Destination Marketing, Management and Events Plan 2015 to 2018
Executive Summary

With a clear market positioning and an achievable set of action items, it is possible for Ipswich to double its overnight visitor and events economy within three years.

Currently the Ipswich overnight visitor economy is valued at $210 million per annum which equates to a 1.8% share of the south east Queensland market.

Ipswich has a relevant and attractive weekend and short-break offering for residents and visitors in the south east Queensland region.

The Ipswich offering is comparatively strong in the areas of tangible history, nature based recreation, challenge based adventure, and distinctive spectator and participation events.

Analysis of the market position, performance, and potential identifies four specific priorities to increase targeted visitor demand, visitor arrivals, and visitor expenditure for Ipswich.

Firstly, with increased and improved awareness and demand-building initiatives targeting our most probable prospects, Ipswich can achieve a 4.2% share increase of this Brisbane and south east Queensland short country/regional break market. This will contribute around $89 million (an additional $51 million) per annum in direct overnight visitor expenditure into the Ipswich economy in 2018.

Secondly, through increased and improved engagement with the traditional and online Australian travel trade, Ipswich can achieve a 3% share of the surrounding Gold Coast, Brisbane, Sunshine Coast, and Southern Queensland Country domestic and international overnight leisure visitor market. This will contribute around $262 million (an additional $89 million) per annum in direct overnight visitor expenditure into the Ipswich economy.

Thirdly, with increased and improved collation, development, and promotion of Ipswich business event venues, products, and experiences Ipswich can achieve $30 million (an additional $20 million) per annum in domestic overnight business visitor expenditure in Ipswich.

Fourthly, Ipswich will increase domestic and international overnight visitor awareness, engagement, and conversion through a planned 12 month program of distinctive spectator and participation events.

This Destination Marketing, Management, and Events Plan has identified and detailed ten priority actions and a supporting framework of performance measures which if executed properly will generate the four priority outcomes described above and generate a 76% increase in Ipswich annual overnight visitor and events economy within three years.

The plan is based on the most current and best available data, experienced industry analysis, and a focus on objectives and actions which are realistically controllable within Ipswich City Council resources and responsibilities.
This Destination Marketing, Management, and Events Plan is a critical part of the overarching Economic Development and Marketing Six Point Plan which prescribes the path to deliver quality corporate services and measurable development of new economic, social, and profile growth for the City of Ipswich, the outcomes of which being:

1. Delivery of Vital Marketing and Communications Services to Council
2. Best Practice Government Interface with Residents and Businesses
3. Lead Digital Technology and Knowledge Economy Progress
4. Accelerate and Promote Priority Economic Growth Sectors
5. Increase Overnight Visitor Demand, Arrivals, and Expenditure
6. Mass Improvement of Ipswich Positioning in Key Markets

This Destination Marketing, Management, and Events Plan (DMMEP) is the blueprint which identifies our market position, potential, and priority actions required to achieve this aggressive outcome.

The development of a clear tourism market position and key assets is done in alignment with the connected and complimentary work to deliver on the Ipswich City Council (ICC) Economic Development and Marketing Six Point Plan.

All activity must be planned to support and extend its own objectives and those parallel objectives of the overarching plan.
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The Ipswich destination must credibly claim a clear market position based on its competitive advantages, hero experiences, product offering, and greatest market potential.

We must establish the market context in which we are operating and understand where Ipswich is placed relative to the surrounding regions.

Over the next five years the Brisbane region, which includes Ipswich, is forecast to increase its total Overnight Visitor Expenditure receipts by 77% to $8.4 billion in 2020.\(^1\)

Currently, the Ipswich share of the Brisbane region Overnight Visitor Economy is 1.8% or approximately $210 million per annum (Domestic and International Overnight).\(^2\)

At this point we must also recognise the significant number of day trip visitors to Ipswich which are a key driver of the Ipswich Visitor Economy and estimated to be worth $93 million per annum. Day trip visitors are primarily comprised of Queensland residents who represent 89% of all day trip visitors to Ipswich, a 2% higher value than the State average.\(^2\)

In 2015 (year ending September) the total Ipswich Visitor and Events Economy was estimated to have been $303 million in direct total visitor expenditure, notably this is approximately a 28% or $66 million increase on 2013.\(^2\)

We acknowledge and agree that Brisbane, Gold Coast, and Sunshine Coast will always be the predominant south east Queensland destinations for Domestic Overnight and International visitors and so Ipswich has no intention to complete against these regions in their respective intrastate or international key source markets.

