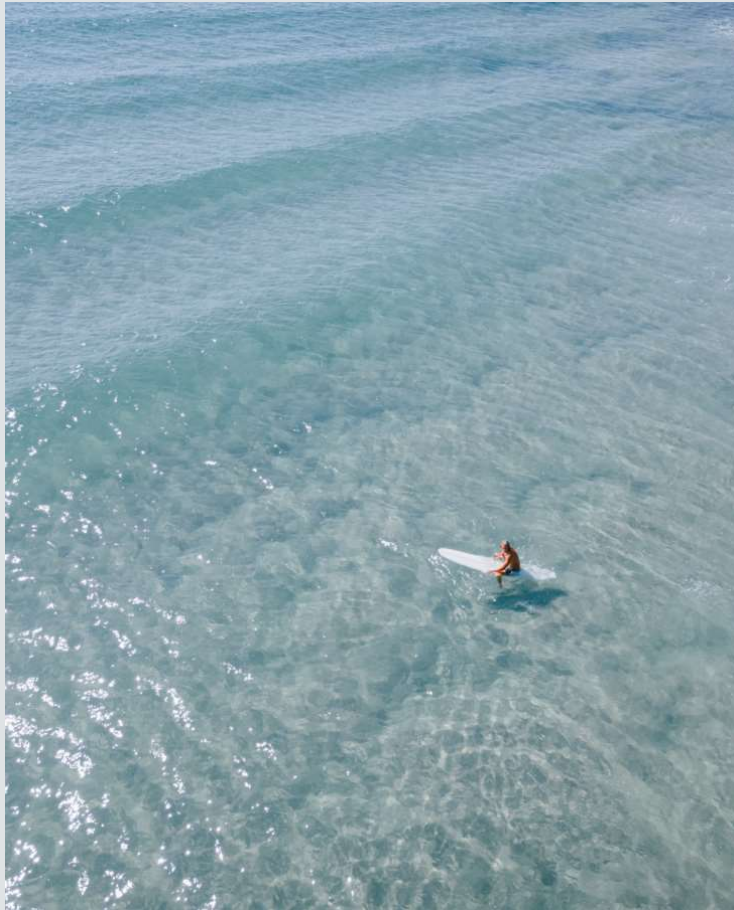


An aerial photograph of a tropical coastline. The water is a vibrant turquoise color, transitioning to a lighter, sandy hue near the shore. A dense forest of green trees borders the water on the left and top. A small, sandy beach is visible in the bottom right corner. A dark blue L-shaped graphic element is positioned on the left side of the image, framing the text.

MARKETING STRATEGY & TOURISM PLAN

Macleay Valley Coast

2020 - 2023



Executive Summary

This tourism plan and marketing strategy is an immediate action plan to create awareness of the Macleay Valley Coast (MVC) and position it as a premier regional visitor destination.

The MVC has not previously had a holistic tourism plan with an immediate action marketing strategy. The MVC needs a marketing strategy and tourism plan that has a short-term focus to complement our Destination Management Plan (DMP). The collaboration of these strategies creates a forward looking approach to planning with the fundamental goal of achieving a sustainable competitive advantage in the tourism industry over the next three years.

2018 Visitor Statistics

From statistics gathered the MVC had 541,300 visitors come to the region in the calendar year of 2018.

The **issue with these statistics** is that due to there being no airport in the MVC we are not sure that we are capturing all of the visitors that are coming in.

The North Coast is Regional NSW's number 1 region for domestic overnight visitors, nights & expenditure.

The North Coast is the number 1 region for international visitors, number 1 for nights & number 2 for expenditure however at the moment MVC is only getting 6% of the total tourism visitors into the North Coast.



DOMESTIC - 540,000
REGIONAL NSW – 38%
QLD – 30%
SYDNEY – 24%
OTHER INTERSTATE – 8%



INTERNATIONAL – 1,295



AVERAGE STAY – 4 NIGHTS
56% OF DOMESTIC VISITORS STAY OVERNIGHT



AVERAGE SPEND PER NIGHT - \$121



Collectively, visitors spent **\$147 million** on hospitality and tourism related services in the Macleay Valley Coast in 2017/18.



The trend over the past four years for the three categories of visitors has been 'no growth' or 'slight decline'. This has been reflected in reduced output and sales in the regional economy and a commensurate drop in job numbers.

This data indicates that the Macleay Valley Coast region is losing its market share of the growth occurring throughout New South Wales.

