

# Mandurah



TOURISM STRATEGY 2011-2016

# Executive Summary

Mandurah is one of the most vibrant regional cities in Western Australia, and has been a water holiday destination since the early 1900s. Mandurah and the region has experienced continuing rapid growth in the last 30 years. It is now one of the top tourist destinations in Western Australia, offering spectacular waterways and first-class holiday accommodation.

Situated on beautiful coastline about 72km south of Perth, Mandurah prides itself on offering an electric mix of inner city and semi-rural living between the Indian Ocean, the expansive waterways of the Peel-Harvey Estuary and the lower reaches of the Serpentine River.

The annual average number of visitors to Mandurah is 280,300 with the average number of nights they stay at 904,000. Mandurah has continued to maintain their share of Experience Perth visitor numbers and slightly increase visitor spend, however the total number of visitors has been in decline over the past two years. The intrastate market (85% of visitation) contributes around \$214 million annually with international visitation contributing approximately \$20.3 million. In total, tourism contributes approximately \$234 million and approximately 1200 jobs to the local economy on an annual basis.

The intrastate market has been the key source of visitors for Mandurah and will continue to be a key focus, however longer term destination development needs to attract a greater percentage of interstate and international leisure visitors, with particular focus on business tourism and events.

The City of Mandurah Tourism Strategy is the outcome of a process of analysis and consultation that has taken place over the past two years. The intent of the five year Tourism Strategy is to act as the catalyst to enable Mandurah and the surrounding region to focus on delivering a competitive tourism product and supporting industry.

## THE STRATEGY HAS IDENTIFIED THE FOLLOWING TARGET MARKETS:

1. Dedicated Discoveries (socially aware) – we want to discover something new
2. Aspirational Achievers – we are rewarding ourselves
3. Grey Explorers – its time in our life to explore
4. Family Connections – time to connect (WA only)

## STRATEGIC ISSUES:

A number of Key Strategic Issues were identified:

1. Policy, Planning and Regulation
2. Destination Access
3. Destination Marketing
4. Nature/Eco Tourism
5. Development of Attractions
6. Range of Accommodation
7. Long term sustainability of Peel-Harvey Estuary and the associated waterways
8. Community Engagement



## THERE ARE FOUR KEY STRATEGIES THAT WILL DRIVE THE DELIVERY OF THE VISION:

Strategy	Desired Outcomes
<p><b>Strategy 1:</b> Position Mandurah and the region as a “must visit” destination for our target audiences.</p>	<p>Increased awareness of Mandurah’s and region’s experiences. Increased conversion of destination awareness to purchase.</p>
<p><b>Strategy 2:</b> Deliver quality visitor experiences to match or exceed visitor expectations.</p>	<p>Increased total visitor yield. Improved streetscapes, urban form and vitality. Increase in number of iconic, innovative and environmentally responsible products. Increased operator and community awareness of environmental management issues and practices.</p>
<p><b>Strategy 3:</b> Build an integrated, professional and competitive tourism industry.</p>	<p>Greater alignment of policy and planning across region. Increased participation in tourism planning initiatives. Increased participation in cooperative marketing programs.</p>
<p><b>Strategy 4:</b> Inspire the community to become ambassadors for Mandurah visitors’ experiences.</p>	<p>Mandurah and regional community support for tourism development and service. Maximise visiting friends and relatives (VFR) opportunities Increased awareness of visitor experiences. Greater involvement from the community in tourism promotion and development.</p>

In order for the strategic objectives to be achieved there will need to be a strong network of partnerships amongst key stakeholders. The immediate next steps, following the endorsement of the plan by the City of Mandurah Council, is to develop in partnership with industry an Action Plan that will identify the priorities, stakeholders, resources and critical path to achieve the desired outcomes.

# Mayor's Message



It gives me great pleasure to present the City of Mandurah's Tourism Strategy 2011-16.

Mandurah offers a diverse range of activities for visitors and local residents, and with adoption of this tourism strategy and the ongoing commitment of council, industry and the community we will see our city go from strength to strength as a destination of choice.

Tourism is vital to the economic, social and cultural development of our city contributing \$200 million and approximately 1200 jobs to the local economy on an annual basis. To ensure the success of the strategy we need to maximise available resources and consider tourism's contribution to our community in terms of diversity, social wellbeing, economic development and the preservation of the environment.

We are committed to creating and maintaining a city which fosters vibrancy, where people have a sense of purpose, are enthusiastic, proactive, entrepreneurial and creative in their planning and actions. We will balance welcoming visitors and protecting resident's liveability.

Mandurah's growth has meant that the emergence of exciting retail outlets and superb dining experiences are enjoyed throughout the city. Creative sustainable planning has enabled Mandurah to evolve into a modern cosmopolitan city without detriment to its most striking natural feature – the waterways.

The development of a transport system that provides easy access to Mandurah and connects us to the region delivers opportunities to build on our attributes and attractions as a place to visit and invest in, delivering economic benefits to the community and industry. Additionally we will continue to participate and promote our iconic festivals and events while working with stakeholders to attract new events to our region.

To improve our understanding of the benefits of tourism, this strategy provides a framework to guide the management and development of the local tourism industry.

I encourage all business owners and residents to embrace the Tourism Strategic Plan ensuring our visitors experience is special, rewarding and unforgettable.

Paddi Creevey OAM  
Mandurah Mayor

# CEO's Message



The City of Mandurah is committed to working with the tourism industry and our community on the best way forward to enhance tourism in Mandurah.

However, we can always value add the tourism experience and widen the base to attract even more interstate and international visitors. The City of Mandurah Tourism Strategy 2011-2016 is the vehicle for us to do this through identifying target markets that will ultimately open wide Mandurah and the region's tourism opportunities.

Our rapid growth over the past 30 years has changed Mandurah substantially, but while we have continued to maintain our share of visitor numbers and slight increases in visitor spend, we face several challenges as a 'must see' destination.

Work on this tourism strategy has been taking place over the past two years and throughout this time much research has been done on creating our point of difference. Mandurah and the region now has to leverage the underdeveloped natural and eco tourism experiences and continue to improve our current destination offerings. We need to value add by promoting more business tourism, including Mandurah as a fantastic conference destination, and also attracting more water sports and display events.

We recognise that the Tourism Strategy:

- provides a strategic framework to enhance the visitors experience within Mandurah and the region contributing to the vibrancy, prosperity and attraction
- is designed to provide focus and direction to ensure tourism continues to thrive within Mandurah and the region over the next five years
- engages all the elements that support and enhance the visitor experience whilst acknowledging the needs of our local community

Unlike other industries, tourism is not defined by its outputs, but by the market it serves. Target marketing ensures that destination development and marketing activities are focused on markets that will provide the greatest potential to deliver growth.

I thank local tourism operators, our community and City of Mandurah staff for their insights and efforts in helping us develop the Tourism Strategy 2011-2016 and I encourage everyone to embrace it as a guide to achieving a vibrant and prosperous tourism future for Mandurah and the region.

Mark R Newman  
Chief Executive Officer

# Vision and Aims

## THE CITY OF MANDURAH TOURISM STRATEGY AIMS TO:

Provide a framework for destination planning, development, marketing and management in Mandurah and the surrounds over the next five years. The Tourism Strategy is for all stakeholders committed to the coordinated development of tourism in Mandurah and the region.

