

TOURISM VICTORIA'S REGIONAL  
MARKETING AND DEVELOPMENT PLAN  
2011-2012

GRAMPIANS



*Tourism Victoria*



## TABLE OF CONTENTS

<b>INTRODUCTION .....</b>	<b>3</b>
<b>IMPROVING REGIONAL INDUSTRY STRUCTURES .....</b>	<b>4</b>
INDUSTRY STRUCTURES .....	4
<b>IMPROVING THE SUPPLY AND QUALITY OF TOURISM EXPERIENCES .....</b>	<b>5</b>
INVESTMENT AND INFRASTRUCTURE.....	5
<b>INCREASING CONSUMER DEMAND FOR REGIONAL TOURISM EXPERIENCES.....</b>	<b>6</b>
DESTINATION MARKETING.....	6
ONLINE .....	10
TOURING / ALLIANCE MARKETING .....	11
EVENTS.....	11
RESEARCH.....	12
<b>ADDRESSING SKILLS, SERVICE STANDARD AND ENVIRONMENTAL SUSTAINABILITY .....</b>	<b>13</b>
TOURISM EXCELLENCE .....	13
<b>CONTACT DETAILS .....</b>	<b>14</b>

## INTRODUCTION



In late 2008, we released the ***Regional Tourism Action Plan 2009-2012*** to address key challenges impacting the regional tourism industry over the medium term and to accelerate the development of tourism in regional areas.

This plan articulates our commitment to regional tourism and provides a roadmap to guide the development of Victoria's regional tourism industry and enhance its competitive positioning.

A key commitment of the ***Regional Tourism Action Plan 2009-2012*** is the annual development of Regional Marketing and Development Plans (RMDPs). Since 2009, we have released an annual RMDP to assist each region and its stakeholders in planning and coordinating marketing and development activities.

In 2011 we have again developed a RMDP for the Grampians. This will inform the local industry on Tourism Victoria's priority marketing and development activities for the forthcoming financial year. The actions highlight opportunities for participation and will allow stakeholders to more effectively develop marketing budgets with a strategic alignment to Tourism Victoria activities.

The actions outlined in the RMDPs underpin the overall strategic commitments of the ***10 Year Tourism and Events Industry Strategy*** and further support the direction of the ***Tourism Victoria Business Plan 2008-2011*** and ***Regional Tourism Action Plan 2009-2012***.

Our key actions for the 2011-2012 financial year are highlighted under the priority areas identified in the ***Regional Tourism Action Plan 2009-2012***.

- improving regional industry structures
- improving the supply and quality of tourism experiences
- increasing consumer demand for regional tourism experiences
- addressing skills, service standards and environmental sustainability

While we have made every effort to ensure activities are accurate, the RMDPs are subject to change due to budget and market requirements. Recent events such as the global financial crisis and natural crises have reinforced the need to be adaptive and responsive to market forces.

We look forward to a continued partnership with Victoria's regional tourism industry as we action and implement the key planks of the ***Regional Tourism Action Plan 2009-2012***.

A handwritten signature in black ink, appearing to read 'Mark Stone', written in a cursive style.

**Mark Stone**  
Chief Executive

## IMPROVING REGIONAL INDUSTRY STRUCTURES

### INDUSTRY STRUCTURES

Improving industry structures is important in enabling more effective coordination of tourism activities at a regional level. A new model has been developed in consultation with industry that involves the creation of a single peak Regional Tourism Board (RTB) in each campaign region. The RTBs will guide the strategic direction of the region and will be responsible for holistic development including the functions of marketing, industry development, product development, skills training, mentoring and ensuring a sustainable industry.

Activity	Overview	Target market	Timing
Regional Tourism Board	Established and Operational		
Regional Tourism Board Review	Undertake an external review of Regional Tourism Board operation and function.	- Board - Stakeholders	July completion

## IMPROVING THE SUPPLY AND QUALITY OF TOURISM EXPERIENCES

### INVESTMENT AND INFRASTRUCTURE

A number of priority investment and infrastructure projects were identified for Grampians in the *Regional Tourism Action Plan 2009-2012*. The investment and infrastructure priorities were identified through a process of consultation with stakeholders and investor groups. Tourism Victoria will continue to work with State Government agencies, Local Government, investors and industry to develop and facilitate proposals that seek to capitalise on the identified key priorities and market opportunities.

