

DESTINATION GOLDCOAST.

ACTION PLAN

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STAKEHOLDER EDITION

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**WE ACKNOWLEDGE AND PAY RESPECT TO THE LAND
AND THE TRADITIONAL FAMILIES OF THE YUGAMBEH
REGION OF SOUTH EAST QUEENSLAND, AND THEIR
ELDERS PAST, PRESENT AND EMERGING.**

 JELLURGAL ABORIGINAL CULTURAL CENTRE



A MESSAGE FROM OUR CHAIR & CEO

The Gold Coast has emerged from two years of lockdowns and restrictions as a stronger, more united city that has a new story to share with a world of travellers eager to get out and explore once more.

Our tourism operators have embraced and executed an injection of new products and experiences - complementing a revamp of existing assets - to ensure today's traveller arrives to a new Gold Coast and leaves with an excitement to return time and again.

Emerging from the pandemic is a tourist hungry for our natural beauty of beaches, the Hinterland and wide, open spaces. A traveller looking for that hidden gem, whether it be a new dining hotspot or cultural arts experience, that they can return home with a story to tell others.

As the uncertainty of travel begins to dissipate, the Gold Coast stands to prosper from the hard work done behind the scenes to ensure investment in our city has not only continued but been turbocharged to stay ahead of the pack.

Competition will be fierce from interstate and overseas destinations all scrambling to grab hold of a visitor economy filled with pent-up demand and cashed-up travellers in search of bucket list experiences.



New hotels now adorn our cityscape adding more than 3,000 extra hotel rooms to the mix, brand new restaurants and eateries dot our streets enticing both locals and tourists alike through their doors, and our theme parks have spared no expense in adding new thrills and experiences - with more to come.

Our greatest challenge is to ensure our brand narrative reflects a reinvigorated Gold Coast. We are famously known for our beaches, Hinterland and theme parks but there is a word in the narrative that plays such a crucial role in the new story. AND.

Relax on the beach AND check out that new boutique brewery. Take a hike through our gorgeous Hinterland AND take in a show at HOTA that night. Stay in a new hotel AND reconnect with your favourite theme park.

The time has come to no longer reflect on what we have lost in tourism as a result of the pandemic, but the opportunities we have gained.



Let's fast forward to the new Gold Coast.

This Action Plan sets the roadmap for the next 12 months as Destination Gold Coast builds the longer-term strategy for the future of tourism in the city. It is an Action Plan that at its heart supports an industry working hard to get back on its feet with a commitment as strong as ever to rebuild the visitor economy.

But it also recognises that the next 12 months will require strong partnerships, steely resolve and an ability to change course during a still somewhat uncertain period of change.

Destination Gold Coast relishes the challenge, and will work hard on behalf of our city's leaders, tourism operators and the thousands of people who call the Gold Coast home to ensure we attract visitors from all parts of the globe to enjoy a slice of paradise.

Adrienne Readings
Destination Gold Coast Chair

Patricia O'Callaghan
Destination Gold Coast CEO

ABOUT DESTINATION GOLD COAST

Since its establishment by the tourism industry in 1975, Destination Gold Coast (DGC) has operated as a membership-based destination marketing organisation representing the sector and generating increased visitor demand, visitor arrivals, and visitor expenditure for the benefit of the city.

DGC employs a staff of marketing and sales professionals to positively promote the Gold Coast as a leisure and business events destination through global consumer, trade, media and travel industry channels. DGC also manages two accredited Visitor Information Centres on the Gold Coast.

The organisation represents a membership base of more than 760 accommodation venues, theme parks and attractions, tour operators, restaurants and cafes, entertainment venues, transport providers and professional support services. DGC also works on behalf the 26,000 businesses that contribute to the Gold Coast tourism levy.

This Action Plan contains information that is true and accurate at the time of publishing, June 2022.

 **SURFERS PARADISE BEACH**



PURPOSE

FOR THE GOLD COAST TO BE AUSTRALIA'S PREMIER HOLIDAY DESTINATION, WHETHER TRAVEL BE FOR LEISURE, BUSINESS, EVENTS OR CONNECTING WITH FAMILY AND FRIENDS



VISION

TO CREATE A BETTER GOLD COAST THROUGH A STRONG VISITOR ECONOMY



VALUES

ACCOUNTABILITY, COLLABORATION & TRUST

STATE OF THE INDUSTRY

2021 DESTINATION PERFORMANCE OVERVIEW

2021 was an anomalous period where we saw substantial losses to the Gold Coast tourism industry due to the global pandemic, as travel restrictions and lockdowns were sporadically implemented both nationally and at state level on top of Australia's border remaining closed since March 2020. Overall, compared with the 12 months to December 2019, total visitation fell by 4.5 million to 9.6 million visitors (down 32 per cent) while total visitor expenditure in the Gold Coast fell by \$2.4 billion to \$3.5 billion (down 41 per cent).

RESEARCH METHODOLOGY

Tourism Research Australia (TRA), a Division of Austrade, is the Federal Government body that measures the performance of all national, state, city and regional tourism locations. TRA data is used by most destination management organisations through their quarterly reports, the International Visitor Survey (IVS) and National Visitor Survey (NVS). TRA data is released with a three-to-four-month delay and due to the international border closure for the duration of 2021, no data was collected on the minimal number of visitors who were granted exemption to enter Australia. This resulted in no international data comparisons.

