

# TTNQ 2018-2020 STRATEGIC DIRECTION

Shift gears, unite & lead the way.

## TTNQ PURPOSE

Our purpose is to drive visitor revenue and long term benefits for the region by leading the region's tourism marketing, positioning and brand story; and by being a unifying and coordinating voice for the industry.

### DESTINATION VISION

#### The dream for the destination

We are known as one of the world's most inspiring nature based destinations; the gateway to hundreds of accessible experiences set on the stage of the Great Barrier Reef, Earth's oldest rainforest, outback and lived in by an ancient culture; shared by locals passionate about the Tropical North.

### ORGANISATION VISION

#### The dream for TTNQ

TTNQ is highly valued and respected, working with our allies to deliver world class, innovative destination marketing.

### DESTINATION MISSION

#### What we do as a destination

We deliver hundreds of unique tropical experiences, shared by passionate locals, and set in world heritage nature that, connected together, are the DNA of the Tropical North – our (brand) story.

### ORGANISATION MISSION

#### What we do as TTNQ


We are a trusted and clear voice, leading and collaborating with our allies to ensure the region's tourism marketing achieves an expenditure of \$3.5B by 2020.

## CRITICAL SUCCESS FACTORS TO ACHIEVE OUR MISSION/GOALS

- Appropriate structure and resources
- A united industry and grow partnerships beyond our current base
- Our fan base must grow
- Evolving, adapting, learning organisation
- Digital is key
- Our brand story must be clear and used by all

## STRATEGIC PILLARS DEFINITIONS

 <b>MASTER OUR STORY</b>	 <b>UNITE &amp; PARTNER</b>	 <b>DIGITAL LEVERAGE</b>
Cultivate the regional (brand) narrative and relentlessly share the unique stories that collectively define our Place DNA centred on reef, rainforest, outback, lifestyle and culture and Indigenous.	We are the lighthouse for tourism, with the community our ally and broad respect for our agenda. We show contemporary leadership, a framework for collaboration and a clearly communicated direction.	The World has gone digital and that's the best way of telling our story.
 <b>IMPROVE MEMBERSHIP</b>	 <b>CONTINUOUSLY IMPROVE</b>	 <b>RESET FINANCE &amp; RESOURCES</b>
We communicate with transparency, creating leverage and mutual benefits for our members, who are our greatest advocates.	We drive constant improvements in all aspects of our business.	We are planning how best to grow our resources and be self-sustainable. We leverage partnerships and are efficient, effective and nimble, underpinned by good governance and providing a great place to work.