Current Customer Profile



AGE & LIFE STAGE

- OVER 55S
- FAMILIES
- YOUNG COUPLES NO KIDS
- MILLENIALS



REASON FOR TRAVEL

- VISITING FRIENDS AND FAMILY
- CARAVANNING
- YOUTH TRAVEL
- OUTDOORS AND ADVENTURE
- ESCAPING AND RELAXING



Situation Analysis

Google Analytics - 2019

Users	49,200
New Visitor	87%
Returning Visitor	13.1%
Pages / session	1.85
Average session duration	1 min 16 secs
Bounce rate	78%

ATDW LISTINGS

Live Listings	200
Online bookable	20%

TOURISM BUSINESSES - 300

Non- employing	103
1-4 emp.	122
5-9 emp.	62
20 or more emp.	9



FACEBOOK

Page Followers – 1,917
Kempsey Followers – 28%



INSTAGRAM

Page Followers – 1,537
Kempsey followers – 12%

CURRENT FACILITIES

There is not a current facilities audit but this is something that needs to be completed over time for the MVC

CURRENT BRAND

Discover Something New is the brand of the MVC currently but through planning & consultation over the next 3 years, this will be revitalised

SWOT ANALYSIS

STRENGTHS & UNIQUE SELLING POINTS

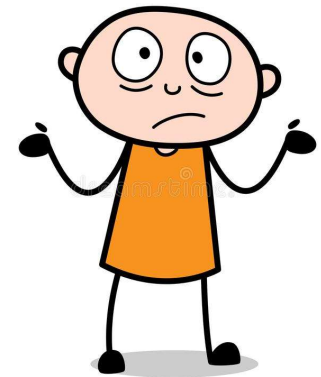
- Beautiful and pristine beaches
- Repeat visitation
- National Parks
- Natural beauty and pristine forests with tracks for bushwalking, trail riding and mountain biking
- Abundant, quality beaches
- National Surfing Reserve
- New Country University
- Indigenous heritage
- Colonial history
- Macleay Valley Food Bowl
- Large established VFR market
- Diverse fauna & natural assets
- Adventure tourism
- Walking tourism
- Country living connection
- Beautiful scenic drive 12
- Dives off South West Rocks are world renowned
- An active local arts and culture sector
- The beautiful Macleay River that meanders through the region



SWOT ANALYSIS

WEAKNESSES

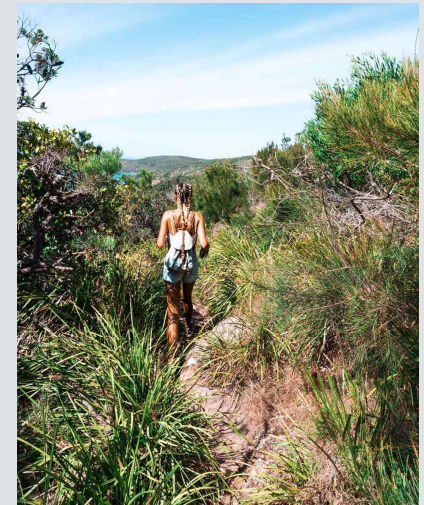
- Limited tourism infrastructure
- People unaware of our region
- Tourism industry not on ATDW
- Small tourism team
- Limited assets - images, videos, collateral
- Low yield visitor
- Inadequate tourist information services & signage
- Lack of engagement with the visitor economy
- Limited family and wet weather attractions
- Destinations/products/experiences not well linked or packaged
- Gaps in our food bowl and food tourism
- Lack of events and festivals
- Local council restrictions
- Due to lack of resources haven't had a very engaged relationship between council & operators
- Not engaged with DNSW
- Lack of accessible tourism infrastructure & products
- No airport
- Perceived as a day trip destination
- Limited trading hours and lack of evening activities hampers overnight growth
- Lack of Aboriginal Tourism offering
- Lack of accommodation infrastructure
- Lack of Business Events infrastructure and collateral for existing BE businesses
- Lack of infrastructure and knowledge of inclusive tourism
- Road leading west is unsuitable for 2WD
- Shortage of 'after dark' hospitality services
- Lack of infrastructure to build sports tourism



