

Inner Melbourne Action Plan (IMAP) Tourism Working Group

Strategic Plan 2013/14-2015/16

Final Prepared

May 2013



DESTINATION MARKETING	
Goal <ul style="list-style-type: none"> • Influence visitors and locals to choose Inner Melbourne as a place to visit, explore and return 	
3-5 Year Desired Outcomes <ul style="list-style-type: none"> • Our marketing activities provided the right information at the right time through the right channels • Contributed to the economic prosperity of Inner Melbourne • Contributed to increased visitation and yield • Inner Melbourne experienced strong positive word of mouth referral and attracts high repeat visitation • Our communities understand that visitors contribute to their lifestyle and prosperity 	
Strategy	Measure of Success
Visitor Journey Points Position Inner Melbourne marketing messages and materials along the key points of the visitor journey	<ul style="list-style-type: none"> ▪ Increased Inner Melbourne product online presence ▪ Inner Melbourne marketing presence at key points of arrival (e.g. airport, cruise ship terminal) ▪ Inner Melbourne has an increasing range of ambassadors that ensure referral to, within and across our region (e.g. concierge, front line, VIC staff)
Leverage Emerging Markets Position Inner Melbourne as a destination of choice for emerging international markets	<ul style="list-style-type: none"> ▪ Increased number of Inner Melbourne products included in Inbound Tourism itineraries, familiarisations, visiting journalist programs ▪ Inbound Tourism Operator satisfaction with the Inner Melbourne experience
Local Engagement Influence and encourage Inner Melbourne residents to explore and visit (there's no place like home)	<ul style="list-style-type: none"> ▪ Increased participation of residents in Inner Melbourne experiences ▪ Level of satisfaction of Inner Melbourne residents of their region being a visitor destination

<p>Communication</p> <p>Inform, update and educate our stakeholders of the benefit from our activities</p>	<ul style="list-style-type: none"> ▪ Return on investment is demonstrated to our stakeholders ▪ Visitor value is regularly communicated to our communities ▪ IMAP project managers of specific IMAP sponsored projects understand the importance and benefits of the Inner Melbourne experience to visitors and locals ▪ IMAP Tourism Working Group activities are embedded in relevant strategies, plans, campaigns and marketing activity ▪ Inner Melbourne product is recognised, valued and amplified by our industry stakeholders
---	---

DESTINATION DEVELOPMENT	
Goal <ul style="list-style-type: none"> • Make it easy for visitors and locals to explore and engage with Inner Melbourne 	
3-5 Year Desired Outcomes <ul style="list-style-type: none"> • Our development activities provided the right information at the right time through the right channels • Inner Melbourne is perceived as easy to navigate • Inner Melbourne is a connected journey offering a seamless experience 	
Strategy	Measure of Success
Influencer Influence destination development opportunities within Inner Melbourne that enhance the experience (egg Melbourne Metropolitan Planning Strategy, State Dept Business & Innovation, Myki)	<ul style="list-style-type: none"> ▪ Participated in key tourism matters and opportunities that impact the Inner Melbourne experience (egg Melbourne Metro Planning Strategy)
Connectivity & Amenity Contribute to activities that improve the connectivity and amenity of Inner Melbourne (e.g. signage/way finding, mapping, transport links and new transport modes, Wi-Fi, seating/shading, lighting, place making)	<ul style="list-style-type: none"> ▪ Visitors and locals perceive that Inner Melbourne is accessible easy to navigate ▪ Our activities positively influence pedestrian flow, dispersal and comfort (e.g. way finding and signage trial) ▪ Visitors and locals perceive that Inner Melbourne is welcoming

Inner Melbourne Action Plan (IMAP) Tourism Working Group

**Action Plan
2013- 2014**

**Prepared
May 2013**

IMAP Vision
Making Melbourne More Liveable



Goal - Destination Marketing								
Strategy								
Visitor Journey Points: Position Inner Melbourne marketing messages and materials along the key points of the visitor journey								
Measure of Success								
<ul style="list-style-type: none"> Inner Melbourne product online presence Inner Melbourne marketing presence at key points of arrival (e.g. airport, cruise ship terminal) 								
Initiative	Critical Tasks	Who Leads	Resources	Budget	Partner With	Completed by	KPI	Notes
Understand and articulate where the visitor points are and what to deliver	<ul style="list-style-type: none"> Request Nitty Gritty presentation – options with VTIC partnership and/or IMAPTGW 	CoY	CoM Research	\$1,000	University	October 2013	<ul style="list-style-type: none"> Visitor points are known Type of content and material is known Type of visitor is known 	<ul style="list-style-type: none"> - Share research data - Share university contacts: - CoM – Latrobe - CoPP - Monash
	<ul style="list-style-type: none"> Undertake desk research of existing and planned research (CoM – Nitty Gritty, Wi-Fi, cruise shipping CoPP, DML) to understand purpose and to see how best to apply to Inner Melbourne marketing materials 		University students					
	<ul style="list-style-type: none"> Tailor our materials and messages based on our research noting first time, repeat visitor, local, national, international 							