The strategic intent is to ensure Mandurah and the region builds a sustainable, vibrant and thriving tourism industry and to provide context for action plans.

## OUR VISION

In partnership with private sector and government, deliver on Mandurah's brand promise of refreshing experiences whilst ensuring sustainability and economic development benefits for our community.

## OUR GUIDING PRINCIPLES

**Sustainability:** Our decision making will consider tourism's contribution to our community in terms of diversity, social wellbeing, economic development and the preservation of the environment.

**Partnerships:** Critical to ensuring the success of the strategy and to maximising available resources.

## ROLE OF THE CITY OF MANDURAH IN TOURISM SECTOR

The City's role in destination management should revolve around efforts that create a non-exclusive benefit. The City's efforts should not be seen as a substitute for individual company effort in product development, marketing, advertising and branding but rather should work to enable, complement or enhance these via:

- local government services
- planning and regulation
- co-funding
- representational means

## RELATIONSHIP TO THE PEEL REGION

The City of Mandurah Tourism Strategy promotes a cooperative relationship with surrounding local governments and other regional stakeholders in order to develop a sustainable tourism industry across the whole region.



## STRATEGY IMPLEMENTATION AND EVALUATION

In order to implement the Tourism Strategy, a detailed action plan is required. Once the strategy has been endorsed by Council an action plan will be developed. The action plan will identify the priorities, stakeholders, resources and critical path to achieve the desired outcomes, and will be developed in partnership with industry.

As tourism is a highly competitive and dynamic sector, it is critical that the City and industry are able to monitor progress against the strategy. The City's Economic Development team will work with key stakeholders to ensure the annual review is undertaken. This will ensure action plans, including marketing and product development, are kept relevant and responsive.

## OUR PROCESS



# Destination Management Model

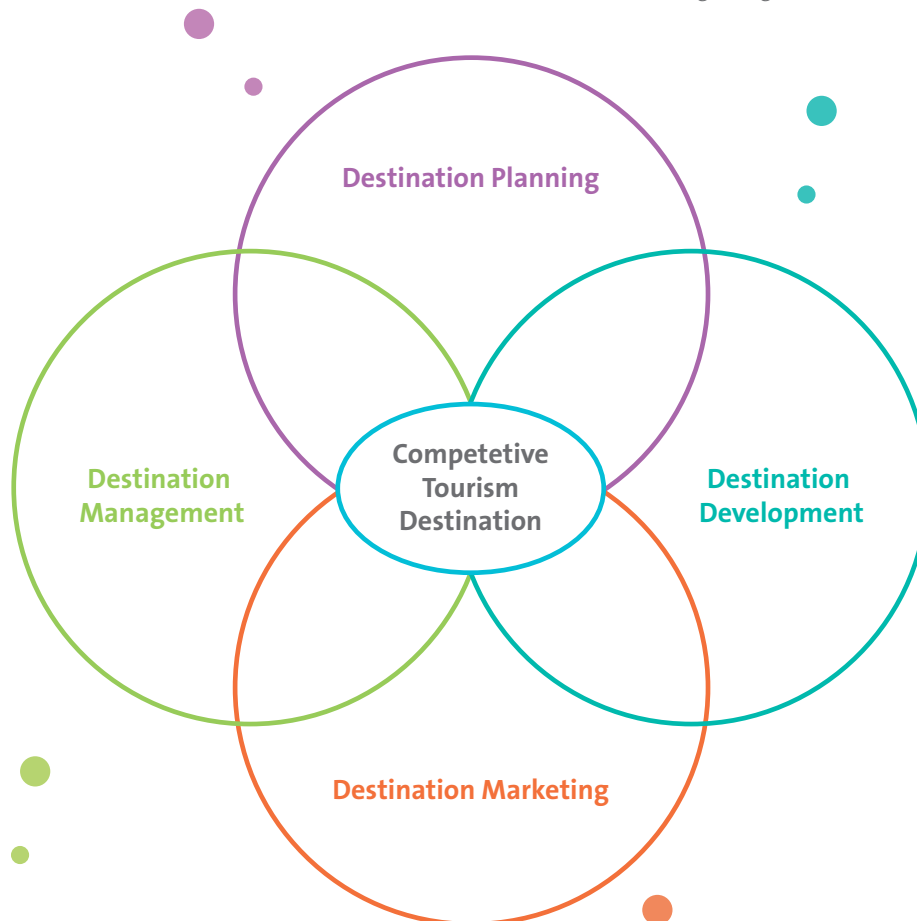
Destination Management incorporates not only marketing initiatives, but also research, industry leadership and engagement, product development and industry development strategies.

## Destination Planning

- Situational analysis
- Investment and infrastructure prioritisation
- Tourism Strategic Plan
- Ongoing consultation and collaboration
- Destination leadership and coordination

## Destination Development

- Product and experience development (including events)
- Product quality and standards
- Protection of environment
- Industry skills and development
- Funding and grants



## Destination Management

- Tourism success factors
- Forecasting and trend analysis
- Integrate into existing and future plans
- Shared vision
- Manage changes to environment
- Risk management

## Destination Marketing

- Market research and insights
- Develop brand position
- Brand management
- Marketing plans
- Promotion and advertising
- Cooperative marketing and partnerships

# Benefit of Destination Management

The benefits for destinations, communities, business operators and tourism agencies of having a Destination Management Plan (DMP) is that it provides:

<p>Improved Destination Competiveness</p>	<p>Increased destination appeal therefore providing increased visitation and yield.</p> <p>Ensures advantage over competitors.</p> <p>Provides ongoing investment in tourism.</p>
<p>Increased Visitor Satisfaction</p>	<p>Delivers on brand promise.</p> <p>Increased repeat visitation.</p>
<p>Economic, Social and Environmental Sustainability</p>	<p>Increase tourism's contribution to local economy.</p> <p>Community support for tourism development.</p> <p>Controlling tourism environmental impacts.</p> <p>Long-term industry viability.</p>
<p>Effective Partnerships</p>	<p>Strong partnerships are a critical factor in the success of tourism destination:</p> <ol style="list-style-type: none"> <li>1. Avoiding duplication of resources,</li> <li>2. A focus on developing the full visitor experience from arrival to departure,</li> <li>3. Increasing the profile of regional tourism, and</li> <li>4. Minimising conflicts between tourism and other sectors.</li> </ol>
<p>Continuous Improvement</p>	<p>Framework encourages the implementation of DMP as a process of continuous improvement rather than a once off:</p> <ol style="list-style-type: none"> <li>1. Allows for early awareness of emerging trends,</li> <li>2. Development of innovation and new technology, and</li> <li>3. Constant refreshing of destination brand.</li> </ol>

# Destination Overview

Mandurah is one of the most vibrant regional cities in Western Australia. Situated on beautiful coastline about 72km south of Perth, Mandurah prides itself on a mix of inner-city and semi-rural living between the Indian Ocean, the expansive waterways of the Peel-Harvey Estuary and the lower reaches of the Serpentine River.

Once a small fishing village that boomed during holiday periods, Mandurah now has a thriving population of nearly 67,000 and covers an area of 173 square kilometres. Despite recent rapid growth as a major 'sea change' destination in Australia, Mandurah has been able to retain its relaxed, holiday atmosphere. People come on holiday and then want to stay resulting in an exciting mix of residential developments, from family homes and modern apartments within new estates to luxurious homes nestled along the banks of numerous waterways.