Activity	Overview	Tourism Victoria Budget	Timing
Tourism Victoria will work with State Government agencies, the Regional Tourism Board, Local Government, investors and industry to facilitate the following priority projects: <ul style="list-style-type: none"> <li>• Tourism infrastructure and product including high quality boutique accommodation, to support the proposed Grampians Long Distance Trail;</li> <li>• Nature-based and adventure tourism infrastructure and product including walking and bicycle trails to capitalise on the region's natural assets;</li> <li>• Accommodation associated with food and wine product; and</li> <li>• Development of visitor accommodation and tourism facilities in the Mount Arapiles precinct.</li> </ul>	Assist Parks Victoria with a review of required infrastructure and investment for the development of a long distance walk.	Funding assistance through Regional Development Victoria.	July 2012
	Work with Parks Victoria and the Department of Sustainability and Environment on the Public Land Bank Initiative which reviews public land opportunities for nature based tourism investment and key locations in regional Victoria.	\$30,000 funding assistance for feasibility study	On-going
	Work with Parks Victoria to investigate potential sites for accommodation and visitor facilities to complement the Grampians Long Distance Trail.	\$20,000 funding assistance for feasibility work.	June 2013

## INCREASING CONSUMER DEMAND FOR REGIONAL TOURISM EXPERIENCES

### DESTINATION MARKETING

The **10 Year Tourism and Events Industry Strategy** recognises interstate and international markets providing future growth opportunities for Victoria. Given that many regional tourism ventures are small businesses, there is limited capacity to undertake stand alone marketing plans. As such, Tourism Victoria provides a number of co-operative marketing activities for businesses to access key domestic and international markets.

A number of key product strengths have been identified to raise awareness of regional destinations, attractions and experiences and to realise Victoria's regional competitive advantages. Accordingly, strategies and marketing campaigns are underway for these segments to provide a framework to assist in attracting visitation to the regions and aid visitor dispersal from Melbourne.

### SEGMENT STRATEGIES AND MARKETING CAMPAIGNS

#### ***Melbourne Marketing Strategy***

This strategy aims to market Melbourne as a cutting edge, creative city and the gateway to regional Victoria. The next Jigsaw Phase 10 Melbourne campaign is aimed at interstate and New Zealand markets and is an evolution of the ***It's easy to lose yourself in Melbourne*** marketing campaign. That campaign resonated strongly with consumers, producing significant results. Interstate respondents now view Melbourne as the most trendy, cultural, stylish and creative city in Australia.

A key objective of the next phase of the Melbourne communications is to leverage this brand equity and develop executions which provide evidence that Melbourne continues to be a creative, innovative destination. The multifaceted campaign is currently being built and will utilise a variety of media including television, cinema, online, mobile and print mediums and will be launched in Australia in May 2011. A launch date for New Zealand is to be confirmed.

#### ***Food and Wine Action Plan 2011-2015***

This strategy aims to raise awareness of Victoria as a leading food and wine destination in key interstate markets by profiling key restaurants, chefs, wineries and local produce. The strategy is integrated with destination and product campaigns to reinforce Victoria's compact diversity message.

#### ***Spa and Well-being Action Plan 2011-2015***

This strategy aims to raise awareness of Victoria as a leading spa and wellbeing destination in key interstate markets by differentiating Victoria from other spa and massage destinations. To do this it suggests a holistic wellbeing experience encompassing authentic local food, wine, nature and naturally occurring mineral springs.

In 2011-12 Tourism Victoria will continue the implementation of the ***Daylesford: Lead a Double Life*** campaign. The focus of the remaining campaign period is Sydney, with a particular focus on females with high income and an ability to influence the target market.

The campaign will be implemented over three major bursts during 2011-12 with a focus on public relations and the development of partnerships with premium magazine titles and aligned brands.

#### ***Cycle Tourism Action Plan 2011-2015.***

Tourism Victoria is about to launch the first cycle plan for Victoria. It will incorporate four key areas: cycle events, mountain biking, rail trails and road cycling and aims to increase the supply of cycle tourism product and build strong consumer demand for cycle experiences.

The ***Cycle Tourism Action Plan 2011-15*** will feed into Tourism Victoria's overarching ***Nature-Based Tourism Strategy 2008-12***. This strategy aims to build Victoria's credibility as a nature-based destination by offering a diverse range of natural experiences complemented by sophisticated offerings. The Strategy highlights key nature based product as well as national parks and nature based experiences.

#### ***Aboriginal Tourism Development Plan 2011-2020.***

Tourism Victoria is currently preparing a ten year Aboriginal Tourism Development Plan, providing a long-term vision for Aboriginal tourism in Victoria. It will be launched in mid 2011.

