

Pivoting and Realigning  
your Product

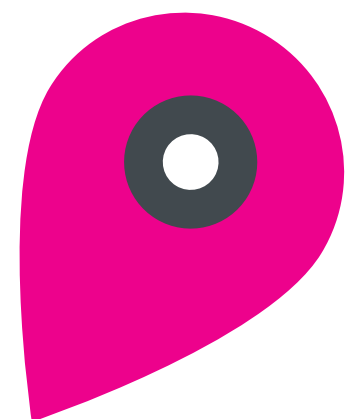
Drive Market

Domestic Ready

Events



QUEENSLAND  
TOURISM INDUSTRY  
COUNCIL



pinnacle  
TOURISM MARKETING



# Contents

## Contents

Realigning and Pivoting

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Adapt, change and innovate

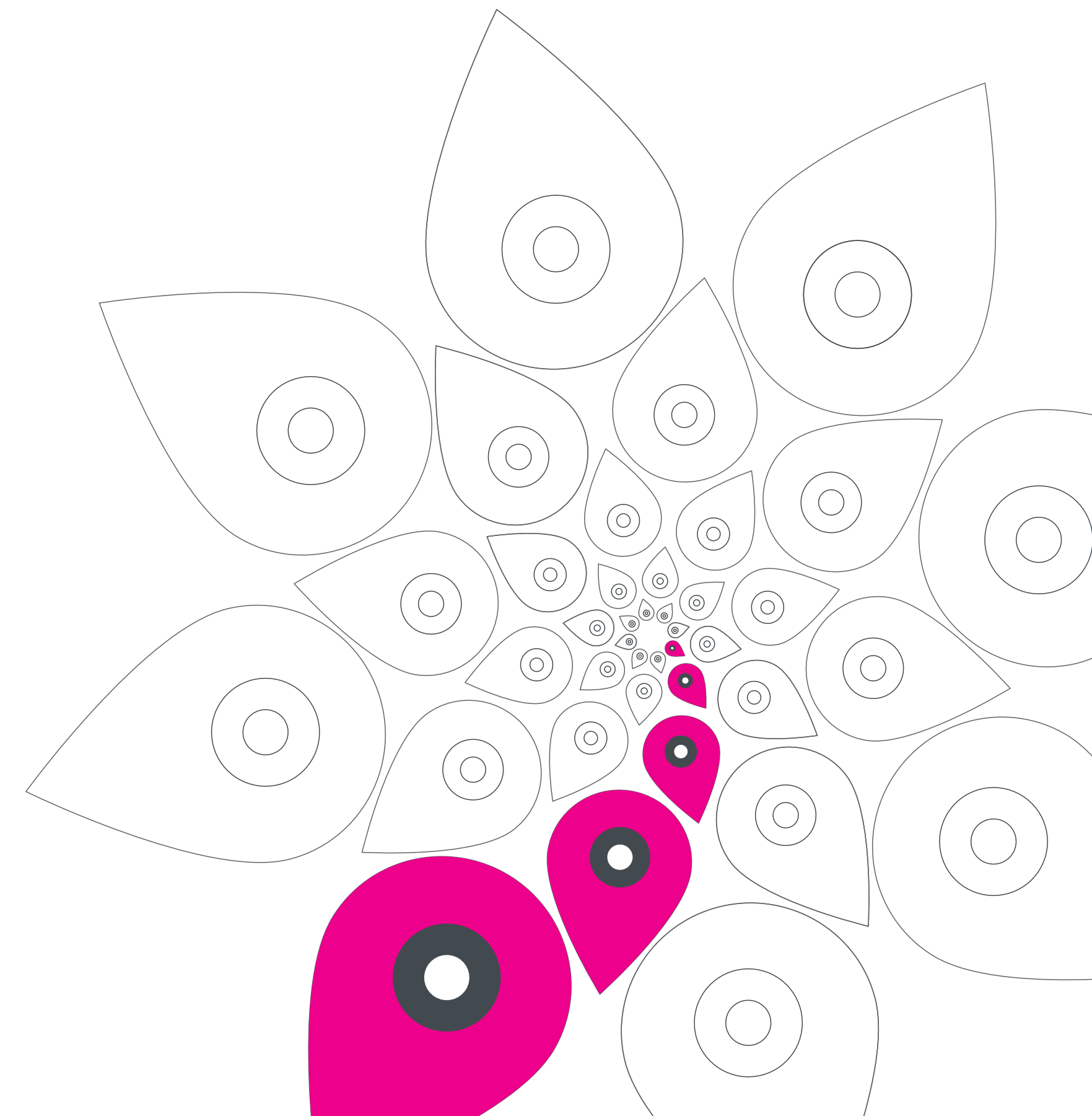
The Drive Market

Domestic Ready

Ignite Travel - Australia's Most Innovative Travel Company

Events - Undara Experience

A Case Study in Realigning, Pivoting and Innovation



## Some learnings so far.....

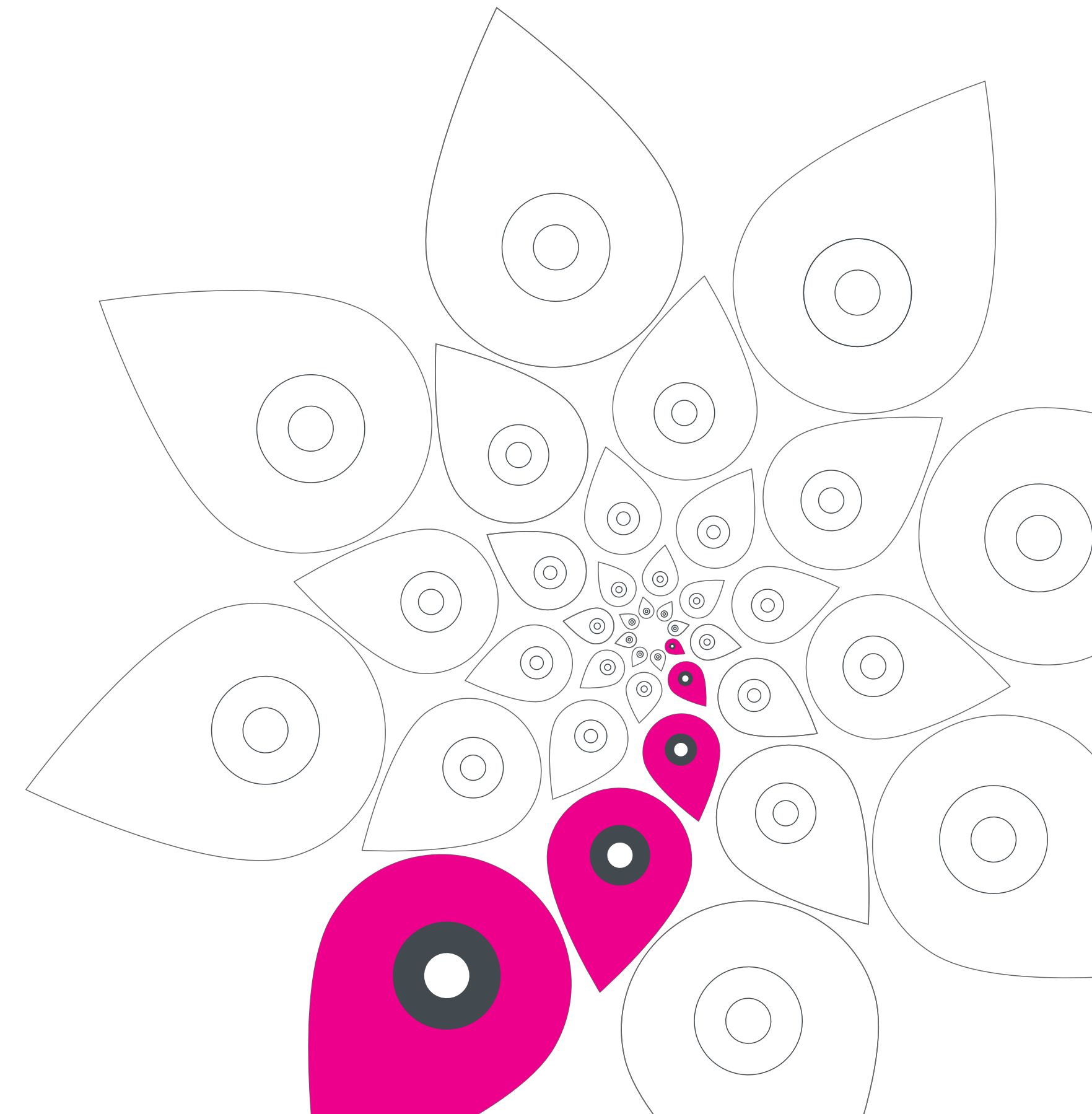
These are some of the take outs that we have embraced over the last 4 months as we try and manoeuvre through COVID 19.

More than ever, we need to be able to:

- Understand our customer in a much deeper way
- Be nimble and **move quickly**
- Understand our business and its **bottom line**
- **Maintain a connection** with our customers, new and old
- Remain **unafraid of change** and of doing things differently

### Top Tip

We are far from being out the other side of this event - it's not too late to adopt these strategies in your business



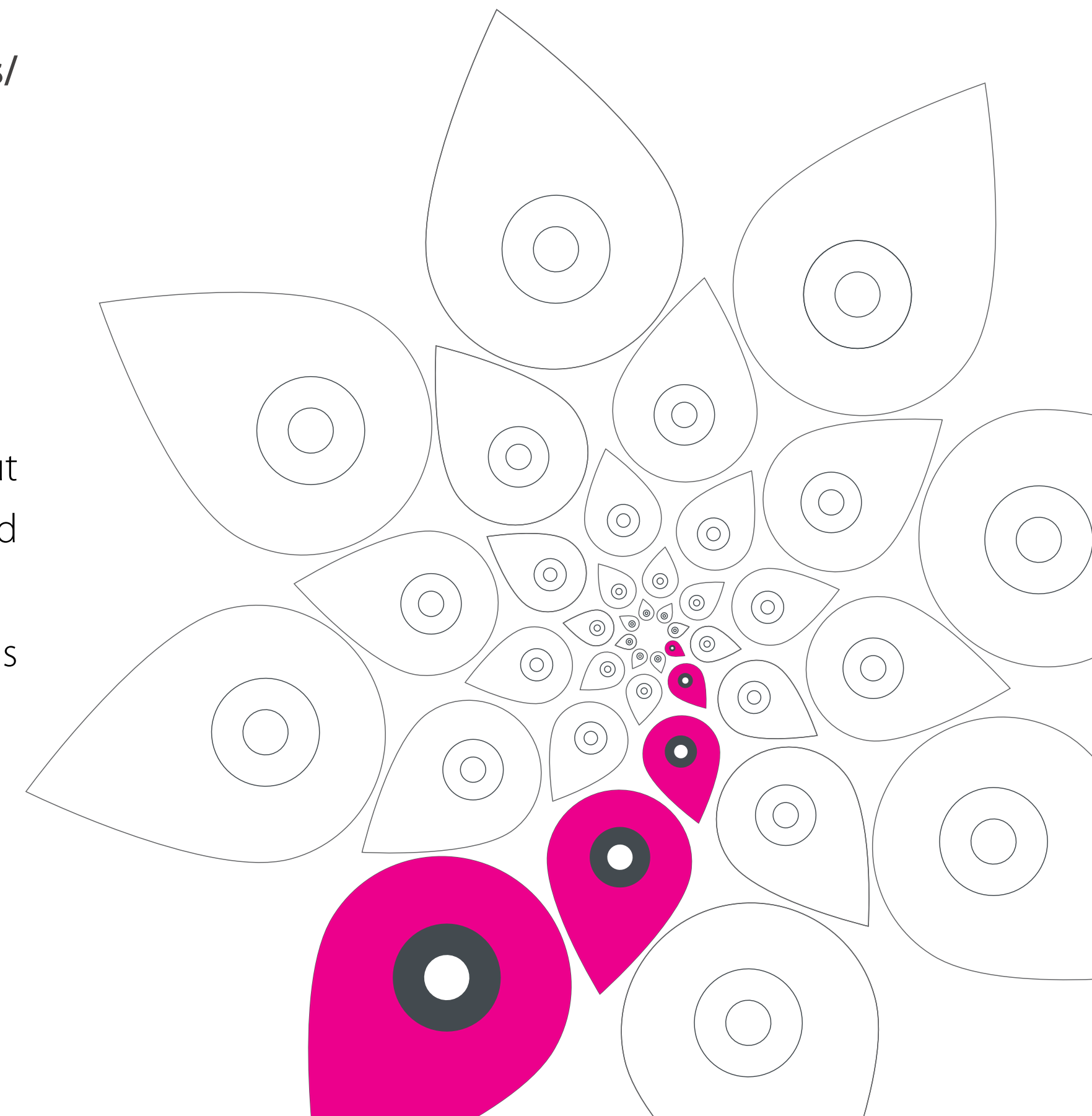
## A new audience

Like never before, you need to develop an understanding of where your customers/guests/passengers are and how you can talk to them.

- Develop new ways of **reaching your existing audience**
- Establish **new partnerships and new collaborations** to reach new markets
- Understand **what is going to motivate these markets** to travel and engage
- **Cultivate the offering** to meet market needs
- To think that a past offering will resonate with a new audience could be a mistake. It may do, but in a lot of instances you will need to **create and curate deals, packages and offers** that would stimulate that particular market
- Instead of saying “that’s not how we have done things in the past”, ask yourself if this is something **you can make work now**
- Be open and totally flexible

### Top Tip

Don't say to yourself we have never done this before, ask yourself can we do this





## Create and Curate Offers

### Top Tip

Create tailored offers for each market to build base business and fill need periods.



### LOCAL MARKET

Offer	Stay 2 Save 50%
Sale Dates	1 month
Travel Dates	Now until 18 Dec 20
Block Out Dates	September school holidays
Room Type	One Bedroom Apartments
Conditions	Minimum 3 night stay; Direct only
Distribution Channels	<ul style="list-style-type: none"> <li>Social Media</li> <li>Website</li> </ul>



### OTA MARKET

Offer	10% Off
Sale Dates	3 months
Travel Dates	All travel dates
Block Out Dates	N/A
Room Type	All room types
Conditions	Not redeemable with any other offer
Distribution Channels	<ul style="list-style-type: none"> <li>Booking.com</li> <li>Get Your Guide</li> </ul>



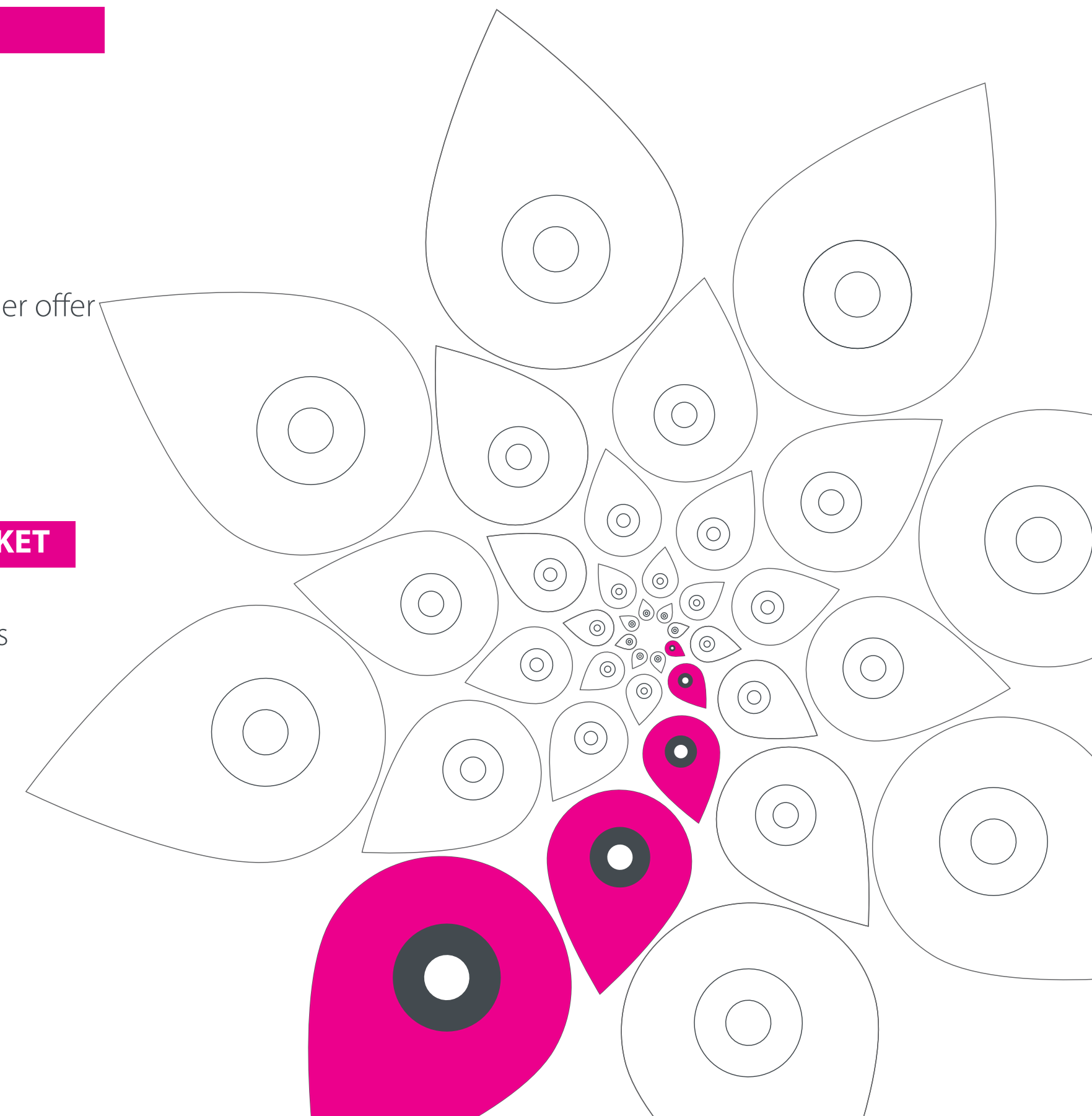
### DOMESTIC FLASH SALE CAMPAIGN

Offer	Sharp Nett Rates + Value Adds
Sale Dates	01 Aug 20 - 31 Aug 20
Travel Dates	01 Aug 20 - 31 July 21
Block Out Dates	School holidays, Xmas, Easter
Room Type	All room types
Conditions	Minimum 5 night stay
Distribution Channels	<ul style="list-style-type: none"> <li>Ignite - My QLD Holidays</li> <li>Luxury Escapes</li> </ul>



