



Fraser Coast  
Regional  
Wayfinding and  
Content  
Management  
Strategy  
2019





## EXECUTIVE SUMMARY

The Fraser Coast destination is a bucket list holiday destination due to its renowned world heritage listed Great Sandy Strait, Fraser Island and world-class whale watching.

The growing commitment and leadership by local industry to conservation-based tourism is a significant competitive advantage as well as the up-close whale watching experiences that the destination can promise and deliver on.

These water-based experiences are complimented by cultural, heritage and nature-based hinterland experiences appealing to the domestic and international family and empty nester holiday makers; as well as the significant number of visitors to the region who are travelling to visit friends and relatives.

FCRC (Fraser Coast Regional Council), in partnership with FCTE (Fraser Coast Tourism and Events), have goals and plans to grow awareness and advocacy for key world heritage assets and developing nature-based, heritage and cultural experiences to support the ongoing contribution by tourism to the local economy. These plans are supported by the local industry that is comprised of mature businesses reliant on tourism and operators who are optimistic about the future of tourism in the Fraser Coast.

The consumer marketplace for travel is changing at an increasing pace due to rapidly changing technology and consumer platforms and the role of tourism organisations like FCRC and FCTE have to change with it. Consumer demand for personalised, engaging and authentic content and tools that meet their needs at all stages of their purchase cycle to motivate, inform and guide them is growing. Council recognises these marketplace trends and is seeking a strategy and solutions to make quality content and tools, for example, an innovative way-finding app, available to the market, as Council understands that putting the right motivational and useful content into the hands of its target markets and visitors is key to achieving its tourism development and marketing goals. Council also recognises the importance of investing in and building on the content development and marketing activities of FCTE and FCRC to ensure the Fraser Coast region increases its competitive position in the tourism market.

Through the analysis and strategic modelling for this project a priority strategy identified is for FCRC to lead on the implementation of a contemporary, fit for purpose, content asset management system and in partnership with FCTE continue to develop a content library that will provide the organisations and over time, further partner organisations and local industry, with video, copy, audio, imagery, maps and itineraries to utilise in their marketing programs and websites. Developing the content within brand guidelines and taxonomy and tagging systems and storing and managing the content in a content asset management system, will optimise resources and increase efficiencies for both organisations.

This content foundation work would confidently empower FCRC and FCTE to bring the content to life through websites and apps with the aim of growing tourism through increasing visitation and dispersal, as well as improving the visitor experience and advocacy. The opportunity for a market leading in destination app has been identified as a key initiative to help visitors explore the region more widely and discover the stories behind the cultural, historical and natural experiences that Maryborough and Hervey Bay regions offer. The app could incorporate web beacon technology that lends itself to collecting visitor movement data. This would provide a valuable data asset to add to the existing data and research pool to inform future marketing and investment decisions.

Key success factors and risks to the project's successful implementation have been considered in this strategy. Successful implementation will rely on effective collaboration between FCRC and FCTE, agreement on responsibilities, resources and priorities through an agreed project governance framework. A key success factor will be both partners committing to the long-term investment in this project and continual evolution of a collaborative working relationship.





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# SECTION 1: INTRODUCTION

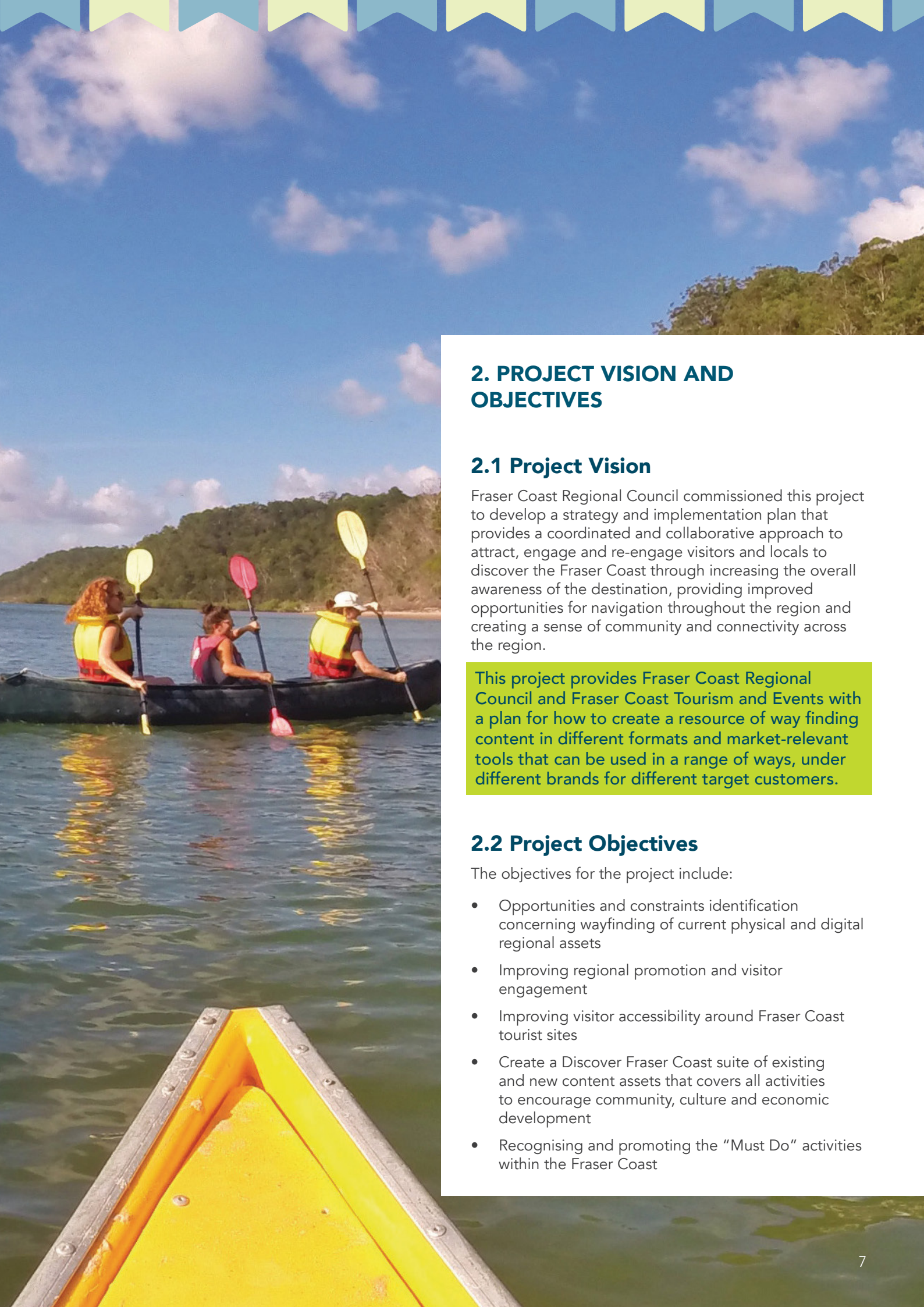
## 1. METHODOLOGY

Project methodology has been based on the following principles:

- Establishment of a clear vision and outcomes for the project
- Open communication and regular project reporting
- Phased outcomes and project stages
- Comprehensive research and analysis of findings
- Internal and / or external stakeholder input at each phase of the project
- Relevance to the constantly changing travel marketplace
- Recognition of Council and FCTE goals and collaborative relationships between these organisations and with the industry

The project was divided into the following phases with input from project stakeholders at each stage.

Phase	Outcomes of this Phase
<b>Project Inception</b> Project team meeting and creation of project plan and timeline	A clear understanding of outcomes, expectations, project methodology, stakeholder engagement scope, project roles and project timeframes
<b>Phase 1: Research</b> An integrated approach to research including product and experience audit; review of content and digital assets, strategic and policy and planning environments; and relevant marketplace research.  Council and FCTE staff provided input to the document that summarised the research.	A full understanding of existing experiences and products, content assets, digital assets, what is available in market, competitor environment, strategy, policy and planning environment and variations and consistencies in brand messaging. This understanding formed the baseline for analysis and recommendations including the SWOT in the third stage of the project.
<b>Phase 2: Stakeholder Engagement</b> The stakeholder engagement phase included community and industry workshops, meetings with Council and FCTE staff and online surveying of community members.	Council has relevant stakeholder buy-in to the vision for the project and have created a pathway and expectation for their involvement in the future. The research includes an understanding of the authentic brand of the destination through the eyes of the community and visitors and identifies characteristics of the destination and its community to inform the SWOT.
<b>Phase 3: SWOT</b> Analysed the findings from the research and stakeholder engagement phases to develop a clear and easily understood SWOT.  Distilled from the SWOT the key strategic opportunities and constraints, relevant to the target markets and their preferences across all stages of the travel purchase cycle.  Council and FCTE staff provided input to this document.	Clarity on the strengths, weaknesses, opportunities and threats with regard to Fraser Coast's ability to attract, engage and re-engage visitors and locals with a focus on digital content and wayfinding tools, signage and story trails
<b>Phases 4 and 5: Draft Report and Implementation Plan (including Investigations Outcomes Report)</b> This is the draft of the strategy and was workshopped with Council and FCTE staff.	Provide project stakeholders with an early opportunity to input to the strategies based on the research, stakeholder engagement, SWOT, draft recommendations and budget estimates, prior to developing the final report.
<b>Phase 6: Review and Finalisation</b>	Final report and implementation plan



## 2. PROJECT VISION AND OBJECTIVES

### 2.1 Project Vision

Fraser Coast Regional Council commissioned this project to develop a strategy and implementation plan that provides a coordinated and collaborative approach to attract, engage and re-engage visitors and locals to discover the Fraser Coast through increasing the overall awareness of the destination, providing improved opportunities for navigation throughout the region and creating a sense of community and connectivity across the region.

This project provides Fraser Coast Regional Council and Fraser Coast Tourism and Events with a plan for how to create a resource of way finding content in different formats and market-relevant tools that can be used in a range of ways, under different brands for different target customers.

### 2.2 Project Objectives

The objectives for the project include:

- Opportunities and constraints identification concerning wayfinding of current physical and digital regional assets
- Improving regional promotion and visitor engagement
- Improving visitor accessibility around Fraser Coast tourist sites
- Create a Discover Fraser Coast suite of existing and new content assets that covers all activities to encourage community, culture and economic development
- Recognising and promoting the “Must Do” activities within the Fraser Coast

### 3. ALIGNMENT OF STRATEGY WITH TOURISM GOALS

#### 3.1 Background

There are two planning documents that Fraser Coast Regional Council and Fraser Coast Tourism and Events rely on for strategic direction on the vision for tourism in the region, being the Fraser Coast Regional Council 2018-23 Corporate Plan and the Fraser Coast Destination Tourism Plan (DTP).

#### 3.2 Fraser Coast Regional Council Corporate Plan

The Corporate Plan under the theme of Prosperity includes a sought outcome of a growing Tourism industry that capitalises on the full range of opportunities through the following strategies:

1. Investigate expansion of marine and land-based tourism opportunities
2. Work in collaboration with tourism industry bodies, local businesses and all levels of government to build successful visitor experiences
3. Develop an approach across the region to capitalise on increased tourism

#### 3.3 Destination Tourism Plan

In May 2014, Fraser Coast Tourism and Events (then known as Fraser Coast Opportunities) formed a regional Destination Tourism Plan (DTP). The aim of the DTP was to provide a roadmap for the growth of tourism and events on the Fraser Coast leading up to 2020 and to highlight the resources required to create a sustainable and competitive tourism destination that achieves increased year-on-year visitation.

In 2016, Fraser Coast Tourism and Events Ltd commenced the process of reviewing the existing DTP to ensure content remains up to date and relevant. Changes have been made to goals and key objectives of the DTP so the region is best positioned to contribute to Queensland's \$30 billion 2020 stretch target for overnight visitor expenditure to the State.

