



TILMAGROUP

CREDENTIALS

One of Australia's most respected regional tourism and events agencies

From its humble beginnings in 2008, Tilma Group has grown to become one of Australia's most respected regional tourism and events agencies.

Led by Managing Director, Linda Tillman, Tilma Group's small and agile team works one-on-one with clients from all over Australia, from 'two-man towns' and lone operators, to thriving rural and regional tourism businesses, up-and-coming events, and bustling destinations.

We only take on projects we love and have the capacity to deliver in the trademark Tilma way - hands on, all in and fully committed to the end!

Team Tilma is born and bred in rural and regional Australia, with ties to larger regional cities like Ballarat in Victoria and Toowoomba in Queensland, and rural areas including the Victorian Mallee and Surfcoast hinterland, New South Wales' Riverina, Northern Rivers and New England High Country, Central Queensland and the Granite Belt, and the mighty red centre in the Northern Territory.

We understand the unique challenges and opportunities rural and regional communities face. We speak your language. We know our stuff and are ready and raring to support you with yours.



**"Hands on,
all in and fully
committed to
the end!"**

“We connect the dots, providing the strategic direction, mentoring to help get the implementation right, and systems to ensure you get tangible and measurable results.”



THE TILMA GROUP DIFFERENCE

We approach our work with clients with one thing in mind – activation!

Supporting communities to thrive through their visitor economy is at the forefront of everything we do, and we don't stop until we see the hard work, passion and dedication of our clients pay off. We don't go into our work looking to achieve set goals. We go in to blow them out of the water.

Our many years of experience working with regional and rural clients has taught us a thing or two. We have a solid understanding of what our clients want – focused and realistic strategies, a clear way forward, support to get the ball rolling through activation and implementation, and RESULTS.

We're not interested in developing an unrealistic strategy that creates overwhelm, provides no clear starting point, and can't be implemented so it sits on a shelf collecting dust. That benefits no one!

Our approach focuses on the ground up, identifying a small number of key

strategic priority projects that align with your goals, are realistic and doable, and will provide significant results from your tourism investment in the short, medium and long term.

We look at what can be done right now, and what can be built on to create sustainable growth into the future.

We don't stop there.

We connect the dots, providing the strategic direction, mentoring to help get the implementation right, and systems to ensure you get tangible and measurable results.

Whether it be product and experience development, industry and community capacity building, brand and marketing activations, visitor services or events, Tilma Group equips you with the know-how and tools to create a sustainable local visitor economy that ensures the future growth and resilience of the community.

"Tilma Group equips you with the know-how and tools to create a sustainable local visitor economy that ensures the future growth and resilience of the community."



BASS COAST SHIRE COUNCIL

"The off peak event strategy has been the catalyst for lots of good things. We are just about to restructure our Economic Development, Events and Tourism Department in an effort to get greater collaboration across the teams. We will also add more operational resources by employing a new Visitor Economy and Events Officer.

The Events and Tourism Coordinator has started planning a new marathon event for next off peak season and we are working with lots of event operators about either shifting the date of their existing peak season event or developing their off peak events. We have also started leveraging off events more. Our jetty redevelopment is also complete now so we can start capitalising on that new event space.

The report has definitely helped clarify our direction and provide strategic justification."

- PETER FRANCIS, MANAGER, ECONOMIC DEVELOPMENT AND TOURISM, BASS COAST SHIRE COUNCIL

TILMA GROUP IS

Down to earth

Team Tilma is born and bred in rural Australia. We celebrate the uniqueness of regional communities, understand your frustrations and opportunities, and speak your language

Big picture thinkers

Thinking globally as well as locally, not only are we in touch with the fabric of regional communities, but Tilma Group is always looking at the bigger picture. We are on top of the latest trends and have access to cutting-edge tools and up-to-date industry innovation.

Environmentally responsible

Our clients are located in some of the most environmentally and culturally rich locations in Australia. We are passionate advocates for responsible tourism and will never put an idea to clients without consideration of its cultural and environmental impacts.

All about outcomes

Our passion is seeing regional communities achieve great results from their investments in tourism. We don't stop at the idea generation and planning; it's supporting the achievement of results that excites us the most!

Full of beans

We're not sure if it's the fresh country air, the morning sun rising over sunflower fields or the hearty country brekkies, but our team of go-getters jump out of bed each day ready to take on big challenges and put in 100% every step of the way!

Inspired

Team Tilma lives and breathes regional tourism, marketing and events. We attend festivals to talk to the volunteers and go on holidays to get some work done! There's no doubt about it, we're passionate and we're proud of it.

The perfect amount of crazy

As the quote goes, 'Here's to the crazy ones. The rebels. The round pegs in the square holes. The ones who see things differently.' At Tilma Group, we have just the right balance of common sense to curiosity, focus to free-thinking, and intuition to imagination.

We know our stuff

Tilma Group is an experienced team of highly-skilled over-achievers who are committed to not just deliver on your goals, but blow them completely out of the local watering hole.

"Tilma Group is an experienced team of highly-skilled over-achievers who are committed to not just deliver on your goals, but blow them completely out of the local watering hole."



TILMA GROUP SERVICES

CONSULTATION

Regional Tourism Activation Plans
Strategic Marketing Plans
Event Marketing Plans
Regional Event Strategies
Event Manuals & Online Portals
New Event Development Plans
Event Revitalisation Plans
Grant Applications

CAPACITY BUILDING

Strategic Mentoring for Local Governments
Mentoring for Event Committees
Strategic Business Planning Sessions
Industry Development Programs, Workshops
and Training
Tourism Award Submissions
Online Development Program for Event
Organisers
Conference Speaker

FOR MORE INFORMATION, GO TO TILMAGROUP.COM.AU

2020 AND 2019 PROJECTS

QUEENSLAND

COUNCILS

- Fraser Coast Regional Council - Regional events strategy
- Paroo Shire Council – New event development
- Lockyer Valley Regional Council - Event planning guide
- Charters Towers Regional Council – Destination management plan
- Bulloo Shire Council – Tourism activation plan with mentoring to support implementation
- Longreach Regional Council and Winton Shire Council – Regional tourism activation plan
- Lockyer Valley Regional Council – Online event portal content to support local event committees
- South Burnett Regional Council – PR Management including media/influencer famil
- Scenic Rim Regional Council – Adventure tourism workshop

LOCAL/STATE TOURISM ORGANISATIONS

- Central Highlands Development Corporation – Regional tourism and events activation plan
- Clifton and District Chamber of Commerce – Grant application, tourism development plan, marketing plan, new event development plan
- Millmerran Commerce and Progress – Tourism activation plan
- Queensland Tourism Industry Council – Tourism award submissions reviews

FESTIVALS AND EVENTS

- Festival of Hell – Marketing support
 - High Country Festivals Inc – Hampton Festival – Event revitalisation plan
 - Warwick Polocrosse Club – Adina Polocrosse World Cup – Marketing and sponsorship management
 - Big Red Bash – Tourism award submission review
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NEW SOUTH WALES

