (ASW). In 2022 the Shire of Boyup Brook took the decision to leave the alliance and align with the Southern Forests and Valleys for tourism marketing and development.

The activities of the partnership have been guided by a strategy that was developed in 2015, the *Bunbury-Wellington and Boyup Brook Regional Tourism Development Strategy 2015 - 2019*. This strategy has now lapsed.

Local, regional, and state tourism organisations and stakeholders have since developed their own strategic approaches to tourism. In addition, the impacts of national and world events since early 2020 have created an imperative to review these strategies and provide a single strategic direction to guide the work of the tourism partnership over the next three years, to 2024. The aim is to create a simple and effective strategy that will be easily deliverable and focused to take advantage of the limited resources available.

## Methodology

A **review** was undertaken of the strategic, economic development and tourism plans of the Bunbury Geopraphe region, the seven LGAs, ASW, Tourism WA and SWDC. These were summarised to understand the vision, mission, goals, strategic priorities, and metrics for success. Only the Shires of Collie and Harvey had separate tourism and marketing plans while most of the other LGAs included tourism as part of the Strategic Community Plan or Economic Development Strategy. Many of the major development priorities that were identified in the 2015 *Bunbury- Wellington and Boyup Brook Tourism Development Strategy* are included in the LGAs development plans.

An **inventory** of tourism businesses and experiences across the region was undertaken to understand the density, diversity and uniqueness of the products and services available. This also provided an insight into how many international and market ready businesses there are. This will assist in understanding where the product and experience development gaps and priorities lie. The region has considerable adventure and nature-based attractions, activities, and experiences but many of them are free of charge with no associated tourism operators to assist visitors to access them. This is a considerable opportunity for the region.

A **workshop** was held with representatives from each of the local government partner organisations and local tourism stakeholders. The aim of the workshop was to undertake a deep dive into the tourism landscape and understand what the key priorities for the coming three-year period are. The attendees undertook a brief exercise to develop value propositions for a range of products and services aimed at specific visitor markets.

The **Business Model Canvas** developed by Strategyzer has been used as the framework for the development of this strategy.





# Planning Process

## 1. Where are we now?

Governance and Leadership. Business Model. Situation Analysis, SWOT, Markets & Market Conditions. Visitor Numbers. Business Landscape. Tourism Products & Experiences



## 2. Where do we want to go?

What do we want to achieve and by when? What does that future look like? Create SMART goals.



## 4. What does success look like?

Clear and appropriate measures for each strategic direction and action.



## 3. How will we get there?

Strategic Directions  
Action Plans



## Where are we now?

### Background

The *Bunbury-Wellington and Boyup Brook Tourism Development Strategy 2015-2019*, aimed to **position** the region as:

An adventure-nature getaway where visitors can “indulge” in high quality boutique services across the region.

The **vision** was for the region to become:

A leading nature and adventure getaway with quality boutique experiences in food, wine, culture, and hospitality that inspires people to visit and indulge again and again.

Specific **goals** were identified as:

- 599,000 overnight visitors and 2,078,000 visitor nights per annum by 2030.
- 1,686,000 daytrips per annum by 2030.
- \$231,481,000 per annum overnight visitor expenditure and \$193,867,000 per annum day trip expenditure by 2030.
- \$425,348,000 per annum visitor expenditure across the region by 2030.
- Sustainable medium-term growth in visitation of 1.9% per annum (annual average).
- Ongoing financial and in-kind support for the partnership.

The **core strategies** centred around:

- **Tourism Infrastructure** – In parallel with existing development programs the recommended tourism priorities have the potential to significantly enhance the range and scope of visitor experiences on offer.

- **Positioning** – The region is well placed to be a leading adventure-nature getaway close to Perth supported by quality, boutique experiences in wine, food, culture, heritage, and shopping.
- **Marketing** – An integrated marketing strategy is proposed incorporating branding, advertising promotion (in collaboration with ASW); visitor information consolidated into ‘activity-experience based’ maps and a regional planner; a regional website, App and social media to reach ‘tech-savvy’ visitors; and progressively fewer visitor centres supplemented with information nodes.
- **Product Development and Events** – Development of themed self-drive routes (maps) for wine, food-produce-hospitality, mountain biking/ cycling, cultural heritage and nature-adventure, extending across the region; new events such as bi-monthly music-cultural performances at selected sites, a food event focused on the Harvest Highway (Indulgence Trail), an ‘all things wheels’ event over a long weekend; canoe trails linked to canoe-in camp sites and the development of inland diving sites.
- **Digital** – A greater regional presence online initially through mass-market utilities (e.g. google, Facebook, YouTube, TripAdvisor, Everytrail etc.) whilst building functionality online via a website, app and Wi-Fi hotspots that provide visitors with the digital tools to plan, communicate, way-find and share their experiences online.
- **Standards** – In aiming for a competitive advantage, encourage high standards of service and professionalism among tourism operators; increasing operator capacity to service cruise ship visitors, tour groups and high yielding free independent travellers; and in the process uniting operators in collaborating to compete.
- **Governance** – A parallel approach to manage tourism. LGAs collaborating in developing regional marketing materials and supporting applications to develop regional infrastructure priorities. Operators collaborating in developing packages and co-operative marketing campaigns to leverage off new self-drive routes, events



and themed marketing whilst mustering support for a subregional tourism organisation.

The strategy advocated that the region should work collaboratively under a single brand and focus on being:

- **VISITOR-CENTRIC**, putting visitors first and taking action that serves and benefits visitors foremost. **“Causing visitors to Experience Better”**.
- **COLLABORATIVE**, drawing upon the wisdom of community, integrating and empowering operators and the community. **“Collaborating to compete better”**.
- **REGIONALISED**, taking action that elevates the region, making it a leading destination. **“Making dispersed places to visit and enjoy”**.
- **PROFESSIONAL EXCELLENCE**, raising standards that exceed expectations, delivering more than competitors. **“A differential advantage benefiting visitors”**.
- **STRATEGY-DRIVEN**, endorsing long term aims, taking prescribed actions and staying committed. **“Choosing to act on opportunity and optimism”**.
- **INNOVATIVE**, prepared to discard ‘old ways’, pushing the boundaries and being bold in shaping the future. **“Leaning into the future”**.

Since the 2015 most of the key partners have developed new strategies to guide the development of their communities, economies, and tourism. A summary of these can be found at [Appendix Two](#).

## The story so far...

The Bunbury Geographe Tourism Partnership (BGTP) has now been operating for over five years and it is important to take a step back and see what has been achieved in that time.

Since the strategy was adopted several initiatives and priorities have been delivered. These have been summarised below:

- A single brand has been developed for the region under the banner of Bunbury Geographe (BunGeo). Sub brands for each of the LGAs have also been developed to ensure consistency across the region. These have been incorporated into the promotional and marketing activities across the region.
- A Tourism Marketing and Development Manager was employed and housed at the City of Bunbury's offices. The Manager developed communication, economic development and marketing strategies, a website, marketing collateral and a promotional magazine for the region.
- A governance model was developed and implemented. Steering and Executive Committees were established with the key partners and stakeholders to guide the delivery of the strategy.
- A \$12 million upgrade of the Bunbury Dolphin Discovery Centre was undertaken, establishing it as a key visitor attraction for the region.
- The *Transforming Bunbury's Waterfront* project is underway with a multimillion-dollar commitment to the transformation of the Koombana and Casuarina waterfront precincts.
- The development of the Youth Precinct in Kalgulup Regional Park is well advanced and will be delivered during 2022.
- Multimillion dollar investment by the WA Government through the Department of Biodiversity, Conservation and Attractions (DBCA) has been made into the development of the Wambenger Adventure Trails in and around Collie and work is ongoing to establish Collie as a Trail Town.
- The Wellington Dam Mural was commissioned and delivered, creating a popular visitor destination. Work was also undertaken around the Dam Wall precinct updating interpretation and other facilities including a series of viewing platforms.
- A street art trail has been developed in Collie.
- The Collie Art Gallery opened in 2015 as part of the Super Towns program.
- A street art trail, *Six Two Three Zero*, has been developed in Bunbury.
- Facilities at Lake Kepwari in Collie have been upgraded creating another adventure tourism hub focused on water-based activities.
- There has been a growth in domestic visitation and demand for new experiences because of the global pandemic. It is anticipated that this growth in local demand will have increased awareness of what the region has to offer.
- There has been a growth in awareness of the Geographe Wine region particularly through promotion of the Ferguson Valley.
- There has been growth in the profile of the Ferguson Valley and the development of a series of food and wine trails, events, and other marketing promotions in the area.
- In 2020 an agreement was developed for ASW to manage the delivery of the Bunbury Geographe Tourism Strategy and a new Marketing and Industry Liaison Coordinator was employed.

## Results to 2019

A review was undertaken of the key targets set in the 2015 strategy and despite having another 11 years to run, by 2019 targets for overnight visitors and visitor nights targets had been exceeded. Many of the other targets were also well on the way to being met. Table 1 below outlines the situation as of 2019.

The figures for Local Government Areas (LGAs) are only available up until 2019. It is expected that COVID-19 will have had a significant impact on visitor numbers and profile, although the region has always had a strong reliance on domestic intrastate market even pre COVID-19.

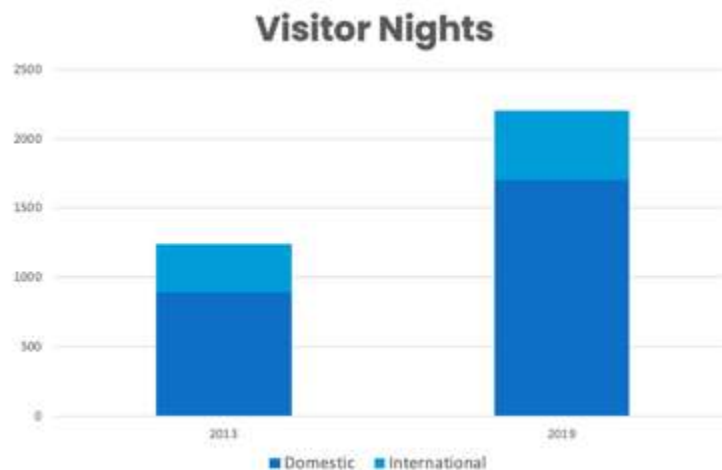
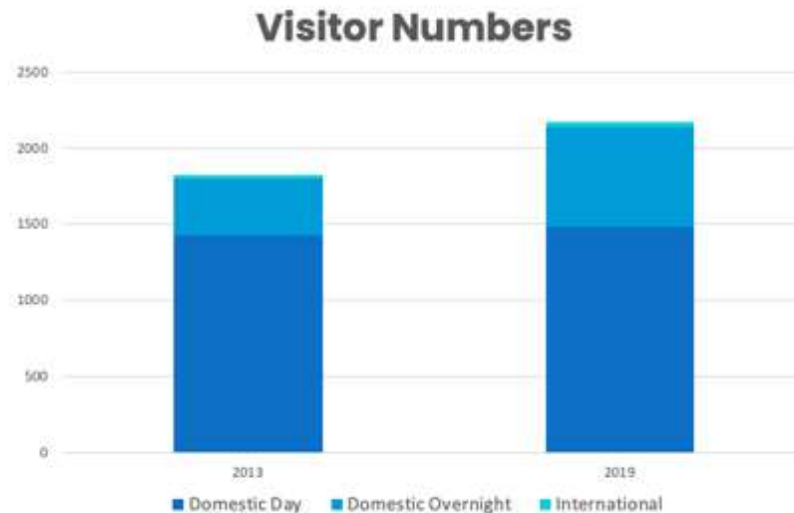
**Table 1: Visitor Statistics**

2010-2013 Results	2030 Target	2019 Results
430,000 Overnight Visitors per annum	599,000 Overnight Visitors per annum	648,000 Overnight Visitors Exceeded 2030 target by 8%
1,592,000 Visitor Nights per annum	2,078,000 Visitor Nights per annum	2,203,000 Visitor Nights Exceeded 2030 target by 6%
1,307,000 daytrips per annum	1,686,000, day trips per annum	1,484,000 Day Trips Grown by 13.5% since 2013 202,000 short of 2030 targets
\$177,000,000 overnight visitor expenditure	\$231,481,000 overnight visitor expenditure per annum	\$224,000,000 per annum overnight visitor expenditure

2010-2013 Results	2030 Target	2019 Results
		Increased by 26.5% since 2013 \$7,481,000 short of 2030 target
\$150,000,000 day trip expenditure	\$193,867,000 day trip expenditure per annum	\$181,000,000 day trip expenditure Increased by 21% since 2013 \$12,867,000 short of 2030 target
\$327,000,000 total visitor expenditure per annum	\$425,348,000 total visitor expenditure across the region per annum	\$405,000,000 visitor expenditure across the region Increased by 24% since 2013 \$20,348,000 short of 2030 target

**Note:** The source of this data is [Tourism Research Australia \(TRA\)](#) and for many of the locations within the partnership availability of data is limited. The figures above accounts for all seven LGAs but for many of the locations the sample size is too small to be accurate.





Data Source: Tourism Research Australia

## Market Analysis

[Tourism Research Australia \(TRA\)](#) provides tourism data based on the National and International Visitor Surveys (NVS and IVS). From this data they publish information about the value of tourism at national, state, regional and selected local levels.

### Australia

The latest NVS data is published quarterly. The latest figures are for January 2022 and show significant declines in **domestic visitor figures**.

For the year ending January 2022:

- Results are mixed across the states and territories
- Domestic overnight spend was \$8.5 billion down 9% on January 2020
- Domestic nights spent on trip were 47.2 million down 8% on January 2020.
- There were strong results in:
  - Northern Territory – up 49% or \$40million
  - New South Wales – up 10% or \$245 million. This is likely due to January 2022 bushfires impact on travel in 2020.
- Spend results for all other states and territories were down on January 2020
- Strong results continued for intrastate and regional travel. There were also some improvements in interstate travel.
- Early data shows domestic overnight trip rates for February and March 2022 were similar to February and March 2021.

The COVID -19 Pandemic continues to impact Australia's domestic travel market overall with results still down on pre-pandemic levels.

The **international market** is obviously significantly impacted by COVID-19 border closures. Figures have not been updated beyond June 2021 as the visitor figures remain too low. The key results for the year ending June 2021 include:

- International visitor numbers fell by 98.4% to 138,438
- International visitor spend was down 97.1% to \$1.3 billion
- Visitor nights were down 96.5% to 9.6 million

Australia's **top five markets** saw the greatest losses.