SWOT ANALYSIS

OPPORTUNITIES

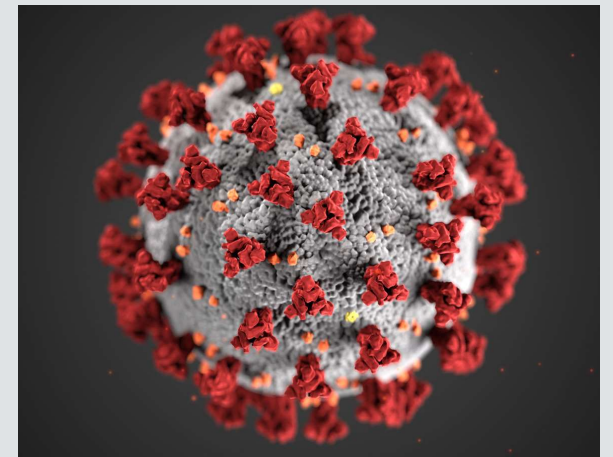
- To grow our following
- To get investors onboard
- Capitalise on current need for domestic travel due to COVID restrictions
- Capitalise on growth trend in local food and produce tourism
- Capitalise on growth trend in nature tourism
- Leverage proximity to Port Macquarie & Coffs Harbour
- Extend festivals and events by packaging broader experiences
- Build Business Events portfolio
- Develop the wedding sector
- Develop adventure tourism
- Develop walking trails that connect and keep people in region
- Work closely with DNSW & Destination NC
- Build a case for investment in tourism infrastructure
- Build tourism accessibility offerings
- Enhance signage
- Develop a new Visitors services strategy
- Engage local communities to further develop and grow VFR market
- Tourism industry is fresh and can be motivated
- Create an engaged and targeted database
- Ability to grow inclusive tourism in the region
- Ability to grow sports tourism



SWOT ANALYSIS

THREATS

- Local communities opposing tourism growth
- Increasing competition for domestic, international and BE visitors
- Highly seasonal industry
- Another pandemic or continued pandemic
- Bushfires in peak season
- Increase in tourism numbers not properly managed





Strategic Action Plan

This action plan is working towards implementing a compelling, consistent and short-term, 3 year marketing strategy and tourism plan to lead into a long-term strategy for the MVC that is experience-led, reflects our natural and cultural positioning, talks to our target audience and supports our local industry.

This action plan can be broken down into two primary goals:

1. Increase the desirability of the MVC as a travel destination, inspiring more people to visit, stay longer and spend more that is sustainable for our region.
2. To support MVC tourism businesses and stakeholders through education and engagement to develop and sustain a strong and mature tourism industry.



STRATEGIC GOALS


- * INCREASE LEISURE EXPENDITURE IN THE REGION
- * ATTRACT A BIGGER SHARE OF VISITORS THAT ARE COMING TO THE NORTH COAST & NSW
- * INCREASE OVERNIGHT VISITORS TO THE REGION IN THE SHOULDER SEASON
- * GROWTH IN EXPERIENCE PILLAR AND PRIORITY SEGMENTS
- * GROW THE REGIONS ONLINE BOOKABLE PRODUCTS (BOOEASY, OTAS – TRIPADVISOR, TRAVELLO)
- * GROW THE REGIONS EXPORT READY PRODUCTS (INBOUND TOUR OPERATORS [FR MARCO VASCO] & OTAS)
- * INCREASE STAKEHOLDER ENGAGEMENT
- * INCREASE THE VISITOR EXPERIENCE
- * CREATE TRUE VALUE FOR OUR COMMUNITY AND POSITIVE ADVOCACY OF OUR LOCAL COMMUNITY FOR TOURISM
- * GROW PHYSICAL CAPACITY

MEASURABLES



- * IN AN INCREASE IN VISITOR SPENDING OF 2% PER ANNUM FOR THE NEXT 3 YEARS
- * ACHIEVE A 4% GROWTH IN VISITORS YEAR ON YEAR FOR THE NEXT 3 YEARS
- * INCREASE TO 8% OF THE NORTH COAST VISITOR SHARE BY 2023
- * INCREASE IN OVERNIGHT VISITORS IN THE SHOULDER SEASONS BY 6% PER ANNUM
- * HAVE DEDICATED SECTOR MARKET DATABASES AND ASSETS TO COMPLEMENT
- * INCREASE IN OVERALL VISITOR SENTIMENT THROUGH SURVEYS IN 2021 & 2023 & CHANGES IN THE SERVICE OF THE VIC
- * INCREASING 50% OF OUR TOURISM OPERATORS TO BE ONLINE BOOKABLE IN THE NEXT 3 YEARS
- * INCREASING 20% OF OUR TOURISM OPERATORS TO BE EXPORT READY IN THE NEXT 3 YEARS
- * HAVE 70% OF TOURISM OPERATORS ENGAGED IN TOURISM WORKSHOPS OR ONE ON ONE MEETINGS FOR TRAINING
- * INCREASE IN COMMUNITY SENTIMENT TOWARDS TOURISM INITIATIVES
- * GROW PHYSICAL CAPACITY BY WORKING WITH LOCAL OPERATORS TO ENHANCE THEIR PRODUCT AND WORK TOWARDS INVESTMENT IN THE REGION