COUNCILS

Cootamundra Gundagai Regional Council – Agritourism development plan

Wollondilly Shire Council - Event revitalisation, grant application

Snowy Valleys Shire Council – Grant application

Wingecarribee Shire Council / Destination Southern Highlands – Event relocation feasibility report

Wagga Wagga City Council – Industry development workshops

Penrith City Council - Regional events strategy

Eurobodalla Shire Council – Regional event strategy

Leeton Shire Council – Visitor economy activation plan

Edward River Council – Tourism activation plan and media famil

Tenterfield Shire Council – Content development

Kyogle Council and Tenterfield Shire Councils – Tourism development workshop and priority projects Mildura

Rural City Council – Rural tourism conference presenter

LOCAL/REGIONAL TOURISM ORGANISATIONS

Berrima Residents Association – Southern Highlands autumn festival new event development plan

Orange360 – Tourism award submissions reviews (Australian Tourism Award finalists)

FESTIVALS AND EVENTS

Australian Bushmen's Campdraft and Rodeo Association
ABCRA – Event revitalisation plan with mentoring to support implementation

Dark Sky Awakens Festival – Marketing plan

Primex Field Days – grant applications

Peter Allen Festival – Marketing and sponsorship management

TOURISM OPERATORS

Tinkersfield – Grant application

Bidgee Strawberries and Cream – Grant application

Belisi Equine Park Wellbeing and Equestrian Centre – Grant application

Heifer Station Wines – Business planning support

Heifer Station Winery, Food I Am, Pearls of Australia – Tourism award submissions reviews (Heifer Wines were Australian Tourism Award finalists)

NORTHERN TERRITORY

REGIONAL TOURISM ORGANISATIONS

Tourism NT – Youth and education markets tourism strategy

Tourism Central Australia – Visitor servicing report

FESTIVALS AND EVENTS

Alice Springs Rotary Henley-on-Todd Regatta – Tourism award submission (Australian Tourism Award finalist)

Barkly Regional Arts – Desert Harmony Festival event revitalisation plan, operations manual and marketing plan

VICTORIA

COUNCILS

East Gippsland Shire Council - Regional events strategy

Ballarat City Council – Mentoring

Wimmera Mallee Tourism – Conference presenter

Bass Coast Shire Council – Event development program

REGIONAL TOURISM ORGANISATIONS

Destination Gippsland - Regional events strategy

AUSTRALIA-WIDE

And, not least, Linda completed all of the content for our online training program for event committees, Revents Academy!



"Destination Gippsland has worked intensively with Tilma Group to create the Gippsland Regional Events Strategy. Tilma Group's collaborative and inquiring approach, coupled with their dedication and professionalism have been a delight."

- Janine Hayes, Tourism Project Manager, Destination Gippsland

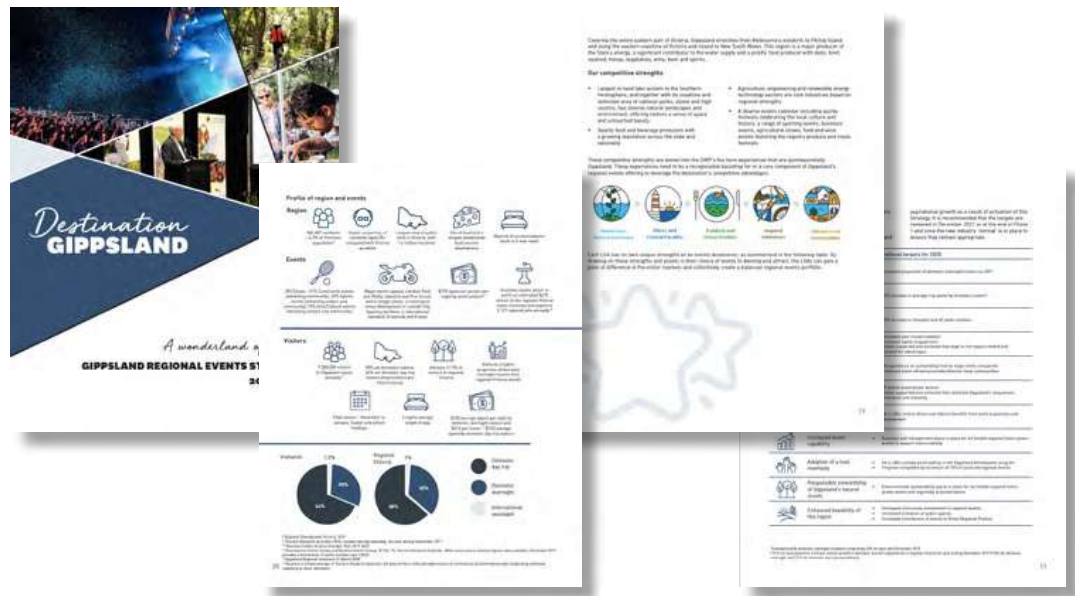
REGIONAL EVENTS STRATEGY

Covering almost 20% of Victoria, Gippsland is roughly the same size as the Netherlands. It encompasses six local government areas (LGAs) stretching from Melbourne’s eastern suburbs to the border with New South Wales in Victoria’s far east. Gippsland contains some of Victoria’s most striking landscapes, significant national parks, and outstanding alpine areas.

Gippsland’s events calendar is diverse, with golf and racing days, music festivals and agricultural shows, and a host of food and wine events presenting the region’s fresh produce. Latrobe City hosts a diverse range of sporting events in its national- and international-standard sporting facilities.

PROJECT PURPOSE

Following three years of drought and severe bushfires in January 2020, immediately followed by COVID-19, the region is focused on long term and sustainable recovery via investment in diverse and exciting regional events.



Tilma Group’s collaborative and inquiring approach coupled with their dedication and professionalism have been a delight in what has been a challenging year for the visitor economy sector. We have no hesitations in recommending their work.

- JANINE HAYES, MANAGER TOURISM & EVENTS LATROBE VALLEY, DESTINATION GIPPSLAND

PROJECT OVERVIEW

The project reviewed the needs of events across Gippsland and identified innovative solutions based on the following desired outcomes.

1. Use the collective strength of Gippsland to compete nationally in the event space and optimise the associated benefits; economic – branding – social – legacy
2. Adopt a robust Events Procurement framework and strategy to attract events to the region
3. Explore multiple models and identify the pros & cons of a single entity or structure “Events Gippsland” that includes all primary stakeholders, to provide a one-stop shop for Gippsland events
4. Explore multiple models for the creation of an Event Acquisition Fund that allows for strategic acquisition, growth of existing and creation of new events across the region.
5. Explore the idea of a Coordinated Event Volunteer Pool to support major events and community events and encourage a ‘host’ mentality within communities hosting events to ensure a positive visitor and participant experience that results in return visitation and positive word of mouth promotion of the region.

PROJECT OUTCOMES

This strategy is a first for Australia with its focus on creating a modern and innovative governance model that is Australia’s first collaborative regional events entity across multiple LGAs. This governance model is supported by an acquisition and development fund and programs and initiatives that will support resource efficiencies, improved volunteer management, and infrastructure sharing to support the region’s recovery and allow the destination to be more competitive against other regional Victoria destinations. The Board of Destination Gippsland (and all Local Government partners) have agreed to the activation of the model and are excited by the region’s future in events.