#### 3.3.1 Vision for the Fraser Coast

The Fraser Coast DTP outlines the vision for the Fraser Coast. It states that Region's vision is to be:

*'Globally recognised for world class personal natural encounters, World Heritage Listed Fraser Island and as Australia's number one whale experience destination.'*

The region's vision statement has recently been updated following a strategic workshop facilitated by the Earthcheck company.

The Destination Vision has been recrafted to:

*"We are a region of rich heritage, globally recognised for world-class, personal natural encounters, World Heritage Listed K'gair Fraser Island and Australia's Number 1 whale experience destination"*

The Corporate vision of FCTE is:

*"Fraser Coast region – Australia's leading nature-based and heritage tourism destination"*

The Organisation Purpose is

*"To drive the tourism visitor economy of the Fraser Coast region to become its fastest growth sector by 2021"*

The Fraser Coast DTP also identifies cultural heritage as a niche market growth opportunity.



### 3.3.2 Strategic Objectives

1. Establish Fraser Coast positioning around our rich heritage, our global recognition for world-class, personal natural encounters, World Heritage Listed K'gari Fraser Island and Australia's Number 1 whale experience destination.
2. Continue to grow the quality of tourism experiences and overall sector value
3. Develop our the heritage and military experiences to be recognised as top tier visitation drivers
4. Leverage our geographic position and investment in facilities to become Queensland's number one regional destination for sporting tourism
5. Develop China as a new international source market for FIT tourism
6. Build on our positioning as a jumping off point to Lady Elliot Island and the Southern Great Barrier Reef
7. Attract broad community support and enthusiastic partners

### 3.3.3 Goals

1. Continue to build on the region's position as the leading destination for personal natural encounters
2. Leverage off the natural advantage of whale watching, iconic K'gari Fraser Island, Lady Elliot Island and the Great Sandy Strait
3. Establish the Fraser Coast as Queensland's pre-eminent military history and heritage experience destination
4. Become a leading Queensland events destination with a focus on sporting tourism and car clubs (national rallies)
5. Increase share of Queensland marine tourism activities
6. Establish in-market trade partnerships targeting the Chinese FIT tourism sector
7. Growing the Region's market share through top-line growth and repeat visitation
8. Build thriving and mutually beneficial partnerships

### 3.3.4 Destination Priorities

1. Build on Fraser Island's iconic status as a world heritage area
2. Focus on drive itinerary development, focusing on natural encounters, heritage and military
3. Build on our major marketing and PR campaigns
4. Grow the international markets
5. Cement our reputation as a leading destination for personal natural encounters
6. Elevate the region's fishing profile and develop the potential of the off-shore marlin fishery
7. Broaden the range of experiences and product

### 3.3.5 Events Priorities

1. Attract new events capable of drawing crowds larger than 5000, delivering 30-40% out-of-region visitation
2. Increase out-of-region visitation of major existing events
3. Build sporting tourism and leverage the region's support for national car club rallies
4. Launch a mass participation sporting event capitalising on the region's iconic destination (Fraser Island) and its history as the birthplace of the modern Special Air Service regiment (eg: Z Special Unit marathon)

The Wayfinding and Content Management Strategy supports the sought outcomes in Council's corporate plan as it recognises the importance of collaboration to achieve destination goals.

It addresses opportunities for regional stakeholders to share content and information management responsibilities and to be able to access regional content assets for use within their various programs. Further this strategy will optimise Council's and FCTE's efforts in content management and presentation of content in wayfinding tools and recognises that FCTE is working on creating a valuable content asset base and supports the further investment and development of content.

In line with the DTP vision the Strategy will help the Fraser Coast region attract, engage and re-engage both visitors and locals by empowering them with the best content at the right stage of their travel purchase cycle.

This strategy aligns with the strategic objectives of the DTP by recommending strategies for content management and presentation tools that support the establishment of clear market positioning around 'personal natural encounters' of the Great Sandy Strait and Fraser Island.

This strategy supports all of the Region's DTP goals through recommendations that will support the communication of inspirational content and helpful planning information, which is able to be accessed by the target markets on their preferred channels and devices.

With regard to the strategic priorities outlined in the DTP the recommendations in this strategy will support the development of drive and tailored itinerary programs and the aims of the destination to be the leader in personal natural encounters.





## SECTION 2: SUMMARY OF RESEARCH FINDINGS AND SWOT

### 1. THE FRASER COAST REGION

The Fraser Coast Region is a holiday playground blessed by nature, with long sandy beaches, relaxing island retreats, abundant marine life and pristine parks. There are a wealth of coastal paradises, recreational pursuits, adventure activities and historic explorations, rich in diversity and natural beauty.

*Fraser Coast is recognised for its World Heritage and conservation status and has natural assets that mean it is a “bucket list” destination for many people.*

The Region encompasses Fraser Island, Hervey Bay, Maryborough, the Fraser Coast Hinterland and the Great Sandy Strait; covering an area of 7,116.7 km<sup>2</sup>. Manufacturing, health care and social assistance and education and training are amongst Fraser Coast’s largest industries alongside tourism, and these industries help to support a population of over 100,000 residents.

*Tourism is a mature industry in Fraser Coast with well-established notoriety for its world-class whale watching locations.*

With a regional airport situated at Hervey Bay and being located within 300 km of Brisbane, the Fraser Coast is easily accessible by air and road, as well as rail. The lack of flights from southern markets, particularly Melbourne, is seen as a shortcoming.

The Fraser Coast has enjoyed strong overnight visitation growth in recent years, achieving 902,000 in year to December 2018. Visitors enjoy a mild year-round climate in a subtropical haven, providing amazing whale and bird watching experiences, 4W driving on the world’s largest wilderness sand island, fishing, heritage and military history explorations, retail therapy and a variety of adventure activities and events.

## 2. TARGET MARKETS

### 2.1 Target Market Definition

The Destination Tourism Plan (DTP) identifies the target markets for the region as follows.

Tier	Market
Tier One	<ul style="list-style-type: none"> <li>Older families and young families in regional Queensland and Brisbane (400 km radius)</li> <li>United Kingdom</li> </ul>
Tier Two	<ul style="list-style-type: none"> <li>Empty nesters in Brisbane, Sydney and Melbourne</li> <li>USA, Canada, Europe and Scandinavia</li> </ul>
Tier Three	<ul style="list-style-type: none"> <li>Korea, Malaysia, NZ</li> </ul>
New and developing	<ul style="list-style-type: none"> <li>China, Taiwan and Hong Kong</li> </ul>



#### Older Families (families with no children under 5) –

More likely to travel in Australia and more likely to consider visiting Queensland for trips between 4-14 nights. It is on holidays between 7-14 nights that they spend the most each night.

#### Young Families (families with children under 5) –

Tend to take more holidays in Australia than other segments. Most likely to visit Queensland, for stays between 4-14 nights. The shorter the travel occasion, the more they typically spend each night.

#### Empty Nesters (50+, no children) –

Holiday slightly less often than other segments, but typically spend the most per night – especially on holidays longer than 15 nights. On longer holidays, they are considerably more likely to choose to holiday in Queensland.

Fraser Coast Tourism and Events uses this information to target their consumer and trade marketing activity.

## 2.2 Visitors' Purpose of Travel

The following purposes of travel are ascertained from the Destination Tourism Plan.

Purpose	%
Holiday	51%
Visiting Friends and Relatives	36%
Business and Other	13%
<b>Total</b>	<b>100%</b>

	Visitors	Holiday	VFR	Business	Expenditure (\$m)
<b>Domestic Overnight</b>	<b>772,000</b>	<b>413,000</b>	<b>254,000</b>	<b>n/p</b>	<b>\$444.2m</b>
3-yr trend % change <sup>2</sup>	▲ 9.5%	▲ 10.9%	▲ 6.2%	n/p	▲ 18.9%
<b>International Overnight</b>	<b>130,000</b>	<b>120,000</b>	<b>n/p</b>	<b>n/p</b>	<b>\$41.1m</b>
Annual % change	▼ -12.7%	▼ -11.9%	n/p	n/p	▼ -10.8%
3-yr trend % change	▲ 2.3%	▲ 1.7%	n/p	n/p	▲ 5.8%
<b>TOTAL</b>	<b>902,000</b>	<b>533,000</b>	<b>n/p</b>	<b>n/p</b>	<b>\$485.3m</b>
Annual % change	▲ 9.5%	▲ 6.5%	n/p	n/p	▲ 16.7%
3-yr trend % change	▲ 8.2%	▲ 8.3%	n/p	n/p	▲ 17.4%

	Visitors	Holiday	VFR	Business	Expenditure (\$m)
<b>Domestic Overnight</b>	<b>675,000</b>	<b>357,000</b>	<b>226,000</b>	<b>69,000</b>	<b>\$370.2m</b>
3-yr trend % change <sup>2</sup>	▲ 4.5%	▲ 5.1%	▲ 3.7%	▲ 8.0%	▲ 8.3%
<b>International Overnight</b>	<b>150,000</b>	<b>139,000</b>	<b>10,000</b>	<b>n/p</b>	<b>\$45.4m</b>
Annual % change <sup>1</sup>	▲ 1.9%	▲ 1.5%	▲ 27.7%	n/p	▲ 10.5%
3-yr trend % change	▲ 5.9%	▲ 5.0%	▲ 13.0%	n/p	▲ 3.9%
<b>TOTAL</b>	<b>825,000</b>	<b>496,000</b>	<b>236,000</b>	<b>n/p</b>	<b>\$415.6m</b>
Annual % change	▲ 11.3%	▲ 12.1%	▲ 6.5%	n/p	▲ 34.0%
3-yr trend % change	▲ 4.7%	▲ 5.1%	▲ 4.0%	n/p	▲ 7.8%

Day-trippers to Fraser Coast in 2017 numbered 649,000, almost equal to Domestic Overnight visitors.

Source: *Teq.Queensland.com*

Overall growth in visitation is positive over the last 12 months with the exception of International visitation which declined by 12.7%. Over the last three years the overall growth trend in visitation is 8.2% and this has contributed to an increase in total expenditure by overnight visitors of 17.4% to \$485.3M.

### 3. TOURISM MARKETPLACE TRENDS

#### 3.1 Experience Driving Planning and Decision Making

Due to the almost infinite amount of information and online booking capability available to consumers, anytime and anywhere, due to mobile technology, people are completely empowered to discover, plan, book and experience a destination without the intervention of others. They can self-serve and choose their sources of inspiration and information based on decision making factors.

In most cases the consumer chooses their destination prior to choosing their products and services, making awareness marketing of destinations vitally important in today's marketing environment. However, that behaviour is changing rapidly as the desire for, and capabilities of the consumer to select their destination and products based on their interests and experience desires, is increasing. For example:

- Family located in Brisbane that wants to give their children a kayaking experience will be able to find suitable options in regions near to them through online searches or through the influence of social media content and from there they will choose their destination
- Empty Nesters who have arrived into the region and have a keen interest in history utilise an in-destination app to find all experiences in the region that are historic and can experience audio and visual content on the app as well as useful directional information to motivate them to visit the historical attractions



#### 3.2 Personalisation

All the major online travel platforms are investing in evolving their services and technology to provide a personalised user experience. Rather than communicating with a target market as a group of similar customers, technology now enables communication on a one to one basis between businesses and consumers and between consumers and consumers. Consumers who are not served with relevant information specific to their needs reject the offer out of hand in an instant.

Google's search algorithm is constantly changing and in the last few years has been driven by a strategy to cater for mobile searches, which now account for over 50% of searches, as well as an artificial intelligence strategy. Google's machine learning is applied across their platform at all consumer touch points and all data is analysed to result in the serving of the most relevant information for their search, location and device, as well as the serving of ads based on the users' interests and online behaviour.