### DOMESTIC / INTERNATIONAL WHOLESALE MARKET

Offer	Stay 4 Pay 3
Sale Dates	TBD by wholesaler campaigns
Travel Dates	Low season dates
Block Out Dates	Xmas, Easter, Peak Holidays
Room Type	All room types
Conditions	Maximum 1 free night
Distribution Channels	<ul style="list-style-type: none"> <li>AOT/Helloworld</li> <li>Flight Centre</li> </ul>



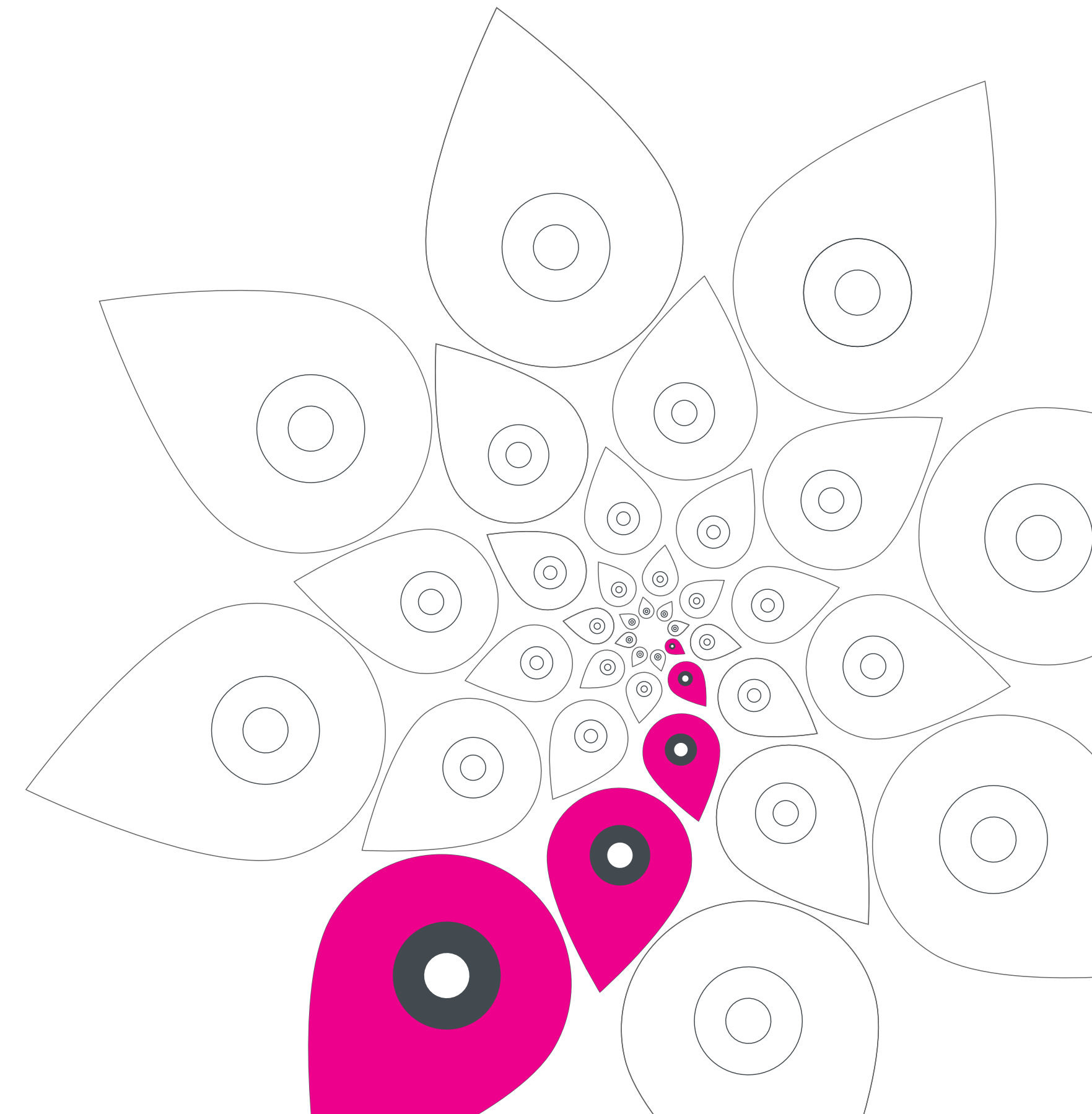
## Notice....what notice!!

Because of the way that different channels have opened up, the ability to adapt quickly is now a critical need of being able to do business.

- The ability to **have “channels” of distribution ready** in order to reach audiences and markets as they come online is a necessity
- As things fluctuate, different markets will open with **limited notice**
- If you are looking to get started as announcements are made, then **you could be too late**
- You need to have your offers and product ready to go so that you **maximise the opportunity**
- We are far from exiting this event, there is going to be an ongoing need to **adjust, realign and**, that word again, **‘pivot’** for many months to come
- We are no longer in an environment where we have a mass, all-encompassing market to talk to
- We are existing in a world where markets are being “drip fed” to us and our challenge is to ensure we have the ways and the means to talk to that audience in a very specific way

### Top Tip

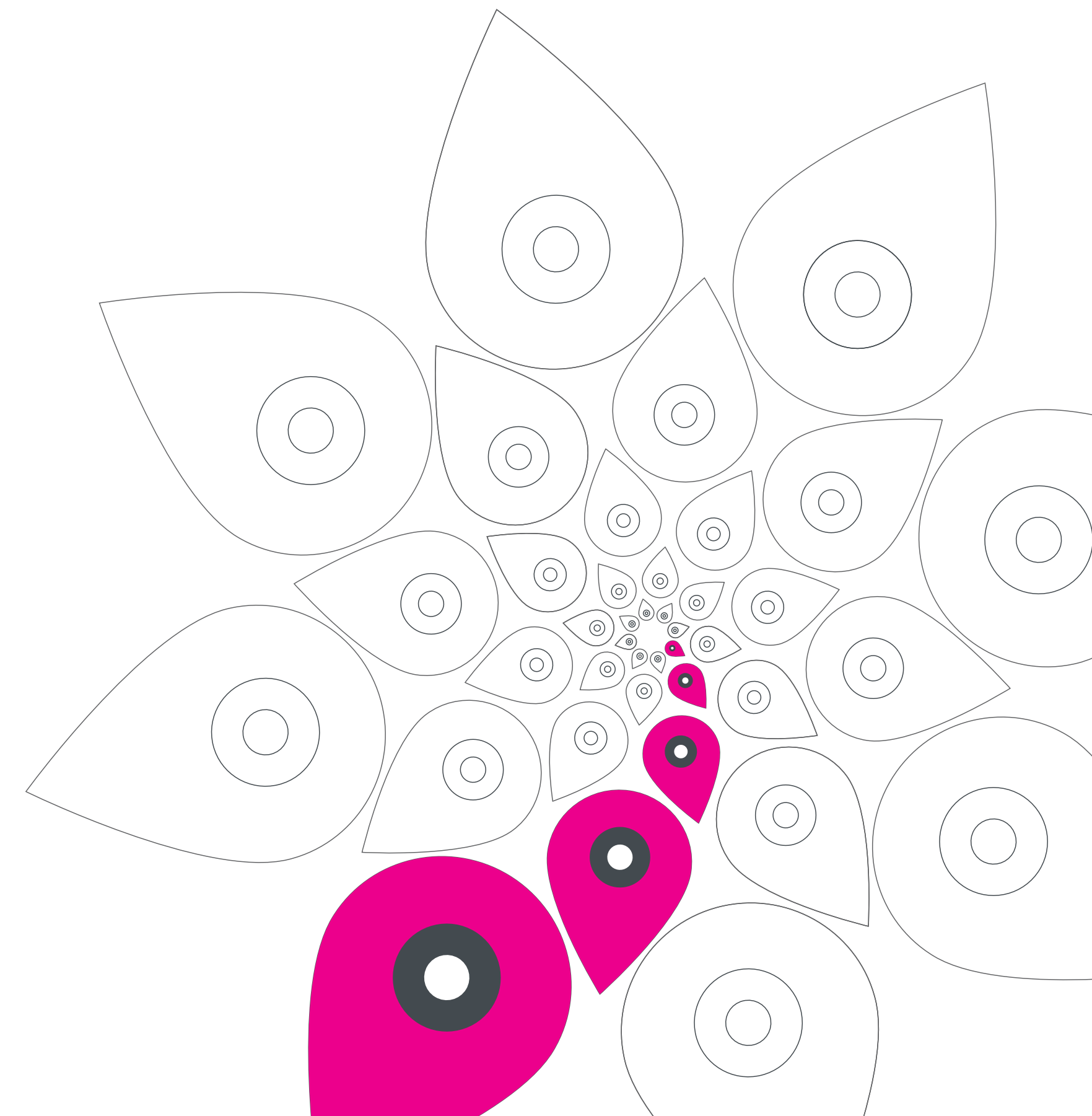
If you are waiting for the starters gun to get moving, it may be too late



## The line in the sand!

Because of the need to realign to markets that you may have previously not been active in or may have represented a smaller part of your business, the need to understand where you are still making money or not is a critical factor.

- We have observed that the market is responding to **value driven offers**
- Are you in a position to put forward value driven tactical offers?
- Do you have room in your pricing to be able to expand your distribution channels?
- The market is incredibly cluttered so standing out from the crowd is a big factor. **How will you do this?**
- The need to “**meet the market**” in terms of your market expectation is also essential
- The markets you are talking to are different, so the ability for your business to **adjust is a key consideration**





## Don't forget!!!

While we focus on new markets, or expanding current markets into more significant sources of visitation, previous markets have not vaporised. They have not gone anywhere they just can't get here.....

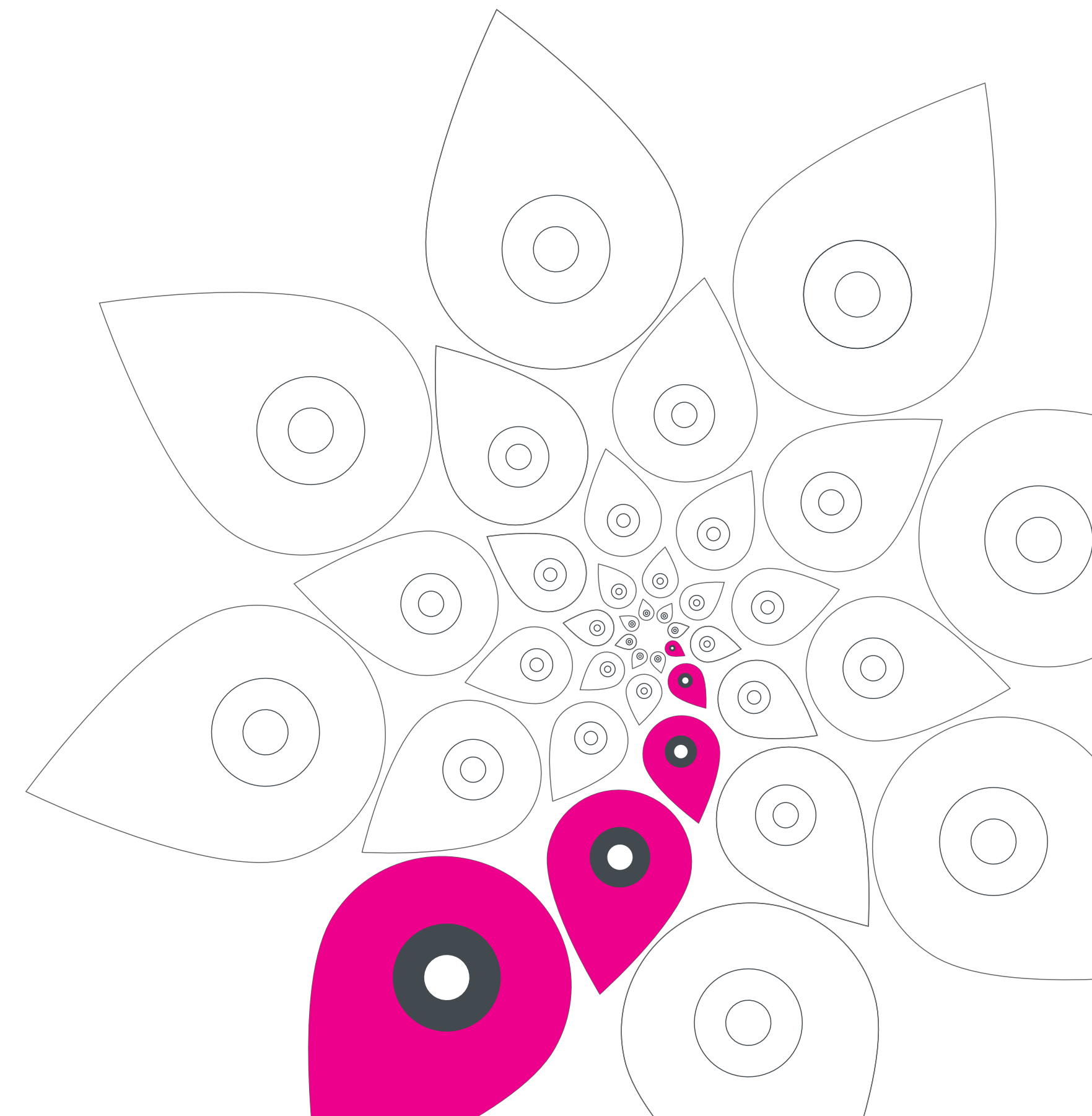
- If you are not seeing your traditional market/s you need to consider how you are going to **continue the connection**
- There have been some fantastic **new and innovative ways** that tourism products have continued the relationship from afar
- This could be something that you could adopt in your business moving forward.....

### To consider

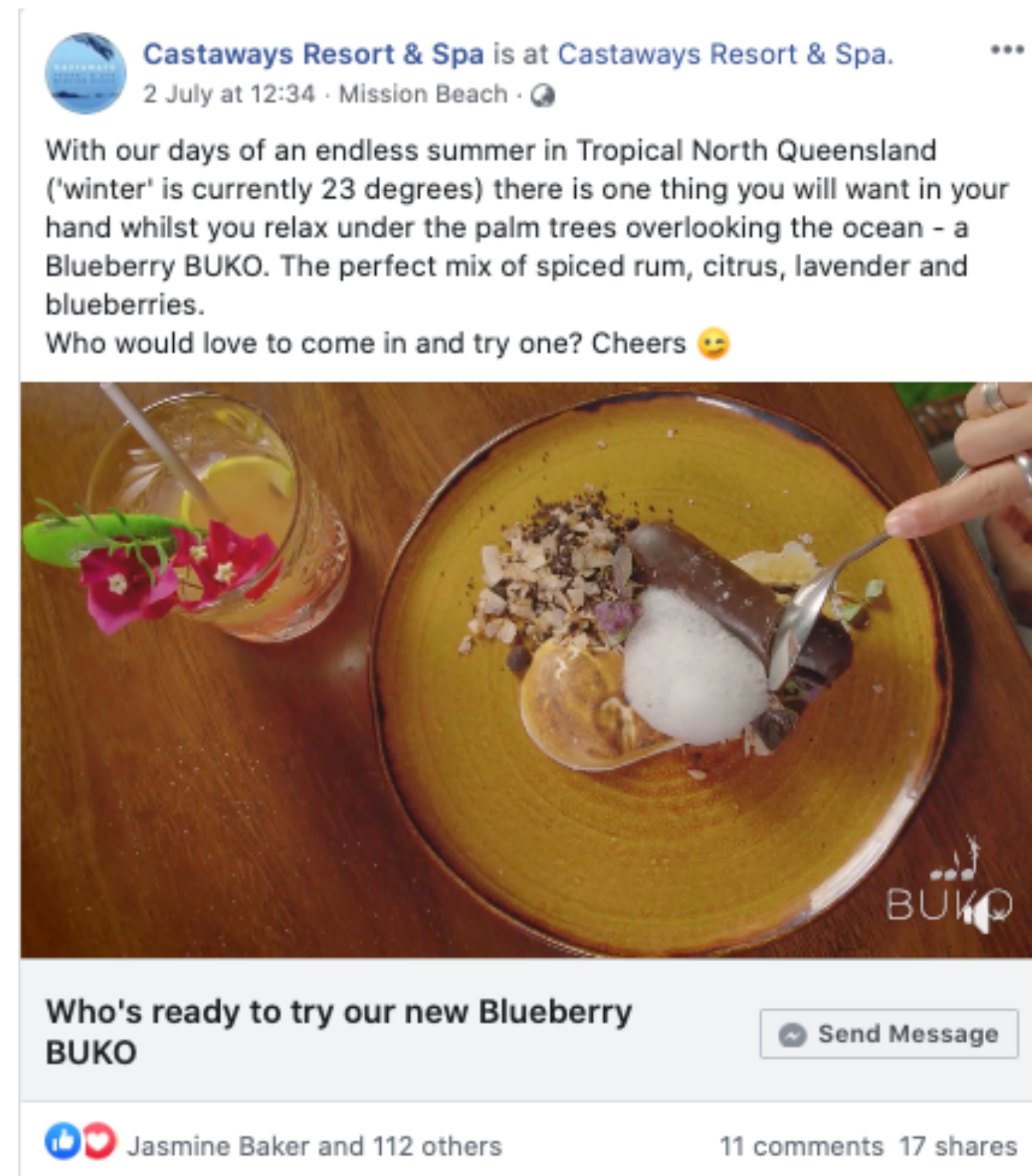
- Video conferencing
- Social media channels
- The collation of guest names - COVID requirements now ensure you have a ready database of past guests you can talk to moving forward (make sure you comply with privacy laws)

### Top Tip

Our industry is based on relationships, you need to work to keep them alive







Your product to your audience....virtually



Continuing the relationship from afar



Keeping product knowledge and awareness at the forefront of peoples minds





Don't be afraid of  
change.....