REFEREE

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REGIONAL EVENT STRATEGY

Penrith is located in Western Sydney with a population of 190,000. With internationally-acclaimed venues, access to transport, plenty of open spaces and the majestic Blue Mountains as a backdrop, Penrith is a great choice for music, sport, culture and community events.

PROJECT PURPOSE

Council wanted to identify the best-fit events to attract and which existing events to develop to build a balanced and sustainable events portfolio that will grow the visitor economy and enhance the liveability of Penrith.

While Penrith hosts hundreds of events each year, Council recognises there are opportunities to achieve greater economic and social outcomes.

Penrith aspires to be an event-friendly destination that is a sought-after location for events and home to a balanced portfolio of external and homegrown events that drive economic and social outcomes across the year.



PROJECT OVERVIEW

The brief was to develop a detailed events strategy to support, develop and attract events that are fitting to the character and aspirations of the region.

The plan was required to:

- provide a robust and transparent decision-making framework to support Council's process of event assessment and support
- identify key target areas for growth
- provide a framework to attract, support and develop events across the region including sponsorship and a process for bidding for events
- identify opportunities to establish a balanced year-round event calendar (activate a variety of locations across the city, activate all seasons, and offer a variety of event types)
- identify how to leverage events to increase ROI deliverables, including benchmark data and evaluation metrics for events
- provide an implementation plan (3-5 years)

The strategy reflects the culmination of desktop review, stakeholder engagement and analysis of Penrith's event strengths, challenges, opportunities, current event portfolio, and performance relative to competitor destinations.

These supporting elements were developed to ensure the strategy can be effectively activated:

a. Events Assessment Tool & Event Calendar Assessment Report

This allows Council to assess future event applications based on KPIs and criteria to determine which events to support.

b. Event Planning Toolkit

A toolkit with templates for event managers on efficient event planning and management and marketing. The content was provided for use in an online portal.

PROJECT OUTCOMES

The regional event strategy articulated a clear vision and supporting objectives for Penrith, recommending realistic strategies and priority action areas that will drive increased visitation and yield from events.

REFEREE

Shelley Lee

Event Development Officer
Penrith City Council

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TOURISM DEVELOPMENT PLAN

Clifton is one of a number of small rural towns in the broad-acre cropping lands between Toowoomba (population 105,000) and Warwick (12,000) which are an hour apart beside the Great Dividing Range in south east Queensland.

PROJECT PURPOSE

On behalf of Clifton and District Chamber of Commerce, Tilma Group and Toowoomba Regional Council collaborated to secure funds from the Building Better Regions Fund to improve the benefits the region could receive from visitors by developing a [tourism development plan](#), a [marketing plan](#) and a [development plan for a new event](#).

The purpose of the tourism development plan is to identify priority activities to undertake during the next three years that will increase the vibrancy of Clifton through increased visitation, and increase the economic benefits received by Clifton businesses from visitors.

The objective of the project is to excite the community to work on a shared vision to build the vibrancy of the district, leveraging and activating existing assets and developing new opportunities. Tourism development will support the community's recovery from extended drought, and build community resilience.

PROJECT OVERVIEW

The tourism development plan builds on other work recently done by Tilma Group for the Chamber, including development of a tourism audit, a community consultation workshop on priority projects for the region, and mentoring three community groups to further identified projects.

The plan identifies the following tourism development areas within which are priority projects to realise over the coming three years:

- Build the capacity of businesses and community groups to offer a quality experience to visitors
- Activate existing assets and develop new tourism product and experiences
- Increase awareness of the region through marketing tactics

OUTCOMES

The tourism development plan looks beyond Clifton to recommend a new destination brand for the rural region that lies between Toowoomba and Warwick, to position it as a sunflower destination for year-round visitation and activate this positioning with a region-wide summer sunflower festival.

Sunflowers are by far the most popular request at Toowoomba and Warwick's visitor information centres – a hook that draws people to the region from across south east Queensland.

A model for a tourism collective is being implemented to drive the establishment and activation of this destination brand.

REFEREE

Amanda Beatson

President
Clifton and District Chamber of
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BUSINESS EXPANSION PLANNING & GRANT APPLICATION

A winery in the Orange region west of Sydney, Heifer Station is looking to continue its recent growth to capitalise on opportunities arising from increased visitation to the region, and increasing consumer interest and participation in food and wine tourism experiences.

Heifer Station aims to expand its cellar door to triple its current capacity, develop infrastructure to be able to host large outdoor music events, and build two luxury cottages – a significant investment.



PROJECT PURPOSE

The objectives of the planned expansion are:

- Increase capacity by 200% to enable the business to service growing visitor numbers to the region
- Increase wine sales
- Enhance the region's profile as a leading food and wine destination.
- Increase overnight stays and expenditure in the region
- Attract new visitor markets to the area including events, corporate groups, and domestic High Value Travellers, international traveller groups and special interest markets
- Increase local employment

Tilma Group have a multi-disciplinary team, all of whom are experts in their field. Their team were able to provide us with very professional funding applications and award submissions, one of which has resulted in us recently being awarded Gold at both the 2019 Regional and NSW Tourism Awards for Tourism Wineries, Distilleries and Breweries. We could not put a price on the significant growth this acknowledgment has created for our business.

– MICHELLE STIVENS, DIRECTOR

PROJECT OVERVIEW

Heifer Station contracted Tilma Group to assist with securing grant funding for components of the expansion. Tilma Group worked closely with Heifer Station to develop the business case and project plan for these developments to assist with grant applications.

The project plan covers:

- Project scope: description/objectives/elements/ location
- Project budget: costs/time frame/milestones
- Project management: project proponent/project management team/stakeholders/ implementation methodology/regulatory approvals/ communications strategy
- Risk management
- Procurement
- Evaluation/compliance/audit

The business case covers:

- Project concept
- Project proponent to establish credibility to deliver project and sustain it as a successful business.
- Project location
- Project rationale
- Project elements
- Economic benefits
- Strategic and marketing benefits
- Social benefits
- Value for money
- Project support
- Financial projections
- Project delivery

The largest challenge with this project has been changes with the funding program mid-way through, impacting on the process and the ability to submit in a timely manner. Working with many varied stakeholders to secure necessary funding means that timelines can be impacted and external influences are heightened.

Consistent and regular communication with stakeholders was critical with this project.



OUTCOMES

Heifer Station expects to be able to deliver the following outcomes:

- **86% increase** in visitor numbers
- **Infrastructure available** to attract large events to the region
- Over **\$650,000 injected into the local economy** per year from wages, wine making, equipment and supplies
- Additional **\$4m injected into the region** from direct expenditure by the business, event organisers and visitors
- Creation of **8 new FTE jobs**
- Additional **150 casual jobs** from major events

REFEREE

Michelle Stevens

Owner/Director
Heifer Station

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CAPACITY BUILDING PROGRAM FOR EMERGING EVENTS

The Bass Coast southeast of Melbourne includes Phillip Island, one of Australia's most-visited regional destinations, which draws 3.5 million visitors annually from around the world to watch fairy penguins and motorsports.