2021 RESULTS	TOTAL VISITORS			INTRASTATE VISITORS			INTERSTATE VISITORS		
DOMESTIC OVERNIGHT	2021	2020	2019	2021	2020	2019	2021	2020	2019
Visitors	3,239,000	+45.8%	-22.9%	2,174,000	+43.1%	+7.3%	1,065,000	+51.7%	-51.1%
Nights	11,213,000	+47.2%	-32.3%	5,796,000	+50.9%	-0.1%	5,417,000	+43.3%	-49.7%
ALoS	3.46	+0.9%	-12.2%	2.67	+5.5%	-6.6%	5.08	-5.6%	+2.8%
Spend	\$2,825.0m	+52.5%	-23.5%	\$1,418.0m	+43.5%	+17.7%	\$1,406.0m	+62.4%	-43.4%
\$/Visitor	\$872.02	+4.5%	-0.7%	\$652.39	+15.9%	-23.2%	\$1,320.15	-16.7%	-48.0%
Share of Qld Visitors	15.8%	13.2%	16.2%	12.9%	10.5%	11.4%	29.5%	28.9%	26.8%
DOMESTIC DAYTRIP	2021	2020	2019	2021	2020	2019	2021	2020	2019
Visitors	6,383,000	+1.6%	-28.1%	5,903,000	+0.8%	-26.2%	480,000	+12.9%	-45.2%
Spend	\$665.0m	+11.8%	-26.5%	\$599.0m	+15.9%	-23.2%	\$65.0m	-16.7%	-48.0%
\$/Visitor	\$104.14	+9.8%	+2.2%	\$101.53	+14.9%	+4.3%	\$136.17	-25.8%	-4.8%
INTERNATIONAL	Due to the closure of the Australian border throughout 2021, no meaningful data was collected on the small number of international visitors granted exemption.								

The chart above gives a high-level overview of Gold Coast's performance over the period 1 January 2021 – 31 December 2021. These are the most recent figures released by Tourism Research Australia on March 30, 2022. Source: National Visitor Survey (NVS), Tourism Research Australia, December 2021.

KEY TAKEAWAYS

- Domestic overnight visitors and nights increased substantially on 2020 to 46 per cent and 47 per cent respectively, however, both remained below 2019 levels.
- The number of intrastate visitors in 2021 compared to 2019 increased by 7 per cent, to a record of 2.1 million visitors.
- In 2021, many interstate visitors had either their ability to leave home and/or enter Queensland severely limited which had a significant impact and resulted in 51 per cent fewer interstate visitors to the Gold Coast over the year compared to 2019.
- The support of Queensland visitors to the Gold Coast throughout 2021 was much appreciated, however the higher proportion of intrastate visitors had a flow on effect with fewer visitor nights as well as a decline in the average length of stay.
- Though multiple border closures and lockdowns across the country created significant fluctuations in visitor numbers, over the last two years the Gold Coast has been able to maintain a consistent market share of 27 per cent to 29 per cent of interstate visitors to Queensland.
- Daytrip visitor numbers to the Gold Coast showed little change between 2020 and 2021, however they remained 28 per cent lower than 2019.

IMPACT OF COVID-19 ON GOLD COAST TOURISM



\$5.6 BILLION
IN REVENUE
-95.3%



10 MILLION
VISITORS
-70.7%



31 MILLION
NIGHTS
-119.4%

Source: National Visitor Survey (NVS) and International Visitor Survey, Tourism Research Australia, March 2020 to December 2021.

 **VUE BROADBEACH**

AREAS FOR REVIEW IN 2022/23



CONSIDER MARKET DEPENDENCIES

The priority for domestic marketing is to smooth out the curve and whilst remaining focused on our key markets of families, we will also be looking to aggressively target SINKS and DINKS to increase visitation in off peak periods.

As part of this strategy to smooth out the curve the priority for attracting business events has never been more critical. The endorsement and implementation of the five year business event strategy will be a priority in 2022/23.



REVIEW INTERNATIONAL MARKETS, CHANNELS & MARKETING WEIGHT

Recent analysis highlighted that the Gold Coast has existing distinct opportunities in some markets, however others need closer analysis around distribution channels and marketing investment levels. For example in visitor expenditure terms, New Zealand and Japan holiday visitors generate high volumes (ranked 2nd and 3rd) and high yield (ranked 2nd and 1st); whereas Korea and Taiwan generate good volumes (ranked 9th and 4th) with the strategic opportunity to increase yield.



HIGH VALUE TRAVELLER

Whilst there is a global increase in attracting the High Value Traveller (HVT), recent research suggests that a stronger opportunity exists in attracting those undertaking High Value Travel. This important distinction highlights that travel expenditure is discretionary and increasingly many travellers are choosing to indulge themselves and spend more where there is proven value. This further supports survey findings over the last five years showing that within the travel proposition, value consistently outweighs price by a substantial margin.



GOLDEN OPPORTUNITY

In July 2022, it will be only ten short years until the Opening Ceremony in Brisbane for the 2032 Olympic Games. Brand, positioning, products and markets should start to be considered within this lens to ensure the opportunity is fully leveraged.

ACCOMMODATION SECTOR PERFORMANCE

According to STR data, in December 2021 the average occupancy rate for the month reached above 60 per cent. Despite lockdowns and frequent domestic border closures over the preceding 18 months, the accommodation sector brought occupancy back from the single figures and record lows of April 2020.

