Clarence Valley Tourism Industry Development and Marketing Strategy

2016

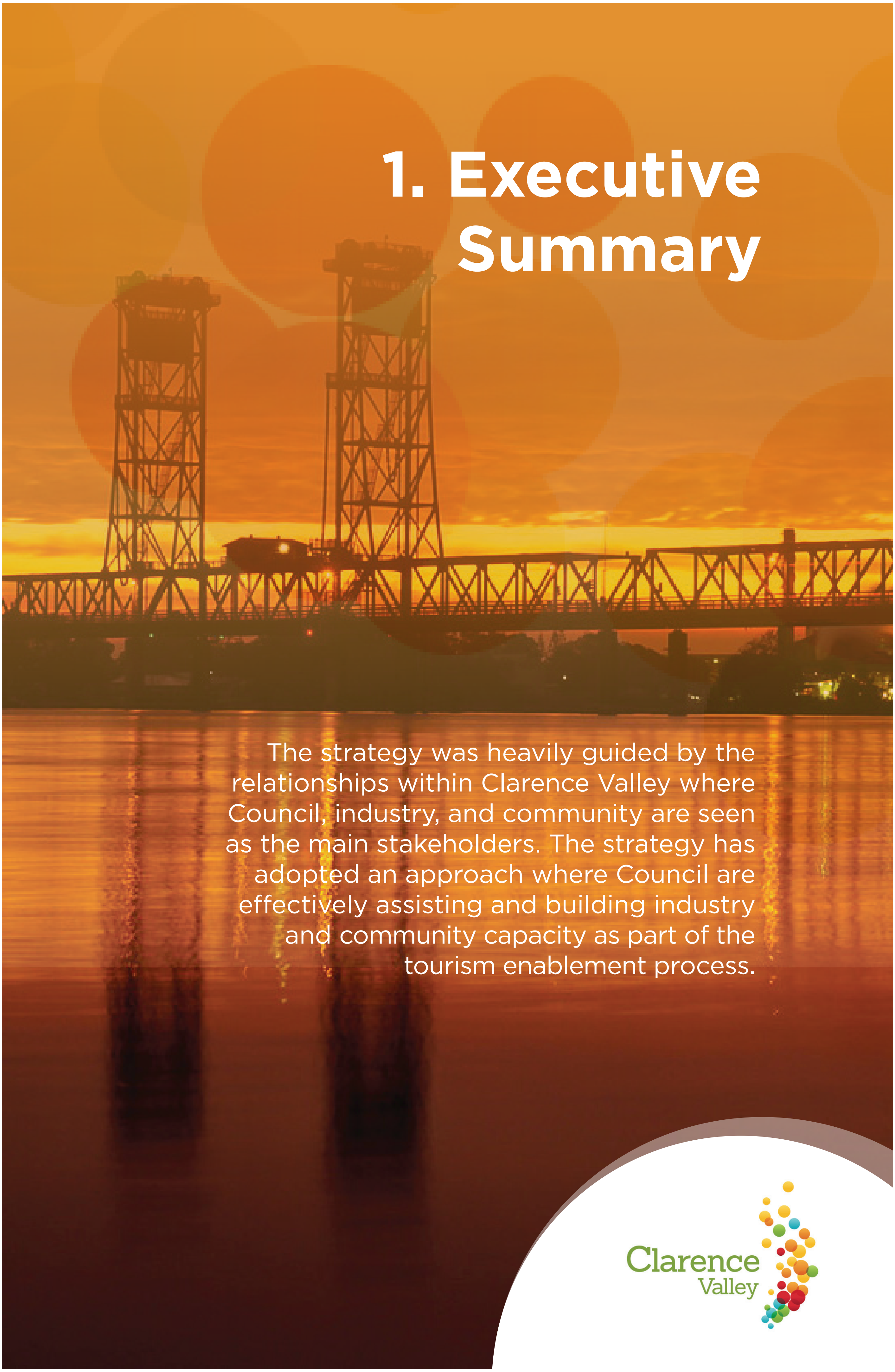
Clarence Valley

CONTENTS

Prepared for:
Clarence Valley Council

Date:
November 2016

Prepared by:



1. Executive Summary

The strategy was heavily guided by the relationships within Clarence Valley where Council, industry, and community are seen as the main stakeholders. The strategy has adopted an approach where Council are effectively assisting and building industry and community capacity as part of the tourism enablement process.

1. EXECUTIVE SUMMARY

Leonards Advertising was commissioned by Council to develop a three year strategic blueprint, a one year marketing plan and a digital plan. The strategy was to build upon the recent brand identity project which targets Active Families as the main market segment and uses shared memories and Own Every Moment as the cornerstone of the destination brand.

The strategy process has three main elements:

1. Complete an intensive review of the substantial research already undertaken and summarise it to establish key strategic foundations. Also to conduct detailed demographic research and engage key stakeholders for their input.
2. Conduct a SWOT analysis and define the strategic Vision and Mission statements.
3. Define core goals which are comprised of strategic objectives that are further broken down to detailed actions and time periods. This structure provides granular reference to ensure overall goal achievement. The marketing plan is the strategy stepped out over a 12 month period indicating responsibility for delivery and available budgets. It also includes a recommended digital architecture for tourism in the Clarence Valley that allows council to manage the destination brand and marketing while referring potential sales to operators for their individual marketing approaches.

The strategy was heavily guided by the relationships within Clarence Valley where Council, industry, and community are seen as the main stakeholders. The strategy has adopted an approach where Council are effectively assisting and building industry and community capacity as part of the tourism enablement process. Government agencies are also woven in to ensure opportunities can be exploited as they arise.

It should also be noted (and is reported under key findings and detailed in the full report under Research) that it became quite apparent early in the strategy process that the tourism operators and community are a significantly different demographic to the Active Family market that has been targeted. Leonards commissioned a special Roy Morgan report for the Page electorate which includes the Clarence Valley. This report when contrasted with Active Families behavioural data revealed a high disparity between Clarence Valley residents and the Active Family market.

The blunt assessment is that Active Families are far more digitally inclined and read media and make most of their decisions (including travel) from information sourced on line and with increasing use of the mobile phone for spontaneous or on site information. The Clarence Valley residents are quite different and still hold offline methods of informing or being informed (e.g. local newspapers) as primary. This is a fundamental difference that has been focussed on within the strategy with the conclusion that a digital platform including a high quality targeted web site is crucial. Conversely communications within the Clarence Valley need to embrace an integrated media approach employing multiple channels.

Key Findings

- Collective tourism engagement and participation in Clarence Valley is still in its formation stage in the post CRTA period. It is noted that significant progress is being made with initiatives of industry clusters, industry liaison and training starting to have impact.
- There is a significant capacity variance amongst Clarence Valley tourism operators. This is primarily evidenced by the varying levels of digital utilisation, asset/experience knowledge of the Clarence Valley and also general business skills.
- Demographic characteristics that feature with Clarence Valley residents are significantly different to the target market of Active Families (already mentioned).
- General communication of achievements e.g. infrastructure development, events, social media is fragmented. This has the impact of diluting communications and diminishes the efficiency of resources employed.

- Education levels for local operators need improving in areas which include digital competency, business planning/capital budgeting, DA proposal management and general accommodation management.
- The restructure, branding and strategy process has understandably taken priority before embarking upon destination marketing activities. The finding is that destination marketing activity is still low and will remain so within the first 12 months of the marketing strategy. During this period, content, video and picture libraries, web development and digital marketing infrastructure amongst other initiatives will provide capacity for a strong destination portrayal.
- There is no overall digital architecture for Council to operate within Clarence Valley tourism that ensures high impact and efficient marketing initiatives.
- The Visitor Information Centres have very limited impact and are not adapting to changing travel habits, particularly in the use of mobile and virtual technology.
- Clarence Valley occupancy levels are well below the national average at 48% compared to national average of 65%.
- There is little or no collaborative marketing within Clarence Valley that would allow for high impact campaigns resulting primarily from derived scale and price efficiencies.
- There is very limited engagement with Destination NSW which reduces funding opportunities.

Recommended Actions

The solutions recommended have emanated from the strategic Vision and Mission for tourism in the Clarence Valley and then they have been framed into four key strategic goals. When these goals have been implemented they will place Clarence Valley with a highly efficient marketing infrastructure with effective industry relationships and opportunities. The key initiatives of the strategy are targeted at improving educational, relational, digital and general marketing capacity.

The Vision for Clarence Valley is to be a cherished coastal, river and hinterland family experience.

The Mission of the strategy is to provide a three year blueprint for the successful development of a strong tourism industry for the Clarence Valley.

The four goals are in chronological order and are designed to develop the tourism industry in Clarence Valley as their primary aim. It also provides a marketing infrastructure that allows for highly effective and targeted multi media campaigns.

The four goals are:

1. Unify, Train and Enable the Local Tourism Industry
2. Develop Experiences Delivering the Happiness and Shares Memories Ethos
3. Leverage Infrastructure Projects for Tourism and Relocation Growth
4. Assist the Local Tourism Industry Reach the National Average Occupancy Rate

As mentioned these goals are broken into over 50 action items that when completed will ensure the strategic objectives are achieved.

The key output of the action items is to develop a tourism infrastructure that builds and promotes buy-in (particularly industry buy-in) which results in significant revenue generation for the Clarence Valley. Collaborative marketing, industry initiatives and a coordinated digital application will be success hallmarks of the strategy's implementation.

As mentioned Council is assisting and enabling the process for the development of a robust and vigorous marketing network within the Clarence Valley. Industry will need to respond to this leadership by embracing and exploiting the opportunities that Council provides. In the strategy under "Overarching Principles" the responsibilities for the strategy have been divided as follows:

Council:

- Consolidate the strategic direction
- Lead industry development
- Lead implementing the brand
- Enable product development
- Coordinate skills training, mentoring and networking opportunities
- Support destination marketing and development

Local Tourism Industry

- Support the new strategic direction
- Develop, deliver and sell quality visitor experiences
- Embrace the brand
- Work with council to establish new products
- Undertake training to fill skill gaps within their business
- Participate in collaborative marketing opportunities

Strong Council, industry and community relationships working towards common goals with integrated processes will be features of the strategy's success.

2. Background and Research

Recognising the importance and potential of tourism for Clarence Valley, the Council has adopted a strategic approach to tourism development and management.

The consistent pursuit of a strategic approach over the last seven years has resulted in a significant and substantial body of work for this strategy to draw upon.

OVERVIEW AND UPDATE OF CLARENCE VALLEY PLANS AND REPORTS

Clarence Valley is a wonderful union of river, coast and bush covering over 10,000 km of natural landscapes with nearly 500 parks/reserves and approximately 80 km of coastline.

Recognising the importance and potential of tourism for Clarence Valley, the Council has adopted a strategic approach to tourism development and management with the following work undertaken over the last seven years:

1. Clarence River Way Masterplan (Clouston Associates, 2009)
2. Clarence Valley Tourism Services Review (The Stafford Group, 2013)
3. Economic Impact of Tourism Sector on the Clarence Valley LGA (Lawrence Consulting, 2014)
4. Our Community Plan 2015-2024 (Adopted, June 2014 by Clarence Valley Council)
5. Clarence Valley Tourism Brand Review and Brand Guidelines (Destination Marketing Store, 2014-15)
6. Event Tourism Research Report (Destination Research, 2015)

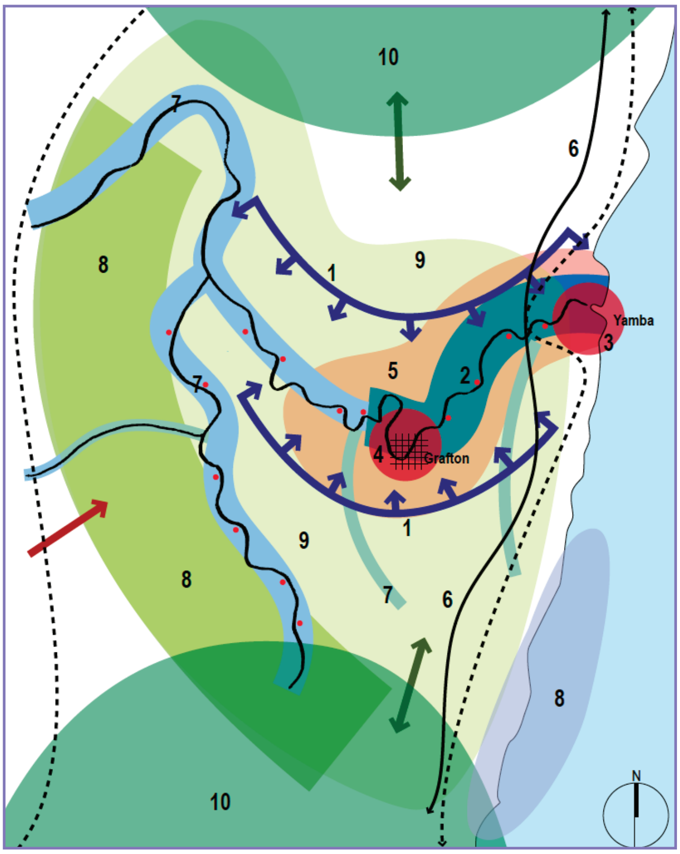
The following pages provide a short summary of the core findings and recommendations from each project listed above and an update on progress, where relevant, at the time of writing the Clarence Valley Tourism Industry Development and Marketing Strategy.

1. Clarence River Way Masterplan

The Clarence River Way is an integrated market driven, tourism destination development initiative that aims to increase economic outcomes by linking towns and villages in the region and leveraging the Clarence Valley's unique selling points and greatest competitive advantage – the Clarence River and related built, natural and cultural attractions.

The masterplan was not conceived as one single thing but the combination of many interrelated actions spread over a large geographical area and time frame. The masterplan has been summarised into 10 actions and illustrated in the accompanying plan.

1. **Refocus upon the Clarence River for destination development.**
   Establish the Clarence River as the primary driver of destination development.
2. **Develop the township hubs along the lower reaches.**
   Build upon the strong assets between Grafton and Yamba and develop a series of tourist hubs supporting land and river based activity.
3. **Promote Yamba as the gateway port to the Clarence.**
   Promote Yamba as a port. Capitalise upon existing tourism potential, infrastructure and market awareness.
4. **Reposition Grafton as a 'River City' Tourist destination.**
   Reposition Grafton as a tourist hub around the concept of a 'River City.'
5. **Develop a Clarence River Way touring region.**
   Simplify touring routes down to a single 'touring region' focused around the core tourism hubs, delivering on CRW themes.
6. **Capitalise upon visitors using the Pacific Highway Touring Route.**
   Capitalise upon the Pacific Highway Touring Route and develop east-west connections and partnerships.
7. **Develop the upper reaches of the Clarence.**
   Develop the upper reaches through the provision of greater visitor access and infrastructure.
8. **Develop opportunities in the Wilderness Arc.**
   Develop opportunities in the Wilderness Arc surrounding the Valley that value add to the Clarence River Way.
9. **Create linkages from the hinterland to the Clarence.**
   Create linkages between the river and core industry sectors, facilitating access and infrastructure investment in key nodes.
10. **Promotion and regional linkages.**
    Promote the Clarence River Way and build upon regional links with the Green Cauldron, Rainforest Way and Waterfall Way.



Clarence River Way Masterplan - Strategic Intent

Implementation priorities

The actions that make up the masterplan have been prioritised into three groups of activity.

1. Planning management and coordination of the river.
2. Implementation and delivery of infrastructure, access and training.
3. Marketing and promotion.

It was always envisaged on the Clarence Valley Way timeline that marketing and promotional activity would commence once sufficient infrastructure, access, training and product development was in place. The tipping point of development has now been reached to enable marketing and promotional activity to start.

Progress with Implementation

Significant progress has been reached as of August 2016 on the initiatives outlined in the Clarence River Way (CRW) which also acts as a destination management plan. The CRW was the overall strategy document that allowed Clarence Valley Council (CVC) to obtain $6.2M funding from mainly federal and state governments with CVC contributing $1.6M. The CRW influenced the development of Tweed and Clarence River planning.

This foundational infrastructure work was required before the marketing and promotion phases could commence. The initial plan allowed 4.5 years and progress with asset building is close to this timeframe.

The expenditure is part of the strategic intent to re-establish the river as a key unifying feature of Clarence Valley which has been overlooked for many years. It has greatly increased focus on the river particularly with the Clarence Valley community.

Key initiatives include a number of new pontoons on the Clarence River, streetscape improvements, establishing the longest white water canoe trail as a tangible product, boating facility improvements together with some cultural initiatives.

Further work is required to continue developing tourism infrastructure for Grafton. The main area of development is around the $6.7M Waterfront Precinct construction which is still in the planning stages. This will be a key enabler to opening up the river for tourism opportunities.

