

An aerial photograph of a coastline. The top half of the image shows a wide, golden-brown sandy beach. The bottom half shows the ocean with waves breaking onto the shore, creating white foam. The water transitions from a deep blue to a lighter turquoise near the beach. The overall lighting is soft and natural, suggesting a bright but slightly overcast day.

Visit **Sunshine Coast**  
Queensland *Naturally refreshing*

# **Strategic Plan**

2018 - 2022

## Purpose

Sunshine Coast Destination Limited trading as Visit Sunshine Coast (VSC) is the official Regional Tourism Organisation (RTO), incorporating three council regions, Sunshine Coast, Noosa and Gympie.

VSC raises the profile of the Sunshine Coast region as a premier national and international tourism destination and works to increase visitor expenditure and industry yield.

## Objectives

<p><b>Destination Promotion</b> Promote the Sunshine Coast as one of QLD's leading leisure and business destinations</p>	<ul style="list-style-type: none"> <li>Achievement of minimum top 3 ranking in QLD</li> <li>Increase media value</li> </ul>
<p><b>Sustainable Tourism Industry</b> Continue to build a unified and sustainable tourism industry</p>	<ul style="list-style-type: none"> <li>Improve economic, social and environmental outcomes within the industry</li> </ul>
<p><b>Organisational Effectiveness</b> Strengthen financial position and invest in people, systems and governance to improve performance</p>	<ul style="list-style-type: none"> <li>Diversification of funding sources</li> </ul>

## Target Markets

Focusing on high yield travellers to maximise visitor expenditure, our target audience encompasses families with children living at home, empty nesters and couples within the following geographic markets.

<p><b>Domestic</b> (Primary)</p>	<p><b>International</b> (Primary)</p>	<p><b>International</b> (Emerging)</p>
<p>Intrastate (Drive) Sydney Melbourne Adelaide Regional Victoria Regional NSW</p>	<p>New Zealand United Kingdom Europe <small>(German Speaking)</small> North America <small>(USA &amp; Canada)</small> Singapore <small>(South East Asia)</small></p>	<p>Greater China <small>(Including Hong Kong &amp; Taiwan)</small> France Scandinavia Korea Japan</p>

## Strategies

To achieve \$3.4 billion in visitor expenditure by 2022, priority strategies will focus on:

### Promoting the Sunshine Coast as Queensland's premier leisure and business destination

- Deliver an evolved Sunshine Coast tourism brand along with key messaging that can be leveraged by the industry.
- Continue to improve our digital experience and content to increase future tourism demand in key markets.
- Develop and implement marketing activity that increases awareness, extends reach and creates demand to new and existing audiences from key source markets to grow visitor yield, regional dispersal and length of stay.
- Revitalised visitor information servicing (VICs)
- Leverage the region's major and member events to deliver economic return.
- Advocate and contribute to the growth of high yielding business events and incentive programmes held within the region.

### Continue to build a unified and sustainable tourism industry

- Broad and strong stakeholder engagement (members, levy payers, government and industry partners)
- Demonstrate Leadership for a cohesive tourism industry
- Strengthen the reputation of the brand, organisation and region
- Implement disaster recovery strategy
- Encourage environmentally sustainable practices
- Advocate for the development of new products and demand driving infrastructure
- Deliver an Industry development program with a wide range of workshops aligned with TEQ's Best of Queensland program
- Increase community engagement and build recognition of the value of the tourism economy

### Strengthen financial position and invest in people, systems and governance to improve performance

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### Measure of success

- Total visitor expenditure
- Value of strategic partnerships
- Media value generated by activities
- Effective leveraging of events and strategic partnerships
- Market share of Queensland's overnight visitor expenditure
- Industry engagement and satisfaction

## SWOT analysis

### Strengths

- Diverse and unique natural attributes, experiences and climate
- Ease of access to destination
- Fast growing, forward thinking and supportive Council
- Highly skilled and professional resources
- Safe and friendly destination
- Strong events portfolio
- 'Green' and eco-friendly destination

### Opportunities

- Significant access to marketing channels, opportunities and expertise for members
- Expansion of Sunshine Coast Airport
- State government funding and support through tourism development initiatives
- Event development
- Maroochy CBD development, building infrastructure and driving innovation
- New Convention Centre to drive mid-week visitation
- Business Events Assistance Program

### Weaknesses

- Low destination awareness in key international markets
- Lack of upscale and branded accommodation
- Limited range of international ready product
- No central business/shopping precinct
- Lack of indigenous product
- Transient nature of management rights industry
- Ageing accommodation stock
- Seasonality of tourism industry
- Limited access for the non self-drive market

### Threats

- Competition from other domestic and international destinations
- Changing visitor expectations that affect the appeal of Sunshine Coast's tourism and events products, experiences and destinations
- Economic conditions within Australia and key source markets that may impact visitor numbers, expenditure and average length of stay
- Unexpected events (weather, terrorism etc) which impact demand and consumer choice
- Bruce Highway upgrade and traffic congestion impacting road access
- Redevelopment of Mooloolaba foreshore and Brisbane Road carpark
- Reliance on one significant funding source