^^THE WAY THAT WE WILL ACHIEVE THESE GOALS ARE DETAILED IN THE STRATEGY DOCUMENT AND OUTLINED IN THE NEXT SLIDES

A scenic landscape featuring a sunburst effect over a green field and forested hills. The sun is positioned in the upper right quadrant, casting bright rays across the sky and illuminating the scene. The foreground is dominated by a lush green field, while the background consists of rolling hills covered in dense green forest. A dark blue L-shaped graphic element is located in the top-left corner of the image.

ACTION STEPS TO ACHIEVE PRIMARY GOAL ONE:

1. Increase the desirability of the MVC as a travel destination, inspiring more people to visit, stay longer and spend more; that is sustainable for our region.

IDENTIFY TARGET CUSTOMERS

One of the biggest issues for tourism marketing in the MVC is that we haven't previously had target sectors to directly market to. It is important for the MVC to utilise target sectors for marketing in order to:

- Help identify and focus on the consumers who will be most valuable to the MVC in terms of yield
- Identifies the best ways to reach the target audience efficiently and effectively for a media planning and campaigns
- Help identify the appropriate messaging that is direct and compelling to increase the need to visit



Escape & Connect

CHARACTERISTICS

- LOOKING TO DISCONNECT & BREAK FROM THEIR RESPONSIBILITIES
- HOLIDAYS ARE A CHANCE TO RECONNECT WITH PARTNERS & CHILDREN
- WILLING TO PAY FOR QUALITY
- RELAX AND UNWIND - SIGHTSEEING, NATURAL ATTRACTIONS, FOOD AND WINE

ALIGNMENT TO EXPERIENCE PILLARS

- NATURE TOURISM PRISTINE SETTING TO RECONNECT
- JOURNEY ROUTES INDEPENDENCE OF GETTING IN THE CAR & EXPLORING
- AQUATIC & COASTAL SERENITY, PEACE - THE FEELING IT GIVES
- CULTURAL TOURISM WHAT TO KNOW THE LOCALS AND HISTORY OF THE AREA
- FOOD AND DRINK QUALITY EXPERIENCES & WANT TO BUY LOCAL PRODUCE



LIFESTAGE

- 60+
- EMPTY NESTERS
- COUPLES NO KIDS



LOCATION

- SYDNEY
- NEWCASTLE
- BRISBANE
- CANBERRA



ATTRIBUTES

- VALUE RELATIONSHIPS
- ARE PASSIONATE AND BUSY WITH HOBBIES
- HAVE A STRONG INTEREST WITH FOOD AND WINE - AT HOME & DINING OUT
- VALUE FASHION & STYLE
- MOTIVATED IN THEIR CAREERS



BARRIERS

- NOT ENOUGH INFRASTRUCTURE FOR THE QUALITY OF EXPERIENCES AND ACCOMMODATION
- NOT WELL KNOWN TO THIS MARKET



PLANNING & BOOKING

- INTERNET SEARCH
- TRAVEL AGENT
- ONLINE TRAVEL SITES
- FAMILY & FRIENDS

Walk On The Wild Side

CHARACTERISTICS

- AVOIDING CROWDS AND 'TOURISTY' DESTINATIONS
- NATURE AND WILDLIFE EXPERIENCES
- MORE LIKELY TO HOLIDAY IN AUSTRALIA & PREFER REGIONAL DESTINATIONS
- WILL PAY THE MONEY FOR THE EXPERIENCE THEY ARE CHASING
- STAY IN STANDARD ACCOMMODATION, WITH FRIENDS AND FAMILY OR IN CARAVANNING & CAMPING ACCOMMODATION

ALIGNMENT TO EXPERIENCE PILLARS

- NATURE TOURISM - VASTNESS, NOBODY AROUND, EXPLORATION
- JOURNEY & TOURING ROUTES - INDEPENDENCE, EXPLORATION
- CULTURAL TOURISM - A MEANS TO LEAN ABOUT THE DESTINATION
- CAMPING - AT ONE WITH NATURE
- ADVENTURE TOURISM - EXCITING AND FUN