This development expenditure has also been complemented by a significant increase in tourism product development (new businesses and events) with many quires and now product being offered for public consumption. A lot of the business interest is focussed on the river which is consistent with the infrastructure expenditure. There have been proposals or businesses started in kayak hire, water ski schools, camping safari, water taxi, BBQ boats, just to mention a few. Further there has been strong event interest in formula one power boats, Monster Energy Pro Wakeshow, Queensland ski championships and rowing events.

Also there has been a further Federal Government allocation of $1.2M for stage 1 of Maclean Riverside Precinct; redevelopment of McLachlan Park.

The implementation is now at a stage where sufficient development has occurred that allows for the marketing strategy to be created and actioned.

Also there is an aspect that many locals are unaware of the natural attributes, beauty and opportunities their destination offers. Progress has now reached a level where this can be addressed.

2. Clarence Valley Tourism Services Review

The report concluded there were some significant deficiencies in the Clarence Valley tourism framework which needed a complete strategic rethink for the area.

These deficiencies were:

- Inadequate destination marketing
- Disengaged industry
- No suitable brand
- Little commissionable product
- Need for improved signage and interpretation
- Minimal embrace of technology driving modern consumer decisions
- Ineffective Visitor Information Centres (VICs) which had minimal impact due to lack of industry interaction and technology embrace

This represented a poor return on the Council's $737K pa investment which included $496K in VIC support costs.

A number of strategic management models were canvassed however CVC opted for Option 2 which integrated all Council tourism funded services. Key reforms recommended were making the Council responsible for:

- Management for the VICs
- Destination marketing
- Recommending bringing the governance and management of Council funded tourism services back to Council
- Development of a far stronger technology platform that is relevant to the modern traveller

Option 2 recognised that the integration model would realise savings of up to $640K pa due to the more efficient and effective management of resources. Over a four-year period projected achievements included:

- Increased income from collaborative marketing campaigns of $80K pa
- Employee and Visitor Information expenses decreasing $300K approx. primarily due to closure of Grafton VIC in year 3 with functionality replaced with a broader technology application (drop in kiosks, apps, better web, touch screens, stronger event presence). This expense reduction is to be driven by reduced salary, visitor service expenses and council building/grounds support costs
- Modest contributions were also proposed ($30K pa) from commission derived from accommodation/attraction bookings from kiosks and app bookings
- The plan underwrote capital investment of $94K which featured two kiosks, an updated web and a mobile app

The review predicated its Option 2 recommendation for a fully integrated service on the following findings of the current arrangement:

- Decreased overnight visitation down 7% or 35,000 stays
- Day tripper market increasing with lower Clarence Valley value, $110 per trip against $574 for overnight. Day trippers have little value add potential and place significant strain on Clarence Valley infrastructure
- The VICs have little impact with 4.4% of visitors using a VIC (state average 20%) and giving the lowest income per head in state at 22c. Further both VICs have experienced approx 40% visitation drops in the last 10 years. Even with current visitation levels at the VICs a significant proportion were visiting to use other facilities including the conveniences and café

Since the Tourism Review in 2013, the following decisions and actions have taken place:

1. Staff previously employed by CRTA including the VIC staff came under the auspices of Council as of 1 July 2014. This resulted in the following structural realignment:

- The CRTA Tourism Manager position retrenched
- Economic Development Coordinator CVC assumed responsibility for Destination Marketing and Events
- Manager Strategic & Economic Planning assumed responsibilities for the VICs

Since this initial restructure as of 1 July 2016 there has been a further integration of tourism management with Economic Development and Tourism VIC staff. This will leverage the overall tourism impact for Clarence Valley by ensuring a coordinated and strategic management overview of total tourism resources. This has been further enhanced by the recent strategic appointments of specialists in the fields of Destination Management, Digital and Graphic Design and Project Management joining the already experienced incumbent in Events.

2. CRTA has been operationally disbanded but still exists as an entity only. The advisory functionality that was assumed by CRTA has been transferred to the new advisory committee Clarence Tourism Advisory Committee (CTAC) which does not have executive authority; that has been assumed by CVC.
3. CVC decided not to pursue commission opportunities in booking commissions or merchandising as it wants to maintain competitive neutrality as a foundation principle.
4. The closure of Grafton VIC is still under review as the restructure program enters year 3.
5. The passage of time since the Tourism Review has seen significant technology change which has necessitated a rethink of digital strategy. Key changes are the improvement in band widths, web functionality and in particular pervasive smart phone useage. This puts a question mark on the value of touchscreens and the design and functionality of the kiosk model.

3. Economic Impact of the Tourism Sector on the Clarence Valley

The purpose of the report was to assess the economic impact of tourism in the Clarence Valley LGA and compare against the Northern Rivers LGAs. The benchmark measurements found that tourism contributed $153M or 6.4% to the Clarence Valley Gross Regional Product (GRP) which translated to a gross stimulus of $296.4M in year ending September 2014. This made tourism the fifth largest industry for Clarence Valley behind health care, public administration, manufacturing, retail and construction.

The report by Lawrence Consulting sourced data from Tourism Research Australia for the year ending March 2014 provided quantitative analysis to derive GRP and Stimulus results. It showed that 934,000 people visited Clarence Valley comprising 520,000 domestic day trip visitors (55.7%), 403,000 domestic overnight visitors (43.1%) and 11,000 international overnight visitors (1.2%).

As mentioned the direct value added impact of the tourism sector was estimated at $152.9M in March 2014 or approximately 6.4% of the total GRP. An additional $71M was generated by other industries such as food and beverage and shopping from tourists while an extra $77M can be attributed to indirect consumption induced through the flow on effect of employment supporting household consumption to give a total value add of $300.9M.

Further by taking into account regional length of stay, visitor origin and expenditure patterns, the gross annual stimulus of tourism was estimated at $296.4M.

The situation since September 2014 has incurred a fall, but was followed by a recently rising trend now over taking the position. The GRP for September 2015 fell to $124.9M with a Gross Annual Stimulus of $254M. However there has been a strong rebound in the March 2016 half year with Gross Annual Stimulus being measured at $366M.

The high level tourism results for the intervening years (half-yearly results for 2016) are shown below.

Year Ending	Overnight Domestic Visitors	Day Visitors	Overnight International Visitors	Total Visitors	Total Visitor Nights	Gross Annual Stimulus
Mar 2014	403,000	520,000	11,000	934,000	1,872,000	$296,000,000
Sept 2014	450,000	376,000	13,200	839,000	1,867,000	$274,000,000
Sept 2015	451,000	420,000	14,690	886,000	1,413,000	$254,000,000
Mar 2016	532,000	399,000	15,365	946,000	2,216,000	$366,200,000

Visitor origin and expenditure table sourced from Tourism and Economic Impact Monitors

The economic benefits from tourism have grown due to the increase in overnight domestic visitors – 403,000 in March 2014 (43.1%) to 532,000 in March 2016 (56%) – and length of stay for both domestic and international visitors.

The increase in domestic stay nights has been a primary driver in increasing the Gross Annual Stimulus from $296K to $366K (24%).

The room occupancy rate in Grafton was 46.9% in the June Quarter 2015, whilst the occupancy rate in Maclean-Yamba-Iluka was 48.2%. By comparison, the national occupancy rate for tourism accommodation is significantly higher at 65% (ABS) for the same quarter. There is plenty of capacity for tourism accommodation industry growth, particularly in the low and hip seasons.

4. Our Community Plan 2015-2024

Following an exhaustive community consultation process involving a series of forums, surveying and 1,498 inputs, a Community Plan with five central themes of society, infrastructure, environment, economy and leadership was adopted by Clarence Valley Council in June 2014.

Of particular relevance to this strategy is the section on the economy and what the community has asked Council to provide.

To create an attractive environment for business, tourism and industry to operate in that:

- Promotes the Clarence region as a wonderful place to live, work, visit and invest
- Promotes the Clarence region to business and industry and increases recognition of the area's strategic advantages
- identifies tools to simplify development processes and encourage quality commercial and residential development

To have growing and diversified employment, education and tourism opportunities that:

- Markets the unique natural characteristics and diverse tourism opportunities available within the Clarence region
- Develops an airport master plan to assess the optimal future usage of the facility

To have major events driving economic activity that:

- Attracts and facilitates major social and cultural events to encourage people to live and work in the region while also attracting revenue into the area
- Attracts and supports major sporting events and carnivals to the region
- Identifies partnerships and innovative funding approaches to provide for new and upgraded infrastructure for major event hosting
- Works with the existing major events organisers to help grow the events and maximise activity

To ensure the best use of resources and operates in a financially responsible and sustainable manner:

To have the objectives of this plan delivered by:

- Resourcing the organisation of the Council adequately to provide the services and support functions to deliver the outcomes of this plan

In line with the efficient and realistic management of limited Council resources, a four-year Delivery Program and an annual Operational Plan form part of the Community Plan documents and sit alongside a resourcing strategy.

In summary, the Community Plan specifies a role for Clarence Valley Council as an enabler and developer of the tourism industry by attracting quality businesses, promoting tourism opportunities, industry education, simplifying development processes where appropriate and general promotion of the Clarence region. However, Council's role is not to become the tourism industry's marketing body, rather its core responsibility lies in destination management.

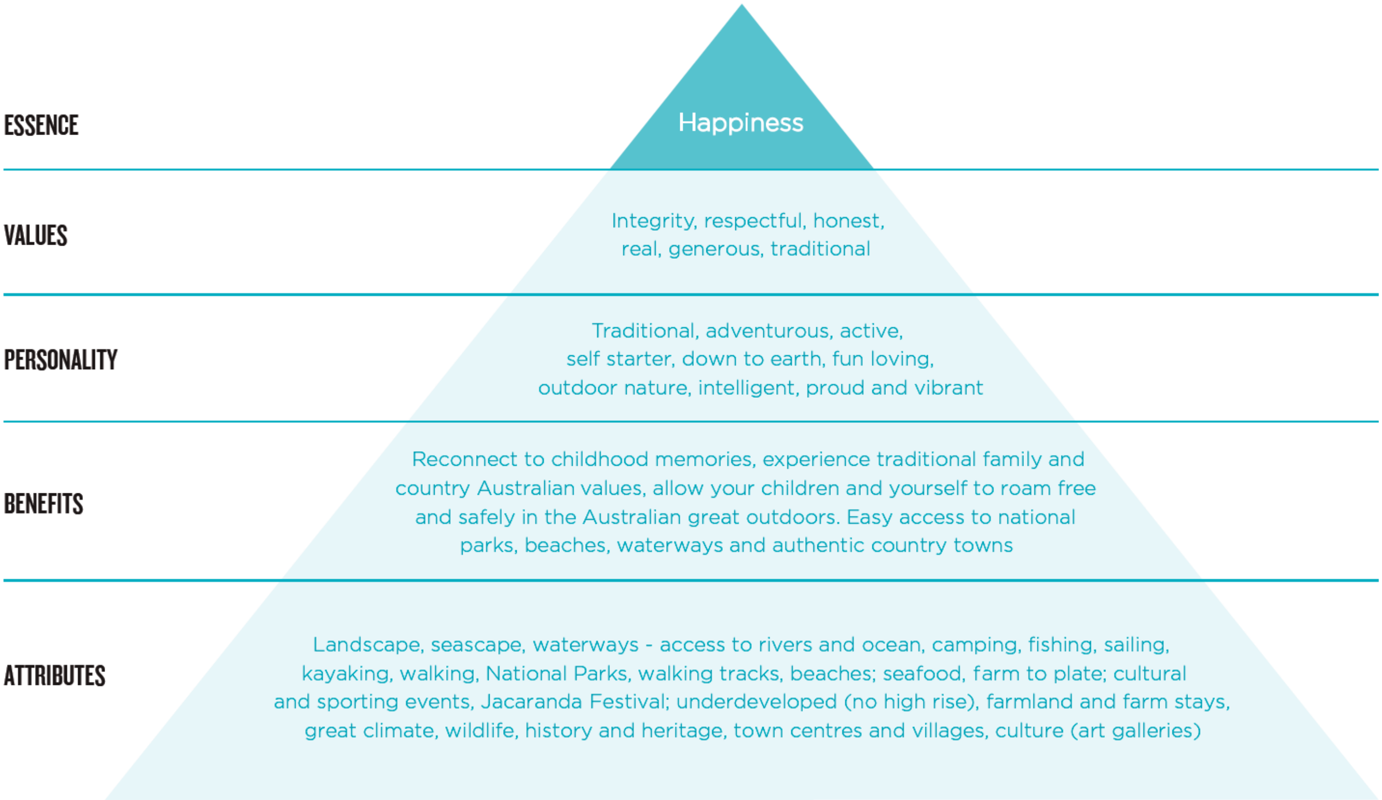
5. Clarence Valley Tourism Brand Review and Brand Guidelines

In line with the Clarence River Way and Tourism Review, Clarence Valley Council appointed Destination Marketing Store to undertake a brand review to provide the following:

- A clear direction for the Clarence tourism brand
- Brand identity
- Comments on current logo and suite of logos/brands across the Clarence Valley
- Comments on utilisation across a variety of platforms
- Capacity to influence industry to 'buy–in'

The review delivered a single, clear, focused positioning for the Clarence Valley. In essence, the Clarence experience is about recreating the innocence of childhood by savouring the happiness and freedom offered by the great outdoors, family activities and enjoying each other's company in and around nature. Capturing the spirit of the region, the brand invitation is to 'Own every moment'.

Own every moment



The Clarence Valley brand pyramid

The review recommended all owned assets, website, digital and offline activities reflect the new brand and to have only one consumer-facing logo regardless of the marketing activity across tourism, relocation or touring routes such as Clarence River Way.

The branding process identified the target audience for Clarence Valley as 'Active Families' more interested in reconnecting with both childhood memories and nature than a heavy reliance on product. By comparison, the Gold Coast is a destination brand driven by product with its theme parks and attractions. The Clarence Valley has a clear point of difference offering families the ability to roam free and safely in the great outdoors with easy access to national parks, beaches, waterways and authentic country towns.

Determining 'Active Families' as the target market was a departure from earlier reports, such as the Clarence River Way Master Plan, which identified the Experience Seeker as the primary target market. Although sharing many common characteristics, the Experience Seeker audience segment is generally an international market and better suited to more extreme experience destinations such as Kakadu and Ningaloo Reef.

Another relevant recommendation for this strategy is to focus marketing efforts on the local community, VFR and Active Family market rather than attempting a broad brush marketing approach to attract numerous smaller and diverse markets – 'Reach the people that count, don't count the people you reach'.

To this end, audience profiles have been developed charting the psychographic and media consumption behaviour of both residents within the Clarence Valley LGA and the Active Family market. Similarly an intensive interview process was conducted with community stakeholders to develop a picture of their priorities, concerns and aspirations for Clarence Valley.

6. Event Tourism Research Report

In May 2015, a research study to provide a cross-event evaluation of events in the Clarence Valley Local Government Area was undertaken to assess:

- Return on investment from events through direct visitation
- Tourism value of events funded by Council
- Market segments attracted to the funded events
- Marketing success of events in attracting visitors from target markets
- Significant publicity of Clarence Valley from events

The study focused on 23 events with varying characteristics and audiences categorised as:

- Art and entertainment
- Recreation
- Sport and competition
- Cultural celebrations

Analysis showed the primary market for most events was residents from the Clarence Valley as per table on next page. The exception was sports events which attracted a much higher proportion of visitors from outside the local region.

	Clarence Valley	Northern Rivers	Sydney	Western NSW	Coffs and Mid coast	Other NSW	QLD	Interstate	Overseas
Australian Boardriders Battle	25.5%	31.9%			32.9%	10.7%			
Blues Brews and BBQs	79%	5.4%	1.6%		8.6%	1.6%	3.8%		
Copmanhurst Campdraft	18.5%	7.4%		34.0%	33.1%	7%			
Country Music Roundup	37.4%	11.1%	4.4%	4.8%	5.2%	6.3%	25.9%	4.8%	
Gate to Plate	83.3%	4.8%	1.3%		8.8%		0.3%	1.5%	
Gbomb Mountain Bike	32%	14.1%		7%	25.2%	4.4%	17.4%		
Goanna Pulling Festival	60.5%	4.3%	6.2%	4.3%	8.6%	2.5%	9.9%	3.1%	0.6%
BMX North Coast State Titles	22%	12%	27%	7%	9%	18%	4%	1%	
Grafton Bridge to Bridge	50%	2%	12%	1%	5%	4%	18%	8%	
Grafton Orchid Show	95.7%				4.3%				
Grafton to Inverell Cycling Race	5.4%	5.4%	21.5%	5.4%	9.2%	4.6%	38.5%	10%	
Grafton Weekend of Rowing	13.5%	1.9%	13.5%	1.9%	3.8%	5.7%	57.8%		1.9%
Jacaranda Dragon Boat Races	60%	11%	1%	2%	20%	4%	1%	1%	
Jacaranda Festival	81.6%	0.6%	6.8%	0.6%	2.8%	2.5%	4.5%	0.6%	
Jacob Lollback Memorial Race	20%	6.7%	13.3%		4.4%	2.2%	51.2%	2.2%	
LC Music Eisteddfod	92.6%	1.5%	2.9%	1.5%	1.5%				
LCA Arts and Crafts Show	65.7%	7%	3.5%	3.9%	2.5%	2%	8.5%	6.5%	0.5%
Maclean Highland Gathering	46.6%	10.3%	4.4%	4.4%	5%	3.1%	21.2%	4.1%	0.9%
Platinum Tennis Tournament	42.1%	8.8%	3.5%	8.7%	3.5%	28.1%		5.3%	
Surfing the Coldstream Festival	72.4%	4.4%	3.1%	0.4%	7.5%	1%	5.8%	3.5%	1.8%
Wings and Wheels	8.3%	2.8%	2.8%	2.8%	72.2%		11.1%		
Yamba Ocean Swims	18.7%	1.3%	18.7%	9.3%	12%	1.3%	30.6%	5.4%	2.7%
Yamba Writers Festival	71.9%	5.3%	5.2%	1.8%	7%		8.8%		
Total count of regions	**23**	**22**	**19**	**18**	**23**	**18**	**18**	**14**	**6**

Origin of the event attendees

Of particular relevance to this Strategy, is the effectiveness and preference of audiences for different channels.