# Change and Innovation....embrace it!!!!

**The risk we have in business is to think that our world will return to as it was before this event. Our reality is that it's going to look different, so therefore we must be prepared to be different.**

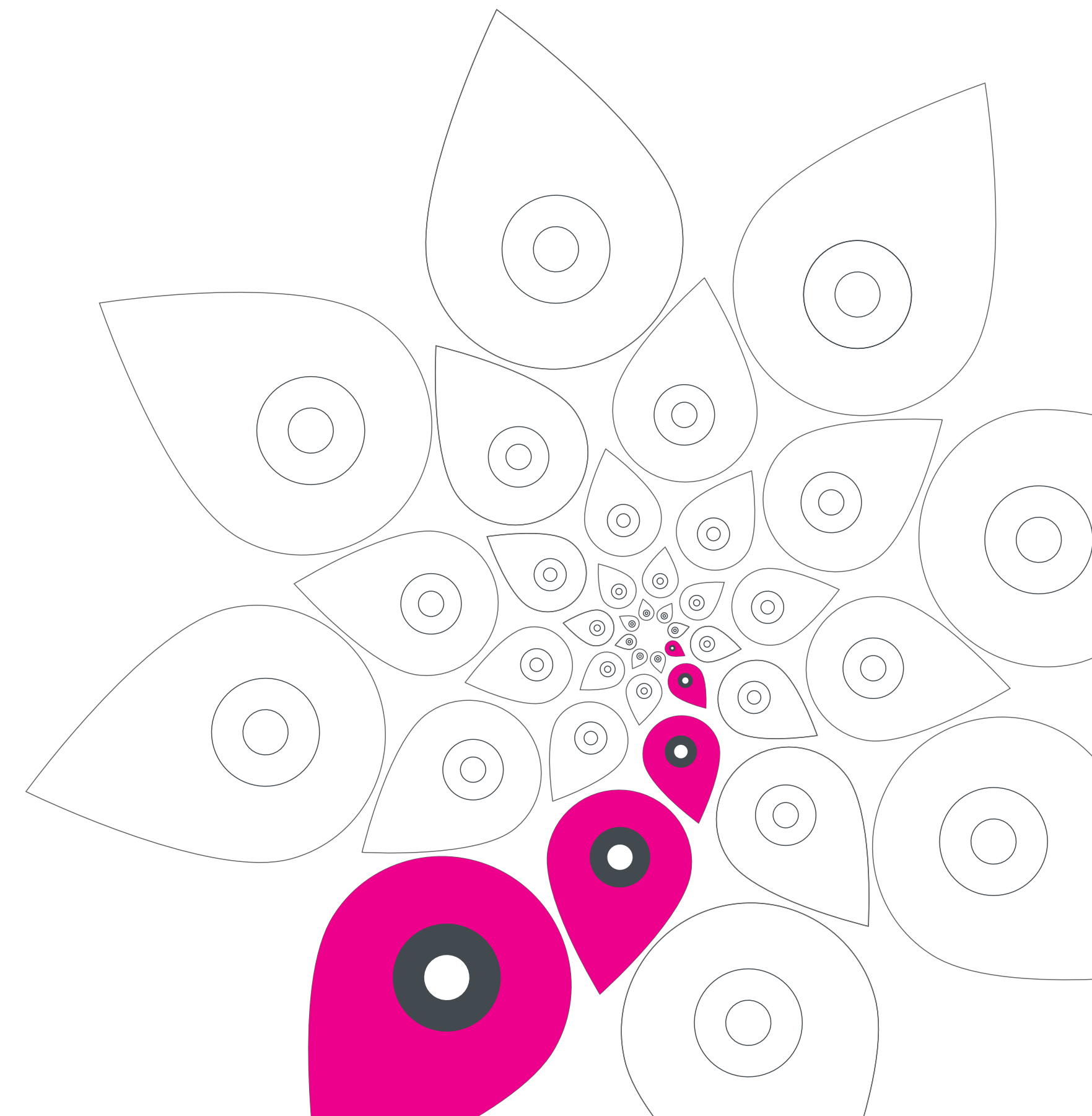
We are already seeing change.....

- The number of people now working from home as opposed to offices
- The way we are conducting business via video conferencing solutions
- We are seeing a reduction in cold hard cash in favour of digital payment methods

and this is just the start.....

How change impacts our businesses is a very individual thing, but be prepared to look at it and embrace the opportunity. From a marketing point of view, at the very least use this time to ask...

- How am I talking to my audience/market
- Can I be doing this better?
- Can I be doing this more efficiently?
- Can I be doing this differently?



## Change and Innovation....embrace it!!!!

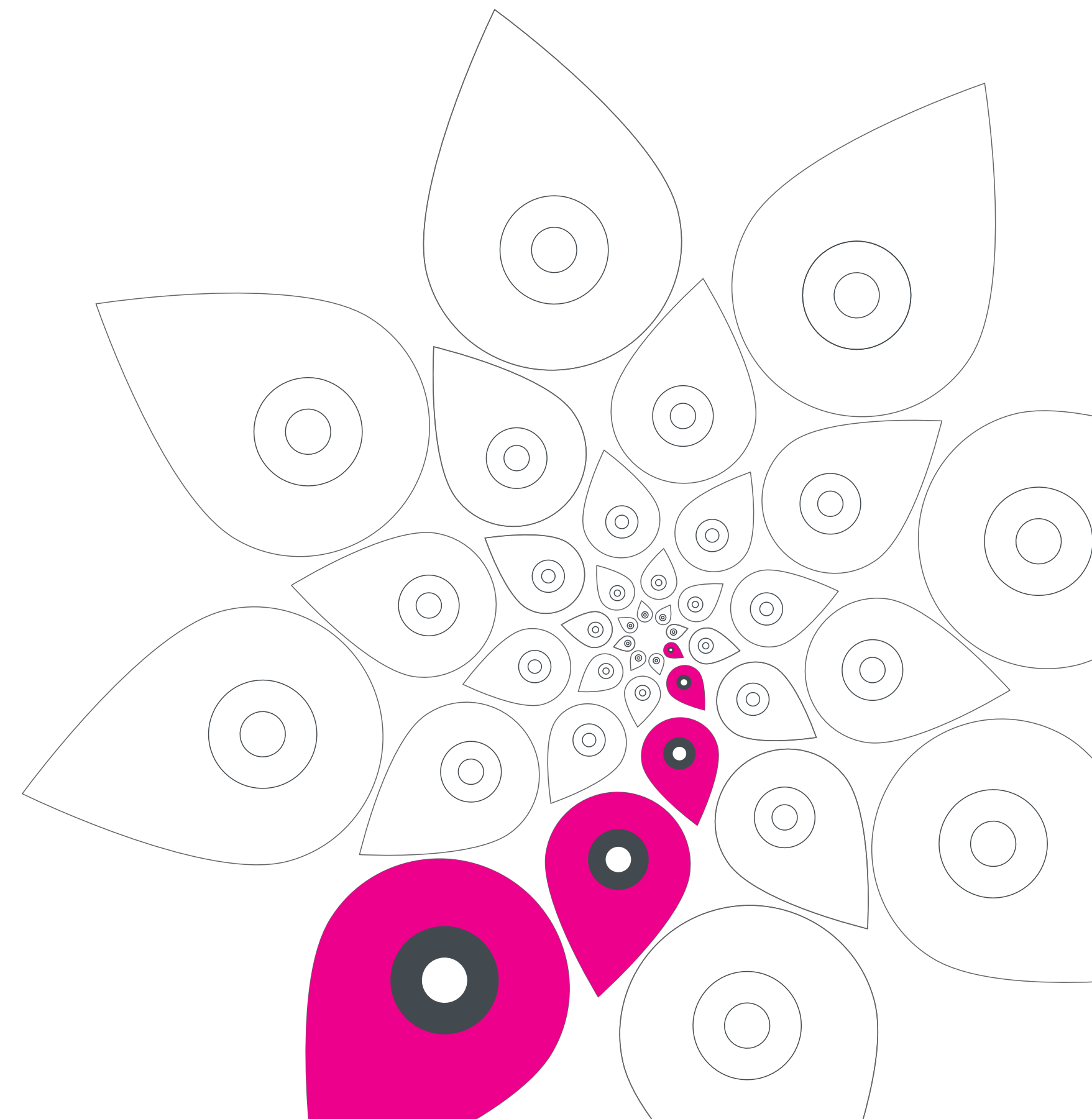
**"The very definition of insanity is doing the same thing over and over again, but expecting different results" Albert Einstein**

Change flows through not only to our business processes, but also to the guest experience that we are offering. Again, be prepared to ask the questions in your business.....

- If you are looking to attract a different market to what you have attracted previously, does your product delivery need to change or adapt?
- As much as you may have designed your product around a particular market, you may need to realign to meet the expectation of your audience that you can speak to
- This may be in price, inclusions, the style of cuisine you are serving, your hours of operation, the list goes on...

**The key factor and element is to be prepared to adapt and to adopt**

**Top Tip**  
Be prepared to adapt and to adopt

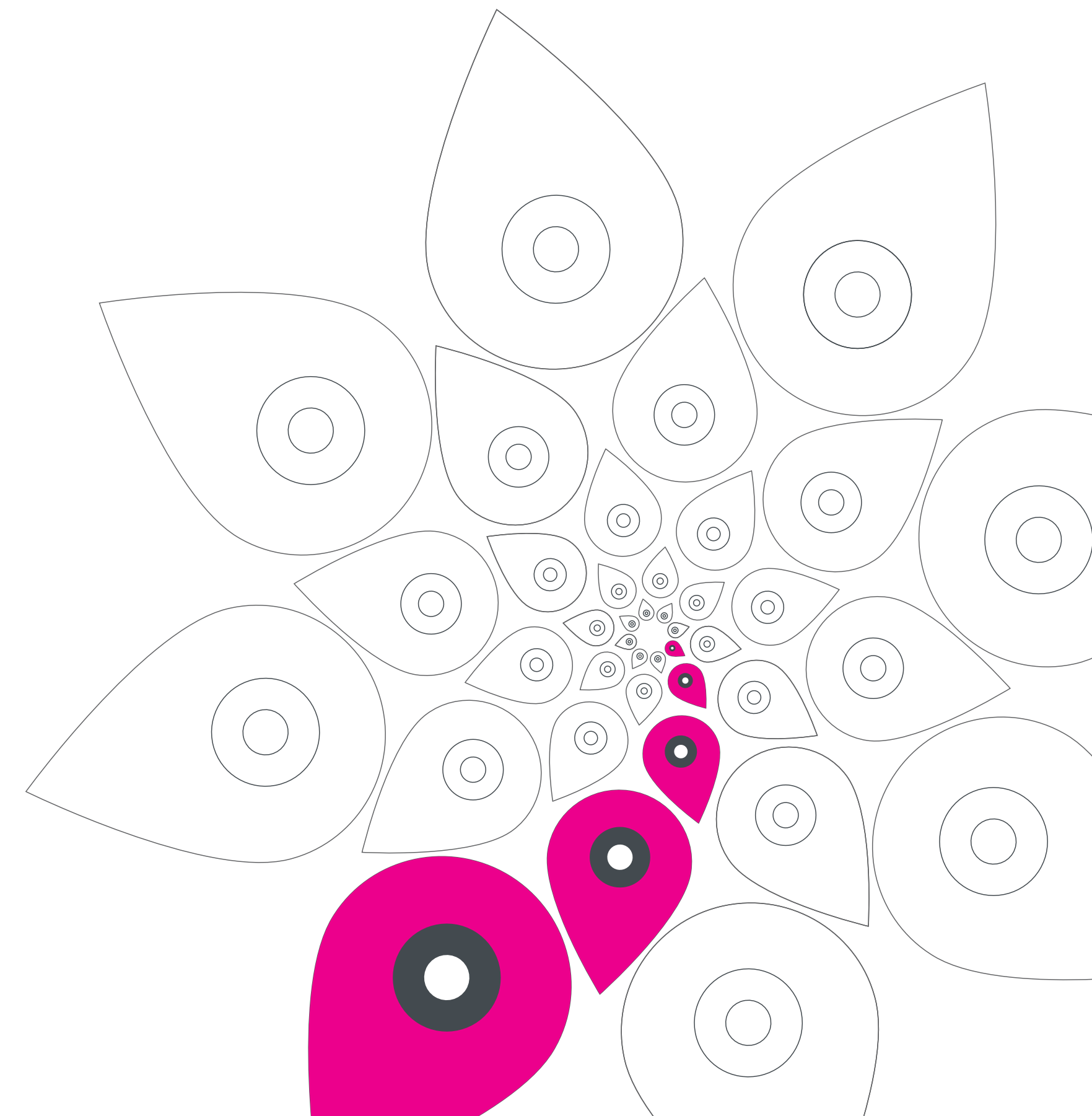


## Is the drive market significant?

Absolutely! It is massive and needs to be recognised as such. In the year ending December 2019, a total of 13.7 million leisure domestic visitors used self drive as a mode of transport during their travel in Queensland. In absolute terms, the 55+ age group is our biggest self-drive market, and self-drive travel is growing fastest among the the 35-44 age group.

**Self Drive Leisure Visitation by Age**  
Year ending December 2019

	Vistation	Growth over year	% of Total Visitors
15-24	2,389,000	4.4%	69.7%
25-34	2,340,000	1.5%	71.5%
35-44	2,252,000	19.8%	76.4%
45-54	2,223,000	17.3%	74.0%
55+	4,459,000	10.4%	73.7%
Total	13,662,000	10.1%	73.1%





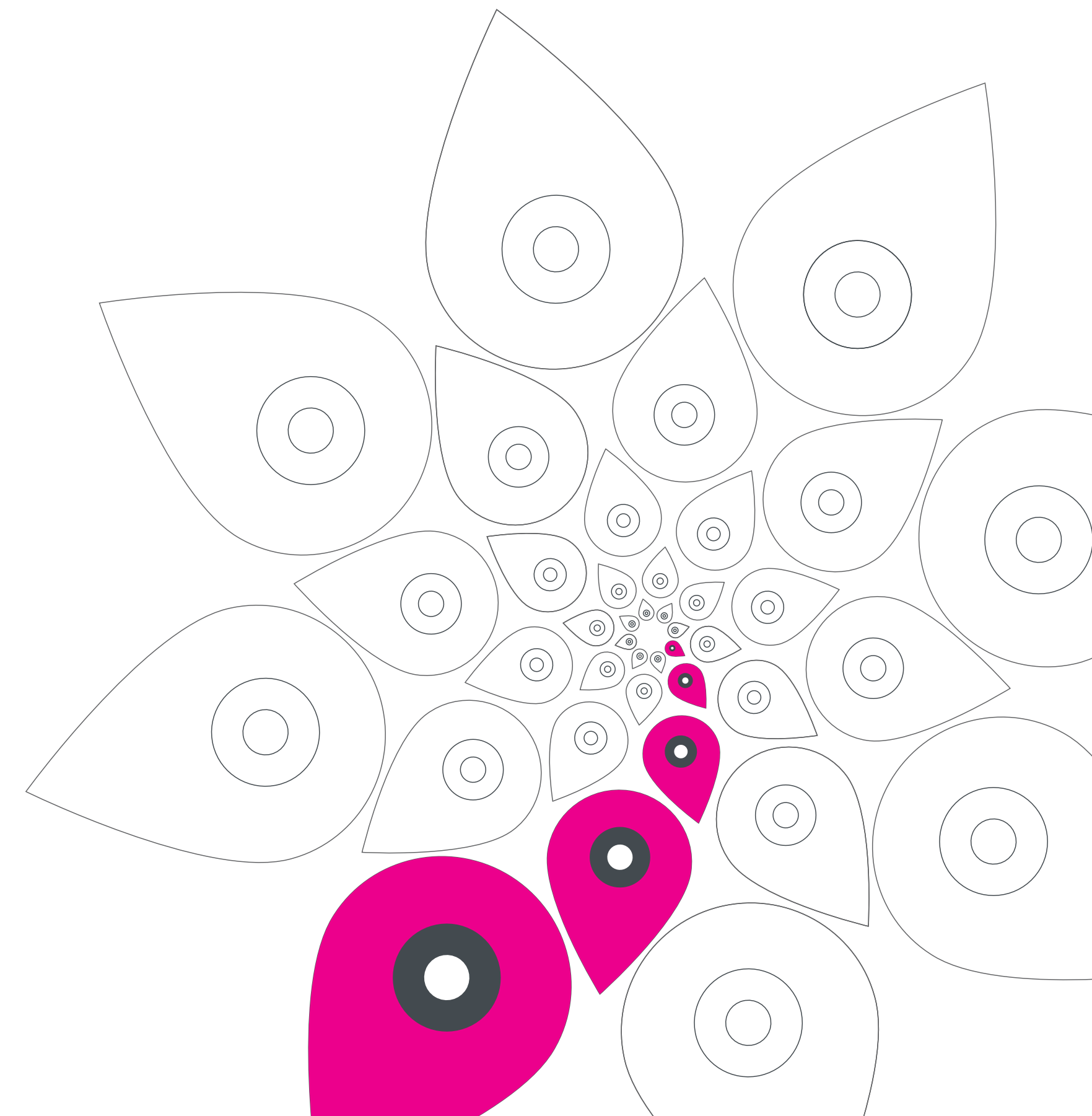
## Self-drive visitation by region

Brisbane is the most popular self-drive region in Queensland. Surrounding regions are also significant and as we move further up the coast, it drops because of the geographical expanse of QLD.