LIFESTAGE

- 60+
- EMPTY NESTERS
- COUPLES NO KIDS



LOCATION

- NSW
- VIC
- SE QLD
- ACT



ATTRIBUTES

- LOVE THE OUTDOORS
- SEEK VALUE FOR MONEY
- PRACTICAL AND CAREFULLY MAKE DECISIONS
- A LOT OF FREE TIME BUT KEEP ACTIVE WITH HOBBIES
- NOT SO FUSSED ABOUT SHOPPING AND FINER THINGS
- ARE ENVIRONMENTAL AND LOVE THE SIMPLE LIFE



BARRIERS

- THE MVC BLENDS INTO THE REST OF THE NORTH COAST
- POCKETS OF OUR REGION KNOWN TO THIS MARKET BUT THE FULL POTENTIAL OF OUR REGION ISN'T KNOWN TO THEM



PLANNING & BOOKING

- INTERNET SEARCH
- TRAVEL AGENT
- SOCIAL MEDIA
- ONLINE TRAVEL SITES
- FAMILY & FRIENDS

Family Fun

CHARACTERISTICS

- ENJOYING TIME TOGETHER AND HAVING FUN AS A FAMILY
- MORE LIKELY TO VISIT THE SAME DESTINATION YEAR ON YEAR
- EASE AND CONVENIENCE & EXPERIENCES THAT ARE FAMILY FRIENDLY
- COASTAL AND SELF-DRIVE PARTICULARLY APPEALING
- VALUE FOR MONEY
- IF NOT STAYING WITH FRIENDS AND FAMILY THEY STAY IN A STANDARD HOTEL OR SELF-CONTAINED APARTMENT

ALIGNMENT TO EXPERIENCE PILLARS

- NATURE TOURISM - SPENDING TIME IN THE GREAT OUTDOORS WITH FAMILY
- JOURNEY & TOURING ROUTES - EASE & INEXPENSIVE OF DRIVING
- AQUATIC & COASTAL - ENJOYING TIME AT THE BEACH & ON THE WATER WITH FAMILY
- FOOD - CONVENIENT & SATISFYING EXPERIENCES THE WHOLE FAMILY WILL ENJOY
- SPORTS TOURISM
- FESTIVALS & EVENTS



LIFESTAGE

- 30 – 49 YEAR OLD PARENTS
- KIDS UNDER THE AGE OF 16



LOCATION

- NSW
- VIC
- SE QLD



ATTRIBUTES

- LIVE A BUSY FAMILY LIFE
- LIKE CONVENIENCE & ROUTINE TO MAXIMISE FAMILY TIME
- BUDGET CONSCIOUS
- ENJOY DAYS AT THE BEACH, SPORTS & COOKING AT HOME



BARRIERS

- DON'T WANT TO TRAVEL TOO FAR & NEED TO BE ABLE TO DRIVE THERE
- HARD TO GET HERE FOR FAMILIES IN WA & SA



PLANNING & BOOKING

- INTERNET SEARCH
- TRAVEL AGENT
- SOCIAL MEDIA
- ONLINE TRAVEL SITES
- FAMILY & FRIENDS

Rest & Relax

CHARACTERISTICS

- TAKE LIFE SLOWLY & ENJOY THE SIMPLE PLEASURES
- SEEK PEACE AND COMFORT
- KEEP ACTIVE WITH LIGHT EXERCISE LIKE WALKING, GOLF & PILATES
- ARE CONSCIENTIOUS, RISK-AVERSE AND RESISTANT TO CHANGE
- HAVE A LOT OF SPARE TIME & ENJOY TIME SPENT WITH THEIR PETS AND PARTNER

ALIGNMENT TO EXPERIENCE PILLARS

- NATURE TOURISM - EASE & SIMPLICITY OF BEING AMONGST NATURE
- JOURNEY & TOURING ROUTES - EASE & INEXPENSIVE OF DRIVING & SETTING UP CAMP
- AQUATIC & COASTAL - PEACE AND TRANQUILLITY
- HERITAGE - LOVE TO EXPLORE THE HISTORY OF A PLACE WHEN TRAVELING



LIFESTAGE

- 55+



LOCATION

- NSW
- VIC
- SE QLD
ACT



ATTRIBUTES

- RELAXING, UNWINDING & SPENDING TIME WITH THEIR PARTNER
- COMPLETE BREAK FROM RESPONSIBILITIES & WORRIES
- REST & RELAXATION
- AFFORDABILITY IS A MAJOR CONCERN
- DON'T WANT TO HOLIDAY WITH CROWDS - SHOULDER SEASON



BARRIERS

- COST - AFFORDABLE PRICING IS IMPORTANT
- NOT AS VALUABLE FOR MVC



PLANNING & BOOKING

- INTERNET SEARCH
- TRAVEL AGENT
- ONLINE TRAVEL SITES
- FAMILY & FRIENDS



Develop Priority Sectors

Develop a strategic approach to specific priority sectors to increase the MVC profiles in these areas, specifically target their and increase the visitors' yield and duration of stay.