	Word of mouth	Trad media	New media	Personal (club/invite)	Example
Australian Boardriders Battle	7%	2%	50%	44%	
Blues Brews and BBQ's	42%	51%	9%	1%	Boardriders Association
Copmanhurst Campdraft			74%	26%	ABCRA Mag
Country Music Roundup	60%	52%	6%	5%	
Gate to Plate	41%	42%	12%	5%	
Gbomb Mountain Bike	55%	2%	30%	21%	Club Calendar
Goanna Pulling Championships	63%	33%	2%	2%	
BMX North Coast State Titles	33%	27%	29%	11%	Club Calendar
Grafton Bridge to Bridge	62%	18%	10%	10%	
Grafton Orchid Show	17%	83%		2%	Road Signs
Grafton to Inverell Cycling Race	69%	2%	13%	22%	Cycling NSW Event
Grafton Weekend of Rowing	17%	2%	10%	72%	School Rowing Club
Jacaranda Dragon Boat Races	68%	18%	6%	5%	Club
Jacaranda Festival	50%	42%	4%	4%	
Jacob Lollback Memorial Race	32%	23%	20%	25%	Surf Club
LC Music Eisteddfod	78%	12%	2%	10%	School
LCA Arts and Crafts Show	31%	51%	3%	15%	
Maclean Highland Gathering	61%	32%	2%	5%	
Platinum Tennis Tournament	22%	13%	62%	3%	
Surfing the Coldstream Festival	54%	37%	8%	1%	
Wings and Wheels	20%	30%	3%	47%	CEX Car Club
Yamba Ocean Swims	60%	15%	23%	2%	Surf Club
Yamba Writers Festival	44%	32%	10%	14%	Chamber of Commerce
Average response	**43%**	**27%**	**17%**	**15%**	

Marketing effectiveness across events

The previous table illustrates the importance of matching the right channel to the audience. For instance, community–based events refer to traditional media in newspapers, TV and radio with the Jacaranda Festival having 50% word of mouth, 42% traditional media and only 4% new media.

In contrast, sporting events often attracting younger audiences have high new media referral rates. For instance, the Australian Boardriders Battle had referrals of 50% new media, 7% word of mouth and 2% traditional media with the remainder of referrals coming from personal or club invitation.

For the purposes of this strategy, the following recommendations are important:

1. Identify tourist events which have the potential to make the greater economic contribution through visitation

In recent years the trend has been for sporting events to draw the highest percentage of tourists. For example, of the 23 events reviewed, the top 12 tourist events based on percentage of tourists attending were sporting events while the bottom nine tourist events were community based events. However on raw numbers, although the Jacaranda Festival recorded 11% of visitors as tourists, because of its size 1,430 attendees were tourists, which made it the second largest tourist event behind the Grafton Bridge to Bridge.

2. Sponsorship strategies should be divided by tourism and community events to enable focused, effective and relevant support

Tourist events are likely to require funding for regional marketing, and network marketing (club promotions), assistance with state grant applications, tourist data, publicity (new media orientation) and Council processes (waste and permits).

3. Develop an event tourism strategy which aims to develop specific event tourism markets

Four markets were identified: special interest, regional tourism, coastal tourism and holidaymakers. It is recommended these segments are promoted and nurtured using traditional, personal and new media channels. They provide fertile ground for greater yield by encouraging attendees and family/friends to stay around a little longer to enjoy the destination.

4. Publicity Development

With publicity development, the changing face of media used by travel consumers shows a higher use of digital platforms rather than traditional media. However, research shows that traditional media still has a very important place in publicising large events. This publicity mix needs to be considered in the development of a marketing and communications plan to ensure both locals and tourists are reached.

LOCAL AUDIENCE PROFILE

Leonards Advertising commissioned a Roy Morgan profile of voters in the Page Electorate to gain a deep understanding of the local target market and by association the VFR target market. The profile compares the demographics, attitudes, regular activities and perhaps most importantly, media usage of voters against the national average.

The Page Electorate boundary incorporates all of Clarence Valley, but also part of Coffs Harbour, Kyogle, Lismore, Ballina and Richmond Valley LGAs. Although there are no doubt some differences between the profile's of residents within these neighbouring LGAs with Clarence Valley residents, this is the smallest breakdown available for this type of customised Roy Morgan report. On the positive side, the Northern Rivers is one of the largest catchments for visitors to Clarence Valley so the inclusion of the broader electorate is still helpful.

Demographic and Socio-Economic Traits

The following lists provide a summary in order of the top notable differences between Page Electorate voters compared to the general Australian population.

Top Five Political Issues

- The needs of people outside cities
- Global warming and climate change
- Improving health services and hospitals
- Open and honest government
- Managing immigration and population growth

Gender and Age

48% male – same as general population

52% female – same as general population

14% more likely to be 50-64 years of age

28% more likely to be aged 65+

Level of Education

185% more likely to have School Certificate

5% more likely to have High School Certificate

28% less likely to have a degree or diploma

Spending Habits

6% more likely to be a medium spender

54% more likely to be a light spender

Next Holiday Preferences

23% more likely to take a total ecotourism experience

22% more likely to stay at accommodation with genuine environmental policies

14% more likely to do as little as possible on a holiday

9% more likely to stay in a natural setting

8% more likely to holiday in Australia

Psychographic Traits

Top Five Helix Persona Segments as defined by Roy Morgan:

Basic Needs

A focus on just 'getting by' from day to day characterises the people in this Segment, generally retirees and pensioners. Avid consumers of free media, they enjoy feeling like they're part of the world around them, even if their disposable income is not large.

Conventional Family

Solid family values and a responsible attitude characterise people in the Conventional Family Life Segment. Because much of their income goes towards their kids, mortgage and home improvements, this Segment is always on the look-out for products that offer value for money and reliability.

Fairer Deal

Finding an escape, if only temporary, from their problems is a priority for people in the Fairer Deal Segment. Generally low-income earners, they feel they've got a rough deal out of life and tend to channel their frustration through loud motorbikes, hotted-up cars, beer and TV.

Traditional Family Life

With time on their hands and grandkids to indulge, this Segment is keen to enjoy a happy, healthy retirement. Traditional family values are important to them, as are sensible consumer choices. Not comfortable with change, they opt for familiarity and trustworthiness when spending their hard-earned dollars.

Real Conservatism

Strong believers in sound investments and quality products, the Real Conservatism Segment will always opt for the well-established over the new-fangled. Longing for a world where order and tradition reign, this Segment is loyal to friends, loved ones and brands they can trust.

Media Consumption Behaviour

The report provides some interesting insights into the media consumption behaviour of local residents of Page.

Print	Page %
49% more likely to have used Yellow Pages	11%
59% more likely to be medium readers of any type of newspaper (3-6 in last week)	26%
252% more likely to read a regional printed newspaper over other newspapers	43%
30-40% less likely to read metropolitan newspapers	18%
30% more likely to be light magazine readers (1-2 issues in last week)	44%
Television	
18% more likely to be heavy to medium commercial TV viewers (2-3 hours per day)	58%
21% less likely to watch Pay TV	19%
Radio	
35% less likely to listen to any commercial radio	48%
Internet	
32% less likely to be heavy to medium internet users (19% no internet use)	51%
Cinema	
22% less likely to attend a cinema in the last year	56%
Direct and Indirect Mail	
21% more likely to read addressed mail	80%
29% more likely to be a heavy to medium reader of unaddressed mail	44%

Left column (Print): Variation to national average. Right column (Page %): What percentage this amounts to using the media channel in local population.

Recommendations

- The results from the Local Audience Profile point to a stronger use of traditional media channels than the national average with regional newspapers, commercial television, outdoor and direct mail still favoured mediums
- A striking result was the relatively high percentage of Page Electorate residents not using the internet at all within an average week (19%) or seldom (31%). Although some in the community are slow adopters of digital, there are still 50% of residents in the medium to high internet use categories. This points to the need of integrated cross-platform campaigns using traditional and digital media channels to ensure all residents and tourism operators are reached
- The residents of Page are generally advertising adverse and more likely to respond to authenticity and trustworthiness. Word of mouth matters with a role for ambassadors and face-to-face opportunities. Similarly regular articles in regional newspapers as well as online featuring locals sharing their stories will carry weight

ACTIVE FAMILY AUDIENCE PROFILE

Defining Active Families

In order to determine what constitutes an 'Active Family', the following Attitudes and Lifestyle Statements were applied to better understand the motivations, choices and overall tastes of this audience segment using Roy Morgan Helix Personas (please see Appendix A).

One of the mandatory pre-requisites to ensure the relevancy of data is agreement by respondents with the following statements:

I am very proud of my family

(AGREE - MANDATORY)

I am always active on holidays

(AGREE - MANDATORY)

Additional filters were applied to further qualify the 'Active Family' market by respondents agreeing with at least TWO of the following statements:

I like to travel within Australia

I like to go away on weekends

I love to do as many sports as possible

I'm feeling well and in good health

=

Tertiary (Base) Tier Audience:
2,741,000 across Australia

Applying the mandatory pre-requisites and the additional filters the national base for the Active Family Market has been quantified at 2.74 million.

Active families (National segment)

+

Holiday destination preference: NSW (3+ days)

=

Secondary Tier Audience:
Active Families Segment (see above) overlayed with those who prefer to holiday in NSW for 3+ days: 628,000 (23% of tertiary base)

Top Three States in Secondary Tier Include:

- NSW (inc ACT) = 299,000 (47.6%)
- VIC = 114,000 (18.2%)
- QLD = 109,000 (17.4%)

Primary Tier Audience:
Refer to tables below showing the NSW and QLD breakdown by Helix Community of the Active Family Market preferring to holiday in NSW for 3+ days. Due to distance, Victoria has been removed as part of the primary tier.

NSW Regional

REGION	Leading Lifestyles	Metrotechs	Today's Families	Aussie Achievers	Getting By	Golden Years	Battlers
Murray & Murrumbidgee	2,000			2,000		5,000	10,000
North Eastern	6,000	3,000		1,000	1,000	19,000	14,000
North Western						4,000	18,000
South Coastal	7,000	1,000				10,000	3,000
TOTAL Hunter (incl. Newcastle)		2,000		3,000		2,000	8,000
Wollongong	2,000		7,000	3,000			
TOTAL	**17,000**	**5,000**	**7,000**	**9,000**	**1,000**	**40,000**	**53,000**

NSW Metro

REGION	Leading Lifestyles	Metrotechs	Today's Families	Aussie Achievers	Getting By	Golden Years	Battlers
Central	11,000	12,000					
Gosford/Wyong		3,000	7,000	10,000			4,000
North Western	1,000				9,000		
Northern	32,000	3,000					
Outer Western			1,000	4,000	4,000	2,000	
South Western	1,000		16,000		5,000		
TOTAL	**45,000**	**18,000**	**24,000**	**14,000**	**18,000**	**2,000**	**4,000**

QLD Regional

REGION	Leading Lifestyles	Metrotechs	Today's Families	Aussie Achievers	Getting By	Golden Years	Battlers
Central/South-West							
Coastal Areas	3,000		5,000			2,000	
Gold Coast		1,000	7,000	6,000			1,000
North West (incl. Cairns/T'ville)		2,000	2,000	4,000	3,000	2,000	5,000
Other North West						2,000	4,000
Sunshine Coast				1,000		5,000	4,000
TOTAL	**3,000**	**3,000**	**14,000**	**11,000**	**3,000**	**11,000**	**14,000**

QLD Metro

REGION	Leading Lifestyles	Metrotechs	Today's Families	Aussie Achievers	Getting By	Golden Years	Battlers
City & Northern	10,000			10,000		2,000	2,000
Eastern	1,000	3,000		1,000			
Outer			2,000		3,000		
Southern	3,000		2,000		7,000		
Western	5,000				3,000		
TOTAL	**19,000**	**3,000**	**4,000**	**11,000**	**13,000**	**2,000**	**2,000**

The above results indicate there is no dominant Helix Community but a number of evenly weighted Helix Communities including Aussie Achievers, Leading Lifestyles, Battlers and Today's Families. Similarly, no one region is a standout so metropolitan and regional audiences have been grouped when examining personality traits and the most effective media channels to reach Active Families.

Personality Trait Insights (based on tertiary audience tier)

- Socially conservative with some progressive leanings. More likely to vote for political parties that will deliver financial advantages such as tax cuts or generous family benefits. Home ownership is key and the increasing cost of living is a concern as Active Families aspire to being a 'model family'.
- House proud and very hands on with renovations.
- Active in more ways than just health, they are social and often have a comfortable disposable income (42% are considered to be 'Big Spenders') to shop frequently in department stores and take short trips within a 50-75km radius
- Despite being 'Big Spenders', they are considerate with their funds, rather see their money be spent on giving their family a good life than on perceived fruitless activities like betting or impulse buying
- When travelling locally, 20% would ideally stay at a friend's or relative's home. Should that option not be available, 8% would stay at a 4-star hotel or resort
- In terms of holiday activity, a large portion (51.2%) would participate in social gatherings visiting friends and/or family. Following that, 38% would do outdoor activities and 47% would do a particular holiday experience – which meets the criteria of the new direction of the Clarence Valley brand

Media Habits Insights (based on the secondary audience tier)

- 407,000 (out of a possible pool of 408,000) have used the internet over the last seven days with 41% categorised as medium internet users (from 9 to 24 hrs a week)
  - Peak times in using the internet are between 5pm to 10pm (73%) and 9am to 12pm (45%)
  - Very heavy on search and social environments such as Google and Facebook
  - Heavy on email usage (78%) and active browsers ranging from checking bank balances, paying bills, checking the weather and researching on products/services they are intending to acquire
  - Up to 79% consume their news solely online
- 70% found the internet most useful when seeking information on travel and accommodation compared to only 9% who read newspapers
- In terms of engaging with ads online, this may be a hard audience to acquire considering:
  - 19% have read an email newsletter
  - 9.4% have clicked through on an online banner ad
  - 9.1% have watched an online ad in the form of a video
- Between 63-73% of this segment are not responsive when it comes to TV ads, to the point where they consider this form of advertising 'devious', however between 56-62% do notice outdoor ads – particularly those on the side of buses and on the side of roads

Recommendations

- How the Clarence Valley brand goes to market will need to rely on coming across as genuine and authentic in order to establish a point of difference when targeting the 'Active Family' segment. This is in contrast to other destination brands that rely on slogans, gimmicks and paid attractions entry (such as Gold Coast Tourism)
- For the Clarence Valley brand to come across as genuine, the creative messaging will need to bring to life the idea of the family experience and other emotives such as creating memories that go beyond a destination theme park (for example). The creative messaging will be best apt in a storytelling motif in which the best media channels would be cinema and digital to carry that story across and provide a catalyst for the audience segment to consider Clarence Valley as a destination of consideration when making their decision on their next family holiday
- Digital environments can create a series of touch-points throughout the audience journey from awareness to action. For example, video in catch-up TV environments tend to generate quite a lot of cut-through when building brand awareness whereas bespoke rich media digital display such as homepage takeovers or panorama skins help bring the brand of Clarence Valley in full view of the audience
- Social and Native can help build the relationship between the Clarence Valley brand and the audience segment with Native providing a point of reference for users to know more about what the destination has on offer; and Social with the opportunity to engage with interested users

STAKEHOLDER INTERVIEW SUMMARY

A comprehensive stakeholder engagement process was conducted with representatives of the tourism industry and community to develop a picture of their priorities, concerns and aspirations for the Clarence Valley.