PROJECT PURPOSE

The development of a *Growing Off Peak Events* plan for Bass Coast Shire Council by Tilma Group identified an opportunity to increase the benefits for the region from its off peak, homegrown and authentically-Bass Coast events.

These events are run by community organisations who needed training to know how to leverage their events to increase visitor expenditure and other visitor benefits.



PROJECT OVERVIEW

Council asked Tilma Group to design and deliver a capacity building program that include components for all Bass Coast events to participate in and components to more intensively support its off-peak events to grow and develop.

A one-day event development bootcamp was held in the region for all the local event committees.

Three events held outside the peak tourism season with the potential to grow into significant events in terms of visitor economy benefits for the region then received intensive one-on-one monthly event coaching via webinar in a six-month customised and structured development program. This was a modified version of the rEVENTS Academy Foundation Program where the committees each selected five modules to make up a customised program.

The committees also received supporting tools and resources for each of the modules; access to a Q&A platform where all the participating events could ask questions, share knowledge and cross promote; and a wrap-up report with an action plan outlining the strategic and operational priorities for the event moving forward.

Lastly, an in-region half-day presentation and Q&A session was held for all of the Bass Coast event committees where the three events who had undertaken the intensive development program shared their learnings with the other Bass Coast committees.



When Council asked our committee to be part of the program, I was a little sceptical, thinking we know what we are doing, but we accepted their offer.

How wrong I was! While we had a successful event, the things Linda took us through made us realize we were not only missing out on opportunity but lacking real direction for the event's long term future.

One of the main lessons learned was the importance, but also the ease, in which planning can make things easier on a committee.

There are many things we took from the program which not only assisted with this year's event but has also given a head start to next year.

We found Linda to be very accommodating and easily understood through the online sessions - it was more of a discussion with purpose than a teacher-student scenario.

We recommend this program to any event committee regardless of what stage they are at or how long the event has been running, but would especially recommend it for new events at the start of planning.

- CRAIG EDMONDS, PRESIDENT, SAN REMO DISTRICT TOURISM & BUSINESS ASSOCIATION

REFEREE

Peter Francis

Manager, Economic
Development and Tourism

Bass Coast Shire Council

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DESTINATION MARKETING – RURAL COMMUNITY

Coolamon is a rural town of 2,200 a 30-minute drive outside of Wagga Wagga (population 64,000) in the agriculturally rich Riverina region of New South Wales. The Shire includes a number of villages around Coolamon: Marrar, Ganmain, Ardlethan and Beckom.



PROJECT PURPOSE

Coolamon Shire Council was looking for an effective way to leverage off the large captive audience of locals and VFR's in Wagga Wagga and the region, as a strategy to increase visitor numbers and expenditure to the town and district.



The Seasonal Event Calendar has effectively marketed our local events to a wide target audience and been instrumental in attracting increased visitors to our town. It is a wonderful resource that encapsulates and communicates the vibrant culture of our region beautifully.

- BRON HATTY, ADVANCE GANMAIN



PROJECT OVERVIEW

Tilma Group developed a seasonal calendar of events process for Council's Community Development Officer to implement every three months. This involves collecting details on upcoming events via a call out to a database of event coordinators and community groups, and via Council's newsletters and social media.

Event managers are incentivised to input their event details into a simple form on Council's tourism website because of the free marketing they receive which includes a listing on the Visit Coolamon Shire website and in the seasonal events brochure which is distributed throughout the region and available for download from the website, a mention in the Visit Coolamon Shire e-newsletter, a listing on the Riverina's tourism app, and promotion across Visit Coolamon Shire's social media channels.

Although a great success, the biggest challenge with this project was educating the event organisers on the value of loading their content into the form. This soon changed when the events saw the marketing and realised what they were missing out on if they did not submit their details.

OUTCOMES

The calendar helps community groups and businesses to forward plan. It helps events ensure they do not clash with other events and be aware of what else is on. The consistency of the process helps to keep community groups aware of and on board with providing details of their events.

This promotion of Coolamon Shire's small events has had an impressive impact on visitation to Coolamon. For example, the local B&B has had an increase in bookings of 2% annually since the calendar rolled out. Along with a new anchor tourism product (a cheese factory and restaurant), new life has come to the communities on weekends, resulting in close to a dozen new businesses opening, a new bike track being developed, and Coolamon's caravan park being expanded. The rural region is becoming a destination where visitors can find enough to do to make the trip worthwhile.

REFEREE

Tony Donoghue

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Coolamon Shire Council

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EVENT MARKETING

Casino Beef Week encompasses 100 events staged in Casino and the Richmond Valley over ten days; the region's flagship event.

Tilma Group developed a strategic plan for the event, assisted with securing significant three-year funding, and then developed a marketing strategy for the \$130,000 marketing budget.

PROJECT PURPOSE

A prime objective is to build a national profile for Casino Beef Week to support the local beef industry.

Marketing objectives included

- Increase event attendance
- Increase domestic and international overnight visitation and expenditure.

PROJECT OVERVIEW

Tilma developed a consumer-focused and targeted marketing plan that outlined

- Marketing objectives and KPIs
- Primary and emerging target markets
- The event's brand story and key themes
- Key milestones in the lead up to the event and associated marketing messages
- Budget allocation
- An action plan outlining how each target market would be reached
- A plan for a launch event 100 days out from the festival (a drover's breakfast at the saleyards) with target markets, key messages, partners, marketing tactics, and media familiarisation tour.

A review of the festival's digital assets (website and analytics, social media accounts, newsletter and third-party event listings) detailed how to improve these critical marketing assets prior to the marketing launch.

Tilma Group were contracted to raise the national significance of Casino Beef Week and provide a range of support, including developing a strategic plan focused on long-term sustainability. This reviewed every angle of the festival holistically.

Linda is very approachable and always up for a chat to brainstorm ideas and talk solutions. We developed a strong partnership with Linda and her staff - we became a team.

In my opinion, engaging Tilma Group was the best decision we made in 35 years of event operations organising Australia's largest volunteer-run festival. From stakeholder engagement, crunching numbers to develop a realistic festival budget, and event and tourism expertise, to excellent digital marketing skills and high-level strategic thinking, Team Tilma truly delivered.

Tilma Group knows how to transform ideas into actions and make big visions become reality. Linda is one to dream big and see the big vision, but then she break it down into actionable steps to make these things achievable.

Linda developed an event strategy and action plan which was our road map to follow. This strategic plan enabled the event to secure State Government funding - without a doubt, this would have not been possible without Linda's leadership and professional guidance.

- LENA MAGER (FORMER CASINO BEEF WEEK EVENT COORDINATOR)

PROJECT CHALLENGES

- Outdated systems needed to be upgraded, such as from offline to online ticketing, and staff position descriptions revamped to clear up roles and responsibilities.
- There was a lack of human resources until the committee outsourced tasks such as digital advertising and attracting additional funding e.g. for marketing.



