

Redlands

Economic and Tourism
Development
Marketing Plan
2004-2007



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Executive Summary

Mention Redlands and, to many, it brings back memories of Brisbane's "Salad Bowl" where strawberries could be picked and eaten and where bayside farms thrived and fresh fruit and vegetables stalls lined roads covering rich red soil.

To many, Redlands is a place just waiting to happen, an undiscovered coastal community on Brisbane's doorstep.

So the goal is to develop a marketing plan that allows Redlands to grow economically, while maintaining the quality of life that is the primary draw for residents, business and visitors alike.

This being said, recent economic development and tourism strategies have signalled Redlands has many challenges:

- Lack of an identifiable profile for the Shire
- A broad diversity of areas in the Shire, making umbrella marketing difficult (the needs of North Stradbroke Island are vastly different to those of most mainland areas)
- Current "image problems" in some areas
- A perceived lack of a welcoming business growth environment, which is seen as a barrier to growth – business, economic and employment growth.
- Lead times involved in Council decision-making and approval processes
- Limitations to the industrial land and commercial space available for new businesses
- Redlands is seen as a dormitory area ("on Brisbane's doorstep") and as a population based economy – a distinct barrier to economic growth
- Lack of a significant and diverse accommodation base on the mainland
- The current lack of tourism promotion and co-ordination.

Our primary recommendation is to create a "brand" (referred to as "branding the community") and "reposition" Redlands as a quality place to live, work and play. A simple "marketing makeover" will not successfully attract investment or visitor spending. Redlands must still have product and infrastructure: things for visitors to see and do, better quality accommodation and the infrastructure and workforce necessary to attract non-tourism businesses.

This is not an overnight process, nor is it as easy as simply changing names and adding a slogan, which we are recommending. It is a long process that includes:

- political leadership around a balanced approach to development and consistent decision-making to support that position
- community understanding and acceptance of the economic vision for Redlands
- infrastructure improvements
- more sophisticated product and service offerings
- sustained and improved marketing inside and outside the region
- improved community pride.

DETAILED RECOMMENDATIONS

The **29 recommendations** for 2004/05, the first year of the marketing plan, are aimed at creating a visible new identity for Redlands and getting the “marketing basics” right. Our detailed recommendations cover four main areas:

1. Umbrella Marketing, positioning and branding (*8 recommendations*)
2. Service Improvement (*2 recommendations*)
3. Product Development – Tourism (*3 recommendations*)
4. Marketing for:
 - o Business Retention (*4 recommendations*)
 - o Business Attraction (*5 recommendations*)
 - o Visitor Attraction. (*7 recommendations*)

PROPOSED MARKETING BUDGET 2004/05 – 2006/07

The marketing budget, linked to the four main marketing areas identified above, appears in **Appendix 1**. It details activities, funding and proportionate expenditure for the next three years (including some limited expenditure in 2003/04).

In 2004/05, it is proposed that the budget of \$451,000 be spent almost equally on:

- Umbrella Marketing (26%)
- Service Improvement and Product Development (26%)
- Business Retention and Attraction (26%)
- Visitor Attraction (22%).

OVERALL RECOMMENDATIONS

The following overall recommendations are listed in order of timing. Immediate implementation items are listed first – this way Redland Shire Council can begin the process by simply moving down the list in numerical order.

1. **Implement a “repositioning” program:** a multi-year image enhancement program that includes a new marketing focus, new printed and on-line marketing materials, increased public relations and a stronger advertising program. The repositioning program is designed to give Redlands a distinct identity, attract new businesses and jobs, higher-income visitors and multi-day visitors who will spend locally and support new businesses.
2. **Improve the business and tourism image of the region.** Redlands must differentiate the area from the surrounding city councils and shires and create a reason for businesses to be there – besides simply the quality of life. Quality of life will entice them, but it is not enough to “close the sale”.
3. **Get the locals on side.** The challenge in “quality of life” destinations is that it is difficult to convince locals of the benefits of planned and balanced growth. Having chosen Redlands for its natural and other features, newcomers are resistant to development “in their backyards”.

A deliberate and proactive campaign supported by co-ordinated and consistent messaging (and actions) is required to build confidence, acceptance and support for this direction.

4. **Begin to build product** – develop projects that will entice visitors and businesses to the area
 - a. Visitor trails: food and restaurant, DIY renovation etc
 - b. Tourist accommodation
 - c. Visitor-oriented retail businesses

5. Market major developments

- Redlands Park/Centre for Amenity Horticulture. It is proposed that this facility is rebranded and launched as the Australian Centre for Lifestyle Horticulture. A steering group has reported on linkages between the centre, the business sector and the community. The National Nurseryman’s Association has flagged its intention to relocate there.
- Capalaba Regional Centre (Capalaba possibly designated as a regional centre for professional services and knowledge economy businesses)
- University/research site.

Introduction & Scope of Work

In December 2003, The Prism Partnership Pty Ltd, was appointed by Redland Shire Council to develop an economic development marketing plan for the region focusing on business retention and expansion, business attraction and tourism development.

Because tourism is an element of an overall economic development program, the two have been dovetailed into this single Economic and Tourism Development Marketing Plan.

The **desired outcomes** from this work were:

- A distinctive identity for the marketing and communication of the Shire's economic development and tourism initiatives
- A means to market the Shire as an inviting, competitive and welcoming destination for visitors, investors, students, businesses and government agencies
- Provide an umbrella statement that can be applied to a range of marketing projects
- Demonstrate the unique attributes of Redland Shire
- Complement the Council's corporate plan and branding, and other Shire initiatives
- Differentiate the Shire within the South-east Queensland region
- Significantly enhance the Shire's external profile
- Inspire and excite the Council, businesses and the community on the opportunities for the Shire's future development
- Ensure greater levels of community understanding of, and involvement in, the Shire's economic and employment development
- Outline a three-year marketing program for the Shire
- Propose a key set of projects which can be staged for implementation.

The **scope of work** in development of the plan comprised the following elements:

- To consider the overall direction of the two key development strategies and subsequently agreed implementation framework
- To liaise with economic development and tourism stakeholders within the region and within stakeholder organisations to identify marketing opportunities and challenges for Redlands
- To assess effectiveness of current economic development marketing and promotion activities
- To assess effectiveness of current tourism marketing and promotion activities for the Shire
- To develop a marketing action plan that will effectively promote tourism spending in the Shire and encourage targeted economic development investment in Redlands, in both tourism and non-tourism projects.

GUIDING STRATEGIES

Two comprehensive strategies provide the foundation and direction for this Marketing Plan:

- *Future Directions for Redland Shire – Redlands Shire Economic Growth Strategy*, Deborah Wilson Consulting Services et al, September 2003, and
- *Redland Shire Sustainable Tourism Development Strategy*, ATS Consulting Solutions, June 2003.

In addition, the *Economic and Tourism Development Priority Framework* prepared by Alitek consultants in November 2003, provided the linkages between these two strategy documents and the Council's Corporate Plan, as well as noting the priority strategies as perceived by a workshop of the Economic and Tourism Development Advisory Committee within Council.

ECONOMIC DEVELOPMENT IN REDLAND SHIRE COUNCIL

“Enhancing community lifestyle and the natural environment”

Redland Shire Council's vision for the future (above) and its strategic direction is captured in the Corporate Plan 2002-2006. The plan responds to community needs and expectations at a local level. At a regional level, it responds to regional challenges and opportunities and other external and internal factors affecting the Shire.

The Plan sets the business direction or “mission” for Redland Shire Council and the values that guide decision-making. These are summarised below.

Our Mission

In partnership with our community we provide best value:

- Leadership, planning and representation
- Protection and maintenance of lifestyle and the natural environment
- Community and regulatory services
- Infrastructure and facilities

Our Values

- Equity of access
- Social justice
- Best value
- Environmental sustainability

Redland Shire's strategic direction is defined through strategic priorities that define its primary areas of focus, namely:

Our Community External Strategic Priorities	Our Organisation Internal Strategic Priorities
<ul style="list-style-type: none">• Natural environment• Physical character• Essential services• Community health and wellbeing• Economic Growth	<ul style="list-style-type: none">• Organisational leadership• Financial management• Knowledge management• People management

This Marketing Plan supports Council's Economic Growth strategic priority.

THIS MARKETING PLAN

Given the high level of community and business engagement in the development of these strategies, consultation and engagement in this Marketing Plan project were focused on individuals and agencies with an ability to influence marketing opportunities for Redlands.