Below is a list of the organisations and Council divisions interviewed or consulted as part of the stakeholder engagement phase. A list of individuals interviewed is included in the appendix.

- Clarence Valley Councillor
- Clarence Tourism Advisory Committee
- Clarence Valley Council Economic Development
- Clarence Valley Council Tourism and VIC
- Clarence Valley Council Events and Festivals
- Clarence Valley Council Holiday Parks and Saleyards
- Clarence Tourism Advisory Committee
- Grafton Chamber Commerce
- Maclean Chamber Commerce
- Yamba Chamber Commerce
- Angourie Rainforest Resort
- Grafton Regional Gallery
- North Coast Destination Network
- Destination NSW
- Wooli Solitary Island Marine Park Resort
- REX Airlines
- Clarence Valley Airport
- Highland Gathering
- Debrah Novak Professional Media Services
- Quality Inn

In the course of the interviews, three key themes emerged:

1. Perception of the role of Clarence Valley Council in Tourism.

2. Marketing Insights – what has worked, what hasn't and what is needed.

3. Events? Yes, Please!

A comprehensive stakeholder engagement process was conducted with representatives of the tourism industry and community to develop a picture of their priorities, concerns and aspirations for the Clarence Valley.

1. Perception of the Role of Clarence Valley Council in Tourism

- Tourism management in a transition phase from out of area focus for tourism services to working closely with the local tourism industry to build the Clarence Valley destination
- Everyone interviewed believed the top priority for Council should be to bring the tourism industry together and improve the flow of communication, collaboration and enablement
- A number of interviewees expressed they had a better relationship with the tourism industry when CRTA existed
- Further restructuring of economic development and tourism within Council should be considered to fully align the management of tourism assets (for instance caravan parks) and cultural attractions (gallery)
- The standard of marketing and visitor analysis is high with some operators and organisations. However, the tourism effort is fragmented and needs to be coordinated at a regional level to achieve a unified and effective approach to destination marketing
- General perception of the previous CRTA was that it was ineffective at a regional level and focused on delivering results for individual operators. They had no presence on the ground with local industry operators
- Goodwill towards Council existed from larger operators who wish to see successful marketing of Clarence Valley and were willing to participate in Council run forums and advisory committees
- Council should take a lead in bringing the industry together and keep the focus on achievements and campaigns for the destination brand
- Need an advocate and champion within Council to help facilitate ideas and product development with DA advice and business support for the tourism industry
- Collaborative marketing activities such as trade shows to be led by Council
- Business chambers operate in a vacuum to one another
- Wide support for the efforts being made by Economic Development to establish and invigorate the tourism industry and developments
- Council needs to market itself and tourism achievements to the community
- Although some operators are technically savvy, there is a large proportion of operators that remain offline and lack confidence or understanding to develop a contemporary online presence. Council has a role to educate and enable operators to reach an acceptable level of online capability

A comprehensive stakeholder engagement process was conducted with representatives of the tourism industry and community to develop a picture of their priorities, concerns and aspirations for the Clarence Valley.

2. Marketing Insights – what has worked, what hasn't and what is needed

- Stronger digital marketing is essential, but the general level of competency of operators is low with a significant number of tourism operators 60+ and not online in any shape or form
- Marketing solutions which make it easy for operators to participate are required. Some form of automated marketing platform sitting behind the website is strongly supported to help with engaging and managing communications not only with tourists, but more importantly with industry operators
- Current website seen as rich in content but with poor navigation. User experience needs to be improved to help visitors find the information they need in as few clicks as possible
- Active Families is a good idea to target and pitch. It should be the primary audience in promotion.
- Storytelling and testimonials are critical to creating an authentic and genuine way of engaging with a sceptical and advertising-adverse Active Family audience segment. Attracting or paying journalists, bloggers and favourable social media such as TripAdvisor were seen as important
- An integrated campaign approach including a mixture of online and offline channels to give maximum Return On Investment was supported. Use of more video in digital and social channels supported
- Recent figures point to young couples without children as a growing market from SE Queensland. They are attracted by the same natural assets of the Clarence and are happy with camping and caravan accommodation options as well as higher end accommodation options. The new brand works for this audience segment as well as the Active Family market
- Trade shows are very important as they bring operators together to jointly promote the destination while delivering results to them. At the moment, Council run parks are attending trade shows together under 'Clarence Coast Holiday Parks' – could this be extended to private operators?
- The idea of packaging experiences and accommodation for a 4-5 day stay across the whole of the Clarence Valley resonated with interviewees
- Food, history, and culture are undersold in the area. The Clarence Valley offers more than just natural coastal and river beauty
- Many organisations and businesses are older, family-owned and reluctant to change and embrace technology. They have a foot in the old world and a foot in the new world
- Nominate and encourage ambassadors to promote community advocacy for the destination to build tourism and relocation

A comprehensive stakeholder engagement process was conducted with representatives of the tourism industry and community to develop a picture of their priorities, concerns and aspirations for the Clarence Valley.

3. Events? Yes, Please!

- General consensus from those interviewed that events are a major driver for tourism, an anchor for cultural programming and unite the community
- There is room to strategically grow the event calendar within resources and during the low season for Clarence Valley
- Event-based marketing linked to major events is a success. Organisations such as the Grafton Gallery have been able to develop and extend their own event calendar by developing themed satellite offshoots to major events
- The river can be leveraged in a bigger way for events. Seafood festival, dragon boats, large regattas and canoe races came up as event ideas regularly in interviews
- Current event calendars (weekly and annual) are inadequate and a very small database (only 100 approx.) receive the what's on calendar listings
- Sports Tourism has been identified as a major driver with local business sponsors and a specialist sports marketing agency appointed to help attract and broker sporting events in Clarence Valley
- Events are seen as a more important tourism driver for Grafton/Maclean than Yamba/Angourie
- There are quite a few gaps in the major event calendar with surprisingly few events held in the low season from Easter to September. A strategic review of the event calendar is needed
- Incubation funding through the new and broader DNSW Regional Events funding could be a way to gradually build the major event calendar across the year and particularly in the low season
- More cultural events utilising the gallery and other cultural institutions should be considered. The outdoor stage in Market Square is under-utilised – currently only used for Jacaranda Festival
- Role of Council in events is to be a facilitator and capacity builder, not to be an event organiser. This is done through the Special Events Sponsorship program ($80K per annum), coordinating the successful Sports Tourism partner program, industry development and education through workshops and similar activities
- Focus of Special Events Sponsorship has a criterion of 'how many travellers do you bring into the economy' as opposed to community events which can now apply for funding through the 'Community Initiatives Funding Program'. Both Councillors and event organisers appreciate the delineation and clear processes within the Special Events Sponsorship program
- Many small venues in the region, but very few large venues for musical and performance events outside of Yamba Bowling Club. The proliferation of small venues lends itself to a multi-venue musical festival (to get around the absence of a large venue) held over a weekend. Good example is the Blue Mountains Blues and Roots Festival
- Touring events whether by river or road are a good fit for Clarence Valley with 'Clarence 100', Hot Rods rally already in existence but scope to build and add to these events

3. Analysis and Goal Setting

By analysing reports, audience research and community stakeholder interviews a SWOT has been undertaken leading to four clear goals for industry development and marketing of the Clarence Valley

SWOT ANALYSIS

The following key Strengths, Weaknesses, Opportunities and Threats (SWOT) to market Clarence Valley have been identified through the comprehensive research process of:

- Summarising six Clarence Valley reports including situational updates of the reports to chart progress
- Local electorate audience profile
- Active Families audience profile
- Community stakeholder interviews

SWOT ANALYSIS

Strengths

- Outstanding natural attributes including the majestic Clarence River, world-class beaches and national parks
- Easy and improving drive from SE Queensland
- Masterplan for Clarence River Way providing a 10-year plan for river tourism development well advanced in implementation
- Clear and differentiated brand positioning
- Value for money offering for Active Family, Golden Years and Young Adventurers markets
- Loyal and well-established visitor market segments with a high repeat visitation and strong word of mouth referral
- Established events and a growing sporting event market
- High level of private enterprise interest in establishing new tourism ventures in Clarence Valley
- Significant tourism infrastructure investment already in place with further projects in the pipeline

Weaknesses

- Tourism management in a transition phase from out of area focus for tourism services to working closely with the local tourism industry to build the Clarence Valley destination
- Tourism staff have been process driven rather than strategic
- Disengaged and fragmented tourism industry
- Local community and tourism operators well below national averages for online and digital capability
- Occupancy rates at 48% is significantly lower than national average of 65%
- Perceived lack of packaged tourism experiences and itineraries
- Limited Council resources for managing and marketing the Clarence Valley destination
- Perceived difficulty to develop tourism assets and hold events

Opportunities

- Develop a range of new experiences or bundle/ package existing experiences to attract Active Family target market
- Development of new digital and online capabilities to strengthen promotion and build engagement with loyal visitors and advocates
- Local champions and ambassadors who can assist with growing advocacy of the region
- New Destination Management Team have the skills and experience to provide visionary leadership for Clarence Valley
- Events and festivals (particularly sport related) offer an opportunity to attract Active Family target market and extend length of stay
- Collaborative marketing partnerships between CVC, tourism operators, Destination NSW and the local community
- Influx of workers for infrastructure projects provides an excellent pool of potential permanent relocators
- Visiting friends and relatives market growing
- High domestic day visit market represents an opportunity to continue the recent increased conversion to overnight stays. Target early morning and late afternoon activities
- Established quality café, food and culture offerings need to be promoted either as standalone feature or in packaged product bundles
- Significant VFR market can be further grown by marketing to locals and the new wave of infrastructure workers
- Leverage existing marketing opportunities and budgets such as tradeshow attendance by Clarence Coast Holiday Parks

Threats

- Competition from other regions offering similar experiences
- Lack of Destination NSW priority due to low appreciation/understanding of product offering
- Competitor destinations have a stronger online presence and feature more highly in organic search and brand awareness
- Internal politics between operators, Council and community undermine a focused and consistent approach to growing the visitor economy in the region
- Ease of day visit from SE QLD could limit growth of overnight visitor economy and place strain on LGA infrastructure

GOAL SETTING

Four goals have been identified as critical to the success of this strategy:

GOAL 1:
Unify, train and enable the local tourism industry

GOAL 2:
Develop experiences delivering the happiness and shared memories ethos

GOAL 3:
Leverage infrastructure projects for tourism and relocation growth

GOAL 4:
Assist the local tourism industry reach the national average occupancy rate

4. New Strategic Direction

Clarence Valley vision, mission, strategy
– actions, priorities and time frames

VISION

The vision of the strategy is:

> The Clarence Valley:
> A cherished coastal,
> river and hinterland
> family experience

MISSION

The mission of this strategy is:

> A three year blueprint
> for the successful
> development of a
> strong tourism industry
> for the Clarence Valley

OVERARCHING PRINCIPALS FOR DELIVERING THE PLAN

Throughout development of this Strategy it has become clear there is a strong desire from the tourism industry and Clarence Valley Council to build the Clarence Valley as a destination and to have a strong collaborative approach to achieve this outcome.

Implementation of this strategy will focus on creating a memorable visitor experience and collaboration is needed between Clarence Valley Council and the local tourism industry for this to be achieved. Clarification of the roles and responsibilities of both council and the industry is fundamental to the success of delivering this strategy.

Clarence Valley Council

- Consolidate the strategic direction of the destination
- Lead industry development
- Lead implementing the brand
- Enable product development
- Coordinate skills training, mentoring and networking opportunities
- Support destination marketing and development

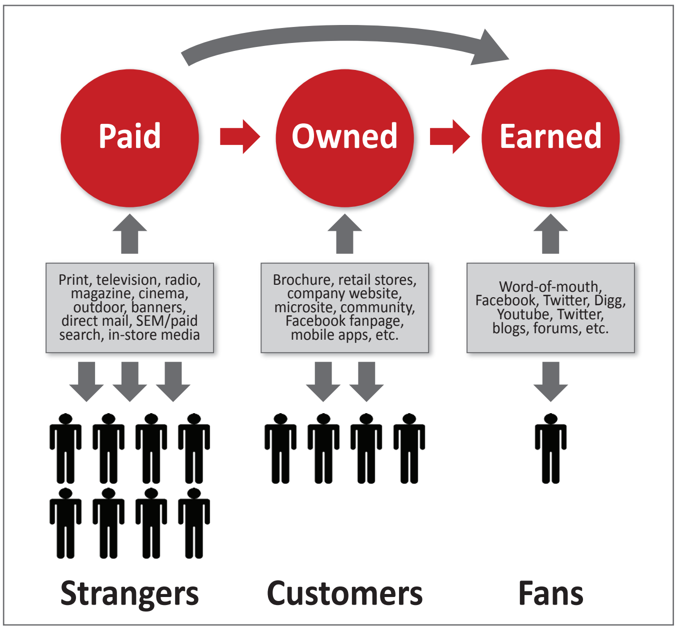
Local Tourism Industry

- Support and embrace the new strategic direction
- Develop, deliver and sell quality visitor experiences
- Embrace the brand
- Work with council to establish new products
- Undertake training to fill skill gaps within your business
- Participate in collaborative marketing opportunities

Paid, Owned & Earned Model

To maximise existing resources and budgets it is important to effectively use the paid, owned and earned model. This model outlines the various channels to reach and engage the target market. The importance of it lies in the interaction between and opportunities for leveraging channels within the context of the overall marketing mix.

Getting the balance right by identifying the right channels to reach the target market and leveraging owned channels to that market with paid or earned channels will assist to maximise the effectiveness of your marketing activities within the available budget.



CLARENCE VALLEY STRATEGY – ACTIONS, PRIORITIES AND TIME FRAMES

GOAL 1: Unify, Train and Enable Local Tourism Industry		
Strategic Objective 1	**Action**	**When**
1.1 Understand and meet the needs of the local tourism industry	1.1.1 Undertake an industry survey to ascertain what capacity or training opportunities are of interest to the industry. Develop a program based on the feedback from industry, for example, how and why to use social media; digital marketing and customer service training	Short term
	1.1.2 Undertake an assessment of the resources within Council to determine gaps and opportunities to enable the implementation of the marketing strategy. This includes identifying activities to be outsourced to experts or retained internally and managed by staff	Short term
	1.1.3 Develop a proactive communication plan to build community and industry awareness of tourism achievements	Short term
	1.1.4 Create an inclusive forum structure for bringing the industry together through a calendar of events and communications including regular networking opportunities and digital stakeholder newsletter for the local industry	Mid term
	1.1.5 To improve knowledge within the local industry of what tourism products and experiences exist within the Clarence Valley, hold a showcase expo with scheduled appointments where operators can interview and in turn explain their operations to one another	Mid term
Strategic Objective 2	**Action**	**When**
1.2 Improve the skills and knowledge of the local tourism industry	1.2.1 Create a professional development calendar for the tourism industry with speakers covering relevant topics such as branding, client service, marketing, business planning, IT structure, social media and website management	Short term
	1.2.2 Explore with local colleges or adult education providers (TAFE/ Community/Other) courses that build digital skills and capacity. From industry survey (1.1.1), determine suitable courses to bridge any skill gaps from basic familiarity with computers to web, social media and digital marketing skills such as Wordpress and Google Analytics	Mid term
	1.2.3 Develop an industry resource portal that houses up-to-date research, branding guidelines, educational resources, new products, professional support and online forum	Short term - Mid term

Legend
Short term: 0–6 months. Mid term: 6–18 months. Long term: 18 months – 3 years. Ongoing: no set time frame

CLARENCE VALLEY STRATEGY – ACTIONS, PRIORITIES AND TIME FRAMES

GOAL 2: Develop experiences delivering the happiness and shared memories ethos		
Strategic Objective 1	**Action**	**When**
2.1 Create a toolbox for tourism development	2.1.1 Create a product development "toolkit" that outlines the steps required from tourism business idea to opening doors to the public in the Clarence Valley context. DNSW Tourism Business Toolkit to provide general tourism business guidance with special considerations for CV context to be added	Mid term
	2.1.2 Provide easy path for tourism operators and investors to consult with council on initiatives	Ongoing
	2.1.3 Provide a strong destination website that allows operators to gain direct access and database functionality that potentially supports their own private marketing	Mid term
Strategic Objective 2	**Action**	**When**
2.2 Identify opportunities for bundling and packaging of experiences or products	2.2.1 Conduct asset audit and gap analysis of the Clarence Valley destination	Short term
	2.2.2 Develop sophisticated digital marketing capacity within Council to target potential tourism operators and investors to fill product and experience gaps	Mid term
	2.2.3 Develop seasonal and themed offers in line with brand strategy and CRW masterplan	Mid term
	2.2.4 Consider targeted Helix Communities to develop new packages and campaigns matched to their persona profiles	Mid term
	2.2.5 Develop packages and bundled itineraries for events (particularly sporting) to extend overnight stays (sample package in appendix)	Mid term
	2.2.6 Event packages to be developed to encourage extended stays (sample package in appendix)	Short term
	2.2.7 Leverage success of Jacaranda Festival and develop packages and experiences for international and interstate tourists (sample bundles in appendix)	Mid term