### Self Drive Leisure Visitation by Region

Year ending December 2019

	Vistation	Growth over year	% of Total Visitors
Brisbane	4,008,000	17.5%	71%
SGBR	1,217,000	14.9%	85%
SQC	1,441,000	6.3%	94%
Fraser Coast	539,000	-4.0%	84%
Gold Coast	2,294,000	11.0%	65%
Mackay	283,000	-19.1%	69%
Townsville	535,000	-14.3%	67%
Outback	376,000	0.6%	82%
Sunshine Coast	2,902,000	6.7%	81%
TNQ	929,000	15.0%	55%
Whitsundays	239,000	25.2%	46%





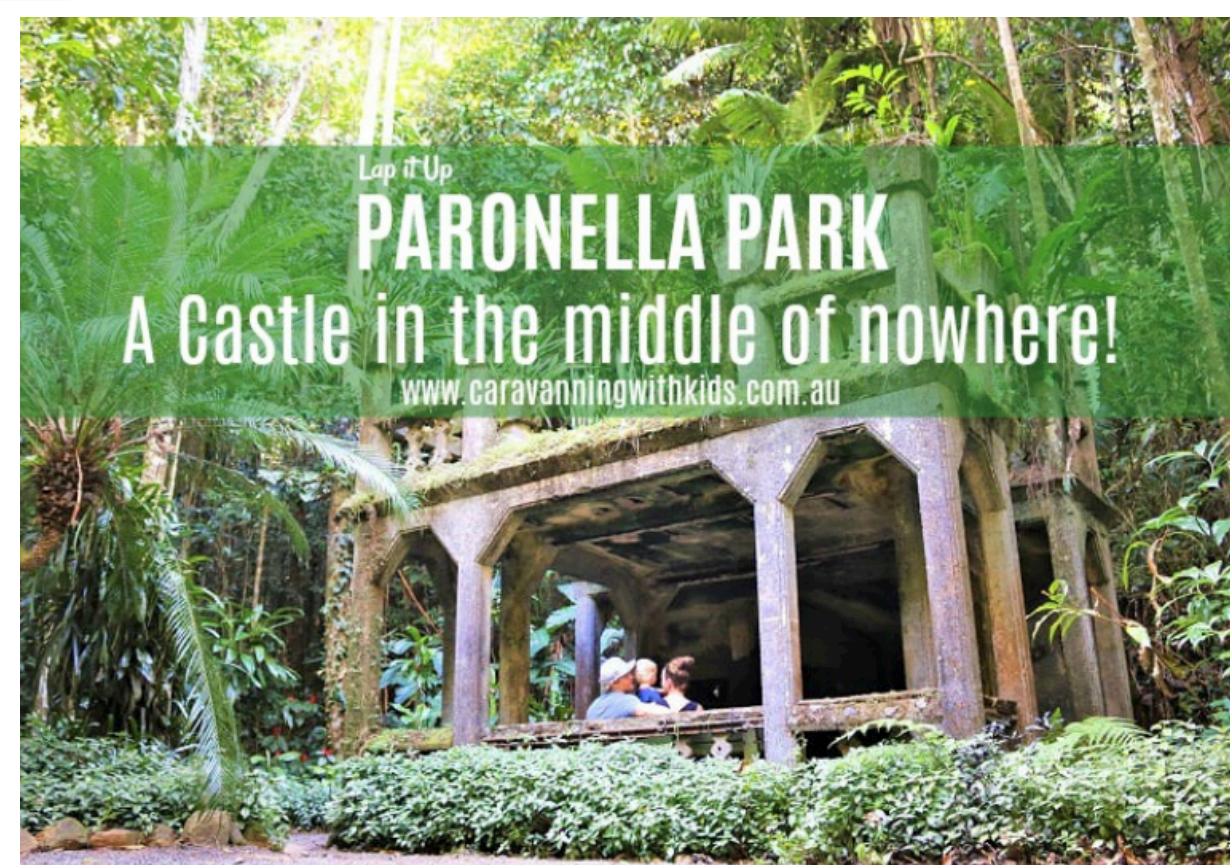
## Now how do we get some of this?

The key to attracting the drive market is to develop the hook that is going to make them drive, sometimes, 100's of km to experience your product

- What is your hook?
- The ability to tell your story through your product is a massive factor in attracting the drive market
- You also need to wrap it up in the right coloured paper. Make it easy for people to understand and digest your product and to fit it into their drive itinerary
- Some up to date trends <https://teq.queensland.com/~media/7769368FD49E4F1BA1A98F87C5762BF9.ashx>

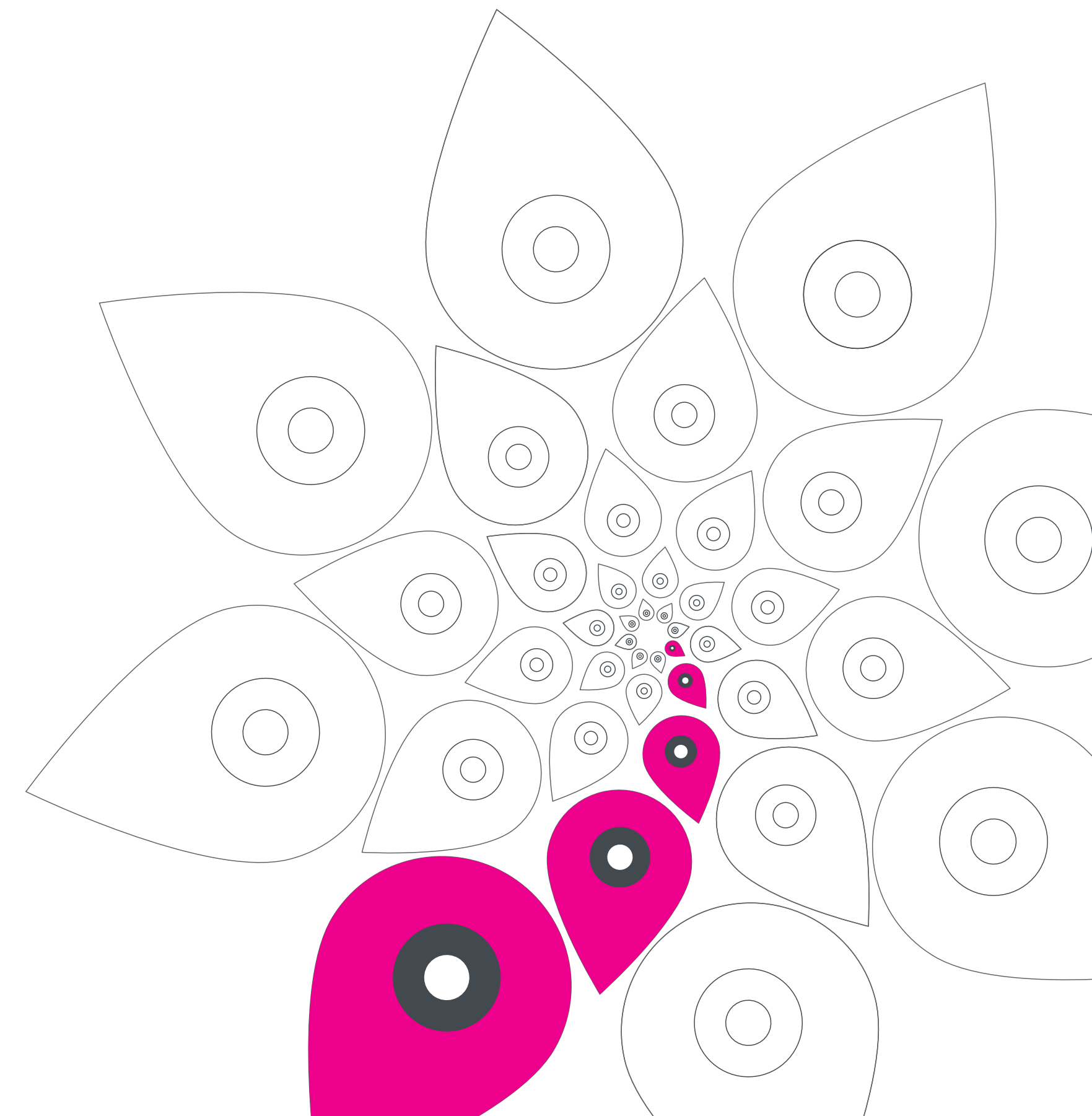


Cobbold Gorge



Paronella Park

**Top Tip**  
Clearly articulate the hook for people coming to your product and /or destination







## A sample Atherton Tablelands self drive itinerary

### Day One & Two

Depart Cairns or Port Douglas and make your way up to the Atherton Tablelands. Visit the world famous Kuranda Markets before continuing west to Mareeba. Stop at a coffee estate before continuing on to the magnificent Mareeba Wetlands, a 2,000ha reserve famous for its prolific bird and wildlife.

### Overnight Jabiru Safari Lodge at the Mareeba Wetlands (2nights)

### Day Three & Four

Depart the Mareeba Wetlands and head south. The landscape changes constantly as you stop along the way to experience a unique distillery at Walkamin, and a pioneer village at Herberton. Heading west, take a dip at Innot Hot Springs before arriving late afternoon at the Undara Experience. The next day enjoy this incredible outback destination. A guided walk into the Undara Volcanic National Park is a must, as is the Wildlife at Sunset tour.

### Overnight Undara Experience (2 nights)

### Day Five & Six

Farewell Undara and start making your way back towards the coast. The gold of the outback makes way for the green of the rainforest as you approach the multi-award winning Rose Gums Wilderness Retreat. At Rose Gums immerse yourself in the incredible rainforest landscape of Wooroonooran National Park. From your tree house, enjoy the views of Queensland's highest mountains and escape the rigours of everyday life. Enjoy 9km of walking trails, a swim in the natural waterfall or just open a bottle of wine, grab a book and unwind.

### Overnight Rose Gums Wilderness Retreat (2 nights)

#### Top Tip

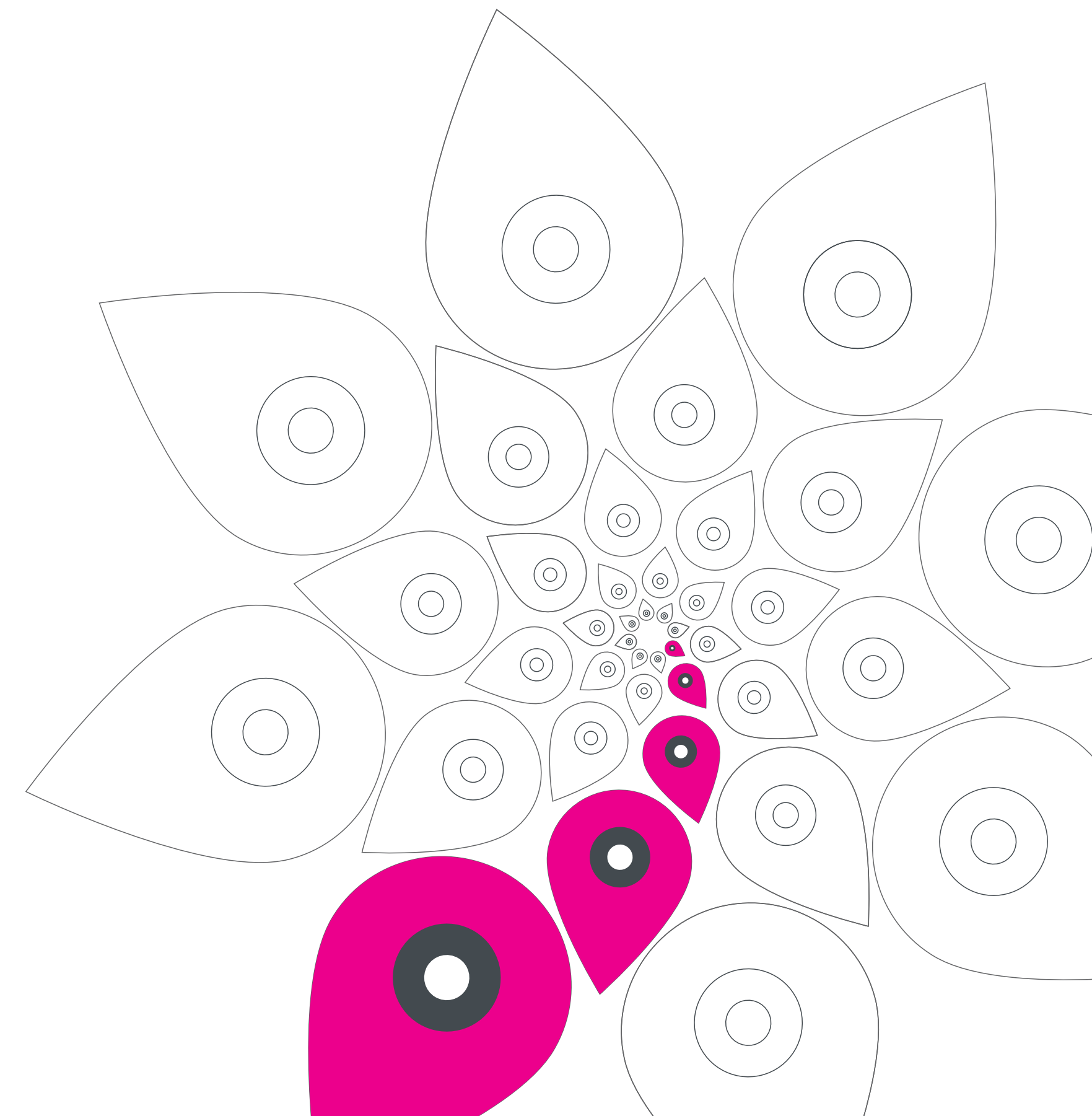
Do the leg work and develop the conceptual itineraries



## Are you able and willing to receive new business?

**There is absolutely a discussion to be had about embracing new channels of distribution if your current channels are not providing sustainable business levels.**