- **Chinese** visitor numbers fell 99.8%. This was a loss of 1.3 million visitors. Spend fell 99.4% or \$11.8 billion.
- **New Zealand** visitor numbers fell 93.9%. This was a loss of 1.2 million visitors. Spend fell 86.8% or \$2.2 billion. New Zealand saw the smallest losses of all markets. This was due to a trans-Tasman bubble opening between the two countries during the June quarter 2021. This was subsequently closed as the second COVID-19 wave hit in late 2021.
- The **United States of America** visitor numbers fell 98.8%. This was a loss of 755,000 visitors. Spend fell 96.3% or \$3.8 billion.
- **United Kingdom** visitor numbers fell 98.9%. This was a loss of 666,000 visitors. Spend fell 96.5% or \$3.3 billion.
- **Japanese** visitor numbers fell 99.7%. This was a loss of 444,000 visitors. Spend fell 99.3% or \$2.0 billion.

Total international and domestic **tourism losses** since the start of the pandemic (March 2020) reached \$101.7 billion.

International tourism saw losses of \$51.3 billion overall for March 2020 to June 2021. This was due to international border closures caused by the COVID-19 pandemic.

Over the same period, there were further losses of:

- \$38.3 billion from domestic overnight travel
- \$12.1 billion from domestic day travel.

### Western Australia

The latest State Tourism Satellite Account information for 2019-20 provides information for the six good months (July- December 2019) and six months impacted by bushfires and COVID shutdowns (January – June 2020).

- Tourism **employed** 94,800 across a range of sub sectors. Of these 65,800 are direct and 29,000 are indirect. This accounts for 7% of WA's total, employment. During this period there was a drop of 6% employment in the sector.
- The value of the tourism industry was \$9.5 billion by **Gross Value Added** (GVA) a drop of 13.8% on 2018-19 and contributes 3.1% to WA's total GVA.
- Tourism contributes the equivalent of \$10.5 billion by **Gross State Product** (GSP), accounting for 3.3% of WA's total GSP.
- Almost half (45%) of WA's direct tourism GVA was contributed by intrastate overnight travel (\$2.245 billion), while international visitors accounted for almost 25% ((1.137 billion) and interstate visitors contributed 19% (\$923 million). Day visitors contributed 13% (\$670 million).

The latest domestic overnight tourism figures for the year ending December 2021 are detailed below:

- 9.8m visitors – 614.5k Interstate and 9.2m intrastate 13.5k international
- 48.4m nights – 7.8m interstate, 39.7m intrastate, 887.9k night International
- \$10.4bn spend overall \$8.3b overnight visitors and \$2.021b daytrips
- Overnight visitors spend - \$1,051m Interstate, \$7,216m intrastate, \$66m International
- Daytrips 18.7m
- International Visitors: Length of stay 29.3 nights YE December 2020 and 65.6 nights YE December 2021; Spend per trip \$2,507 (2020) and \$4865 (2021); Spend per night \$86 (2020) and \$74 (2021)
- Interstate Visitors: Length of stay 10.1 nights YE December 2020 and 12.7 nights YE December 2021; Spend per trip \$1,522 (2020) and \$1,711 (2021); Spend per night \$151 (2020) and \$135 (2021).
- Intrastate Visitors: Length of stay 4.2 (2020) and 4.3 (2021); Spend per trip \$644 (2020) and \$784 (2021); Spend per night \$153 (2020) and \$182 (2021)

The figures show a significant decline in international visitation but a significant increase in length of stay and spend. For interstate visitors there has been a growth in all metrics except spend per night from 2020 to 2021 but a significant decline over a 3-year period. Intrastate travel has remained relatively steady over the three years.

### **Australia's South West**

The ASW regional tourism organisation (RTO) the south west corner of WA south of the Peel region. It includes Bunbury Geographe, Southern Forests and Valleys, Great Southern and Margaret River Region.

Figures published by TRA show that the region has been heavily impacted by COVID-19. Figures for 2019 show that it was shaping up to be a bumper year for the region. In the year to June 2019 the region attracted around 7.5 million visitors:

- 193,000 International – (down 1% on 2018)
- 3,076,000 Domestic Overnight Visitors – up 9% on 2018
- 4,282,000 Domestic Day Visitors – up 12% on 2018.
- International visitors accounted for 2,088,000 nights in the region – up 11% on 2018
- Domestic overnight visitors accounted for 9,815,000 nights – up 8% on 2018.
- International spend was \$156 million – up 1% on 2018
- Domestic Overnight spend was \$1,643 million – up 14% on 2018
- Domestic Day visitor spend was \$587 million – up 24% on 2018.
- The region employed 13,160 people which was up 17.2% and accounted for 12% of the region's workforce. Part time workers accounted for 27% of the tourism workforce.
- The region's gross value added for the region was \$918 million which was up 24.5% and accounting for 6% of the region's economy with recreational activities being the largest contributing sector (21%).
- There were 2,708 businesses in the region up 0.9% with 62% of tourism related businesses in the region employing staff.

- 62% of overnight visitors are

The impacts of COVID-19 saw a 9% fall in visitor spend, 6% decline in employment, a 20% decline in domestic inbound flights and an 8 % decline in occupancy.

(Source: file:///C:/Users/Jo/Downloads/WA%20Australias%20South%20West%20(1).pdf)

### **Bunbury Geographe**

The following information has been collated from the [TRA Local Government Area data](#). It is an aggregate of all seven LGAs and gives a high-level understanding of the broad make-up of the market as of 2019. (Note that the figures have not been adjusted following the withdrawal of Boyup Brook as the figures for that Shire are very limited).

#### **Total Visitation**

By far the largest group of visitors to the region are day visitors accounting for 69% of the total visitation. The region is relatively close to Perth and Peel where the bulk of WA's population resides. Bunbury is also a service centre for people that live in regional and rural locations across the south west.

#### **Overnight Visitation**

The domestic intrastate market is the largest overnight market, accounting for 71% of visitor nights. International visitors account for 23% of visitor nights and interstate around 5%.

#### **Spend Per Trip**

Although the international market is relatively small, it has the highest spend accounting for three times more than domestic overnight visitors and nearly eleven times more than day trip visitors.

#### **Reason for Travel**

Holiday and visiting friends and relatives (VFR) are the dominant reasons for travel for both domestic and international visitors. It is important therefore



that experiences are promoted to local residents to ensure they are included in planned trips with friends and relatives.

### Travel Party

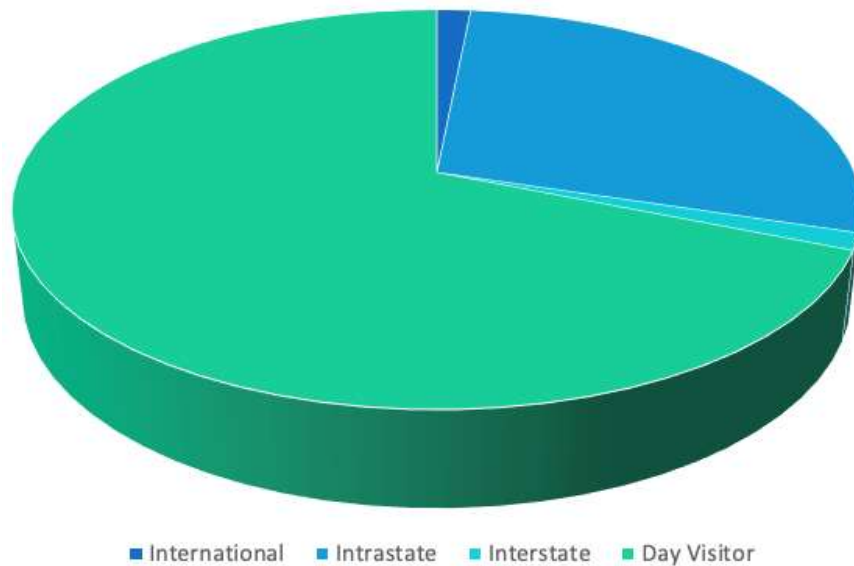
For both the domestic and international markets people travelling alone and in couples account for most visitors. Travelling in family groups and with friends and relatives also represent significant groups and important targets for promotion.

### Age Profile

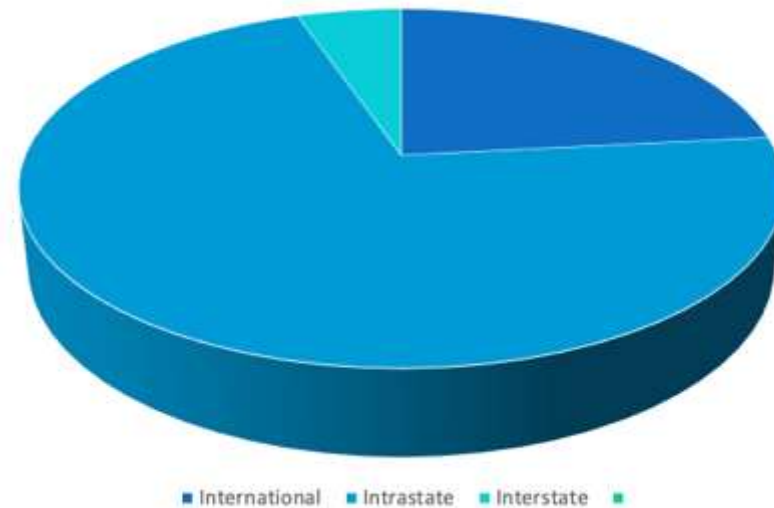
68% of international visitors are under 55, with 40% of those being aged between 15 and 34. The 55+ age bracket represents 39% of the domestic market and 32% of the international market.

The Data Source for the following charts is [Tourism Research Australia](#).

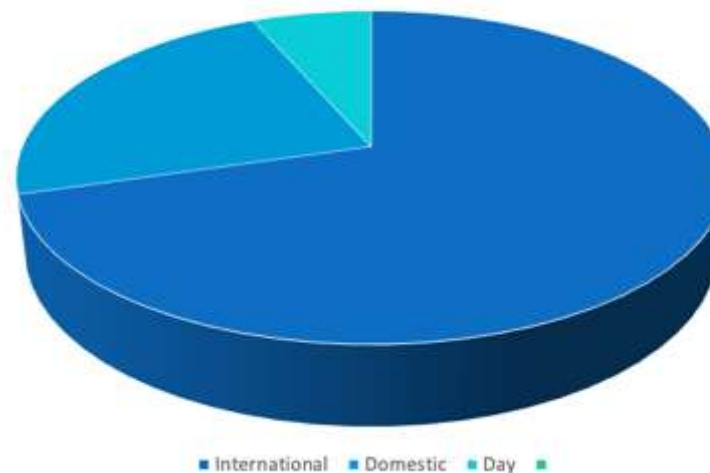
## Total Visitors



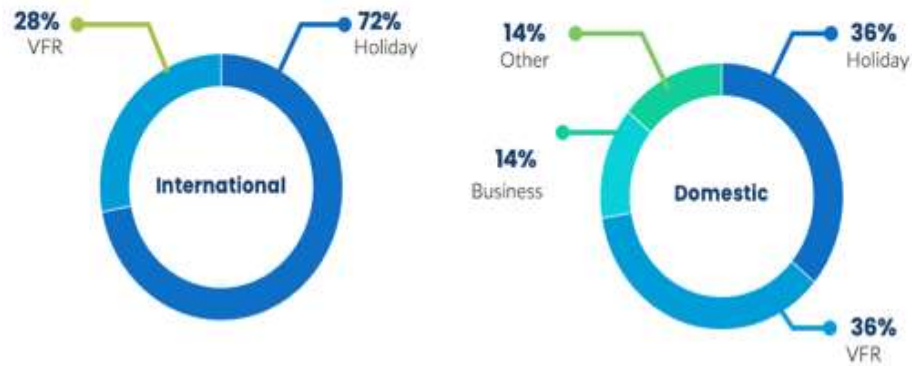
## Visitor Nights



## Spend Per Trip



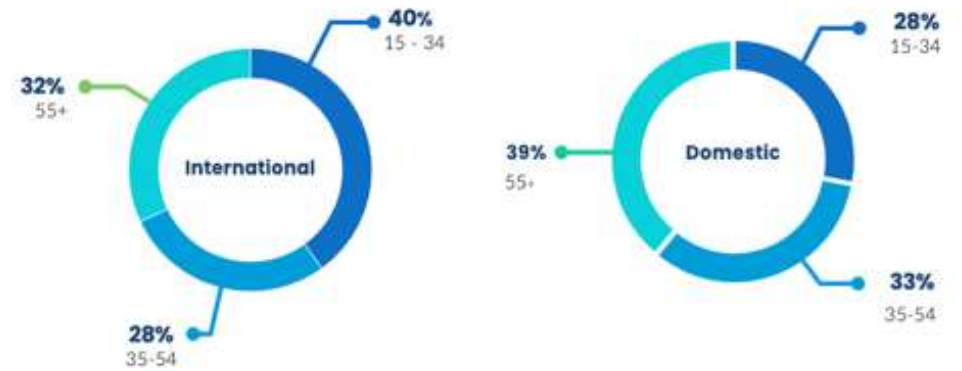
## Reason for Travel



## Travel Party



## Age



## Situation Analysis

### COVID-19 Impacts

#### Border Closures

The tourism industry worldwide is reeling from the effects of the COVID-19 pandemic. This has decimated international tourism and continues to impact the global economy.

The roll out of vaccines has led to an easing of restrictions for some countries, Australia was not one of them until 2022. Despite having coped well with the initial outbreak the Delta variant hit the east coast hard and effectively cut off the country's main generating markets.

Western Australia had a consistent but hard-line approach to the disease and implemented hard border closures to states that are grappling with the infection. Borders opened to the other states and territories while they had infections under control, but this situation changed rapidly as infections rose. Since March 2022 WA has been gradually opening borders and reducing restrictions. However increasing COVID infections and staff quarantining, and isolating has led to significant ongoing disruption to service delivery.

#### Flight Availability

The resumption of regular flights was delayed until February 2022. This has had a significant impact on visitation over the normally busy holidays periods.

International flights have started to return, and the regions are starting to see the return of traditional international tourism markets from Singapore, UK, and New Zealand.

After numerous attempts flights have started between Melbourne and Busselton Margaret River Airport. An opportunity now exists to encourage visitors to explore north as well as south of the airport. This is an excellent promotional opportunity at the airport and during pre-travel consideration.

### Travel Hesitancy

The ongoing closure of borders and regular outbreaks of COVID-19 have led to a high level of hesitancy to book and undertaken travel. Concerns over the need to cancel at the last minute and the threat of mandatory hotel quarantine has led people to either not book or to leave booking to the last minute. This is having significant impacts on businesses needing to refund fees and struggling to be able to manage staff and visitor numbers effectively. Many businesses are dealing with ongoing cashflow issues, and the ongoing closures could lead to many businesses closing before travel returns to something resembling normal.