Goal - Destination Marketing								
Strategy								
Visitor Journey Points: Position Inner Melbourne marketing messages and materials along the key points of the visitor journey								
Measure of Success								
<ul style="list-style-type: none"> Inner Melbourne product online presence Inner Melbourne marketing presence at key points of arrival (e.g. airport, cruise ship terminal) 								
Initiative	Critical Tasks	Who Leads	Resources	Budget	Partner With	Completed by	KPI	Notes
Develop digital version of Inner Melbourne map for on--line and/or mobile use	<ul style="list-style-type: none"> Correct map on Tourism Victoria website 	CoM	Contractual support Regional Funding	\$50,000 for development Internal Council costs to upload current pdf on individual sites	Map Company DML Potential sponsor	June 2013	<ul style="list-style-type: none"> No of unique visits and/or downloads from TV website Delivered prototype to IMAP at Feb 2014 mtg Feedback from end users re prototype 	- Communications strategy encourages operators to link
	<ul style="list-style-type: none"> Define map boundaries 					June 2014		
	<ul style="list-style-type: none"> Prepare a project scope to include emerging market languages 					75% Feb		
	<ul style="list-style-type: none"> Undertake research into technology for potential platforms 					IMAP committee		
	<ul style="list-style-type: none"> Identify stakeholders 					mtg with		
	<ul style="list-style-type: none"> Identify where map should be and where missing – distribution points 					prototype		
	<ul style="list-style-type: none"> Determine budget 							
	<ul style="list-style-type: none"> Investigate funding opportunities 							

Goal - Destination Marketing								
Strategy								
Visitor Journey Points: Position Inner Melbourne marketing messages and materials along the key points of the visitor journey								
Measure of Success								
<ul style="list-style-type: none">Inner Melbourne product online presenceInner Melbourne marketing presence at key points of arrival (e.g. airport, cruise ship terminal)								
Initiative	Critical Tasks	Who Leads	Resources	Budget	Partner With	Completed by	KPI	Notes
Investigate options to move to a more sustainable model for producing and distributing the printed map	<ul style="list-style-type: none">Print existing map with remaining budget	CoY	Printing quotes - CoS	Remaining 2012/13 budget		June 2013	<ul style="list-style-type: none">Enough maps to get us through	<ul style="list-style-type: none">Melb Metro planning scheme boundaries potential impact on IMAP boundaries, noting Maribyrnong & Stonnington implications
	<ul style="list-style-type: none">Talk to Visual Voice and set up meeting (determine boundaries)		Meeting set up - CoM	TBC		May 17 2013	<ul style="list-style-type: none">Decision on existing map boundary footprint	
	<ul style="list-style-type: none">Understand impact on MoU							
	<ul style="list-style-type: none">Streamline distribution strategy		Distribution strategy - CoS			June 2013	<ul style="list-style-type: none">Distribution strategy re-developed	
	<ul style="list-style-type: none">Explore partnership and sponsorship opportunities		Sponsorship – CoPP <ul style="list-style-type: none">Andrew Cody	DML Potential sponsors		<ul style="list-style-type: none">Printed and digital sponsorship		

Goal - Destination Marketing								
Strategy								
Visitor Journey Points: Position Inner Melbourne marketing messages and materials along the key points of the visitor journey								
Measure of Success								
<ul style="list-style-type: none"> Increased Inner Melbourne product online presence Inner Melbourne marketing presence at key points of arrival (e.g. airport, cruise ship terminal) 								
Initiative	Critical Tasks	Who Leads	Resources	Budget	Partner With	Completed by	KPI	Notes
Evaluate Skybus promotion program and determine next steps	<ul style="list-style-type: none"> Conduct evaluation 	CoY	-	\$6,000	Skybus Airlines	Oct 2013	<ul style="list-style-type: none"> Opportunities identified Evaluation completed and next steps determined 	<ul style="list-style-type: none"> Keep options open with other providers Target strategic partners (i.e. China/India airlines)
	<ul style="list-style-type: none"> Wrap up current program 							
	<ul style="list-style-type: none"> Use visitor journey points to determine next steps for future marketing opportunities 							
	<ul style="list-style-type: none"> Investigate other opportunities to expand market reach 							