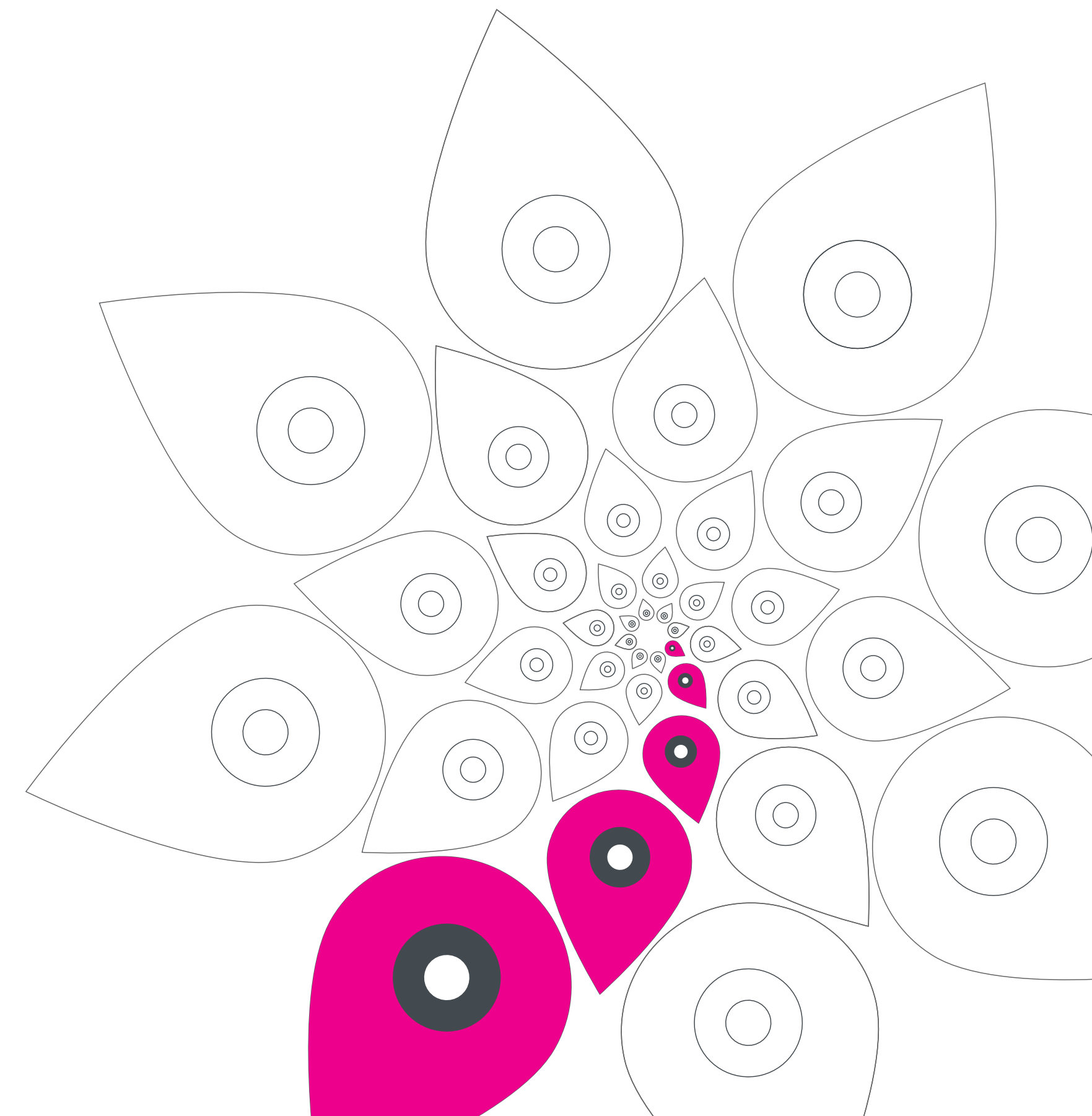
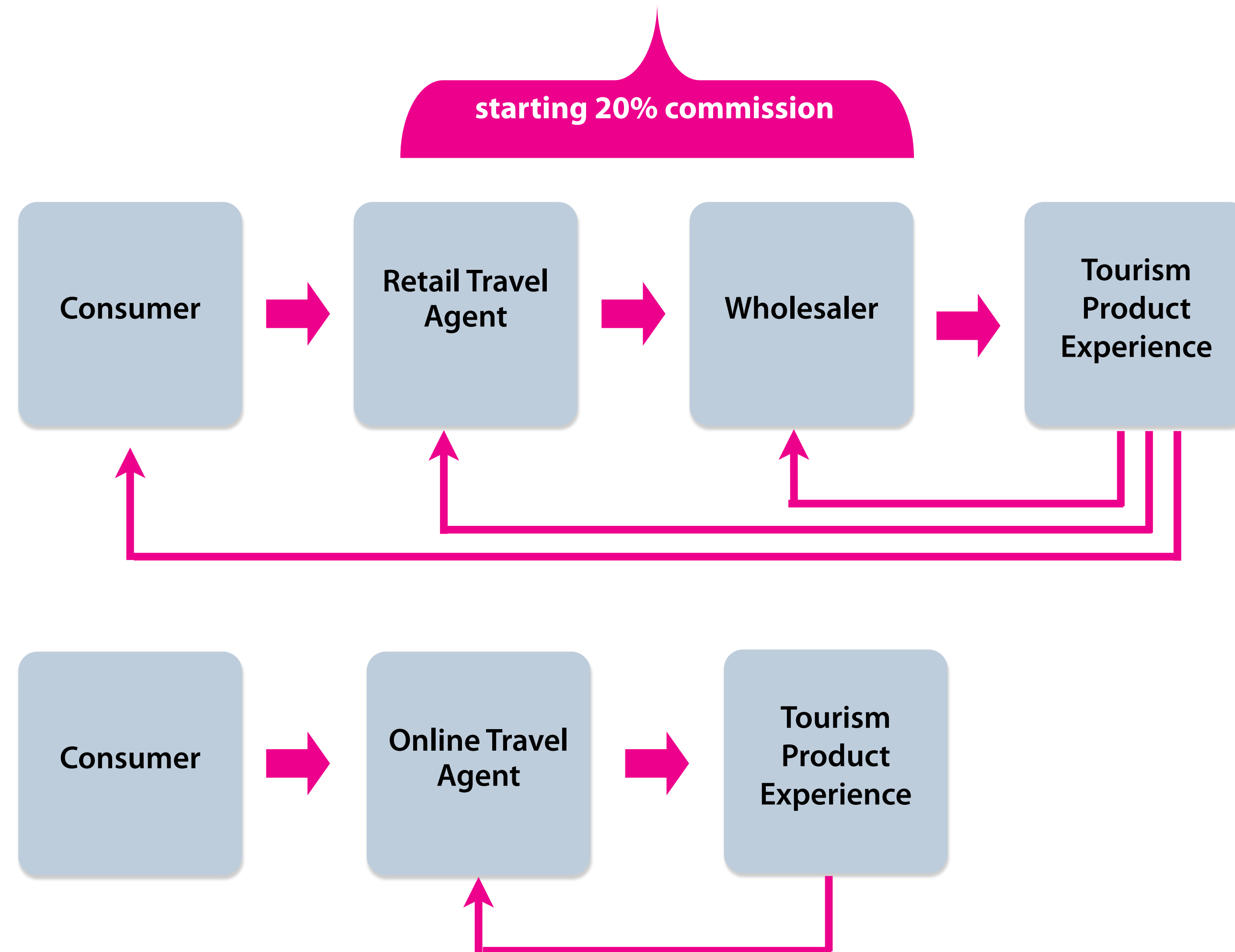
- The key to being domestic ready from a trade perspective is the ability for you as a product to pay commissions
- The reason why you would look to do this, is to **leverage off opportunities** that can push your product further and wider to an audience that you may not be able to reach through your own means
- There is no question that you should be trying to maximise business directly to your product or property
- Engaging with multiple channels allows you to have **multiple irons in the fire** to attract business
- With our audience being limited, there is no better showcase of why you wouldn't look to **maximise the volume of noise** around your product





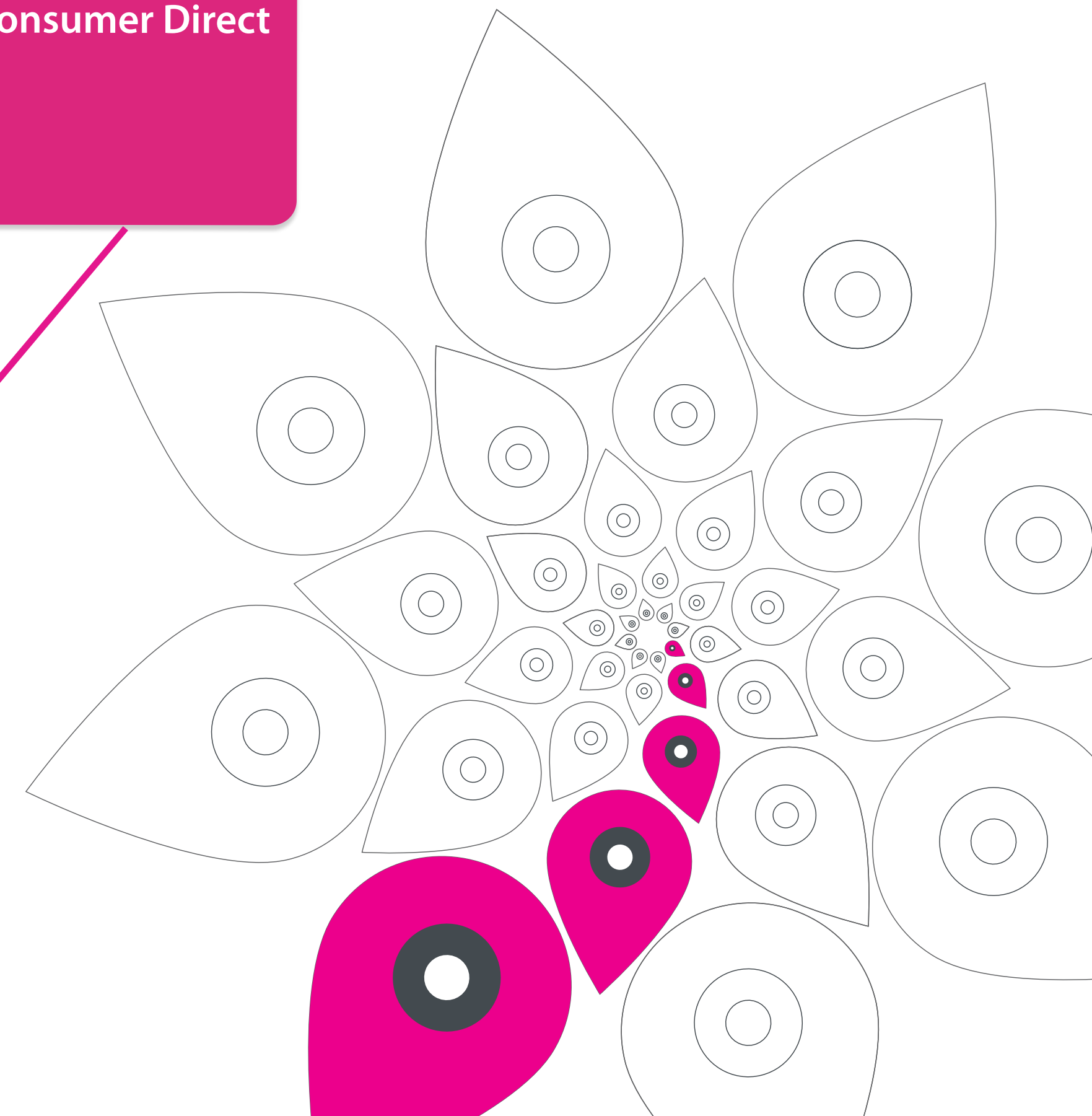
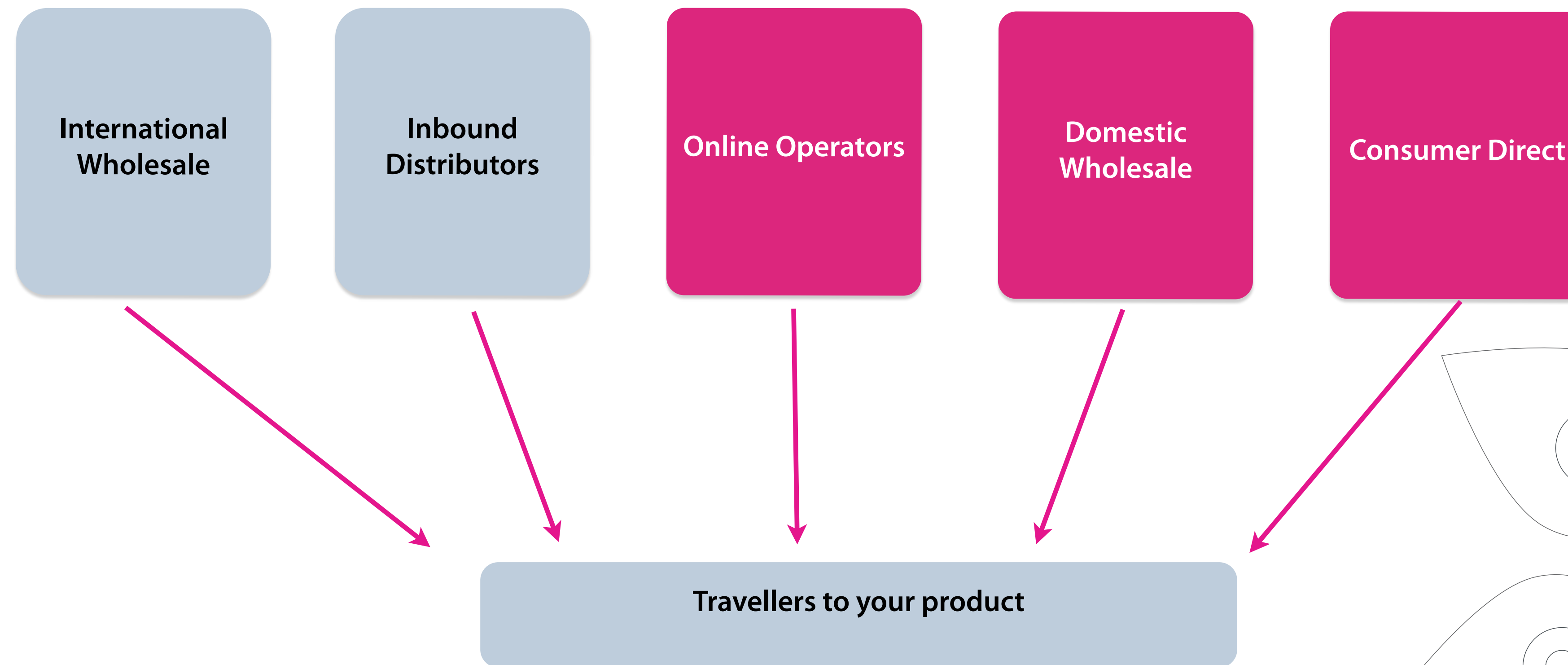


# Domestic Ready





# Domestic Ready





# Ignite Travel Group

## Australia's Most Innovative Travel Company

Ignite Travel Group (ITG) is an award winning organisation founded on the Gold Coast in 2005. Since inception the Ignite Team has sent hundreds of thousands of Australians on holidays.

Today the company employs over 200 talented staff and has formed relationships with leading airlines, hotels, resorts and operators across the globe.





Retail business and destination marketing specialists



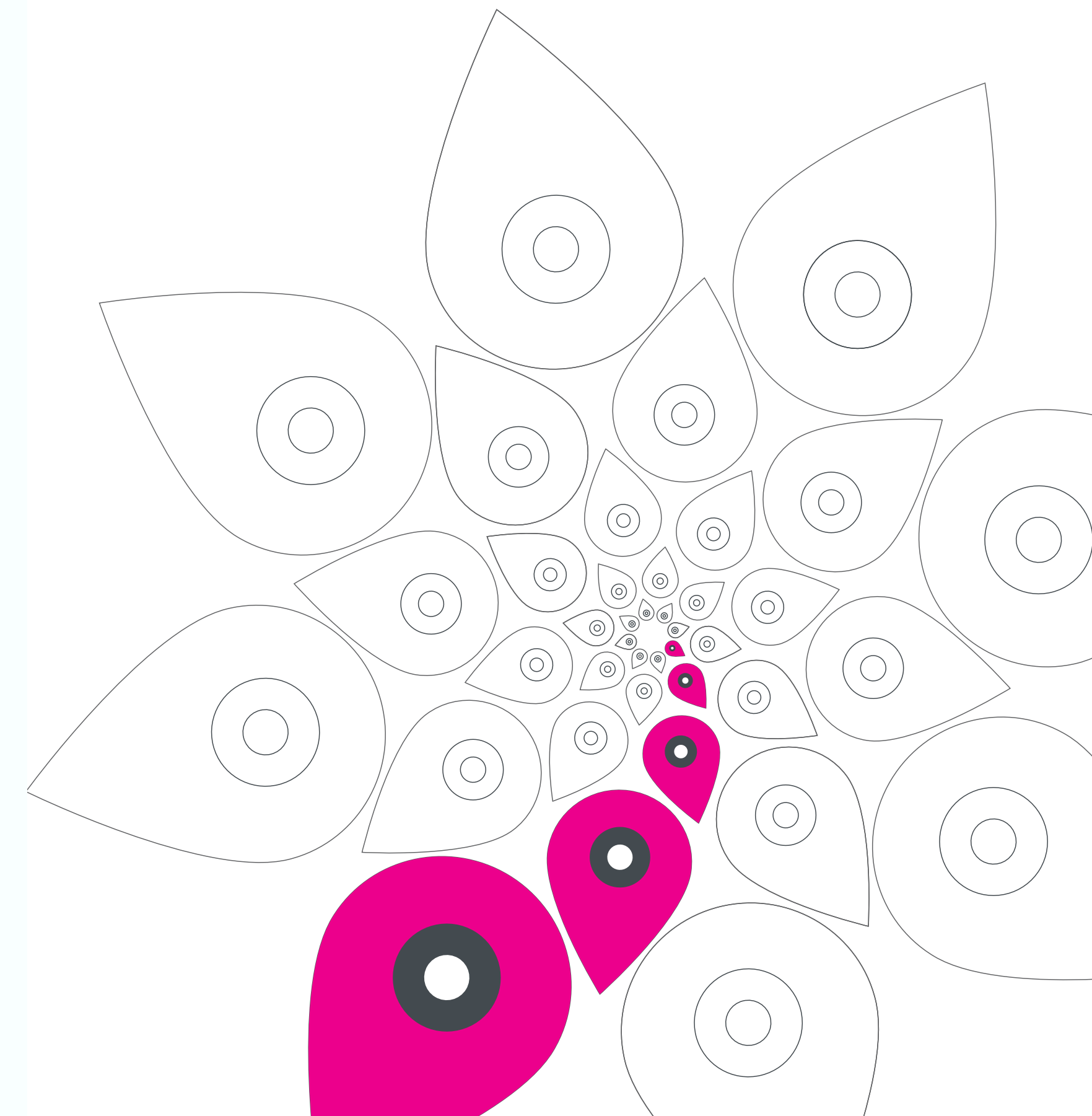
Exclusive holiday packages promoted through 3rd party partners

RETAIL



GLOBAL ESCAPES

CLOSED USER PROGRAMS







# Ignite Travel Group

Website



Flyers



Press Advertisements



Poster

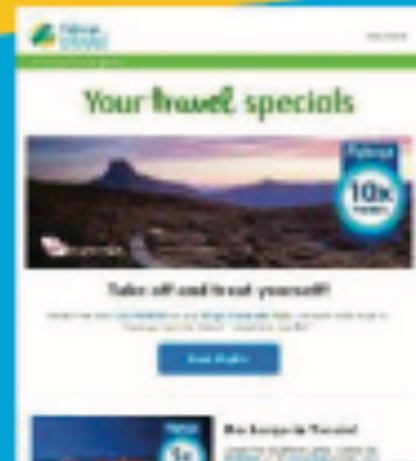


Lightbox Displays





## Core Channel Excellence



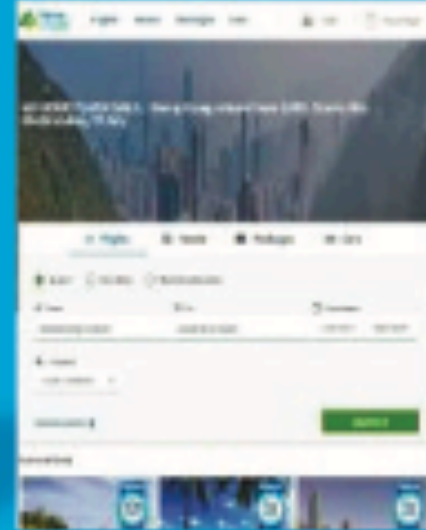
### Emails

4m+ active emails  
~65m+ travel emails per year



### Websites

8m+ visits/month  
~120k visits to fbt /month



### Direct Mail

12m+ pieces annually



### Statements

~4m households  
per quarter



### Docket Deals

5m+ flybuys Coles  
transactions per week



### Social

~170k Facebook page likes  
Sponsor post to leverage audiences



## Channel Growth & Innovation



Embedded mobile marketing



Targeted and interactive living  
room channels (e.g. TV)



Online interactive  
targeted ad serving



EDM



## Change is a constant

The landscape for partners and how the consumer responds to what they are putting out has changed as well. This is what Ignite Travel Group have needed to consider:

- Product Innovation** in response to customer feedback. Features like flexible cancellation and rebooking policies, refundable deposits, longer travel windows are front of mind for the consumer.
- Value versus Price** as purchasing drivers. How can we add value for the customer? Either through inclusions and add-ons or competitive pricing.
- Point of Difference** in an extremely competitive market. Innovation is key to stand out amongst the noise - don't forget the power that comes with partnering with like-minded businesses!