STRATEGIC GOAL	STRATEGIES	ACTIVITIES	MEASURES OF SUCCESS / KPIS
 <p><b>MASTER OUR STORY</b></p>	<ul style="list-style-type: none"> <li>Develop a brand narrative supported and endorsed by industry, underpinned by compelling stories.</li> <li>Amplify the story with a compelling communication strategy that guides, directs and make implement easy for all stakeholders and expands our global footprint.</li> </ul>	<ol style="list-style-type: none"> <li>Host cluster workshops to collaboratively develop the story.</li> <li>Align with Tourism Australia Signature experiences.</li> <li>Test a digital engagement site for visitors.</li> <li>Drive the implementation of a whole-of-region communication engagement story.</li> </ol>	<ul style="list-style-type: none"> <li>Attendance &amp; interest in workshops.</li> <li>Increasing conversations around the regions through media channels.</li> <li>90% of members would know and use the story (ask them through survey).</li> <li>A fully functional platform.</li> <li>Published plan.</li> <li>Improved brand proposition for Business Events.</li> <li>Brand story incorporated into all major events marketing.</li> </ul>
 <p><b>UNITE &amp; PARTNER</b></p>	<ul style="list-style-type: none"> <li>Build influential relationships that amplify the region as a major economic driver.</li> <li>Reduce industry fragmentation.</li> <li>Tap into the extensive network of people and industries outside of the tourism framework.</li> </ul>	<ol style="list-style-type: none"> <li>Develop symbiotic partnerships to leverage marketing initiatives, particularly with TEQ and TA.</li> <li>Look outside the traditional means to leverage new opportunities &amp; stretch our network.</li> <li>Chair to lead collaborative discussions across industry and non-tourism sectors to drive dialogue, leverage relationships and build unity.</li> <li>Complete regional transformation submission.</li> </ol>	<ul style="list-style-type: none"> <li>Increase in revenue YoY as a result of new partnerships.</li> <li>Increased invitations for TTNQ to be part of industry and economic dialogue.</li> <li>Increased requests to be part of consultation.</li> <li>TEQ and TA feedback.</li> </ul>
 <p><b>IMPROVE MEMBERSHIP</b></p>	<ul style="list-style-type: none"> <li>Actively listen to members to find out what they want and need to advance how we can add value to their membership.</li> <li>Develop a Membership strategy - provide value to our members that encourages membership value and growth.</li> <li>Maintain our relevance by being at the forefront of changes and opportunities relating to destination marketing.</li> </ul>	<ol style="list-style-type: none"> <li>Customer mapping.</li> <li>Develop a corporate communication plan &amp; improve corporate messaging.</li> <li>Actively pursue our understanding of what the smaller SME operators want and need that may be different to the larger Platinum members.</li> <li>Provide industry and member product, operational, digital and human development through training.</li> <li>Develop offering to broaden membership base to non-traditional business.</li> </ol>	<ul style="list-style-type: none"> <li>Membership strategy.</li> <li>Increase membership relative to diversity of representation.</li> <li>Measure member value using the Net Promoter Score on an annual basis.</li> <li>Board 1-1 feedback.</li> </ul>
 <p><b>DIGITAL LEVERAGE</b></p>	<ul style="list-style-type: none"> <li>Pursue continuous development of our digital capability.</li> <li>Define our digital strategy.</li> <li>Establish a reputation for our digital leadership.</li> <li>Support the external strategic drivers via digital means.</li> <li>Invest in the digital capability of the team.</li> </ul>	<ol style="list-style-type: none"> <li>Establish a digital coop framework.</li> <li>Develop a Digital Strategy.</li> <li>Initiate a continuous digital learning program to improve digital capacity of industry.</li> <li>Participate in training and professional development to advance internal capability.</li> <li>Invest in software and hardware to support our digital transformation.</li> </ol>	<ul style="list-style-type: none"> <li>Digital Strategy.</li> <li>Increased requests to be part of digital consultation.</li> <li>External Driver digital performance metrics.</li> </ul>
 <p><b>CONTINUOUSLY IMPROVE</b></p>	<ul style="list-style-type: none"> <li>Aggressively reduce red-tape, drive efficiency and embed an agile mindset within the cultural DNA of TTNQ.</li> <li>Build our governance and leadership capacity.</li> <li>Actively manage asset utilisation i.e. people, utilities, information &amp; risk.</li> <li>Adopt relevant technology to assist with our continuous improvement.</li> <li>Foster a culture of innovation.</li> </ul>	<ol style="list-style-type: none"> <li>Close the Visitor Centre.</li> <li>Review and restructure with a view to improving efficiencies.</li> <li>Conduct an independent internal audit.</li> <li>Explore outsourcing of functions.</li> <li>Introduce 90-day sprint reviews to measure strategy progress and review road blocks.</li> </ol>	<ul style="list-style-type: none"> <li>Define and imbed the values.</li> <li>Absenteeism.</li> <li>Team Net Promoter Score.</li> <li>Marketing v Fixed cost % YoY.</li> <li>Membership survey.</li> <li>1-page strategy scorecard and publish to members.</li> </ul>
 <p><b>RESET FINANCE &amp; RESOURCES</b></p>	<ul style="list-style-type: none"> <li>Strengthen our capacity to manage our funding.</li> <li>Actively engage in progressive funding strategies that maintain current needs and provide a positive pipeline of funding that will meet the future needs of the organisation.</li> </ul>	<ol style="list-style-type: none"> <li>Investigate long-term sustainable resourcing.</li> <li>Work collaboratively with the membership engagement team to co-create a fiscal membership model that aligns with member needs as well as leveraging non-traditional sponsorship partners.</li> <li>Explore Shared services.</li> <li>Engage a Grant specialist.</li> </ol>	<ul style="list-style-type: none"> <li>Achieve \$3.5B in visitor revenue by 2020.</li> <li>% of \$ increase on marketing compared to previous year.</li> <li>Staff satisfaction survey re processes.</li> </ul>