CASINO BEEF WEEK MARKETING STRATEGY AND ANNUAL ACTION PLAN

These pillars reflect the key festival themes as identified within the strategic plan

BEEF	RURAL LIFE	COOPERATIVE RAINBOW
The beef industry in the Richmond Valley is made up of smaller, family-owned, multi-generational farms. The district is known as a haven for the beef industry, producing quality steers and beef. It is supported by strong local infrastructure including roads, processing, transport and services, and is a genuine partner in the development of the industry in Queensland.	With smaller family owned farms making up the majority of the district, there is a lot of opportunity to bring others to spend a day on the farm, experience the authentic country life and connect with the local farmers.	The Richmond Valley and Southern Cross Region is known for its co-operative farming models. Farms are well served by roads and with smaller landholdings, there is exciting opportunities for farmers to work cooperatively to have a broader table. This is about supporting local Aussie farmers and their!
EDUCATION	RICHMOND VALLEY	COMMUNITY & FUN
Richmond Valley and the beef industry organisations recognise children as the backbone of the present, the commercial and social benefits of being educated from an early age and the significant importance of the region's farmers, industry organisations, local government, industry and service providers to help education industry and organisations in the Australian beef industry.	Casino Beef Week is located in one of the best destinations in NSW and Australia. The Richmond Valley combined with last year's show at the Caled Coast and three shows in Brisbane, is known for its rich and diverse landscape. The valley is accessible for all, packed with a wide variety of major sites and centres.	Bringing a sense of community and fun to the Casino Beef Week, is what sets Casino apart from other Beef events - the extensive local industry event. It is a celebration of the Casino community, bringing the world of the CBC, bringing the broader community and ensuring the region's involvement in the event, the culture and fabric of the event.



OUTCOMES

- Revamped branding, logo and website; updated third party website event listings; good results from SEO and Google ads; and strong stakeholder engagement.
- Record attendance: over 30,000 attended with 18,000 on the main day.
- 65 national and international delegates attended the inaugural farm or saleyards tours.
- Good prices for beef farmers at Beef Week, with prices up 20 to 30 cents a kilo (\$50 to \$70 more per steer). At that time prices for live cattle were low with an oversupply of stock because of drought.

REFEREE

Lena Mager
 Former Casino Beef Week Event Coordinator
 Currently Events Administration Officer Southern Cross University
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EVENT REVITALISATION PLAN, EVENT MANUAL + MARKETING PLAN

This regatta is a quirky, participatory 'boat'-racing festival held each year on a dry river bed in downtown Alice Springs - the world's only dry boating regatta, and an iconic NT event.

Attendees compete in races Flintstones-style. The day's finale is a battle of three motorised 'battleships' using flour bombs and water cannons.

For 60 years Henley-on-Todd has been run by a volunteers from the three Alice Springs Rotary clubs - in more recent times, with support from a paid event manager.

Its success is measured in its profit which is used for charitable projects locally and across the globe. \$1.7 million has been raised for charity over its history.



PART TWO: SAILING FORWARD TO 2022



PROJECT OVERVIEW

To support the event's long-term sustainability and growth, Tilma Group developed a strategic plan, operations manual, governance framework, and marketing plan for the Regatta.

Developing these assets involved consultation with stakeholders, and research to understand the tourism and events landscape in Central Australia.

The strategic plan identifies five key priorities and outlines how each will be achieved:

- Improve commercialisation and increase profits
- Reduce the labour burden by improving efficiencies
- Grow attendance and participation
- Increase overnight visitation and visitor expenditure
- Manage risk

A major challenge for the event's long-term viability is the diminishing numbers of Rotary members to fill the Regatta's management needs. The first stage of the five-year plan is to establish efficient festival management practices to free up volunteer capacity.

The committee was restructured to make more efficient use of the available volunteers. The new structure is supported by an outline of roles and responsibilities that aligns with a planning timeline which schedules milestones for each member of the organising committee.

The online event manual ensures event planning is documented in one central location so committee members won't leave the event with documentation on their personal computers.



OUTCOMES

The Regatta's event coordinator instigated a partnership with Tourism NT to bring lifesavers from the TV show Bondi Rescue to Alice Springs to attend the event. The resulting one-hour show was seen by 2.1m viewers in 40 countries.

Event attendance increased by 4.4%, with 62% from interstate or overseas. An 8.5% increase in revenue meant a portion of the profits could be set aside for reinvestment into the event, something that had not been done in years. The impact on the local economy from the out-of-region visitors was estimated to be almost \$4.5 million.

As Henley on Todd is comprised entirely of participatory races, it is vital that attendees join in the fun – if not, there is no show! 15% more attendees participated in the races than the year before, the result of innovative new activities to increase participation by locals.

For the first time the visitor survey included questions on customer satisfaction; 98% of attendees were satisfied with the event. Half indicated they would attend the Regatta again, impressive considering that only 37% came from the NT! 81% of locals said they were likely to attend again the next year.

The activities undertaken to boost revenue streams and address operational challenges will ensure the Regatta's viability and economic benefits for years to come.

REFEREE

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We picked apart the strategic plan we received a year ago from Tilma Group and the risk management plan we received from Ernst & Young to apply for and win very significant funding from two multi-year grants.

The plans identified the key things the event needed to work on, and the budget required for each, and when we applied for funding, we received about 90% of what we needed for the first three years of the plans.

The plans have given us clear direction. Now all of us on the committee know what we are doing and how to go about it.

- DALE MCIVER OF ALICE SPRINGS EVENT MANAGEMENT & CONSULTANCY, HENLEY-ON-TODD'S EVENT COORDINATOR

NEW EVENT DEVELOPMENT

The Southern Highlands southwest of Sydney was one of the first regions settled by Europeans. Its cool climate made it ideal for the gentry to replicate European landscapes on their grand estates. The region has significant heritage, including a town that's straight out of the 1840s.



PROJECT PURPOSE

In recent years the community has been fighting a proposed coal mine. To highlight the heritage value of the landscape, Berrima Residents Association sought Tilma Group's help to develop an event that would showcase the region's heritage; ultimately to support the landscape's protection from development.



Working with you was a highlight of the year for us and goodness knows where all your hard work might take us next year! Thank you for being instrumental in getting the project to this stage. I don't think we could have envisaged this when we set out a few years ago.

Engaging a consultant can be hit and miss unless they come recommended by previous clients. Not only does the consultant have to be competent, even expert, in their field, they have to know how to listen, engage in real communication and complete a report within budget and on deadline that delivers a clear message to the client or the client's audience. We have no hesitation in recommending Tilma Group.

- DR. ERIC SAVAGE, PRESIDENT, BERRIMA RESIDENTS ASSOCIATION, INC.

PROJECT OVERVIEW

Based on models of other successful events, Tilma Group proposed a month-long region-wide heritage festival that would connect existing annual events with a program of innovative midweek activities targeted at markets not traditionally associated with heritage tourism.