Legend
Short term: 0–6 months. Mid term: 6–18 months. Long term: 18 months – 3 years. Ongoing: no set time frame

CLARENCE VALLEY STRATEGY – ACTIONS, PRIORITIES AND TIME FRAMES

GOAL 2: Develop experiences delivering the happiness and shared memories ethos		
Strategic Objective 3	**Action**	**When**
2.3 Set the foundations for marketing the Clarence Valley region by strengthening owned channels.	2.3.1 Develop a 12 month content calendar and themes. Identify all content gaps and use all relevant media channels including images and video	Short term
	2.3.2 Enhance and ensure image and video library has coverage of river and active family experiences	Mid term
	2.3.3 Improve website content to inspire and engage visitors. This includes integrating suggested itineraries (shopping cart), reviewing links to 3rd party sites and providing more dynamic content using short videos and high quality images	Mid term
	2.3.4 Digital Plan – Develop a digital marketing infrastructure that provides opportunity for Council and operators to target, build and nurture potential investors and relocators to the CV	Short term
	2.3.5 As part of the preparation for this strategy the Tourism Marketing Plan blueprint by My Travel Research was purchased for CVC. Login details will be sent to Council to allow for this resource to continue to be used	Short term
	2.3.6 It is recommended that membership with My Travel Research be considered by CVC to provide education, up-to-date trend reports and briefing on technology innovation eg semantic search	Short term
Strategic Objective 4	**Action**	**When**
2.4 Apply a disciplined review of marketing assets to ensure the brand essence is reflected in creative messaging	2.4.1 Perform an audit of available CV owned marketing assets – billboard, web, VIC's, banners, e-News, event stands, airport, brochures and signage. All marketing collateral and customer facing touch points must bear a strong and consistent brand image	Short term
	2.4.2 Reduce/rationalise publications to ensure they are underpinned by a cohesive strategy promoting the CV brand	Short term

Legend
Short term: 0–6 months. Mid term: 6–18 months. Long term: 18 months – 3 years. Ongoing: no set time frame

CLARENCE VALLEY STRATEGY – ACTIONS, PRIORITIES AND TIME FRAMES

GOAL 3: Leverage infrastructure projects for tourism and relocation growth		
Strategic Objective 1	**Action**	**When**
3.1 Reimagine Visitor Information Centres as Welcome Centres to provide both tourism and relocation information services	3.1.1 Current staff to be trained in providing an overview of relocation services. Information within centres to also include prospectuses on benefits of moving to CV. Introduce interps - video and visionary model, showcasing CV as a place to live, play and invest	Mid term
	3.1.2 Explore the use of mobile Welcome Centres to take to events and visitor hotspots. Options include a mobile van and pop-up marquees as well as spaces within operating businesses such as popular cafes and caravan parks	Mid term
	3.1.3 Develop a virtual Welcome Centre which can attract, engage and inform visitors. Features could include live chat, social media and 1800 number. The virtual site could be in the form of a micro site with URL link to the main web and form part of its overall architecture. Review hours of operation for staff resourcing	Mid term
	3.1.4 Consider the use of electronic brochures as part of the virtual Welcome Centre, providing targeted and summary information to help navigation of an information rich web site (see appendix for Partica examples of the Official Sydney Guide or Barossa visitor guide)	Mid term
Strategic Objective 2	**Action**	**When**
3.2 Build a powerful online presence to showcase why people should visit, live and invest in the Clarence Valley	3.2.1 Build a destination website that is efficient (max 3 clicks), with brilliant creative, utilises great local content (photo, video and social media), has activity based referencing and embodies the brand	Mid term
	3.2.2 Ensure website content portrays a consistent Active Family theme that inspires and engages visitors. This includes using real experience story telling and video	Mid term
	3.2.3 Ensure ease of use for operator content update	Mid term
	3.2.4 Back website with an automated marketing platform to enable nurturing, scoring, referring and tracking of site visitors. It must be using latest technology such as 1st party cookie tracking	Mid term
	3.2.5 Develop integrated media campaigns to target potential tourism operators and investors to the website to track and nurture relationship	Mid term

Legend
Short term: 0–6 months. Mid term: 6–18 months. Long term: 18 months – 3 years. Ongoing: no set time frame

CLARENCE VALLEY STRATEGY – ACTIONS, PRIORITIES AND TIME FRAMES

GOAL 4: Assist the local tourism industry reach the national average occupancy rate		
Strategic Objective 1	**Action**	**When**
4.1 Provide operators with effective and affordable marketing options	4.1.1 Maximise collaboration with tourism operators to pool, develop and create leverage for focussed media campaigns (both online and offline)	Ongoing
	4.1.2 Ensure council and operators are continually being updated on media advertising opportunities both online and offline e.g. Native, Outbrain, Intensify (television), radio opportunity etc.	Ongoing
	4.1.3 Develop a regional activity database capturing all events and business activity to enable analysis of trends and campaign success down to a granular level to inform ongoing planning	Mid term
	4.1.4 Consider forming (or having a third party undertake) an advertising collective in CV to leverage price and buying power with media owners	Mid term
	4.1.5 Develop a calendar of collaborative marketing events for operators to participate in, such as travel expo's. Look to form syndication to maximise event impact	Short term
	4.1.6 Evaluate the benefit of using online marketing organisations that promote Active Families. Bound Round is an example where they use story telling and videos by kids for kids of their favourite destinations (Clarence Valley Family Partnership offer in appendix)	Mid term
Strategic Objective 2	**Action**	**When**
4.2 Leverage investment in owned channels through paid channels	4.2.1 Undertake review of Search Engine Marketing (SEM) and conduct effectiveness audit of Google Adwords on destination website. Encourage operators to do the same on their own site	Short term
	4.2.2 Develop a 12-month cross-platform content calendar based on events, seasons and themes. Identify all content gaps including images and video	Short term
	4.2.3 Limit spend on print for externally oriented marketing to promote special events	Ongoing
	4.2.4 Once owned channels have been strengthened, consider a cross platform campaign to increase visitation and occupancy rates in the low season. The campaign would have clear success targets and measurement criteria. A detailed brief to be prepared using the Active Family persona. This could be a possible RVEF funding opportunity available through Destination NSW	Mid term
	4.2.5 Work with Destination NSW on obtaining contestable funding for specific campaigns with preference to promoting in low demand period. Ideal outcome would be to promote destination while driving a call to action for visitation. Good opportunity to showcase CV with a highly visible presence such as using Intensify (Channel 10 television) underpinned with a microsite and digital marketing to focus capture and provide clear ROI for stakeholders	Mid term

Legend
Short term: 0–6 months. Mid term: 6–18 months. Long term: 18 months – 3 years. Ongoing: no set time frame

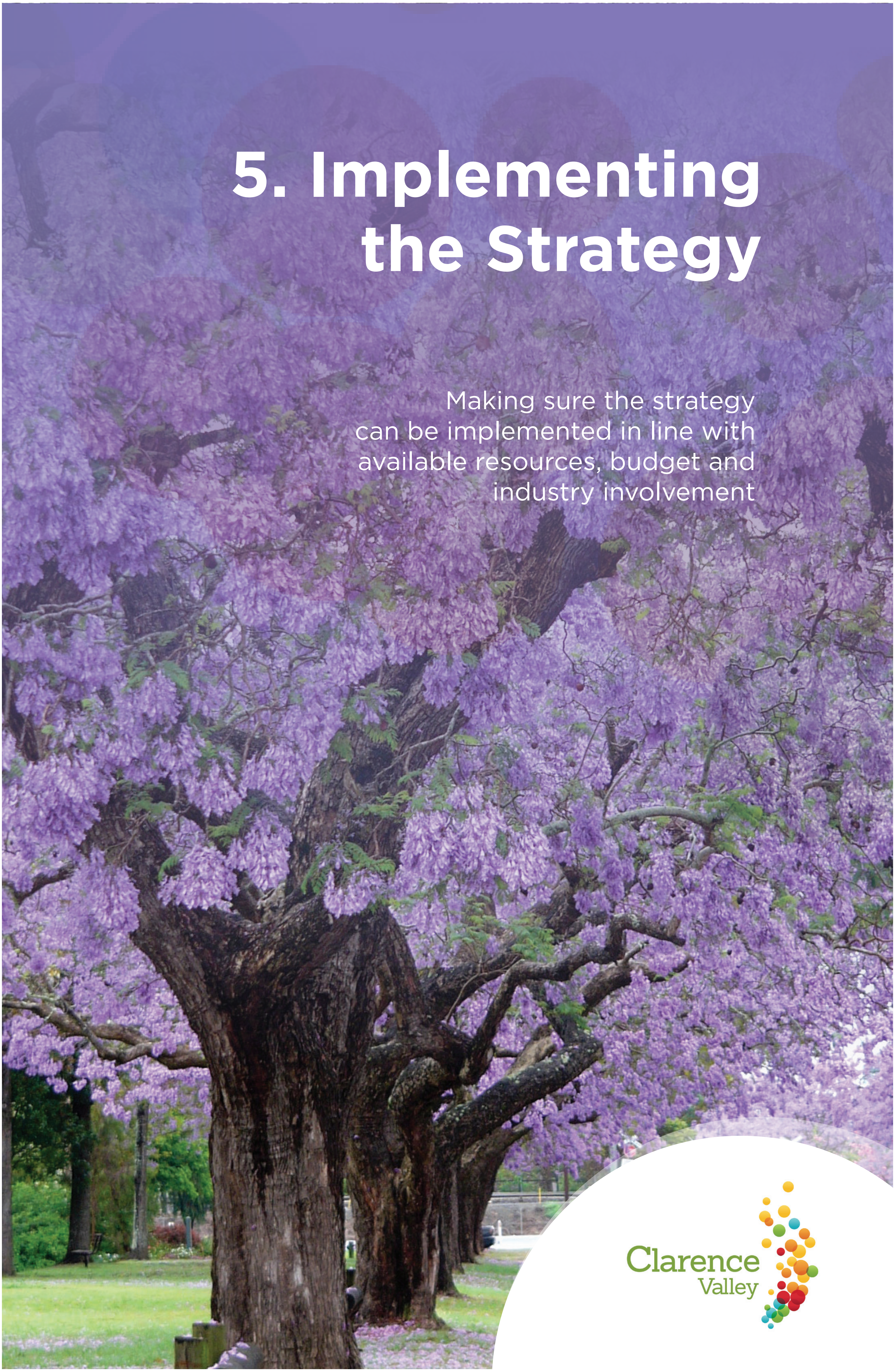
CLARENCE VALLEY STRATEGY – ACTIONS, PRIORITIES AND TIME FRAMES

GOAL 4: Assist the local tourism industry reach the national average occupancy rate		
Strategic Objective 3	**Action**	**When**
4.3 Leverage investment in owned channels through earned channels	4.3.1 Develop a 1 Year Communications Plan with dual aims: firstly to build local awareness and support of tourism and secondly to create story-telling based editorial to pitch to appropriate media outlets for the Active Family Market	Short term
	4.3.2 Provide special offers, bundled experiences and packages to marketing bodies such as DNSW and NCDN to generally increase tourism activity and aid attracting travel trade media famils	Mid term
	4.3.3 Employ social media monitoring using contemporary software such as NUVI or Hootsuite to help schedule, monitor and manage social media	Short term
	4.3.4 Based on results from monitoring, craft social media conversations and subjects which resonate and engage with audiences	Ongoing
	4.3.5 Once SEM management is optimised, undertake a targeted Google Ad word campaign	Mid term

Legend
Short term: 0–6 months. Mid term: 6–18 months. Long term: 18 months – 3 years. Ongoing: no set time frame

5. Implementing the Strategy

Making sure the strategy can be implemented in line with available resources, budget and industry involvement



Clarence Valley

IMPLEMENTING THE STRATEGY

An interactive approach to prioritising and implementing the strategy has been taken and falls into two parts:

1. **Marketing Plan**
2. **Digital Plan**

Marketing Plan

The Marketing Plan is a working document for Clarence Valley Council to use. A spreadsheet with tabs for each of the four goals, it has strategic objectives and action items listed with columns for timing of implementation, responsibility and available budget. Council will be able to update and modify this document to provide a record for rolling out the strategy.

Digital Plan

The Digital Plan has two main goals:

1. Provide Clarence Valley with a workable architecture and framework that seeks to deliver on the strategic goals outlined in the Marketing Plan. To this end, the central themes are captured as key features of the overall architecture plan.

2. Demonstrate how the architecture operates when it is engaged in a campaign or general day-to-day communications such as social media.

The Digital Plan has been designed to be modular which will allow flexibility should there be a strategic change or introduction of digital interaction with other parties e.g. Destination NSW. Council will be able to refer to it as "the building specs" when considering further developments in time.

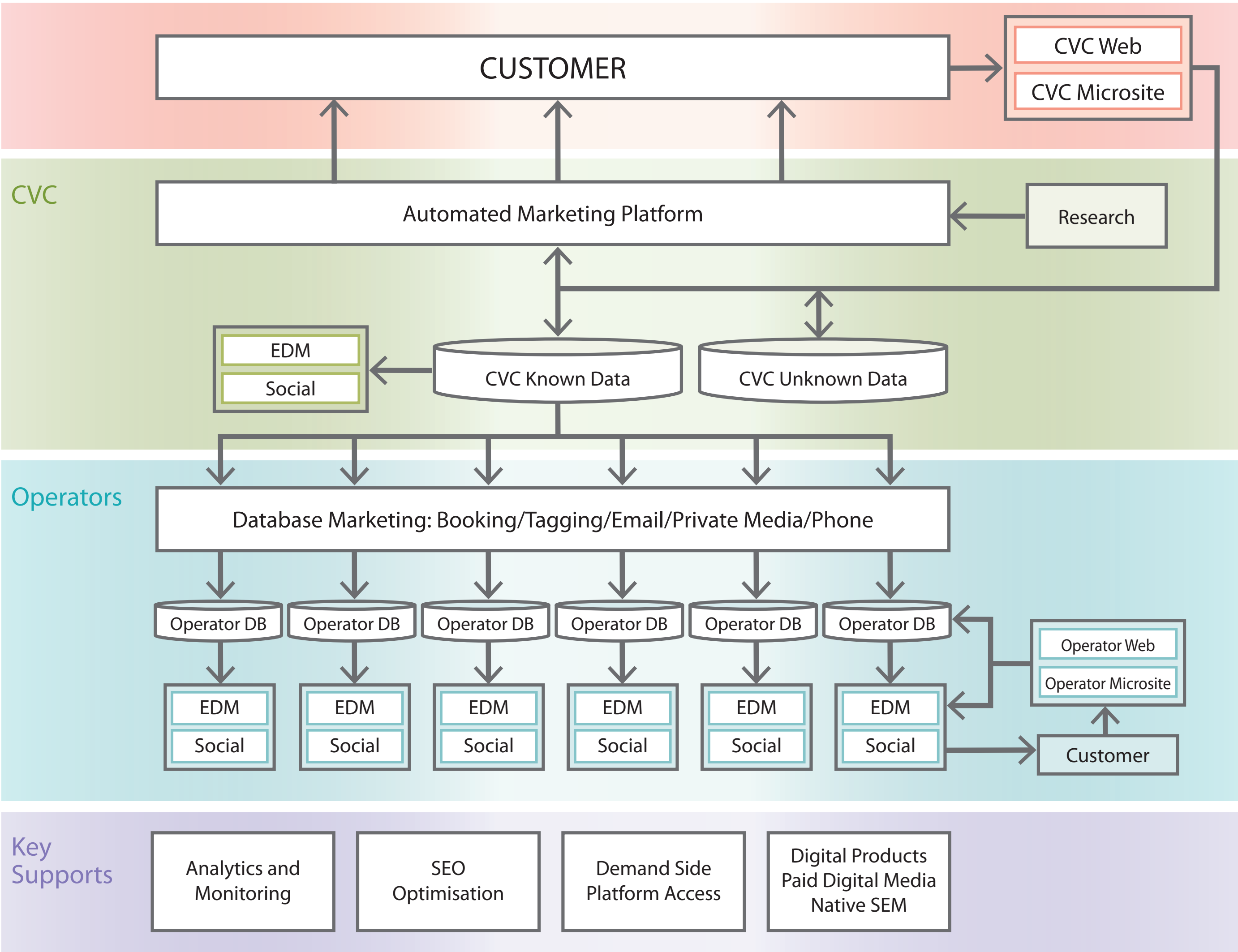
DIGITAL PLAN

Clarence Valley - Digital Architecture Plan Requirements		
		Functional Component Essentials Check List
Digital Software	Data Analytics	Database structure allows for deep data mining & segmentation query
Digital Software	Data Analytics	Ensure sophisticated analytics tools are used for tracking of both 'unknown' and 'known' contacts from campaign activity by media source, over time
Digital Software	Data Analytics	Ensure robust and detailed campaign analytics reporting that clearly measures ROI and forecasting
Digital Software	Data Analytics	Ensure 'known' database contacts are regularly profiled and communicated with for further engagement or reactivation
Digital Software	Data Analytics	Engage 'unknown' contacts from re-marketing activity so they become 'known' contacts
Digital Software	Data Analytics	Backup data onto separate server off-site
Digital Software	Data Analytics	Apply a detailed analytical scoring method to all contacts to monitor engagement levels
Web	Education	Ability to hold training webinars for operators, peak bodies to showcase CV initiatives
Digital Software	Profile Building / Acquisition	Ability to build profiles and customers from Cookies
Digital Software	Profile Building / Acquisition	Ability to store and tag data in a central database for Clarence Valley
Digital Software	Profile Building / Acquisition	SEM - Researched keywords for simulated for maximum ROI. (eg. Adwords, GDN, YouTube, Facebook etc)
Social Media	Profile Building / Acquisition	Social Media Promotion - Facebook Posts, Instragram, YouTube,
Social Media	Profile Building / Acquisition	Dedicated content management process
Digital Software	Profile Building / Acquisition	Ability to transfer profiled prospect data to operators from CVC acquisition database
Digital Software	Profile Building / Acquisition	Ability to build cost effective microsites for promotions that are efficiently linked to CVC acquisition database
Social Media	Profile Building / Acquisition	Ensure monitoring software for social media is in place to track consumer & constituents discussion on CV
Research	Profile Building / Acquisition	Ensure campaign media spend is based upon analytical research, eg persona's, geo targeting, media consumption (eg Roy Morgan Research)