The scope of work also included review of existing plans, research and targeted consultation to make sure that marketing activities would fit within the plans for Redlands, and Council's and the community's long-term strategic priorities.

The major effort for this project was on reviewing ideas, recommendations, developing budgets, re-thinking and developing recommendations and concepts and in writing this final plan.

Our goal was to provide solutions to help Redlands community make something happen, not simply developing another "plan" which might gather dust on a shelf.

Of course, creating an action plan means telling it like it is, getting to the bottom line. Moving forward often means change and, as is true of most regional areas, change is something residents may need to get used to and many will not want change at all. They moved to Redlands because of the way it is, and simply want it to stay that way.

The **Economic Development Group** of Redland Shire Council has a mandate to deliver on Council's economic priorities for the region, while supporting Council's vision to *enhance community lifestyle and the natural environment*. With that in mind, we have made every effort to create a plan incorporating elements that will:

- Improve the quality of life for residents
- Allow existing small business to succeed and grow
- Support Redland Shire Council to market existing and new infrastructure
- Assist in attracting new investment into the community, and thus create new sustainable jobs
- Help establish partnerships between Redland Shire Council and surrounding local governments and the Queensland Government, and within the local community
- Help support community pride
- Position Redlands to better capitalise on tourism by creating more reasons for people to visit and stay in the region.

Economic and Tourism Development Directions

Redlands *Economic Growth* and *Sustainable Tourism Development* strategies are the “anchors” for this Marketing Plan. The challenge was to identify the overall marketing implications of the wide-ranging recommendations contained in each strategy; interpret those implications and then translate them into a practical, actionable marketing plan capturing a range of activities that would truly make a difference.

The marketing challenges as we see them are summarised below.

RESEARCH FINDING	MARKETING IMPLICATION
Population and age profile	
<ul style="list-style-type: none"> • During the decade to 2001, the Shire’s population increased by 33,911 from 80,690 to 114,601. This equates to a total increase of 42% and is set to continue with a forecast 55,000 additional people, or 46% increase, by 2016. • In 2001, the median age in the Redland Shire was 36 years, up from 31 years in 1991. • The proportion of aged people increased from 9.3% in 1991 to 11.5% in 2001, a little below the Qld average, but above the Brisbane average. • Redland Shire has a higher proportion of young children, a lower proportion of youth aged 15 to 19 years, but a lower percentage of those aged 20 to 64 years. 	<ul style="list-style-type: none"> • The higher percentage of both young people and older citizens offer opportunities for child care and aged care related industries. • Ramifications for type and content of marketing collateral based on the specific needs of these key audiences. • Develop a marketing information package covering the lifestyle and business benefits of living and locating businesses in the Redland Shire.
Home ownership and household structure	
<ul style="list-style-type: none"> • Home ownership is deemed very desirable by Redland Shire residents. Approximately 38% of dwellings are owned outright – above the Qld and Brisbane average. A third of dwellings are mortgaged – also above the Qld average of 25.8% and Brisbane rate of 29.6%. Rental properties in the Shire (23%) constitute less than the Qld and Brisbane average. • The Shire is very family orientated. Some 79% of households are classified as family households, higher than both the Qld and Brisbane average. Within the classification of family householders, couples with children comprise over 49%. This is higher than both Qld and Brisbane. 	<ul style="list-style-type: none"> • Develop a marketing information package covering the lifestyle and business benefits of living in and locating businesses in the Redland Shire. • Shire is likely to continue to attract new families, with implications for Council services and how these are promoted.
Education and qualifications	
<ul style="list-style-type: none"> • In 2001, 2.3% of the Shire’s population were attending technical and further education institutions, which was greater than the Qld average of 2.1%. • Another 2.8% of residents attended university, compared to a much stronger Qld performance of 3.8%. 	<ul style="list-style-type: none"> • Compared to Qld, the Shire has comparative advantages in engineering, architecture and building and management and commerce. This presents opportunities in promoting and attracting “smart” industries.

<ul style="list-style-type: none"> • Redland Shire residents remain under-qualified compared to Qld in the area of university qualifications. However the Shire's proportion of diploma and certificate holders is greater than the Qld average. • In terms of qualifications per capita, Redland Shire was behind Brisbane but ahead of Gold Coast, Ipswich and Logan. • In 2001, compared to the Brisbane and Qld average, Redland Shire had significantly lower proportions of professionals and higher proportions of tradespeople and labourers. • Overall, the situation in the Shire reflects the deepening knowledge economy and the long run operational changes including relative declines in labourers and other unskilled categories. 	
<p>Use of information technology</p>	
<ul style="list-style-type: none"> • Usage of computers by Redland Shire residents stands at 47.8%, which is substantially above the Qld average and slightly above the Brisbane average. • Internet usage by Redland Shire residents is 39.2%, which is also higher than for Qld but a little less than Brisbane. • Information technology was used by 64% of the home-worker population. 	<ul style="list-style-type: none"> • Strong net-based communication and marketing opportunities. • Development of a total tourism web portal for the Shire that seeks to become a 'one stop shop' for visitor and tourism network needs.
<p>Workforce participation</p>	
<ul style="list-style-type: none"> • In 2001, the level of unemployment in the Shire was 7%, compared to the Qld rate of 8.2% and Brisbane's rate of 7.2%. The youth unemployment rate was 14.3%. • Redland Shire has a labour force of 52,000 people and of these some 60% commute outside the Shire. This contrasts with the Brisbane and Gold Coast where the majority of the labour force is employed locally. 	<ul style="list-style-type: none"> • Many people in the Redland Shire travel to jobs in Brisbane, Logan Shire or elsewhere on a daily basis. For many residents, being able to secure employment in the Redland Shire would result in improved quality of life. • Lifestyle values will play a role in business location selection and have a significant impact on further improvements in individuals' quality of life.
<p>Economic development trends</p>	
<ul style="list-style-type: none"> • Agriculture and the related horticulture industry has value added potential as well as having characteristics that can add positively to the environmental image of the Shire. Poultry farming is particularly significant in the Shire and accounts for up to 30% of Qld's poultry production. In ten years time, demand for poultry is expected to be up by approximately 25%. • Since 1991, absolute employment growth of over 100% has occurred in cultural and recreational services, health and community services and accommodation, cafes and restaurants. • Property and business has also had very strong growth, along with Personal and Other Services. 	<ul style="list-style-type: none"> • Individuals and businesses have stayed in Redland Shire or have relocated to Redland Shire in search of a better quality of life than can be found in more suburban areas. This quality of life is regarded as a priority by the broader community and by the members of the business community. • Quality of life attributes need to be articulated and captured in marketing collateral. • Consultation with businesses and business sectors identified the need to create a more welcoming business growth. This needs to be reflected in the marketing approach.

Identity	
<ul style="list-style-type: none"> Redland Shire's traditional relationship with surrounding areas has been as a provider of labour and skills for economic activity in areas adjacent to Redland Shire. Rather than being regarded as an independent and attractive destination for business investment and economic growth, Redland Shire is regarded as a dormitory area. This current positioning needs to change to encourage economic growth. 	<ul style="list-style-type: none"> Developing a separate identity for the Shire is a vital priority. Without this separate identity, current perceptions of Redland Shire as a dormitory area and as a population based economy will act as a barrier to economic future growth. Agree on and communicate the unique selling points of the Redland Shire.
Tourism	
<ul style="list-style-type: none"> Tourism and recreation on the mainland is predominantly destination specific. One of the most significant constraining factors for tourism on the mainland is the lack of a significant and diverse accommodation base. While North Stradbroke Island is seen as a tourism destination, no such perception exists for the Redland Shire. 	<ul style="list-style-type: none"> The tourism potential of the mainland relates to its ability to network or package the array of discrete experiences to encourage visitors to stay longer than just the day and spend more in the Shire to prompt commercial activity. Visitors to the Redland Shire do not see political boundaries. They tend to follow geographical or bio-region boundaries and are attracted to landmark features, environments and/or natural and cultural assets. Need for a coordinated and holistic approach to tourism marketing and development Develop prominent and highly visual entry signage and other interpretive devices to encourage day trippers. Develop a tourism signage policy that rationalises existing tourism signage to reduce visual pollution and confusion and increase effectiveness of essential signage. Closely work with Tourism Qld, Brisbane Marketing and the Gold Coast Tourism Bureau to promote the Shire's capability to attract the Meetings, Incentives and Conventions and Exhibitions market.
Tourism impacts	
<ul style="list-style-type: none"> While North Stradbroke Island residents, particularly business owners, are conscious of the economic benefits visitors bring, such as enhanced retail trade and new business and growth in property prices, many are disheartened and angered by the noise, pollution, alcohol abuse and traffic associated with tourism. 	<ul style="list-style-type: none"> Tourism marketing needs to manage demand and expectations. Ensure that visual imagery and editorial content used in marketing and promotional material does not promote opportunities that may encourage unsustainable behaviour. Include information in marketing collateral that increases awareness of appropriate and inappropriate practices and develops visitor protocols in sensitive natural, social and cultural areas (e.g. noise, respecting the rights of local communities, 4WD tips etc)