TripAdvisor has very recently launched an overhauled user experience that is putting the consumer at the centre of the design and content that is shown. The user is served a Travel Feed based on their online behaviour with suggestions rich in destination content, consumer content, product information and reviews. In addition to this new user experience, the platform offers a social experience where a user can follow other users and invite their friends to follow them.

Email marketing to relevant markets including older segments and business sector remain a valuable marketing activity, but only if executed well. Executing email marketing well requires segmentation based on relevant customer attributes and interests and personalisation otherwise the return on investment will be compromised.

### 3.3 Consumer Content Trumps Business Content

92% of people trust the views of others about a business ahead of what the business says about their experiences and services.

The ubiquitous availability of reviews on TripAdvisor, Google, online travel agency websites, Wiki Camps app and recommendations on Facebook mean that consumers are able to qualify their decision to choose a destination or business prior to purchase.

Trip Advisor's new user experience includes the ability for users to create content about destinations and to create their Trip (a personal and engaging story about their itinerary). This massive growth opportunity for consumer content on the world's biggest travel website is going to have a significant impact on consumer's satisfaction and broader use of TripAdvisor for inspiration, planning and booking, ahead of how it is utilised now.

### 3.4 Video Trumps Images

Research continues to show that video is significantly more engaging than still images and in the market that we are in where people have so much information put in front of them on their screens, videos provide an efficient way to communicate a story and provide entertainment.

Facebook has recognised this opportunity and is moving to take YouTube market share by encouraging the sharing of video content on Facebook and Instagram, with a number of implementation options including video posts, live video, Premiere video and IGTV (Instagram TV).

Instagram and Facebook stories continue to rise in popularity as topical and time specific social media content that are a form of short video and available to consumers and businesses alike.

### 3.5 Podcasts for storytelling

Research reveals that podcasting has become the fastest-growing on-demand audio medium with 3.5 million Australian listeners aged 16-64. This is a significant opportunity for destination storytelling for the drive market.

### 3.6 Paid advertising vs organic marketing

To have a competitive position amongst the abundant amount of content available on Google and to grow or engage a relevant Facebook audience it is now necessary for businesses to include paid advertising in their marketing plans. Paid online advertising provides low risk ad spend opportunities for which organisations can set budget limits and at the same time discretely target their ideal audiences. Over the long term the advertiser and the platform learns how to more acutely customise and target your specific ideal audiences generating increasing return on investment.

Search engine optimisation and quality organic content marketing are still fundamentally required to establish your destination or business online. A quality base of content and online customer servicing that create a meaningful relationship between the consumer and the destination must exist to then be able to be supplemented by paid online advertising in ways that deliver return on investment for the organisation.

### 3.7 Engaging through Online Chat

The ability for consumers to communicate with destinations and products on their terms is now expected and Facebook's Messenger platform is driving consumer usage of online chat with over one billion messages a month by consumers to businesses.

53% of users report that they are more likely to shop with a business where they can use a chat app.

People are trending to not want to call businesses, but want the answers to their questions immediately on their mobile device.

Opportunities exist for visitor servicing through online messaging and could enhance visitor information customer experiences.

Facebook Messenger can also be utilised to develop sales funnels through guided conversations facilitated by an integrated chat bot.

### 3.8 Mobile

Over 50% of searches are now on mobile devices and all ages are reliant on their mobile smart phone for news, social media, connection with friends, family and businesses. Research shows that mobile phone is ranked as the most valuable travel companion.

### 3.9 Influencers

Destinations and businesses are seeking the reach and advocacy that comes from working with social media influencers and Instagram is their platform of choice. Influencers are the new channels of public relations and media and it's therefore important for destinations to have a planned approach to working with influencers. Not only do influencers create their own content, but they align their content with specific stages of the travel purchase cycle and have strong online presences, such as websites, which rank highly in the search engine results pages, that get matched to the destination searches conducted by consumers in the consumer travel purchase stages.

**An additional benefit of working with influencers is the opportunity to collect and use multimedia content that they create when visiting and promoting the destination.**

### 3.10 Extended Reality

Extended reality technologies such as virtual reality, augmented reality and mixed reality, are being increasingly used by businesses large and small to give customers an immersive and memorable experience.

The tourism and hospitality industries are among those adopting these technologies to enhance their product offering and incorporate rich content integrated with gamification to create compelling visitor apps.

Due to advancing technologies and evolving supplier business models these forms of marketing are now accessible to all size organisations in the travel ecosystem.

### 3.11 Apps

As mobile use has exploded to become second nature to all market segments, so too has the use of apps downloaded from the phone operating systems apps store. Whilst household name apps like Instagram, iTunes, Whats App and Spotify have user bases in the many millions, there are also viable case studies for investment in apps that have a specific product or destination focus. In destination apps, sometimes populated with maps, content and augmented reality, can play a highly effective role in helping the visitor to discover, navigate and enjoy a destination, enhancing their experiences.

### 3.12 Evidence Based Decision Making

Businesses are increasingly becoming aware of the availability of often free data they can access to track and monitor their business performance and the online marketplace has driven this awareness. Google Analytics and Facebook Insights are examples of readily available data and reporting dashboards that every organisation has access to so that with the right skills and relevant business plans and culture, they can analyse their online and social performance, develop a closer understanding of their customers' behaviours and use this information to make marketing decisions to drive at achieving growth goals.

Whilst there are many metrics and supporting data that an organisation can access and use to journalise their online performance, it is best to select a small number of metrics and measure them monthly, analyse the results and implement changes that drive the organisation to improve conversion on their website. Conversion may not be bookings in all cases, but could include movement through site, email subscription, click to an operator's website.

Destinations and events are making use of visitor tracking technology including geo location awareness and beacon technology to capture data on visitor itineraries and movements.



## 4. CRITICAL DIGITAL CHANNELS FOR TRAVELERS

Destination marketing organisations and tourism businesses alike need to concern themselves with the four most important global consumer channels influencing decision making - Google, Trip Advisor, Facebook, Instagram and YouTube.

**These channels cannot be ignored and a destination's presence on these channels cannot be compromised for the benefit of developing their own direct channels.**

- Over 90% of travel booking and research exercises include internet searches
- Google has over 90% of the search market and is the number one platform for businesses to drive their target markets to their websites
- TripAdvisor is the largest travel website in the world with more than 470 million active monthly users globally and 2.8 million in Australia
- TripAdvisor average number of contributions per minute is 270
- Facebook has 2.23 billion active monthly users globally and 15 million within Australia (steady, hasn't grown in last six months)
- Facebook is the social media platform of choice for the older social media market and over 90% of social media account holders have a Facebook page
- Instagram, owned by Facebook, has 1 billion active monthly users globally and 9 million in Australia (growing)
- Instagram differs from Facebook in that its primary user benefits is as a visual platform geared to entertaining, whereas Facebook offers many more reasons to use it for consumers and for businesses acts as a necessary tool with significant opportunity to link users to the business's website
- Instagram is an excellent source of user generated content for images
- Two thirds of marketing is now done by consumers through user generated content

Other social media platforms including Twitter, LinkedIn and Pinterest can also play a role in tourism marketing, especially in experience and market segment niches, however, they are not the priority platforms for the industry.



## 5. SUMMARY OF VISITOR SURVEY

In February 2018 FCTE conducted a visitor survey at the Visitor Information Centres in Hervey Bay and Maryborough. The survey generated 120 responses that included feedback on services and reasons for visiting the centre and what tourism experiences they are seeking in the region. Summary information is presented below

Why did you visit the VIC today	Hervey Bay	Maryborough
Find out about accommodation	32%	0%
Find out about attractions / tours	71%	75%
Use facilities (eg internet, toilets)	18%	22%
Get directions / map	39%	55%
Purchase souvenirs	4%	11%
Purchase refreshments	0%	0%
Other *	11%	0%

What tourism experiences are you seeking?	Hervey Bay	Maryborough
Fraser Island guided tour	50%	22%
Whale watching	8%	0%
Heritage	13%	77%
Relaxation	33%	66%
Beaches	43%	24%
Fraser Island self-drive	30%	11%
Other marine tour	7%	0%
Art / culture	21%	10%
Adventure	13%	11%
Other:	7%	
Hervey Bay – hiking, shopping and lookout		
Maryborough – cycling and walking		

The above data is important as it informs the strategy on the role of the visitor information centres in providing an interpersonal touchpoint, motivation, useful information and product to facilitate memorable stays and experiences in the region.

More than 40,000 people utilised a Fraser Coast visitor centre in 2018 making it an important touchpoint for visitors. FCTE management provided information regarding the overarching reasons to utilise the centre including that most people were seeking a recommendation between tours and that most people have done their research online when they come into the centre. They also value the hard copy brochures and maps.

The Hervey Bay centre staff and volunteers utilise the big screen television to showcase operator products and will spend time with visitors showing them products that support their sought experiences like seeing whales or seeing a dingo in the wild. FCTE is aiming to stream live footage in the future so visitors can see what people are experiencing in real time.

With regard to the visitors' sought experiences, they align with the destination marketing objectives and the local stakeholder recommendations summarised in section 6.4, which is positive from an overall destination marketing perspective.

## 6. SUMMARY OF STAKEHOLDER FEEDBACK

Stakeholder Engagement was conducted in February 2019 as part of this project. Engagement included on ground workshops in both Maryborough and Hervey Bay for Fraser Coast Tourism Events members and the business community. In addition, workshops were conducted with Council staff, Councillors, Fraser Coast Tourism Events Staff and Volunteers. Local residents were invited to undertake an online survey for their feedback and their feedback is included in the summary below.

### 6.1 Visitor Economy

Stakeholders are optimistic about the region's future and see the visitor economy growing slowly in the years ahead.

Indications were that growth could have been greater if other Australian regions hadn't also offered whale experiences.

Improved transport within the region is seen as an opportunity to improve regional dispersal and facilitate the movement of international visitors without their own transportation.

### 6.2 The Importance of Tourism

The feedback from stakeholders indicated an acknowledgement of the positive role tourism plays in the economy of the Fraser Coast region.

The stakeholders had varying levels of reliance on visitors to provide their employment / income with some solely dependent, some partially dependant and others with no dependence.

The majority of stakeholders understood the linkages with jobs in the region and the facilities and services created for visitors that locals had access to.

### 6.3 Lifestyle of the Fraser Coast Region

Lifestyle is a key reason stakeholders enjoy living and working in the Fraser Coast region. They felt the region is close to a capital city yet far enough away to enjoy a more relaxed life. The diversity of coastal and inland experiences, nature, heritage and environment, climate and a sense of community all add to the liveability of the region.

In an era where travellers are seeking authenticity versus superficial tourist activities the Fraser Coast is well suited to offer authentic local lifestyles, customs and culture.

### 6.4 Local Knowledge and Recommendations

Consistent themes from all stakeholders included Fraser Island, heritage/history (Maryborough), whales, fishing, the Esplanade (cycle, walk), beaches, Lady Elliot Island, Wetside, local markets and eating out. The history/heritage mentions of Maryborough included Gallipoli to Armistice Memorial, the Military Museum, Portside and Mary Poppins.

### 6.5 Festivals and Events

Stakeholders considered local festivals and events were of appeal to visitors. These include local events such as Relish, Pub Fest, Mary Poppins Festival, By the C, Whale Festival and the Seafood Festival.

Just some of the other events mentioned included Anzac Day, Coal Fest, Maryborough Thursday markets, Food n Groove Fridays and Open House and Open Gardens in Maryborough.

Discussion with stakeholders included the difference between events that added to the visitor experience versus attracting additional visitation. It was felt the events that could attract additional visitors may include music (drawcard acts), sport (carnivals) and fishing tournaments.