### Staff Availability

The tourism industry is heavily reliant on international visitors for their workforce. This includes backpackers and international workers coming to Australia seasonally. Border closures and the effective halting of international travel has had a huge effect on the availability of tourism and hospitality workers leading to a reduction in service levels and in some cases closures during the busiest visitation times. In addition, the unstable and casual nature of hospitality and tourism work has meant that many people have left the industry during the last two years and found better paying roles in other industries.

### Key Trends

Into the future the tourism sector will be impacted by several other trends separate from the impacts of COVID-19.

### Climate Change

Issues surrounding Climate Change will have far reaching impacts. In early 2020 the east coast of Australia experienced devastating bush fires that raged for many weeks. Their impact was reported around the world and led to a nationwide decline in visitor numbers, even in locations that were not impacted by fire. Bush fires are likely to be an ongoing hazard that many tourism destinations will have to manage.



Flooding, drought, and extreme weather events are also significant issues linked to climate change that will affect the natural environment. The first six months of 2022 have seen significant flooding in Queensland and New South Wales. In addition to their impact on infrastructure they also impact livelihoods and the attractiveness of natural destinations.

### **Climate Action**

There is also a growing awareness, acceptance and understanding of the impacts of climate change and there will be more direct action by consumers when choosing their holiday destinations into the future. This puts Australia at a disadvantage for several reasons including the reluctance of the Federal Government to commit to carbon reduction targets. Australia is also a high impact destination for many of its core markets as international long-haul travel is required to get here. Peer pressure will grow to travel responsibly, and it will be important to identify ways of mitigating impacts to continue to attract international visitors. Being able to show how a destination is addressing climate change will become an important selling proposition.

### **Safety First**

Safety has always been the key driver of destination choice, but this will become even more important in a post COVID environment. People will seek destinations that have managed COVID well and that demonstrate ongoing management of the disease through apps, cleaning, and distancing. Destinations that have a clear COVID Safety Plan will be destinations of choice. This will continue to be the case as destinations open up, but new variants continue to evolve.

### **Domestic Tourism Focus**

An immediate trend has been the almost complete reliance on domestic intrastate and interstate markets. WA has always had a reliance on the intrastate market with the interstate and international visitors providing the ability to spread demand across the week and outside the traditional school holiday periods. One of the impacts of complete reliance on the intrastate

market is the concentration of visitation on the weekends and school holiday periods.

An opportunity presented by the focus on domestic tourism has been the increased participation of Tourism Australia and Tourism WA in the domestic tourism marketing space. A series of campaigns have been launched in recent months to encourage people to explore their own state or country. This provides a greater ability to leverage marketing activities. The current Tourism WA, Wander Out Yonder campaign aims to encourage interstate visitors to explore WA.

### **Hometown Fatigue**

Since international borders started re-opening there has been a strong focus on the domestic market, both interstate and intrastate. The hard closing of borders, squabbling state governments and a general fatigue from the population and a growing desire to travel outside Australia. Once borders reopen domestic destinations will become less attractive and will have to fight even harder for market share.

### **Focus on Nature**

In addition to issues surrounding climate change and sustainability there will be a move towards people seeking natural experiences. This is already a strength for WA, but COVID has increased the demand for these kinds of experiences. The growth in trail use and outdoor activities is evidence of this move and the need to ensure the safety of people not used to being in the bush will continue to be important. Bunbury Geographe is well serviced by exceptional natural locations, phenomena and activities so is well placed to take advantage of this trend.

### **Growth in Collaboration**

Limited promotional budgets and regional synergies are encouraging many destinations to see the importance of working together to secure future markets. Pre-COVID many of the world's most popular tourism destinations were experiencing overcrowding and tourism fatigue. The pandemic has

created a welcome hiatus for some destinations and the ability to approach tourism in a new way. Some destinations are aspiring to create tourism destinations that benefit both the residents and the visitors.

### **Mental Health**

The past 18 months have been tough for everyone. The industry is reeling from loss of business, snap lockdowns, workforce issues and cashflow difficulties. Consumers are stressed from travel uncertainty, multiple lockdowns, and the constant threat of COVID. They are seeking an escape from the everyday and the ability to explore, travel, connect with family and friends and enjoy a little light-hearted fun to help them put aside the problems of the world. Travel and holidays will be a vital part of the healing process.

## SWOT Analysis

### Strengths

- LGA commitment through a Memorandum of Understanding.
- Willingness to work together in the partnership and collaborate to leverage resources and influence.
- Strong partnership with ASW and the ability to collaborate on major campaigns.
- Visitor Information Centre network across the region with knowledgeable and engaged staff and volunteers.
- Newly developed products across the region.
- Infrastructure development and promotional focus on high quality adventure trails and activities.
- Wellington Dam mural has created a destination for the region.
- Bunbury Regional Art Gallery and Collie Art Gallery provide high quality art and cultural experiences.
- Bunbury and Collie Street Art Trails provide important cultural experiences.
- Growing regional focus on tourism and infrastructure investment across the region.
- A website is in place with content from across the region.
- Found Magazine provides a high-quality promotional tool for the region.
- Branding has been developed and rolled out across the region.

### Weaknesses

- Potential for mixed messages with multiple campaigns for locations across the region.
- Many players, many agendas.
- Access to workers and limitations on the delivery of quality service.
- Limited market ready product. Most of the nature-based product is provided free of charge making it difficult for visitors to discover and then book experiences.

- Website needs to be upgraded/updated.
- The region does not have a strong reputation as a tourism destination.

### Opportunities

- Tourism Australia and Tourism WA promoting domestic travel through dedicated campaigns.
- Joint campaigns across the region and leveraging ASW and Tourism WA.
- Adventure tourism product development and promotion.
- Off the Beaten Track destination, providing connections with nature.
- Collaborative promotional campaigns.
- Product Development across the region.
- 2032 Olympics – potential for Bunbury Geographe to be promoted as a team base.
- Electric car charging stations through the region promoting sustainable tourism experiences.

### Threats

- Bunbury Outer Ring Road (BORR) – people will be able to bypass much of the region.
- International Borders Opening – potential for COVID infections and lockdowns.
- COVID – 19 – border closures and quarantine requirements leading to reluctance to travel
- Business Sustainability in the face of difficult business conditions.
- Airline Sustainability due to border closures and uncertainty.
- International travel appetite – once the borders reopen many people will be keen to travel overseas.
- Inability to demonstrate a sufficient Return on Investment (ROI) to ensure the ongoing commitment of the partners

## Where do we want to go?

A review of the strategy was undertaken in 2020 updating the vision, purpose and goals and setting some stretch targets. The outcome of this review is outlined below.

### “Big Hairy Audacious’ Goal

*By continuing to work in partnership, Bunbury Geographe is a highly desirable destination with a diverse range of outstanding experiences that attract more visitors, and drive jobs and sustainable investment across the region.*

### Mission

The plan did not contain a stated mission, so the following is suggested.

*Our mission is to deliver strategic tourism leadership across the Bunbury Geographe region guiding the development of the visitor experience, building industry capacity and growing customer awareness of the region’s tourism experience offering.*

### Vision

*Bunbury Geographe is recognised as a highly desirable visitor destination and our visitor economy contributes to Bunbury Geographe’s sustainable future.*

### Purpose

*We exist to grow the visitor economy through leadership, promotion, and development. With our partners, we will build Bunbury Geographe’s image, drive visitation, and boost the economy*

### Core Values

- **Inspire:** Enhance the reputation of Bunbury Geographe as a visitor destination and develop an emotional connection with our audiences.

- **Inform:** Build awareness for the Bunbury Geographe’s offering.
- **Activate:** Increase product development and visitation to Bunbury Geographe.
- **Unite:** Expand the growing sense of unity within the Bunbury Geographe tourism sector.

### Focus Areas

1. **Leadership:** Provide leadership and coordination to the tourism industry creating a united and compelling voice.
2. **Industry Development:** Empower the tourism industry and help to build capacity and capability
3. **Product Development:** Support product and infrastructure development and investment.
4. **Destination Positioning:** Increase awareness, raise the appeal, and generate demand for the destination.

### Objectives

Given the impacts of COVID 19 it is **recommended** that the previous 2030 targets be maintained as there will be a period of restoration following the opening of borders and a predicted increase in demand for Australian travellers to seek international or interstate destinations. It is also going to take time before accurate figures can be provided by Tourism Research Australia. These targets should be reviewed in 2024 prior to the end of the current funding agreement.

- 599,000 overnight visitors and 2,078,000 visitor nights per annum by 2030.
- 1,686,000 daytrips per annum by 2030.
- \$231,481,000 per annum overnight visitor expenditure and \$193,867,000 per annum day trip expenditure by 2030
- \$425,348,000 per annum visitor expenditure across the region by 2030



- Sustainable medium-term growth in visitation of 1.9% per annum (annual average).
- Ongoing financial and in-kind support for the partnership.

In addition, it is suggested that goals for the life of this Strategic Plan (2022 – 2024) be focused on activity and where possible visitor figures be collected as the industry returns to a more normal pattern

Suggested measures are:

- Marketing Activity: Direct, Cooperative and Leveraged
- Social Media Engagement
- Industry Engagement and Connection
- Increased Market Ready Products and Experiences

## Target Audiences

The original strategy identifies the following markets:

### Primary

- Millennials, Young Couples and Young Families within Perth and the South West.
- Bunbury Geographe locals (so they can share tell our story) to the VFR market.
- Experience pillar markets:
  - **Arts & Culture:** Culture Vultures, 60% aged 50 years plus who are predominantly females.
  - **Adventure & Nature:** Mountain bike (MTB) riders: 88% males, 26-50 years. 50% 35-50 years. Off The Beaten Track: predominantly split between Millennials and Baby Boomers.
  - **Eat & Drink:** Predominantly Millennial market.
  - **Events** (focused on the above pillars)

### Secondary

- Interstate via Australia's South West (ASW) and Tourism WA, following their domestic market segments, including Escape & Connect, Bright Lights (Bunbury only) and Off The Beaten Track.
- International: Experience Seekers.
- Geographical: through ASW target interstate and international markets, including Sydney, Melbourne, New Zealand, Indonesia, Singapore, Malaysia, Japan, China and Hong Kong, UK, Germany, Switzerland, and USA. Plus, the region's sister cities.

While these markets are broadly correct some refinement has been made to them to make them more easily targeted within the time and resource constraints.

Bunbury Geographe has three audiences that it must connect with:

- **Internal** – Partner LGAs and ASW– require measurable results from their investment
- **External** –Tourism Industry Partners – this includes the visitor centre network, tourism associations and groups and tourism businesses providing the experiences throughout the region. This group also includes government agencies such as the South West Development Commission (SWDC), Department of Biodiversity, Conservation and Attractions (DBCA), Department of Local Government, Sport and Culture (DGLSC), Tourism WA and Tourism Australia all of whom provide opportunities for collaboration.
- **Consumer** – Customer segments that will guide marketing and promotional activities and future product and infrastructure development.

See [Appendix One](#) for more detail on each of these market segments.

Four broad customer segments have been identified in line with the activity pillars. These can be further subdivided to cater for specific needs and wants.

- Adventure

- Adrenaline Seekers
- Adventurers
- Nature Lovers
  - Active Families
  - Explorers
- Food and Wine Lovers
- Culture Seekers

**Note:**

Events was featured in the original audience profile. This is not a specific market but an activity that all markets may be interested in. For this reason, it has been removed as a specific audience but has been included in



the value proposition for each of the consumer markets.

Each of these segments has been described more fully below. The reality of market segments is that they overlap and apart from the ones that are purely niche, people will move fluidly from one segment to another. The markets include intrastate, interstate, and international visitors and local community members.

A fuller analysis of each customer segment is outlined below at [Appendix One](#).

### Value Propositions

A review has been undertaken of the three core markets: internal, external and consumer. The value proposition of each has then been developed to identify challenges and opportunities which have been used to develop the strategies and action plan.

The key driver for the strategy is keeping it as simple and achievable as possible to ensure the most efficient use of limited resources and to maximise the outcomes in the limited time available and within the current environmental constraints.

[Appendix One](#) details the market characteristics and value propositions for each of the core markets.

### Internal: Partners Value Proposition

The Bunbury Geographe Tourism Partnership (BGTP) represents a group of Local Government Authorities (LGAs) and Australia's South West (ASW). This group of LGAs have all committed funding and resources to the development and promotion of tourism across the region. While each partner has its own priorities, they have seen an opportunity to come together to pursue a collaborative approach to product and industry development and marketing.

BGTP represents an important opportunity to leverage funding and resources across the region to develop the tourism industry, build awareness of the region and amplify promotional messaging. BGTP is the sum of the partners, businesses, services and experiences found across the region. BGTP provides a central organisation that can undertake marketing and promotional activities, assist in the development of industry capacity and capability and act as secretariat for the group of LGAs.

BGTP provides an important opportunity for this group of emerging visitor destinations to:

- Set a strong strategic direction and coordinate the delivery of the strategic plan.
- Strategy coordination.
- Secretariat for the partnership committees and meetings.
- Liaison and single point of contact for partners.
- Coordination of marketing efforts.
- Brand development and delivery.
- Website development and management.
- Regular reporting on key performance indicators.
- Assistance with sourcing additional project resources.

### Priorities

1. Sustainability of the industry and of the partnership
2. Regional Investment into infrastructure and capacity building

3. Regional exit strategy post COVID – to ensure that the region is ready to greet visitors and the industry has COVID safe protocols and plans in place.
4. Forrest Highway/Ring Road disruptions caused by the development of BORR will impact visitation. Identify ways of benefitting from the opportunities presented and minimising the negative impacts.
5. Increase Net Promoter Scores (NPS) – create civic pride through tourism.

### Opportunities

- Leveraging partners' activities (marketing, promotion, infrastructure and product development).
- Cross regional support of the Bunbury Geographe branding.
- Agreed cross regional messaging – message amplification.
- Create visible and effective experience resources across the region.

### Challenges

- Breakdown or lack of commitment to the partnership.
- Loss of Council support for funding to be put into the partnership.
- Failure to communicate the mutual benefits of the partnership.
- The development of competing sub-brands diluting messages.

## External Value Propositions

BGTP provides a range of products and services for its key internal and external stakeholders. The key resource servicing the group is the Tourism Manager providing a focus on industry development and marketing and promotional activities. There are also additional resources available and managed through Australia's South West (ASW) to assist in the delivery of key projects and the sourcing of additional resources.