Situation Analysis

Three elements were involved in assessing the marketing environment for Redlands, with a particular emphasis on its readiness for attracting new business:

1. Current Business Climate

- Review of Redland Shire Council's first economic growth strategy, "*Future Directions for Redland Shire*" and the *Redland Sustainable Tourism Development Strategy*
- Discussions with Group Manager, Economic Development on the existing economic and business base for Redlands
- Review of Redlands' readiness for new business investment based on a range of factors including:
 - workforce quality and availability
 - availability of adequate infrastructure
 - educational opportunities
 - incentives offered by Council
 - overall business climate

2. Marketing Assessment

- A review of the materials sent to prospective businesses
- A review of tourism marketing materials
- A review of websites (Redlands and competitors)
- A review of the structure of marketing activities, including economic development and tourism promotion

3. Prospective Internet Search

- Using a hypothetical "business opportunities" search as a test case.
- Using a hypothetical "visitor enquiry" search as a test case.

COMMENTS

Current Business Climate

There is considerable "readiness" work to be done before embarking on a major business attraction program in Redlands.

The community is generally protective of its lifestyle and does not want economic development that will impact the quality of that lifestyle.

This overall local feeling will lead the marketing effort in Year 1 to concentrate on:

- Selling "the economic plan" for the future within The Redland Shire
- Building confidence within the business and wider local community in this plan
- Support for expanding and enhancing local businesses, especially high priority sectors including:
 - lifestyle horticulture
 - aged care
 - professional services (including retail, services and construction)
 - education

- manufacturing
- research
- knowledge, and
- tourism.
- working to develop home businesses
- marketing major project opportunities which can act as catalysts for economic growth (for example, the Centre for Lifestyle Horticulture; possible university campus; Capalaba regional centre)
- developing opportunities to keep visitor spending within Redlands community.

Redlands is well positioned, because of its high quality of life, to attract small, entrepreneurial businesses, particularly within the knowledge sector. However, it must establish an image as a great place for small business to locate and thrive, even if a company's market is not local.

While attracting new business is a long-term ongoing prospect, targeted efforts to generate leads need to start now. Initially, efforts should focus on preparing the image and economic identity of Redlands, the business and tourism products and responding to enquiries. Since many new businesses in the Shire began as visits, the demand can be built through the tourism marketing program.

Tourism

Tourism is still one of the fastest growing industries in Australia. Redlands is far from capitalising on this lucrative industry.

In order for Redlands to be successful with its tourism and economic development efforts, it must either be better than the competition or offer something different.

Research by Tourism Qld in April 2002, showed that by far the largest visitor market to Redlands resides in Brisbane. Seventy percent of visitors live in Brisbane, then in South-east Queensland (15%).

Most visits to Redlands are daytrips (82.5%) with a small proportion staying between 1-2 nights (12%). Most visitors to Redlands travel as couples (36.5%), then they visit alone (17.5%), then as a family with children (14%).

The dominant age groups of visitors to Redlands are in the 35-44 age group (18.5% from Brisbane) and the older age groups (51% from Brisbane).

Tourism in Redlands is at a crossroads with a change in organisational delivery of the region's tourism marketing efforts, moving beyond membership-based marketing to encouraging involvement from wider tourism interests. It may take some time for this new structure and operation to bed down. In the meantime, marketing of Redlands continues – whether managed or unmanaged. We strongly recommend using the proposed visitor marketing plan for Redlands as an opportunity to move forward with an exciting and dynamic approach aimed at galvanizing the industry.

Development

Individuals and businesses have stayed in Redland Shire or have relocated to Redland Shire in search of a better quality of life than can be found in more suburban areas. This

quality of life is regarded as a priority by the broader community and by members of the business community.

Yet many people in the Redland Shire travel to jobs in Brisbane, Logan Shire or elsewhere on a daily basis. For many residents, being able to secure employment in the Redland Shire would result in improved quality of life.

Consultation with businesses and business sectors through the development of the Redland Shire *Economic Growth Strategy* identified the need to create a more welcoming business growth environment. While the Economic Development Group is working with state government and other agencies to play an investor champion role, similar attitudes are required in other areas of Council. Some of the factors contributing to an environment which is not welcoming include:

- a lack of certainty regarding whether specific economic activities are targeted or welcomed by the Shire
- lead times involved in Council decision making and approval processes
- the lack of effective and easy communication channels to Council for business
- a lack of supportive strategies for fostering home business and small business development – the areas from which future employment and economic growth will arise
- limitations to the industrial land and commercial space available for new businesses moving to the Shire and for those wishing to expand in the Shire.

All of the above insights point to a significant “internal” marketing task starting with Council’s own processes and working out to the local business community and the wider local community.

MARKETING ASSESSMENT

While the economic and tourism strategies guiding this marketing plan were finalised as recently as the end of 2003, Redland Shire Council has been aware of the strategic importance of economic development and has been marketing the region to business. While this activity has been limited by resources, a number of marketing basics have been put in place including:

- brochures to attract business to the region and profile Council programs
- the new “Getting Down To Business” brochure outlining Council’s economic growth strategy
- a business presence on Redland Shire Council’s website
- web presence through sponsorship of other initiatives (eg. Invest Redlands and Redland Pride programs).

As the marketing task has grown, so too has the complexity of the messaging and what has emerged is a blend of economic messages and images. The opportunity now is to streamline these messages and images into a single, cohesive image and positioning for Redlands.

At the same time, a significant new development influencing the future of economic and tourism marketing and promotion has occurred with Council’s decision to stop funding to

Redlands Tourism, the non-profit tourism body representing operators in the region. In reaching this decision, Council has committed to undertaking tourism promotion for Redlands which has major implications for resourcing, co-ordination and delivery. For that reason, visitor attraction has been identified as a separate marketing category within this plan.

As identified in the *Sustainable Tourism Development Strategy*, the opportunity exists to enhance the overall attractiveness of Redlands by repositioning the Shire's marketing image to achieve a high and recognised profile.

The integration of economic and tourism promotion demands a new look at the way Redlands is marketed. Given that the internet is the primary "search engine" for economic and tourism enquiries, it is vital that Redlands looks seriously at its current web presence and takes the necessary steps to eliminate fragmentation. (*see below*)

It also is important that Redland Shire Council is clear with industry about its role in marketing Redlands as a tourist destination. Council's role must be to facilitate awareness of the whole region and to build its profile as an attractive visitor option. Its role is to take a leadership position in co-operation with industry in marketing the region. Beyond this co-operative marketing, it is the responsibility of individual tourism operators to sell their own products and services in their own customer markets as their individual budgets allow.

BUSINESS & TOURISM INTERNET SEARCH

Business

We assumed the role of a business owner exploring **business opportunities in south-east Queensland**. A Google search of these terms offered the Gold Coast as the first listing, South Burnett was listed 10th, and the Brisbane Office of Economic Development was listed 18th. Redlands did not appear within the first 50 listings.

The next search, **business incentives south-east Queensland**, offered a news feature on Brisbane through ourbrisbane.com as the 9th listing, Logan City at 13th and Noosa at 41st.

These simple searches revealed that much more can and needs to be done to enhance Redlands' web presence by taking the view of potential business customers.

Tourism

The result of tourist information about Redlands is even more interesting.

A Google search for **Redlands** offers Redlands Tourism as the third listing, a good result, except that tourism promotion is now part of Redland Shire Council's offering and traffic needs to be directed to Council's website.

Council's website does have some limited information for visitors but directs visitors, through links to three areas:

- mainland tourism (Redlands Tourism site)
- North Stradbroke (the Stradbroke Island tourism website)

- Around Moreton Bay (Moreton Bay and Islands website)

These three areas have not been updated to reflect the themed districts recommended in the *Sustainable Tourism Development* strategy, namely:

- North Stradbroke Island
- Coochiemudlo Island
- The Southern Moreton Bay Islands
- Coastal environments of the mainland
- Bushland and hinterland setting of the mainland.

