

DESTINATION
GOLDCOAST.

STRATEGIC PLAN
EXECUTIVE SUMMARY
2020/21



INTRODUCTION

Tourism is the largest economic sector in the Gold Coast, employing 60,000 people in 4,600 businesses.

In 2019, 14.2 million visitors contributed \$5.9 billion to Gold Coast's economy. This is a 13.5 per cent increase in the number of visitors and a 4.1 per cent increase in visitor expenditure, compared to 2018.

Destination Gold Coast (DGC) is an independent not-for-profit, marketing organisation that promotes the Gold Coast as a premier leisure and business events destination on behalf of its 550 members, and the 26,000 businesses that contribute to the Gold Coast tourism levy.

DGC was established in 1975 and has evolved into a highly effective, modern Destination Marketing Organisation (DMO) that has built the Gold Coast's tourism sector to become the fourth largest tourism destination in Australia.

DGC is a team of experienced and hard-working professionals who are driven to deliver on our motto of "more visitors, more often, spending more".

DGC recognises its important role in building the Gold Coast community through sustained economic growth.

Source: Tourism Research Australia, National Visitor Survey and International Visitor Survey, 12 months to December 2019.



**TOURISM EMPLOYS
60,000 PEOPLE**



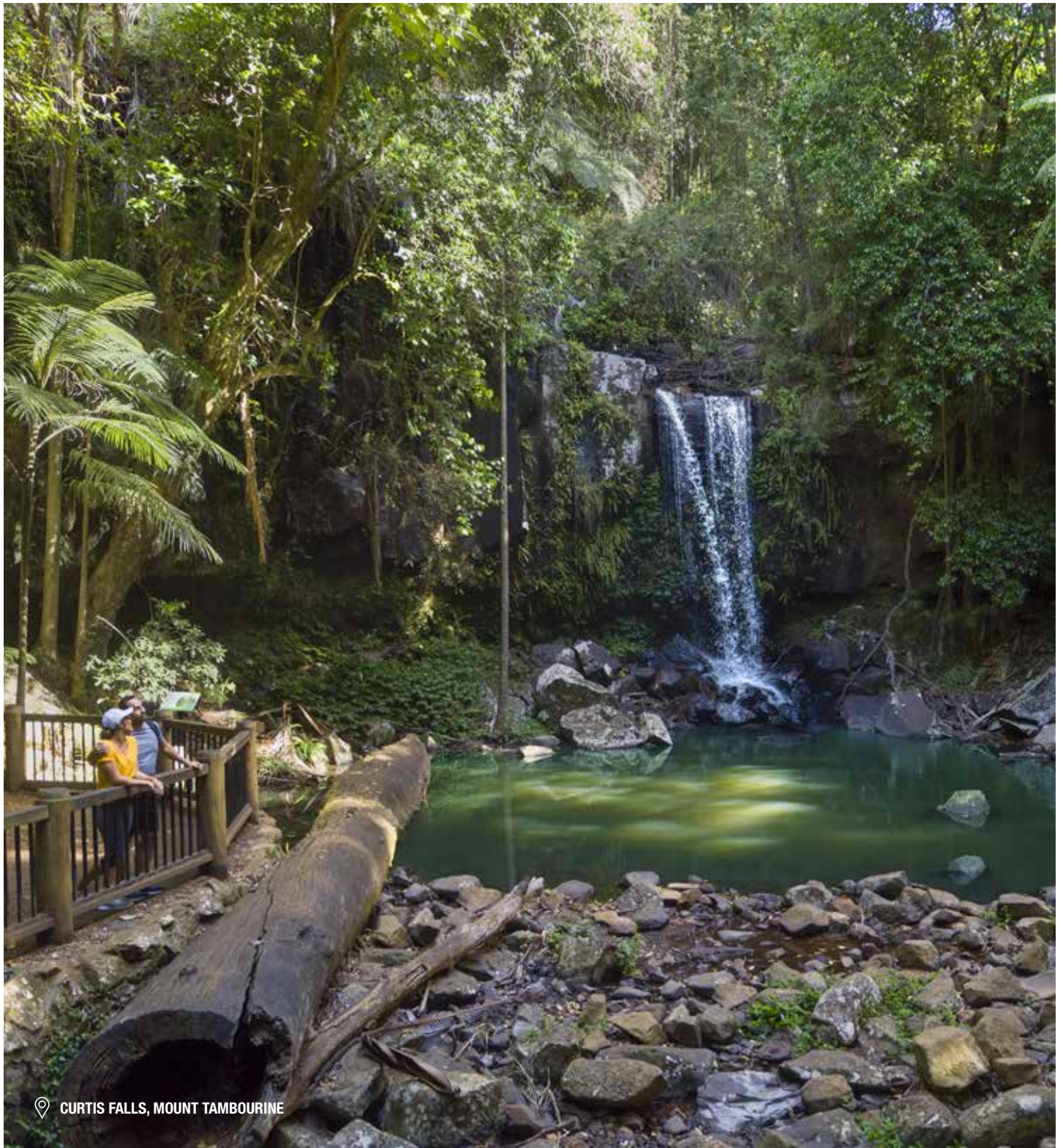
**14.2 MILLION
VISITORS IN 2019**




**13.5% INCREASE
IN VISITOR NUMBERS**



**\$5.9 BILLION TO
GOLD COAST ECONOMY**



 CURTIS FALLS, MOUNT TAMBOURINE

CRISIS & RECOVERY

Destinations across the globe including the Gold Coast have experienced a significant disruption as a result of the outbreak of COVID-19.