Stakeholders also discussed hosting events in off peak and shoulder periods where there is accommodation capacity.

### 6.6 Local Tours

Overall stakeholders indicated there were limited touring options outside of Fraser Island and Whale Watching. The free daily walking tour of Maryborough and day trips to Lady Elliot Island were mentioned as was scuba diving opportunities on the decommissioned ex-HMAS Tobruk.

### 6.7 Food

Some stakeholders felt there were good food offerings in Hervey Bay, yet Maryborough could offer a greater depth of food experiences.

Feedback re potential areas of improvement included operating hours extended for interstate/national visitors, higher levels of customer service, a food precinct would add a buzz to an area, improvements re published opening hours - Facebook and signage sometimes incorrect and more beach options (like Enzo's)

## 6.8 Itineraries for Drives, Rides, Runs, Walks

As it is not expected that local community stakeholders should be fully aware of the availability of visitor information and content it was not surprising that stakeholders were unable to easily detail knowledge of information about local drives, rides, runs, walks etc.

Some mentions were made of the Wide Bay Burnett Regional Organisation of Councils water trail map, the rail trail and the story trail app (Maryborough).

## 6.9 Visitor Interaction with Indigenous Communities

The stakeholder meetings indicated awareness of these experiences:

- Bush tucker talks on Fraser Island – Kingfisher Bay
- Hervey Bay Eco Marine Tours – daily – morning and afternoon sunset sail
- Naidoc Week – events new music and art festival at the Brolga Theatre and Convention Centre

Stakeholders understood visitors were seeking authentic indigenous experiences and saw opportunities to develop them in the region. These included links into Bauple’s indigenous stories – Tribes would travel from Kingaroy (Bunya Nut) to Bauple (Bauple Nut) and then to the foreshore (seafood) and vice versa.

Community feedback, via the online survey, indicated low levels of awareness re engagement for visitors with indigenous communities.

## 6.10 Accommodation Options and Needs

Consultation sessions indicated a lack of quality accommodation in Maryborough was an impediment for the region. They saw opportunity for Maryborough to offer a stay in a restored pub or boutique accommodation in one of the disused shops (upstairs).

Stakeholders also thought there was opportunity for:

- additional school camp / bunk accommodation
- ‘Glamping’ opportunities on Fraser Island
- Better standard and quality at foreshore parks
- Corporate type CBD accommodation for business travellers

## 6.11 Accessibility for Abled and Disabled visitors

The stakeholder feedback was that most attractions are reasonably accessible, however Fraser Island would always be problematic due to sand. Two of the whale watching fleet offer wheelchair friendly services. Feedback indicated Hervey Bay was better equipped compared to Maryborough.

## 6.12 Where Nature Comes Alive

Stakeholders were asked how they felt about the current Fraser Coast brand promise “Where nature comes alive”. Responses indicated that the brand promise may need to be reviewed to better reflect the region’s attributes and points of difference.



### 6.13 Content and user tools for visitors and locals

Feedback with regard to content and user tools indicated web and social media content as the most valuable. Deeper and richer content was identified as being required. It was felt the varying websites for regional promotion could be consolidated. Printed maps were still deemed to be valuable. There was a perception that there are too many tourism publications seeking advertising revenue which is confusing for businesses to know where they should advertise.

Residents contributing via the online platform indicated the most valuable tools being websites, social media, recommendations from friends and visitor information centres.

As mentioned in 6.8 above, it is not expected that local community stakeholders should have a detailed understanding of all that is available in the way of content and tools for visitors, but their impression and feedback on what is important is nonetheless valuable. Stakeholders may not have been aware FCTE’s visitor guide is primarily distributed out-of-region.

Council is keen to explore the opportunities to develop a compelling visitor app that will drive motivation and awareness of broader regional experiences.

### 6.14 Unique Stories and Links to Experiences / Products

There was no identifiable response theme that came from the question: “What are some of the region’s key, unique stories that should be shared with visitors?” and “How can these stories be linked to experiences, sites and products?”.

This question requires an understanding of strategic marketing and whilst it is not expected that many local stakeholders would possess this it is important that FCTE and people working on marketing the region and the key experiences do possess an understanding and the skills to identify unique stories and content themes.



## 7. SUMMARY OF AUDIT

### 7.1 Experiences and Products

TripAdvisor, the world's largest travel website, is a good representation of the consumer's voice. It provides the following as the top 10 things to do in the Fraser Coast:

1. Lake McKenzie, Fraser Island
2. Esplanade, Hervey Bay
3. WetSide Water Park, Hervey Bay
4. The Pier, Hervey Bay
5. Carlo Sand Blow, Rainbow Beach
6. Fraser Island, Hervey Bay
7. Dundowran Beach, Hervey Bay
8. Hervey Bay Botanic Gardens, Urangan
9. Fraser Coast Wildlife Sanctuary, Maryborough
10. Eli Creek, Fraser Island

Fraser Coast Tourism and Events market the following experiences relevant to key locations.

#### Fraser Island

Rainforests, Central Station, Pile Valley, Lake McKenzie, Lake Wabby, Lake Birrabeen, Lake Allom, scenic flights take off/land beach runway, Eli Creek, 75 Mile Beach - the 4WD highway, hiking trails on the Great Walk, Champagne Pools, resorts, holiday homes, cabins, camping, daily tours from Hervey.

#### Hervey Bay

Sandy beaches, calm waters, fishing in creeks, river, sand flats, beaches and jetties, walk or ride a bicycle along esplanade, ex marina to spot turtles, other wildlife and head to Fraser Island, dive Tobruk, Urangan Pier, jet ski, interactions with whales, swim with whales, seafood, famous scallops

#### Maryborough

Statue of Mary Poppins, Gallipoli to Armistice Memorial, Military Trail, Maryborough Military and Colonial Museum, the Portside group including tipples and tales, guided CBD walk, Mural Trail.

#### Fraser Coast Hinterland

Macadamia nuts, Utopia Rock Pools, Mount Walsh National Park, Lake Lenthall

#### Sandy Straits

Fishing, Boating, Sailing, Jet Skiing, Stand up Paddle Boarding

#### Burrum Coast

Fishing, Mountain Bike Trails, Stand up Paddle boarding, Boating, Beaches

#### Lady Elliot Island

Reef, sealife, scuba, snorkel, birds

#### Sunshine Coast Connections

Many self-drive visitors to the region arrive via the Sunshine Coast and/or Rainbow Beach and their experiences result in associating Rainbow Beach with the Fraser Coast.



### Regional trail guides produced by FCTE and provided to tourists include:

- Hervey Bay
- Maryborough
- Burrum Heads
- Whales
- Caravan & camping
- Fishing
- Hinterland
- Maryborough RV Capital
- Museums
- K'gari Fraser Island
- Pub trail
- Maryborough Walking Trail
- Maryborough Drive Trail
- Fraser Coast Military Trail

### Regional maps:

- Hervey Bay
- Maryborough
- Tiaro
- Mural trail

A number of other maps are in production.





## 7.2 Festivals and Events

Festivals and events are important motivators of tourism and they can influence the perceptions and development of a destination.

The scale and focus of events directly influence if visitors will be motivated to travel to the destination to attend the event.

The Fraser Coast's 'hero' events are:

- By the C
- Relish Food + Wine Festival
- Mary Poppins Festival
- Blessing of the Fleet
- Whale Festival – Kite Carnival, Seafood Festival, Whale Parade, and Paddle Out

Refer Appendix 1: Product Audit for list of events published online by key tourism stakeholders.

## 7.3 Tours

The number and scope of tours offered in the Fraser Coast region provides the traveller with many choices to experience key sights and experiences. To provide a relevant summary of the tours available to the target market FCTE, TEQ and TripAdvisor websites were scanned to retrieve the results. Refer Appendix 1: Product Audit.

## 7.4 Food

"Food has always been a component of tourism, however it is only in the last 10 years that it has been truly recognised for the significant part it plays in the overall experience of a destination. Today's tourist is better informed, more cultured, well-travelled and looking for new experiences. Food offers a gateway into other cultures, through taste, through food preparation and the whole eating environment. Food and drink provide lasting memories that define a holiday or travel experience."

Source: [travelmole.com](http://travelmole.com)

Refer Appendix 1: Product Audit for Fraser Coast food experiences listed by major online channels.



## 7.5 Itineraries

The Fraser Coast Tourism and Events website promotes a series of drives created with Visit Sunshine Coast under their 'Australia's Nature Coast' partnership. In addition to these, other drive itineraries include combinations of Maryborough, Fraser Island and Hervey Bay.

During the stakeholder engagement phase, when asked about itineraries, the above series of itineraries weren't mentioned, indicating a lack of awareness of the itineraries at a local level.

Information about locations for walks, cycling and running are very limited across the region across all parties, not just FCTE or the Council. Those sorts of activities not only enhance visitor experience, but help to promote healthy lifestyles.

## 7.6 Things to do

Online information about things to do and see in the Fraser Coast region is extensive. The 'hero' experiences such as Fraser Island are well covered yet there is opportunity, across all parts of the region, to make deeper and richer content available to better serve consumer needs for inspiration, planning, booking and sharing.

**The approach to web content by Fraser Coast Tourism Events could be improved so as to have everything in one place as opposed to sending visitors to different yet related sites.**

TripAdvisor reviews of the accommodation, restaurants and things to do in the region number over 82,000. There are varying levels of responses by the service providers to both positive and negative reviews.

## 7.7 Indigenous Experiences

Demand for quality, authentic Aboriginal guided tourism offerings is increasing for both international and domestic visitors.

During stakeholder engagement it was identified that bush tucker talks were available on Fraser Island at Kingfisher Bay Resort. Hervey Bay Eco Marine Tours offer a daily morning and afternoon sunset sail which includes a welcome to country.

**There is opportunity to work with indigenous communities to create authentic experiences in the region.**

## 7.8 Accommodation

The Fraser Coast region offers a diverse range of accommodation from camp sites to resort style. The most comprehensive range of commercial accommodation options is shown on Wotlf which markets 184 properties across the region. Other commercial accommodation listings on the FCTE website (48), Tourism Australia (TA) (64) and Tourism Events Queensland (TEQ) (75) websites show a more limited range. Airbnb offers approximately 540 options, which will be diluting the occupancy of the commercial properties.

The depth of the region's accommodation offering of all products could be improved by featuring a quality indicative offering of all the different styles of accommodation on the FCTE, TEQ and TA web sites.

A further benefit of presenting a quality range of accommodation on these websites is to the local industry of these website carrying their products is that the consumer can link directly to the operators' websites to book directly, thereby the operator isn't paying commission and all revenue is kept in the region v/s commissions being passed to US owned third parties such as Wotlf and Booking.com.

The Australian Accommodation Monitor (AAM) measures and tracks the performance of the Australian accommodation industry. STR, a global data analytics provider, conducts the AAM.

The Fraser Coast region, utilising the AAM benchmarks has, improved occupancy from 56% to 59.6% between the F/Y 16/17 compared to F/Y 17/18. For the same period revenue per available room (RevPAR) grew from \$68.13 to \$72.90.

Based on this data and demand being soft overall, it is not expected that investors would be looking to invest in new resort accommodation. This presents a risk with regard to the region being seen as having older style, not up to date accommodation offerings. In addition the exceptionally high number of offerings on Airbnb contributes to reduced demand for commercial accommodation.

Stakeholder feedback indicated the range of accommodation in Maryborough was far more limited in comparison to Hervey Bay. Stakeholders felt there was opportunity for Maryborough to make better use of its historic pubs (upgrade the accommodation), review accommodation opportunities for disused offices above shops and to review application barriers for home style 'bed and breakfast' start-ups.