#### ***Villages of Victoria Marketing Strategy***

The Villages of Victoria Program aims to leverage the Daylesford campaign by promoting the unique and varied village experiences throughout the State. The strategy aims to build consumer confidence of regional experiences and provide a means to support the above marketing strategies.

In 2011-12 Tourism Victoria will undertake significant marketing activity to highlight the food and wine, nature based and spa and wellbeing experiences in and around Victoria's villages. The program builds on the existing strategy of developing content and includes activity that will be implemented in intrastate and interstate markets. Initiatives that allow other towns and destinations to participate will be developed and cooperative marketing program for 2011-12 will be released.

Activity	Overview	Target market	Tourism Victoria budget	Timing	Buy-in / Leverage opportunity for region
<b>Major marketing activity</b>					
Regional Marketing Program	A marketing funding grant will be allocated to Grampians Tourism via the Regional Marketing Program	Interstate Intrastate	\$215,000	July 2011 - June 2012	Opportunities for industry to participate in campaigns will be developed by Grampians Tourism
Villages of Victoria Marketing Program	Tourism Victoria will continue to promote destinations and experiences as part of the Villages of Victoria Marketing Program.  Marketing activities will include public relations, media partnerships, television sponsorship, content distribution and tactical marketing.	Interstate Intrastate	\$1.3 million	July 2011 – June 2012	Opportunities for regions to participate will be identified in the Villages of Victoria Cooperative Marketing Program to be released in February 2011.
Villages of Victoria Cooperative Marketing Program	A Villages of Victoria Cooperative Marketing Program will be released in February 2011.  The program will include a range of participation opportunities that will include both intrastate and interstate initiatives.	Interstate and Intrastate	Initiatives will be subsidised by Tourism Victoria from the Villages of Victoria budget	July 2011 – June 2012	Opportunities to participate will be outlined in the cooperative program to be released in February 2011.
<b>Public relations and destination communications</b>					
Strategic advice	Tourism Victoria will work with Grampians Tourism and the appointed external public relations agency to develop an annual PR plan. <b>*Plan to be signed off by Tourism Victoria and the region.</b>  Tourism Victoria will facilitate regular meetings and provide ongoing strategic advice as required.	N/A	-	July 2011- June 2012	-
Domestic Familiarisation Program	The implementation of domestic media familiarisations is the responsibility of the external PR agency. Tourism Victoria will financially support media familiarisations initiated or managed by the PR agency (including from leads generated by Tourism Victoria) where in line with Tourism Victoria's marketing/events strategies and within budget allocation. Tourism Victoria will identify and manage additional familiarisation opportunities with top tier media relevant to Tourism Victoria's strategies/priorities, including the Nature Based Tourism strategy.	First tier - Melbourne, regional Victoria, Adelaide , regional South Australia  Second tier market – Sydney, NSW	\$7000	July 2011- June 2012	Opportunity for the region to work with Tourism Victoria to plan joint activities and to determine suitability of content and featured operators.
Villages of Victoria	Tourism Victoria will highlight and promote Halls Gap under the 'Villages of Victoria' program, including media familiarisations, editorial and media relations activity.	Interstate Intrastate	To be confirmed	July 2011- June 2012	To be announced
Television	Tourism Victoria will pitch Grampians story lines to relevant television travel shows including Getaway and Postcards.	National Intrastate	Various	July 2011- June 2012	Region can submit ideas regarding new products/experiences to Tourism Victoria's PR unit.

Other public relations activities	Inclusion of Grampians product and events in ongoing PR activities such as <b>Pieces of Victoria</b> , monthly events notification and Victorian story pitches to media	National Interstate Intrastate	N/A	July 2011- June 2012	N/A
	Tourism Victoria will work collaboratively with Grampians Tourism's contracted public relations agency and third party publicists to leverage PR opportunities.	Interstate Intrastate	N/A	July 2011- June 2012	Region is encouraged to submit media releases on event and new products/ experiences to Tourism Victoria's PR unit.