### External: Industry

- Central point of contact for coordinating marketing messages, resources, and efforts.
- Website development and management.
- Marketing and promotional activities including social media, content development, coordination of famils, attendance at key trade events.
- Industry liaison and capacity building: linkage to development and funding programs at local, state and federal levels.
- Conduit for the industry to leverage marketing efforts of ASW, Tourism WA and Tourism Australia
- Development of promotional resources: images, content etc.
- Development and distribution of FOUND Magazine and other collateral.
- Coordination of industry liaison and networking opportunities.

### Priorities

1. Agreed key messages – to ensure that consumers are getting the same messages regardless of where they are travelling to or where they find their information.
2. Identify support mechanisms to assist with business fatigue due to stresses such as COVID, staff shortages, cashflow issues and the need to keep delivering services.
3. Build small business staffing capacity – Advise and assist in identifying workforce development programs to increase the

availability of workers and the ability to service customers during the busy weekend and school holiday periods.

4. Understanding the region as a whole – cross regional famils and product knowledge to ensure that all the players understand what is available and can refer visitors on.

### Opportunities

- Joint and collaborative marketing activities.
- Work together to develop strong core messages across the region.
- Building a referral culture where all VCs and businesses refer visitors on.
- Strong adoption of the regional branding.
- A holistic approach to regional product development – creating experiences and activities that cross the region.
- Leveraging regional infrastructure development to create new business opportunities.
- Develop targeted capacity building programs to build a strong regional tourism offer.
- Create regular networking opportunities to provide support across the industry.

### Challenges

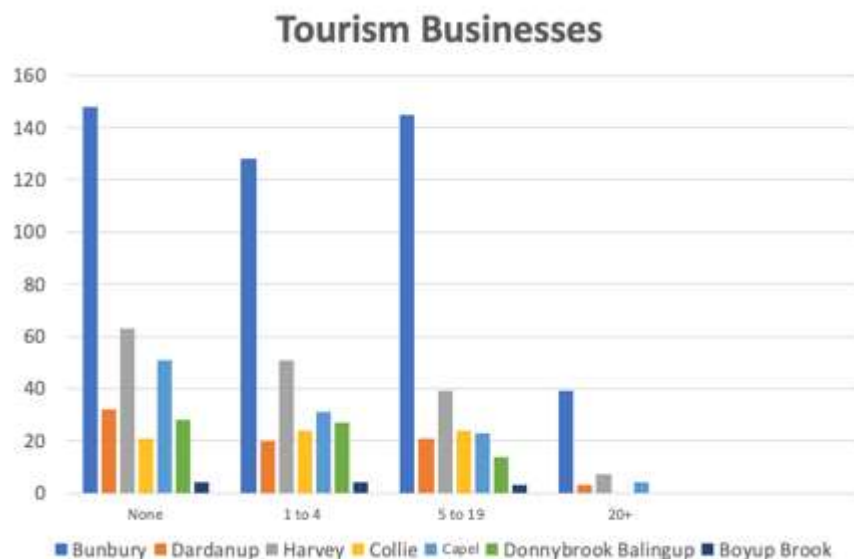
- Potential for a competition culture where VCs and businesses don't refer visitors across the region.
- Overselling the experience when industry capacity cannot deliver on the promise.
- Failure to meaningfully engage the industry and tourism networks.
- Resource limitations and competing priorities.



## Consumer Profiles & Value Propositions

Tourism Research Australia (TRA) provides information on the number and nature of businesses by local government area. Whilst this information is open to interpretation and may not be 100% accurate due to small sample sizes it gives a broad understanding of the spread of businesses across the region.

The sector reflects the broad characteristics of tourism businesses everywhere, being made up predominantly of small solo operators or micro businesses. The largest number of enterprises at all levels is in Bunbury. Boyup Brook has the smallest number of tourism businesses all employing under 20 people.

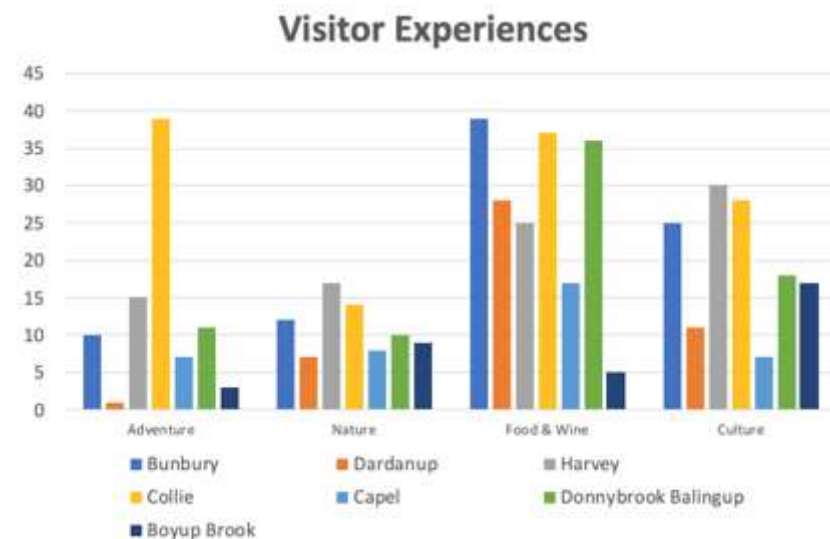


In terms of experiences the region is well serviced but many of the experiences and infrastructure could be accurately described as being local

amenity rather than market ready tourism products. Definitions of what is meant by market and international ready can be found at [Appendix Three](#)

A high-level inventory was undertaken to get an understanding of the distribution of the experiences according to the core markets and experience pillars. A more detailed inventory could be undertaken on an LGA basis, but it will be important to ensure agreement on definitions of each category. In the current analysis there are several experiences that have been identified as “adventure”, but which may in fact be “nature” experiences.

The highest concentration of Adventure activities is in Collie which has recently had a significant investment into the development of adventure trails and infrastructure. Food and wine and culture are well represented across the region although it should be noted that this volume of businesses would be reduced significantly if it was narrowed to tourism ready businesses.



The region has several experiences that already enjoy a level of market awareness.

- The Dolphin Discovery Centre and Koombana Bay dolphin experiences -Paid
- Bibbulmun Track - Free
- Munda Biddi Trail - Free
- Wambenger Adventure Trails in Collie - Free
- Wellington Dam Mural - Free
- Wellington National Park - Free
- Geographe Wine Region
- Ferguson Valley scenery, wineries, restaurants, and breweries - Paid
- Apple Fun Park - Free
- Bunbury Regional Art Gallery - Free
- Collie Art Gallery - Free
- Bunbury and Collie Street Art Trails - Free
- HaVe Cheese - Paid

Some of key natural experiences have associated tourism businesses enabling visitors to plan and book them. However, the availability of market ready, bookable product is a key area of challenge across the region's visitor experiences. One of the other challenges is a lack of awareness of the experiences on offer and the region as a visitor destination. Many of the experiences straddle more than one LGA boundary so the focus for marketing should be on experiences rather than destinations alone.

### **Priorities**

1. Agreed key messages – to ensure that the customers are getting the same messages regardless of where they are travelling or where they find their information.
2. Aboriginal/cultural experiences and products are limited. Work with the community, existing businesses, the WA Indigenous Tour

Operators Council WAITOC) and Tourism WA to develop more product.

3. Wayfinding should be linked across the region
4. Reputation management – expectation management – ensuring that the promotional promises can be met by the experience reality.
5. Capacity challenges – Identify ways of developing more market ready businesses to grow market demand.

### **Opportunities**

- Product development to meet the needs of different markets.
- Mentoring and business development assistance to help businesses leverage the regional partnership opportunities (marketing/product development).
- Leverage marketing campaigns from Australia's South West and Tourism WA.
- Targeted promotion of new infrastructure and experiences.
- Cross regional promotion.
- Cross regional product development.
- Encourage event development and promotion linked to regional infrastructure, creating urgency and time sensitive visitation.
- Engage influencers and ambassadors to promote experiences such as adventure trails.
- Cross regional branding and promotion. Linked and up to date websites.
- Ensure the destination pages on the visitbunburygeographe website are up to date and linked to the destinations' promotional sites.
- Targeted social media campaigns.
- Leveraging and promoting regional events.
- Creating packages incorporating products and experiences across the region.

- Using packaging and bundling to encourage visitors to disperse across the region.

### **Challenges**

- Lack of knowledge about products and services on offer.
- Overpromising and underdelivering.
- Lack of bookable product.
- Lack of products and services linked to tourism infrastructure (accommodation etc).
- Lack of information, old information and out of date websites.
- Competing needs of different markets and potential for conflict – families vs adrenaline seekers.
- Bypass and roadworks leading to visitors taking alternative routes south or seeking alternative destinations.
- Business capability to take advantage of tourism opportunities (tour operations, cooperative marketing etc.).
- Outflow of Western Australians once the border re-open reducing the potential market for the region.

## How will we get there?

### Governance Model

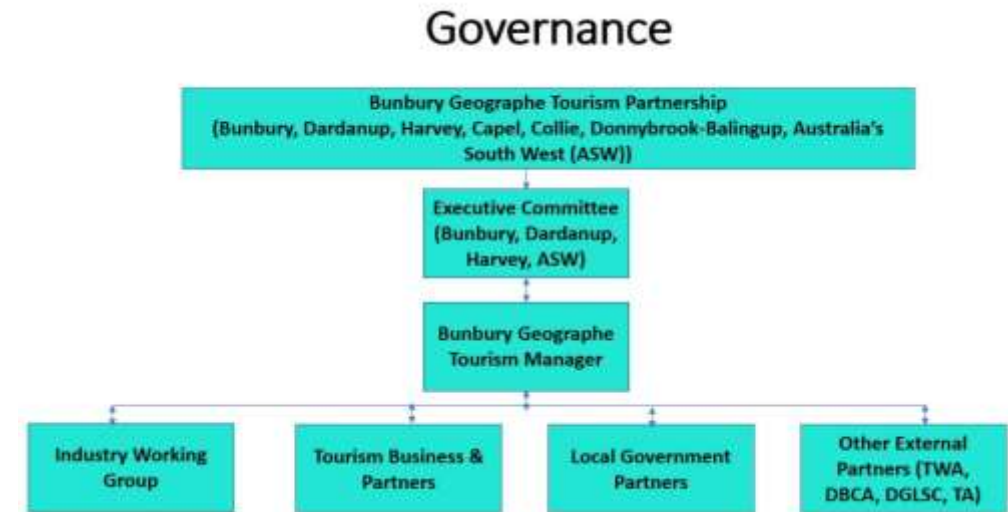
The BGTP is now made up of the six LGAs and ASW with each organisation being represented by its Chief Executive Officer. Each of the partners has a responsibility to have input to the strategic goals, resourcing and ensuring that activities and strategies within their jurisdiction contribute to achieving key performance indicators. This group will also identify the reporting requirements for the program. The group will meet annually to review performance and adjust and recommit to strategic directions.

In order to ensure that the partnership is agile and flexible, the group will appoint an executive committee to assist with regular decision making and course corrections between annual planning sessions. It is recommended that this group meets three or four times a year. This group will assist with decision making between strategic planning sessions and assist in addressing any issues or challenges in a timely manner.

The Tourism Manager, employed through ASW, will provide a secretariat service to the partnership and executive committee as well as delivering the strategic priorities of marketing and industry and product development. The Tourism Manager will focus on marketing and industry liaison and additional resources will be sourced to deliver additional projects and priorities as they arise, in consultation with the Executive Committee. BGTP will be managed through Australia's South West via a service agreement and memorandum of understanding, providing management and in-kind support. This alignment with ASW will also facilitate greater leverage of regional and state-wide programs.

The Tourism Manager will work with a working group made up of the industry and the regional tourism network of VCs and Associations to deliver marketing, industry, and product development opportunities. This will include capability and capacity building programs, famils and access to trade events and campaign opportunities.

BGTP will also undertake a range of marketing and promotional activities directed at the agreed core markets including social media, campaigns, collateral development, and distribution.





## Strategic Priorities

Four focus areas have been identified, around which strategies and actions have been developed. These focus areas broadly address the three core audiences: Internal, External and Consumer.

1. **Leadership:** Provide leadership and coordination to the tourism industry creating a united and compelling voice. (Internal)
2. **Industry Development:** Empower the tourism industry and help to build capacity and capability (External - Industry)
3. **Product Development:** Support product and infrastructure development, and investment. (External – Industry & Partners)
4. **Destination Positioning:** Increase awareness, raise the appeal, and generate demand for the destination. (Consumer)

A proposed 3-year action plan has been proposed below.

## What does success look like?

Success can be measured in many ways. The diagram below suggests measures that can be employed for each priority area in the absence of robust tourism research data. The key measures will be based around activity in the short term with visitation and visitor spend analysis being used as longer-term measures.

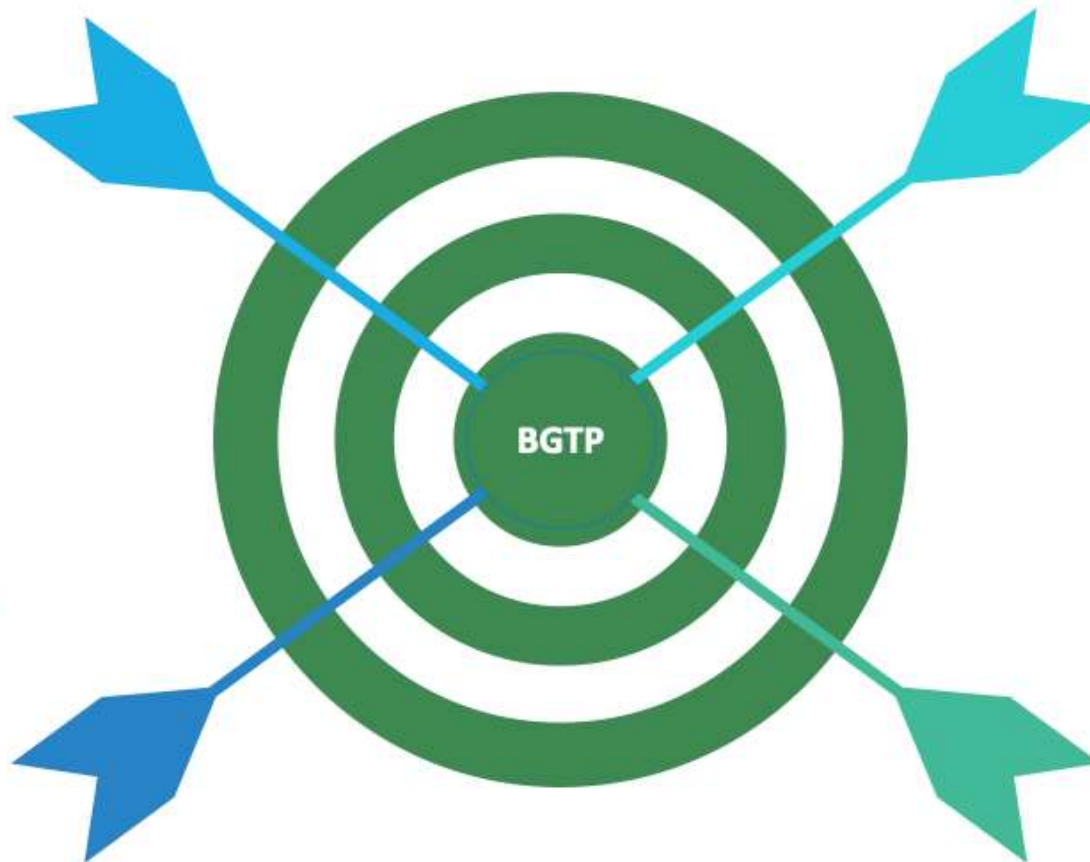
# Success Measures

## Leadership

- Long term sustainability of the partnership
- Council recognition of the value of tourism and ongoing resource allocations supporting marketing & product development activities.