## 7.9 Accessibility

The Fraser Coast region appears to have reasonably good infrastructure to help make the experience better for those with access needs. FCTE has researched and collated a list of access friendly locations in the region, however this is not yet published on their website.

The Australian Government identifies over 4 million people in Australia experience some type of disability. This group, combined with their family and friends, represents a significant part of the Australian population.

This raises the need in future content planning and in the development of wayfinding tools and website presentation layers, maps etc, that accessibility features are always included or can be easily turned on for that target market.

## 7.10 Content

Fraser Coast Tourism and Events has a small range of content available to third parties to help showcase the region.

The image library selection is limited and the MP4 footage is not suitable for broadcast media. The short word descriptors are well written yet limited. FCTE advised content stored and shared by FCTE is owned by FCTE. FCTE has recently received additional funds from Tourism and Events Queensland to improve its image and video library.

## 7.11 Signage

Wayfinding and directional signs (brown and blue) assist to direct residents and visitors and help them to locate attractions and/or experiences, which enhances destination experience.

When people find themselves in unfamiliar surroundings, they look for information such as the setting and where they are in relation to it and where their destination lies (digital or traditional maps).

There is an opportunity to review the effectiveness of Fraser Coast's public directional and place name signage and a starting point for this review would be to conduct an audit of the Fraser Coast's signs (TMR and FCRC), capture this information, geo tag and store it in one place to assist with future signage strategies.

The UK company Future Signs summarises factors to consider when developing a signage strategy as:

- Signs are the appropriate size
- Messages are easily understood
- Signs are well located
- Information is current and relevant
- Sign design is consistent
- Exterior and interior systems work in unison
- Sign systems offer flexibility for future updates and additions

## 8. MUST DO EXPERIENCES OF THE FRASER COAST

From the product and experience audit that was conducted and through stakeholder research, a list of the most compelling products and experiences was compiled.

This list can be utilised as a framework for identifying what content exists against these topics and what content assets could and should be developed.

This list of experiences can be utilised in a brainstorming session to generate creative ideas for content and presentation of content.

Refer to table of experiences <http://tinyurl.com/y4hd8ntj>



## 9. SWOT

The purpose of this SWOT analysis is to create a framework that identifies potential impacts to the success of the wayfinding project.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Unique nature based and historical stories to be told</li> <li>• Authentic local people available to be featured in destination stories</li> <li>• Up close wildlife encounters to share</li> <li>• Great Sandy Strait</li> <li>• Fraser Island</li> <li>• Heritage assets (Maryborough)</li> <li>• Whales is the region's genuine unique selling proposition and Fraser Coast are leaders in marine conservation</li> <li>• World heritage bucket list destination</li> <li>• Support in the community for tourism</li> <li>• Mature tourism business environment and reliance on tourism</li> <li>• Willingness to collaborate</li> <li>• Access to SGBR and busiest entry port to Lady Elliott Island</li> <li>• Direct access from Sydney</li> <li>• Genuine diversity in product offering</li> <li>• Climatically appealing and diversity of experiences 365 days per year</li> <li>• FCRC supportive of tourism</li> <li>• FCTE currently working on creating new quality content for marketing</li> </ul>	<ul style="list-style-type: none"> <li>• Multiple FCTE websites v's singular site with deep content (in process of streamlining)</li> <li>• Email marketing system and processes not fully developed / lack of resources</li> <li>• Lack of analytical data</li> <li>• Small word bank, image and video library</li> <li>• Gaps in capacity (skills, knowledge in place)</li> <li>• Processes and systems due to limited staff resources</li> <li>• Inherited structural weaknesses from past structure (FCO / amalgamation / staff turnover / capacity) = opportunity to future proof - sustainability</li> </ul>



Opportunities	Threats
<ul style="list-style-type: none"><li>• Clearly define stakeholders' roles in the Fraser Coast distribution system</li><li>• Grow depth of written, image and video content in line with top experiences and products</li><li>• Create a searchable online storage facility of content accessible by industry partners</li><li>• Identify Fraser Coast's list of top experiences and hero products and create a content plan to build a library of quality content</li><li>• Segment content by tagging it relevant to target markets and interests</li><li>• For different stages of the purchase cycle present content in relevant ways through videos, blog posts, itineraries, maps</li><li>• Explore development of an augmented reality app with primary use value being in destination to educate and navigate walks, heritage trails, bike rides, drives</li><li>• Track visitor movements (through suggested augmented reality app) to develop a real-time visitor data resource</li><li>• Consistently present the region with one voice and apply those brand values and personality to content production and content presentation</li><li>• Segment customer database by tagging for target markets and interests</li><li>• Engage Fraser Coast fans including locals and visitors through their primary channels and using relevant content</li><li>• Integrate user generated content to support content assets and reinforce messaging</li><li>• Use partners to help share local experiences and stories</li><li>• Stay abreast of marketplace and technology changes and experiment with platforms and content assets eg Facebook Messenger for one to one marketing, geocaching to engage the family market</li><li>• Local advocates to work with the major platforms eg TripAdvisor to input destination content on their revamped platform</li><li>• Work with locals to co-create content using their personal voice, complementing the Fraser Coast brand personality</li><li>• Work with indigenous communities to create authentic experiences in the region</li><li>• Commit to always presenting content in ways that compel the user to want to share with their friends and family and enable sharing</li><li>• Utilise user data relating to content, webpages and apps to measure return on investment and inform decision making for marketing activities</li><li>• Support local industry to develop business capability and a quality online presence</li><li>• Provide quality accessibility information</li><li>• Develop policies and guidelines to support successful long-term implementation of the project</li></ul>	<ul style="list-style-type: none"><li>• Other destinations' digital competitive advantage</li><li>• Staffing and/or budget limitations to create and curate content</li><li>• Competing projects distracting resources from the tourism growth objectives</li><li>• Locals do not support the project nor engage in the content</li></ul>



## 10. STRATEGIC OPPORTUNITIES AND CONSTRAINTS

Opportunities are those factors that provide possibilities for better telling the Fraser Coast story to in turn drive visitation and expenditure. Constraints are those factors that limit the ability to grow.

## 10.1 Opportunities

The opportunities identified in the SWOT are summarised under nine key themes.

Each theme is aligned to the 'stages of travel' and the opportunities are applicable to the FCTE target markets and are identified in some cases as foundation elements of the strategy, which should be prioritised.

Opportunities Themes	Stage of travel	Foundation element
<b>Experiences</b> <ul style="list-style-type: none"> <li>Identify Fraser Coast's list of top experiences and hero products within a content plan that prioritises the development of a library of relevant and quality content [FCTE have this underway]</li> <li>Work with indigenous communities to create authentic experiences in the region</li> </ul>	Be inspired Plan Book / purchase	✓
<b>Content</b> <ul style="list-style-type: none"> <li>Grow depth of written, image and video content [FCTE continues to work on content, but this project present opportunity for growth, strategic investment and collaboration]</li> <li>For different stages of the purchase cycle present content in relevant ways through videos, blog posts, itineraries, maps, apps</li> <li>Segment customer database by tagging for target markets and interests</li> <li>Integrate user generated content to support content assets and reinforce messaging</li> <li>Local advocates to work with the major platforms eg TripAdvisor to input destination content on their revamped platform</li> <li>Commit to always presenting content in ways that compel the user to want to share with their friends and family and enable sharing</li> </ul>	Be inspired Plan Book / purchase Anticipate	✓ ✓
<b>Storage</b> <ul style="list-style-type: none"> <li>Create a searchable online storage facility of content accessible by FCTE, FCRC and industry partners</li> </ul>	Foundation element	✓
<b>Sharing</b> <ul style="list-style-type: none"> <li>Engage Fraser Coast fans including locals and visitors through their primary channels and using relevant content</li> <li>Enable sharing of quality content for marketing between trusted partners</li> </ul>	Be inspired Plan Book / purchase Anticipate Experience	

Opportunities Themes	Stage of travel	Foundation element
<b>Brand and Content Partners</b> <ul style="list-style-type: none"> <li>Consistently present the region with one voice and apply those brand values and personality to content production and content presentation</li> <li>Use partners to help share local experiences and stories</li> <li>Work with locals to co-create content using their personal voice, complementing the Fraser Coast brand personality</li> <li>Support local industry to develop business capability and a quality online presence</li> </ul>	Be inspired Plan Book / purchase Anticipate	✓
<b>Technology and innovation</b> <ul style="list-style-type: none"> <li>Explore development of an augmented reality app with primary use value being in destination to educate and navigate walks, heritage trails, bike rides, drives</li> <li>Track visitor movements (through augmented reality app, mobile or beacon technology) to develop a real-time visitor data resource</li> <li>Stay abreast of marketplace and technology changes and experiment with platforms and content assets eg Facebook Messenger, geocaching</li> </ul>	Experience Share / advocate	
<b>Access</b> <ul style="list-style-type: none"> <li>Ensure directional signage is complete, helpful and on brand</li> <li>Review opportunities for improved interpretive signage at attractions, walks and trails</li> </ul>	Experience	
<b>Accessibility</b> <ul style="list-style-type: none"> <li>Provide quality information to assist all visitors access and navigate tourism experiences</li> </ul>	Plan Experience	
<b>Governance</b> <ul style="list-style-type: none"> <li>Agree roles and responsibilities relating to content assets and platforms</li> <li>Develop guidelines on use of content within brand requirements and different use scenarios</li> <li>Develop appropriate reporting on content assets and use</li> <li>Implement appropriate human resource to champion the project</li> <li>Develop engagement and communication plan</li> </ul>	Governance	✓ ✓ ✓ ✓ ✓

## 10.2 Constraints

The constraints identified that may impact telling the Fraser Coast story to in turn drive visitation and expenditure include:

- Strategy not defined and/or understood
- A lack of budget
- Human resources
- Collective agreement on prioritising the tasks and resources to implement the project



# SECTION 3: RECOMMENDATIONS

## 1. STRATEGIC OPPORTUNITIES

### 1.1 Theme: Experiences

Strategy	Measurements	Economic / Social Impact	Prioritisation / Timeframe
1.1.1 Identify Fraser Coast's list of top experiences and hero products within a content plan that prioritises the development of a library of relevant and quality content	<ul style="list-style-type: none"> <li>An up to date register of the most compelling experiences and products and identification of what content needs to be created</li> </ul>	<ul style="list-style-type: none"> <li>Marketing efforts benefit from a focus on priority content themes and topics</li> <li>The hooks of Fraser Coast are leveraged for the benefit of the broader industry and niche experiences</li> </ul>	<ul style="list-style-type: none"> <li>Immediate</li> </ul>
1.1.2 Work with indigenous communities to create authentic experiences in the region	<ul style="list-style-type: none"> <li>Project parameters established</li> </ul>	<ul style="list-style-type: none"> <li>Indigenous culture and local stories are authentically shared with visitors</li> <li>Local traditional land custodians develop new commercial enterprises</li> </ul>	<ul style="list-style-type: none"> <li>6 - 12 months</li> </ul>