Activity	Overview	Target market	Timing	Buy-in / Leverage opportunity for region
----------	----------	---------------	--------	--

#### International marketing activity

<p>Trade shows, missions and associated familiarisations</p> <p>Representatives from Tourism Victoria's head office and regional overseas offices co-ordinate and lead industry participation for key trade shows and missions held in Australia and overseas.</p> <p>The following activities align with the priority international markets for the Grampians</p> <p>Participation is encouraged for both as the Great Southern Touring Route and individual region</p>	Regional Sales Mission UK/Europe	Travel trade	August 2011 - September 2011	This event is open to Victorian regions only.  Participation cost is \$15,000
	European New Product Workshop	Travel trade	February 2012	Organised by Tourism Australia. Potential for the Grampians to be represented to promote new product from the region.  Participation fee is \$2,000 (approx. per region).
	Corroboree Europe 2012 (TBC)	UK; Europe Aussie Specialist Agents	June 2012	Victorian tourism product/regions currently active in the UK and European markets are eligible to attend this event.  Participation fee \$2530 (share) \$4125 (sole) + GST approx
	Corroboree North America 2011	North American Aussie Specialist Agents	October 2011	Victorian tourism product/regions currently active in the North American market are eligible to attend this event.  Participation cost is \$2,500 (approx).
	Corroboree North America 2011 pre/post workshop familiarisations	North American Aussie Specialist Agents (retail)	October/November 2011	Potential for Grampians to be selected to be included in itineraries.  Participation fee \$10,000 per region.
	New Product and Adventure Workshop 2011	North American wholesale and retail companies	September 2011	Opportunity for Regional Tourism Organisations to suggest product from their region to attend.
	Regional Sales Mission North America 2012	North American wholesale reservations agents	To be confirmed	Opportunity for Regional Tourism Organisations to conduct training with wholesale reservations agents.
	Presidents Cup 2011 pre/post familiarisations	North America: trade and media	November 2011	Potential for Grampians to be selected to be included in itineraries.  Participation fee \$10,000 per region.
	New Product Mission 2011, South East Asia.	Singapore (Product Planners/decision makers)	July 2011	Internationally ready Victorian tourism product/regions are eligible to participate in this activity.  Participation cost is \$3500 (to be confirmed)
	Australia's Tourism Exchange (Australia)	International wholesale and retail travel agents	June 2012	Internationally active Victorian tourism product/regions may apply to participate.  Participation cost \$9,000 (approx).

Trade cooperative marketing opportunities.  Participation is encouraged for both the Great Southern Touring Route and/or individual region	Trade and consumer activity as part of ongoing agreements with trade partners.	United Kingdom Italy France Germany North America New Zealand Japan & Korea Singapore	July 2011 – June 2012	Expressions of interest may be sought for support of consumer incentives, competition prizes and editorial exposure, subject to operators' current sales strategies. Recommendation – allocation of marketing budget across primary and secondary market priorities.
	Tourism Australia's Aussie Specialist Programme.  The on-line format of the Aussie Specialist Programme was created to equip travel agents with the knowledge and skills they need to sell	110 countries participate in the Aussie Specialist Program.	July 2011 – June 2012	Regions have the opportunity to buy-in to advertising in the Aussie Specialist e-newsletters at a minimum cost of \$25 per 100 emails.
	Drive publication produced by DTN, New Zealand	Travel trade and consumers	January 2012	Opportunity to participate as part of Great Southern Touring Route.  Participation cost from \$5,000
	Media/trade functions to promote "Trekking" promotion, Japan and Korea.	Travel trade and consumers	July 2011 - June 2012	
Trade familiarisations program	Tourism Victoria manages a familiarisations program for visiting international trade.	International wholesale/retail travel agents and trade media	July 2011 – June 2012	Operators are encouraged to offer free of charge or heavily discounted rates in order to be involved with familiarisations
Consumer shows  Representatives from Tourism Victoria's head office and regional overseas offices co-ordinate and lead industry participation for key consumer shows held in overseas.  The following activities align with the priority international markets for the Grampians  Participation is encouraged for both the Great Southern Touring Route and/or individual region	National Association for Travel Agents Singapore Travel Fair 2011  Consumer show which presents opportunity to generate awareness of respective products/regions.	Consumers	September 2011 & March 2012	Victorian tourism product/regions currently working with Singapore wholesalers are eligible to participate in this activity.  Participation cost is \$2,000 per fair (to be confirmed)
Consumer cooperative marketing opportunities	Regional Magazine, New Zealand	Consumers	February 2012	Advertising opportunity in regional Victoria Supplement.  Participation cost from \$4,000. This could be either as the region or product and/or in partnership with Great Southern Touring Route.
	'Inspire' House of Travel supplement, New Zealand	Consumers	Varies according to requests	Consumer supplement. By invitation and eligible to regions/products currently listed with House of Travel Participation cost from \$4,000
Public relations	Coverage in public relations activities delivered by Tourism Victoria's international public relations agencies.	United Kingdom Italy France Germany North America New Zealand Japan & Korea	July 2011 – June 2012	Regions are encouraged to provide unique story angles, product updates and press releases to Tourism Victoria's International Media Officer for potential release throughout Tourism Victoria's public relations network.
Consumer media familiarisations program	Tourism Victoria manages a familiarisations program for visiting international media.	International consumer media	July 2011 – June 2012	Operators are encouraged to offer free of charge or heavily discounted rates in order to be involved with familiarisations