The sectors we will develop are:

- **Festivals & Events**
- **Business Events**
- **Sports Tourism**
- **Inclusive Tourism**
- **Sustainable Tourism**
- **Agritourism**
- **Indigenous Tourism**



Build pillar experiences

Leveraging our tourism strengths to groups that are interested in specific experiences:

- Nature Tourism - National Parks, Walking, Swimming, Bird watching
- Journey & Touring routes - Tourist Drive 12, Up River
- Arts, history & heritage - Smoky Cape, Trial Bay Gaol
- Food and drink
- Weddings in the MVC
- Caravanning and camping - the stunning campgrounds along the coast, National Parks
- Adventure tourism - diving, fishing, surfing, hiking, 4WD, Paddle Boarding, Kayaking, Fishing, mountain biking
- Family - camping, water sports, facilities
- Aquatic & Coastal

- Work with current attraction and experience tourism operators in these areas to build on the experience offering
- Create specific pages, itineraries, trips and articles to showcase the various experiences that the MVC can provide
- Investigate and create marketing campaigns with interest specific industry leaders i.e. Trailfinders for Walking and Hiking or Hello May magazine for weddings
- Investigate gaps in the markets and seek out new, potential tourism offerings that could help deepen a visitors' experience when in region



Build Marketing Assets

Rebuild website – currently building a new website that is easy to navigate, inspirational and engaging for visitors and easy for operators to update their information directly themselves.

Social Media – currently leveraging our social media platforms to increase brand awareness, increase loyal followers, drive traffic to website and generate new leads.

Printed Collateral – need a destination booklet, a trade fact sheet, itineraries, trails, media kit and something as a giveaway like a postcard magnet to give out at the VIC, trade shows and just general take homes for people to see the potential of the MVC

Photo & Video assets – needs a new suite of tourism imagery and footage to appeal to their target audience

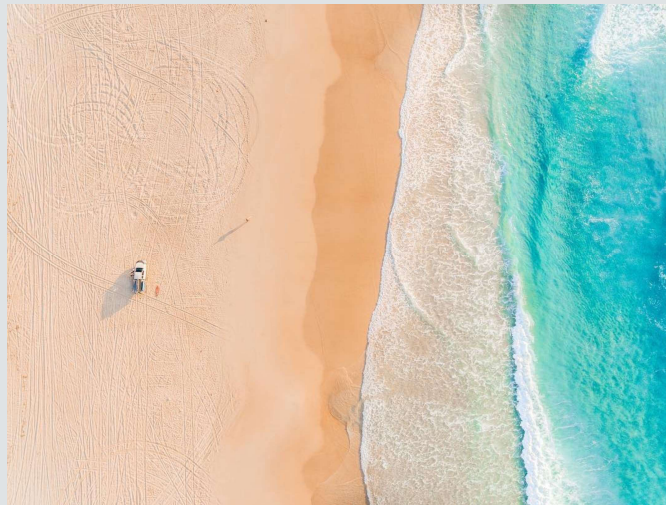
A lush tropical forest scene with a stream and a waterfall. The foreground shows a small waterfall cascading over dark, mossy rocks. The middle ground is filled with dense green foliage, including palm trees and various ferns. The background shows tall, slender tree trunks reaching towards the sky. The overall atmosphere is vibrant and natural.

MARKETING AND PR PLAN

Once the target markets are identified, the priority sectors are developed, our pillar experiences are advanced & our marketing assets are built out then we move into executing the Marketing and PR Plan

We need a PR strategy to help us target our communications to the right audience and the right publications at the right time. This will be achieved by:

- Creating a media kit
- Creating targeted media releases
- Hosting published articles on our website
- Marketing campaigns with an editorial element
- Host media famils
- Media monitoring platform



The MVC does not have a current database that we send out destination information and inspiration in order to get them to visit the region.

We need to build the database, break it into interests and directly speak to these target markets through dedicated newsletters.

We also need to make sure that we have integrity of our data; having a safe and secure CRM enables this.