## 1.2 Theme: Content

Strategy	Measurements	Economic / Social Impact	Prioritisation / Timeframe
1.2.1 Grow depth of written, image and video content	<ul style="list-style-type: none"> <li>Quality and quantity of content is meeting consumer needs</li> <li>Richness of content library</li> <li>Usage of content measured through analytics</li> </ul>	<ul style="list-style-type: none"> <li>Consumers have access to inspirational and useful content on relevant search and social channels</li> <li>Fraser Coast is presented in a current and authentic way supporting destination goals</li> </ul>	<ul style="list-style-type: none"> <li>0 - 3 months and ongoing.</li> <li>The content plan in 1.1.1 will prioritise content to be developed.</li> <li>The content development work will commence within three months and will be a continual commitment.</li> </ul>
1.2.2 For different stages of the purchase cycle present content in relevant ways through videos, blog posts, itineraries, maps	<ul style="list-style-type: none"> <li>Quality and quantity of content is meeting consumer needs</li> <li>Richness of content library</li> <li>Usage of content measured through analytics</li> </ul>	<ul style="list-style-type: none"> <li>Increased conversion from intent to visitation to the Fraser Coast region</li> <li>Increased dispersal and length of stay in region</li> </ul>	<ul style="list-style-type: none"> <li>0 - 3 months and ongoing</li> <li>The content plan in 1.1.1 will identify content formats required</li> </ul>
1.2.3 Segment content by tagging it relevant to target markets and interests	<ul style="list-style-type: none"> <li>Content can be matched and selected for use in marketing to specific target markets</li> </ul>	<ul style="list-style-type: none"> <li>Increased engagement in and usage of content</li> </ul>	<ul style="list-style-type: none"> <li>0 - 3 months and ongoing</li> </ul>
1.2.4 Integrate user generated content to support content assets and reinforce messaging	<ul style="list-style-type: none"> <li>User generated content is being utilised in marketing eg testimonials, Instagram posts</li> </ul>	<ul style="list-style-type: none"> <li>Increased engagement in and usage of content</li> </ul>	<ul style="list-style-type: none"> <li>3 - 6 months and ongoing</li> </ul>
1.2.5 Local advocates to work with the major platforms eg TripAdvisor to input destination content on their revamped platform	<ul style="list-style-type: none"> <li>Increase in local user generated content on TripAdvisor and social media channels</li> </ul>	<ul style="list-style-type: none"> <li>Consumers have increased access to up to date, local user generated content that influences their purchase decisions</li> </ul>	<ul style="list-style-type: none"> <li>3 - 6 months and ongoing</li> </ul>
1.2.6 Commit to always presenting content in ways that compel the user to want to share with their friends and family and enable sharing	<ul style="list-style-type: none"> <li>Quality of content and relevance to target markets is strong, measured through engagement and sharing</li> </ul>	<ul style="list-style-type: none"> <li>Consumers have increased access to content recommended by friends and family that influences their purchase decisions</li> </ul>	<ul style="list-style-type: none"> <li>3 - 6 months and ongoing</li> </ul>

# Fraser Coast Content Eco System

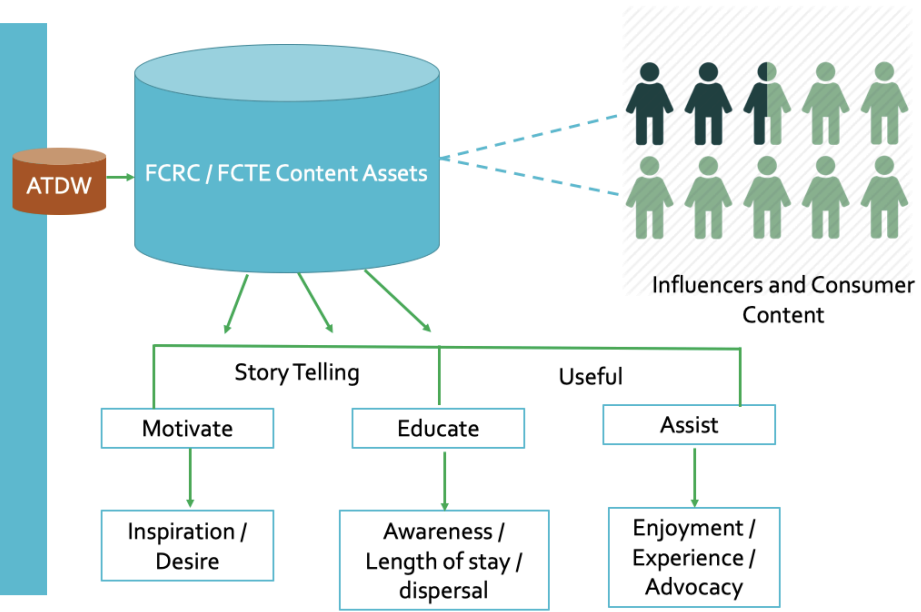


Diagram above depicts the overall Fraser Coast content eco system.



## 1.3 Theme: Storage

Strategy	Measurements	Economic / Social Impact	Prioritisation / Timeframe
<p><b>1.3.1 Create a searchable online storage facility by way of a content asset management system accessible by FCTE, FCRC and industry partners</b></p> <p>Refer solution options below.</p>	<ul style="list-style-type: none"> <li>System operational</li> <li>User satisfaction</li> <li>Number of transactions</li> </ul>	<ul style="list-style-type: none"> <li>Safe storage of a valuable asset</li> <li>Easy access for stakeholders</li> <li>Easy identification and searching of content assets</li> </ul>	<ul style="list-style-type: none"> <li>0 - 3 months</li> </ul>

### Suitable Options for Content Asset Management Systems

Market research revealed a range of options that are suitable to organisations of a similar size to Council and FCTE and that also are utilised by tourism organisations. Three off the shelf solutions were researched and a fourth, lower cost solution option is to develop a structure and make use of tagging in Dropbox.

System	Functionality	+ Benefits / - Risks	Price
<p><b>Option 1</b></p> <p>Look at me - <a href="https://lookatme.app/node">https://lookatme.app/node</a></p> <p>Clients:</p> <p>TEQ and all Australian government tourism organisations for their image libraries</p>	<p>Refer to this document <a href="https://bit.ly/2D19ndk">https://bit.ly/2D19ndk</a></p>	<p>Tourism government standard</p> <p>No integration with social media</p>	<p>Approximately \$10,000 annually for 40 users, an admin licence, video and audio add-ons and webinar training. Migration support additional \$3,500.</p>
<p><b>Option 2</b></p> <p>Crowdriff - <a href="https://crowdriff.com/">https://crowdriff.com/</a></p> <p>Clients:</p> <ul style="list-style-type: none"> <li><a href="#">Bundaberg Tourism</a></li> <li>Southern Great barrier reef <ul style="list-style-type: none"> <li>&gt; Capricorn</li> <li>&gt; Gladstone</li> </ul> </li> <li>Gold Coast</li> <li>Sunshine Coast</li> <li>NSW tourism</li> <li>Redland City Council</li> <li>TEQ (uses crowdriff to curate social content)</li> <li>Mackay (in progress)</li> </ul>	<p>Refer to this document <a href="https://bit.ly/2D19ndk">https://bit.ly/2D19ndk</a></p>	<ul style="list-style-type: none"> <li>Highly customisable</li> <li>Used by similar sized organisations and STOs</li> <li>Some integration with social media</li> </ul>	<p>No set pricing structure. Pricing is specific to needs of each user.</p> <p>\$7,000 - \$24,000 per year</p>



System	Functionality	+ Benefits / - Risks	Price
<p><b>Option 3</b> Barberstock - <a href="https://www.barberstock.com/">https://www.barberstock.com/</a></p> <p>Clients:</p> <ul style="list-style-type: none"> <li>• Tropical North Queensland</li> <li>• North American Clients</li> </ul>	<p>Refer to this document <a href="https://bit.ly/2D19ndk">https://bit.ly/2D19ndk</a></p>	<ul style="list-style-type: none"> <li>• Comprehensive list of functionality</li> <li>• Approval workflow</li> <li>• Media kit preparation</li> </ul>	<p>5,000 to 15,000 USD per year</p>
<p><b>Option 4</b> Dropbox</p> <p>Set up logical, structured folder structure and utilise tags in Dropbox for searching files</p> <p>Clients:</p> <ul style="list-style-type: none"> <li>• Outback Queensland Tourism Association used this approach</li> <li>• Tourism Tribe use this approach</li> </ul>	<p>Will require procedures / user manual to be developed based on structure to be defined. This is a DIY solution, but can be implemented successfully.</p>	<ul style="list-style-type: none"> <li>• Very low cost</li> <li>• Needs to be designed</li> <li>• Only minimal basic functions provided for</li> </ul>	<p>AU\$27.50/user/month, starting at 3 users</p> <p>9 users x 12 months \$2,970 per annum</p>

## 1.4 Theme: Sharing

Strategy	Measurements	Economic / Social Impact	Prioritisation / Timeframe
1.4.1 Engage Fraser Coast fans including locals and visitors through their primary channels and using relevant content	<ul style="list-style-type: none"> <li>A digital marketing plan is in place and being executed</li> <li>Monthly measurement of digital content performance including impressions, reach, reactions, comments and shares</li> </ul>	<ul style="list-style-type: none"> <li>Increased engagement in and usage of content</li> </ul>	3 - 6 months and ongoing
1.4.2 Enable sharing of quality content for marketing between trusted partners	<ul style="list-style-type: none"> <li>Implementation of this strategy and in particular strategic opportunities 1.2 and 1.3</li> </ul>	<ul style="list-style-type: none"> <li>Consumers have increased access to content recommended by trusted brands/ organisations that influences their purchase decisions</li> </ul>	3 - 6 months and ongoing

## 1.5 Theme: Brand and Content Partners

Strategy	Measurements	Economic / Social Impact	Prioritisation / Timeframe
1.5.1 Consistently present the region with one voice and apply those brand values and personality to content production and content presentation	<ul style="list-style-type: none"> <li>Consistency in overarching tourism branding messages and imagery</li> <li>Destination brand guidelines exist and are implemented by partners</li> </ul>	<ul style="list-style-type: none"> <li>Consumers see consistent branding and messaging reinforcing intent and advocacy</li> </ul>	0 - 3 months and ongoing
1.5.2 Use partners to help share local experiences and stories	<ul style="list-style-type: none"> <li>Activity by partners sharing content is measured through tracking eg. Social media tagging, use of centrally stored content, website tracking analytics</li> </ul>	<ul style="list-style-type: none"> <li>Consumers have increased access to content recommended by trusted brands/ organisations that influences their purchase decisions</li> </ul>	6 - 12 months and ongoing
1.5.3 Work with locals to co-create content using their personal voice, complementing the Fraser Coast brand personality	<ul style="list-style-type: none"> <li>Number of pod casts, blog posts, videos, images contributed to by locals</li> </ul>	<ul style="list-style-type: none"> <li>Consumers have increased access to authentic content with local's that influences their purchase decisions</li> </ul>	6 - 12 months and ongoing
1.5.4 Support local industry to develop business capability and a quality online presence	<ul style="list-style-type: none"> <li>Destination partners are leading in quality online presences</li> <li>Industry has access to ongoing industry capability building opportunities</li> </ul>	<ul style="list-style-type: none"> <li>The destination grows in its online business capabilities as partners and industry improve together</li> </ul>	0 - 3 months and ongoing

## 1.6 Theme: Technology and Innovation

Strategy	Measurements	Economic / Social Impact	Prioritisation / Timeframe
1.6.1 Explore development of an augmented reality app with primary use value being in destination to educate and navigate walks, heritage trails, bike rides, drives	<ul style="list-style-type: none"> <li>App is available in Apple and Google app stores</li> <li>Usage metrics</li> <li>Deployment of relevant and local marketing</li> </ul>	<ul style="list-style-type: none"> <li>Visitors have access to interactive tool on their phones, that is complete in terms of relevant, engaging content for inspiring dispersal and providing useful directional and educational content</li> </ul>	6 - 12 months and ongoing
1.6.2 Track visitor movements (through augmented reality app, mobile or beacon technology) to develop a real-time visitor data resource	<ul style="list-style-type: none"> <li>Access to up to date statistics on visitor movements that supplements government visitor data and locally captured data in the visitor centre</li> </ul>	<ul style="list-style-type: none"> <li>Ability to measure dispersal and visitation/ experiences in real time</li> <li>Identification of obstacles to or high demand for particular experiences</li> </ul>	6- 12 months and ongoing
1.6.3 Stay abreast of marketplace and technology changes and experiment with platforms and content assets eg Facebook Messenger to engage	<ul style="list-style-type: none"> <li>Access to up to date trends and opportunities and sharing of that knowledge across partners</li> <li>Responsibility for staying up to date and sharing knowledge is clear</li> <li>Digital marketing plan reflects a desired level of experimentation with new opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Partners are leading in destination marketing</li> <li>Evolving consumer behaviors and channels are being utilised to connect with target markets</li> </ul>	3 - 6 months and ongoing





Diagram above depicts the Fraser Coast digital marketing landscape and shows the relevance of an in-destination app to drive motivation and awareness of experiences and to ultimately increase dispersal and conversion.