## ONLINE

A key priority for Tourism Victoria this year will be to improve the uptake of regional businesses to online booking including **visitvictoria.com**. This will involve working with Grampians Tourism to enhance industry understanding of online technologies and eMarketing activities.

Tourism Victoria will also be working to maximise the opportunities and benefits of the redevelopment of the consumer site. This will include the development and launch of the new **visitvictoria.com** consumer sites in 2011-2012.

Activity	Overview	Target market	Tourism Victoria budget	Timing	Buy-in / Leverage opportunity for region
<b>Visitvictoria.com</b>					
Full annual online content revision	Images and content for all region pages on <b>visitvictoria.com</b> will be reviewed.	-	-	September 2011	-
Local online tourism strategy	Rollout of local destination link strategy and integration of Australian Tourism Data Warehouse content	Regional Tourism Boards, Local Associations	-	On-going	Closer integration of local sites into regional strategies and promotions.
Business listing	Tourism Victoria will facilitate 12 month business listings on <b>visitvictoria.com</b>	Tourism operators	-	On-going	Listing fees are returned to the Regional Tourism Board.
Web Analytics	Provide website statistics and comparative reporting on <b>visitvictoria.com's</b> regional webpages	Regional Tourism Board	Nil for standard monthly reports	Monthly	Communicate reports to stakeholders.
<b>Visitvictoria.com</b> redevelopment	Operator training program to assist in migrating to new system and maximising opportunities	-	-	July-September 2011	Opportunity for training for operators.
<b>Education</b>					
Online booking	Tourism Victoria will supply access to an online booking industry consultant to work to improve and educate operators in online bookings	Tourism Operators	-	On-going	Increased take-up of online bookings across region.
Online training activities	Facilitate online workshops in regional Victoria	Industry organisations and Tourism Operators	-	By mutual agreement with the region	Option for up to two online workshops per region per year.
<b>Innovation</b>					
Regional Online Innovation Fund	Tourism Victoria to facilitate digital strategy and projects to promote regions and drive innovation	Regional Tourism Boards	-	Sept 2011- July 2012	Option to leverage industry cooperation on digital innovation projects.

## TOURING / ALLIANCE MARKETING

Many regions in Victoria have recognised the value of touring routes and regional alliances, prompting the creation of several strong touring routes and strategic alliances across the State. The use of touring routes and strategic alliances has been particularly effective in providing regional destinations with a vehicle to cooperatively leverage activity to target international and interstate markets.

Activity	Overview	Target market	Tourism Victoria Budget	Timing	Buy-in / Leverage opportunity for region
Great Southern Touring Route	General Service Agreement developed and grant allocated for Great Southern Touring Route promotion	International	To be confirmed	2011-2012	Buy in opportunities will be developed by Great Southern Touring Route.

## EVENTS

Events play a critical role in growing tourist arrivals to the State and subsequently enabling dispersal of an increased number of visitors into regional Victoria. Events are a key part of Victoria's tourism brand and the State has continued to own the title of Australia's events capital.

Tourism Victoria's Events Program assists event organisers, local government and other relevant groups to increase visitor numbers, length of stay and visitor yield at events. Funding is allocated through a cooperative marketing agreement. Event organisers can apply to Tourism Victoria for funding at any time.

Activity	Overview	Target market	Tourism Victoria budget	Timing
The following events are those considered a priority for development in Grampians and will receive support from Tourism Victoria's Events Program.	Awakenings Festival. – Australia's biggest regional disability arts festival to engage people of all abilities in the arts.	Melbourne	TBC	October 2011
	Grampians Grape Escape – The event showcases Western Victoria's wine and food producers. It includes cooking demonstrations and family oriented activities.	Melbourne Interstate	TBC	April-May 2012
	Art Is...Under the Stars - Arts festival.	Melbourne	TBC	April 2012
	Horsham Country Music Festival. - Country music festival.	Melbourne	TBC	March 2012

Events that do not meet the current assessment criteria for cooperative marketing assistance through Tourism Victoria's Events Program can apply for funding through the Country Victoria Events Program. Closing dates for applications for the Country Victoria Events Program are 1 October and 1 April annually.