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**Marketplace**

**Total Overnight Visitor Expenditure Estimates by Regional Tourism Organisation\(^1\)**

*Source\(^1\): TEQ 2020 Strategic Marketing Plan and Tourism Research Australia*

*Source\(^2\): International and National Visitor Surveys, Tourism Research Australia (year ending September 2015)*
The Ipswich DMMEP 2015 to 2018 is primarily focused on generating increased overnight and daytrip leisure visitation from the resident population of Brisbane and south east Queensland.

The secondary priority of the DMMEP is to increase the dispersal of the large Brisbane, Gold Coast, and Sunshine Coast visitor markets into Ipswich.

The third priority of the DMMEP is to attract and host more business events such as meetings, incentives, conferences, and exhibitions from Brisbane and south east Queensland in Ipswich.

And the fourth priority of the DMMEP is to align a 12 month program of relevant spectator and participation events to generate new demand, promotion, and visitation for Ipswich.

A more detailed assessment of the Ipswich key source markets and market segments is the basis of the Potential section from Page 8.

Given this prioritisation, we can refine and define our main market context to the resident population of Brisbane and south east Queensland with particular attention to leisure weekend and short break visitation.

South East Queensland Resident Population by Region
Year Ended December 2014

Source: ABS, Regional Population Growth, Australia, 2010–11
Understanding that leisure weekend and short break consumption is framed by a standard set of rational and predictable factors we can reasonably estimate where the Ipswich Destination is placed in the market relative to the surrounding regions. The key leisure weekend and short break rational consumption factors are:

- Cost
- Accessibility
- Awareness
- Demand
- Differentiation

Correspondingly, there are a clear set of emotive or experience based factors that direct leisure weekend and short break decision making within the Brisbane and south east Queensland marketplace. Again we can reasonably estimate where the Ipswich Destination is placed in the market relative to the surrounding regions. The key leisure weekend and short break experience based consumption factors are:

- Beaches
- Attractions
- Nature
- Culture
- Adventure
- Events
- Entertainment
- Seasonality

South East Queensland Total Overnight Visitor Markets by Region
Year Ended December 2014

Source: TEQ 2020 Strategic Marketing Plan and Tourism Research Australia
It is imperative that Ipswich understands and leverages its rational and experience based competitive advantages in the Brisbane and south east Queensland marketplace.

Based on the previous plotting of Ipswich and surrounding south east Queensland regions by rational and experience consumption factors, the competitive advantages for Ipswich are:

- Cost (rational)
- Accessibility (rational)
- Nature (experience)
- Adventure (experience)
- Culture (experience)
- Events (experience)
- Seasonality (experience)

We can translate these into our destination hero experiences which align strongly with the positioning of Ipswich which we can genuinely build and substantiate in the marketplace, those hero experiences are:

- Tangible history
- Challenge based adventure
- Nature based recreation
- Distinctive spectator and participation events

Ipswich can authentically own these hero experiences and with them define a distinctive positioning which fills a clear and potentially lucrative gap in the south east Queensland leisure weekend and short break marketplace.
Another competitive advantage for Ipswich is that Council can work closely with its operators to leverage our hero experiences beyond solely marketing positions but as guiding catalysts for major events or industry based development and investment.

Ipswich is perfectly positioned in the south east Queensland region with a massive population catchment and excellent accessibility. There are approximately 3.3 million people in south east Queensland and the population is growing at around 2.4 per cent per annum. Ipswich is less than one hour drive from the main population centres of Brisbane (2.2 million) and Gold Coast (550,000) with first-rate road and rail access.

Roy Morgan data for 2014 shows that 36% of Brisbane and south east Queensland residents took at least one short break of one or two nights in country Queensland destinations in the past 12 months. That indicates there is a significant number of country or regional short break trips being made by our key target market every year.