Similarly, the Average Daily Rate (ADR) in December 2021 was \$303. Prior to the pandemic, the ADR was \$245 and in responding to the declining occupancy rate in April 2020 mentioned above, the industry reduced the ADR to \$115 briefly before reaching \$257 in December 2020. In January 2020, with a strong ADR and a climbing occupancy rate, the revenue for the accommodation sector exceeded January 2020. The lower occupancy rate did however result in 50,000 fewer room nights for the month which impacted other sectors.

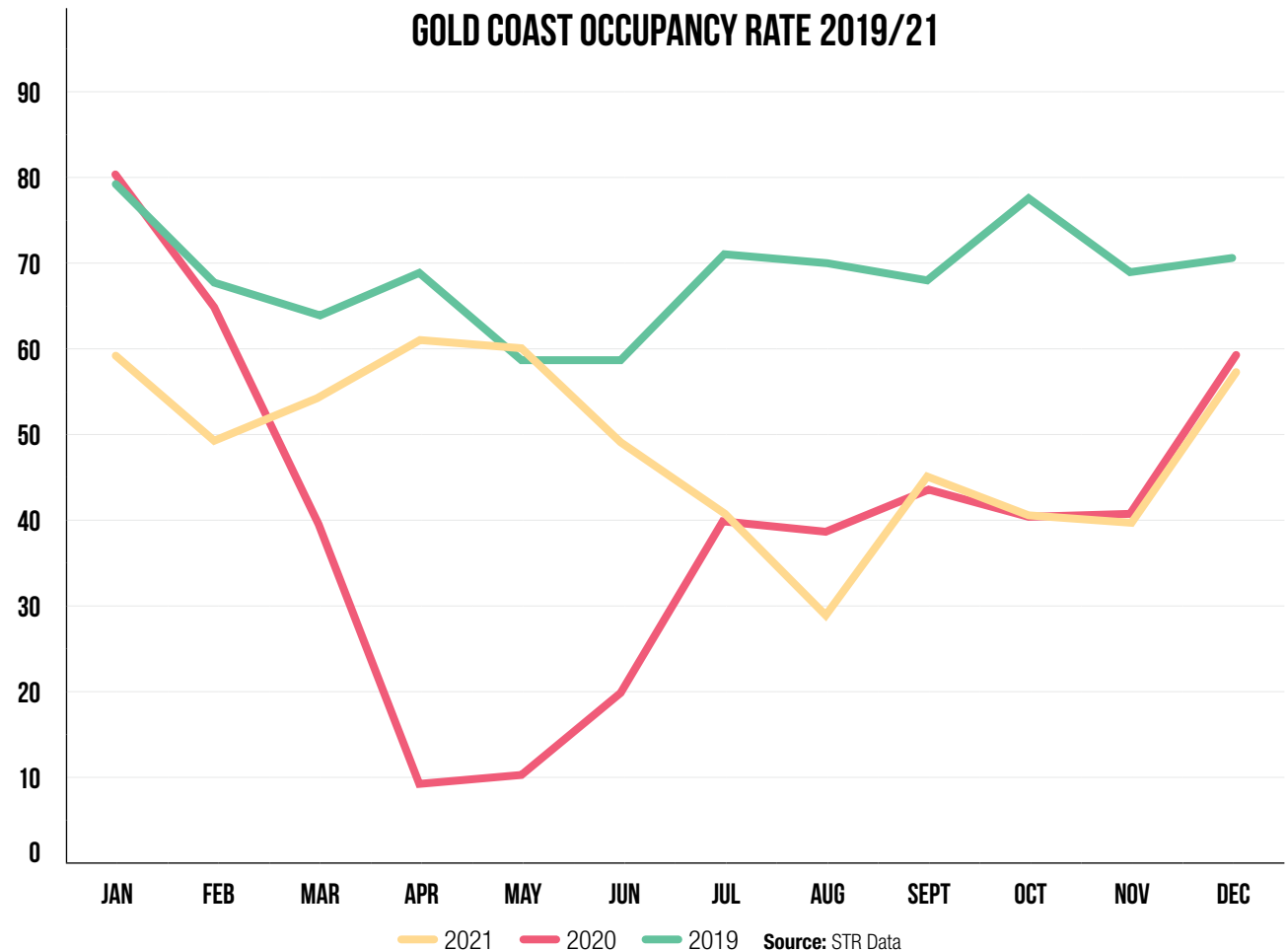
Whilst the return to full revenue for the accommodation sector is a positive sign overall, the lower occupancy rates will have a dampening effect on volume-based sectors such as cafés, tours and attractions. Combined with the current higher proportion of intrastate visitors, this would suggest that recovery will vary across industry sectors and remain patchy for some time.

% CHANGE

	2021	2019
Occupancy	50.2%	-27.4%
Average Daily Rate (ADR)	\$216.40	11.0%
Revenue Per Available Room (RPAR)	\$110.75	-19.0%

Source: STR Data

GOLD COAST OCCUPANCY RATE 2019/21



AVIATION SECTOR PERFORMANCE

The impact of the pandemic on aviation access to the Gold Coast was immediate and dramatic. It was eight months before limited irregular access restarted for several months before another three-month stoppage followed by another restart. Numbers have continued to track sharply upward since then, reaching 70 per cent of pre-pandemic levels in January 2022.