Mandurah forms part of the Peel Region, located immediately south of Perth and lying between the metropolitan area and the South West Region. It is bordered by the Indian Ocean in the west, with jarrah forests and farmlands of the Darling Range leading east to the bordering Wheatbelt Region. The Peel's landscape is geographically diverse with coastal areas, river systems, an expansive estuary, agricultural and horticultural land, an escarpment and a plateau.

Peel is Western Australia's smallest region in geographic size, yet it has the second highest population. It covers an area of 5,648 square kilometres, including 137 square kilometres of inland waterways and five local government areas: the City of Mandurah and the Shires of Boddington, Murray, Waroona, Serpentine and Jarrahdale.

Always a popular day-trip destination (and increasingly so since the Mandurah train service began in late 2007), the City is also a gateway to the State's South West Region. One of Mandurah's greatest assets is its diverse and friendly community. Voted twice as WA's Top Tourism Town, Mandurah welcomes friends and family from around the globe to enjoy its relaxed coastal lifestyle. In fact, the name Mandurah is derived from the Aboriginal word, 'mandjar' meaning 'meeting place'.

Creative sustainable planning enables Mandurah to evolve while retaining its close relationship with its magnificent waterways, and ensuring its people have good access to quality health and community services, a range of education and employment opportunities, and fantastic recreational and lifestyle choices.

## ECONOMIC DEVELOPMENT

Mandurah's economy is currently characterised by a high concentration of population-driven industries such as retail and construction. While the City continues to support these activities, it is committed to a long-term strategy to provide for a more sustainable form of growth through economic development.

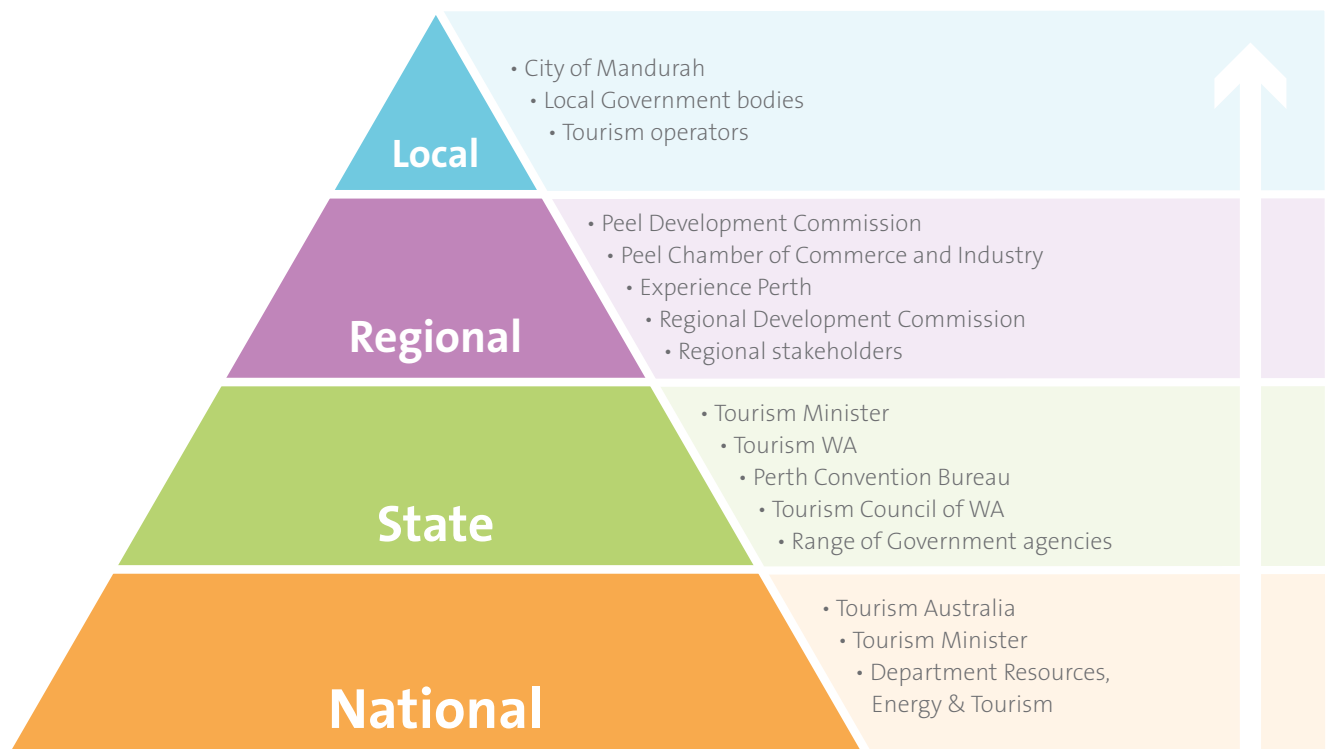
Economic development involves increasing the productive capacity of communities. One of the measures is the growth of income per person. It is also about ensuring employment self-sufficiency and giving the community employment quality and choice.

The City aims to facilitate sustained growth beyond current population-driven expansion, through a focused approach on key development drivers. In collaboration with other government and private sector stakeholders, the City is designing and implementing a range of initiatives to increase productivity in existing sectors (including tourism), and support diversification of the Peel Region's economic base.

# The Tourism Industry

## THE TOURISM PLANNING FRAMEWORK

The success of a destination relies on a coordinated approach to its planning, development, management and marketing. A clearly defined Destination Management Plan can provide destination managers and stakeholders with a place to negotiate sustainable development, ongoing management and effective marketing outcomes.



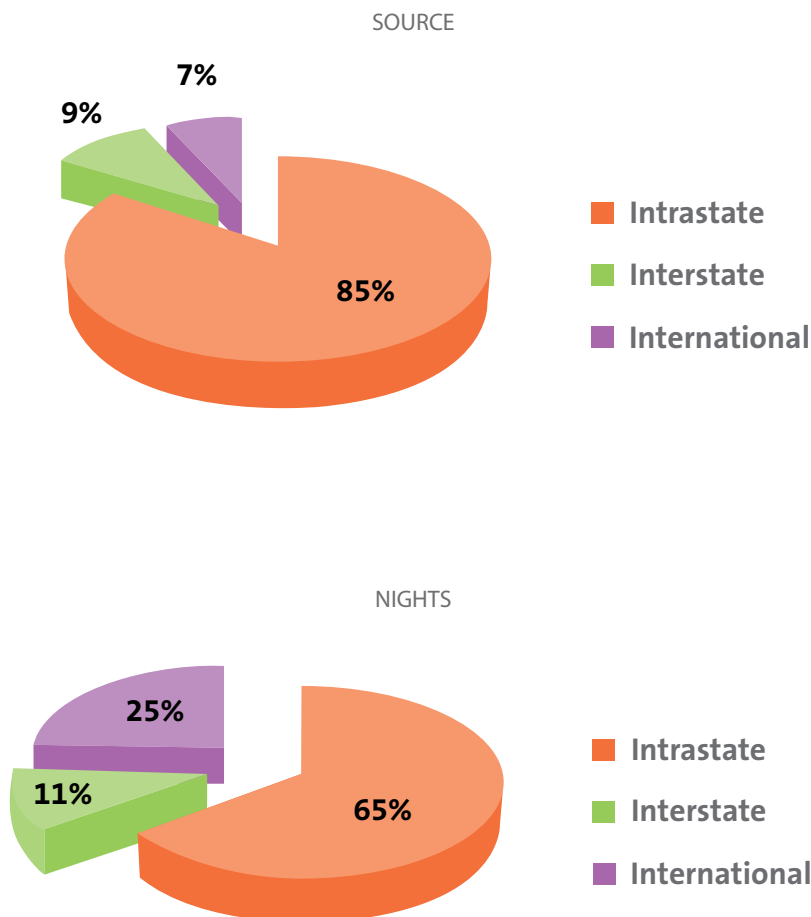
# Current Visitation Analysis

Mandurah has seen a decline in visitor number from 08/09 to 09/10 (301,000 to 228,000). These figures are reflective of the overall decline in state visitor numbers over the same period. One localised potential impact could be the Forrest Highway however Mandurah has increased (by 1%) its share of overall visitors to the Experience Perth region which suggests a more global issue. While overall numbers have declined, the average number of nights has increased from 2.9 to 3.0. The average number of visitors to Mandurah is 280,300 with the average number of nights 904,000.