This market segment is valued at approximately $1.6 billion per annum and demonstrates the greatest potential for Ipswich to generate sustainable increased overnight leisure visitation. Current data suggests that Ipswich attracts 2.2% or $38 million of this segment.

The priority outcome for this Ipswich DMMEP is to achieve a 4.2% share of the Brisbane and south east Queensland short country/regional break market which will contribute around $89 million (an additional $51 million) per annum in direct overnight visitor expenditure into the Ipswich economy.

This will be done through increased and improved awareness and demand building targeting our most probable prospects in Brisbane and south east Queensland, see Priority Actions for more detail.

Another advantage for Ipswich is its proximity to the massive and mature surrounding visitor markets of Gold Coast, Brisbane, Sunshine Coast, and Southern Queensland Country. In 2015 (year ending September) there were 12.6 million domestic and international overnight leisure visitors equalling more than 58.3 million leisure visitor nights in Brisbane and south east Queensland. Current data suggests that Ipswich attracts just 2% of that immediate overnight leisure visitor market. A key activity over the next three years is to work with Brisbane Marketing to increase the representation of Ipswich product presented to visitors to south east Queensland through established trade and digital channels.

The second priority outcome for this DMMEP is to achieve a 3% share of this surrounding Gold Coast, Brisbane, Sunshine Coast, and Southern Queensland Country domestic and international overnight leisure visitor market to Ipswich which will contribute around $262 million (an additional $89 million) per annum in direct overnight visitor expenditure into the Ipswich economy.

This will be done through increased and improved engagement with the traditional and online Australian travel trade as well as targeted product development for trade readiness, see Priority Actions for more detail.

Source: International and National Visitor Surveys, Tourism Research Australia (year ending September 2015)
Tourism Research Australia data shows Ipswich also has a significant opportunity to increase its share of the Brisbane and south east Queensland domestic business events sector. In 2015 the surrounding markets of Gold Coast, Brisbane, Sunshine Coast, and the Southern Queensland Country hosted just over 2.5 million domestic business visitors generating 6.8 million in domestic business visitor nights worth approximately $1.6 billion per annum in visitor expenditure. Ipswich attracted 25,100 domestic overnight business visitors staying a total 49,000 night in the destination worth approximately $10 million to the local economy.

A third priority outcome for this DMMEP is to target $30 million per annum in domestic overnight business visitor expenditure in Ipswich, targeting the corporate sector and trade in Brisbane and south east Queensland to bring their meetings, incentives, conferences, and exhibitions to Ipswich.

This will be done through increased and improved collation, development, and promotion of Ipswich business event venues, products, and experiences, see Priority Actions for more detail.

For a regional destination such as Ipswich, spectator and participation events generate an outstanding amount of demand, promotion, and visitation. A 2014 report by Tourism Research Australia shows that in a survey of regional event attendees more than 57 per cent of first-time visitors to the regional destination and 69 per cent of repeat visitors to the region said the event was the main reason for visiting. In all, three-quarters of event attendees would not have gone to the destination if not for the event.

Ipswich is well placed to increase domestic and international overnight visitor awareness, engagement, and conversion through a planned 12 month program of distinctive spectator and participation events.

This will be done through the development and delivery of a city-wide events plan which allocates resources and responsibilities to the strategy, acquisition, delivery, and marketing of major events for Ipswich in line with the aims and actions of this DMMEP.

Source: International and National Visitor Surveys, Tourism Research Australia (year ending September 2015)
The Ipswich Motorsport Precinct Masterplan and the Ipswich Eco Tourism and Rural Tourism Opportunities Plan have both honed in on the strongest opportunities for Ipswich City Council to drive product based development and economic benefit.

The Ipswich Eco Tourism and Rural Tourism Opportunities Plan and the Blackstone Hill Master Plan have identified rural nature landscapes and challenge based adventure precincts for activities and events such as mountain biking, kayaking, canoeing, walking, hiking, climbing, and horse riding as a unique opportunity for the Ipswich destination within south east Queensland.