## Destination Positioning

- Increased awareness of destination offerings (social media & website traffic)
- Increased overnight visitation
- Increased visitor spend.



## Industry Development

- Industry engagement in messaging, promotions and networking activities.
- Industry capability and capacity building
- Increased jobs

## Product Development

- Market Ready product development
- Adventure & Nature Product Development
- Aboriginal Product Development
- Event Development

### 3-Year Action Plan

Action	Details	Lead	Partners	KPI
<b>Leadership: Provide leadership and coordination to the tourism industry with a united and compelling voice</b>				
Shared Strategic Vision	<ul style="list-style-type: none"> <li>Annual meeting of all partners to review strategy and reset priorities.</li> <li>Executive Committee with delegated authority appointed to guide activities.</li> <li>Facilitate four meetings annually.</li> </ul>	Bunbury Geographe Tourism Partnership (BGTP) Partners	BGTP Tourism Manager, ASW	Long term sustainability of the partnership
Strategic Reporting	<ul style="list-style-type: none"> <li>Agree report formats and frequency.</li> <li>Identify key indicators important to Councils.</li> <li>Identify critical timing of reporting.</li> </ul>	BGTP	BGTP Tourism Manager	Council recognition of the value of tourism and ongoing resource allocation supporting marketing & product development activities
<b>Industry &amp; Product Development: Empower the tourism industry and help to build capacity and capability</b>				
Industry Collaboration	<ul style="list-style-type: none"> <li>Establish a reference group to meet annually to agree core messages and delivery</li> <li>Facilitate four networking opportunities annually</li> <li>Build industry knowledge of product and experience offerings across the region</li> <li>Provide marketing and promotional opportunities to the industry</li> <li>Establish relationships with industry partners whose</li> </ul>	BGTP Tourism Manager	BGTP, Tourism Businesses, VC Network, Associations, ASW, TWA, DBCA, DGLSC, Trails WA, Tourism Australia (TA)	<p>Industry engagement in messaging, promotions, and networking activities.</p> <p>Delivery of networking functions and activities</p> <p>Collaborative Marketing Opportunities</p> <p>Networks and relationships built</p>

Action	Details	Lead	Partners	KPI
	marketing efforts can be leveraged for mutual benefit			
Industry Training and mentoring	<ul style="list-style-type: none"> <li>Understand industry gaps and needs</li> <li>Develop bespoke training and mentoring programs to build industry capacity</li> <li>Access TCWA and other training programs</li> <li>Develop training and capacity building programs as required</li> </ul>	BGTP Tourism Manager	ASW, TCWA	Industry capability and capacity building
Workforce Planning & Development	<ul style="list-style-type: none"> <li>Understand the gaps and needs across the industry.</li> <li>Work with Tourism WA to access their workforce development programs</li> </ul>	BGTP Tourism Manager	ASW, SWDC, Tourism WA	Increased jobs
<b>Product Development: Drive product and infrastructure development, and investment</b>				
Product development & testing	<ul style="list-style-type: none"> <li>Work with businesses to identify those capable and interested in developing market ready product – food and wine, culture, tour products, accommodation</li> </ul>	Industry, BGTP Tourism Manager	BGTP Tourism Manager, ASW, SWDC, Small Business Development Commission (SBDC)	Market ready product development
Adventure & Nature Product Development	<ul style="list-style-type: none"> <li>Identify business development opportunities linked to infrastructure developments</li> <li>Facilitate product development and testing.</li> </ul>	BGTP Tourism Manager	BGTP Partners, Industry, DBCA, Tourism WA (2022 Budget Allocation)	Adventure & nature product development



Action	Details	Lead	Partners	KPI
Aboriginal Product Development	<ul style="list-style-type: none"> <li>Work with the industry, WAITOC and Tourism WA to identify opportunities for Aboriginal product development</li> </ul>	WAITOC	BGTP Tourism Manager, ASW, TWA, BGTP	Aboriginal product development
Event Development	<ul style="list-style-type: none"> <li>Identify gaps in event offering</li> <li>Identify funding and technical assistance with event development and delivery</li> <li>Provide guidance and assistance with grant funding applications.</li> </ul>	BGTP Tourism Manager	BGTP Partners, ASW, TWA, SWDC, Event Organisations, Local community	Event development
<b>Destination Positioning: Increase awareness, raise the appeal, and generate demand for the destination.</b>				
Marketing & Promotion	<ul style="list-style-type: none"> <li>Develop and deliver a Corporate Communications Plan</li> <li>Develop and deliver a BGTP Marketing Plan</li> <li>Identify partners and programs that can be leveraged</li> <li>Strategically manage social media platforms</li> <li>Update and manage visitbunburygeographie website.</li> <li>Develop a program of trade and consumer event attendance linked to core experiences</li> </ul>	BGTP Tourism Manager	BGTP Partners, Industry, ASW. Tourism WA, TA, VCs, DBCA, DGLSC, Trails WA, other industry partners	Marketing Collaborations Marketing Activity Increased awareness of destination offerings (social media & website traffic, bookings) Leveraged marketing spend Increased overnight visitation Increased visitors spend

Action	Details	Lead	Partners	KPI
	<p><b>Content Development</b></p> <ul style="list-style-type: none"> <li>• Develop inspirational content and still and moving imagery</li> <li>• Develop regular blog posts</li> <li>• Develop a Content Strategy</li> </ul> <p><b>Collaboration and Leveraging</b></p> <ul style="list-style-type: none"> <li>• Agree core messages and # for sharing on partner sites and social media</li> <li>• Ensure cross promotion and referrals across the region's VCs.</li> <li>• Ensure cross promotion on partner websites.</li> <li>• Encourage cross promotion &amp; referrals amongst businesses</li> <li>• Leverage promotional activities of partners.</li> </ul>			












# Internal Partners

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- LGA partners -CEOs as the core group – seeking to deliver on strategic planning goals for their area and demonstrate a strong return on investment (ROI).
- Councillors for each LGA seeking to ensure a strong ROI and representation of the needs of their rate payers and other constituents.
- Australia's South West (ASW) – ensuring the region has a strong tourism sector with a range of high quality, bookable product and sustainable businesses. Effective marketing campaigns that leverage ASW, Tourism WA and Tourism Australia.
- Need to agree and set realistic and measurable targets.
- Need to create a set of shared messages and stories to ensure effective leverage.
- Need to have strong and regular engagement with all partners to ensure their needs are being met at both a strategic and operational level.

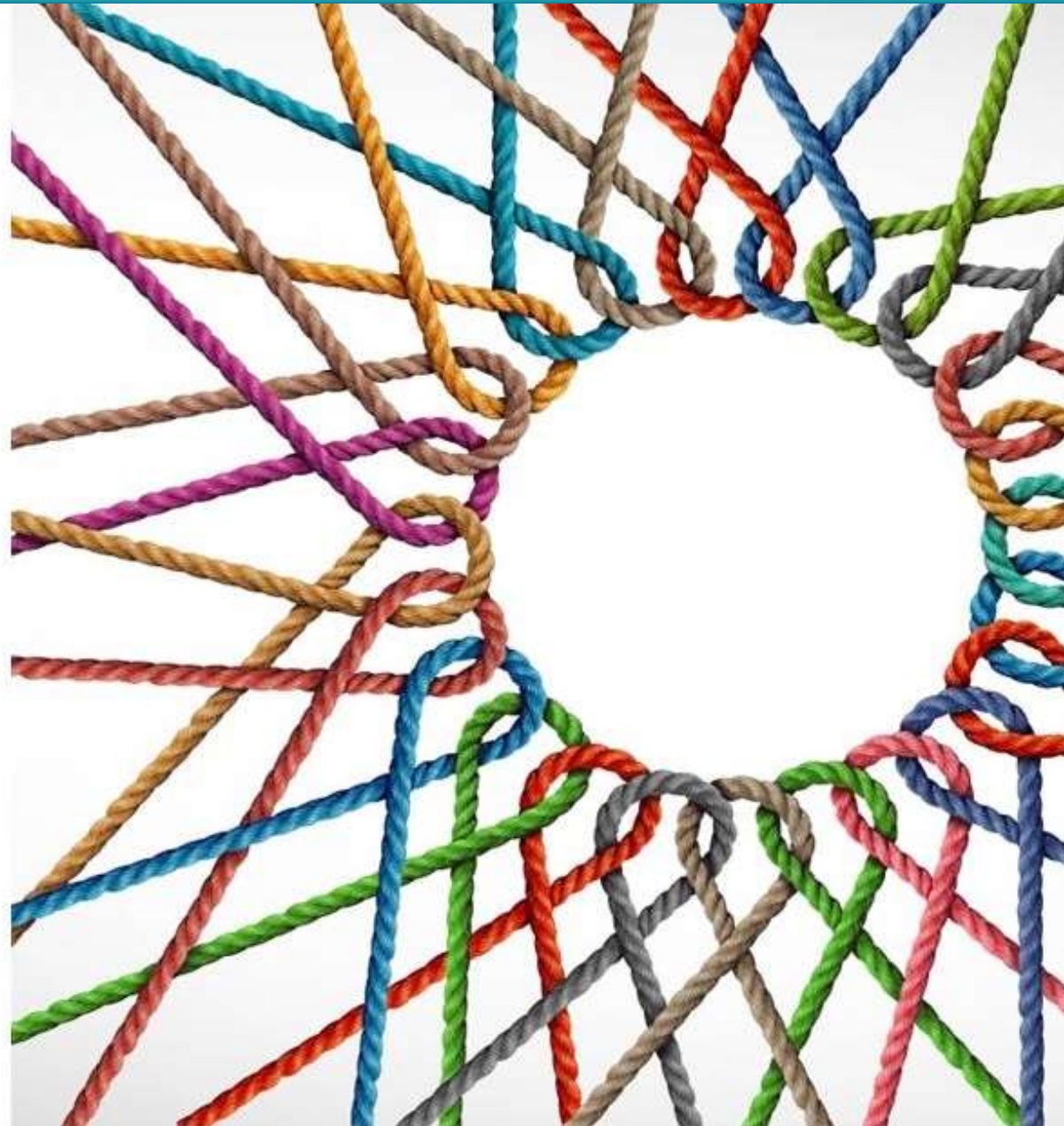
## Internal Partners Value Proposition

<b>Key Partners</b>  <ul style="list-style-type: none"> <li>Partners LGAs</li> <li>ASW</li> <li>SWDC</li> </ul>	<b>Key Activities</b>  <ul style="list-style-type: none"> <li>Partnership secretariat</li> <li>Reporting to Councils</li> <li>Meeting coordination</li> <li>Project management</li> <li>Funding applications</li> <li>Strategy review, reporting and updating.</li> </ul> <b>Key Resources</b>  <ul style="list-style-type: none"> <li>Executive Officer</li> <li>Partnership Funding</li> <li>ASW admin support</li> <li>High level partner support</li> </ul>	<b>Value Proposition</b>  <p><b>Products &amp; Services:</b> Partnership Secretariat. Project Support. Marketing &amp; Promotion. Product and business development.</p> <p><b>Pain Relievers:</b> Regular, accurate &amp; timely reporting, High quality website. Project management.</p> <p><b>Gain Creators:</b> Awareness raising. Collaboration. Leveraging. Accessing funding &amp; project support.</p>	<b>Customer Relationships</b>  <ul style="list-style-type: none"> <li>Build Trust</li> <li>Ensure long-term support</li> <li>Create project ambassadors</li> </ul> <b>Channels</b>  <ul style="list-style-type: none"> <li>Steering committee &amp; personal relationships</li> <li>Regular reporting</li> <li>Website, social media and collateral development &amp; distribution</li> </ul>	<b>Customer Segments</b>  <p><b>Jobs:</b> Prudent resource allocation Delivery of community's strategic priorities. Demonstrating economic, social and environmental ROI to Council.</p> <p><b>Pains:</b> Limited funds &amp; resources, high demands and expectations from rate payers and Council</p> <p><b>Gains:</b> Accurate, targeted &amp; timely reporting. Highly visible marketing activity. Community satisfaction</p>
<b>Cost Structure</b>  <ul style="list-style-type: none"> <li>Salaries &amp; management fees</li> <li>Meeting expenses</li> <li>Data collection &amp; Collation</li> <li>Project development &amp; delivery</li> <li>Grant applications</li> </ul>		<b>Revenue Streams</b>  <ul style="list-style-type: none"> <li>Direct LGA financial support</li> <li>Partner support</li> <li>In-kind support from ASW</li> <li>Grant funding (state and federal programs)</li> </ul>		










- **TOURISM INDUSTRY – EXTERNAL**

- Visitor Centre Network, Industry Associations, Industry Operators, Govt agencies (Department of Biodiversity, Conservation & Attractions (DBCA), Department of Local Government, Sport and Culture (DGLSC, South West Development Commission (SWDC).
- Agree a set of key messages and stories to guide joint promotional activities.
- Build a culture of cross promotion across the region.
- Build capacity in the industry to create sustainable market ready experiences, packages and bundles.
- Create ownership of the strategy across the region and reduce the risk of parochialism.
- Work together to build a regional identity that is greater than the sum of the parts.
- Continue to build experiences to ensure circulation of visitors throughout the region.
- Create opportunities to meet, network, work together and build cross regional experiences.