With domestic nights approximately 687,000 with an average spend of \$195 per night, domestic and day trip (approx \$80.1 million) contributes \$214 million annually. International visitation contributes approximately \$20.3 million, therefore tourism contributes \$234 million to the local economy on an annual basis.

## SOURCE OF VISITORS

Mandurah's current market is dominated by intrastate visitors at 85%

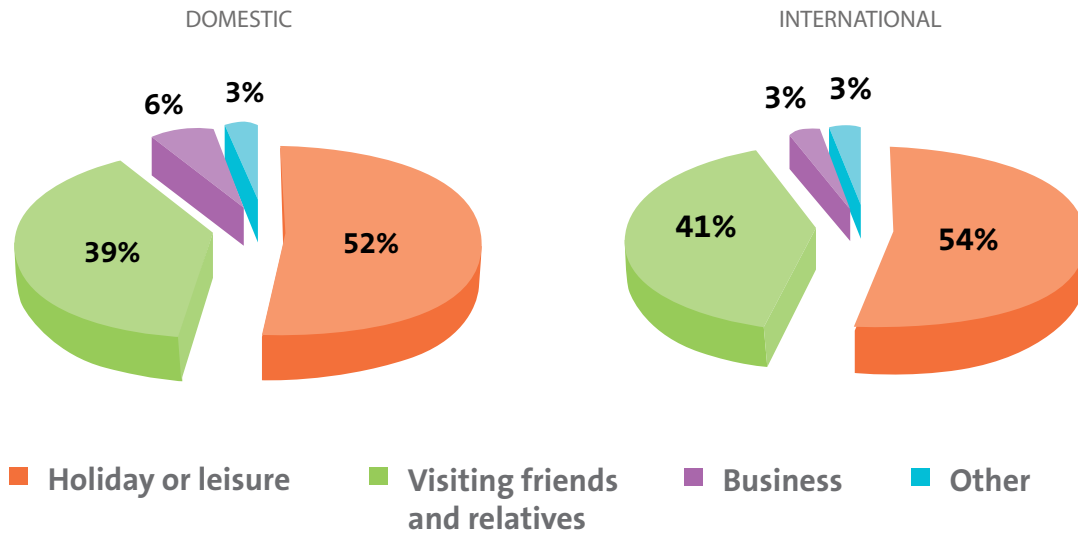


Source: TRA Research Experience Perth Region Tourism Profiles 2009/10

Source: TWA City of Mandurah Overnight Visitor Fact Sheet YE Dec 07/08/09

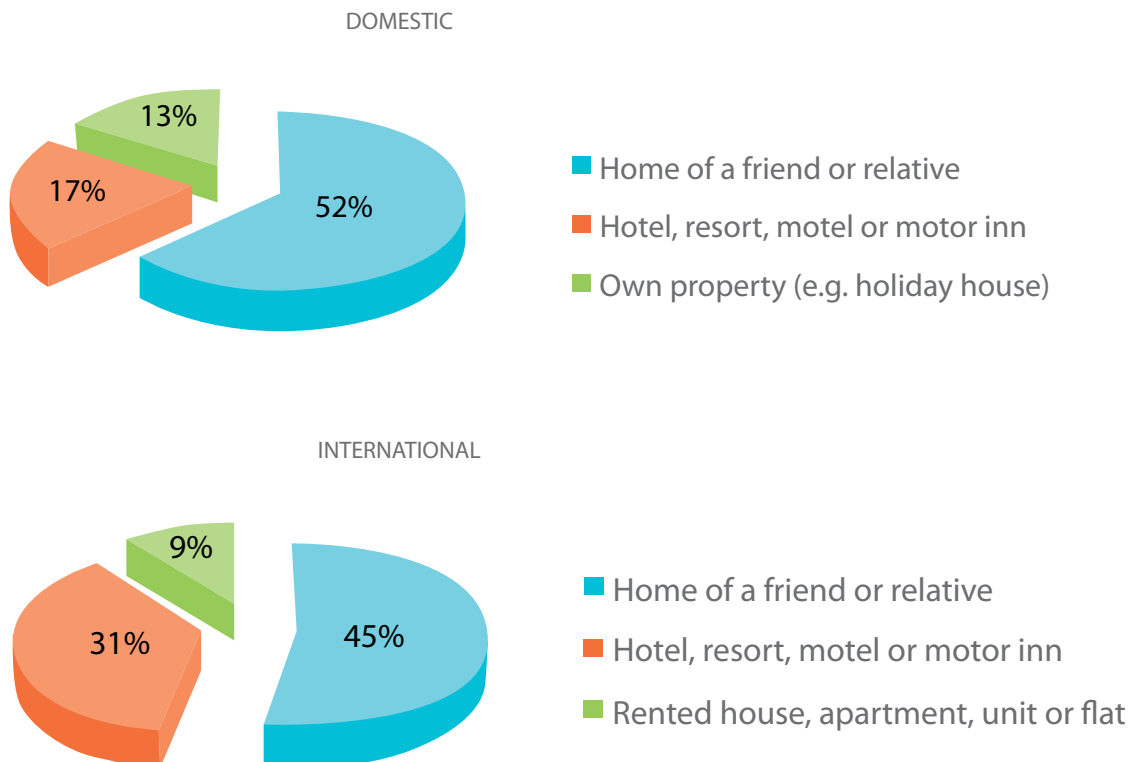
## REASON FOR VISIT

While holiday/leisure is the main reason for visiting, the second largest is visiting friends and relatives.



## TOP 3 VISITOR ACCOMMODATION TYPES

Of domestic visitors, over 50% stay with friends while a further 13% stay in their own property indicating a very local market. Of the international visitors, over 40% are visiting friends or relatives (VFR) and stay in their homes.