Goal - Destination Development								
Strategy								
Influencer: Influence destination development opportunities within Inner Melbourne that enhance the experience								
Measure of Success								
<ul style="list-style-type: none"> Participated in key tourism matters and opportunities that impact the Inner Melbourne experience 								
Initiative	Critical Tasks	Who Leads	Resources	Budget	Partner With	Completed by	KPI	Notes
Develop a partnership with State's peak tourism body	<ul style="list-style-type: none"> Scope partnership 	CoM & CoS	-	\$20,000	VTIC	Sept 2013	<ul style="list-style-type: none"> Partnership established 	- Could take 2 years for Return on Investment
	<ul style="list-style-type: none"> Request proposal to explore what they and we can do 				DML		<ul style="list-style-type: none"> Relevant speaking opportunities at forums taken up 	
	<ul style="list-style-type: none"> Assess and decide 				Other			

VTIC Possibilities <ul style="list-style-type: none"> Chinese New Year expansion Position on VTIC board TEE sponsorship Speak and promote at VTIC forums VIC connection Leverage and amplify IMAPTGW Advocate on our behalf (i.e. short trip pass, wayfinding signage, Inner Melbourne tourist bus) 	IMAPTGW Potential <ul style="list-style-type: none"> We have significant influence over visitor numbers and perception of Melbourne and Victoria We are the conduit to increase business membership Potential inclusion on IMAPTGW
---	--

Goal - Destination Development								
Strategy Connectivity & Amenity: Contribute to activities that improve the connectivity and amenity of Inner Melbourne								
Measure of Success <ul style="list-style-type: none"> Visitors and locals perceive that Inner Melbourne is accessible easy to navigate Our activities positively influence pedestrian flow, dispersal and comfort (e.g. way finding and signage trial) Visitors and locals perceive that Inner Melbourne is welcoming 								
Initiative	Critical Tasks	Who Leads	Resources	Budget	Partner With	Completed by	KPI	Notes
Investigate the feasibility of Inner Melbourne tourist bus	<ul style="list-style-type: none"> IMAP and IMAPTWG on the bus to experience pilot project 	CoPP	Different Council departments IMAP members	TBC	Private operator VicRoads DoT	CoM trial by end July 2013	<ul style="list-style-type: none"> Agreement from IMAP to operate a trial 	<ul style="list-style-type: none"> Seek legal advice to facilitate a bus trial while remaining neutral
	<ul style="list-style-type: none"> Evaluate pilot project 							
	<ul style="list-style-type: none"> Identify potential stops and travel corridors 							
	<ul style="list-style-type: none"> Engage with key council departments to gain facilitate space and implementation 					Evaluation by Dec 2013		
	<ul style="list-style-type: none"> Engage with State Government to gain support for use of existing stops 							
	<ul style="list-style-type: none"> Determine best time for Inner Melbourne pilot (i.e. Cruise ship season) 					Inner Melb pilot Nov 2013		

Criteria for Project Initiative Evaluation

- Mutually beneficial to all in IMAPTWG
- Only IMPATWG can do
- IMAPTWG can contribute/influence
- IMAPTWG adds value to visitors, council, industry
- Delivers on three year strategic plan
- Adds value/return on investment
- Evidence of demand and opportunity
- Within Budget
- Measurable
- Supports Visitor Journey cycle

Project Scope for Initiatives

- Evaluation
- Evidence
- Alternatives
- Alignment to strategic plan
- Resources
- Identification of stakeholders
- Key performance indicators
- Communications plan

Inner Melbourne Action Plan Tourism Working Group

3 year Strategic Plan: Action Plan 2013-14 Budget Summary

GOAL	STRATEGY	INITIATIVE 2013-14	BUDGET YEAR 1 2013-14	BUDGET YEARS 2 & 3
Destination Marketing	Visitor Journey Points	Understand and articulate where the visitor points are and what to deliver	\$1,000	
		Develop digital version of Inner Melbourne Map for online and/or mobile use	\$50,000	
		Investigate options to move to a more sustainable model for producing and distributing the printed map	Remaining 2012-13 budget; rest TBC	
		Evaluate Sky bus Promotion program and determine next steps	\$6,000	
	Leverage Emerging Markets			TBC
	Local Engagement			TBC
	Communication			TBC
Destination Development	Influencer	Develop a partnership with states peak tourism body	\$20,000	
	Connectivity & Amenity	Investigate the feasibility of Inner Melbourne tourist bus	TBC	
Total Budget			\$100,000	
Allocated			\$87,000	
Remaining			\$13,000	