There is no booking capability on the Redland Shire Council website, however, this is available via the other websites.

As at 27 March 2004, the events calendar on the “mainland tourism” site (managed by Redlands Tourism) lists events from September to December 2003 as the most current.

This approach leads to a fragmented, unprofessional image for the internet searcher. Rather than “closing the sale”, it confuses the sale.

If Redlands is not marketed in a co-ordinated manner, it will not achieve its desired identity. The opportunity exists to overhaul all of this web presence to deliver up a new streamlined online presence for business and tourism through a site which is branded with Redlands’ new positioning statement.

What are we marketing?

Redland Shire Council has a diverse mix of economic and tourism products and services as shown below.

Figure 1: Redland Shire Council economic and tourism offering



At the heart of this offering is Council's vision. In terms of corporate service delivery, this vision comes to life through Council's Economic Growth strategic priority.

A variety of existing programs and initiatives, as well as project opportunities are marketed by Council to achieve its economic growth priority, Details of all programs are available on the Business pages of the Council website.

Beyond Council's own economic development products and services, projects occur in partnerships with external agencies which also need to be aligned with Council's economic development direction. These include:

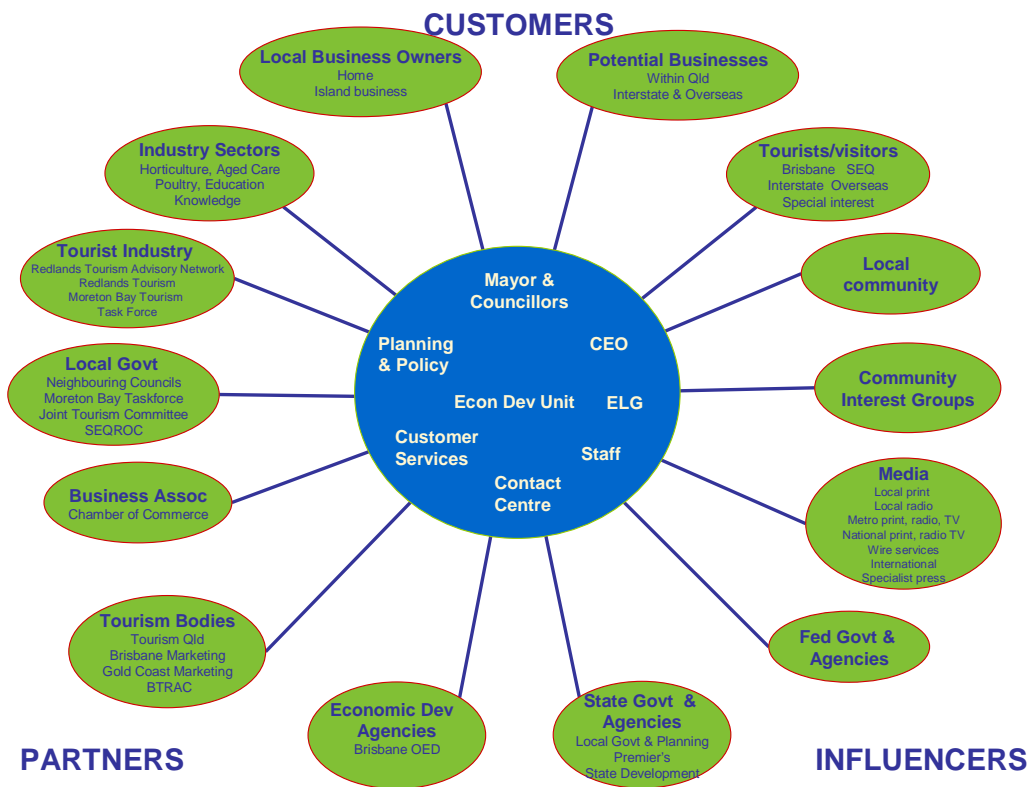
- Business Grow delivered in association with Redland Chamber of Commerce
- Invest Redlands
- Redland Pride
- Moreton Bay Task Force initiatives.

Who are we marketing to?

This marketing plan is designed to reach a wide variety of audiences as shown in Figure 2 below.

At the highest level are customers and potential customers for Redlands' economic development and tourism offering. Strategically important business partners are identified as well as influential groups and agencies.

Figure 2: Redland Shire Council Target Markets for Economic Development & Tourism



Strategic Marketing Approach

The marketing framework depicted in Figure 3 shows the linkages between this Marketing Plan and Redland Shire Council's overall strategic direction. Council's vision, mission and values set the aspiration, business direction and principles for Council's activities as an organisation.

Figure 3:

The Redlands Economic Development & Tourism Marketing Plan  2004



Note: This figure is indicative only. Not all economic and tourism markets have been depicted.

The Corporate Plan 2002-2006 sets the delivery framework with *Economic Growth* identified as an external strategic priority. The *Economic Growth* and *Sustainable Tourism Development* strategies identify initiatives designed to support Council's desired outcomes.

An **Umbrella Marketing** approach provides the platform for an integrated economic identity for Redlands through all of its economic and tourism marketing (and potentially corporate) activities across all sectors and in all relevant markets. It is through umbrella marketing that a consistent, co-ordinated and competitive identity for Redlands will be forged.

The diversity of audiences to be addressed, and the wide-ranging motivations for targeting them, calls for a highly segmented approach as outlined below.

Service Improvement focuses on the quality and effectiveness of delivery of Council's economic products and services to existing and potential customers. An **internal marketing** approach is needed here.

Product Development is designed to progress the concept design, packaging and delivery of high priority initiatives identified in the *Economic Growth* and *Sustainable Tourism* strategies with delivery over the next two to five years. Marketing here needs to focus on a **"product to market" approach** with a strong **industry marketing** thrust.

Business Retention supports and enhances existing businesses within Redlands. This has a strong **relationship marketing** dimension.

Business Attraction will source and solicit businesses from outside Redlands in line with the high priority sectors and desired businesses identified in the strategies mentioned earlier. The marketing thrust here is targeted **business-to-business marketing** with a strong **relationship marketing** dimension.

Visitor Attraction will enhance Redlands as a destination for daytripping as well as short and long-stay tourism. A **consumer marketing** approach is the main thrust here supported by a strong **industry marketing** thrust.

MARKETING OBJECTIVES

The following objectives are proposed for evaluating the effectiveness of this marketing plan. The overall marketing thrust for each year is indicated, together with measurable objectives for each segment of the plan.

2004/05	Create the Redlands Identity	Market	Source
Umbrella Marketing	Achieve 60% awareness of the new positioning statement	Redlands <ul style="list-style-type: none"> • business • community in general 	RSC community survey
	Generate enquiries to Redlands website (Benchmark to be set)	<ul style="list-style-type: none"> • Business • Tourism 	Web statistics
Service Improvement	Achieve 80% satisfaction with Council business service delivery	<ul style="list-style-type: none"> • Redlands business community 	RSC community survey
Product Development	Finalise two new product concepts by June 30, 2005	<ul style="list-style-type: none"> • Product partners 	Product completion
Business Retention	Achieve 60% awareness of Council's programs for local businesses	<ul style="list-style-type: none"> • Redlands business community 	RSC community survey
Business Attraction	Create awareness of Redlands as a business destination (Benchmark to be set)	<ul style="list-style-type: none"> • Brisbane • South-east Qld 	Telephone survey
	Generate requests for Redlands business opportunities guide (Benchmark to be set)	<ul style="list-style-type: none"> • Aligned to marketing activity 	Requests received
	Facilitate attraction of new businesses to the Shire in line with high priority sectors (Benchmark to be set)	<ul style="list-style-type: none"> • Aligned to marketing activity 	New business approvals
Visitor Attraction	Increase awareness of Redlands as a tourist destination (Benchmark to be set)	<ul style="list-style-type: none"> • Brisbane • South-east Qld 	TQ visitor survey
	Generate tourism enquiries for Redlands Activity Guide (Benchmark to be set)	<ul style="list-style-type: none"> • Aligned to marketing activity 	Requests received
2005/06	Build Redlands Identity		
	Review targets based on results of 2004/05 marketing performance and effectiveness		
2006/07	Consolidate and Grow		
	Review targets based on results of 2005/06 marketing performance and effectiveness		

Detailed Marketing Recommendations 2004/05

Detailed below are our recommendations covering four main areas:

1. Umbrella Marketing, positioning and branding (*8 recommendations*)
2. Service Improvement (*2 recommendations*)
3. Product Development – Tourism (*3 recommendations*)
4. Marketing for:
 - a. Business Retention (*4 recommendations*)
 - b. Business Attraction (*5 recommendations*)
 - c. Visitor Attraction. (*7 recommendations*)

There are 29 recommendations in total. Each is numbered, a brief description provided, followed by an approximate cost.