### Extended Realities and Beacon Technology for Tourism Experiences and Wayfinding

There are two primary forms of extended reality including Augmented Reality and Virtual Reality and these two can be combined into Mixed Reality.

**Augmented Reality** requires a screen to display activated overlays of virtual content over real-time content. Typically for tourism this entails the user downloading an app and looking at their screen which is showing the real world around them eg a streetscape. The things they are looking at are overlaid immediately with virtual content, images, coupons, audio etc, with the input received from the phone's camera.

A way in which augmented reality could be used in Fraser Coast to support destination goals would be in Maryborough to overlay historical virtual content over walking trails.

**Virtual Reality** describes a three-dimensional, computer generated environment which can be explored and interacted with by the visitor or prospective visitor. That person needs to be wearing some form of headset at a minimum so they can become part of the Fraser Coast virtual world and be able to manipulate in a 360-degree video environment.

Research shows that information retention, heightened emotions and conversion are optimised through virtual reality.



Image source (<https://instabug.com/blog/augmented-reality-tools/>)



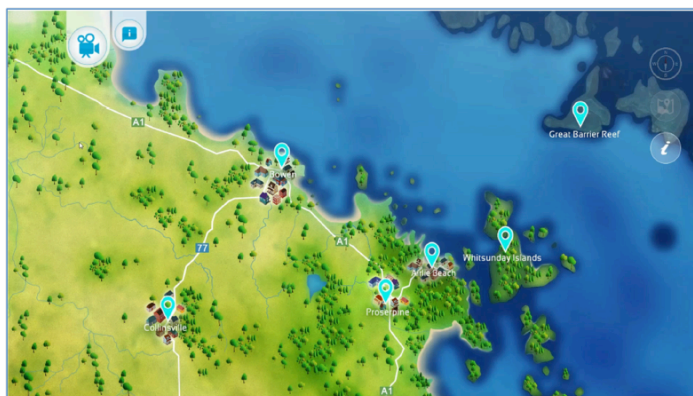
Image source (<http://www.ox.ac.uk/news/2017-09-21-virtual-reality-tool-developed-untangle-genes>)

Virtual reality could be used to support destination goals through the development of a virtual reality app that allows full access to virtual experiences including scuba diving experiences, up close and personal with the whales, historical tours 150 years ago, indigenous experiences, sky diving.

A recent Virtual Reality case is the Bowen, Queensland project delivered by Digital Frontier [www.wearigitalfrontier.com](http://www.wearigitalfrontier.com). Bowen had a problem to which they needed a solution, which was to communicate as broadly as possible to trade, industry and consumers that their experiences and geography was fully recovered following Cycle Debbie. They partnered with Digital Frontier to develop the Bowen VR app and cardboard goggles, which held the phone on which the app had been downloaded. The project included developing new video footage of all experiences included underwater, on boats, on land and skydiving. The app was distributed with the cardboard branded goggles to travel agents, industry and consumers and has been successful in helping to communicate their recovery. The project budget including video production was \$90,000.



## Get *The Message* Out in 360°



## Beacon Technology

iBeacons are being utilised in wayfinding apps and digital maps to assist visitors to have an improved experience in particular locations. An iBeacon is a small piece of hardware, approximately the size of golf ball, that is installed in specific places. They assist with positioning the user of the app and integrate with augmented reality.

Given the positioning data that can be captured they can also generate visitor movement data.

Heritage Perth is an iBeacon app case study along with other at this webpage <https://loclly.com/gallery/>

The Heritage Perth App helps families, students and tourists learn about, and navigate around, Perth's treasury of heritage places. Heritage Perth is an independent not-for-profit organisation that operates exclusively within the boundaries of the City of Perth. The app was created by Locly Partners Nature Play.

## Important note re app:

An in-destination app presents a compelling opportunity to increase motivation and awareness of experiences across the region through innovative presentation of rich content integrated with gamification and to ultimately increase dispersal and conversion. The app will only be as successful as the marketing strategy supporting it. The marketing strategy needs to achieve wide local support for the app where all retailers and tourism providers are advertising the app, along with optimum visual exposure for the app to prospective and in destination visitors.

## 1.7 Theme: Access

Strategy	Measurements	Economic / Social Impact	Prioritisation / Timeframe
1.7.1 Ensure directional signage is complete, helpful and on brand	<ul style="list-style-type: none"> <li>Audit and geotagging of directional signage complete</li> <li>A directional signage strategy exists</li> </ul>	<ul style="list-style-type: none"> <li>Enhance destination experience</li> <li>Increase dispersal to attractions and experiences</li> </ul>	6 - 12 months and ongoing
1.7.2 Review opportunities for improved interpretive signage at attractions, walks and trails	<ul style="list-style-type: none"> <li>Audit and geotagging of interpretive signage complete</li> <li>An interpretive signage strategy exists</li> </ul>	<ul style="list-style-type: none"> <li>Enhance destination experience</li> </ul>	6 - 12 months and ongoing

## 1.8 Theme: Accessibility

Strategy	Measurements	Economic / Social Impact	Prioritisation / Timeframe
1.8.1 Provide quality information to assist all visitors to access and navigate tourism experiences	<ul style="list-style-type: none"> <li>All content includes information regarding accessibility where relevant</li> </ul>	<ul style="list-style-type: none"> <li>Fraser Coast experiences known for user friendliness by all levels of accessible consumers</li> <li>Increase consumer advocacy</li> <li>Fraser Coast on trend with growing demand for accessible travel</li> </ul>	6 - 12 months

## 1.9 Theme: Governance

Strategy	Measurements	Economic / Social Impact	Prioritisation / Timeframe
1.9.1 Agree roles and responsibilities relating to content assets and platforms Refer Governance framework below.	<ul style="list-style-type: none"> <li>Authorised people in partner organisations approval agreed governance framework and roles and responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>Enables this strategy to be implemented</li> <li>Reduce duplication and increase efficiency in content and marketing processes</li> <li>Grow valuable marketing assets collectively in partnership</li> </ul>	Immediate
1.9.2 Develop appropriate reporting on content assets and use	<ul style="list-style-type: none"> <li>Reporting framework established</li> <li>Regular reporting implemented</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholders can measure return on investment of implementing this strategy</li> <li>Stakeholders can measure content usage</li> </ul>	3 - 6 months

## 2. GOVERNANCE FRAMEWORK

### 2.1 Partner Roles in the Tourism Eco System

FCRC and FCTE have been forging a new and productive relationship in recent years. For this strategy to be successful both organisations will need to make a long-term commitment to developing quality content assets and maintaining and utilising those content assets within an agreed governance framework.

It is also vitally important that FCRC and FCTE work closely together in the formative stages of the project to clarify responsibilities, collaborate on the selection of technology and human resources and to set the priorities and realistic timeframes on activities.

Partner roles as they relate to tourism, supporting destination goals and this strategy are summarised below.

#### Council

- Lead on this project
- Implement human resource to champion strategy (working closely with FCTE)
- Owns commercial relationships to implement this project (eg contracts with consultants and technology providers, but works closely with FCTE on selection)
- Owns and manages public visitor and local precincts incl open spaces, esplanade
- Responsibility / owner of government relationships for signage
- Lead on development of brand guidelines

#### FCTE

- Market the destination to consumers
- Develop and maintain trade and industry partnerships to grow tourism
- Implement the tourism marketing plan for Fraser Coast
- Support local industry to develop tourism business capabilities
- Manage the visitor information centres
- Manage tourism and local events with a focus on increasing visitation
- Collect visitor data and collate tourism research to maintain current visitor research and consumer profile

#### Both

- Work collaboratively towards tourism goals and project vision
- Create and manage content to a high standard
- Utilise content within brand guidelines
- Contribute to reporting on use of content in marketing channels

## 2.2 Position to Champion Strategy

The success of this strategy also relies on the creation of a role and recruitment of the correctly skilled, motivated and supported person (or persons if shared role) to champion the strategy. The following is provided as a guideline on responsibilities and attributes of a person for the role.

<b>Position Title</b>	<b>Content Manager</b>
<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• Project manage implementation of Content and Wayfinding Strategy</li> <li>• Work collaboratively with project partners to create positive project environment and support quality outcomes</li> <li>• Handle stakeholder expectations and ensure project activities' timely completion</li> <li>• Develop and activate project engagement and communications plan</li> <li>• Identify projects' overall content requirements and prospective content sources</li> <li>• Brainstorm content assets that are required with project partners</li> <li>• Develop creative solutions for content presentation, management, workflow and maintenance</li> <li>• Develop taxonomies and metadata framework for grouping and tagging content within parameters of data storage system</li> <li>• Administer content assets management system</li> <li>• Develop reporting structure and create and maintain regular reports</li> <li>• Assure content conforms to Search Engine Optimisation best practices</li> <li>• Contribute to copywriting and manage freelance copywriters</li> <li>• Create content using web development best practices with stakeholders.</li> <li>• Function as central contact point for content owners within project partnership framework</li> <li>• Co-ordinate stakeholder communications</li> <li>• Stay abreast of digital marketing, relevant consumer and content trends and share knowledge across partner organisations</li> <li>• Suggest digital marketing strategies and tactical plans.</li> </ul>
<b>Skills and Personal Attributes</b>	<ul style="list-style-type: none"> <li>• 3 – 5 years' experience in digital marketing role with key focus on content creation and management</li> <li>• Experience in project management in multi stakeholder environment</li> <li>• Respect for quality content and ability to recognise relationship between consumer needs and content</li> <li>• Ability to communicate in a way that engages the audience in both verbal and written modes</li> <li>• Ability to bring teams together around a united vision</li> <li>• Experience in reporting and analytics</li> </ul>



## 2.3 Brand Guidelines

For this project brand guidelines are required to provide parameters for the presentation of content assets in line with a marketing strategy. That marketing strategy will have defined the target market and the positioning and key marketing messages about the product or destination that will connect with and engage consumers from the target market.

Brand guidelines typically include the development of:

- Brand values
- Brand personality
- Key messages and taglines
- Creative assets including logos and artwork
- Guidelines for application of creative assets and development of content

Without the application of brand guidelines the effectiveness of the marketing and the content is greatly minimalised as brand guidelines increase quality and consistency of messaging. Further, identification of brand personality is important to guide the creative for content development, images, video, stories, design etc.

The requirements to develop brand guidelines to support this project are narrow in scope (they don't include development of logos, artwork, taglines or key messages) to recognise budget limitations and are noted in the linked action plan as:

- Establish brand values, brand personality and guidelines for each marketing strategy / asset that requires its own brand presence
- Establish brand values, brand personality and guidelines for the entire Fraser Coast region that can be applied in complementation to the other brands of organisations and businesses
- Guidelines are publicly available and offer examples of different use scenarios

### 3. RISK STRATEGIES

Key project risks and mitigation strategies have been identified below in consultation with stakeholders.