## RESEARCH

The promotion and delivery of research related services is an integral part of Tourism Victoria. Reports, presentations and detailed results on a variety of tourism research topics, such as domestic and international visitation, visitor forecasts and consumer awareness assist regions understand historical trends and guide future direction.

Tourism Victoria contributes approximately \$380,000 per annum to a national cooperative research program which funds the management and delivery of research statistics from Tourism Research Australia (TRA) including, but not limited to, the National Visitor Survey and the International Visitor Survey.

Activity	Overview	Tourism Victoria budget	Timing	Buy-in / Leverage opportunity for region
Regional Market Profile (Year ending December 2011)	The fact sheet provides a comprehensive profile of visitors to the Grampians campaign region incorporating various data sources.	-	May 2012	-
National Visitor Survey (NVS) Regional and Sub-regional fact Sheets	<p>These reports track domestic overnight visitor numbers, nights, daytrips, and growth for Victoria and its tourism regions.</p> <p>The NVS survey is collected throughout the year and published quarterly by Tourism Research Australia.</p> <p>Expenditure reports are produced once per annum for year ending December results.</p>	Per TRA national cooperative research program.	September 2011 December 2011 March 2012 June 2012	-
International Visitor Survey (IVS) Regional and Sub-regional fact Sheets	<p>These reports track international overnight visitor numbers, nights, and growth for Victoria and its tourism regions.</p> <p>The IVS survey is collected throughout the year and published quarterly by Tourism Research Australia.</p> <p>Expenditure reports are produced annually for year ending December results.</p>	Per TRA national cooperative research program.	September 2011 December 2011 March 2012 June 2012	-
Survey of Tourist Accommodation (STA) Regional and Sub-regional fact Sheets	<p>This report provides a performance overview of Hotels Motels and Serviced Apartments of 15+ rooms for Victoria and its tourism regions. Results compare the current quarter with the same quarter the previous year.</p> <p>The STA data is collected throughout the year and published quarterly by the Australian Bureau of Statistics.</p>	-	October 2011 February 2012 April 2012 July 2012	-
Tourism Forecasting Committee (TFC): Forecast Summary Factsheet	<p>The forecast report for Victoria is based on the TFC forecast and represents the most likely outcome for inbound and domestic travel given past trends, economic indicators and the impact of policy and industry changes.</p> <p>The TFC Forecasts are published twice per annum.</p>	Per TRA national cooperative research program.	November 2011 June 2012	-
Regional Awareness and Perceptions Study (RAPS)	Tracking research on consumer awareness of destinations/campaign regions and association of product to regional destinations.	\$80,000 – \$100,000 (Full study incl. Reporting)	February 2012 Findings released Fieldwork expected in November / December 2011	No contribution required from Region. Funding is provided through the Regional Marketing Program 2009-2012.

## ADDRESSING SKILLS, SERVICE STANDARD AND ENVIRONMENTAL SUSTAINABILITY

### TOURISM EXCELLENCE

The **Tourism Excellence Program** was launched in late 2008 to improve synergies between programs and create a competitive advantage for Victoria through improved service standards and visitor satisfaction. The Program involves an integrated approach, bringing together elements such as customer satisfaction, staff skills and business development that, combined, will contribute to the broader tourism objectives of market development and increased visitor yield.

Activity	Overview	Target market	Tourism Victoria budget	Timing	Buy-in / Leverage opportunity for region
Tourism Excellence Grants Program	Tourism Victoria provides grant funding to regions to undertake tourism excellence initiatives such as business audits, mentoring, leadership programs and workshops for the industry.	Industry	\$25,000	1 July 2011 – 30 June 2012	Grants Program

## CONTACT DETAILS

### EXECUTIVE MANAGER CONTACT

**CHRIS WHITE**

Group Manager Product Marketing

P: 9653 9746

E: [chris.white@tourism.vic.gov.au](mailto:chris.white@tourism.vic.gov.au)

### REGIONAL MARKETING CONTACT

**ANITA VERDE**

Regional Marketing Manager

P: 9653 9882

E: [anita.verde@tourism.vic.gov.au](mailto:anita.verde@tourism.vic.gov.au)