UMBRELLA MARKETING, POSITIONING & BRANDING

Marketing underpins the success of the entire economic development strategic plan for Redlands, both for business development and to bring consumers to the Shire for multiple and extended stays.

Redlands is in need of a marketing “makeover” or “repositioning program” that will improve community pride, elevate Redlands to where it should be in terms of quality and appeal, and will easily dovetail into the mix with Brisbane and the Gold Coast.

Marketing changes without product development and infrastructure improvements will only provide short-term success. Product development and infrastructure improvements are essential even with an excellent marketing program.

UM1. To start the process, we recommend a **new marketing name: “Redlands on Moreton Bay”**.

The development of a new marketing name, or positioning statement, has evolved as an important part of the marketing planning process. The objective was to find a name or image that would reflect the lifestyle attributes that those who live and work in Redlands already recognise.

The Process: Positioning statements were tested during meetings with the Economic & Tourism Development Advisory Committee, with four preferred options taken forward. Artwork for the preferred options will be developed and tested at focus groups within Council and Redlands business community. The chosen option will require development and testing to ensure it can be used in all the required applications, before a final “logo” is designed.

Local Promotion: It is vitally important that Redlands community is engaged in the new positioning statement for the region. We recommend that a co-operative promotion be held (perhaps with a local newspaper) to create awareness of the statement and include free bumper stickers and a series of personalised number plates featuring the new statement. This would be in addition to promotion through usual Council avenues such as rates notices.

2003/4 Budget	Graphic treatment of marketing name; focus groups; final design for preferred name; trademark registration
	New display unit for trade show use
	Photography
2004/5 Budget	Media launch
	Internal launch to staff
	Local promotion
	Information in rates notices
	Collateral materials including decals for display by local businesses
	Brand guidelines

UM2. No significant impact will be achieved with Redlands' new marketing positioning if it is not backed up with an **advertising program** targeted to the primary market area (Redlands, Brisbane, Gold Coast) in the first year. We recommend the appointment of an advertising agency for the start-up creative services needed to address business and visitor markets through carefully targeted print and radio advertising for consumer and specialist media. A detailed schedule of recommended media, placement costs and timing would form part of this activity. Opportunities for cooperative marketing with Redlands' businesses should be investigated to strengthen the breadth and impact of the campaign.

2004/5 Budget	Advertising creative services and placement
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UM3. In any repositioning program, publicity will be far more effective than simply advertising. After all, articles are three times more likely to be read than are ads, and they have more credibility. We recommend that Redland Shire Council hire **professional public relations services** to implement the tourism and economic development marketing program. This will allow the Shire to concentrate its efforts on service improvement and product development as well as business and visitor marketing activities. Communication activities should:

- provide updates on progress
- showcase successes in achieving economic growth
- raise awareness of the range of business initiatives benefiting the community including business liaison contact points, incubator services, cluster programs, business growth and support programs
- profile the Shire's capabilities in innovation and knowledge economy activities.

2003/4 Budget	Professional services – development work
	New media kit including business case studies for all high priority sectors
2004/5 Budget	Professional services – implementation
	Media familiarisation tours for business and lifestyle media in SEQ

UM4. We also recommend refinement of the **Redland Shire Council website** to encourage a single point of entry into information about Redlands in a similar way to ourbristbane.com Brisbane. Redlands needs a lifestyle website that is vibrant, dynamic and includes a host of changing information about tourism and business.

Redland Shire Council will spend almost \$500,000 a year marketing the area directing visitors to either (1) call for information or an activities guide, or (2) log onto the Shire website. This means that the Activities Guide and the website **MUST** be good enough to close the sale. Otherwise, the marketing effort will be largely ineffective. This may require the establishment of a stand-alone website for visitor enquiries.

(The website would include a password protected section where tourism and business operators could register and view co-operative marketing opportunities identified by Redland Shire Council. For example, if an appropriate publication was planning a themed feature, business operators would fund the advertising content while the Council provided editorial content.)

The website also would feature **e-forums** on topics of interest to local business and industry and the community which would provide an important avenue for feedback.

2003/4 Budget	Update website to reflect new brand; ongoing maintenance
2004/5 Budget	Update website to reflect new brand; ongoing maintenance; management of e-forums

UM5. A 2002 Market Segment Research study by Council showed that of all segments studied, business and developers have the strongest interest in e-business communication. An **economic development e-newsletter** profiling developments in Redlands is recommended. The availability of this newsletter would be profiled in the Mayor's direct mail to Redland businesses. Visitors to Council's website would be asked to subscribe to the e-newsletter assisting in the development of a database of "motivated" local businesses. (See *UM7*)

2004/5 Budget	Economic development e-newsletter
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UM6. The Marketing Material will also include the development of a **Community Economic Profile** based on information provided by Queensland Treasury. It would be updated annually and be made available to local real estate offices, Redland Chamber of Commerce, visitor information centres etc and would be used along with the Opportunities brochure by Economic Development staff.

2004/5 Budget	Economic Profile
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UM7. A comprehensive **database** of business contacts and leads is required to target marketing efforts. A database will be created to capture important market intelligence information.

2004/5 Budget	Database of business contacts
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UM8.

This funding allows Redland Shire Council to be represented in appropriate

organisations that will benefit the Shire. This **membership** includes Brisbane Tourism Regional Advisory Committee.

2004/5 Budget	Membership of BTRAC, Joint Tourism Committee
	Umbrella Marketing

SERVICE IMPROVEMENT

SI1. One of the most important aspects of any community's business climate is the regulatory process by which new development is reviewed and approved. We recommend an external consultant be engaged to **evaluate the current approvals process**, identify best practice benchmarks and make recommendations for change to Council.

2004/5 Budget	External consultant
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SI2. Following completion of this review, appropriate **training** should be implemented for all staff involved in handling business enquiries, applications and approvals. It is important they have a better understanding of the needs of business owners and treat them as customers in the same way as the community is seen as customers. There may be an opportunity to adapt Council's customer service training program which is currently underway.

2004/5 Budget	Allowance for training for all staff involved in handling business enquiries, applications and approvals
	Service Improvement

PRODUCT DEVELOPMENT

PD1. Several large-scale projects are evolving which have major economic potential for Redlands. They include:

- Redlands Park/Centre for Amenity Horticulture. It is proposed that this facility is rebranded and launched as the Australian Centre for Lifestyle Horticulture. A steering group will be established to consider linkages between the centre, the business sector and the community. The National Nurseryman's Association has flagged its intention to relocate there.
- Capalaba Regional Centre (Capalaba possibly designated as a regional centre for professional services and knowledge economy businesses)
- University/research site.

While no specific product development budget allocation has been made for these projects they will be featured, as appropriate, in marketing collateral and communication strategies.

2004/5 Budget	Marketing Major Projects
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- PD2.** A host of Year 1 product development opportunities were identified in the “Redland Shire Sustainable Tourism Development Strategy - Final Report” (June 2003). Opportunities include:
- A detailed audit of the Shire’s important places, events and assets that could be incorporated within the drive and multi-modal trail network
 - Encourage owners of properties with significant heritage or natural value to list their properties on a community register
 - Review best practice examples of other integrated trail initiatives
 - Identify locations that could become trailheads for the multi-modal trail network
 - Identify routes for a network of thematic drive trails
 - Work closely with cultural heritage stakeholders to develop high quality material for inclusion within user pays interpretive devices
 - Review existing events and MICE (meetings, incentives, conventions and exhibitions) activities and encourage rescheduling of events that clash
 - Work closely with the Moreton Bay Taskforce to develop regional Bayside events
 - Consider acquiring and redeveloping the poultry farm adjacent to IndigiScapes to include conference facilities and accommodation
 - Conduct community workshops and evening seminars that highlight the benefits of tourism, increase product knowledge and encourage community participation in tourism.

Refer Sustainable Tourist Development Strategy for full list of Year 1 initiatives.

It is recommended that a full-time **Tourism Development Co-ordinator** be employed to proactively develop concepts and designs for agreed new products.

2004/5 Budget	Appoint a full-time Tourism Development Co-ordinator
	Tourism development initiatives

- PD3.** Moreton Bay provides unique development opportunities for Redland Shire Council. An allowance has been made for product development activities under the **Moreton Bay Taskforce** umbrella.

