

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

YARRA VALLEY & THE DANDENONGS



Tourism Victoria



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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 Yarra Valley & The Dandenongs. 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	Work with regionally based Implementation Committee to establish a new regional tourism structure for the Yarra Valley & the Dandenongs.	Implementation Committee Industry Local Government	July 2011

IMPROVING THE SUPPLY AND QUALITY OF TOURISM EXPERIENCES

INVESTMENT AND INFRASTRUCTURE

A number of priority investment and infrastructure projects are identified for Yarra Valley & The Dandenongs in the ***Regional Tourism Action Plan 2009-2012***. 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	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"> • High quality large capacity accommodation, potentially integrated with a regional conference facility; • Reinvestment in the Puffing Billy Railway and new investment in associated business opportunities; • Tourism infrastructure and product to support the development of the Lilydale-Healesville Road Corridor; • Nature-based and adventure tourism infrastructure and product including walking and bicycle trails to capitalise on the region's natural assets; • Boutique accommodation associated with nature-based attractions and food and wine product; and • Improved transportation access to the region. 	Currently working with key investors to facilitate various regional accommodation investments.	On-going
	Continue to work with Puffing Billy to leverage private and public sector investment.	August 2011
	Expression of Interest for private sector investment opportunities.	August 2011
	State Government has committed \$19m to assist the development of a new hotel and conference centre at Marysville. Tourism Victoria will continue to attract further private investment.	December 2011

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 the 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
Major marketing activity					
Regional Marketing Program	A marketing funding grant will be allocated to Yarra Ranges Regional Marketing via the Regional Marketing Program	Interstate Intrastate	\$200,000 grant to Yarra Ranges Regional Marketing	July 2011 - June 2012	Opportunities for industry to participate in marketing programs will be developed by Yarra Ranges Regional Marketing
Yarra Valley campaign strategy review and marketing implementation	As part of the Food and Wine Strategy, a review of the Yarra Valley Campaign Strategy will be undertaken. This may include the implementation of marketing activity for the Yarra Valley.	Interstate	To be confirmed	July 2011 to June 2012	Tourism Victoria will work in consultation with Yarra Ranges Regional Marketing. The opportunity exists for Yarra Ranges Regional Marketing to leverage Tourism Victoria activity by aligning timing of marketing campaigns.
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 Yarra Valley & The Dandenongs 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 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.
Public relations and destination communications					
Strategic advice	Tourism Victoria will work with Yarra Ranges Regional Marketing, and the region's appointed public relations agency, to develop a regional PR plan*. <i>*Plan to be signed off by Tourism Victoria and the region.</i> Tourism Victoria will facilitate regular meetings and provide ongoing strategic advice as required.	N/A	-	July 2011-June 2012	-
Domestic familiarisations	Tourism Victoria will work with the external public relations agency and/or region to deliver a group familiarisation – providing media contacts, financial support and strategic input.	Interstate Intrastate	\$4000	July 2011	Ongoing operator inclusion in familiarisations is governed by support and suitability.
	Tourism Victoria will implement two individual media familiarisations relevant to Tourism Victoria's major marketing campaigns (Food & Wine) or major regional events.	Interstate Intrastate	\$3000	July 2011-June 2012	

	The implementation of domestic media familiarisations is the responsibility of the external PR agency. Tourism Victoria will financially support familiarisations initiated or managed by the external 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 marketing strategies/priorities.				
Television	Tourism Victoria will pitch appropriate Yarra Valley & The Dandenongs stories to travel and lifestyle shows including Getaway and Postcards.	National & intrastate	Various	July 2011-June 2012	Yarra Valley & The Dandenongs is encouraged to submit new product and story ideas to Tourism Victoria's public relations unit.
Villages of Victoria	Tourism Victoria will highlight and promote Olinda, Healesville, Sassafra, and Warburton under the 'Villages of Victoria' program, including via media familiarisations, editorial and media relations activity.	Interstate & intrastate	To be advised	July 2011 – June 2012	To be advised
Other public relations opportunities	Include Yarra Valley & The Dandenongs product in ongoing public relations activities including Pieces of Victoria , monthly events listings, seasonal media releases and ongoing media relations	Interstate Intrastate	NA	July 2011 – June 2012	Yarra Valley & The Dandenongs is encouraged to submit new product and story ideas to Tourism Victoria's Public Relations unit.
	Tourism Victoria will work collaboratively with Yarra Ranges Regional Marketing's contracted PR agency to leverage PR opportunities. Leads generated by Tourism Victoria may be passed on to the region/PR agency.	Interstate Intrastate	N/A	July 2011 – June 2012	-
Activity	Overview	Target market	Timing	Buy-in. / Leverage opportunity for region	
International marketing activity					
Trade shows, missions and associated familiarisations 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. The following activities align with the priority international markets for Yarra Valley & The Dandenongs	Regional Sales Mission UK/Europe	Travel trade	August – September 2011	This event is open to Victorian regions only. Representation can be as individual region and/or part of South East Touring Triangle Participation cost is \$15,000	
	European New Product Workshop	Travel trade	February 2012	Organised by Tourism Australia. Opportunity for Yarra Valley & The Dandenongs to present a new product. Representation can be as individual region and/or part of South East Touring Triangle Participation fee is approx \$2,000.	
	Corroboree Europe 2012 (To be confirmed)	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. Representation can be as individual region and/or part of South East Touring Triangle Participation fee \$2530 (share) \$4125 (sole) + GST approx	