## External Tourism Industry Value Proposition

<b>Key Partners</b>  <ul style="list-style-type: none"> <li>• Visitor Information Centres (VICs)</li> <li>• Tourism Business</li> <li>• Associations: ATEC, TCWA, Trails WA</li> <li>• State Government: DBCA, DGLSC,</li> <li>• ASW</li> <li>• LGAs (CEOs, Marketing, Economic Development)</li> </ul>	<b>Key Activities</b>  <ul style="list-style-type: none"> <li>• Marketing &amp; promotion</li> <li>• Industry liaison, capacity &amp; capability building</li> <li>• Collaboration &amp; coordination promotions</li> </ul>	<b>Value Proposition</b>  <p><b>Products &amp; Services:</b> Coordinating marketing activities. Liaison &amp; leverage of RTO, STO and NTO strategic marketing. Capability growth – linkage to state initiatives. Capacity building- training &amp; mentoring.</p> <p><b>Pain Relievers:</b> access to programs, partnership linkages.</p> <p><b>Gain Creators:</b> Brand Coordination, marketing activities, networking</p>	<b>Customer Relationships</b>  <ul style="list-style-type: none"> <li>• Partnering</li> <li>• Collaborating</li> <li>• Leveraging partners</li> <li>• Capacity &amp; capability building</li> <li>• Product development</li> <li>• Access to funding</li> </ul>	<b>Customer Segments</b>  <p><b>Jobs:</b> Promote the region's experiences Create &amp; maintain sustainable businesses &amp; experiences Deliver memorable experiences &amp; create word of mouth marketing</p> <p><b>Pains:</b> Accessing markets, building awareness, cashflow, staffing, competition, isolation.</p> <p><b>Gains:</b> Simple, cheap &amp; effective promotions. Clear &amp; consistent regional messages, marketing resources</p>
<b>Cost Structure</b>  <ul style="list-style-type: none"> <li>• Staff costs</li> <li>• Strategic collaboration</li> <li>• Networking Events</li> <li>• FOUND Magazine</li> </ul>		<b>Revenue Streams</b>  <ul style="list-style-type: none"> <li>• Agreed Campaigns</li> <li>• Industry attendance at trade events</li> <li>• FOUND advertising</li> <li>• Events &amp; famils</li> <li>• Referrals</li> </ul>		












## ADVENTURE

### Adrenaline Seekers

- Predominantly young men with no children. Good disposable income but limited time.
- Seeking heart pumping experiences that are out of the ordinary and off the beaten track. Authenticity is important to them.
- They are trendsetters and influencers and don't want to be part of the crowd. They will be the ones creating the buzz about new infrastructure and trails.
- They are fit and strong and want to stretch themselves and test their limits
- They are passionate about their sport but also want to engage in other activities that will challenge them.
- They will participate in extreme and elite events.
- **Motivators:** immersion and exploration of nature; achievement and challenge pushing the boundaries; food and wine – especially beer and food they can share with friends while retelling stories of the day's adventures.
- **Barriers:** Knowledge about a destination – they will search online for details of activities and booking.
- Influenced by sites such as Strava that allows them to compare themselves to others. They will follow influencers and extreme athletes and are motivated to challenge themselves in the same places. Influenced by peer reviews.

## Adventure: Adrenaline Seekers Value Proposition

<b>Key Partners</b>  <ul style="list-style-type: none"><li>Shire of Collie – Tourism Cttee</li><li>Collie VIC</li><li>DBCA</li><li>Local business</li><li>Influencers – create ambassadors to raise profile and attract attention</li></ul>	<b>Key Activities</b>  <ul style="list-style-type: none"><li>Content Creation, images, video, stories &amp; messages</li><li>Famils – specialist influencers &amp; media</li><li>Events – extreme, challenging &amp; cool</li></ul>	<b>Value Proposition</b>  <p><b>Products &amp; Services:</b> Wambenger Adventure Trails , Wellington National Park. Lake Kerpwari, Collie Motorplex. Regional trails</p> <p><b>Pain Relievers:</b> Excellent product, reviews –peers &amp; influencers</p> <p><b>Gain Creators:</b> Excellent facilities, events, great services and food. Wi-Fi and phone coverage on trails.</p>	<b>Customer Relationships</b>  <ul style="list-style-type: none"><li>Awareness</li><li>Retention</li><li>Creating Ambassadors</li></ul>	<b>Customer Segments</b>  <p><b>Job:</b> Challenge selves, physical exercise, fun, connection with friends, brag ability</p> <p><b>Pains:</b> Time poor, looking for great experiences guaranteed, good food availability, book ability</p> <p><b>Gains:</b> Information and inspiration. Influencer endorsement, book ability. Safety &amp; access to assistance if needed. Beer and Pizza</p>
<b>Cost Structure</b>  <ul style="list-style-type: none"><li>Content Creation</li><li>Digital Marketing</li><li>Image &amp; Video Creation</li><li>Event development &amp; delivery</li><li>Campaign costs</li><li>Famils</li></ul>			<b>Revenue Streams</b>  <ul style="list-style-type: none"><li>Local business campaign fees</li><li>Economic benefits to businesses &amp; communities</li><li>Influencers raising profile</li><li>User Generated content</li><li>Leverage events promotions</li></ul>	





## ADVENTURE

### Adventurers

- Represent a range of age groups from fit 40+ to families with older children.
- They love to immerse themselves in the outdoors – hiking, camping, watersports and other activities. The love to discover and explore new wild places.
- Love to challenge themselves but looking for soft adventure. They look for experiences that are off the beaten track.
- They value relationships and are socially active. They are seeking to disconnecting to reconnect with self, family and nature.
- They are connected when they travel and will be influenced by imagery of wild and scenic locations.
- Motivators: nature and wildlife – especially looking for isolation, pristine and the ability to explore, discover and interact; coastal and aquatic – looking for peace and serenity and an understanding of unique environments and wildlife; food and wine – looking for quality experiences and using food to understand a local culture, especially Aboriginal experiences.
- Barriers: knowledge about activities – rely on the internet for information. Seeking value for money experiences.

## Adventure: Adventurers Value Proposition

<b>Key Partners</b>  <ul style="list-style-type: none"><li>• LGA Partners</li><li>• VICs</li><li>• Businesses</li><li>• DBCA</li><li>• Ambassadors</li><li>• ASW</li><li>• TWA</li><li>• Trails WA</li></ul>	<b>Key Activities</b>  <ul style="list-style-type: none"><li>• Content Creation</li><li>• Capacity building &amp; product development</li><li>• Website content creation &amp; Management</li></ul>	<b>Value Proposition</b>  <p><b>Products &amp; Services:</b> Natural environment, National Parks, Trails, Activities</p> <p><b>Pain Relievers:</b> Website, inspirational content, booking links.</p> <p><b>Gain Creators:</b> Guided experiences, equipment hire, tuition, accom options, good food, challenging experiences, events &amp; activities</p>	<b>Customer Relationships</b>  <ul style="list-style-type: none"><li>• Awareness</li><li>• Retention</li><li>• Repeat Visitation</li><li>• Ambassadors</li><li>• Word of Mouth</li></ul>	<b>Customer Segments</b>  <p><b>Jobs:</b> Rekindling connections with family. Bonding activities. Challenging self. Discovering something new..</p> <p><b>Pains:</b> Information. Knowledge about destination. Bookability. Ease of access to quality accommodation, food, equipment.</p> <p><b>Gains:</b> Ease of booking. Packages and bundles. Inspiration &amp; influencer endorsements. Memories</p>
<b>Key Resources</b>  <ul style="list-style-type: none"><li>• Websites</li><li>• Social Media</li><li>• VICs</li><li>• National Parks, Reserves &amp; natural areas</li><li>• Trails &amp; activities</li></ul>			<b>Channels</b>  <ul style="list-style-type: none"><li>• Socials – Instagram Influencers</li><li>• Websites – links to businesses</li><li>• Traditional Media – Magazines, Newspapers</li><li>• Travel TV</li></ul>	
<b>Cost Structure</b>  <ul style="list-style-type: none"><li>• Website management</li><li>• Content development</li><li>• Social media campaigns</li><li>• Trade show attendance – caravan &amp; camping</li><li>• Event development</li><li>• Promotions</li><li>• Staff costs</li><li>• In-kind input - ASW</li></ul>			<b>Revenue Streams</b>  <ul style="list-style-type: none"><li>• Leveraging partners’ marketing campaigns</li><li>• Word of Mouth marketing</li><li>• Campaign income</li><li>• Business income</li></ul>	





## NATURE LOVERS

### Active Families

- 35+ with school aged children. They are seeking value for money and are budget conscious. They are happy with basic accommodation such as camping.
- They like to have active holidays together that help them reconnect and create memories. Convenience and routine are important to help them maximise their time together.
- They live a normal busy family life and don't take a lot of holidays so when they do they have to be safe, convenient and packed with a range of activities.
- Activities should be accessible to a range of ages and abilities and designed with families in mind. Seeking easy, unchallenging, casual, low risk experiences that also involve sightseeing.
- Likely to take shorter holidays such as long weekends and day trips.
- They are most likely to be repeat visitors.
- **Motivators:** safety and security are the primary motivators. Nature and wildlife – safe and convenient and sold as a way of spending time together in nature; aquatic and coastal – especially beach and family activities; food and wine – convenient and satisfying and family friendly, catering for special requirements (age, allergy, health conscious etc.)
- **Barriers:** Time poor, stressed and exhausted. Everything in the customer journey needs to be as easy as possible. The destination must have a strong family focus and really understand their needs. They are budget and value conscious.
- They research and book online. They will seek recommendations from family, friends and online sites.
- Convenience and ease are important so packaging and bundling experiences makes a destination more attractive.



## Nature: Active Families Value Proposition

<b>Key Partners</b>  <ul style="list-style-type: none"><li>• LGAs</li><li>• VICs</li><li>• ASW</li><li>• DBCA</li><li>• Tourism Businesses</li><li>• Dolphin Discovery Centre</li><li>• Bunbury Wildlife Park</li></ul>	<b>Key Activities</b>  <ul style="list-style-type: none"><li>• Infrastructure Development</li><li>• Content Creation</li><li>• Marketing &amp; Promotion</li><li>• Information</li><li>• Bookable product</li><li>• Develop business capability</li></ul> <b>Key Resources</b>  <ul style="list-style-type: none"><li>• National parks</li><li>• Public Open space, play areas, beaches, trails, campgrounds</li><li>• Websites &amp; social media</li><li>• Business Offerings</li></ul>	<b>Value Proposition</b>  <p><b>Products &amp; Services:</b> Camping, water activities, cycling for all abilities. Food for all needs. Coffee, beer, wine, food – family friendly.</p> <p><b>Pain Relievers:</b> Information &amp; inspiration. Bookability, tour experiences. Inspirational information.</p> <p><b>Gain Creators:</b> Safe locations, holiday activities &amp; tuition, equipment hire.</p>	<b>Customer Relationships</b>  <ul style="list-style-type: none"><li>• Awareness</li><li>• Commitment</li><li>• Retention</li><li>• Repeat visitation</li><li>• Word of Mouth</li><li>• Ambassadors</li></ul> <b>Channels</b>  <ul style="list-style-type: none"><li>• Websites</li><li>• Word of Mouth</li><li>• Review Sites</li><li>• Social Media – influencers</li><li>• Traditional Media – TV, Papers, mags</li></ul>	<b>Customer Segments</b>  <p><b>Jobs:</b> Household management. Keeping everyone safe and happy. Organizing trips, food, activities, rest &amp; relaxation. Creating family connections &amp; memories.</p> <p><b>Pains:</b> Time poor, budget &amp; value conscious, family accom, food needs, safety.</p> <p><b>Gains:</b> Bookability, family accom, social media endorsements, healthy, allergy friendly food, activities</p>
<b>Cost Structure</b>  <ul style="list-style-type: none"><li>• Infrastructure development &amp; maintenance</li><li>• Social Media Campaigns</li><li>• Marketing &amp; Promotion – famils, trade events, magazine</li></ul>			<b>Revenue Streams</b>  <ul style="list-style-type: none"><li>• Word of Mouth Promotion</li><li>• Business bookings</li><li>• Fee for inclusion in campaigns &amp; events</li><li>• Magazine advertisement fees</li></ul>	












## NATURE LOVERS

### Explorers

- Range of ages from 50+ couples to groups of young people, travelling for connection and experience.
- Higher disposable time and income but still budget and value conscious.
- They want experiences that are enriching and help them understand a place.
- They like getting off the beaten track to explore the bush with a major focus being relaxing and unwinding with partners and friends.
- They are interested in bundled experiences that incorporate food and wine, culture, aboriginal experiences and art.
- **Motivators:** nature and wildlife as it relates to heritage and culture; aquatic and coastal but active experiences not just passive; food and wine that helps them learn about the destination. Safety is a key motivator.
- **Barriers:** knowledge about a destination and ease of access to experience information and booking.
- They research and book online and are influenced by TV, magazines and travel sites. They are connected and seek reviews from peers.



## Nature Lovers: Explorers Value Proposition

<b>Key Partners</b>  <ul style="list-style-type: none"><li>• LGAs – open spaces &amp; nature reserves</li><li>• VICs</li><li>• Tourism businesses</li><li>• DBCA</li><li>• Dolphin Discovery Centre</li><li>• Bunbury Wildlife Park</li><li>• ASW</li><li>• Tourism WA – Trails marketing</li><li>• Trails WA</li></ul>	<b>Key Activities</b>  <ul style="list-style-type: none"><li>• Creating packages, bundles and trails</li><li>• Content Creation</li><li>• Attending trade shows – Caravan &amp; Camping</li><li>• Events – creation/promotion</li></ul> <b>Key Resources</b>  <ul style="list-style-type: none"><li>• Dolphin Discovery Centre, Bunbury Wildlife Park</li><li>• VICs</li><li>• Wellington national Park</li><li>• Coastal Paths</li><li>• Nature-based activities</li></ul>	<b>Value Proposition</b>  <p><b>Products &amp; Services:</b> Tracks &amp; Trails, National Parks, Dolphins &amp; coastal experiences, wildlife park.</p> <p><b>Pain Relievers:</b> Websites, Social media inspiration. Reviews, informative &amp; inspirational content</p> <p><b>Gain Creators:</b> Good accom, packages, bundles and trails. Good food experiences. Equipment hire.</p>	<b>Customer Relationships</b>  <ul style="list-style-type: none"><li>• Awareness</li><li>• Retention</li><li>• Word of Mouth</li><li>• Ambassadors</li></ul> <b>Channels</b>  <ul style="list-style-type: none"><li>• Websites</li><li>• Social Media – own, partners, influencers</li><li>• Traditional Media – TV, newspapers, travel sites, magazines</li></ul>	<b>Customer Segments</b>  <p><b>Jobs:</b> Explore and connect, relax and enjoy. Spend time with family and friends. New experience &amp; activities. Find challenges.</p> <p><b>Pains:</b> Access to knowledge, information &amp; inspiration, Bookability. Time poor. Value for money.</p> <p><b>Gains:</b> Great experiences. Referrals or influencer endorsements. Unique experiences and activities.</p>
<b>Cost Structure</b>  <ul style="list-style-type: none"><li>• Content Creation</li><li>• Infrastructure Development</li><li>• Promotional Campaigns, event attendance &amp; famils</li><li>• Event Development</li></ul>			<b>Revenue Streams</b>  <ul style="list-style-type: none"><li>• Word of mouth marketing</li><li>• Business bookings</li><li>• Business fees for inclusion in additional promotional activities.</li></ul>	










## FOOD AND WINE

### Food & Wine Lovers

- While only 6% of tourists identify themselves as 'Food Tourists' 80% of visitors are interested in food experiences and 100% of visitors will eat and drink on a trip.
- Food and wine is a way of exploring or immersing themselves in a place.
- They are seeking authentic local produce, local and farmers markets, regional specialties and eating and drinking in spectacular locations.
- Many will seek out the heritage of food and wine culture and will also undertake food tours, trails and attend festivals and events.
- The niche experiencers are predominantly either younger couples with no kids, aged 18-34 or empty nesters aged 55+. They are seeking memorable, hands-on activities, cooking courses, locally caught seafood and indigenous experiences.
- Visitors are busy and many do not know what is available so the creation of trails and itineraries helping visitors to find food experiences are important.
- Visitors are not looking for gourmet experiences but want good quality, authentic local produce that is accessible and value for money.