Public Relations

Email Marketing

Online is where the people are and digital marketing allows us to directly target our markets. MVC needs a bigger presence online to generate brand awareness, increase leads and convert bookings with operators. We will do this through:

- Sponsored social posts
- Google keyword research & then Google Ads to bid on keywords
- Make sure that all marketing campaigns have a pay per click component with a valuable ROI

Digital Marketing



While traditional media is quite broad in its target markets and expensive it does have some leverage especially locally. We advertise traditionally by:

- Continue with contracts with *Here & Now*, *Cartoscope & Port Macquarie Airport*
- Advertise once a year with *The Argus*
- Increase tourism signage around the Shire

Traditional Advertising




Link previous strategies

Improving the visitor experience

- The VIS review links all throughout this strategy & marketing plan
- Currently participating in the Tourism e-school that is focusing on Visitor Services & Marketing which will help cement both of our plans

Incorporating the DMP

- This strategy makes sure to incorporate the *Game Changer & Next Tier Tourism Initiatives* throughout

A nighttime photograph of a city street. In the background, a large, ornate building with a clock tower is illuminated. The clock tower has two faces. The building is surrounded by trees and streetlights. In the foreground, there is a modern, curved wooden bench on a paved sidewalk. A traffic light and a street sign are visible on the right side of the image. The sky is dark blue, indicating dusk or night.

ACTION STEPS TO ACHIEVE PRIMARY GOAL TWO:

2. To support MVC tourism businesses and stakeholders through education and engagement to develop and sustain a strong and mature tourism industry.



A Partnership Approach

Industry Engagement & Education

Our biggest stakeholders are the local tourism operators. We need to work with them very closely, continually asking for input and providing upskilling and educational opportunities where we can.

- Quarterly tourism workshops
- Create a tourism community that people want to be a part of and proud of - *Be an MVP for the MVC* - getting industry operators behind the brand & proud of welcoming tourists to their region.
- Get a collaborative effort on the brand - to give the region its 'Place DNA' so that we are marketing correctly as a group
- Making sure we are working collaboratively to get on-ground information that we can't get without input for people in the industry
- Continue to build out the tourism toolkit
- Continue to meet in person with operators
- Continue to send out operator newsletters



A Partnership Approach

Community based tourism

It is so important to make sure that our local communities are involved in tourism and educated on the importance of tourism to the MVC. We can do this by:

- Encourage community to be tourists in their own region – VFR Market importance
- Market the importance of tourism to the economy in this community

Infrastructure & assets

Work towards an adequate supply of infrastructure and service to both support and induce the growth in visitor demand by:

- Work with private investors to encourage growth
- Work with teams in council to see how to help businesses & how we can work more collaboratively
- Encourage trainee programs
- Market the MVC as a place to live and work

Collaborate with industry

Making sure we are working collaboratively with tourism partners to make sure we aren't missing any opportunities

- Work with TA, DNSW, DNC, AVIC to maximise our investment in identified priority domestic markets, with a focus on growing the MVC's share of high growth in domestic travel from states other than NSW
- Maximise MVC inclusion & distribution
- Attend conferences and trade shows to build relationships

What does success look like?

What	Measured by	Achieved?
Overall		
Overall goals	Increase visitor spend at 2% per annum for 3 years	
	Achieve a 4% growth in visitors year on year for the next 3 years	
	Increase to hold 8% of the North Coast visitor share by 2023	
	Increase in overnight visitors in the shoulder seasons by 6% per annum	
	Have dedicated sector market databases and assets to complement	
	Increase in overall visitor sentiment through surveys in 2021 & 2023 & changes in the service of the VIC	
	Increasing 50% of our tourism operators to be online bookable in the next 3 years	
	Increasing 20% of our tourism operators to be export ready in the next 3 years	
	Have 70% of tourism operators engaged in tourism workshops or one on one meetings for training	
	Increase in community sentiment towards tourism initiatives - measure through engagement locally	
	Grow physical capacity by working with local operators to enhance their product and work towards investment in the region	
Build Experience Pillars		
Build out and expand our Experience Pillars	Increased ATDW listings from 200 to 300	
	Specific interest webpages, trips, itineraries and articles on the website and as downloadable PDFs	

What does success look like?

	Having created and executed 30 specific interest marketing campaigns	
Develop Priority Sector Plans		
Build the Festival & Events sector	Develop a Festival and events sector plan	
	Sponsorship application form online	
	Marketing and communications plan template for event organisers	
	A dedicated Festival & Events web page with updated events listings from ATDW	
	Calendar of Events on the website and downloadable	
	10 Signature events in our calendar	
	50 Events listed on ATDW each year	
Build the Business Events sector	Develop a BE plan	
	Increase listings on Meet in Regional NSW from 5 to 20	
	Have a guest speaker from the BE sector at one our quarterly workshops	
	Have a BE client prospectus	
Build the Sports Tourism sector	Develop a Sports Tourism plan	
	A sports infrastructure audit completed	
	Have a Sports Tourism prospectus	
Build the Inclusive Tourism sector	Develop an Inclusive Tourism plan	
	Have a guest speaker from the Inclusive tourism sector at one our quarterly workshops	
	Create a page on the website that lists inclusive tourism listings	

What does success look like?