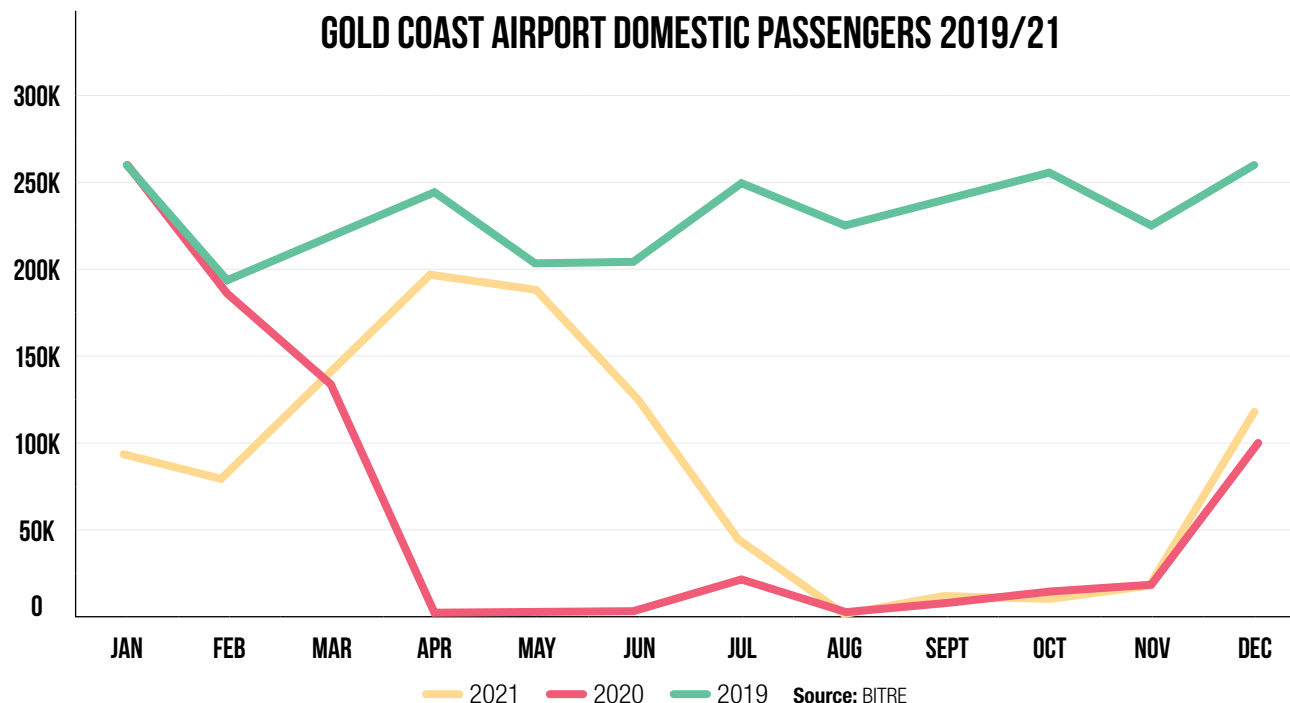
During 2010, 39 per cent of domestic visitors to the Gold Coast arrived by air. By 2019, with a smaller proportion of interstate visitors to the Gold Coast overall, the proportion arriving by air reduced to 33 per cent. Pandemic impacts reduced this further to 21 per cent in 2021 overall.

With the increase in the number of regional flights across the country, the aviation sector will continue to evolve in the next 12 to 18 months. Whilst demand is expected to rise, the broader destination choice and potentially easier access will bring substantial competition in the near term.

In December 2021, for the first time on record, the number of passengers flying Gold Coast-Melbourne for the month, exceeded Gold Coast-Sydney. This was repeated in January 2022, with Gold Coast-Melbourne traffic only slightly below January 2020. Travel demand for the Gold Coast appears to be increasing given in April Gold Coast Airport recorded its busiest day of the year and busiest since mid-March 2020. Some 25,000 passengers travelled through the airport, with tourism operators across the city offered the opportunity to benefit from the influx of holidaymakers during the Easter period.

Throughout 2021, half-price airfares subsidised as part of the Federal Government's Tourism Aviation Network Support scheme delivered a significant boost to tourism numbers with 200,000 seats sold to the region. On February 11, 2022 the Queensland

GOLD COAST AIRPORT DOMESTIC PASSENGERS 2019/21



Government and airports across the state, announced a joint \$200 million aviation support package to attract new routes and strengthen the frequency of existing routes to airports such as the Gold Coast. DGC will continue to work closely with Gold Coast and Brisbane Airports to maximise this support with a focus on exploring new route opportunities in other Asian and Western markets.

The Gold Coast welcomed Singapore as the first international market on February 14, 2022 with Singapore Airlines subsidiary Scoot returning with three weekly return flights delivering over 1,000 inbound passengers. Prior to COVID-19, this service was worth \$21 million from the Singapore market and serves as an international gateway for passengers to transit through.

With the Trans-Tasman bubble now allowing quarantine free travel between Australia and New Zealand (from April 13, 2022), the Gold Coast is expected to capitalise on a source market that has

traditionally provided the region with the second highest number of international visitors. With 60,000 Kiwis calling the Gold Coast home and peak numbers in 2019 that saw the Gold Coast welcome approximately 212,000 Kiwis who injected over \$241 million into the local economy, this announcement will be a very important milestone in our recovery. Off the back of this, Air New Zealand and Jetstar commenced services from Auckland to the Gold Coast on March 2, 2022 and April 13, 2022 respectively. Services across the Tasman are scheduled to grow with Jetstar already loading direct services between Wellington and Queenstown from June 1, 2022 and Christchurch from June 25, 2022.