DIGITAL PLAN

Clarence Valley - Digital Architecture Plan Requirements		
		Functional Component Essentials Check List
Research	Profile Building / Acquisition	Ensure research clearly defines Universe of opportunity and can hot spot or rank high probability success markets
Digital Software	Profile Building / Acquisition	Provide access to an efficient Demand Side Platform (DSP) to deliver media placement cost effectively on sites validated by research
Digital Software	Profile Building / Acquisition	Engage use of programmatic marketing using Real Time Personalisation
Digital Software	Profile Building / Acquisition	Ensure database solution can deploy high quality content on low cost EDM options such as email
Digital Software	Profile Building / Acquisition	Ensure cost effective and ready access is available for all digital creative
Web	Web Effectiveness	SEO optimisation analytics and review
Web	Web Effectiveness	Ensure an effective pathway strategy for operators & visitors
Web	Web Effectiveness	Ensure efficient and managed content management
Web	Web Effectiveness	Ensure website is responsive to all multimedia devices
Web	Web Effectiveness	Ensure website is written in mainstream code eg Wordpress to ensure ease of functionality upgrade. The algorithm of search engines needs to easily recognise published key words within website copy for natural ranking
Web	Web Effectiveness	Ensure the website is fully connected to all other media, You tube, Social etc

DIGITAL ARCHITECTURE



DIGITAL ARCHITECTURE COMMENTARY

Major Competencies:

As previously mentioned, the digital architecture is designed to encapsulate the Marketing Plan and strategic objectives in its design. It has been designed with the following major themes and key competencies in mind.

- **Provides Modular Synchronicity for CVC and Operator:** It must be able to bring the whole of the Clarence Valley together in marketing initiatives but still allow operators to function with complete autonomy should they wish.
- **Delivers Collaborative Campaign Capacity and Leveraged Efficiency:** The building of a central CV marketing platform allows for campaign funds to be pooled and strategically allocated to ensure high impact returns for lowest possible cost. The impact of the campaigns is delivered by having enough mass to employ highly sophisticated digital marketing systems. These systems use Real Time Personalisation (RTP) that works off cookie data to both build the customer database, but also to move them along the path to purchase.
    - The options to engage with these systems can be through either CV acquiring the services of a dedicated automated marketing system such as Marketo, Hubspot, or Adobe. The alternative would be to use a publisher's system on a campaign by campaign basis.
- **Ability to use all Digital Media Channels:** All forms of digital communication from simple email to all forms of social media to complex digital impression channels and methods are employed.
- **Embed Strong and Systematic Database Structures for CVC and Operators:** The overall framework provides for structured and interactive databases that allow for robust EDM interaction as well as complex data transfer. This is particularly highlighted where the CVC database must be able to segment, tag and send relevant customer information to the operator's database.
- **Assumes a Strong Destination Web Presence and Microsite Dexterity:** The presence of a well thought out, highly functional website that is engaging and easy to traverse is critical in the digital process. The campaigns will be driving customers to the web (usually targeted pages), and it is essential the call to action is engaging and compelling with the call to action simple to complete. This process is further underpinned by campaign microsites that will be purpose built to further engage visitors and take them on the path to purchase.
- **Builds in Strong and Efficient Management Processes:** The framework is supported by significant and detailed reporting that measures activity to a granular level and which allows for constant campaign recalibration. The systems will give detail on campaign success, interest points, turn off points, path to purchase movement amongst numerous other indicators. The operating environment will also be supported by continual SEO Optimisation analysis and will be using an agile Demand Side Platform to ensure wide and versatile impression coverage e.g. retargeting capacity over all practical sites.
- **Research Drives Campaign Strategy:** All digital strategy and offline strategy is driven by deep analytic insights produced by comprehensive research models such as Roy Morgan Persona's, ATDW, ABS amongst other sources.

Structure:

Structure: The five key items of the structure are:

- CVC Automated Marketing Platform – A global holding of all customer information obtained from campaign, social media and strong Google ranking. This platform may itself contain highly sophisticated digital capacity e.g. a Marketo solution or may rely on publishers and Google products to provide this. Its core functionality however is to be able to store, segment and tag data to allow it to be used in digital marketing and social media initiatives and to pass on to CV operators. Refer to 'Automated Marketing Platform Comparison Matrix' in appendix.

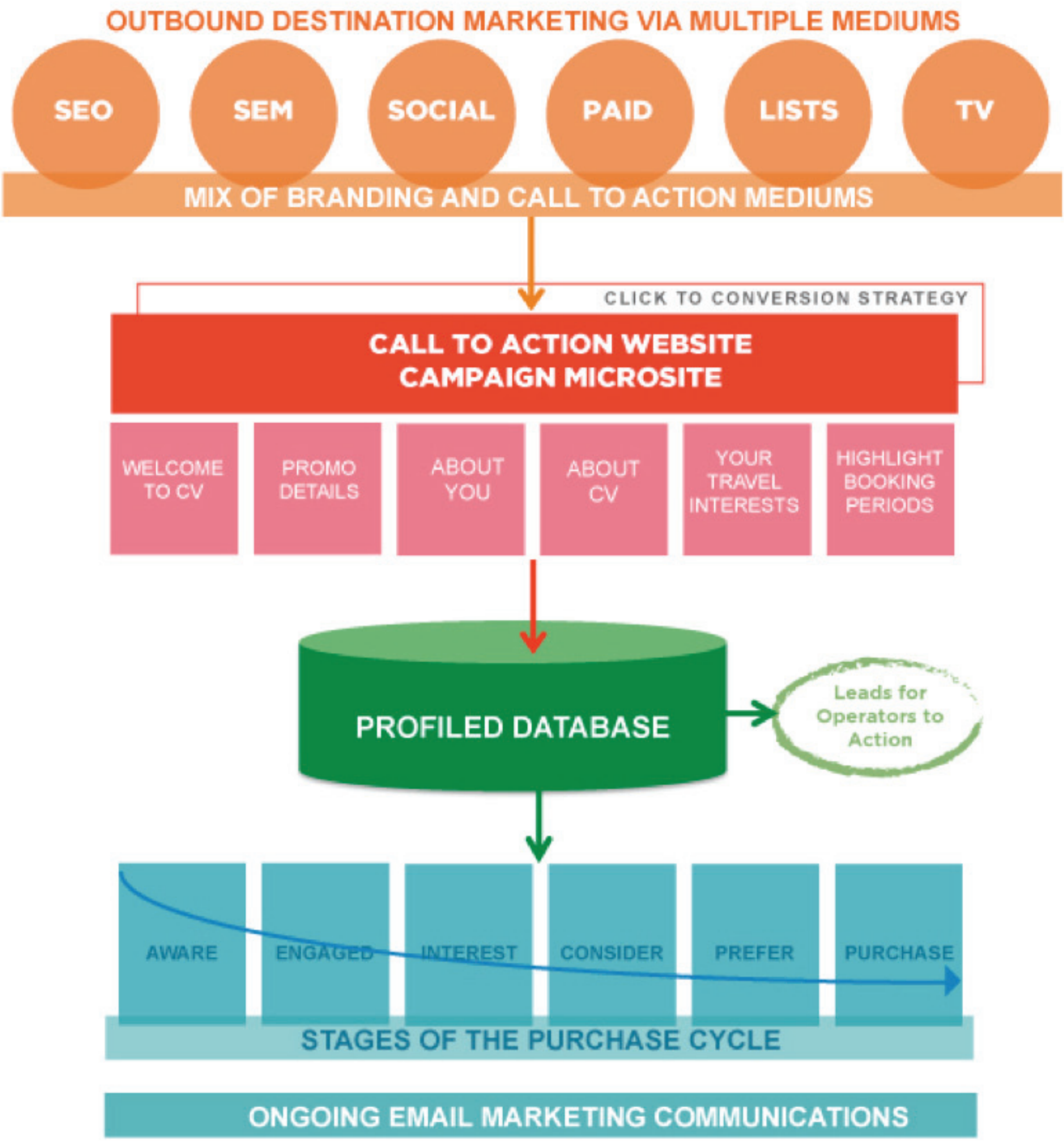
- Operators Databases / Operational Systems – These systems will differ from operator to operator and may in some cases be offline, though the strategy recommends an education process to bring more online.
- CVC (Destination) website – This will be an upgrade in terms of functionality, content and pathway compared to the current site.
- Operator Websites
- Microsites CVC – These will typically be data capture points from potential visitors responding to a campaign call to action. Operators in some cases may have their own microsites.

Data Flow (assumes a starting data position):

- At the more routine marketing level CVC would be sending out regular social media posts to friends as well as email updates. Potentially there could be an SMS functionality built in as well for simple routine or requested updates eg. Reminder that July racing starts in July or a sports event is cancelled due to flooding etc.
- During a campaign (which may be over a longer term) low cost but highly creative microsites will be created to act as landing sites for a call to action.
- In the Paid space the message will be sent through many different channels (refer 'Media Schedule' in appendix for example) however would typically include Digital Display, Ad Words, GDN, Native and Facebook posts. The message will have a call to action to a microsite.
- Where responded to, the customer will visit and potentially traverse to the main site. However there will be a call to action to complete details and the customer becomes a "Known". We will now know more of the customer's interests depending on the call to action e.g. white water kayaking in response to Native.
- The data is captured on CVC database and segmented and tagged accordingly.
- CVC can then at various intervals pass this data onto operators who may wish to pursue further. The concept is CVC obtain the lead and pass it on – ideally an automated process. It is up to the operator to make the sale.
- The operator receives the data from CVC and engages in their own marketing activity.
- CVC will also engage in further digital marketing from potential customers that visited but did not respond to the call for action with further retargeting driven by programmatic response.

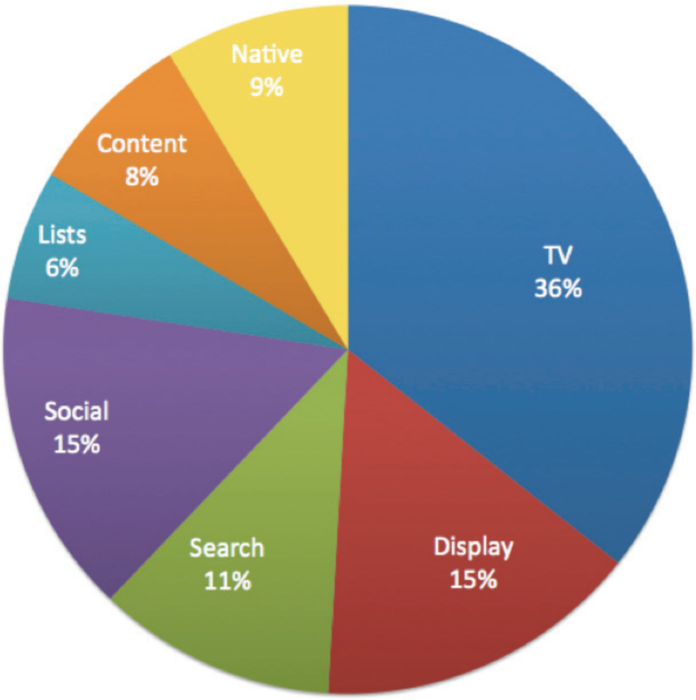
The marketing platforms will be providing detailed reporting which will be continually impacting the campaigns direction to ensure ROI is being maximised.

INTEGRATED MEDIA CAMPAIGN



BREAKDOWN OF MEDIA SPEND

Analysis of this media plan reflects the media consumption and psychographic traits of the "Active Family" audience profile.



Pie chart showing breakdown of media expenditure by type. Refer to 'Media Schedule' in the appendix for detailed amounts and timing.

The recommendations from the research strongly indicate for this target audience to engage with the Clarence Valley brand, they will need to start their journey of awareness through a story telling motif. The more they engage with the brand via multiple different mediums, the more they will learn and align with the brand. The style of creative and communication needs to be seen as genuine and truthful in order for this target audience to take it seriously and be considered.

The research tells us this audience is heavily focused on using the Internet for Search and Social, such as Google and Facebook. Advertising in these mediums will strengthen the brand loyalty of Clarence Valley as they engage with Native Advertising as a point of reference and Social Advertising, as the opportunity to engage with other interested users.

This audience is known for being heavy email users and active browsers of resource information such as weather, banking and researching products/services they are interested in. They need to have an existing relationship with these sites or be offered information rich content that builds their knowledge in the products/services they are researching or they will not take action.

It is for this reason and based on our experience in this market, the media plan includes a segment for the use of TV. The production of commercials and videos will be used across TV as well as other digital media (in the media plan) as the initiating cut-through this audience needs. TV will be the main impetus to lead and support all the other mediums recommended in the media plan.

Leonards has secured a rate with Channel 10, which includes the production and runs for 6 weeks (as detailed in the media plan).

TV

While the Digital Marketing spend is constantly increasing, key advertising avenues such as TV are critical in increasing brand awareness as one touch point of the media mix. The initial stage of any responder's journey is to become aware of the brand and start to engage with it as a result of seeing it promoted in multiple mediums. TV is still a powerful tool to promote brands within specific demographics.

PAID

There are many different styles of Paid Digital Advertising from Display Ads, Banners, Sponsored Articles, Native etc with a mix of branding and tactical objectives.

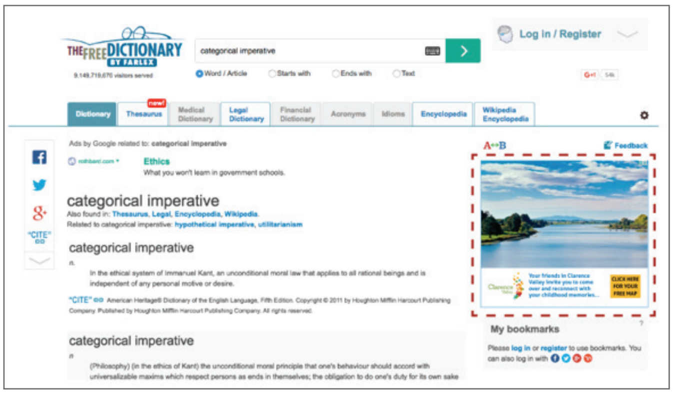
Paid Digital Advertising is an essential mix in the digital marketing suite. It provides a very cost effective way of promoting your brand and increasing awareness (which is normally very expensive via traditional ATL advertising) and users are able to take action immediately by clicking to your website or landing pages.