2004/5 Budget	Joint infrastructure improvements through the Moreton Bay Taskforce including Southern Bay and Northern Bay Drives
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- PD4.** Multi-day events that cater to visitors outside Redlands should be encouraged as ideal ways of increasing repeat visitations and spending. An initiative of the Moreton Bay Taskforce is the development of a **Bay Festival** to be rotated throughout the region. A small amount of funding has been allowed to support this initiative. Another opportunity is sponsorship of the Eco-tourism Association of Australia conference.

2004/5 Budget	Event development fund
	Product Development

BUSINESS RETENTION

BR1. Before venturing into attracting business from new markets, Redland Shire Council has an important job to do in **engaging local business** in its economic vision. We recommend the 2004/05 year starts with a direct mail letter from the Mayor to local business owners outlining Council's economic strategy and priorities as well as inviting them to visit Council's website. Depending on the response to this initial effort, subsequent follow-up mailings (perhaps every six-months) should be implemented.

A communication action plan also is needed to establish Council's Economic Development Group as a central contact point for information.

2004/5 Budget	Allowance for printing & mailing - Staff time only
	Profile Economic and Tourism Development Advisory Committee

BR2. Redlands needs to create a "**business image**". Three important ongoing initiatives will help build a business friendly reputation for Redlands.

2004/5 Budget	Leaders' Forum meeting and hospitality costs
	Redland Pride campaign to local business
	Redland Chamber of Commerce awards sponsorship
	Annual Redland Shire Council Christmas function for local businesses and suppliers

BR3. Home businesses have been identified in the Economic Growth Strategy as an important sector to better understand and support. We recommend the creation of a **Home Business Owners pack** to be sent to home-based business owners. The pack should feature the range of services provided by Redland Shire Council and require people to register via the website. Timing of this initiative would be subject to finalisation of key initiatives including the proposed Accelerated Business Network and Business Enterprise Centre.

2004/5 Budget	Home Business Owners pack
	Business media launch of new home-based business programs eg. Accelerated Business Network; Business Enterprise Centre

BR4. **High priority sectors** were identified in the Economic Growth Strategy for targeted marketing activity. These include Horticulture, Retail, Education and Film. Island businesses have been identified as targets for co-ordinated marketing. A Business Sector Development Relationship Manager will be appointed to support the growth of these high priority sectors. We have made the following marketing allowances.

2004/5 Budget	Business Cluster: build and maintain relationships
	Education: sponsorship of Education Expo
	Education: reprint of education brochure if needed

	Retail: Communication Plan and activity establishing Capalaba as regional centre
	Film at Redlands
	Island business
	Business Cluster: Grants co-ordination
Sub-total	Business Retention

BUSINESS ATTRACTION

BA1. Marketing materials are needed that will “close the sale” in terms of attracting new business and investment into Redlands. An informative new **Opportunities publication** branded with the new positioning statement and highlighting development opportunities is recommended. The publication should be supported with detailed **profiles/fact sheets** on all sectors.

The brief for the new publication should take into account the stylish publications being produced by the Department of State Development and Brisbane City Council’s Office of Economic Development.

2003/4 Budget	Commence Opportunities publication
2004/5 Budget	Finalise & produce Opportunities publication
	Profiles/fact sheets on all sectors

BA2. Redland Shire Council should aim to achieve “stand out” participation in specialist **trade shows** offering profiling opportunities for companies to do business and invest in South-east Queensland. These include SEQROC, SouthROC, OED etc.

2004/5 Budget	Trade show attendance
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BA3. We also recommend a proactive **business attraction campaign** designed to generate leads within selected economic sectors and geographic segments throughout Australia, aligned to the economic growth strategy. The allowance includes the employment of one person for six months (together with materials and handlings) who could be aligned with the professional services agency allowed for in UM3.

2004/5 Budget	Business attraction program
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BA4. Co-operative marketing provides Redland Shire Council with valuable opportunities for wider coverage. Through this marketing plan process, Brisbane OED has indicated its willingness to involve Redlands in its business investment activities. Redland Shire Council also works with Redland Chamber of Commerce to deliver the “Invest Redlands” program. Co-operative marketing with these “allies” (including Department of State Development and Local Government & Planning) should be proactively pursued.

BA5.

2004/5 Budget	Co-operative marketing on Brisbane OED website
	Co-operative support of Brisbane OED business lunches
	Co-operative activity with State and Federal Government agencies
	Public & private sector investment attraction agency familiarisations

BA6. As mentioned earlier, **proactive media and communication plans** are recommended to build awareness of Redlands' competitive advantages in key sectors including:

- Horticulture (eg. profile export success stories; the development of the Centre for Lifestyle Horticulture as nationally and internationally significant; release the findings of the Green Business Precincts Study)
- Aged Care (eg. promote Redlands as a national leader in the aged care industry)
- Retail (eg. market Capalaba as a regional centre)
- Education (eg. promote site for university campus and other research facilities)
- Film (eg. promote film locations; profile upcoming films)
- Marine (eg. include in business case studies).

These sectors will be profiled through the activities carried out by the professional public relations agency as part of the umbrella marketing budget.

2004/5 Budget	Media kit; professional public relations services
	Business Attraction

VISITOR ATTRACTION

VA1. Given that by far the largest visitor market to Redlands resides in Brisbane, we recommend that a **marketing campaign** embracing the new marketing positioning be directed at this important market. Visitor marketing efforts to date have suffered from budgets that simply are too small to make a major and sustained impact in the Brisbane competitive marketplace. If Redlands truly wants to be "top of mind" within this market, a memorable and sustained campaign is needed in order to:

- attract increased visitations
- encourage repeat visitations
- promote visitations during off-peak periods

A recommended allowance has been made for this activity. However, given budget constraints, Redlands needs to devise a high-impact but affordable, measurable and sustainable campaign. Options being further examined include:

- an **Activities Guide** (see below) "postcard" direct mailed through selected Brisbane suburbs inviting residents to visit Redlands website or ring for a Guide
- insert of the Activities Guide postcard into appropriately selected community newspapers.

Postcard “invitations” to be sent to families and friends could also be produced and distributed to Redlands residents with rates notices.

In any campaign decision, it is important to note that the primary sources of information visitors use about Redlands is word of mouth (44%), prior visits (23%) and from living in Brisbane (22%). Advertising was used by just under 5% of visitors. (Source: TQ Visitor Survey April 2002). Also, about 40% of decisions to visit Redlands were made earlier in the same week and 25% were made on the same day.

2004/5 Budget	Visitor marketing campaign (primary target: Brisbane residents aged 35 and over)
	Postcards “inviting” families and friends to visit

VA2. Visitor marketing materials are critically important. Currently there is a host of brochures, fliers, booklets and other materials with little or no continuity. Rather than the costly exercise of producing separate visitor guides for each of the themed districts (recommended in the Sustainable Tourism Strategy), we recommend the creation of one public/private partnership **Activities Guide** to act as the fulfilment piece for the visitor marketing campaign. The full-colour guide would be branded with the new marketing positioning for Redlands and contain information on each of the themed districts. By doing this “the whole experience” of Redlands on Moreton Bay would be sold rather than each of its smaller tourism districts. An allowance has been made for the cost of a service to manage requests for further information.

2003/4 Budget	Commence Activities Guide
2004/5 Budget	Full-colour Activities Guide produced in co-operation with local attractions
	Tourist map of the Redlands
	Distribution costs for Activities Guides and maps
	Encourage tourism operators to use Redlands positioning in their own advertising
	Call management agency to manage enquiries

VA3. We recommend a review of all **website content** funded by the Redland Shire Council and aimed at visitors to Redlands. This may require the establishment of a stand-alone website for visitor enquiries. The total marketing budget of almost \$500,000 will be spent marketing the area, directing visitors to either call for an Activities Guide or to log on the website. This means that the website and Guide must be good enough to “close the sale” otherwise the marketing effort will be largely wasted. A feature of the site will be a **tourism e-newsletter** with password entry for accredited operators.

2004/5 Budget	Website for tourism enquiries
	Tourism e-newsletter

VA4. Beyond paid tourism marketing, Redlands needs to leverage all available opportunities to reach influential industry media and relevant consumer media. It is recommended that a high quality **tourism media kit** (including samples of web accessible photographs) be prepared and distributed widely to media staff within

Tourism Queensland and the Australian Tourist Commission. Redlands should also express its willingness to host industry and media familiarisations of the region.