As Brisbane and Gold Coast Airports continue to gradually increase services over the coming months and years, our relationships with both corporations must be maximised.

2022/23 KEY PRIORITIES

PARTNERSHIP-LED TOURISM RECOVERY

The 2022/23 Action Plan is a step towards providing industry some certainty in an ever changing and dynamic world. It is focused on delivering a clear set of initiatives around four key priorities to rebuild our \$5.9 billion economy.



PEOPLE & PARTNERSHIPS



REBUILD VISITOR DEMAND



RESTORE ACCESS



ADVOCACY

PRIORITY 1



PEOPLE AND PARTNERSHIPS

We will work with our partners, members, stakeholders to deliver the shared vision of being Australia's premier holiday destination, whether it be for leisure, events, business or visiting friends and family.

The partnership with the City of Gold Coast will be key to the region's success whilst a closer working relationship with our members, stakeholders and State and Federal Government will be integral.

How will we do this:

- Partnership with City of Gold Coast
- Stakeholder Engagement
- Membership
- Corporate Services

PRIORITY 2



REBUILD THE VISITOR DEMAND

We will work hard to ensure the Gold Coast rebuilds the \$5.9B visitor spend across 2022/23 and prepare DGC and industry for a platform of growth.

How will we do this:

- Domestic Marketing
- International Marketing
- Business Events
- Visitor Information Centres

PRIORITY 3



RESTORE ACCESS

We will work with our partners to restore access and be the first in line for international arrivals.

How will we do this:

- Work with the Gold Coast Airport, Brisbane Airport and City of Gold Coast to support the restoration and growth of all domestic routes and international routes as travel restrictions ease
- Grow and develop new route opportunities

PRIORITY 4



ADVOCACY

We will strengthen DGC as a leading and powerful voice for our tourism sector by working with the City of Gold Coast to secure support from State and Federal Governments for initiatives.

How will we do this:

- Work with the City of Gold Coast and all levels of Government as a respected, apolitical and strong voice for the Gold Coast tourism industry
- Support the City of Gold Coast in advocating for their priority projects.
- Develop a strong marketing and communications campaign to support the advocacy program
- Maximise support and opportunities from industry bodies including Tourism and Events Queensland and Tourism Australia

ORGANISATIONAL REALIGNMENT TO DELIVER STRATEGY

BUSINESS CAPABILITY

STRATEGY ALIGNMENT

People and Partnerships

- People and Culture
- Organisation Development
- Digital Transformation
- IT Management
- Governance and Risk
- Finance

DESTINATION MARKETING & EXPERIENCES

STRATEGY ALIGNMENT

Rebuild Visitation, People and Partnerships

- Digital
- Content
- Campaigns
- Production
- Experience Development
- VICs
- Leisure PR
- Famils

STAKEHOLDER & STRATEGY

STRATEGY ALIGNMENT

People and Partnerships, Advocacy, Access

- Stakeholder Management
- Corporate Communications
- Government Advocacy
- Membership Relations
- Data and Analytics, Modelling and Trends
- Domestic and International Trade
- International Marketing
- Aviation

BUSINESS EVENTS GOLD COAST

STRATEGY ALIGNMENT

Rebuild Visitation, People and Partnerships

- Business Events
- Sector Stakeholder Relations
- Business Development
- Economic Development
- Bidding and Acquisition

DESTINATION GOLD COAST EXECUTIVE TEAM

BOARD



PATRICIA O'CALLAGHAN
CHIEF EXECUTIVE OFFICER



AUBREY SWIFT
HEAD OF BUSINESS CAPABILITY

People & Culture, Finance, Risk & Compliance,
Digital Infrastructure Transformation



DION WORKMAN
HEAD OF DESTINATION MARKETING & EXPERIENCES

Digital, Creative, Campaigns, Content,
Production & Experiences



RACHEL HANCOCK
HEAD OF STAKEHOLDER & STRATEGY

Stakeholder Engagement, Strategy,
Communication & Advocacy



SELINA SINCLAIR
HEAD OF BUSINESS EVENTS GOLD COAST

Acquisition, Attraction,
Business & Economic Development

2022/23 OPERATIONAL OBJECTIVES BY BUSINESS UNIT

📍 WET 'N' WILD GOLD COAST



BUSINESS CAPABILITY

Like many workplaces, Destination Gold Coast has had to adapt to new ways of working, establishing processes that allow us to be more agile and dynamic in our day-to-day operations. A new structure featuring four key executive roles - Head of Destination Marketing and Experiences, Head of Stakeholder and Strategy, Head of Business Events Gold Coast and Head of Business Capability is now in place. This structure forms the foundation of a strategic plan that will hit its stride in 2022/23 as organisational changes align.

Continuous improvement will continue into the new financial year, across a range of areas including Board Governance, Risk Management, Culture, WH&S, Emergency Response, and IT, allowing DGC to get a clear perspective on its strengths and weaknesses, to ensure it works to an optimal level of performance.



DGC continues to adapt to the unfolding market dynamics, with the opportunities and challenges that creates. Changing business requirements including, but not limited to, a new business events strategy and potential changes to the membership model will drive development activity. The Business Capability team will provide support to the business in implementing the changes needed to ensure the business moves with modern times.