**QUEENSLAND, YOU'RE GOOD TO GO**

"Explore THE BEST OF OUR BACKYARD WITH THESE UNBEASABLE ESCAPES"

Natalie Gruzewski | TRAVEL EXPERT

**PARADISE LINKS RESORT PORT DOUGLAS**

★★★★★

**YOUR 6 NIGHT HOLIDAY PACKAGE**

4 nights in a Linka Room • Breakfast hamper on arrival • EXCLUSIVE BONUSES: Hartree Crocodile Adventure for 2 • Bottle of wine & chocolates on arrival • 4 x \$50 Day Spa credits per guest • One day bike hire for 2 • 25% off green fees at Palmer Sea Reef golf course • Guaranteed late (any checkout) • Wi-Fi • Four Voucher Booklet

Book by 30 June 2020  
Travel selected dates 1 July 2020 - 30 June 2021

VALUED AT \$649/PP | FROM **\$399** PP

**CASTAWAYS RESORT & SPA MISSION BEACH**

★★★★★

**YOUR 3 NIGHT HOLIDAY PACKAGE**

3 nights in an upgraded Coral Sea Resort Room • EXCLUSIVE BONUSES • Continental breakfast daily for 2 • Upgrade from a Resort Room to a Coral Sea Resort Room • Full day trip to Castaways on Dunk Island with Castaways Refreshment Pack • Welcome drink on arrival • Guaranteed late (any checkout)

Book by 30 June 2020  
Travel selected dates 1 July 2020 - 30 June 2021

VALUED AT \$590/PP | FROM **\$340** PP

**WHITSUNDAY APARTMENTS HAMILTON ISLAND**

★★★★★

**YOUR 5 NIGHT HOLIDAY PACKAGE**

5 nights in a 1 Bedroom Seaside Apartment • EXCLUSIVE BONUSES • Half day Whitehaven Beach tour for 2 • Return Hamilton Island airport/resort transfers • Full midweek housekeeping service • Unlimited use of daily island shuttle bus service • Wi-Fi • Up to 2 kids under 12 stay free

Book by 30 June 2020  
Travel selected dates 1 July 2020 - 30 June 2021

VALUED AT \$840/PP | FROM **\$590** PP

CALL 1300 000 753  
VISIT MYQUEENSLAND.COM.AU

MyQueensland  
HAND-PIKED BY holidaycentre



# Undara Experience

Undara Experience is in the Gulf Savannah region of Tropical North QLD and is Australia's Accessible Outback! Undara's clients are mostly the self drive market with 60% of annual guests visiting in the 12 week period between June - August. Due to the seasonality of tourism in Outback TNQ this meant the owners, the Collins Family, had to look at other ways to attract visitors outside of the busy Winter months. It was then that they assessed the viability of developing an event that could build their business in the shoulder seasons to enhance their brand and add economic value.

## The 3 main criteria for a possible event were

1. It had to be unique & something no one else in TNQ was offering
2. It had to appeal to an audience that had a high disposable income
3. It had to be something we could offer annually

It was on this basis that the concept for "Opera in the Outback" was developed in the year 2000 and it ran successfully for 17 years. Whilst it was a breakeven event commercially, there was great value in what it added to the Undara brand and brand appeal. It was targeted at a time of year, "postseason" shoulder period where we needed an economic spike to help carry us through financially. Off the success of "Opera in the Outback", a second event was created to target the "preseason" shoulder period between Easter & school holidays. Based on similar criteria, the "Undara Outback Rock & Blues Festival" was developed in 2006 and is held over the weekend of/closest to the ANZAC Day long weekend. This has seen the development of our own "Dawn Service" which has become a cornerstone experience associated with the festival.





# Undara Experience

In 2019 another festival to replace "Opera" was developed targeting the same time slot of the October long weekend with the first event to be run in 2020. The new event is modelled on the successful model used for Outback Rock & Blues & will be called "The Undara Outback Rockabilly Rods & Rides festival".

Whilst these events have added an economic boost to our business at a time that was traditionally marginal, the big benefit has been to the immense value it has added to our brand & in particular our brand story. I don't think our story is any more special than someone else's but what we have become very good at is HOW we tell our story!

## **3 top tips for incorporating an event into your business**

- What is uniquely you in your story? What can you celebrate that others can't? (history, anniversary, event)
- How can you tell that story in a way that it becomes a unique product?
- Does it have an economic benefit to others in your community? If not, is it possible to develop one?

Australia's Accessible Outback!

# UNDARA

E • X • P • E • R • I • E • N • C • E

www.undara.com.au



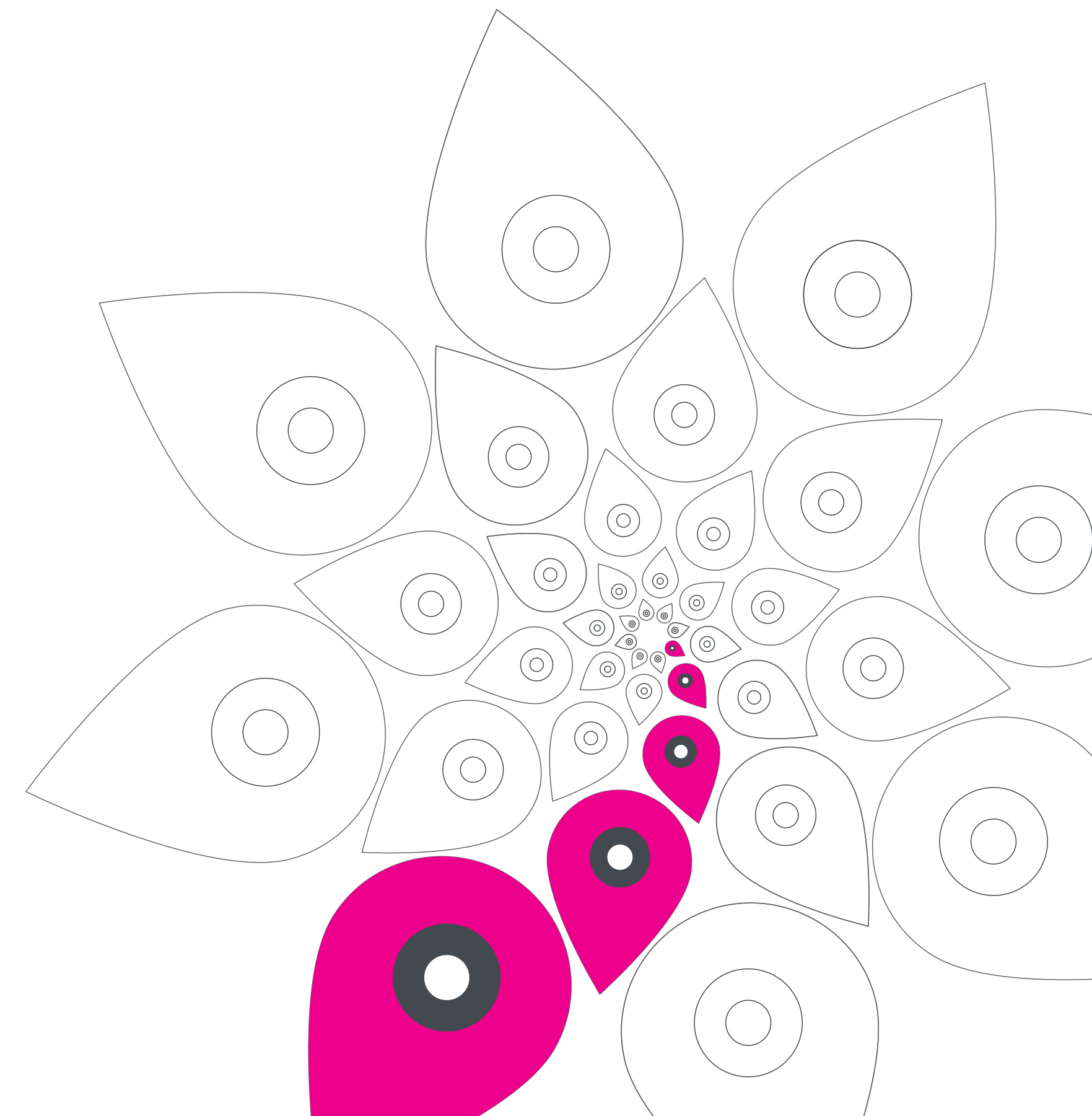


## Resources you can use for events

**Here are some links if you think you would like to incorporate an event into your business or destination:**

For understanding funding requirements that are needed from TEQ:  
<https://teq.queensland.com/events/events-support/major-events>

To understand any events that may be coming to your area that you can include your business in. Click here for the calendar of events:  
<https://www.queensland.com/au/en/things-to-do/events.html>







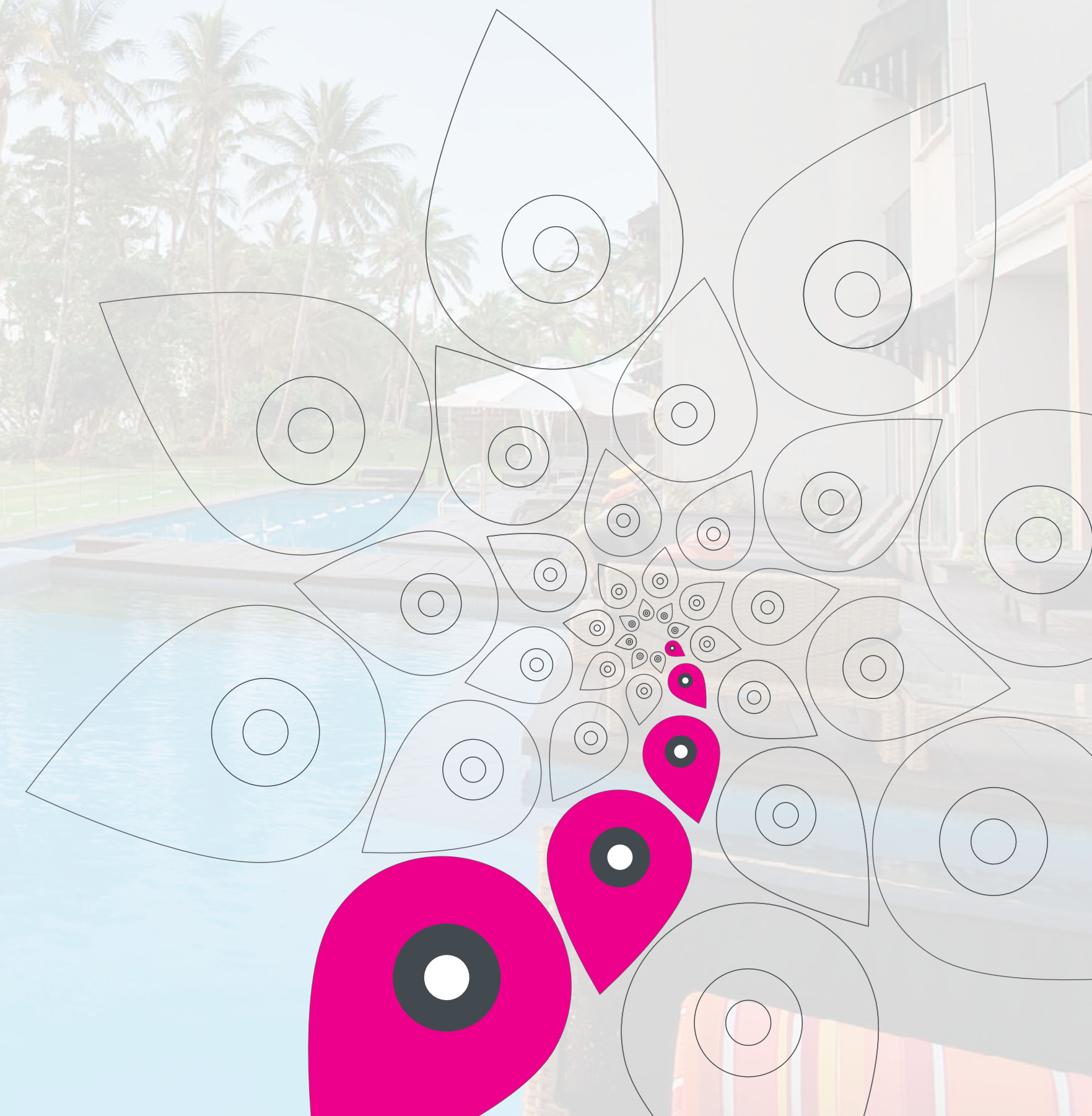
# Case Study - Castaways Resort Mission Beach

## The situation we faced

**Castaways Resort is a stunning beachfront resort located in Mission Beach in Tropical North Queensland. With the Great Barrier Reef on its doorstep and the Family Group of islands beckoning close offshore, it is a resort that is surrounded by stunning natural beauty.**

Overtime, Castaways has developed a very strong position in the international tourism market which, when the international borders closed at the end of March, made it extremely exposed to a dramatic fall in occupancies and general trading. The property closed in April and went into hibernation.

We spoke to Castaways in mid April to begin planning for their reemergence from COVID-19 restrictions. This is the journey we took them on and what they did to realign their product.....



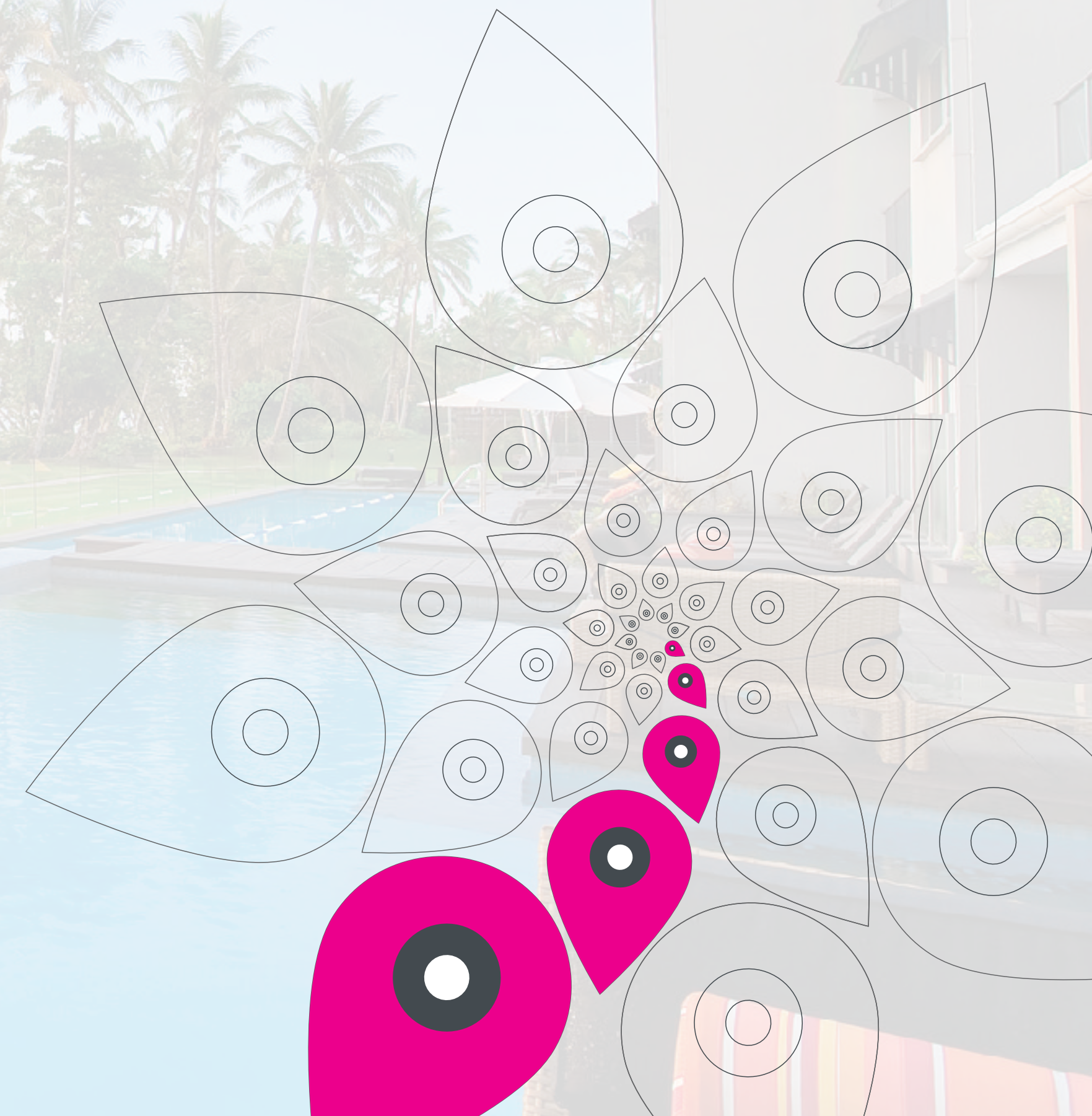


## Segmenting the market

At our first meeting with Castaways, we developed a little bit of “crystal balling” on how we thought the markets were going to open up as restrictions lifted. We determined that:

- The first market to open up would be the local Cairns and Townsville market with a potential radius of 250km, sometime in May
- Next would be a wider intra-state Queensland market, sometime in June
- Interstate would follow, sometime in July
- International would not be present until mid 2021

This was all pencilled in prior to the Queensland Government releasing their roadmap in May. We wanted to be prepared with our activity to ensure it was ready to roll out as soon restrictions lifted.