## TRAVEL PARTY

### Domestic Visitors

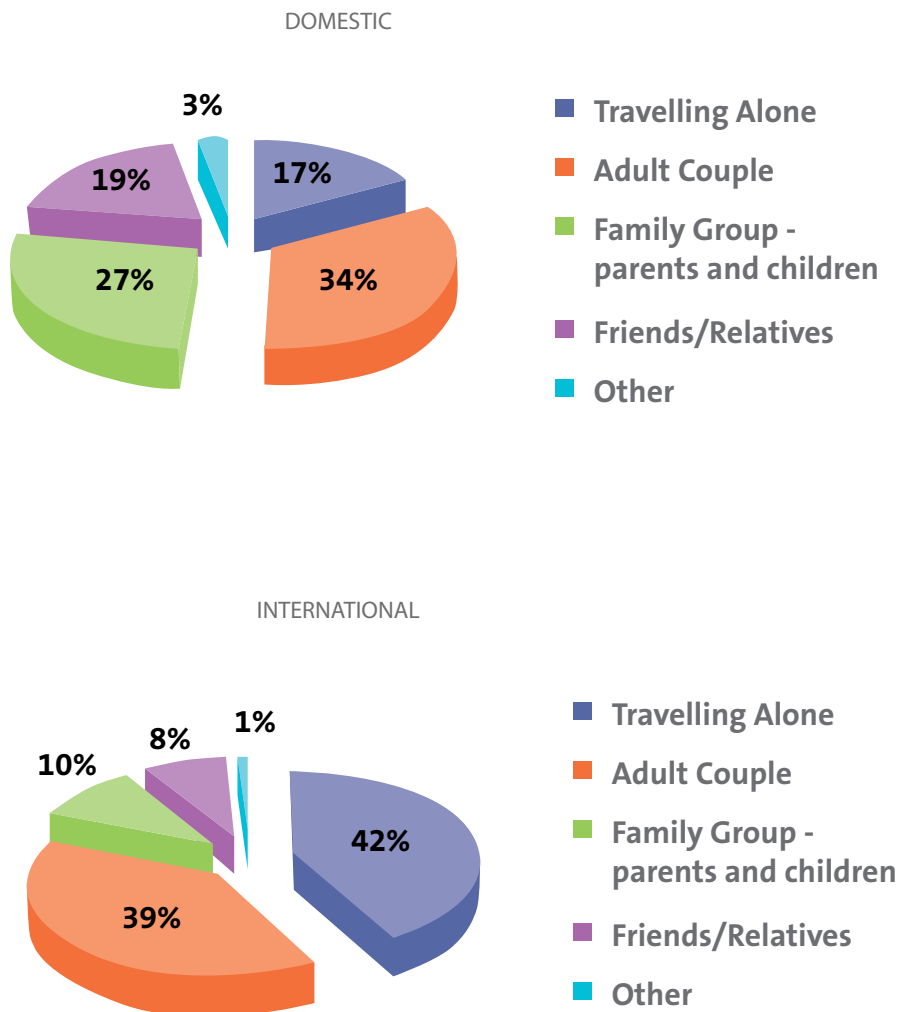
Behaviourally, within domestic visitors, only 27% travel as a family group.

The largest group at 34% is adult couple.

### International

Internationally, the largest group are travelling alone at 42%, while adult couple are at 39%. Only 10% are travelling as a family group.

Demographically, the largest age groups are 45-64 at 36% and 25-44 at 32%.



Source: TWA City of Mandurah Overnight Visitor Fact Sheet YE Dec 07/08/09

# Target Markets

Target marketing and segmentation ensures that destination development and marketing activities are focused on those markets that will provide the greatest potential to deliver growth in the region. The Tourism WA segments have been based on “mindsets” rather than specific demographics. Mandurah’s key target segments, as identified in the Brand Strategy, are:

INTRASTATE		
Peak:	Family Connectors	With younger children, travel as a family group
Off Peak:	Dedicated Discoverers Aspirational Achievers Events	Travel without children
Secondary	Grey Explorers	Travel as a couple
All Year	Business Tourists	
INTERSTATE		
	Geography: Sydney: Melbourne:	
Primary:	Dedicated Discoverers Aspirational Achievers (HHI \$100,000+)	Travelling without children
Secondary:	Grey Explorers	Looking to experience all parts of Australia. Spend longer in WA, often self-drive/caravan

Source: TWA Consumer Segments City etc.



# Target Markets Summary

Mandurah has been a 'water holiday' destination since the early 1900's with continuing rapid growth in the last 30 years. Mandurah is now one of the top tourist destinations in Western Australia, offering spectacular waterways and first class holiday accommodation. While Mandurah has continued to maintain its share of visitor numbers and slightly increase visitor spend, Mandurah and the region has several challenges facing it as a destination.

While the intrastate market has been the key source of visitors for Mandurah (and will continue to be a key focus), longer term destination development needs to attract a greater percentage of interstate and international visitors. Mandurah and the region have a great opportunity to leverage the underdeveloped natural and eco tourism experiences, while strengthening the base of the current experiences by creating greater awareness of what is already on offer.

The external threats of intensifying intrastate competition, access and the increase in affordability of overseas destinations, means that Mandurah and the region needs to take the opportunity to develop products and experiences with particular focus on developing and growing business tourism, water, nature/eco tourism and events, whilst being prepared to be flexible, responsive and to work more collaboratively around destination management and delivery.



# SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Water (coastal, rivers, estuary)</li> <li>• Proximity to Perth – affordability and access</li> <li>• Temperate climate</li> <li>• World class accommodation</li> <li>• Natural assets</li> <li>• Cultural heritage</li> <li>• World class marina</li> <li>• Urban to rural</li> <li>• Performing Arts centre</li> <li>• Developed Waterfront</li> <li>• Beach/Marine culture</li> <li>• Active/Outdoor activities</li> <li>• Existing day visitor market</li> <li>• On the way to the South West</li> </ul>	<ul style="list-style-type: none"> <li>• Quality and range of product across region</li> <li>• Inconsistent quality and service across product and experiences</li> <li>• Lack of coordination and collaboration across LTO, RTO, LGA's other government groups and operators with regard to strategy, development and marketing of destination</li> <li>• Minimal developed nature and eco-tourism experiences</li> <li>• Responsiveness of industry to meet needs of changing consumer experiences</li> <li>• Seasonality of destination</li> <li>• Range of events/festivals to attract visitors</li> <li>• Low awareness nationally and internationally as a destination</li> <li>• Poor perceptions of Mandurah from intrastate market eg: safety</li> <li>• Retail mix and trading hours</li> <li>• Accessibility within Mandurah and regional dispersal</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Create a "unified" identity to consolidate destination management efforts</li> <li>• Develop strategic and cooperative operation plans for destination management</li> <li>• Leverage distance from Perth (business tourism, weekend break)</li> <li>• Create strong signage and access</li> <li>• Develop natural assets (eco-tourism product)</li> <li>• Develop water based tourist product (eg: sailing events, marina, water sports)</li> <li>• Development of events/festivals</li> <li>• Develop training and education programmes</li> <li>• Community advocacy for destination development</li> <li>• Centralised shopping district</li> <li>• Conversion of day trip to overnight</li> <li>• Develop farm stay experiences</li> </ul>	<ul style="list-style-type: none"> <li>• Brand fragmentation due to uncoordinated destination development and marketing across Mandurah and the region</li> <li>• Dependence on intrastate market</li> <li>• Not aligning with consumer trends eg: digital marketing and communications</li> <li>• Resource sector continuing to drain people resources</li> <li>• Dormitory suburb of Perth</li> <li>• Lack of training and development opportunities within tourism</li> <li>• Correct management of water assets</li> <li>• Competition from other close proximity destinations (eg: Swan Valley, Fremantle, Rottnest Island, South West)</li> <li>• Completion of regional air access to Margaret River</li> <li>• Increase access and affordability of overseas destinations</li> <li>• Interest rates and \$A value</li> <li>• Change preference for consumables vs holiday experiences</li> <li>• Lack of appropriate signage both internally and regionally</li> </ul>