This will result in increasing demands on workloads, with new initiatives, processes, and systems to support and enable the transition. This will require finding new, more productive ways of working to enable the business to continue its cultural transformation that has teamwork at its heart.

KEY OBJECTIVES - 2022/23 PLAN

- Embed best-practice governance frameworks, policies and organisational systems
- Drive the creation of an enhanced target culture
- Commence digital transformation by building efficient productive and agile infrastructure

DESTINATION MARKETING & EXPERIENCES

The love affair Australians have with travel remains high on the household agenda coming out of the pandemic. Travel is fast becoming a marker of normality as people seek to regain family connections, escape from their jobs, or live true to their bucket list adventures once again. With the economic importance of the tourism dollar, the travel sector will be highly contested as each Destination Marketing organisation (DMO) fights to regain customer visitation. DMO's will be rolling out the 'marketing welcome mat' with new advertising propositions, aggressive pricing tactics and best of breed social campaigns specifically designed to lure travellers to their respective corner of Australia.

Given the relatively healthy occupancy numbers since the borders opened, there is no doubt that the Gold Coast has benefitted from its reputation as the holiday capital of Australia. COVID-weary travellers have found their way to the Gold Coast and, while these

brand loyalists have helped us all pay the bills, we cannot bank on their occupancy alone to provide the visitor numbers needed to generate long term sustained growth.

As COVID becomes more of a memory than a reality, our biggest issue will be the narrow or incomplete view New South Wales and Victorian residents have of the Gold Coast. These are our two largest interstate source markets, but the prevailing sentiment is at best, neutral. We must change the belief that the Gold Coast is outdated and provide tourists with new experiences or reasons to return.

Fortunately, we are well equipped to deal with this view. There is no doubt that the Gold Coast is a vibrant, thriving and exciting place to visit – and we have added so much more to the kit bag than just our famous beaches and hinterland. It's time to build on our heritage, and bring to life the vast array of new attractions

restaurants, activities, accommodation and events as part of our mainstream marketing activity.

Look'n'book visitation will persist as we move through 2022 and we expect to see the short-term booking cycle continue as consumers remain cautious about making long term travel commitments. The short-term nature of these bookings opens up mid-week and out of school holiday opportunities. Domestic holiday travel continues to have the advantage, however international travel will slowly begin to build as travel and quarantine requirements stabilise. Our physical proximity to Sydney and Melbourne, the strength of our product offering and low-price air travel uniquely positions the Gold Coast as an easy, uncomplicated and safe holiday destination. But competition will be fierce.



DESTINATION MARKETING & EXPERIENCES

KEY OBJECTIVES - 2022/23 PLAN

- Aggressively renovate brand perception: Find new ways to tell our product story
- Broaden appeal: Balance marketing emphasis on Families and new growth segments (SINKS & DINKS)
- Be distinctive: Find a way to position our unique product offering
- Expand brand understanding: Be famous for more than just beaches and theme parks
- Drive leads to industry: Maintain a constant online web presence

KEY ACTIVITIES & INITIATIVES - 2022/23 PLAN

- Launch four campaign activity blocks to run in between holiday periods. In H2FY23 the messaging emphasis will be split into Families and SINKS & DINKS. Amplify 'new' to fast-track brand meaning
- Leverage the new Play The Day Away iconography to ensure creative consistency
- Launch a Brisbane-specific campaign to support weekly 'what's on' communication
- Aggressively grow audiences on DGC-owned media
- Deliver tactical price activity on the DGC website



📍 SURFERS PARADISE BEACH

STAKEHOLDER & STRATEGY

The tourism industry is committed more than ever before to a stronger, collaborative tourism sector. The city has fast-forwarded through the battle of travel bans and restrictions to our everyday way of life to a new financial year that brings with it exciting opportunities for collaboration, creativity and advocacy for the Gold Coast visitor economy.

With the recovery of tourism, a population boom and a commitment to capitalise on every opportunity, the Gold Coast tourism sector stands to make a strong rebound.

Our membership has grown by more than 20 per cent year-on-year, in a year when membership fees were waived to support more than 760 members across the Coast. DGC remains committed to advocating for the city, on behalf of our stakeholders to ensure the city gets its fair share.

On a domestic front, the pent-up demand for travel has seen hotel occupancy and airport visitation return to pre-COVID levels during high-peak periods. However, international recovery will be slow as airlines look to reinstate routes based on demand and government support.

Tourism and hospitality operators are working hard to re-instate services but continue to face uphill challenges in finding qualified staff amid a significant employee exodus from the industry during the pandemic. Some are returning, but the challenge remains to advocate on behalf of our members and the city that the tourism industry can, and does, provide prosperous and rewarding career paths. The return of international students and working holiday makers should provide some relief in the new financial year.



 HOTA GALLERY

STAKEHOLDER & STRATEGY



KEY OBJECTIVES - 2022/23 PLAN

- DGC will aspire to create a more powerful, united community for tourism and will deliver a new level of tailored support for member partners as our key markets return. Through cooperative marketing, industry development, experience design, advocacy, and collaboration initiatives, DGC is committed to evolving membership services for the future, achieving better alignment of cost to value.
- We will continue to support the City of Gold Coast in attracting State and Federal support for new tourism infrastructure, products and experiences, and engage with the private sector to secure support for policies and initiatives that support a thriving Gold Coast visitor economy.
- We will be the leading voice on all Gold Coast tourism matters and be viewed as an industry leader among the national and global tourism sector.