Although Gold Coast's economy will take many years to recover, we know that tourism will lead the recovery.

Destination Gold Coast's 2020/21 Strategic Plan is responsive to the evolving COVID-19 health and economic recovery at a local, state, national and international level.












The ability to adapt, mobilise quickly and respond to government decisions about social and travel restrictions is critical.

In addition, business as usual disruptors and non-COVID-19 related economic, social and cultural conditions will be continuously factored into DGC's operations, and adjustments made accordingly throughout the year.

With this in mind, DGC's four Strategic Priorities identified in this document are designed to be reviewed after six months' implementation in late December 2020.

DGC's strategies and activities are developed in consultation with local industry, the City of Gold Coast, state and national tourism bodies, national and international travel trade and other industry partners.

#comebackandplay RECOVERY PLAN

PHASE	PHASE 1 : REASSESS	PHASE 2 : REMIND	PHASE 3 : RESTART	RESULT							
	MARCH - APRIL 2020	MAY - JULY 2020	JUNE 2020 - JUNE 2021	FY22							
PHASE EXPLAINED	 Re-evaluate current plans	 Stay top of mind for when restrictions lifted	It's time to <i>#comebackandplay</i>	 RETURN TO GROWTH							
TRIGGERS	 Travel restrictions	 All Australian destinations going after domestic market	 Travel bans lifted and Australia's Favourite Playground is open again								
ACTIVITY	 Activity: Keep strategy, re-think activity	 Create content to keep Gold Coast top of mind	 Series of pre-planned campaigns targeting families								
MARKETS	 Markets: Consider which markets will open first and plan	 Australia + New Zealand	<table><tr><th>CAMPAIGN 1</th><th>CAMPAIGN 2</th></tr><tr><td>Drive</td><td>Drive + Fly</td></tr><tr><th>CAMPAIGN 3</th><th>CAMPAIGN 4</th></tr><tr><td>AUS + NZ</td><td>AUS + INT</td></tr></table>		CAMPAIGN 1	CAMPAIGN 2	Drive	Drive + Fly	CAMPAIGN 3	CAMPAIGN 4	AUS + NZ
CAMPAIGN 1	CAMPAIGN 2										
Drive	Drive + Fly										
CAMPAIGN 3	CAMPAIGN 4										
AUS + NZ	AUS + INT										

STRATEGIC
PRIORITY

01

RETURN TO MARKET SHARE GROWTH BY BUILDING ON FY19 SUCCESS.

Implement a phased domestic market re-entry plan with a high degree of flexibility so that timing can match in-market forces as travel bans are lifted and consumer confidence returns to travel domestically.

In 2018/19, the Gold Coast bucked a Queensland-wide decline in market share. Where Queensland lost 2.5 per cent market share as a State, Gold Coast grew by 3.2 per cent.

Reaffirming the Gold Coast's distinct advantage for families and multigenerational holidays, DGC will draw upon its successful domestic brand Australia's Favourite Playground to capitalise on the momentum of the Come Back and Play platform to win the hearts and minds of would-be Aussie and Kiwi travellers.

 RAINBOW BAY

A U S T R A L I A ' S F A V O U R I T E P L A Y G R O U N D

STRATEGIC
PRIORITY

02

PROVIDE GOLD COAST'S TOURISM SECTOR WITH EFFECTIVE LEADERSHIP THROUGHOUT THE COVID-19 CRISIS AND ITS RECOVERY.

Destination Gold Coast is best placed to advocate for the Gold Coast tourism sector to mitigate the COVID-19 crisis impacts on our destination.

DGC will lead the sector's recovery efforts through working closely with the three tiers of government, members, stakeholders and media to ensure maximum share of voice and funding for the Gold Coast.

 GOLD COAST BROADWATER



STRATEGIC
PRIORITY

03

EFFECTIVELY ENGAGE WITH STAKEHOLDERS AND MEMBERS THROUGHOUT THE COVID-19 CRISIS.

Connecting with members and stakeholders to understand their COVID-19 business impacts and providing practical support is vital. Gold Coast's tourism sector has remained strong through collaboration.

DGC will continue to work hand-in-glove with stakeholders to not only survive this crisis, but to rebuild our economy and thrive.



WARNER BROS. MOVIE WORLD

A U S T R A L I A ' S F A V O U R I T E P L A Y G R O U N D

An aerial photograph of a golf course. In the center-right, a large group of people are seated at long tables under several large white umbrellas, enjoying an outdoor dining event. The tables are set with white linens, glassware, and plates. To the left of the dining area, there is a large, dense green bush. In the background, a golf green and a sand trap are visible. A paved path runs along the bottom of the image, where a man and a woman are walking away from the camera. The overall scene is bright and sunny, with long shadows cast across the grass.