2004/5 Budget	Tourism media kit
	Selected tourism media famils
	Gain exposure through <i>Great South-East</i> program

VA5. Visitor research is a vital component of Redlands marketing efforts moving forward. It is essential that data is gathered to allow marketing decisions around who comes to Redlands, by season, how long they stay, how they have heard about Redlands, how often they visit and their primary activities while visiting. It is important that a visitor research program for Redlands continues each year.

This is unlikely to be primary research, rather it will be a result of analysis of existing secondary data gathered by the Bureau of Tourism Research and Tourism Queensland.

2004/5 Budget	Visitor research
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VA6. There are a number of **visitor marketing “basics”** in which Redlands must participate in order to be part of Queensland’s regional tourism marketing efforts. These basics include co-operative marketing with the larger tourism marketing authorities, providing Redland Shire Council with opportunities to extend the effectiveness of its marketing expenditure. Allowances have been made for participation by Redlands in suitable co-operative marketing opportunities associated with Brisbane Marketing, the Gold Coast Visitors Bureau and Moreton Bay and Islands.

2004/5 Budget	Co-operative marketing Brisbane Marketing/BTRAC
	Co-operative marketing: Gold Coast Visitors Bureau
	Co-operative marketing: Moreton Bay and Islands
	Industry trade show participation

VA7. Co-operative marketing with local tourism operators will become increasingly important as the new approach to tourism marketing for Redlands delivers results. We recommend a schedule of co-operative consumer and trade marketing opportunities be prepared to provide leadership to the industry and to extend the opportunities to profile Redlands in appropriate markets. Participation would be open to all tourism operators who have registered at the tourism website to use Redlands brand and to access the tourism e-newsletter.

2004/5 Budget	Co-operative marketing guide for trade and consumer promotions
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VA8. Beyond the tourism marketing basics, there are **optional tourism marketing activities** targeting special interest markets, such as eco-tourism, and market segments, such as seniors. It is recommended that a small allowance be made available for these one-off opportunities which should be chosen based on their ability to generate visitations or leads that can be directly measured.

VA9.

2004/5 Budget	Allowance for optional tourism marketing activities
	Co-op marketing funds from other Council units
	Education campaign for 4WD owners visiting NSI
	Visitor Attraction
BUDGET TOTAL	\$452,000

CONCLUSION

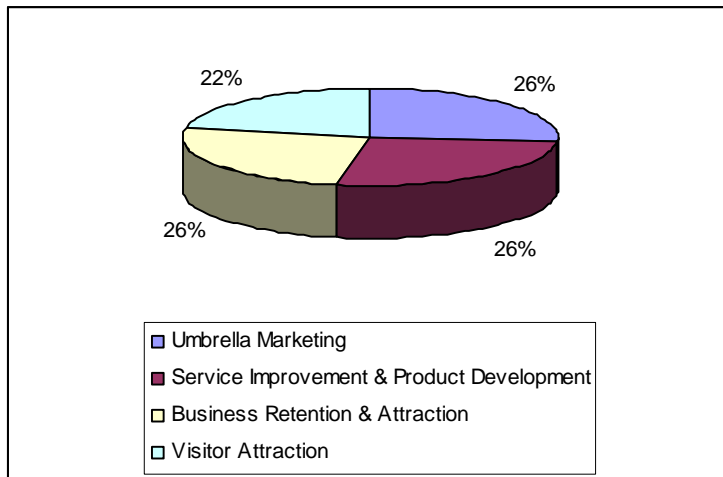
The recommendations for 2004/05, the first year of the marketing plan, are aimed at creating a visible new identity for Redlands and getting the “marketing basics” right.

This plan, when implemented, will provide the basis for new business development in Redlands and for encouraging more visitor spending.

As shown in Figure 4 below, it is proposed that the total budget of \$452,000 be spent almost equally on:

- Umbrella Marketing (26%)
- Service Improvement and Product Development (26%)
- Business Retention and Attraction (26%)
- Visitor Attraction (22%).

Figure 4: Redlands Marketing Expenditure 04/05



Detailed Marketing Recommendations 2005/06

Our recommendations are prefaced by advising Redland Shire Council's Economic Development Unit to review the effectiveness of all marketing activity in 2004/05 and to finetune the proposed Year 2 plan accordingly.

UMBRELLA MARKETING

Having "created Redlands identity" in Year 1, the thrust of this year's marketing is to "**build the identity**" by reinforcing it in primary markets and extending it into new markets. The task in Year 2 is to show local business and the community that the new identity for Redlands is working by highlighting success stories, extracts from journalist familiarisations and constantly profiling relevant achievements. Work will continue in extending promotional awareness in the primary markets of Brisbane and South-east Queensland.

An exciting development of Year 2 is the start of work on the business and tourism portal. An allowance of \$20,000 has been made for development activities.

2005/06 Budget for Umbrella Marketing	\$154,000	As per Year 1 excluding : <ul style="list-style-type: none"> • Graphic design • Media and internal launch • Branding guidelines Including : <ul style="list-style-type: none"> • Start work on portal development • "Redlands Business and Community Report" on the outcomes and progress of Year 1 marketing activities to be included in rates notices. • Increased ongoing website maintenance, management of e-forums
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SERVICE IMPROVEMENT

Having addressed service issues in Year 1, the task will be to provide ongoing and relevant training to new business contact staff. This training may be combined with Council's customer service training program. A limited allowance has been made for this purpose.

2005/06 Budget for Service Improvement	\$2,500	As per Year 1 excluding : <ul style="list-style-type: none"> • External consultant Including : <ul style="list-style-type: none"> • Training for business contact staff
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PRODUCT DEVELOPMENT

Major projects and developments will continue to be marketed as they come on line.

The following Year 2 tourism product developments also were signalled in the *Sustainable Tourism Development Strategy* and will require marketing attention:

- Consider development of specialist brochures for special interest and education markets
- Trial new trail opportunities responding to different themes
- Consider the trial of user pay mechanisms at popular visitor hotspots
- Encourage the Shire's commercial tour and activity providers to use the VICs
- Develop guided tour permits for Council-owned attractions within the regional network
- Package event experiences within the Shire network
- Consider rotating an "Island festival" event
- Consider the establishment of a permanent market stall area adjacent to the Raby Bay Harbourside Development
- Endorse and support the potential of a "Farmers Market" that showcases local produce
- Consider developing linkages with the Cleveland Market and the proposed Framers Market through the trail network
- Identify suitable locations for feature lookouts etc
- Enhance the capabilities for the Indigiscapes Centre to become the Shire's principal nature heritage showcase venue

Refer Sustainable Tourist Development Strategy for a full list of Year 2 initiatives.

2005/06 Budget for Product Development	\$130,000	As per Year 1 including : <ul style="list-style-type: none"> • Increase in funding for tourism development initiatives • Increase in funding for Moreton Bay Taskforce infrastructure improvements • Additional funds for event development
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BUSINESS RETENTION

Having qualified local business leads through Year 1 marketing activities, we recommend that the Economic Development Unit adopts a personalised approach to local business in Year 2. This may be through more proactive face-to-face contact or through a disciplined sales call program. The aim here is to move beyond the awareness phase to one of involvement with local businesses that need support to grow. An additional half-time resource is recommended to assist in this task.

The slight decline in funding for business retention is the result of the one-off promotion to Home Business Owners in Year 1.

2005/06 Budget for Business Retention	\$78,000	As Per Year 1 excluding : <ul style="list-style-type: none"> • Home Business Owners promotion • Reprint of education brochure Including : <ul style="list-style-type: none"> • Half-time resource to assist with personalised contact with local businesses • Increased Business Cluster: build, maintain relationships
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BUSINESS ATTRACTION

This aim this year is to increase visibility of Redlands through Australia's economic development and promotion industry. Business attraction activities should be ready to move into selected interstate markets with the selection of markets based on intelligence gained through business attraction activities in Year 1.

A greater emphasis is recommended on trade show attendance in line with high priority sectors. Interstate media profile also would be enhanced through relevant business publications with interstate readerships.

2005/06 Budget for Business Attraction	\$91,000	As per Year 1 including: <ul style="list-style-type: none"> • Increased allowance for trade show attendance • Increased co-operative marketing with local, State and Federal Government economic development agencies • Increased public and private sector investment attraction familiarisations
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VISITOR ATTRACTION

Visitor attraction activities in Year 2 will continue to focus on the primary markets of Brisbane and South-east Queensland. **Media promotions** would be introduced to reach new markets including eco-tourists, backpackers, seniors etc subject to a proven business case for target market selection.