# Key Strategic Issues

Policy, Planning and Regulation	There is a need for greater coordination and linkages between the various LGAs, government agencies and industry, in order to simplify tourism industry development. Effective policy and planning linkages are crucial for a sustainable future.
Destination Access	There is a need for increased transport access options to deliver visitors throughout the region. Currently the influx of day-trippers cannot easily be expanded into the region. Public amenities are also crucial to ensuring visitor satisfaction.
Destination Marketing	There is a significant need to create awareness of Mandurah's brand in order to attract our key target markets. There is a need to create greater cooperative destination markets across the industry - cementing our identity as a destination of choice. There is also a need to understand the key role technology plays in the transformation of traditional tourism product distribution systems and to apply new media technology in distribution and communications.
Nature/Eco Tourism	There is an opportunity to work further with local stakeholders to develop products/experiences which fulfil education and tourism outcomes by capitalising on the unique waterways of the region.
Development of Attractions	There is an immediate need to develop current product and service to a level that is expected. There is a need to focus on product development in particular to those attractions and experiences that will enhance appeal, increase length of stay and have year round drawing power. Business tourism development will play a key role balancing peaks and troughs in the market.
Range of Accommodation	There is a need to balance top end with quality affordable accommodation. The lack of quality accommodation that is affordable limits a number of our key target markets as well as potential growth markets. For example the lack of backpacker's accommodation has an impact not only on visitor revenue but also the availability of hospitality staff to support local industry. Limited camping grounds and the recent closure of caravan parks has also affected at least two of the key target markets ie: family connectors and grey explorers.
Long term sustainability of Peel-Harvey Estuary and the associated waterways	Mandurah is known for its unique waterways and they are a unique selling proposition for the region. In order to protect these natural assets further action specifically addressing the protection of water quality, fish stocks and bird life of the Peel-Harvey Estuary is seen as essential. There is a need to further develop the entrance and waterways in Mandurah as lack of moorings, boat pens and water depth is currently hindering development and impacting negatively on the environment.
Community Engagement	There is a need to engage, educate and inspire the community to support the development and promotion of tourism within Mandurah and the region. The high percentage of family visiting relatives in Mandurah creates an opportunity to develop this market further as well as support local business by "buying local" in order to create a strong business base.

# Enablers of Success

The success of the Mandurah Destination Management Plan and its strategies are underpinned by a number of enablers:

## BRAND DEVELOPMENT

The continuing development of a unified brand positioning for Mandurah and region will enable effective marketing and product development in order to increase visitation.

## INDUSTRY LEADERSHIP

The development of an integrated, professional and competitive tourism industry will enable Mandurah and the region to ensure that it is able to offer a competitive tourism destination.

## INFRASTRUCTURE AND INVESTMENT

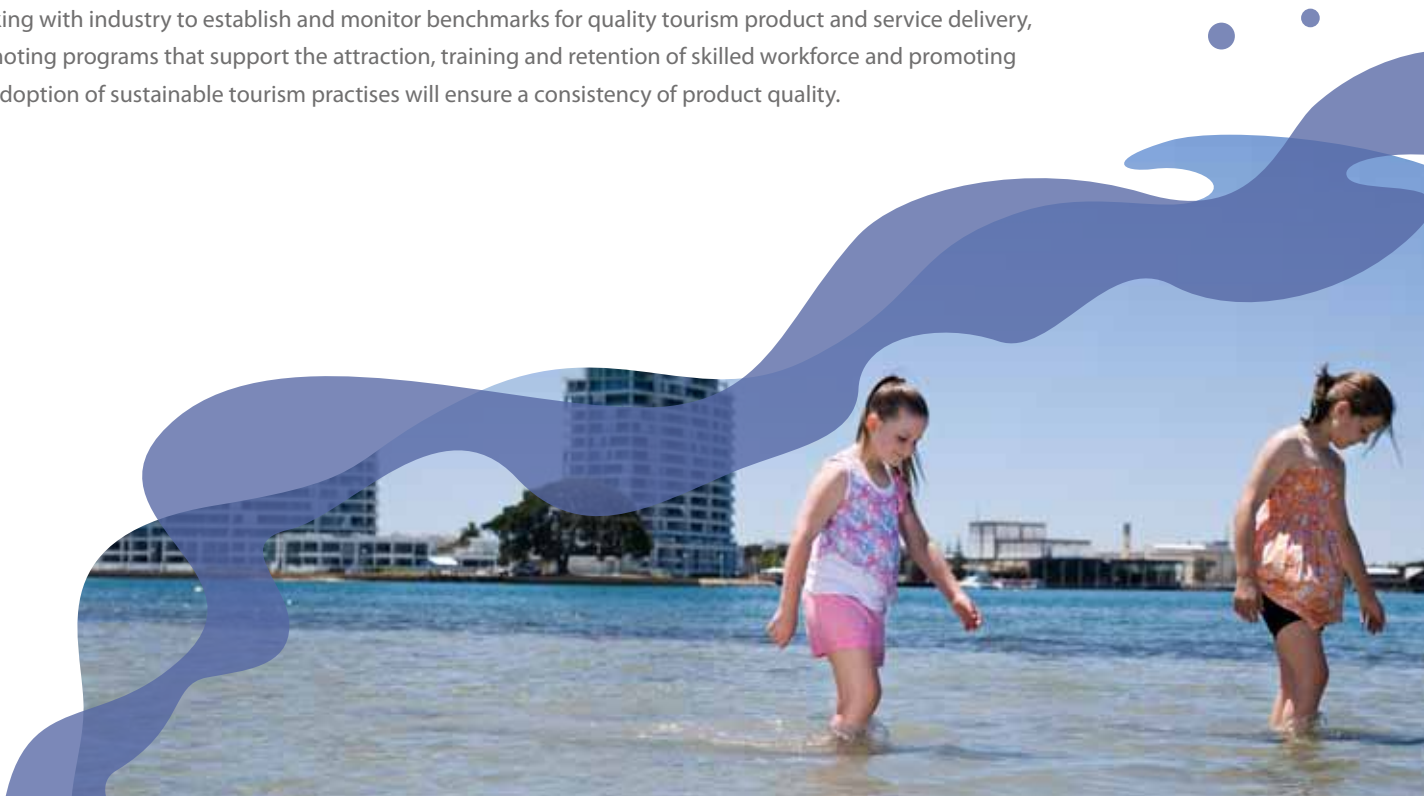
The development and prioritisation of public and tourism infrastructure projects and investment opportunities, as well as the identification of product development opportunities, will enable a more effective whole of industry approach to delivering iconic, innovative and environmentally sustainable products.

## COMMUNITY ENGAGEMENT

Promoting greater awareness of the economic, social, cultural and environmental values of tourism within the community will enable the community to contribute to visitor satisfaction and destination development that meets the needs of both the community and visitors.

## INDUSTRY AND WORKFORCE DEVELOPMENT

Working with industry to establish and monitor benchmarks for quality tourism product and service delivery, promoting programs that support the attraction, training and retention of skilled workforce and promoting the adoption of sustainable tourism practises will ensure a consistency of product quality.