KEY ACTIVITIES & INITIATIVES - 2022/23 PLAN

- Explore a new membership model in partnership with industry consultation and technology for the beginning of 2023/24.
- Deliver on the Visitor Economy Vision Strategy, in collaboration with City of Gold Coast, MEGC, Study Gold Coast and HOTA.
- Deliver our members an annual events calendar addressing priority areas for industry development, including digital empowerment, media and PR and data insights, as well as provide opportunities to bring members together to share best practices.
- Strengthen peer-to-peer connectivity through our cross-agency sector collaboration including quarterly industry roundtables, quarterly business leader Q&As, and tourism industry board meetings.
- Secure maximum share of focus and funding via all avenues of government support to drive our industry's recovery and sustainability.
- Support the City of Gold Coast in advocating for our pipeline of Gold Coast developments to be top-of-mind for priority funding.
- Develop media partnerships' strategy and drive platform-owned events on the Gold Coast including World Tourism Day and International Women's Day.
- Keep the industry informed on the latest news and developments via industry newsletters, podcasts and social media channels.

AVIATION & INTERNATIONAL TRAVEL TRADE

Aviation access is an essential component to the overall success of the Gold Coast tourism industry and will be critical to the city's tourism and economic recovery.

In partnership with Gold Coast Airport and airlines, DGC moved swiftly to support a rapid return of domestic capacity into the Gold Coast once domestic borders opened.

This was achieved through a strategic focus on expanding the Gold Coast's direct route network and increasing capacity on existing domestic services. With Australia's international borders open, our immediate focus is to support the return of direct international aviation access into both Gold Coast and Brisbane Airports. The reinstatement of pre-pandemic international services with New Zealand and Asia are a priority in 2022/23.

Rebuilding the Gold Coast's international visitation will also require a partnership-led strategy focused on converting bookings and building travel confidence DGC will work closely with our preferred travel trade partners and airlines on tactical activity that is designed to grow volume. We expect international markets to return and recover at varying speeds based on restriction and testing requirements, aviation connectivity and travel confidence and the environment to remain dynamic for most of 2022/23. DGC will remain responsive and agile with our priorities and efforts focused on international markets best positioned to deliver immediate and sustained visitation.



📍 GOLD COAST AIRPORT

AVIATION & INTERNATIONAL TRAVEL TRADE



KEY OBJECTIVES - 2022/23 PLAN

- In partnership with airports and airlines, rebuild and grow international visitation by supporting the restoration of pre-pandemic aviation connectivity into Gold Coast and Brisbane Airports.
- Work with the State Government and airline partners to promote the destination and aviation connectivity to grow inbound frequencies and visitation.
- Leverage partnerships to lead a robust international tactical plan focused on immediate and sustained conversion that acknowledges shifts in consumer planning and booking behaviour because of COVID-19.
- Work with influential travel trade partners and DGC members to expand bookable Gold Coast product to reflect the diversity and growth of tourism offerings in the region.

KEY ACTIVITIES & INITIATIVES - 2022/23 PLAN

- Maintain strong and supportive relationships with airline and airport partners.
- Provide support to both Gold Coast and Brisbane Airports to restore international aviation connectivity and identify new route opportunities.
- Partner with airlines on domestic and international tactical marketing initiatives aimed at driving conversion and building sustained demand.
- Domestically, focus on Sydney, Melbourne, Adelaide and Tasmania to convert travel through inbound airline sales and promotions.
- Partner with airlines to promote the Gold Coast and rebuild visitor demand from New Zealand, Singapore, Japan and Korea.
- Provide ongoing destination updates and new product information to airline marketing teams to increase share of voice across airline owned channels.
- Deliver a robust tactical plan with preferred international travel trade partners to ensure the Gold Coast is front and centre of consumers' minds when looking at travelling to Australia.
- Build close and supportive relationships with international travel trade partners to educate and introduce new Gold Coast tourism products and experiences via travel trade familiarisations, in market missions and events, travel trade engagement platforms.
- Lead DGC member missions to New Zealand, Japan and other priority markets to connect DGC members and introduce new product for itinerary development.
- Work closely with Tourism Australia and Tourism and Events Queensland to maximise Gold Coast's share of voice in their international market recovery plans.

BUSINESS EVENTS GOLD COAST

The Business Events Gold Coast team has been laser focused on the long-term success of the Gold Coast and emerged from the pandemic with a detailed action plan that will play a critical role in creating a resilient and future forward visitor economy.

The five-year strategic plan will unlock new markets and implement the right business model, talent and structure to grow Sunday to Thursday business for the city. Importantly, the strategy will align with the city's strategic themes and how business events will play a key role in the development of the city.

Key sectors of growth have been identified to form part of a focused business development plan that is already achieving exciting results. The team has been reorganised into the following industry sectors, working together with city stakeholders to retain, attract and incubate events that will enable us to increase our conversion and showcase the incredible assets we have in our backyard.

- Engineering
- Education
- Health and Medical
- Retail
- Film & Sport
- Construction and Real Estate



Our strategy will evolve into and beyond the 2032 Olympic Games and in line with the growth trajectory of the city and where the council are investing.

In March 2022, we launched a key pillar of the strategic plan, The Imagination capital of Australia, a fresh and innovative campaign platform designed to position the Gold Coast as a leading player for business events worldwide.