This year, Redlands will lead **co-operative marketing activities** with local tourism operators wanting to increase off-peak occupancy.

While there has not been a significant increase in budget for visitor attraction, we have assumed greater levels of co-operative marketing support will be achieved following the success of Year 1 activities.

2005/06 Budget for Visitor Attraction	\$134,500	As per Year 1 including: <ul style="list-style-type: none"> • Increased allowance for visitor marketing • Increased tourism media familiarisations • Increased co-operative marketing with regional partners • Increased industry trade show participation Excluding: <ul style="list-style-type: none"> • Postcards "inviting" families and friends to visit
BUDGET TOTAL	\$590,000	<i>14.5% increase from 2004/05</i>

CONCLUSION

The recommendations for 2005/06 (Year 2) are aimed at **building Redlands identity** in primary economic development and tourism markets and to extend awareness into selected interstate business markets.

We recommend a 14.5% increase in the marketing budget from 2004/05, with funds to be spent almost equally on:

- Umbrella Marketing (26%)
- Service Improvement and Product Development (22%)
- Business Retention and Attraction (29%)
- Visitor Attraction (23%).

Detailed Marketing Recommendations 2006/07

Our recommendations are prefaced by advising Redland Shire Council's Economic Development Unit to review the effectiveness of all marketing activity in 2005/06 and to finetune the proposed Year 3 plan accordingly.

By 2006/07, the third year of this marketing plan, Redlands should be in a strong position to consolidate and grow its reputation as one of south-east Queensland's leading business and visitor destinations, and to start to realise its economic and tourism vision for the region.

Product development initiatives which are key to the region's long-term competitiveness, will increase the diversity of Redlands' economic and tourism offerings and provide greater opportunities to attract potential new businesses and visitors.

By now, marketing efforts will be well understood and accepted by Redlands community through the leadership shown by Council in achieving a balanced approach to growth.

UMBRELLA MARKETING

2006/07 Budget	\$164,000	Including: <ul style="list-style-type: none">• Finalisation of business and tourism portal• Ongoing promotion in local community
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SERVICE IMPROVEMENT

2006/07 Budget	\$2,500	No change from 2005/06
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PRODUCT DEVELOPMENT

Major projects and developments will be marketed together with the following Year 3 and ongoing tourism product developments signalled in the *Sustainable Tourism Development Strategy*:

- Consider developing a "signature" trail that incorporates the mainland and islands and links with Moreton Bay trail networks
- Identify locations for remote symbolic markers and create a competition that engages creative talent to develop symbolic remote markers
- Identify accommodation opportunities along the trail network
- Encourage the development of voluntary conservation agreements
- Encourage private operators to develop boat and canoe hire operations
- Provide incentives to encourage private operators to develop bicycle hire operations in strategic locations
- Progressively implement user pays interpretive devices throughout the network
- Develop targeted user pay devices for specific trails through the Shire's network that respond to special interest markets

- Consider developing self-guided devices that feature koala habitats in the Shire
- Promote the development of scenic marine cruises
- Consider annual art expos
- Consider an attractions week
- Ensure that events such as the Cleveland Markets and Green and Grow Expo are linked to the trail network
- Promote the development of events (as detailed in the strategy)

Refer *Sustainable Tourist Development Strategy* for a full list of Year 3 and ongoing initiatives.

2006/07 Budget	\$145,000	Includes: <ul style="list-style-type: none"> • Increase in funds to support event development
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BUSINESS RETENTION

2006/07 Budget	\$78,000	No change from 2005/06
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BUSINESS ATTRACTION

2006/07 Budget	\$94,000	Slight increase in funds for co-operative marketing with Government agencies
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VISITOR ATTRACTION

The following Year 3 and ongoing tourism marketing initiatives were recommended in the *Sustainable Tourism Strategy* and should be reviewed for their relevance during marketing planning for 2006/07:

- Develop editorial for inclusion in special publications targeting eco-tourism, nature-based and backpacker sectors and other niche sectors
- Undertake direct marketing activities targeted at educational institutions to highlight educational opportunities provided by the tourism network within the Shire
- With Tourism Queensland, undertake direct marketing activities targeted at wholesale agents and travel agents
- Undertake direct marketing activities targeted at major day tour companies
- Work closely with TQ, Brisbane Marketing and Gold Coast Tourism Bureau to promote the Shire's capability to attract the MICE market
- Conduct direct marketing activities targeted toward bird-watching interest groups
- Conduct direct marketing activities targeted towards the senior market and encourage them to visit during non-peak periods
- Work closely with the Eco-tourism Association of Australia (EAA) to promote eco-tourism accredited product and achieve wide exposure through EAA marketing activities
- Update website to promote Redlands' MICE capabilities
- Consider preparing industry surveys for specific sectors (eg. accommodation, built attractions, tours and activities)

Note: Year 4 and onwards activities have not been included above. However, they also should be reviewed for their relevance during marketing planning for 2006/07.

2006/07 Budget	\$154,000	Slight increases in: <ul style="list-style-type: none">• visitor marketing campaign• co-operative marketing• trade show participation• optional tourism marketing activities
BUDGET TOTAL	\$637,500	<i>8% increase from 2005/06</i>

CONCLUSION

The recommendations for the 2006/07 (Year 3) marketing budget aim to **consolidate and grow** Redlands' identity in its primary and secondary markets for business and tourism.

Much of the activity in this year will be influenced by progress made on product development initiatives, both for business and tourism, which will provide distinct competitive advantages for Redlands and new triggers for marketing activity.

We recommend an 8% increase in the marketing budget from 2005/06, with funds to be spent as follows:

- Umbrella Marketing (26%)
- Service Improvement and Product Development (23%)
- Business Retention and Attraction (27%)
- Visitor Attraction (24%).

Overall Recommendations

The following overall recommendations are listed in order of timing. Immediate implementation items are listed first – this way Redland Shire Council can begin the process by simply moving down the list in numerical order.

1. **Implement a “repositioning” program:** a multi-year image enhancement program that includes a new marketing focus, new printed and on-line marketing materials, increased public relations and a stronger advertising program. The repositioning program is designed to give Redlands a distinct identity, attract new businesses and jobs, higher-income visitors and multi-day visitors who will spend locally and support new businesses.
2. **Improve the business and tourism image of the region.** Redlands must differentiate the area from the surrounding city councils and shires and create a reason for businesses to be there – besides simply the quality of life. Quality of life will entice them, but it is not enough to “close the sale”.
3. **Get the locals on side.** The challenge in “quality of life” destinations is that it is difficult to convince locals of the benefits of planned and balanced growth. Having chosen Redlands for its natural and other features, newcomers are resistant to development “in their backyards”. A deliberate and proactive campaign supported by co-ordinated and consistent messaging (and actions) is required to build confidence, acceptance and support for this direction.
4. **Begin to build product** – develop projects that will entice visitors and businesses to the area
 - a. Visitor trails: food and restaurant, DIY renovation etc
 - b. Tourist accommodation
 - c. Visitor-oriented retail businesses
5. **Market major developments**
 - Redlands Park/Centre for Amenity Horticulture. It is proposed that this facility is rebranded and launched as the Australian Centre for Lifestyle Horticulture. A steering group will be established to consider linkages between the centre, the business sector and the community. The National Nurseryman’s Association has flagged its intention to relocate there.
 - Capalaba Regional Centre (Capalaba possibly designated as a regional centre for professional services and knowledge economy businesses)
 - University/research site.

Next Steps

This marketing plan identifies wide-ranging recommendations aimed at mobilising Redlands' business and tourism marketing efforts.

Like any plan, its success hinges on outstanding and disciplined implementation. Before that can be achieved, however, it is vital that understanding and ownership is secured from the major stakeholders in this process including:

Internal – within Redland Shire Council

- Economic Development Unit within Redland Shire Council
- The Mayor and Councillors
- CEO
- Executive Leadership Group
- Manager, Corporate Communications

External

- Redland Tourism Advisory Network
- Redlands Tourism
- Redland Chamber of Commerce
- Business Leaders' Forum
- Brisbane Office of Economic Development
- Brisbane Marketing
- Tourism Queensland
- Greater Brisbane Area Consultative Committee
- Department of State Development & Innovation
- Austrade.

Gaining the support of these individuals and groups at the outset will go along way to ensuring Redlands achieves its ultimate marketing goal of a distinctive identity and position in south-east Queensland.