The event development plan outlined the festival's:

- Purpose, vision and themes
- Structure
- Date and locations
- Governance including potential collaborators and their roles
- Expense forecasts and revenue sources
- Program including Tier 1 and 2 events
- Marketing plan
- Planning timeline
- Post event review process including measurement and evaluation
- Next steps in realising the event

Event planning templates and a marketing kit for participating event hosts were included as supporting pieces.

The biggest challenge was the need to create an event model that ensured long term viability, taking into consideration the capacity of local volunteers. Consequently, a model with a paid resource was developed.

Case studies of the power of local government support of events were provided to support a pitch for Council to support the new event with human resources in its first year.



OUTCOMES

Tilma Group successfully secured Council's support for the festival, with their tourism arm, Destination Southern Highlands, poised to support the event's delivery once funding has been secured. This support will enable the event to maximise economic outcomes and develop into a flagship festival for the region.

Berrima Residents Association has used the event development plan to support an application for \$300,000 of federal grant funding over three years.

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NEW EVENT DEVELOPMENT + STRATEGIC MENTORING

The Heritage Near Me program of the Office of Environment and Heritage (NSW) (OEH) approached Tilma Group to help develop a new heritage event for Western Sydney, West Fest, to build on its recent success in developing partnerships and engaging residents in local heritage through its regional roadshow event series.

PROJECT OVERVIEW

From event concept to a complete event development plan, Tilma Group helped OEH to create an event with efficient use of human and financial resources, capitalising on developing partnerships in the region. During the event's development, planning and delivery, Tilma Group provided mentoring to OEH to help them with creative idea generation, assessing events and partnerships likely to be successful, supporting the organising process, and developing and implementing the marketing plan.



www.youtube.com/watch?v=EZH-U-8iSk8

PROJECT PURPOSE

Desired outcomes included:

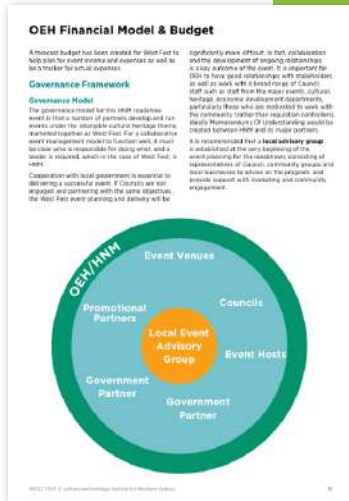
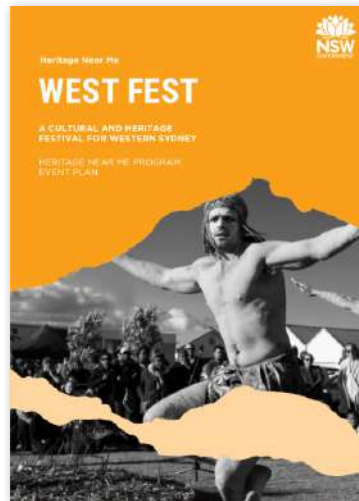
- having locals explore their neighbourhood, community and region;
- heritage is embraced for its economic and community development and tourism opportunities, broadening understanding of how communities can benefit from heritage; and
- building on existing relationships with local councils.



www.youtube.com/watch?v=yPH6Sp0xiUc

OUTCOMES

Approximately 2,600 attended the festival, remarkable with rainy weather keeping many at home, and some significant marketing handicaps, such as the event managers excluded from using social media for promotion. Visitor surveys revealed that the hands-on nature of the events allowed people to get a grip on Western Sydney's diverse migrant heritage. The event development plan is now available as a blueprint for future events held by OEH.



REGIONAL EVENT STRATEGY TO DRIVE OFF PEAK VISITATION

The Bass Coast southeast of Melbourne includes Phillip Island, one of Australia's most-visited regional destinations, which draws 3.5 million visitors annually from around the world to watch fairy penguins and motorsports.

PROJECT PURPOSE

Bass Coast is Australia's second most tourism-dependent shire, with tourism accounting for 17.4% of the region's economy, though visitation is highly seasonal with low visitation in the colder months. The primary goal in the region's Visitor Economy Strategy is to grow off-peak visitor expenditure.



PROJECT OVERVIEW

Tilma Group developed a strategic plan for Bass Coast Shire Council on how to grow off peak events, outlining how Council could support growth in existing events to smooth seasonal visitation.

Research included analysis of an event and event venue audit, and benchmarking against other regions to identify gaps and opportunities, along with consultation with key stakeholders.

A discussion paper was developed which outlined the region's event strengths, challenges and opportunities, along with recommended strategic priorities and a suggested annual events calendar. The paper was tested with a project control group who discussed and finessed its proposals.

The strategic activation plan developed from this feedback included a recommended event calendar outlining the kinds of events that are a good fit for the Bass Coast brand and assets, along with funding opportunities and strategic partners. The report also included details of governance and resourcing, and a balanced portfolio of homegrown and external events.

Consultation for the plan revealed a need for upskilling in the Shire's event committees. Tilma Group facilitated a capability-building program using the rEVENTS Academy platform.

A one-day event development bootcamp was held for Bass Coast event committees. Three events with the potential to grow into significant off peak events received intensive one-on-one monthly coaching via webinar in a six-month structured development program. This was a modified version of the 10-module rEVENTS Academy course where each committee selected five modules for a customized program.

The committees also received supporting templates for each module; access to a Q&A platform where all the local event committees could ask questions, share knowledge and cross promote; and a wrap-up report with an action plan outlining the strategic and operational priorities for their event moving forward.

Lastly, an in-region half-day presentation and Q&A session was held for all of the Bass Coast event committees where the three events who had undertaken the intensive development program shared their learnings with the others.



The off peak event strategy has been the catalyst for lots of good things. We are about to restructure our Economic Development, Events and Tourism Department to get greater collaboration across the teams. We will add more operational resources by employing a new Visitor Economy and Events Officer.

The Events and Tourism Coordinator is planning a new marathon event for next off peak season and we are working with lots of event operators about either shifting the date of their existing peak season event or developing their off peak events. We have also started leveraging off events more.

The report has definitely helped clarify our direction and provide strategic justification.

- PETER FRANCIS, MANAGER, ECONOMIC DEVELOPMENT AND TOURISM, BASS COAST SHIRE COUNCIL

REFEREE

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TOURISM ACTIVATION PLAN + STRATEGIC MENTORING

Bulloo in southwest Queensland has a population of just 350 spread across one of Queensland's biggest Shires. Tourism plays an important role in the region's economy, though most visitation is concentrated between Easter and October.

Council's tourism team has some big wins on the board, including decreasing the percentage of visitors to the visitor information centre who pass through without staying overnight from 60% to just 6% within two years.

PROJECT PURPOSE

Council wanted to increase the economic benefits the Shire received from tourists to support local businesses.



"Linda and her team painstakingly poked, prodded, interviewed and researched every corner of our region, leaving no stone unturned. Their efforts were rewarded with the epiphany of the 'Explorers' brand for our shire. They stripped down all the information presented to them and recognised a common denominator between our visitors and the famous Burke and Wills story.

This brand then became the focal point behind an insightful, detailed and honest approach to a practical and achievable tourism activation plan.