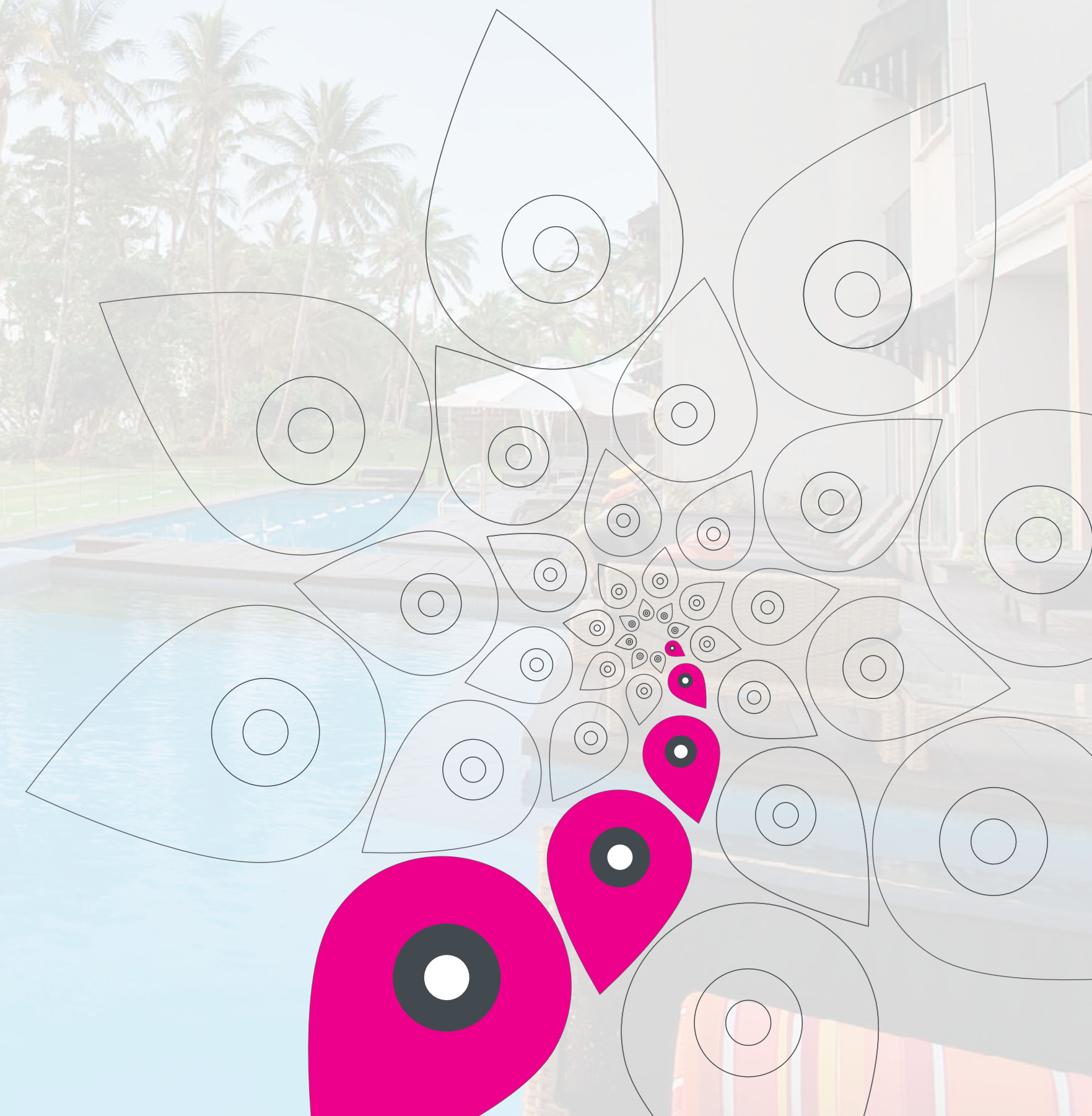




## Curating the Offer

Once we had determined the audiences we needed to talk to, we set about curating the offers to each of these markets, remembering that these had not been a major priority for the property in recent times. We decided that:

- The local market needed to be a very sharp price point. Given the economic conditions in the region, peoples disposable income would be limited, so we needed to make this attractive
- Most people in the local market would only have 1 to 2 nights to spend away, so we could not impose a minimum night stay
- For the intra/inter state market we knew that a longer stay was possible
- We also believed these markets would be more engaged with a more complete destination experience, so therefore the offer we designed was reflective of that
- At the same time, we did not want to switch off from the international market, so rates were designed and distributed for the 21/22 season



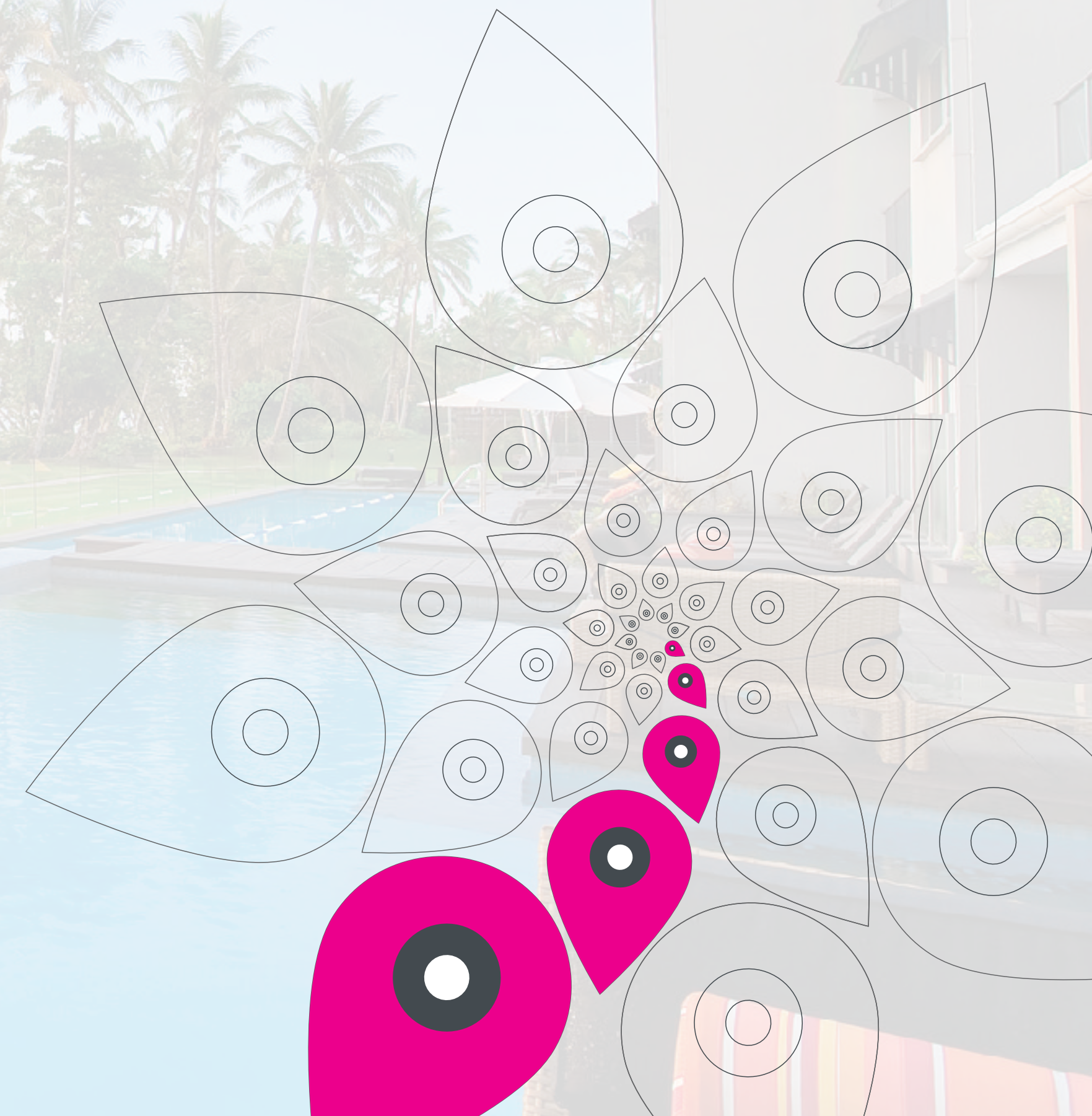


## The tools we used

Once we had designed the offers, we then had to inject the product into the relevant channels where the product had previously had only small exposure and distribution.

### Local Offer

- We had access to a very significant past guest database. We segmented this database by postcode and designed EDMs to launch the tactical offer
- We designed a social media campaign that was targeted to the relevant postcodes and distributed this
- We reached out to a local lifestyle magazine and pitched a concept of "holidaying in your own backyard" which they then picked up for a very significant feature in their next edition
- We developed a radio campaign to support the local offer and pushed this out to selected radio stations
- We leveraged off activity that the local LTO was doing to also promote the destination
- Staff at the property were encouraged to upsell into other room types to maintain yield and average room rate





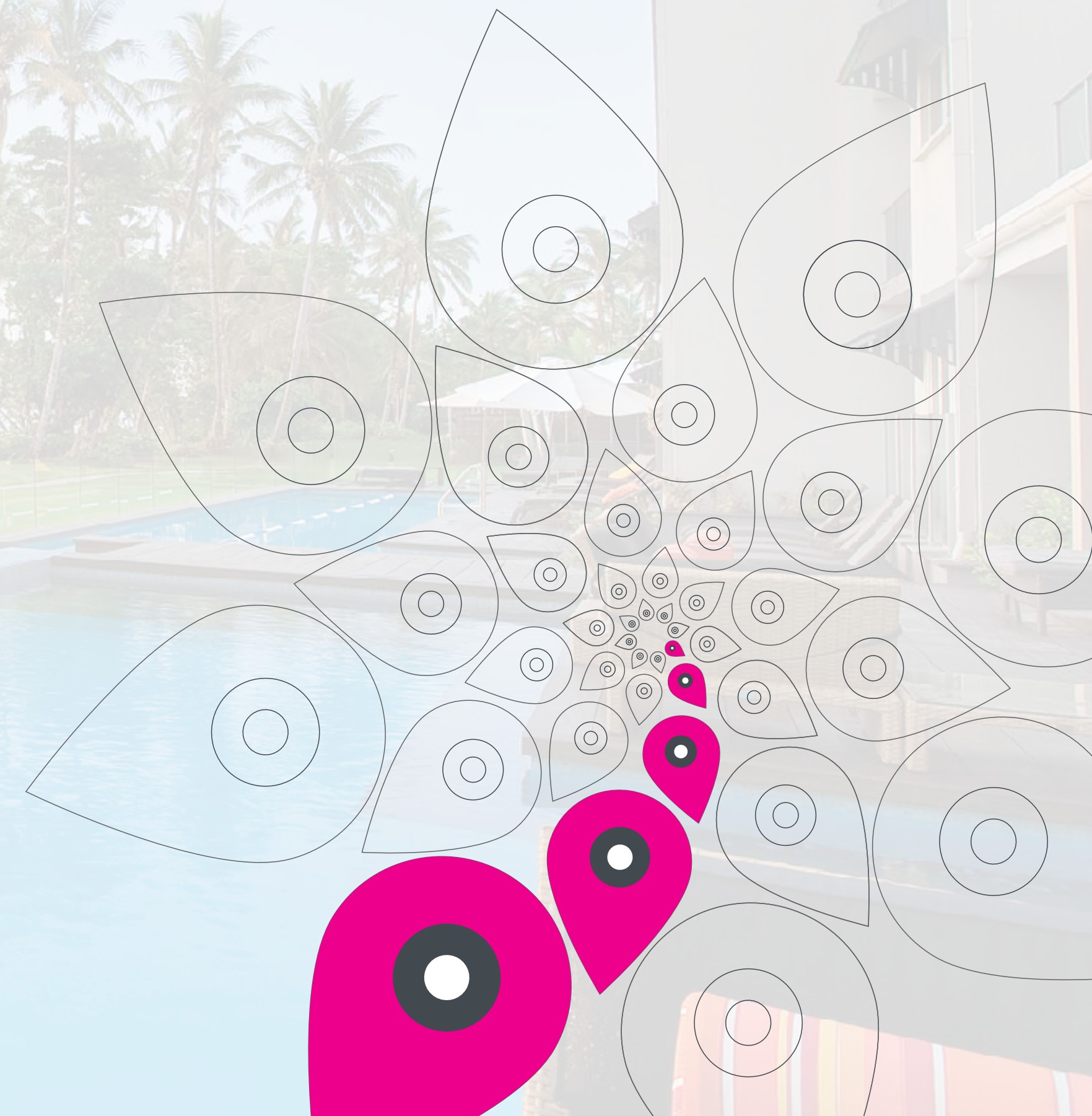
## The tools we used

### Intrastate Ofer

- From the past guest database, we designed an EDM with a more substantial and inclusive offer in line with the intrastate audience
- We reached out to a number of trade intermediaries and leveraged their activity with the offer that was designed for the interstate market
- We extended the reach of the social media campaign to include a wider Queensland audience
- From the proactive engagement with LTO's and RTO's, the property was able to leverage opportunities with media to give them even greater exposure
- We completed a review of all the OTA channels and ensured that offers were distributed across all of these platforms

### Interstate Offer

- With interstate borders opening up we can now leverage our intrastate activity and push this further to an even greater audience



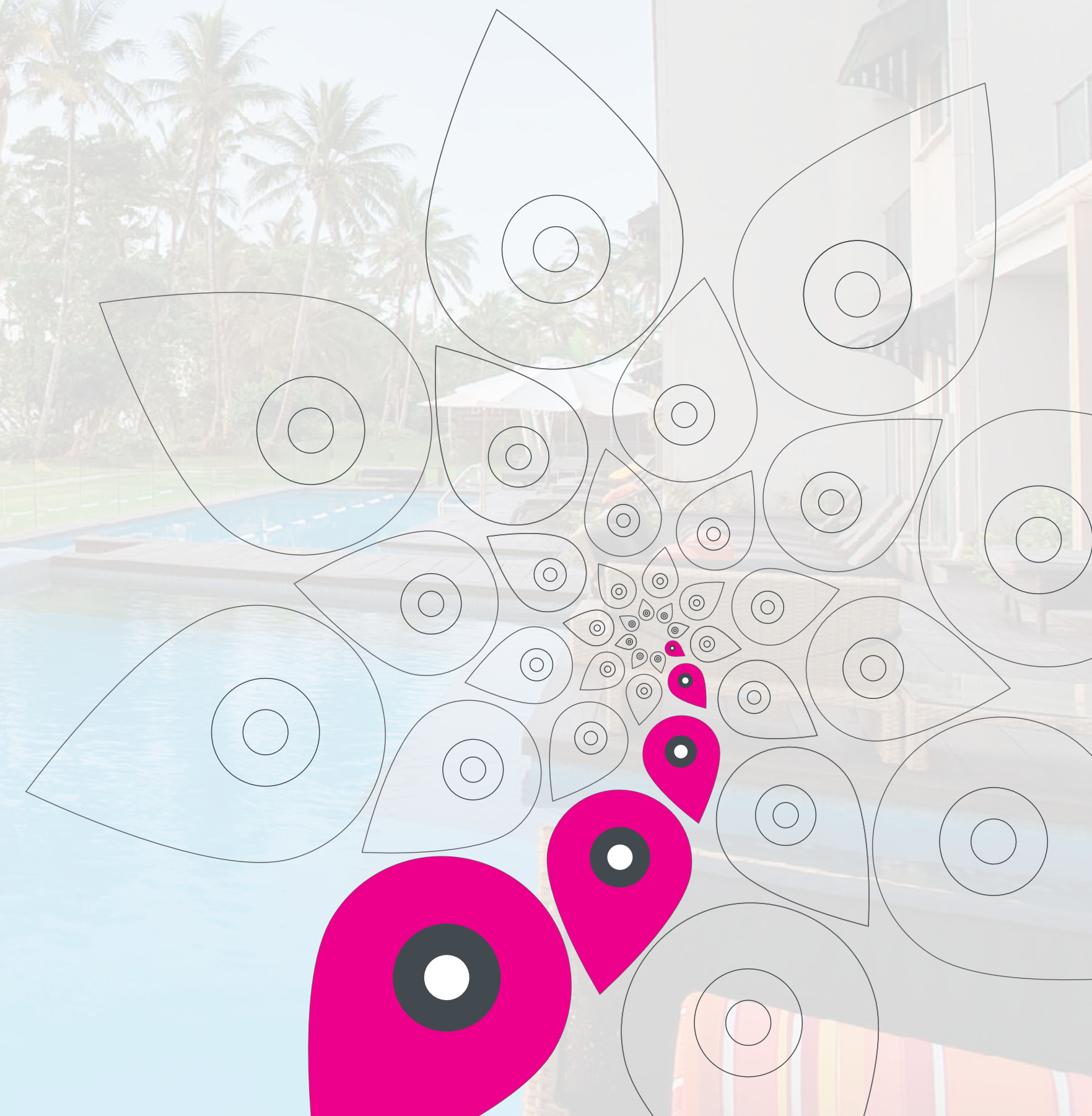


## The Guest Experience

In the background while all of this marketing activity was being developed and designed, the team at Castaways were also working to redesign their guest experience to better appeal to the new audience that the property was looking to attract.