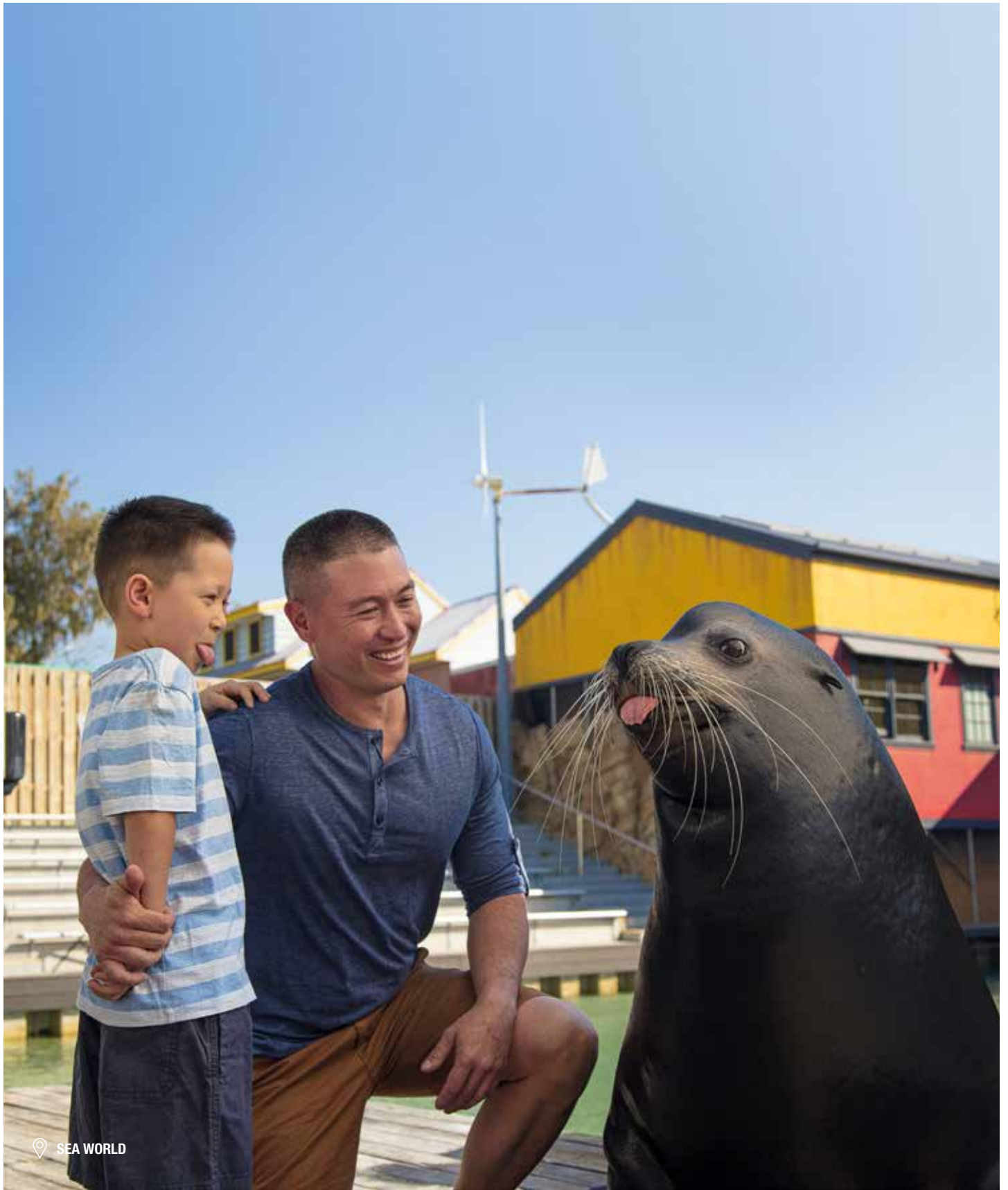
STRATEGIC
PRIORITY

04

MAXIMISE EXISTING AND POTENTIAL BUSINESS EVENTS OPPORTUNITIES FOR THE GOLD COAST, WITH AN EMPHASIS ON NATIONAL BUSINESS.

The Gold Coast business events sector is worth more than \$570 million annually in economic impact to the city.

Close consultation with the business events sector is required to ensure the Gold Coast is best placed to continue to win in the business events space, in a highly competitive post-COVID environment.



INTERNATIONAL MARKETS

During this time, DGC is also keeping a watchful eye on international markets. Once international travel is possible, we'll focus on Gold Coast's three core markets of China, Japan and Korea where we have the greatest opportunity to drive volume and spend quickly.

“

DESTINATION GOLD COAST'S CORE BUSINESS IS TO MARKET THE GOLD COAST TO DRIVE VISITATION AND EXPENDITURE.

”

This plan threads together an organisation-wide strategy with clear objectives to guide prioritised outcomes. To achieve our goals, robust support will also be provided through enabling functions within the organisation, including corporate and membership services along with the destinations' two Visitor Information Centres.