Under the Paid component of Digital Media, there are two subtle and effective styles that are a proven trusted method of communication to the target audience of Clarence Valley. These include:

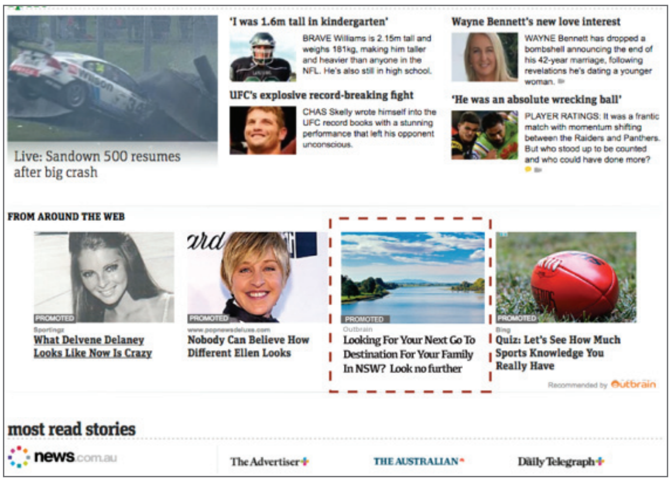
- Sponsored Content Advertising focuses on informing rather than convincing their target audience. The strategy behind this is to become a thought leader in the industry, and increase the value of the brand. If the audience clicks for more information, they have a higher propensity to buy their products as well. Content Marketing uses the technique of creating and distributing valuable, relevant and consistent content to attract and acquire a clearly defined audience that meets your criteria – with the objective of driving profitable return from investment.
- Native Ads are found in the flow of editorial content as opposed to display ads which are found in banners across the top of pages or skyscrapers.

  Native ads are viewed for the same amount of time as editorial content and are much more likely to be shared than a banner ad. They are written in accordance with the publisher's standards and match the visual design of the experience they live within to look like natural content. This increases the tendency to be read and trusted more as editorial.

Native Ad Creation



Google Display Network Creation



Search Engine Marketing

Paid Search criteria on specific words/mixes, behaviour types, psychographic and demographic profiles through multiple different search engines, which promote higher ranking of websites and provide a direct call to action by the user to a specific landing page.

One of the most popular SEM methods is via Google Adwords which are provided at a cost per click or cost per view scenario. A short description of a product or service is supported by the URL of the landing page.

Remarketing is also a very popular method of SEM which allows your brand to follow users through their search journeys, websites they have visited, links they have clicked etc, to build a profile of their interests. As a result of the user profile, the programmatic algorithms then serve the Adwords, Display Ads, Banners etc to the user.

Google Adwords Creation

Based on your keywords and target demographic, search based advertising will be created and be distributed across the Google network. All ads are to be optimised to ensure maximum click-through rate and ROI.

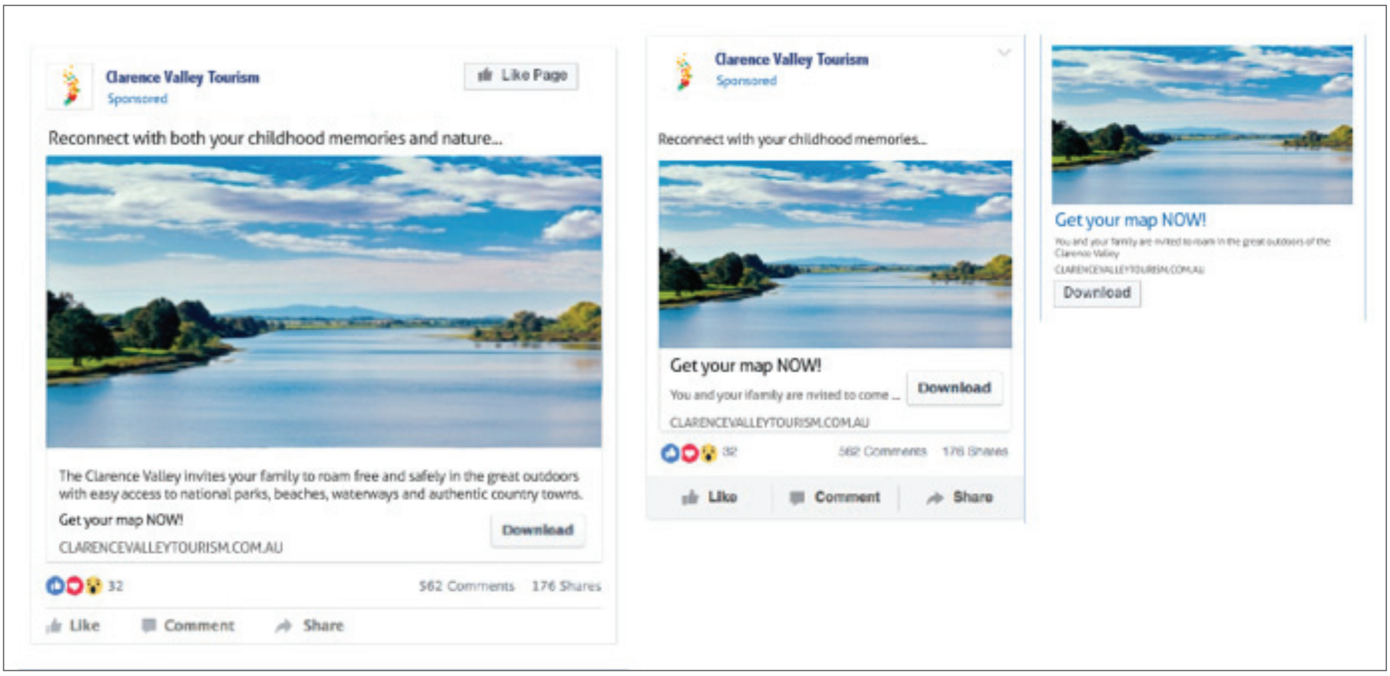
Ad	Campaign	Ad group	Status	Impr.	Interactions	Interaction rate	Avg. cost	Cost	Conversions	Conv. rate
Total - all account				**1,376,223**	**11,428**	**0.83%**	**A$0.42**	**A$4,831.59**	**345.00**	**3.02%**
Clarence Valley Perfect for Active Families Begin Your Journey - Click for map clarencevalleytourism.com.au/active_family	tactical	Active Family	Campaign paused	1,276	185 clicks	14.50% CTR	A$1.21 per click	A$224.07	43.00	23.24%
Family Holiday Perfect for Active Families Begin Your Journey - Click for map clarencevalleytourism.com.au/active_family	tactical	Active Family	Campaign paused	1,413	139 clicks	9.84% CTR	A$1.22 per click	A$170.07	37.00	26.62%
Camping Holiday Clarence Valley Perfect for Nature Lovers Begin Your Journey - Click for map clarencevalleytourism.com.au/active_family	tactical	Camping	Campaign paused	320	45 clicks	14.06% CTR	A$2.09 per click	A$93.84	19.00	42.22%
Food, History & Culture Clarence Valley is rich with experiences to share with you on your next holiday clarencevalleytourism.com.au/history_culture	brand	History_Culture	Campaign paused	1,326	45 clicks	3.39% CTR	A$2.75 per click	A$123.58	15.00	33.33%
Jacaranda Festival Clarence Valley comes alive in Spring Begin Your Journey - Click for guide clarencevalleytourism.com.au/jacaranda	brand	Jacaranda	Campaign paused	1,817	66 clicks	3.63% CTR	A$3.33 per click	A$220.00	13.00	19.70%

SOCIAL

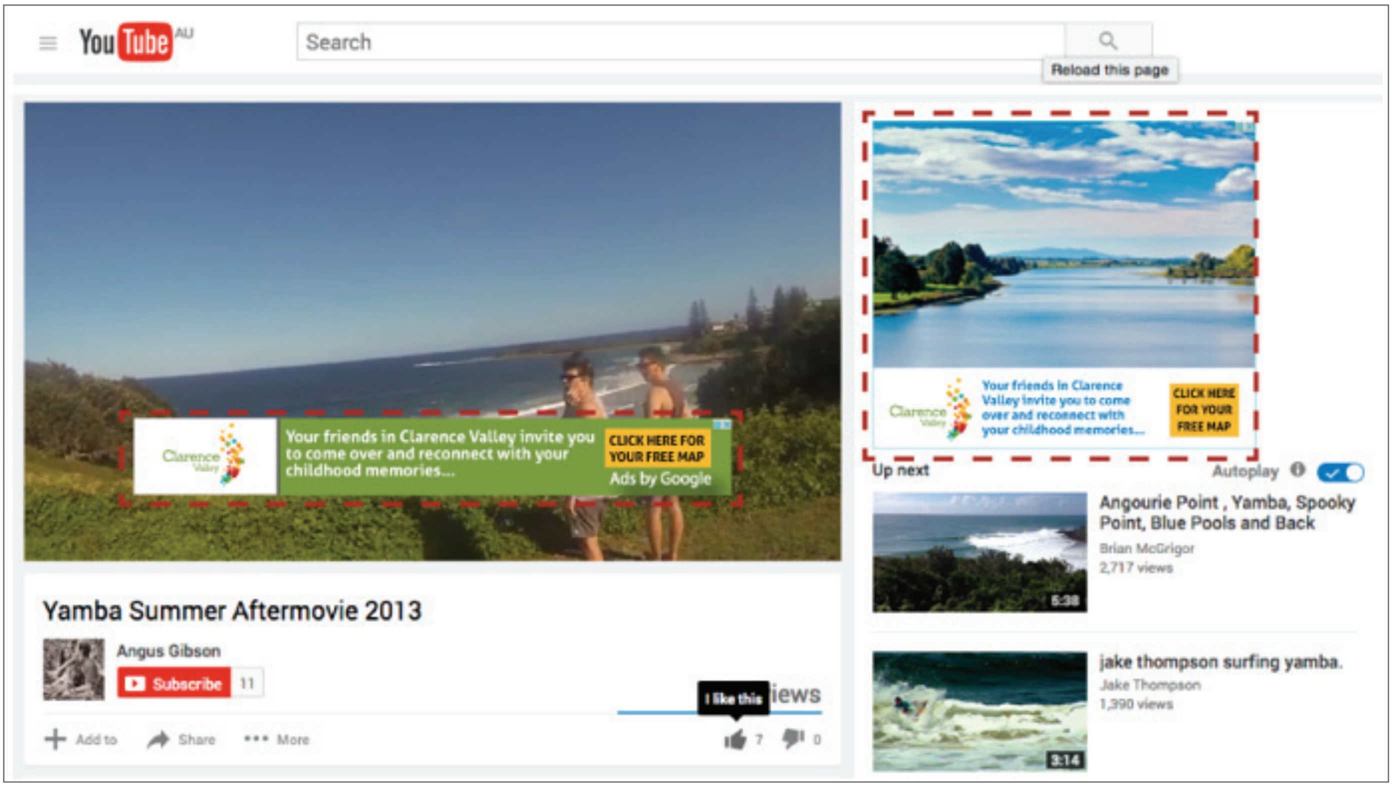
Understanding that the multiple different social media sites are in fact very powerful search engines, social media has given us additional tools to target specific audience groups in an environment that they trust. Social Media marketing helps you optimise the content you post on social sites in order to drive the most engagement and call to action clicks to your website or landing pages.

Social Media marketing also allows you to identify influencers who will promote and advocate your message via their established connections with your target audience in a personal way.

Facebook Ads – Sample only



YouTube Ads – Sample only



LISTS

Targeted lists and databases that have been profiled on lifestyle, travel preferences, general interests etc are an effective way to boost digital marketing results through a direct email approach.

It is a highly tactical approach generating high open rates with equally high participation rates via the Call To Action direct to website, landing pages or microsites.

BILLBOARDS

Are a very powerful tool in the marketing mix as they make an impact on the subconscious minds of drivers and passengers, pedestrians... everyone who passes the billboards.

People easily register with photographic images and short content as it is eye-catching. As it has a guaranteed audience, it increases awareness of brand, and through frequency the audience is building a stronger bond with the message.

SEO

Search Engine Optimisation - Using technology and Google preferred algorithms to help your website pages, landing pages and campaign microsites to be easily recognised with Google search engines. Additionally, pointing out opportunities to optimise your content to attract more traffic. This is a very valuable effort for digital marketing to focus on as organic traffic converts higher than other types of traffic.

CAMPAIGN MICROSITE/LANDING PAGES

The campaign microsite is a separate, stand-alone mini website that is dedicated to managing all responses on the way back into the database system.

It will guide responders to specific parts of the site according to their profile and how we know they will be motivated to respond.

The responder will proceed through the campaign microsite site to answer specific profiling questions. These questions will be written with the aim to build a fully qualified database of leads for operators and also motivate responders to take action.

Questions will be based on the travel preferences such as (but not limited to):

- Have they been to CV before?
- When are they going on their next holiday?
- How long do they expect to stay?
- What accommodation type do they prefer?
- What activities are you interested in?

Each record that comes into the system will be coded with source codes and a scoring system that allows us to see where people are on their purchase cycle and motivate them further towards purchase.

Operators will access the responders based on their profile and use them for their own marketing communication or sales process.

1. CLARENCE VALLEY REPORT SUMMARY AND UPDATE

ONGOING EMAIL MARKETING COMMUNICATION

There is an essential requirement to build a prospect database to enable operators to conduct their own marketing activity to generate their own bookings and sales.

After the digital marketing activity, the prospect database will be the biggest source of opportunity for ongoing, sales opportunity, promotion of events, activities, latest news, special announcements etc.

This allows the operators to 'own' the relationship from the responder and develop their own relationship.

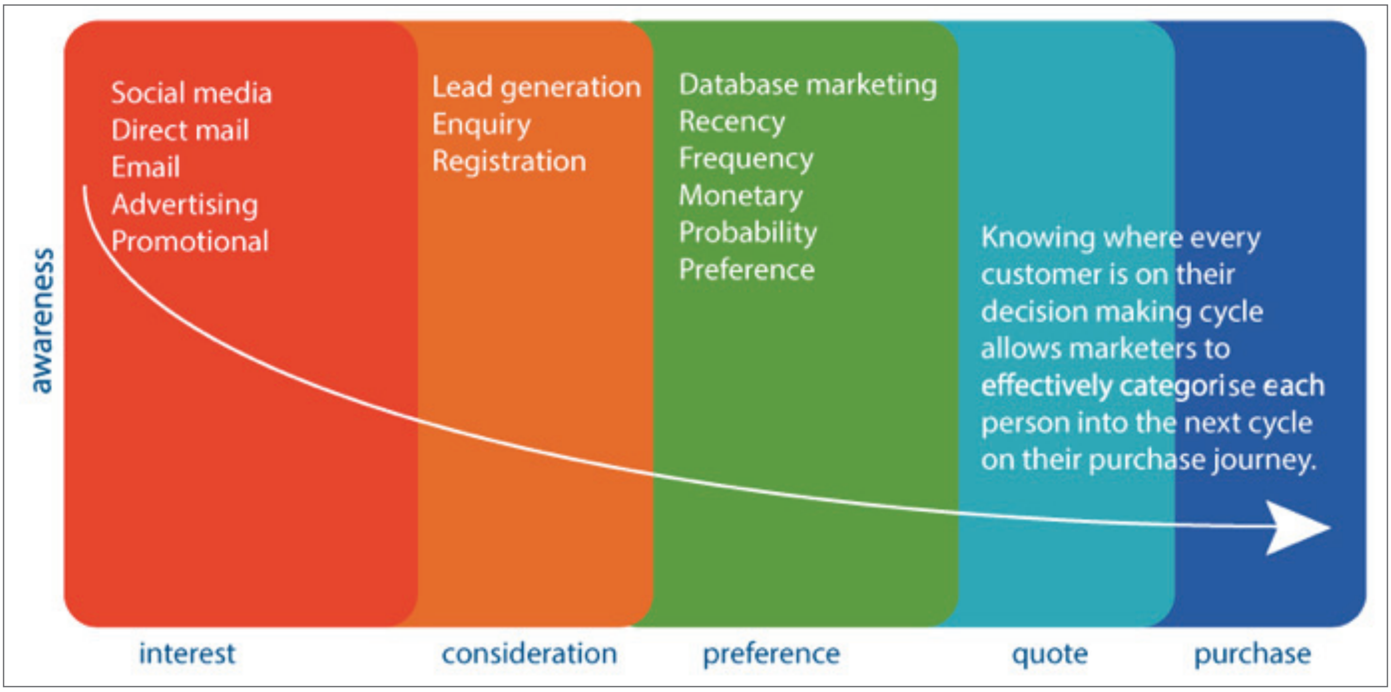
DATABASE BREAKDOWN/ANALYSIS

It is the objective of the marketing activity to profile each contact and find their areas of interest, their triggers and potential long term market value.

The benefit of this allows the future marketing communication to speak 'personally' to each group according to their individual profile.

The communication message will align with individuals' motivators to take action and move them along the purchase cycle towards 'purchase'.

It is expected that the database should reach 10,000 profiled contacts each year.