Risk	Mitigation Strategies
Project does not have long-term collaborative commitment of partners	<ul style="list-style-type: none"> <li>• FCRC and FCTE relationship needs to continue to evolve in a deliberate agreed direction</li> <li>• Partners approve governance framework and have clarity on project goals</li> <li>• Agree problem solving approach</li> <li>• Bi-monthly reporting on return on investment and project activities</li> </ul>
Project does not have adequate resources to implement	<ul style="list-style-type: none"> <li>• FCRC to lead project and appoint dedicated resource to champion the project</li> </ul>
Inadequate investment in technology	<ul style="list-style-type: none"> <li>• Appropriate investment in development and maintenance of content management system and applications</li> </ul>
Desired return on investment not achieved	<ul style="list-style-type: none"> <li>• Related tourism marketing activities and plans must be resourced appropriately so content assets use can be optimised</li> </ul>
Lack of support by local industry and community	<ul style="list-style-type: none"> <li>• Project community engagement and communication plan that is executed and reviewed periodically</li> </ul>
Tourism infrastructure development limited by planning constraints	<ul style="list-style-type: none"> <li>• Heritage planning and accommodation planning in Council align with tourism goals and appetite by the community to innovate existing infrastructure</li> </ul>



# SECTION 4: IMPLEMENTATION PLAN

## 1. ACTION PLAN

Refer Action Plan <https://bit.ly/2ImUN2W> with strategies, actions, budget estimates and timeframe. Key driver organisations and supporting partners can be added following review by Council and FCTE.

## 2. STAKEHOLDER ENGAGEMENT AND COMMUNICATIONS

A key success factor of this project will be the engagement of local industry and the community as well as other industry partners.

An Engagement and Communications plan should be developed in the first phase of the project to communicate the project vision and provide opportunities for participation in the project.

The staged and regular communications should elicit motivate to support the injection and sharing of new content.

The tasks required to develop the plan include identification of:

- Project stakeholder groups / entities / roles
- Champions / enthusiasts within stakeholder groups
- Benefits and key messages relevant to each stakeholder group
- Best formats and channels to connect with stakeholders
- Frequency of communication
- Communication assets that will need to be developed





# APPENDIX 1: PRODUCT AUDIT

## EVENTS

The below table shows the events that FCTE, TEQ (Tourism and Events Queensland) and TA (Tourism Australia) list on their websites. TEQ and Tourism Australia play different roles in the travel purchase cycle to FCTE and focus on different markets, for example, Tourism Australia markets to an international audience.

Fraser Coast Tourism and Events	Tourism Events Queensland	Tourism Australia
<p><b>Major</b></p> <ul style="list-style-type: none"> <li>• By the C</li> <li>• Relish Food + Wine Festival</li> <li>• Mary Poppins Festival</li> <li>• Blessing of the Fleet</li> <li>• Whale Festival – Kite Karnival, Seafood Festival, Whale Parade, and Paddle Out</li> <li>• Joeys World Cup</li> <li>• Offshore Superboats</li> <li>• World Whale Conference (2019)</li> <li>• Food n Groove</li> </ul>	<ul style="list-style-type: none"> <li>• Guided Maryborough Heritage Walk Tour</li> <li>• Maryborough Markets</li> <li>• Food n Groove Fridays</li> <li>• Tipples and Tales</li> <li>• Night Horse Ride and Dinner</li> <li>• Sunday Riverside</li> <li>• Gatakers by Night</li> <li>• Art After Dark</li> <li>• You are here 2 - Touring Exhibition</li> <li>• Senior Moments A Comedy Revue</li> <li>• Relish Food and Wine Festival</li> <li>• Mary Poppins Festival</li> <li>• Hervey Bay Whale Festival 2019</li> <li>• Hervey Bay Seafood Festival</li> </ul>	<ul style="list-style-type: none"> <li>• Relish</li> <li>• Mary Poppins festival</li> </ul>
<p><b>Community</b></p> <ul style="list-style-type: none"> <li>• Maryborough Markets</li> <li>• Pubfest</li> <li>• Carols in the Park</li> <li>• New Year's Eve</li> <li>• Fraser Coast Technology Challenge</li> <li>• Hervey Bay 100</li> <li>• Torbanlea Races</li> </ul>		

## TOURS

Fraser Coast Tourism and Events	Tourism Events Queensland	TripAdvisor
<ul style="list-style-type: none"> <li>• Blue Dolphin Champagne Sunset Sail</li> <li>• Fraser Island Whale Watch Cruise</li> <li>• Fraser Beach and Barbecue Cruise</li> <li>• Tobruk Dive Centre Hervey Bay</li> <li>• Hervey Bay Eco Marine Tours</li> <li>• Blue Dolphin Exclusive Whale Encounter</li> <li>• Whale Watching with Whalesong Cruises Hervey Bay</li> <li>• Remote Fraser Island Experience and Whale Watch Encounter Tasman Venture</li> <li>• Hervey Bay Boat Tours</li> <li>• Remote Fraser Island Tour - Tasman Venture</li> <li>• Air Fraser Island</li> <li>• Fraser Island Cool Dingo Tours</li> <li>• Pacific Whale Foundation Eco Adventures Australia</li> <li>• Australia Fraser Island Escape</li> <li>• Auswalk Walking Holidays</li> <li>• Unique Fraser Tours</li> <li>• Seafood @ Sunset Cruises</li> <li>• Hervey Bay Dive Centre</li> <li>• Fraser Experience Tours Pty Ltd</li> <li>• Blue Dolphin Fraser Island Eco Adventure Sail</li> <li>• Tasman Venture Whale Watching Hervey Bay</li> <li>• Boat Club Adventure Cruises</li> <li>• Great Barrier Reef Day Trip to Lady Elliot Island</li> <li>• Hervey Bay Fly and Sportfishing</li> <li>• Spirit of Hervey Bay Whale Watching Cruises</li> <li>• Fraser Island Day Tours</li> <li>• Freedom Whale Watch and Dive Charters</li> <li>• Fraser Explorer Tours</li> </ul>	<ul style="list-style-type: none"> <li>• Unique Fraser Tours</li> <li>• Blue Dolphin Fraser Island Eco Adventure Sail</li> <li>• Aquavue Cafe Watersports</li> <li>• Whale Watching with Whalesong Cruises Hervey Bay</li> <li>• Fraser Island Cool Dingo Tours</li> <li>• Fraser Experience Tours Pty Ltd</li> <li>• Coast Restaurant and Bar</li> <li>• The Cathedrals</li> <li>• Alpha31 Art Gallery and Sculpture Garden</li> <li>• Remote Fraser Island Experience and Whale Watch Encounter - Tasman Venture</li> <li>• Birdwatching on the Fraser Coast</li> <li>• Blue Dolphin Champagne Sunset Sail</li> <li>• Maaroom Picnic Ground</li> <li>• Nikenbah Markets</li> <li>• Arkarra Lagoons and Tea Gardens</li> <li>• Maryboroughs Guns</li> <li>• Coonarr</li> <li>• Maheno Shipwreck</li> <li>• Band Rotunda and Fairy Fountain</li> <li>• Freedom Whale Watch and Dive Charters</li> </ul>	<ul style="list-style-type: none"> <li>• Drop Bear Adventures, Fraser Island</li> <li>• Freedom Whale Watch, Hervey Bay</li> <li>• Blue Dolphin Marine Tours, Urangan</li> <li>• Fraser Coast Jetski Tours, Hervey Bay</li> <li>• Tasman Venture - Day Tours, Hervey Bay</li> <li>• Hervey Bay Dive Centre, Urangan</li> <li>• Pacific Whale Foundation, Urangan</li> <li>• Whalesong Cruises, Urangan</li> <li>• Spirit of Hervey Bay, Urangan</li> <li>• Cool Dingo Tours, Fraser Island</li> <li>• Epic Ocean Adventures, Rainbow Beach</li> <li>• Unique Fraser, Hervey Bay</li> <li>• Boat Club Adventure Cruises, Urangan</li> <li>• Wolf Rock Dive Centre, Rainbow Beach</li> <li>• Australian Sunset Safaris Day Tours, Fraser Island</li> <li>• Mary Valley Rattler, Gympie</li> <li>• Fraser Explorer Tours, Fraser Island</li> <li>• Quick Cat II - Hervey Bay Whale Watch, Urangan</li> <li>• Air Fraser Island, Hervey Bay</li> <li>• Fraser Experience Tours, Hervey Bay</li> </ul>

## FOOD

The following key consumer channels were scanned to reveal which Fraser Coast food experiences they are making available to the target markets.

Fraser Coast Tourism and Events	TripAdvisor	Tourism Events Queensland	Tourism Australia
<p><b>Bars</b></p> <ul style="list-style-type: none"> <li>Coast Restaurant and Bar</li> <li>The Bayswater Bar and Grill</li> <li>Hervey Bay RSL</li> <li>Beach House Hotel</li> <li>The Vinyard Wine Bar and Restaurant</li> <li>Kondari Hotel</li> <li>Enzo's On The Beach</li> </ul>	<p><b>Top 20</b></p> <ul style="list-style-type: none"> <li>The Vinyard Hervey Bay</li> <li>Coast Restaurant and Bar Hervey Bay</li> <li>Aegean Waters Hervey Bay</li> <li>Salty Squid Licensed Seafood Bistro Toogoom</li> <li>Arkarra Gardens Cafe Restaurant Hervey Bay</li> <li>Vinvero's Cafe Scarness</li> <li>The Dock Bar and Restaurant Hervey Bay</li> <li>Emilia's Cafe Gympie</li> <li>Santini Pizza e Cucina Torquay</li> <li>Arcobaleno on the Beach Rainbow Beach</li> <li>Eat at Dan and Steps Hervey Bay</li> <li>Muddy Waters Cafe Maryborough</li> <li>Wild Lotus Restaurant and Bar Torquay</li> <li>Salt Cafe Urangan</li> <li>Paolo's Pizza Bar Hervey Bay</li> <li>Smokey Joe's Cafe Bar and Grill The Ramada Hervey Bay</li> <li>Aquavue Hervey Bay</li> <li>Oriental Palace Scarness</li> <li>Goody's on the Beach Toogoom</li> <li>Two Ducks Cafe and Asian Grocery Urangan</li> </ul>	<p>Tourism Events Queensland, via Queensland.com, describes the state as offering 'food and drink' and uses terminology such as 'wineries, vineyards and breweries', 'restaurants with epic views', 'best craft beers in Queensland' and 'farm to table'.</p> <p>They list 488 restaurants (cafes etc) across Queensland of which 26 are in the Fraser Coast region.</p>	<p>Tourism Australia's approach to food is to describe Australia's food and wine experiences.</p> <p>This approach has been in place since 2014 when Tourism Australia began to place a major emphasis on food and wine (based on consumer research). Australia.com showcases popular experiences, video highlights and travellers' stories v/s listings.</p>
<p><b>Cafes and Restaurants</b></p> <ul style="list-style-type: none"> <li>Cafe Balaena Cafe and Restaurant</li> <li>Maryborough RSL</li> <li>Salt Cafe Urangan</li> <li>Coast Restaurant and Bar</li> <li>Carriers Arms Hotel Motel</li> <li>The Clubhouse Hervey Bay</li> <li>The Bayswater Bar and Grill</li> <li>Santini Pizza e Cucina</li> <li>Santini Gelateria Pasticceria Caffetteria</li> <li>Arkarra Gardens Cafe and Restaurant</li> <li>Bayaroma Cafe Hervey Bay</li> <li>Hervey Bay RSL</li> <li>Beach House Hotel</li> <li>The Vinyard Wine Bar and Restaurant</li> <li>Kondari Hotel</li> <li>Enzo's On The Beach</li> </ul>	<p><b>Foodie Events</b></p> <ul style="list-style-type: none"> <li>Night Horse Ride and Dinner</li> <li>Tipples and Tales</li> <li>Food n Groove Fridays</li> <li>Medieval Feast</li> </ul>		