Key to this was the design of their food and beverage offering to be more in keeping with the brand statement that the resort was wanting to push out. A new name "BUKO" was conceived, along with a new menu featuring a whole new take on "paddock to plate", a new engagement with guests by the kitchen brigade. Along with the development of a signature cocktail list in which guests were encouraged to participate in, these are just some of the things the resort has achieved while in hibernation.

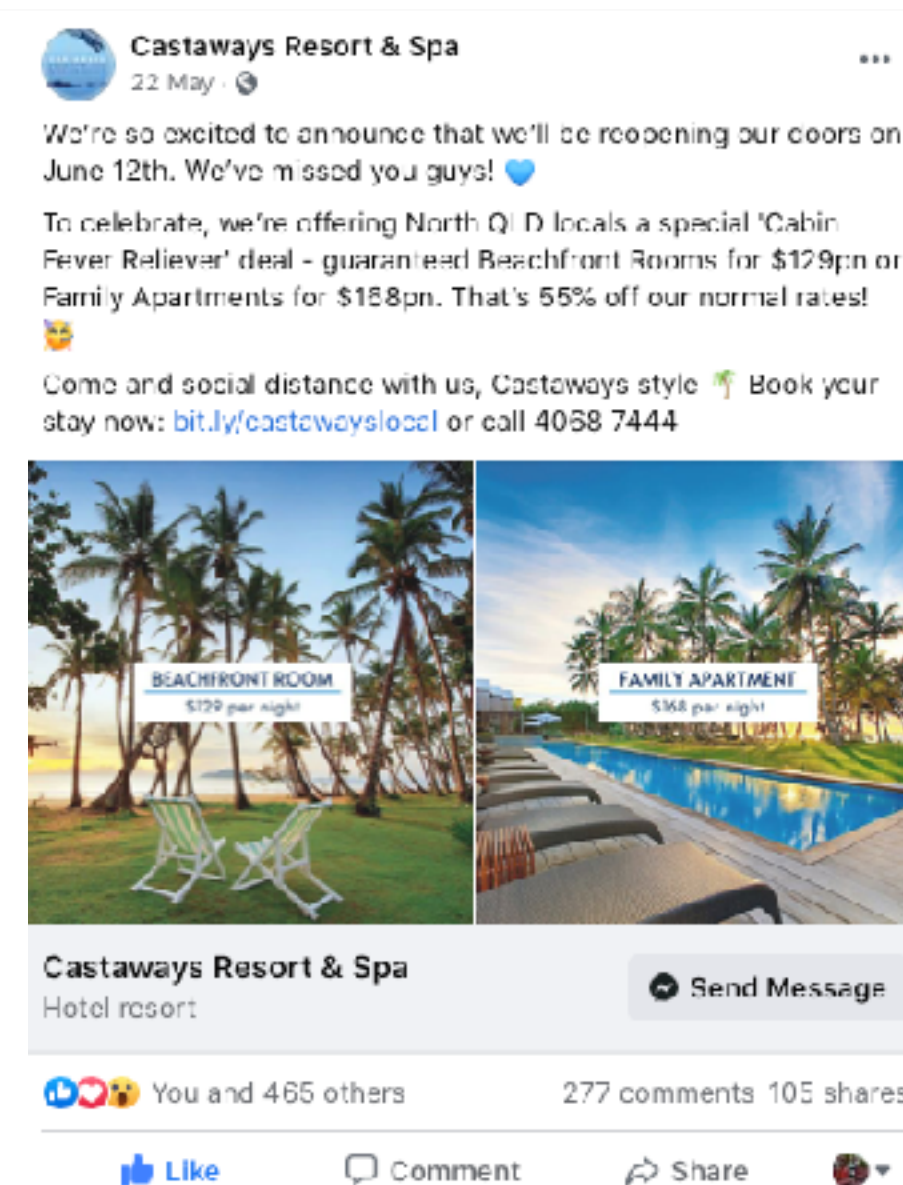
Since opening, the resort has seen a marked increase in their F&B revenue from their new approach getting the guests engaged and involved with the Castaways experience. This has been based 100% on the attitude of the resort's staff and their desire to embrace change, investing in partnerships at a commercially sensitive time from management and a go hard go early leadership attitude.







Collaboration with a local lifestyle magazine



Social Media campaign pushing out tactical offers



## Castaway Resort & Spa Mission Beach

3 nights, breakfast daily, room upgrade,  
Dunk Island day trip, late check-out,  
welcome drink for 2, with  
**\$500 BONUS VALUE**

from **\$340\*pp**

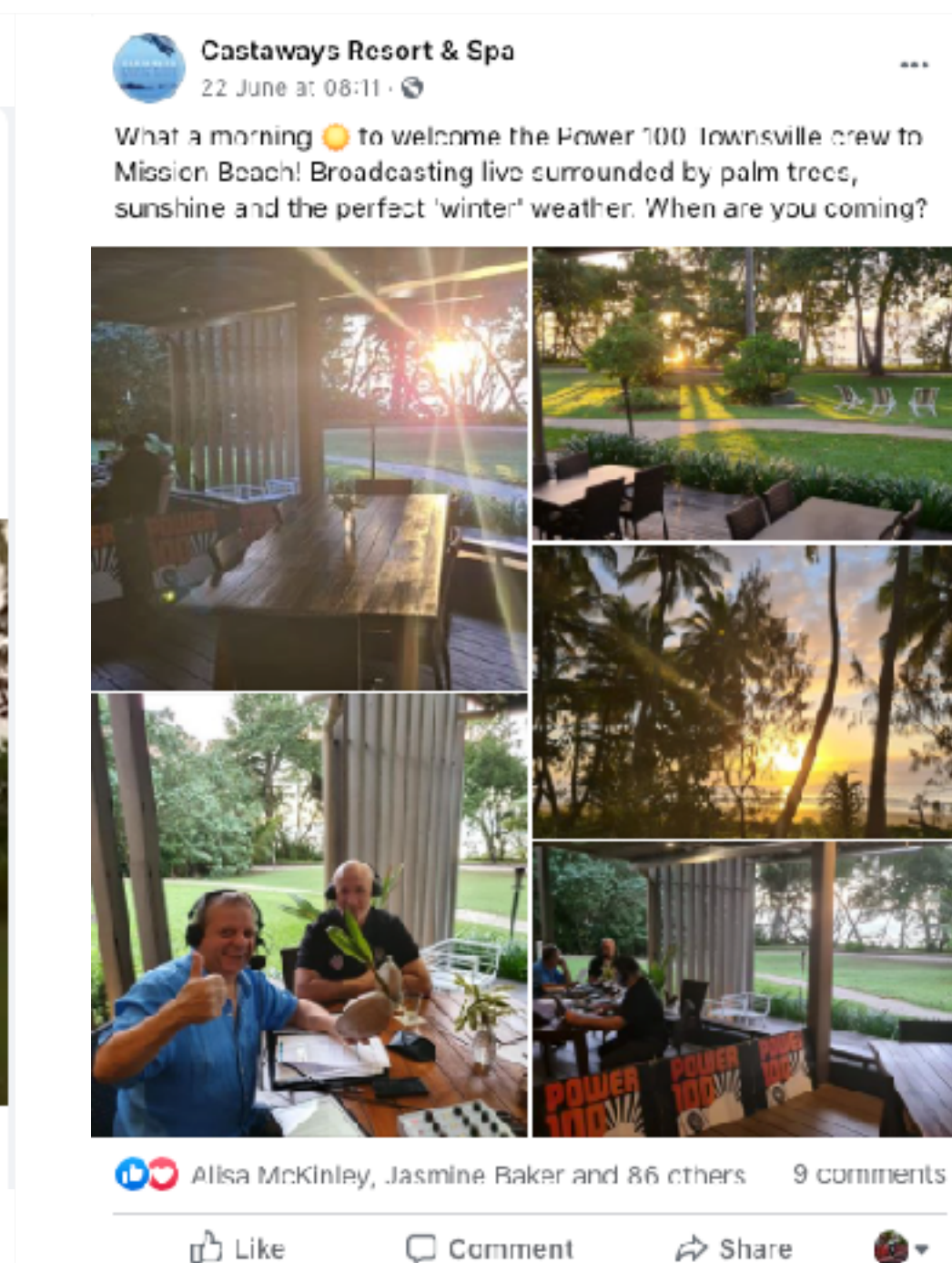
[VIEW DEAL >](#)

Partnership with Domestic Wholesaler to push out offers to a wider audience

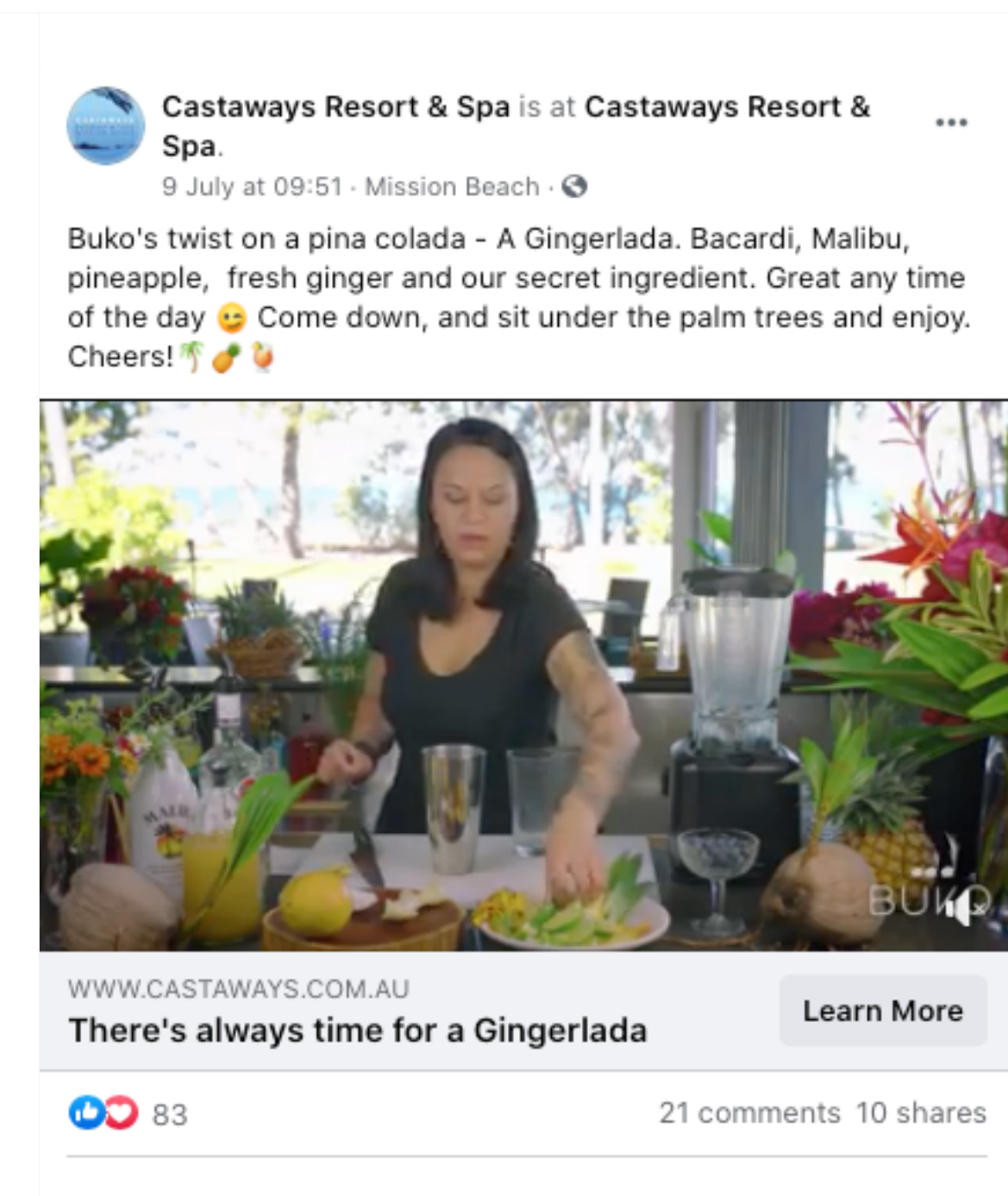




Leveraging activity with the RTO and STO to increase the marketing footprint



Leveraging activity from the local LTO to generate more exposure



Getting guests involved with the BUKO Guest Experience





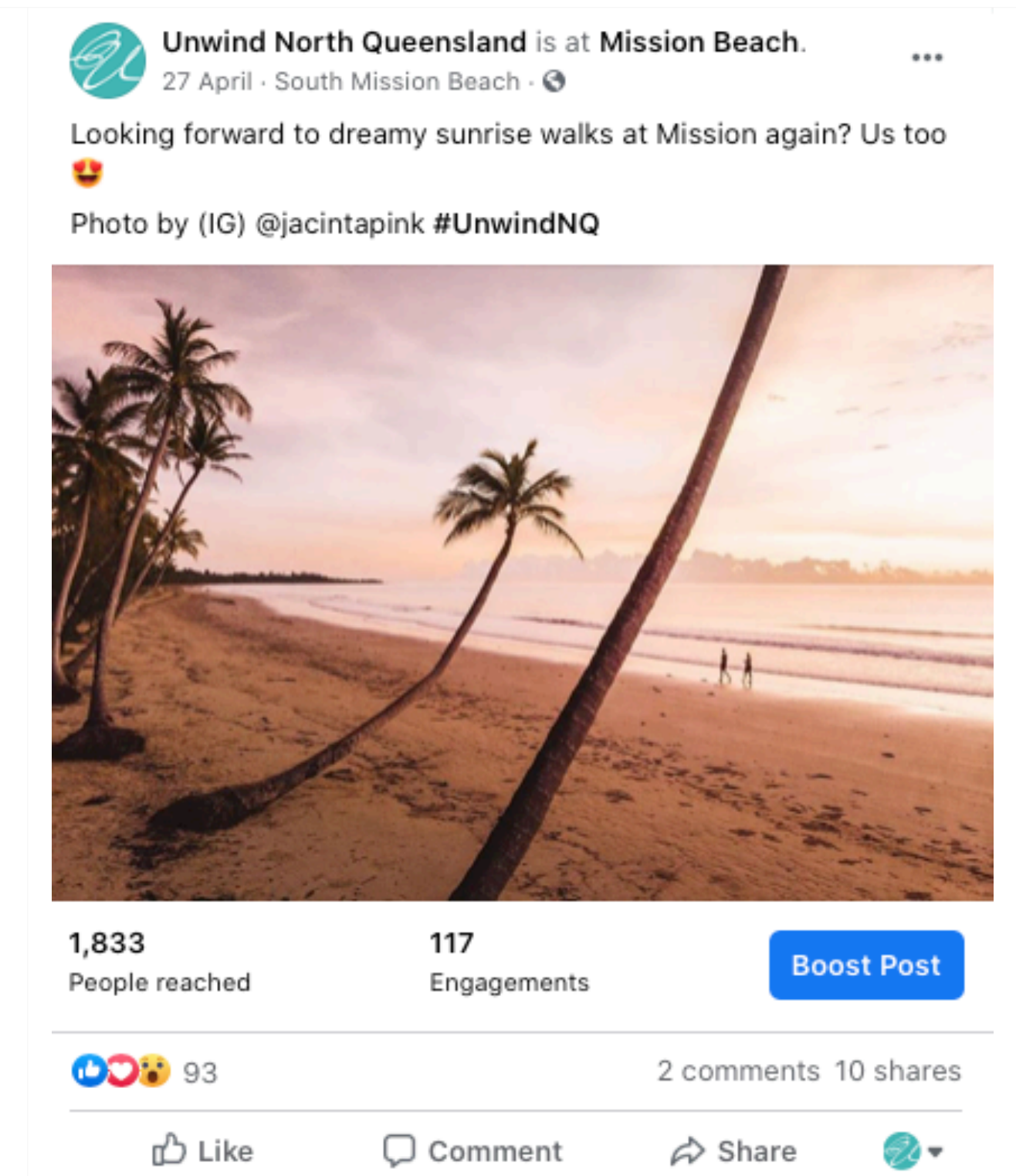
# Case Study - Castaways Resort Mission Beach



Partnership with Domestic Wholesalers to push out offers to a wider audience



EDMs to past guest database



Motivational social media posts



## Ready to learn more?

Up to four 1-hour online coaching sessions are available for any Queensland tourism business – free of charge. These sessions are highly tailored to your individual product and needs, and will be focussed around the below:

- COVID Reopening Preparation
- Pivoting a Product and Innovation
- Domestic Trade and Distribution
- Domestic Marketing

[Register for Coaching](#)