# Strategic Objectives

To assist Mandurah in achieving its vision the following goals and measures have been identified for the next five years:

## STRATEGY 1:

### POSITION MANDURAH AND THE REGION AS A “MUST VISIT” DESTINATION FOR OUR TARGET AUDIENCES.

Desired Outcomes:

- n Increased awareness of Mandurah and regions experiences
- n Increased conversion of destination awareness to purchase

Strategic Area	Strategic Action	Measures of Success
Market Intelligence	<p>Research current and future trends in order to understand what the key determinants of increased visitation and visitor satisfaction are within our key target markets.</p> <p>Understand and keep pace with consumer technology trends in order to create effective digital presence relevant to our target markets.</p> <p>Share consumer data with industry in order to assist in decision making.</p>	<p>Marketing plan reflects market intelligence and visitor feedback.</p> <p>Tourism industry is able to leverage findings in a timely manner.</p>
Cooperative marketing programmes	<p>In collaboration with key stakeholders develop and implement annual marketing plan that provides direction for all stakeholders to participate, contribute and implement.</p> <p>Includes: Leisure, business and events tourism marketing and communication plans.</p>	<p>Increased participation of collaborative marketing within industry.</p>
Leverage brand position with Trade	<p>Ensure brand position is leveraged in line with Tourism WA and Experience Perth campaigns.</p> <p>Identify trade opportunities to showcase Mandurah product and experiences. Work with operators to present iconic and quality product in order to improve awareness.</p> <p>Communicate and network with business event industry including Perth Convention Bureau in order to identify and attract business events.</p>	<p>Profile within key tourism organisations and agencies is raised.</p> <p>Increased features of Mandurah and region in Experience Perth campaigns.</p> <p>Increased understanding in trade of the Mandurah and region experience and product attributes leading to brand advocacy.</p>
Product and Experience Development	<p>Focus on promotion of iconic experiences and quality product in order to ensure maximum customer satisfaction.</p> <p>Facilitate opportunities for the industry to create experiences that link across Mandurah and the region.</p> <p>Utilise consumer research to understand opportunities for new/ improved product and experiences including business and tourist events.</p>	<p>Visitor satisfaction within target audience is continually increasing and is aligned with brand position.</p> <p>Increase in the number and range of linked experiences.</p> <p>Opportunities identified and number of new products/experiences created (includes events).</p>
Communication Plans	<p>Develop and implement communication plan to raise awareness of the benefits and value of tourism within the community.</p> <p>Communication plan developed to ensure progress of the strategy is communicated to stakeholders and the community.</p>	<p>Greater understanding and community support for the development of tourism related product and experiences.</p> <p>Community welcomes and services visitors.</p> <p>Stakeholders are informed of progress against plan.</p>

## STRATEGY 2:

### DELIVER QUALITY VISITOR EXPERIENCES TO MATCH OR EXCEED VISITOR EXPECTATIONS.

Desired Outcomes:

- n Increased total visitor yield
- n Improved streetscapes, urban form and vitality
- n Increase in number of iconic, innovative and environmentally responsible nature-based and water based experiences
- n Increased operator and community awareness of environmental management issues and practices

Strategic Area	Strategic Action	Measures of Success
Market Intelligence	Research current and future trends in order to understand what the key determinants of increased visitation and visitor satisfaction are within our key target markets.	Product development and quality reflects market intelligence and aligns with brand position.
Product and Experience	Determine measures for visitor satisfaction and what they value, utilise to protect and develop product and experiences.	Urban design and natural experiences are developed to reflect the protection, enhancement and sustainability of both.
Visitor Experience	<p>Communicate visitor expectations and satisfaction results to industry stakeholders and community and facilitate quality improvement initiatives.</p> <p>Ensure front line staff is informed on destination product and experiences in order to become a valuable information source for visitors and residents.</p>	<p>Increase in number of tourism accredited operators and visitor satisfaction is increased.</p> <p>Visitors Centre is delivering optimal customer service and information.</p>
Access	<p>Tourism industry to have a voice and advocate the availability of transport in Mandurah and across the region.</p> <p>Define access requirements and prioritise in order to leverage and influence requirements.</p>	<p>Transport infrastructure which enhances the visitor experience is provided.</p> <p>Products and experiences support visitor dispersal across the region.</p>
Product Development	<p>Based on visitor research identify existing product gaps and use to prioritise development to ensure Mandurah has a range and diversity of product and experiences relevant to target audiences.</p> <p>In particular focus on opportunities to align Eco, Water and Nature product with consumer expectations.</p> <p>Develop business development plan.</p> <p>Develop tourism events attraction plan based on visitor satisfaction research and gap analysis.</p>	<p>Products and experiences developed deliver economic benefits to the community and industry.</p> <p>Increase in number of conferences and business events based in Mandurah and the region.</p> <p>Increase in the number of events that attract visitors to Mandurah.</p>
Industry Capability	<p>Work with key stakeholders in order to influence the attraction, training and retention of skilled workforce as well as supporting the attraction of visiting workforce.</p> <p>Facilitate educational opportunities in order to build industries capability.</p>	<p>Tourism industry is able to deliver consistent quality service to visitors.</p> <p>Industry development opportunities are valued and well attended.</p>

## STRATEGY 3:

### BUILD AN INTEGRATED, PROFESSIONAL AND COMPETITIVE TOURISM INDUSTRY.

Desired Outcomes:

- Greater alignment of policy and planning across region
- Increased participation in tourism planning initiatives
- Increased participation in cooperative marketing programs

Strategic Area	Strategic Action	Measures of Success
Industry Leadership	<p>Determine the appropriate model and structure for local tourism Board and facilitate the establishment of local tourism organisation.</p> <p>Review Tourism Strategy on annual basis in collaboration with the Tourism Industry and local governments.</p>	<p>Fully operational and resourced tourism organisation that represents the tourism industry across the region.</p> <p>Strategy remains relevant to the visitor behaviours and industry needs.</p> <p>Annual marketing plans reflect strategy.</p> <p>Annual action plans reflect strategy.</p>
Awareness	<p>Educate and embed an understanding of the value of tourism within the City of Mandurah and other local governments.</p> <p>Raise awareness of the value and role of tourism across all of business to enable connection across sectors.</p>	<p>High awareness of tourism and the impacts across the business.</p> <p>Tourism is considered and integrated across departments.</p> <p>Business Associations are actively involved in tourism.</p>



## STRATEGY4:

### INSPIRE THE COMMUNITY TO BECOME AMBASSADORS FOR MANDURAH VISITOR'S EXPERIENCES.

Desired Outcomes:

- Mandurah and regional community support for tourism development and service
- Maximise visiting friends and relatives (VFR) opportunities
- Increased awareness of visitor experiences
- Greater involvement from the community in tourism promotion and development

Strategic Area	Strategic Action	Measures of Success
Community Engagement	Ensure marketing communications have an internal community focus in order to increase the awareness of Mandurah's community to the products and experiences available in their region.	Increased awareness in the local community of visitor experiences. Increase yield from visiting friends and relatives to Mandurah.
Local Experiences	Encourage community to experience their own product and support local business in order to improve the vitality of the city.	Local tourism business are able to trade better and improve visitor satisfaction due to a strong base of local business.
Community Impact	Manage the impact on the local community of visitor activity. Create ways to embrace communities enthusiasm for living in Mandurah and utilise it to enhance visitor experiences.	Community expectations are managed. Greater involvement and support from the community for tourism related promotion and development.