The plan includes a fresh approach to the development and marketing of existing assets, plus new asset development based on research.

Linda has managed to problem solve long standing issues in staff structure, workloads and has broken down barriers of perceived risk by submitting valued research and case studies to Council on new product development.

Tourism is now a priority for Council with strong administrative structure and financial support. The path to achieve our goals of an increase in economic benefits to the Shire, to support local businesses and the local community is laid out clearly in the tourism activation plan and each step can be measured for success."

- GILLIAN STRONG, TOURISM COORDINATOR, BULLOO SHIRE COUNCIL

PROJECT OVERVIEW

Tilma developed a tourism activation plan which identified priority projects to achieve the Shire's tourism goals, supported by strategic mentoring support for 12 months to ensure that Council's team had the capability to achieve results.

Tilma Group undertook desktop research and phone consultations to gain a comprehensive view of the current tourism situation in the Shire. From this, a discussion paper was developed which outlined tourism trends and suitable opportunities, opportunity markets, and a review of the region's brand story and marketing focused on how visitors perceive Bulloo. The paper provided insights and context into the current situation and high level opportunities for Council's consideration.

Tilma Group visited the region to facilitate a tourism workshop with Councillors and Council's tourism staff to discuss the gaps and opportunities outlined in the paper. Site visits provided additional insight into the tourism offering.

A tourism activation plan was developed based on their feedback which included

- The destination's story and unique selling points
- Priority opportunities to develop
- An activation roadmap to support implementation

Twelve months of mentoring is supporting the implementation of the activation plan.

To date, mentoring has included help with restructuring Council's tourism department to enhance efficiencies, and with allocating the annual tourism budget. Tilma Group is working with local operators on projects and sourcing funding for a revitalization of the visitor information centre into an anchor tourism product that reflects the region's brand identity.

OUTCOMES

The project has reinvigorated Council, community and industry to realize their tourism potential. Council immediately embarked on a restructure of the team, highlighting its commitment to growth. Funding applications are currently submitted for two major product development projects and funding has been secured to grow their annual flagship festival. This is one small but powerful Council - watch this space!

REFEREE

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TOURISM ACTIVATION PLAN

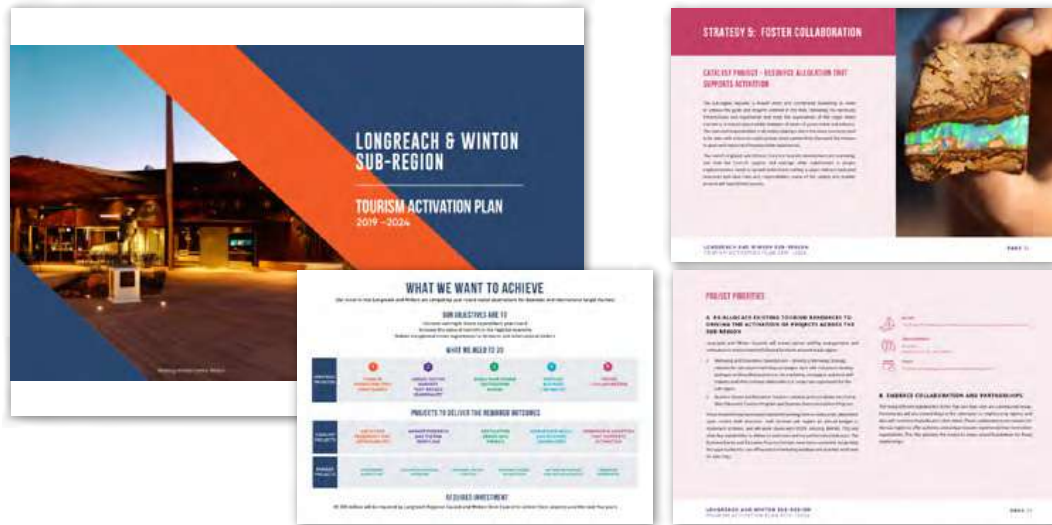
This region in Queensland's Central Outback has fewer than 5,000 residents but hosts more than 110,000 visitors annually, concentrated within five months to avoid the hot Outback summer. \$100 million-worth of tourism assets include the Australian Stockman's Hall of Fame, Australian Age of Dinosaurs, Qantas Founders Museum and the Waltzing Matilda Centre, as well as award-winning experiences such as Outback Pioneers and Outback Aussie Tours.

PROJECT PURPOSE

Longreach Regional Council and Winton Shire Council wanted to ensure their existing tourism infrastructure would be optimised and new market and investment opportunities embraced to more evenly distribute visitation across the year. Establishing and maintaining a year-round visitor economy is fundamental for Longreach and Winton to attract future investment and grow business and community vibrancy.

The purpose of the Tourism Activation Plan is to

- ensure the region is ready for the growth being driven by their four major tourism attractions
- identify opportunities and target markets to grow visitation outside of the peak season to support year-round employment and the viability of local tourism businesses.



As a first for Outback Queensland, Longreach and Winton Councils collaborated to create an outcomes-based tourism strategy focused directly on the needs of their small rural communities.

Tilma Group used their extensive industry and stakeholder consultation experience to connect with and bring together the relevant stakeholders of the two councils to specifically focus on realistic results-driven projects whilst remaining pragmatic, friendly and engaging.

Throughout the project Tilma Group always ensured that the key stakeholders were engaged and kept fully informed at each identified reporting milestone.

Tilma Group have extensive regional and remote tourism experience and this was invaluable to creating a workable strategy with defined implementable projects that will benefit the tourism in Western Queensland in the years to come.

- RUSSELL LOWRY, ECONOMIC DEVELOPMENT AND TOURISM MANAGER, LONGREACH REGIONAL COUNCIL

PROJECT OVERVIEW

The development of a tourism activation plan for the region was a joint project between Tilma Group, JJ Strategic Consulting and Alphacrane Intercultural Specialists.

A project reference group of ten diverse stakeholders helped develop a comprehensive list of further stakeholders, and a gaps and opportunities paper based on a tourism and events audit of the region was shared with them to encourage their commentary.

The audit's findings and opportunities were discussed in one-on-one meetings with stakeholders in person and by phone. A workshop was held in Longreach which twenty stakeholders attended to discuss findings and aspirations, a potential vision for the region, and strategies required to activate the existing tourism infrastructure.

The resulting tourism activation plan outlines strategic priorities and required catalyst and enabler projects to deliver results immediately and in the medium to long term, with a framework and pragmatic approach to activating projects based on priority and consumer demand.

Catalyst projects were identified as those critical to the sub-region to reduce seasonality, attract high spend visitors and grow the visitor economy. Further enabler projects were recommended to deliver specific outcomes needed to ensure the success of the catalyst projects.

Working across local government borders presented some concern initially, however this innovative approach proved to be extremely successful. However changing staff throughout the life of the project presented a challenge, with CEOs replaced at both Councils and the resignation of the project leader at the end of the project.

OUTCOMES

This collaborative cross border plan has provided the Councils and industry with a clear roadmap on the priority projects to focus on. The plan was a catalyst for bringing industry together and supporting opportunities to undertake collaborative projects.