7. Appendix

APPENDIX 1 – CONSULTATION

Interview Groups	
Clarence Tourism Advisory Committee	
Committee Member - Chair	Cr Margaret McKenna
Committee Member	Vivien Miller
Committee Member	Kelle Murphy
Committee Member	Rick Murray
Committee Member	Roxanne Williams
Committee Member	Sue Hughes
Clarence Valley Council Officers	
Economic Development Coordinator	Elizabeth Fairweather
Manager Strategic & Economic Planning	David Morrison
VIC manager	Claire Weisner
VIC Officer	John
Events and Festivals Officer	Alicia Savelloni
Holiday Parks Officer	Julie Schipp
Tourism Businesses and Organisations	
President, Grafton Chamber Commerce	Phil Bellety
President, Maclean Chamber Commerce	Peter Gordon
President, Yamba Chamber Commerce	Sue Hughes
Owner, Angourie Rainforest Resort	Mark Mitchell
Curator, Grafton Regional Gallery	Jude McBean
Executive Officer, TLPC	Belinda Novicky
Manager, Destination NSW North Coast Zone	Tom Urban
Owner, Wooli Solitary Island Marine Park Resort	Jan O'Neil
Customer Service Officer, Quality Inn Grafton	Reception
State Manager, REX Airlines	Maurice Gahan
Manager, Grafton Airport	Jeff Smith
Highland Gathering	Peter Smith
Principal, Professional Media Services	Debrah Novak

APPENDIX 2 - BUNDLED AND PACKAGED CONCEPTS

Package Examples

Sample Package 1

Season: Winter
Theme: Explore
Product: Yuraygir Walking Experience
Inclusions:

- 2 nights accommodation at ClubYamba* for four people
- 1xday DIY Yuraygir North Walking Tour with transport and 'Snack and Lunch Pack'
- Existing deal at ClubYamba - Stay 2 nights at the 3+ night rate plus $10 Sassafras restaurant voucher

Target market: Pre-Active Family for two couples from SE QLD
Price: $410 for two bedroom villa sleeping four
Target Persona: Leading Lifestyle
Total Package Price: $195 per person

Sample Package 2

Season: Autumn
Theme: Sporting Event + Farm Stay
Product: Grafton to Inverell Cycle Race Family Weekend
Inclusions:

- 2 nights accommodation for a family of four in a Caves Falls Safari Tent at Wave Hill Station
- Horse riding on Wave Hill Station
- Farm tour and morning tea at Cardiff Alpacas

Target Persona: Today's Families
Total Package Price: $350 per family

Note: The accommodation can be varied to offer different price points for market segments. For example, the accommodation could range from cabins or a 4-star resort. This enables packaging to deliver on 'create your own adventure' and freedom to choose.

Bundle Examples

Sample Bundle 1

Season: Spring
Theme: Connect to Nature
Product: Australian Jacaranda Festival Experience Day Tour
Inclusions:

- Coach trip departing and returning from Brisbane or Gold Coast
- Tour the town of Grafton with a Japanese speaking guide and experience the beauty of flowering Jacarandas
- Guided walks through open gardens with stunning private collections and a chance to meet the owner/gardener
- Lunch at a Grafton café or restaurant

Target market: Inbound tour companies specialising in Japanese and Chinese groups

Note: Recommend creating promotional flier and landing page. Bundle (or package) could be promoted at the Australian Tourism Expo (ATE), DNSW Japanese trade missions, inbound wholesaler visits and on Jacaranda Festival website under Visitor Information. Also consider hosting travel media famils with Japanese travel writers and bloggers.

Sample Bundle 2

Season: Spring
Theme: Connect to Nature
Product: Jacaranda Festival Experience Overnight Tour
Inclusions:

- Coach trip departing and returning from Brisbane or Gold Coast
- Royal Meet and Greet
- Tour the town of Grafton with a Japanese speaking guide and experience the beauty of flowering Jacarandas
- Jacaranda Afternoon Tea
- Overnight accommodation including dinner and breakfast within Clarence Valley region
- Guided walks through open gardens with stunning private collections of Jacarandas and a chance to meet the owner/gardener
- Lunch at a Grafton café or restaurant

Target market: Inbound tour companies specialising in Japanese and Chinese groups

APPENDIX 3 – DISCOVER YOUR OWN BACKYARD CAMPAIGN

Award-winning Discover Your Own Backyard (DYOB)

This is a packaged program for local government and/or regional tourism organisations to deliver significant social and economic benefits to communities through the Visiting Friends and Relatives (VFR) market.

According to MyTravel Research up to 50% of the domestic travel in some states of

Australia is attributed to the VFR market. The key to reaching this market is often the host. The purpose of DYOB is to encourage the VFR market to:

- Stay longer
- Visit more often
- Spend more money
- DYOB has been rolled out across Melbourne and 25 local government areas in Victoria.

It has proven to be hugely successful in increasing the economic value of the VFR market.

What do you get when you buy the DYOB Program?

You receive all the marketing templates and tools designed for DYOB. All you have to do is create the content suitable for your VFR market, and buy the media. The templates include:

- DYOB design work and logo
- Print advertising templates
- Social media design
- Posters, stickers and other promotional collateral
- Media and PR strategy, including ambassador program

VFR research

Why buy this program and not just develop your own?

The hard work has been done for you: all the design work, strategy for implementation and templates created. To build your own templates from scratch would cost in the vicinity of $100,000. It is cost effective and even more so if it is purchased as a group of councils or a regional tourism organisation.

Why have a separate marketing campaign for the local community?

According to MyTravelResearch, the locals (or hosts) are the key to the VFR market. The locals are sourcing different information from what the 'tourist' is seeking so they don't look in the same places as a tourist e.g. a visitor centre. It is about identifying the channels that your locals are using to source local information.

Why will the community want to get involved?

DYOB engages the locals and gives them an opportunity to brag and share their favourite stories, places and things to do in their backyard. It is a great way to encourage community pride and engagement.

Cost

$15,000*
plus GST per license per year
(three year license).

For a group of councils or an RTO
(i.e. two or more councils):

$15,000
plus GST per license per year
(three-year license) plus

$1,000
plus GST per council per year
(three-year license)

* Conditions apply

APPENDIX 4 - AUDIT

Preliminary Tourism Asset Audit					
Suburb	Accommodation	Holiday Rentals	Things to do	Restaurants	Camping and Caravan Parks
Angourie 2464		3	3	2	
Ashby 2463	2	3			
Bostobrick 2453	1	1			
Brooms Head 2463	1	21		4	1
Chaelundi 2460			1		
Clarenza 2460	1	15			
Ebor 2453	1	5	3		
Grafton 2460	28	4	8	70	2
Harwood 2465		20			
Iluka 2466	4	1	4	8	2
Maclean 2463	5	4	6	18	1
Mini Water 2462					1
Mororo 2469	1	17	1	1	
Nana Glen 2450		20	1	2	
Nymboida 2460	1	4	2	1	
Palmers Island 2463	1	1			2
Punchbowl 2460		17		13	
Seelands 2460	2	2			
Tabulam 2469	2	1		1	
Tucabia 2462		18		1	
Tyndale 2460	1	1		2	1
Ulmarra 2462	4	27		3	
Wooli 2462	5	4	1		2
Woombah 2469	2	20			1
Yamba 2464	22	8	20	59	2
TOTAL	**84**	**217**	**50**	**185**	**15**

Source: TripAdvisor

APPENDIX 5 – BOUND ROUND

Travel Platform for families

Bound Round is the world's first travel platform developed by kids for families.

boundround.com is where you can explore a destination through the eyes of kids and make decisions on activites and experiences that the whole family will enjoy.

Where to go & things to do

One stop shop where adults and kids can explore destinations around Australia and the world and then plan activities to do while they're there.

100% Family oriented

boundround.com is highly curated and only includes places that are relevant for families. We segment our 2,500+ activities and experiences into 3 categories:

5-8 year olds ~ 9-12 year olds ~ teenagers

Kids view videos to engage with the destination

We show families what the kids think of a destination, with videos and reviews created by kids for everyone to enjoy.

2

APPENDIX 5 – BOUND ROUND

How can we get better cut-through for Clarence Valley and its attractions*?

Never work with kids or animals, right? Well we've got you covered.
Bound Round are Australia's most prolific kids video content producers. We're great at getting kids being cute, curious and creative on camera.

Example Kids Review destination video for Uluru

Family content from a kid's perspective

- 2-3min Kids Review* video of Clarence Valley and it's attractions
  = $5,000
- 4 x 20sec social media videos* featuring family experiences in your destination through the eyes of kids
  = $1,600 (only available with a Kids Review destination video)
- 60sec unscripted video review* of an attraction / place to visit within your destination
  = $1,100 (only available with a Kids Review destination video)

PRODUCTION NOTES

Your Bound Round Producer will manage all talent, insurances and production from commissioning through to publication.

We prefer to work with local expat kids to minimise costs, deliver better quality videos and create a fun opportunity for local families to represent their hometown on an international platform.

Our 2-person Production Teams are based in Sydney, Gold Coast & Perth

*Prices are ex. GST & Production Team travel expenses

What do you get as a Bound Round destination partner*?

Develop a destination page for Clarence Valley in boundround.com.

We will also add family specific itineraries and include pages for family friendly tours and attractions with the ability to "CLICK TO BOOK"

On launch of content, we will promote Clarence Valley as a destination and the purchase of local tours and activities nominated by you.

Ongoing opportunity to promote Clarence Valley in our regular 'What's On" guides and participate in competitions and giveaways.

4

* available for selected, family-friendly destinations only

APPENDIX 5 – BOUND ROUND

Why partner with Bound Round?

1. Highlight the family friendly things to do in your destination on the world's only dedicated platform for families who travel
2. Support family-focused attractions in your destination by increasing their distribution for bookings
3. Enjoy ongoing promotional opportunities through participation in our 'what's on' holiday guides and competitions/ give aways.
4. Build your social outreach through development of social teasers and sharing (also available through boundround.com.
5. Provide reporting on specific campaigns and activity when delivered.

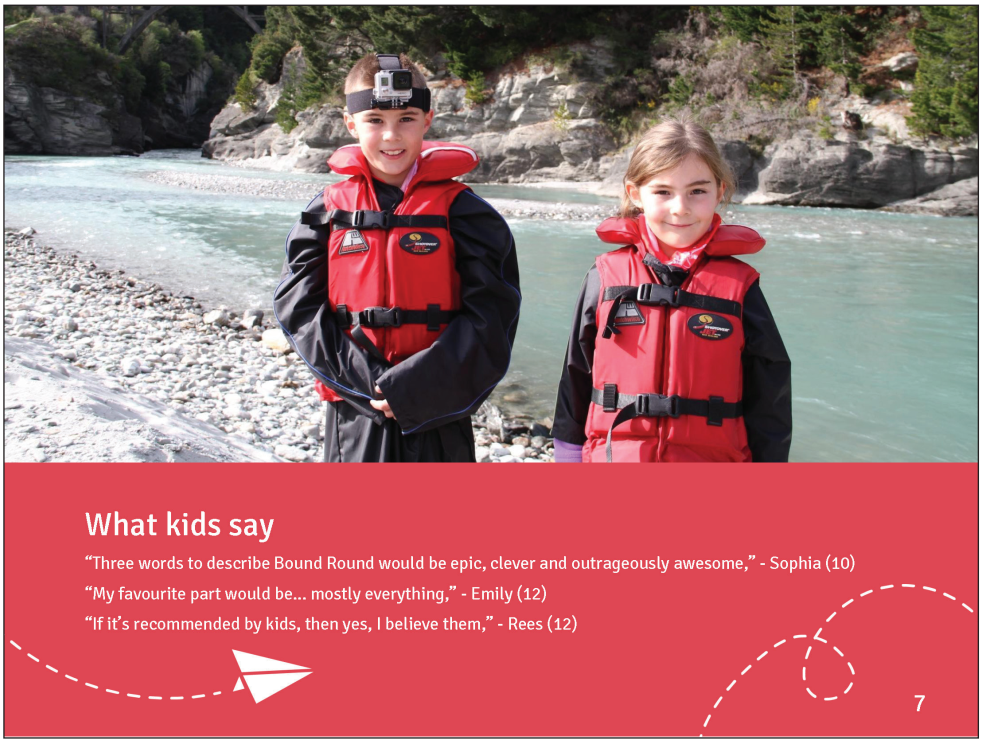
What parents say

"The kids can research where they want to go and what they want to see, so we can all get the most out of the holiday"
Annalisa (step-mum of 2)

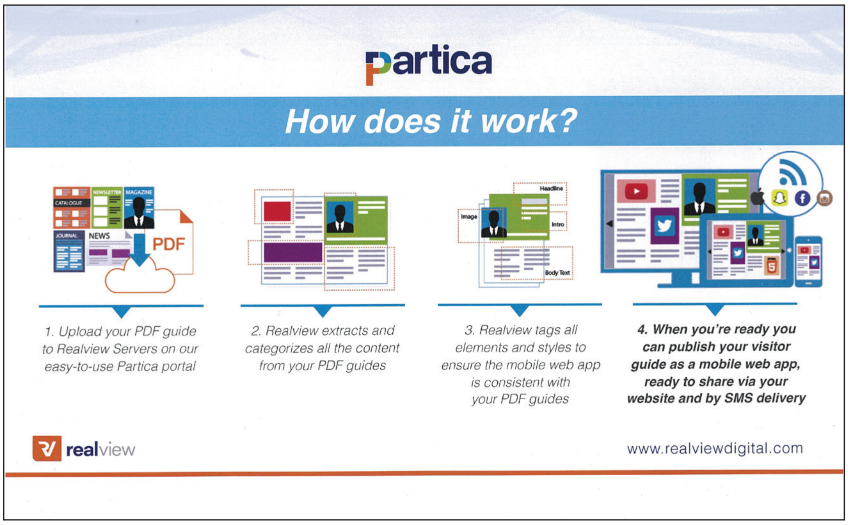
"I really like watching the video content because it's something the kids will watch with me, and in a very short amount of time, it can deliver a lot of information so you can get a really good sense of the place."
Mihiri (mum of 2)

6

APPENDIX 5 – BOUND ROUND



APPENDIX 6 – PARTICA



APPENDIX 7 – MATRIX

Automated Marketing Platform Comparison Matrix

Assume starting point of multiple Data Bases for Comm's eg Events, Conservation, Economic Development, Heritage etc

Function	Campaign Monitor	Google	Generic Data Hub	Marketo
Manage a data base of known members	✓	N/A	✓	✓
Broad Email Blast Capability	✓	N/A	✓	✓
Targeted Blast Capability	✓	N/A	✓	✓
Merge, Segment and tag multipledata bases into a Data Warehouse	✗	N/A	✓	✓
Event Management application	✗	N/A	✓	✗
Data base history of response and allocate a score for active/ responsive members	✗	N/A	✓	✓
Determine "freshness" or ageing of members and score potential deterioration	✗	N/A	✓	✓
CAMPAIGN/ Prospecting / Active Messaging				
Build Data base – Use cookies from unknowns responding	✗	✓	✗	✓
Programmatic and targeted response to unknowns to build relationship to known status	✗	✗	✗	✓
Build profile of unknown and engage dynamic scoring	✗	✗	✗	✓
Detailed and dynamic analysis and reporting	✗	✓	✗	✓
Path to convert Unknown to Known	✗	✗	✗	✓

Superior Attributes of Marketo

You can increase your data base with superior numbers with state of art 1st party data tracking technology

WYSIWYG – Simple drag and drop ability similar to power point enables user to set up digital advertisements

Marketo shares first party data and cookies which allows for targeted recalibration of messaging. Google does not share cookie data, only the outcome of the message, hence data remains 3rd party.

Marketo allows for efficient and continuous targeting from 1st party data rather than a "targeted scatter gun" using 3rd party data.

Marketing is only restricted by the imagination of the marketer.

Marketo can target over multiple social media channels rather than just google domains.

APPENDIX 8 – MEDIA SCHEDULE

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35																		
	JANUARY					FEBRUARY				MARCH				APRIL					MAY				JUNE				JULY					AUGUST				SEPTEMBER				OCTOBER					NOVEMBER				DECEMBER				
COMMENCE SUNDAY	1	8	15	22	29	5	12	19	26	5	12	19	26	2	9	16	23	30	7	14	21	28	4	11	18	25	2	9	16	23	30	6	13	20	27	3	10	17	24	1	8	15	22	29	5	12	19	26	3	10	17	24	31

MEDIUM	SOURCE	TYPE	SECTION	TOTAL
Search	Google AdWords	Expanded Text Ads		
		Gmail Ads		$11,000.00
		Remarketing	N/A	
Native	Outtbrain	Content Push		$8,500.00
	Plista			
Display	eziReach (Programmatic)	Audience Targeting	Active Families	
		Private Market Buy	nineMSN	
			News Digital	$15,000.00
			Yahoo7	
Outdoor	Billboards		Local	N/A
Television	Channel 10	15 sec ads	Homemaker Premium Plus	$35,000.00
Email		Leonards Live	Database Audience	$6,000.00
Content	BoundRound	Destination Page + Video	BoundRound	$7,700.00
Social Media	Facebook	Carousel Ads		
		Canvas		
		Single Sponsored Ads	Audience Targeting	$15,000.00
	Instagram	Video		
	Pintrest	Promoted Pins		
		Organic Pins	N/A	TBA
				98,200.00
				0.00
				98,200.00
				9,820.00
				108,020.00