Likewise the Ipswich Motorsport Precinct Masterplan has further assessed the popularity of the Ipswich motorsport offering and identified potential for an internationally recognised motorsport precinct that may more than double its current capacity of 250,000 visitors per annum in line with the challenge based activities and distinct events themes.

Ipswich accommodation venues over the past two years have an average occupancy rate of just 57.2 per cent according to the latest Australian Bureau of Statistics Survey of Accommodation Data for hotels, motels, and serviced apartments with 15 or more rooms. This indicates that there is capacity for increased visitation which drives increased yield and investment in the sector.

It is imperative that the demand driving activity is considerate of and aligned with the capacity of the destination to deliver at a product and experience level. We must not only ensure that our market positioning is matched by the destination experience but furthermore we must lead the continued development of the industry towards its greatest potential.

This will be done through an audit of Ipswich accommodation and tourism infrastructure based on market positioning and forecast growth leading to the delivery of an industry report and possible commercial prospectus for targeted investment and development.
1. Establish a clear and consistent leisure tourism destination positioning and messaging which is centred on and builds upon the defined Ipswich hero experiences with the practical delivery of this first priority evident in the quality production of:
   - 20 hero images and 20 supporting images
   - 100, 200, 300, 500 words of purpose written copy
   - 5 specially produced pieces of video content and 30 minutes of relevant raw footage
   - 1 primary destination guide and a suite of consistent themed supporting printed pieces

2. Maintain a network of best-practice owned digital assets which increase awareness, engagement, or conversion for target consumers and the Ipswich tourism industry with the practical delivery of this second priority evident in the measurable achievement of:
   - Discover Ipswich site generating 25,000 unique visits per month
   - Discover Ipswich Facebook profile with 50,000 followers
   - Discover Ipswich Instagram profile with 25,000 followers
   - Discover Ipswich YouTube profile with 1,000,000 views
   - Discover Ipswich email database with 25,000 contacts

3. Establish Australia’s highest quality regional representation in the Australian Tourism Data Warehouse (ATDW) distribution system with the practical delivery of this third priority evident in the measurable delivery of:
   - 110 complete ATDW listings with 52 commercial and 58 non-commercial product listings
   - 550 high resolution product images
   - 110 specially produced product videos
   - 110 purpose written product descriptions

4. Implement a proactive destination publicity plan to increase awareness of the defined Ipswich hero experiences amongst the identified target audiences with the practical delivery of this fourth priority evident in the measurable achievement of:
   - $5,000,000 in generated or contributed unpaid key media advertising value equivalence
5. Put into practice an always-on, targeted, omni-channel marketing plan which drives awareness, engagement, or conversion for target consumers and the Ipswich tourism industry with the practical delivery of this fifth priority evident in the measurable achievement of:

• An increased share of voice in defined geographic, demographic, and psychographic categories

• Detailed program of cooperative marketing activities for commercial product

6. Establish a clear and consistent business event destination positioning and messaging which is centred on and builds upon the defined Ipswich hero experiences with the practical delivery of this sixth priority evident in the quality production of:

• 10 hero Images and 10 supporting images

• 100, 200, 300 words of purpose written copy

• 1 specially produced piece of video content

• 1 business event destination guide

• Distribution of targeted content to business event trade network

7. Assessment and application for relevant marketing or industry development grants from state or federal government to support and extend the key activities identified in this DMMEP with the practical delivery of this seventh priority evident in the achievement of:

• $50,000 in new state or federal government grants

8. Audit of Ipswich product representation in all major traditional and online domestic and key international travel trade channels leading to a 12 month program of industry trade-readiness development and ongoing trade engagement.

9. Audit of Ipswich accommodation and tourism infrastructure based on market positioning and forecast growth leading to the delivery of industry reports and commercial prospectus for targeted investment and development with the practical delivery of this ninth priority evident in the achievement of:

• Progressing the development and application of an Ipswich Motorsport Precinct Masterplan

• Progressing the development and release of a nature-based tourism investment prospectus aimed at securing commercial partners to activate Council-controlled natural areas

10. Development and delivery of an Ipswich Major Events Strategic Plan which identifies and allocates resources and responsibilities to the city-wide strategy, acquisition, delivery, and marketing of major events in line with the aims and actions of this DMMEP.