Build the Agritourism sector	Have a guest speaker from the Agritourism sector at one our quarterly workshops	
	Develop an Agritourism trail with Farm gates and restaurants that use local produce and create a webpage with these listings, itineraries and trails dedicated to Agritourism on it	
	Create or be a part of an industry marketing campaign that focuses on Agritourism	
Build the Indigenous tourism sector	Develop an Indigenous tourism plan	
	Have a yearly workshop for developed and emerging Indigenous tourism businesses in the region and have a guest speaker from a successful Cultural experience business	
	Create a dedicated indigenous culture page on the website	
	Create or be a part of an industry marketing campaign that focuses on Indigenous Tourism	
Build MVC Marketing Assets		
More engaging and optimal MVC website	Completed website rebuild	
	Updating information and content on a regular basis	
	Increase user visits each year by 20% by increasing the SEO throughout the site	
	Increase time on site to 2.5 minutes	
	Increase social media and search referrals each year by 10%	

What does success look like?

	Increase time on site to 2.5 minutes	
	Increase social media and search referrals each year by 10%	
	Itineraries & trail downloads increase each year by 10%	
	Referrals to operator booking links and websites to increase each year by 10%	
	Decrease Bounce rate across the site below 40%	
	Enable tourism operators to have deals on the website aligned with specific campaigns	
	Have new map on specific pages across the site	
	Increase newsletter subscriptions each year by 10%	
More engaging social media platforms	Increase engagement and followers on Facebook and Instagram to both have 10,000 followers by the end of 2023	
	Create sponsored posts that are dedicated to specific markets to get our target markets engaged and following us & signing up to our newsletters	
	Increase referrals with a low bounce rate to the website each year by 10%	
	Employ a social media management & scheduling tool like Hootsuite to optimise	
	Create specific target market competitions to increase following & sign up to newsletters	
	Engage with social media influencers to increase followers and gain imagery & video assets	
Create marketing collateral	Destination booklet to give to VICs and hand out locally when tourists are in town	
	2 page fact sheet to take to trade shows	
	Itineraries to show the range of things to do	
	Trails to connect the the region	

What does success look like?

	Build our newsletter database and increase it by 20% per year	
	Sit within the industry averages by 2023: <ul style="list-style-type: none"> • Open rate - 15% • Click through rate - 1.6% • Click to open - 10% • Unsubscribe - 0.10% • Bounce rate - 0.50% 	
Digital Advertising	Set up Google Ads with keywords for MVC	
	Drive website visits and newsletter sign ups from Google Ads by 10% each year	
	Confirm PPC in partner marketing campaigns	
Traditional Advertising	Have an ad in Cartoscope and Here and Now - receive maps to hand out at VIC	
	Have rolling ad specific to day trippers at Port Macquarie airport	
	Increase tourism signage around KSC	
Visitor Servicing		
Visitor Servicing	VIS review action plan in place and on track	
	Bootcamp with Tourism e school complete and concepts implemented	
Incorporate the DMP		
DMP	Game Changer Projects on target to be complete when planned	
	Next Tier Tourism Initiatives in place and on track	
A Partnership Approach		

What does success look like?

Engagement & Education of the tourism industry	Quarterly Tourism Workshops	
	Create the group 'Be an MVP for the MVC'	
	Be sharing TRA data in a concise and easy to read manner	
	Have a comprehensive Tourism Toolkit on the Corporate website	
	Have one day a fortnight visiting tourism businesses	
	Send out newsletters every fortnight	
Community based tourism	Develop and market the Macleay Valley Pledge	
	Work with KSC Comms to market the importance of tourism to the region	
	Do a quarterly marketing push for locals to enjoy their region as tourists themselves	
Infrastructure	Start to develop a plan with the Economic Development team to encourage new investment	
	Work collaboratively across council to enhance the way tourism operators work with different departments	
	Work with the Tourism & Hospitality working group to develop training programs	
Collaborate with industry	Have great in relationships with at least 2 people at TA, DNSW, DNC, AVIC to maximise our tourism region holistically	
	Work with local tourism operators on one co-op marketing campaign a year	
	Attend a key industry conference once a year	