This new positioning marks a significant moment in the city's history where the creation of a unique identity for business events cements its importance to our overall visitor economy. Through this campaign, DGC has already begun to showcase the many great innovations happening within our city and businesses. With a saturating presence at the AIME International Trade show, imminent roll out of The Imagination Capital of Australia digital campaign and the planning of the annual This is Gold Coast familiarisation event underway, the Business Events team has started 2022 at an incredible pace.

In an amazing bounce-back recovery, 144 events have been booked on the Gold Coast in 2022, including Tourism and Transport Forum's Green Revolution Summit, and Screen Forever - one of the largest congregations of screen industry professionals in the Southern Hemisphere.

Already locked in, is an increasing pipeline of important international events across all sectors, including the International Society for Suicide Prevention (IASP) Asia Pacific Conference 2022, the 2023 World Federation of Chiropractic Biennial Congress, the International Communication Association (ICA), World Congress 2024 and the 35th Australian International Education Conference (AIEC).

The business events sector is crucial to the city, with one in every two meetings held in Queensland pre-pandemic hosted on the Gold Coast - contributing \$570 million annually to the Gold Coast economy. The sector is a high-yield segment of the visitor economy, bringing direct and indirect economic impact to the Gold Coast and a significant boost to employment with many of the 35,000 jobs across 4,400 tourism businesses in the city directly and indirectly linked to the sector.

BUSINESS EVENTS GOLD COAST

KEY OBJECTIVES - 2022/23 PLAN

- Build Gold Coasts reputation and profile to increase lead generation and confirmed business
- Provide greater value and access for customers
- Target the right customers with the right messages

KEY ACTIVITIES & INITIATIVES - 2022/23 PLAN

- More structured, optimised bidding opportunities that align with city stakeholders.
- Create new events through partnering with existing, using our assets in sectors we lead in.
- Build a modern ambassador program, with trusted and respected locals using their voice, reach and network.
- Align with economic development to build our network and leverage our assets.
- Develop a more structured Gold Coast program bringing together key players to build a true team.
- Put in place a plan to Invest in long term customers to extend Customer Lifetime Value – winning new customers is more costly than retaining customers.
- Continue to build our brand and communications program that tells our story of a place to do business.
- Deliver a robust research program to understand customer insights, value, who we target and how.



📍 RACV ROYAL PINES RESORT

FY23 ACTIVITY CHART

	JULY				AUGUST					SEPTEMBER				OCTOBER				NOVEMBER				DECEMBER				JANUARY				FEBRUARY				MARCH				APRIL				MAY					JUNE							
	5	12	19	26	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28	5	12	19	26	2	9	16	23	30	6	13	20	27	6	13	20	27	3	10	17	24	1	8	15	22	29	5	12	19	26		
SCHOOL HOLIDAYS																																																						
DOMESTIC CAMPAIGNS																																																						
HERO CAMPAIGNS									Block 1								Block 2												Block 3												Block 4													
SYDNEY AND MELBOURNE							Audience A								Audience A												Audience A				Audience B								Audience A				Audience B											
DIGITAL MEDIA									Audience A								Audience A												Audience A				Audience B								Audience A				Audience B									
BRISBANE RADIO	WEEKLY 'WHAT'S ON'																																																					
DGC OWNED MEDIA CHANNELS	FACEBOOK, INSTAGRAM , DATABASE (eDM'S) AND WEBSITE ACTIVITY																																																					
FAMILS	MEDIA, TRADE AND INFLUENCER FAMILS																																																					
TRADE EVENTS																																																						
										DGC SINGAPORE MISSION									ATEC MEETING PLACE																	DESTINATION AUSTRALIA CONFERENCE									ATE							DGC NZ MISSION		
						TA MARKETPLACE NORTH AMERICA				TA MARKETPLACE JAPAN AND KOREA								TA MARKETPLACE UK AND EUROPE												DGC ITO CONNECT								ATE																
BUSINESS EVENTS																																																						
DOMESTIC					CITY ADVOCATES PROGRAM LAUNCH				GC CONNECT BRISBANE				DIRECT SELLING ASSCN												AIME				PCOA								ASSOCIATIONS FORUM				THIS IS GOLD COAST													
INTERNATIONAL	IT AND CM												IMEX USA				SALES MISSION JAPAN												BEA CHINA								IBTM SINGAPORE				IMEX FRANKFURT				BT MICE CHINA									
	BEA S'HAİ																CONNECT NZ																				IBTM SINGAPORE				IMEX FRANKFURT				BEA G'ZAOU									
INDUSTRY EVENTS																																																						
MEMBER EVENTS			TOURISM PR AND MEDIA WORKSHOP							RESEARCH AND INSIGHTS SUMMIT							TEQ/DGC CONVERSATIONS WITH INDUSTRY				DGC MEMBER XMAS PARTY									B2B MEMBER SYMPOSIUM											DIGITAL EMPOWERMENT SYMPOSIUM													
MARQUEE EVENTS									WORLD TOURISM DAY 27 SEPTEMBER												QUEENSLAND TOURISM AWARDS 4 NOVEMBER				AGM 23 NOVEMBER												INTERNATIONAL WOMAN'S DAY LUNCH 8 MARCH																	
																					DESTINATION Q 3 NOVEMBER																																	

Disclaimer: All details correct at the time of publishing.