REFEREE

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VISITOR ECONOMY STRATEGY & ACTIVATION PLAN

The Central Highlands region of Central Queensland inland from Rockhampton around Emerald includes stunning natural beauty such as Carnarvon Gorge and unique attractions including one of the world's largest sapphire fields.

PROJECT PURPOSE

Central Highlands Development Corporation (CHDC) sought help to prioritise the many opportunities available and understand how to most effectively use their limited human resources to achieve increased visitor expenditure and reduced seasonality.



From our first phone call with Tilma Group, I knew they knew their stuff and were fully engaged in what we wanted to achieve. When we asked Tilma Group to quote on our three-year Tourism Strategy, they came back to us with a proposal for a Tourism Activation Plan that we could implement and achieve. That was right on the money - all of our previous strategies have sat on the shelf with limited outcomes. Tilma Group's approach was highly consultative, including engagement with our tourism community, businesses and stakeholders, and our whole community - exactly what we needed to get our region on board and achieving together. Their ability to engage with operators, Council and all stakeholders is helping us to achieve outcomes we did not even know were achievable. The visitor economy strategy developed for us is the perfect strategy for us. Our tourism businesses have labelled it the best one we have seen for decades and are now very excited to get stuck in and achieve it. We now have a pathway and roadmap to achieve great things over the coming years! We highly recommend Tilma Group to other regional Councils and destinations.

PAUL THOMPSON, TOURISM DEVELOPMENT COORDINATOR, CENTRAL HIGHLANDS DEVELOPMENT CORPORATION

PROJECT OVERVIEW

The Tourism and Events Activation Plan developed for CHDC takes a focused approach in its recommendations, outlining just a few achievable priority projects.

Tilma Group collaborated with JJ Strategic Consulting using a project-based approach that was pragmatic and focused on activation and outcomes.

The following methodology outlines the project process which was based on extensive stakeholder consultation, a tourism and events audit, and desktop research:



A gaps and opportunities paper developed from desktop research was used to test ideas and trigger input from a variety of stakeholders. Their feedback fed the development of the tourism activation plan, ensuring this is an industry-led plan.

On completion, a 12-month strategic mentoring process commenced, with Tilma Group providing quarterly strategic workshops to assess progress and work on any potential barriers. The focus is 100% on outcomes!

OUTCOMES

This pragmatic plan was designed for straightforward implementation. It outlines how to grow the local visitor economy via catalyst projects that focus the community's efforts on what will have the biggest return on investment.

The plan was presented to Central Highlands Regional Council on completion and launched at their annual Tourism & Events Forum to overwhelming positive feedback and great enthusiasm from industry to start activation.

REFEREE

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VISITOR SERVICING RECOMMENDATIONS REPORT

Tourism Central Australia (TCA) operates an award-winning visitor information service in Central Australia, with the Alice Springs Visitor Information Centre (VIC) as the service hub.

Technology has altered how travellers access information and make travel decisions. Visitor service providers must be proactive, adapting to engage visitors where and how visitors want to be served.

A new visitor services model was required to support convenient, relevant and innovative multi-channel access for visitors to Central Australia; maximisation of economic benefits; and collaboration amongst stakeholders.

PROJECT PURPOSE

In the context of increasing use of digital technology for travel planning, and declining funding for VICs, TCA wanted to ensure its visitor servicing model remains valued by visitors and industry stakeholders.

The purpose of the Visitor Servicing Recommendations Report was to identify the ideal visitor servicing options for TCA.

The report had to reflect the expectations of industry stakeholders, best practice in visitor servicing, the changing nature of visitor engagement, and the operating context.

Intentions that drove this work included

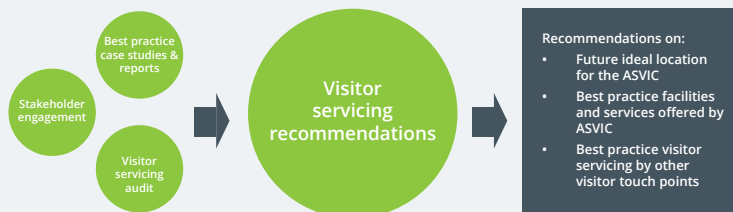
- Operating a commercially viable VIC
- Sustainably growing the visitor economy
- Maximising value for TCA members

I am very excited by this document. The consultants have gone above and beyond expectations, providing a far more detailed and region-wide report than what was in the scope, and in doing so have painted a very ambitious and exciting vision for visitor servicing across the Red Centre. This document will provide a great lobbying platform to expand our visitor servicing across the region and service the customer in the best way possible.

– STEPHEN SCHWER, CHIEF EXECUTIVE OFFICER, TOURISM CENTRAL AUSTRALIA

PROJECT OVERVIEW

The approach to developing the report was:



Recommendations on:

- Future ideal location for the ASVIC
- Best practice facilities and services offered by ASVIC
- Best practice visitor servicing by other visitor touch points

Engagement was a critical element of the project to identify and prioritise visitor servicing needs, and the expectations of industry stakeholders, and to inform recommendations.

Key elements included one-one meetings with stakeholders to understand their needs and wants from visitor servicing, and the potential impacts of a new VIC location; and an online survey and use of social media to reach and gather the view of other stakeholders not otherwise engaged. Video conferencing and phone meetings were used to deliver cost efficiencies.

The project

- identified and reviewed the visitor touch points across Central Australia
- audited the facilities and services provided by the VIC
- reviewed best practice visitor information centres and recent research reports in terms of the elements critical to contemporary visitor servicing
- built an understanding of current and future visitor markets
- reviewed the current VIC location and other potential location options in Alice Springs including co-location with the National Aboriginal Art Gallery and National Indigenous Cultural Centre
- identified gaps and opportunities for enhancement of visitor servicing in Alice Springs
- provided pragmatic recommendations to inform decision-making on the future of visitor servicing in Alice Springs
- identified important enablers for the delivery of best practice visitor servicing in Central Australia

Visitors have multiple touchpoints when travelling to and through a destination which influence the quality of the visitor experience and decision-making on what to see and do. The visitor servicing review for TCA highlighted the importance of visitor hotspots such as attractions and rest stops as key touchpoints beyond bricks and mortar visitor information centres, and the need for a consistent visitor servicing approach.



OUTCOMES

Based on a recommendation to service visitors further afield, TCA had discussions with the Northern Territory government about operating the Battery Hill Mining Centre and Tennant Creek Visitor Information Centre in Tennant Creek five hours north of Alice Springs. TCA is now managing the site under a short-term contract while long-term details are being finessed.

In Alice Springs, TCA is in the process of finding a new location for the Alice Springs Visitor Information Centre that would better meet visitor needs. A number of sites were assessed to see if they fit with the checklist provided in the report on what a best practice site for a visitor information centre would include. A couple of likely sites were identified, and TCA is now seeking funding for pre-feasibility studies that would outline the costs of using each site.

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Contact us for
a free one hour
consultation
to discuss your
project and
brainstorm
ideas with the
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Thank you for the opportunity to tell you about Tilma Group.

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