## Food and Wine Lovers Value Proposition

<b>Key Partners</b>  <ul style="list-style-type: none"><li>• Businesses</li><li>• VCs</li><li>• Geographe Wine Association</li><li>• Associations (e.g., Ferguson Valley, Collie etc.)</li><li>• Roelands – Indigenous experiences</li><li>• LGAs</li></ul>	<b>Key Activities</b>  <ul style="list-style-type: none"><li>• Information content creation – blogs etc.</li><li>• Trail curation</li><li>• Imagery</li><li>• Business capacity building</li></ul>	<b>Value Proposition</b>  <p><b>Products &amp; Services:</b> Geographe Wine Region, Ferguson Valley cluster, Scenic locations with food offerings. High quality food outlets.</p> <p><b>Pain Relievers:</b> Online booking functionality. Online Menus. Website information and content development.</p> <p><b>Gain Creators:</b> Trails, Itineraries, clusters. Reviews &amp; inspirational content. Bookability.</p>	<b>Customer Relationships</b>  <ul style="list-style-type: none"><li>• Awareness</li><li>• Retention</li><li>• Word of Mouth and Reviews</li><li>• Ambassadors</li></ul>	<b>Customer Segments</b>  <p><b>Jobs:</b> Creating great memories. Relaxing &amp; reconnecting with friends &amp; family. Getting to know the destination. Exploring local culture.</p> <p><b>Pains:</b> Lack of knowledge of destination. COVID requirements &amp; booking ability.</p> <p><b>Gains:</b> Authentic local produce &amp; signature dishes. Online reviews. Online booking. Great reviews. Inspiration and information</p>
<b>Cost Structure</b>  <ul style="list-style-type: none"><li>• Content and imagery creation</li><li>• Trail/itinerary development</li><li>• Training &amp; mentoring</li></ul>			<b>Revenue Streams</b>  <ul style="list-style-type: none"><li>• Campaign contributions</li><li>• Word of mouth promotion</li><li>• Referrals &amp; reviews</li></ul>	










## CULTURE

### Culture Seekers

- Skewed towards the 50+ demographic but the 25 – 49 age groups are well represented. They have higher socio-economic status and spend more per trip.
- They are lifelong learners and love to try new things. They value fashion, style, status and success. They want to connect to the place through art, music, history, heritage and people. Interested in learning about a destination including Aboriginal experiences.
- They are health conscious, stay active and eat healthily. They like to challenge themselves and believe in taking risks. Price is less of a concern, and they are happy to pay more for quality and spend more to save time.
- **Motivations:** They enjoy travelling, art and culture, entertaining and socialising with friends. They want to get under the skin of a place and understand the stories. Their trips centre around discovery and learning.
- **Barriers:** Lack of knowledge about the cultural experiences available.
- Travel is a big part of their lives



## Culture Lovers Value Proposition

<b>Key Partners</b>  <ul style="list-style-type: none"><li>• LGAs</li><li>• Historical Societies</li><li>• Tourism Industry</li><li>• VICs</li><li>• ASW</li><li>• Attractions – BREC, BRAG, Collie Gallery, museums etc.</li></ul>	<b>Key Activities</b>  <ul style="list-style-type: none"><li>• Content creation, imagery, bundling</li><li>• Trail and itinerary creation</li><li>• Events</li><li>• Marketing &amp; Promotion</li></ul>	<b>Value Proposition</b>  <p><b>Products &amp; Services:</b> Galleries – Traditional &amp; outdoor. Quirky &amp; humourous – Gnomesville. Events including Ag Shows.</p> <p><b>Pain Relievers:</b> Online content, information &amp; inspiration. Bookability. Trails and itineraries.</p> <p><b>Gain Creators:</b> Aboriginal Product. Curated content. Bookable product. Trails and itineraries linking to nature &amp; food &amp; wine</p>	<b>Customer Relationships</b>  <ul style="list-style-type: none"><li>• Awareness</li><li>• Retention</li><li>• Repeat visitation</li><li>• Word of mouth</li><li>• Ambassadors</li></ul>	<b>Customer Segments</b>  <p><b>Jobs:</b> Find new experiences. Learn about the destination’s culture &amp; heritage. Create connections and understanding. Challenge self and grow personally. Connect with family &amp; Friends.</p> <p><b>Pains:</b> Knowledge, lack of unique experiences, Bookability.</p> <p><b>Gains:</b> Events. Bookable product. Influencer recommendations. Aboriginal Product</p>
<b>Cost Structure</b>  <ul style="list-style-type: none"><li>• Content creation</li><li>• Social media boosts</li><li>• Imagery</li><li>• Events</li></ul>			<b>Revenue Streams</b>  <ul style="list-style-type: none"><li>• Word of mouth</li><li>• Influencer content</li><li>• Campaign buy in</li></ul>	

## Appendix Two: Strategic Landscape

As part of this project a review was undertaken of the tourism, economic and community strategic plans for each of the partners. Only the Shires of Collie and Harvey have specific tourism development strategies but most of the other LGAs include a strong focus on tourism development within their other strategic planning documents.

The Strategic Priorities for the key partners and stakeholders are summarised below. It is important to note that some of these strategic documents were developed pre-COVID19.

### Federal Government

#### Tourism Australia Business Plan 2019/2020

##### Vision

Our **vision** is for Australia to be the most desirable and memorable destination on earth

##### Goal

Our goal is to achieve more than \$115 billion in overnight tourism spend by 2020 (up from \$70 billion in 2019). We share this goal with the Australian tourism industry and state and territory governments to maximise tourism's contribution to the Australian people.

##### Strategic Priorities

**Grow Demand** - Identify and target best prospect consumers and inspire them to travel to Australia. To focus activities and resources, utilise market categorisation approach

- Limit the fall in tourism expenditure
- Grow Market share
- Maintain positive brand health

- Restore event pipeline
- Lead aviation recovery

##### Marketing

- Engaging campaigns
- Effective channels
- Leverage Partnerships
- Distribution Development
- Industry Engagement

### State Government Agencies

#### Tourism Western Australia – Two Year Action Plan 2018-2019

Note: a new strategic plan has been prepared but has not been released to the public at this stage.

##### Objective

To drive increased share of the leisure and business events markets for WA.

##### Strategic Priorities

1. We will maintain a strong focus on high dispersal western markets.
2. We will drive high growth Asian markets.
3. We will ensure travel trade is informed and passionate about WA.
4. We will grow aviation access.
5. We will grow the cruise market.
6. We will work closely with our funded delivery partners and industry partners.

As of 2019 it seemed that many of these strategic priorities were meeting objectives and visitor numbers were up, share of many of our core Asian markets was growing and interstate visitation was rising.

## Bunbury Geopraphe Tourism Partners

### Australia's South West – Strategic Plan 2020 – 2023

#### Objective

We are an inspirational destination marketing leader that supports and facilitates a dynamic and collaborative tourism destination.

#### Strategic Priorities

1. Efficient and effective marketing and promotion.
2. Driving industry engagement.
3. Generate revenue opportunities.
4. Capacity and capability facilitator.

### South West Development Commission – Strategic plan 2021 – 2023

#### Objective

By 2050, the South West is an internationally recognised region of excellence for high quality products and tourism experiences with a reputation for innovation and advanced manufacturing technologies in industry. That quality of life for SW residents is no less than that of metropolitan areas, with comparable employment opportunities, access to services and vibrant communities to achieve an enviable work/life balance.

#### Strategic Priorities

1. A region that has fulfilling and sustainable jobs (includes tourism)
2. A region that has industry ready infrastructure and land availability
3. A region that has a highly skilled and industry ready workforce
4. A region that supports Aboriginal economic development
5. A region that has thriving, diverse and creative communities
6. A region that is well supported by the Government/ Commission

The specific tourism priorities are identified as:

**Tourism:** Through the region's strategic links, to continue to build capacity in the tourism sector, and create, support, and promote high quality products and services, that will deliver increased economic and employment opportunities.

- At a state and national level, champion assistance to business
- Through MOUs – ASW < SWDC & GSDC work in partnership to improve the overall economic contribution and collaboration in tourism
- Increase the economic value of tourism – Regional Destination Development Plan
- Identify gaps and opportunities for strategic investment (inc. increasing awareness of Bunbury Geopraphe as a tourism destination to grow jobs in the tourism & hospitality sector ...
- Improve trail coordination
- In partnership with WAITOC explore opportunities to develop Aboriginal tourism products & experiences
- Investigate planning & staged development of inland waterways
- Support initiatives to build competitiveness
- Promote iconic events
- Support new events

It will be important to ensure that the initiatives undertaken by Bunbury Geopraphe align with key state partners. The most effective way of achieving objectives and goals is to leverage the greater spending power of these larger organisations.



## City of Bunbury

The City of Bunbury is the major funding partner for Bunbury Geographe. While Bunbury does not have a specific tourism strategy, tourism does feature prominently in both the Strategic Community Plan and Economic Development Action Plan

### Strategic Community Plan 2018 – 2028

#### Vision

Bunbury: welcoming and full of opportunities

#### Strategic Priorities

1. **Our community our culture** -A safe, healthy, and cohesive community, with a rich cultural life, and supportive social environment. (Includes Tourism)
2. **Our economy** - A thriving and dynamic economy, that plays to its strengths, and confidently presents to the world. (Includes Tourism)
  - *Bunbury is known far and wide for its strengths as a place to live, visit and do business.*
  - Bunbury Events Strategy
  - Bunbury Geographe Regional Tourism Development Strategy
3. **Our places and spaces** - A natural and built environment that reflects Bunbury's core values
4. **Our City** - Civic leadership, partnerships, and sound governance in delivering with and for the community.

### Economic Development Action Plan 2020 – 2023

#### Objective

Raising Bunbury's profile as a destination for tourism and visitation

- Support business
- Support Investment

- Grow the overall Bunbury value perceptions

#### Focus Areas

1. Investment Attraction
2. Business Support
3. Transport & Logistics
4. **Tourism**
5. Innovation & Education
6. International Engagement

#### Tourism Priorities

- Work to raise Bunbury's profile as a destination to:
  - drive visitation & spend into Bunbury
  - establish pride in our city amongst the community
  - improve perceptions of Bunbury from the domestic visitor market
  - attract investment & development
- Actively seek to attract 4+ star hotel to:
  - grow both business and leisure tourism opportunities in the Bunbury Geographe region,
  - increase visitor nights stayed in Bunbury
  - Create new employment opportunities
  - Add to the diversity of accommodation options in Bunbury
- Be ready to bid on major high-level sporting events:
  - Collaborate with existing venue and facility owners and suppliers to assess the existing offerings
  - Identify gaps
  - Understand where there are opportunities to value add the industry
- Support innovative and iconic events and high-level sporting events in Bunbury to:
  - Drive visitation and spend
  - Give Bunbury the edge to attract quality events
  - Provide the community with a vibrant lifestyle

- Promote Bunbury as a choice conference destination by:
  - Collaborating with our partners
  - Value adding to the bidding process
  - Being well prepared to secure major national and state conferences and events
- Ensure the City managed tourism infrastructure and experiences are well supported and promoted to:
  - Boost community and visitor pride in Bunbury
  - Lead the standards by way of example
  - Increase business and employment opportunities
- Support the region's premier Visitor Centre to:
  - Increase visitation and extend length of stay to Bunbury and the BG region
  - Create awareness of the high-quality tourist offerings in the region.

## Shire of Dardanup

### Strategic Community Plan 2018 -2028

The Shire of Dardanup does not have a specific tourism plan but tourism is captured under Priority 4 – Prosperity.

#### Vision

Provide effective leadership in encouraging balanced growth and development of the Shire while recognising the diverse needs of the community.

#### Strategic Priorities

1. **Leadership** - Strong civic leadership representing the whole of the Shire which is supported by responsible and transparent corporate governance.

2. **Environment** - Maintaining a balanced respect for our natural assets and built environment, while retaining our lifestyle values, community spirit and identity.
3. **Community** - A safe and vibrant community which is inclusive and welcoming for all ages and interests.
4. **Prosperity** - To encourage a diverse and resilient economy that supports a range of local employment opportunities.
  - Be a destination of choice for visitors to the region
    - To be a visitor destination: Become a choice destination for tourists, visitors, and our own residents – V High
    - Develop and grow the tourism potential of Gnomesville.- V High
    - Foster and promote the Ferguson Valley as a tourism destination – V High
    - To enhance the Eaton Foreshore: Develop café and tourism opportunities. High
5. **Amenity** - Provision and maintenance of facilities, infrastructure, and services to promote the Shire as an attractive and desirable place to live.

## Shire of Harvey

The Shire of Harvey mentions tourism in several its strategic documents. A Tourism Development and Signage Strategy has recently been developed and there is clearly a strong focus on tourism development as an economic development strategy.

### Strategic Community Plan 2021 – 2031

#### Vision

Together towards an even better future.