# Brand Blueprint

Brand Vision	Competing Brands	Brand Values	Product Attributes	Target Audience	Brand Links
Mandurah will be recognised as a must see when visiting Perth.	Margaret River Perth Hills (Swan Valley) Rottnest Island Fremantle	Quality Authenticity Leisure Convenience	Water (coastal, river, estuary) Easy to get to Natural experiences World class accommodation Affordability Urban to rural Active/Outdoors Waterfront	Primary Intrastate Peak – Family Connectors Off Peak – Dedicated Discovers, Aspirational Achievers Secondary Interstate Dedicated Discovers, Aspirational Achievers Grey Explorers	Tourism Australia Tourism WA Experience Perth Leisure Convenience
Brand Positioning		Brand Personality	Emotional Product Benefits		
Mandurah is an ideal refreshing short break from Perth.		Welcoming Cool, calm and collected Enthusiastic	Refreshed Connected Active Natural		
Key Brand Insight		Essence	Rational Product Benefits		
Mandurah is all about water and offers an accessible friendly experience.		Refreshed	It's easy Great choice It's my kind of break.		

# Consumer Profiles

Based on Tourism WA Consumer Segments and Roy Morgan's values segments.

<p>Dedicated Discoverers – We Want to Discover Something New</p>	<p>Aspirational Achievers – We Are Rewarding Our Success</p>
<ul style="list-style-type: none"> <li>• A community minded and socially active group looking for something new and different.</li> <li>• Enjoy planning a trip through value flexibility.</li> <li>• The highest socio-economic group with the highest frequency of travel.</li> <li>• Big spenders on holidays and will pay a premium for the new and authentic.</li> <li>• Like undiscovered destinations so they can be the first of their peer group to visit.</li> </ul>	<ul style="list-style-type: none"> <li>• This group have 'made it' in their chosen field.</li> <li>• Frequent travellers but always look for a strong value proposition before making a decision.</li> <li>• Spend big on holidays as a reward.</li> <li>• Enjoy resorts, wine, food and activity based holidays.</li> <li>• Look for a variety of experiences.</li> <li>• Travel to aspirational destinations.</li> </ul>
<p>Grey Explorers – It's Time in Our Life to Explore</p>	<p>Family Connectors – Time to Connect (WA Only)</p>
<ul style="list-style-type: none"> <li>• The oldest group, also known as grey nomads.</li> <li>• Family is a very important part of their life but they no longer live at home.</li> <li>• Focus is on building relationships and experiencing what they missed out on.</li> <li>• They now have the time to spend exploring the country they love and reconnecting with loved ones.</li> <li>• Often travel in caravans and campervans and stay in affordable accommodation so their trip can last longer</li> <li>• Spend time sightseeing and VFR</li> </ul>	<ul style="list-style-type: none"> <li>• The conventional families within WA.</li> <li>• Devote a lot of their efforts into building home/lifestyle for their children.</li> <li>• Holidays to them provide a chance to connect with their children and partners and enjoy all that WA has to offer.</li> <li>• Self-drive and rented accommodation are the key.</li> <li>• Development of themselves and their children also ranks highly.</li> <li>• Travel to traditional family destinations.</li> </ul>



# Consumer Profiles Cont.

Dedicated Discoverers		Aspirational Achievers	
<p>Travel motivations:</p> <ul style="list-style-type: none"> <li>• Self development</li> <li>• Adventure</li> <li>• Engaged observation</li> </ul>	<p>Media Consumption:</p> <ul style="list-style-type: none"> <li>• Heavy newspapers</li> <li>• Magazines with new info, not mainstream media ie. BRW, New Scientist</li> <li>• ABC/SBC – global focus and more cerebral approach</li> </ul>	<p>Travel motivations</p> <ul style="list-style-type: none"> <li>• Indulgence</li> <li>• Relaxation</li> <li>• Connection</li> <li>• Variety</li> </ul>	<p>Media Consumption:</p> <ul style="list-style-type: none"> <li>• Heavy newspapers, particularly national</li> <li>• Heavier than average readers of magazines particularly business and finance related</li> <li>• Only light viewers of commercial TV</li> </ul>
Grey Explorers		Family Connectors (WA Only)	
<p>Travel Motivations:</p> <ul style="list-style-type: none"> <li>• Relaxation</li> <li>• Connection</li> <li>• Engaged observation</li> <li>• Self development</li> </ul>	<p>Media Consumption:</p> <ul style="list-style-type: none"> <li>• Heavy daily newspapers since have more time</li> <li>• Low readership of magazines except gardening related and those targeting older more conservative readers</li> <li>• Heaviest watchers of the ABC</li> </ul>	<p>Travel Motivations:</p> <ul style="list-style-type: none"> <li>• Variety</li> <li>• Connection</li> <li>• Relaxation</li> </ul>	<p>Media Consumption:</p> <ul style="list-style-type: none"> <li>• Light readers of newspapers in general but an interest in the local community generates higher than average readership of suburban papers.</li> <li>• Light readers of magazines in general but higher than average readership of homemaker, women and parenting magazines</li> <li>• Average television viewing</li> </ul>



Dedicated Discoverers	Aspirational Achievers
<ul style="list-style-type: none"> <li>• Equivalent to 1 million consumers across Sydney, Melbourne, Brisbane and Perth.</li> <li>• 42% have household incomes above \$100,000 pa however 68% fall into the highest socioeconomic group based on income, education and occupation. (ie top 10%: AB).</li> <li>• 64% are classified as big discretionary spenders.</li> </ul>	<ul style="list-style-type: none"> <li>• Equivalent to 1.3 million consumers across Sydney, Melbourne, Brisbane and Perth.</li> <li>• 39% have household incomes above \$100,000 pa, although 47% fall into the AB socioeconomic group (highest 10%).</li> <li>• 56% are classified as big discretionary spenders.</li> <li>• 46% have travelled by air in Australia in the last 12 months.</li> <li>• 83% like to holiday in Australia, and 68% book all travel details themselves.</li> <li>• 41% are heavy internet users and 38%/46% are heavy newspaper and magazine readers respectively.</li> </ul>
Grey Explorers	Family Connectors
<ul style="list-style-type: none"> <li>• Equivalent to 1.1 million consumers across Sydney, Melbourne, Brisbane and Perth.</li> <li>• Only 2% have household incomes over \$100,000 pa (as they are all retired). 36% fall into the lowest socioeconomic group (bottom 10%).</li> <li>• 12% classified as big spenders. 27% as medium.</li> <li>• 29% have travelled by air in Australia, and 57% still book all holiday details themselves.</li> <li>• Low internet usage (only 9% heavy) but 44%/35% are heavy newspaper and magazine readers respectively. 30% heavy commercial TV viewers.</li> </ul>	<ul style="list-style-type: none"> <li>• Equivalent of 200,000 consumers in Perth.</li> <li>• 27% have household incomes above \$100,000 pa.</li> <li>• 36% are classified as big discretionary spenders.</li> <li>• 35% have travelled by air in Australia in the last 12 months.</li> <li>• 76% like to holiday in Australia, and 56% book all travel details themselves.</li> <li>• 48% are heavy internet users and 33% heavy magazine readers. 23% are heavy commercial radio listeners.</li> </ul>



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- TWA City of Mandurah Overnight Visitor Fact Sheet YE Dec 07/08/09
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# Notes

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