#### Strategic Priorities

1. **Diversified Economy** - A diversified and thriving economy that offers a wide range of business and work opportunities as well as consumer choice.
  - The Shire is a destination of choice
  - Create a business-friendly environment to support and attract investment, competition, and productivity.
2. **Connected Communities** – A safe, accessible, and connected community where everyone has the opportunity to contribute and belong.
3. **Protected Natural Environment** – A natural environment that is highly valued, protected and enjoyed.
4. **Sustainable Built Environment** – A liveable, sustainable, and well-designed built environment that is accessible to all.
5. **Effective Civic Leadership** – A representative leadership that is future thinking, transparent and accountable.

## Economic Development Strategy 2020 – 2025

### Vision

An environment where businesses and residents prosper.

### Objectives

- To be a diverse and innovative economy supporting a range of local employment opportunities.
- Develop the Shire as a tourist destination based on the Shire's distinct characteristics, natural assets, and qualities.
- A range of employment, education and training opportunities that will attract a diverse workforce.
- Essential services and infrastructures are required to support the growing community and local economy.
- Irrigation areas and water supplies need to be protected, preserved, and strategically enhanced.

### Strategic Priorities

1. Strategic Industries
2. Business Support
3. Tourism
4. Town Infrastructure

### Tourism Priorities

- Develop a local Tourism Development Plan that builds on and leverages regional tourism development strategies.
- Develop a strategy for tourist information bays and signage.
- Investigate the development of camping grounds within the Shire.
- Develop and/or update townscape plans for the Shire's main towns.
- Develop a strategy to activate vacant Shire land.
- Develop a strategy for marketing of attractions within the Shire.
- Work with the South West Development Commission and Department of Biodiversity, Conservation and Attractions to progress the Munda Biddi Trail extension to Harvey.
- Provide free Wi-Fi at strategic locations within the Shire.
- Develop a video and advertisements to market the Shire in multiple languages.
- Develop a Playground Strategy that includes strategically located "destination" playgrounds to attract families from outside the Shire.
- Investigate the potential to develop historical precincts in Harvey and Brunswick Junction.
- Progressively establish Recreation Vehicle (RV) friendly towns and stops throughout the Shire including dump points.
- Upgrade and promote internment cells at the Harvey Memorial Camp Internment Shrine
- Investigate the feasibility of developing a cycle trail between Harvey and Myalup.
- Continue to support existing major events that attract visitors to the Shire and attract new events where opportunities present.

- Lobby for reliable public transport with the Shire of Harvey.
- Continue to work with Bunbury Geopraphe Tourism Partnership to promote tourism in the region.
- Continue to support Visitor Centres at Harvey and Australind.
- Progress international Friendship City relationships.
- Support home-based tourist accommodation in coastal towns.
- Support eco-tourism development opportunities north of Myalup.
- Assist in reducing fire risk in remote locations to increase the tourism potential of these locations.
- Support tourism along the South Western Highway in conjunction with Tourism WA and other Local Governments.

### Shire of Harvey Tourism Development Strategy 2021

This strategy is still being reviewed by the Council and has not yet been endorsed.

#### Vision

Together, we can create a globally respected talking point; a vibe, an energy, a heartbeat and amplify experiences where people meet with the unexpected and one where memories are made.

#### Strategic Priorities

- Create a stand-alone framework/ destination brand that is the “Harvey Region”
- Visitor Servicing
- Signage
- Events
- Infrastructure
  - Visitor Centres
  - Coastal Boardwalk
  - Cycleways
  - Munda Biddi realignment
- Food and Drink

- Agritourism
- Accommodation
  - Camping
  - Farm Stay
  - Rural Retreat
  - Coastal Ecotourism
  - Urban Accommodation

### Shire of Boyup Brook

The Shire of Boyup Brook is currently developing its Strategic Community Plan which will be developed in late 2021 following the consultation phase.

#### Strategic Priorities

- Built Environment
  - Accommodation: increasing all accommodation including visitor accommodation and houses in town.
  - Caravan Park: Improve and upgrade Flax Mill Caravan Park
- Social/Community
- Economic
  - **Tourism:** Strong desire to develop tourism in Boyup Brook and increase tourism promotion, develop tourist attractions, improve tourist information and signage.
- Environment
- Governance/Organisational
- Population

#### Shire of Capel

The Shire of Capel does not have a separate tourism development plan, but it is identified as a key economic development strategy.

#### Vision

A lifestyle of Choice: Where we work together to achieve a positive future; economically, socially & environmentally.

### Strategic Priorities

#### 1. Decide: The Leadership Experience

Aspiration: Open, transparent, and effective good governance

#### 2. People: The Community Experience

Aspiration: Facilities & services that accommodate the diverse needs of the community and provide a safe place to live, work & visit.

#### 3. Prosper: The Economic Experience

Aspiration: Responsible and progressive local economic development

- Local businesses and retailers serve the needs of the local community and visitors.
- Each Town Centre and its facilities meet the needs of residents and visitors and are presented to a welcoming standard.
- Events, including arts, cultural and sporting events are promoted to bring revenue into the Shire.

#### 4. Clean & Green: The Environmental Experience

Aspiration: Preserve & enhance the natural and built environment

#### 5. Build: The Infrastructure Experience

Aspiration: To ensure safe, sustainable, and efficient infrastructure & transport networks

## Shire of Donnybrook Balingup

The Shire of Donnybrook Balingup does not have a specific tourism development strategy but has included it within its Strategic Community Plan.

### Strategic Community Plan 2017 - 2027

#### Vision

A proud community enjoying our rural lifestyle, cultural heritage, and natural environment.

Health, Heritage Harmony

### Strategic Priorities

**Economic:** A strong, diverse & resilient economy

- An attractive visitor & tourist destination
  - Actively promote the district as an attractive destination
  - Provide, develop, and maintain visitor infrastructure

**Environment:** Respect for our heritage, natural and built

**Social:** A healthy, safe & inclusive community

**Leadership:** Effective leadership & civic responsibility.

## Shire of Collie

The Shire of Collie has undergone some significant infrastructure development in recent years due to looming issues linked to changes coal and power production. The shire has a specific tourism strategy in addition to the community plan.

### Strategic Community Plan 2017 - 2027

#### Vision

Collie – a connected, committed and creative community.

#### Strategic Priorities

1. Our Community – A vibrant, supportive and safe community.
2. Our Economy – A strong and diversified economic base driven by a range of business and employment opportunities.
  - A Growing Tourism Industry
    - Support the provision of appropriate visitor servicing facilities including the Collie Visitor Centre
    - Support local and regional tourism destination management and marketing initiatives that provide local tourism growth, including:



- Collie Caravan Park
  - Supporting development of Lake Kepwari and Collie Motorplex
  - Support development of camping facility managed by the Department of Parks and Wildlife (DPAW)
2. Our Natural Environment – A protected, sustainable natural environment that supports the needs and aspirations of the community
  3. Our Built Environment – Infrastructure, amenities and development that supports the needs and aspirations of the community
  4. Our Business – Good governance through an effective, efficient, and sustainable organisation

## Goals

### Long Term (10 Years)

- Economic diversification to provide new opportunities for the workforce displaced by changes in the coal mining and coal fired power generation sector.
- Developing tourism products, infrastructure, and the capacity of operators
- Branding and marketing Collie
- Position Collie as the ideal centre for creating sustainable alternatives for the power industry
- Embrace and promote the Shire of Collie as an aged-friendly community and retiree destination
- Improve the attractiveness of Collie to families and expand the youth population
- Maintain existing community infrastructure and develop regional infrastructure and improved transport connections, where appropriate and affordable
- Advocate and provide for the health of the Collie River in collaboration with stakeholders

### Tourism Related Medium Term (4 Years)

- Secure resources and facilitate implementation of Reimagining Collie
- Work with industry, government, and community to achieve more local people in local jobs, and support small business development and innovation
- Further develop the Motorplex facility, new caravan park and nature-based camping facilities
- Provide new and upgraded infrastructure to support Collie as the region's Track and Trails Hub
- Develop and implement brand and marketing campaign for Collie

## Collie Tourism Marketing Strategy & Tourism Destination Management Plan 2021

### Vision

To be recognized and sought out as the #1 adventure tourism hub in Western Australia.

### Objectives

We will not lose sight of our core intent. Above all else, our destination aims to influence positive change in our community through a commitment to promoting quality, adventure tourism. We will:

- Enable visitors to interact safely and responsibly within our natural environment
- Positively promote our community and change the narrative to share local achievements
- Support tourism stakeholders in Collie to recognise opportunities and create sustainable experiences
- Encourage visitors to value Collie

### Strategic Priorities

- Tourism Destination Strategy
- Storytelling and place Brand
- Community Buy-In
- Amenities and Services
- Compelling Experiences
- Capable Tourism Operators
- Visitor Servicing
- Events
- Destination Marketing

## Shire of Capel

### Shire of Capel Strategic Community Plan 2021 – 2031

#### Vision

A future focused and resilient community that benefits from good governance, responsive services, and appropriate facilities to deliver positive social, environmental, and economic outcomes for everyone.

#### Future Directions

- Strengthen and enhance the wellbeing of our community
- Manage and protect the environment
- Foster a dynamic, diverse, and strong local economy
  - Greater Support for:
    - Tourism
    - Agriculture
    - Hospitality/Wineries
- Deliver good leadership, governance and decision making
- Provide and maintain suitable infrastructure and facilities
- Effective communication, engagement, and relationship development.

### Tourism Initiatives

- Support a coordinate approach for regional tourism promotion with other Local Governments.
- Proactively promote the region's business opportunities and attractive lifestyle.
- Develop a Shire of Capel prospectus and promotional campaign that outlines the local investment and business opportunities within the Shire.
- Ensure planning and procedures are in place to promote and develop tourism in the Shire, including cottage industries, improved tourist infrastructure (e.g., for caravans) and local events.
- Promote the distinctive tourist aspects of each community that provide a unique offering for tourists (e.g., Boyanup Markets)
- Link to promotions of the whole district, highlighting opportunities for visitors when they are travelling the broader South West region.
- Provide relevant tourist information and marketing services including maps, signage, and online promotion.
- Embrace support and facilitate unique events and attractions around the Shire.

### Performance Measures

- Level of tourism visitation including length of stay, involvement in local events; use of short stay accommodation and use of local businesses.
- Level of tourism investment.
- Proportion of local tourism in the region.
- Level of positive responses in community survey and engagement results.

## Appendix Three: Market & international Ready Criteria

### Market Ready

1. Reasonable understanding of the tourism industry	<input type="checkbox"/>
2. High level of commitment and motivation	<input type="checkbox"/>
3. Strong understanding of customer service environment	<input type="checkbox"/>
4. Participation in local and regional tourism industry	<input type="checkbox"/>
5. Well progressed with business planning but not yet addressed specific tourism marketing requirements	<input type="checkbox"/>
6. Has a strong business focus	<input type="checkbox"/>
7. Undertaken some level of tourism training	<input type="checkbox"/>
8. Exposure/experience in the international market	<input type="checkbox"/>
9. Has administrative procedures in place (for bookings and bookkeeping)	<input type="checkbox"/>
10. Website, social media, and email (respond within 24 hours)	<input type="checkbox"/>
11. Can facilitate industry & media famils with assistance	<input type="checkbox"/>
12. Operates 7 days or to a regular schedule (depending on seasonality)	<input type="checkbox"/>
13. Is commissionable to suit the domestic market	<input type="checkbox"/>
14. Relevant licenses, insurances, and approvals	<input type="checkbox"/>

### International Ready

1. Do you know your organisation's unique value proposition?	<input type="checkbox"/>
2. Have you secured a strong foothold withy the domestic tourism market?	<input type="checkbox"/>
3. Have you conducted a careful assessment of your competition?	<input type="checkbox"/>
4. Have you researched all potential international markets for your business to determine which will best fit as target markets?	<input type="checkbox"/>
5. Can you identify the different travel styles of inbound travellers	<input type="checkbox"/>
6. Do you understand the travel distribution system and have relevant rate structures in place?	<input type="checkbox"/>
7. Do you have booking systems in place to accept international booking both direct, and via the travel distribution network (on and offline)	<input type="checkbox"/>
8. Have you developed a working export plan and budget to target international visitors?	<input type="checkbox"/>
9. Can you identify, or have you already started working with complementary product in your region to jointly package and promote internationally?	<input type="checkbox"/>
10. Have you developed a range of promotional collateral with targeted messages for both consumers and travel trade?	<input type="checkbox"/>
11. Have you sought advice from your local, regional, and state tourism office in addition to Tourism Australia and the Australian Tourism Export Council (ATEC)?	<input type="checkbox"/>

## Appendix Four: Identified Priorities

At the industry workshop several local priorities were identified by attendees. These cover a range of areas from workforce shortages to the potential impacts of the new Bunbury Outer Ring Road. The issues have been listed below and will be addressed through the implementation process.

1. Small business staff capacity – linked to the availability of workers and the ability to service customers during the busy weekend and school holiday periods.
2. Understanding the region as a whole – cross regional families and product knowledge to ensure that all the players understand what is available and can refer visitors on.
3. Agreed key messages – to ensure that the customers are getting the same messages regardless of where they are travelling or where they find their information.
4. Increase Bunbury's Net Promoter Score (NPS) – create civic pride through tourism.
5. Connecting across businesses to create a strong collaborative and partnership approach.
6. Aboriginal/cultural experiences and products are limited. Work with the community, existing businesses, the WA Indigenous Tour Operators Council and Tourism WA to develop more product.
7. Exit strategy post COVID – to ensure that the region is ready to greet visitors and the industry has COVID safe protocols and plans in place.
8. Sustainability of the industry and of the partnership.
9. Forrest Highway/Ring Road/Development disruptions caused by the development of BORR will impact visitation.
10. Wayfinding should be linked across the region.
11. Regional Investment into infrastructure and capacity building.
12. Reputation management – expectation management – ensuring that the promotional promises can be met by the experience reality.
13. Identify support mechanisms to assist with business fatigue due to the stresses such as COVID, staff shortages, cashflow issues and the need to keep delivering services.
14. Capacity reality – Identify ways of developing more market ready businesses to grow market demand.

The broad areas of priority are:

### **RAISING AWARENESS & CREATING DEMAND**

- United, collaborative, and cooperative approach to marketing
  - Agreed key messages
  - Reputation and expectation management
  - COVID Exit Strategy
  - Collaboration and leveraging partners

### **ECONOMIC DEVELOPMENT**

- Tourism as a local economic development tool
  - NPS and attracting inward investment and migration
  - Regional investment in infrastructure
  - BORR Impacts

### **FACILITATING & SUPPORTING A SUSTAINABLE INDUSTRY**

- Business support and capacity and capability building – industry sustainability
  - Workforce Availability
  - Market Ready Product