Corroboree North America 2011	North America: Aussie Specialist Agents	October 2011	Victorian tourism product/regions currently active in the North American market are eligible to attend this event. Representation can be as individual region and/or part of South East Touring Triangle Participation cost is approx \$2,500.
Corroboree North America 2011 pre/post workshop familiarisations	North America: Aussie Specialist Agents (retail)	October - November 2011	Potential for the Yarra Valley & The Dandenongs to be selected for two pre/post Corroboree familiarisations. Representation can be as individual region and/or part of South East Touring Triangle Participation cost is approx. \$10,000 per region.
New Product and Adventure Workshop 2011	North American wholesale and retail companies	September 2011	Opportunity for Yarra Valley & The Dandenongs to suggest and support product from their region to attend. Representation can be as individual region and/or part of South East Touring Triangle
Regional Sales Mission North America 2012	North American wholesale reservations agents	To be confirmed	Opportunity for Yarra Valley & The Dandenongs to conduct training with wholesale reservations agents. Representation can be as individual region and/or part of South East Touring Triangle.
Presidents Cup 2011 pre/post familiarisations	North America: trade and media	November 2011	Potential for Yarra Valley & Dandenongs to be selected for two pre/post Presidents Cup familiarisations. Representation can be as individual region and/or part of South East Touring Triangle. Participation cost is \$10,000 per region.
New Product Mission 2011, South East Asia	Singapore, Malaysia (Product Planners/decision makers)	July 2011	Internationally ready Victorian tourism product/regions are eligible to participate in this activity. Participation can be through South East Touring Triangle. Participation cost is \$3500 (approx.)
India Travel Mission	Trade wholesalers and retailers	August – September 2011	Victorian tourism products/regions currently working with Indian wholesalers are eligible to participate in this activity. Participation cost is \$5500 (approx.)
Tri States Walkabout New Zealand	Retail/wholesale consultants training seminars	May 2012	Victorian tourism product and regions currently active in the NZ market are eligible to participate in this activity Participation cost is \$2000 plus airfares and personal expenses.
Victoria Roadshow China	China wholesale and retail travel agents	April 2012	Region is encouraged to participate in this activity. Participation cost is \$5,000.
Greater China Travel Mission	China, Hong Kong and Taiwan wholesale and retail travel agents	November 2011	Region is encouraged to participate in this activity. Participation cost is \$3,000 to \$7,000.
Japan Australia Mission	Tour planners and product managers of major tour wholesalers	September 2011	Participation cost is \$3,000 (approx.)
Korea Travel Mission	Tour planners and product managers of major tour wholesalers	February 2012	Participation cost is \$2,000 (approx.)
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 is \$9,000 (approx.)

Trade cooperative marketing opportunities	Trade and consumer activity as part of ongoing agreements with trade partners.	United Kingdom Germany Italy France North America New Zealand Singapore Malaysia India Greater China Japan & Korea	July 2011 – June 2012	Expressions of interest may be sought for support of consumer incentives, competition prizes and editorial exposure. As applicable per market - consider support of South East Touring Triangle and/or individual region.
	Tourism Australia's Aussie Specialist Program. 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.
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 activity align with the priority international markets for Yarra Valley & The Dandenongs	National Association for Travel Agents Singapore Travel Fair 2011 Consumer show which presents opportunity to generate awareness of respective products/regions.	Consumer	September 2011 March 2012	Victorian tourism product/regions currently working with Singapore wholesalers are eligible to participate in this activity. Consider participation as South East Touring Triangle. Participation cost is \$2,000 per fair (approx.)
Consumer cooperative marketing opportunities	Regional Magazine, New Zealand	Consumers	Feb 2012	Advertising opportunity in regional Victoria Supplement. Participation cost from \$4,000.
	'Inspire' House of Travel supplement, New Zealand	Consumer	Varies according to House of Travel requests	Consumer supplement. By invitation and eligible to regions/products currently listed with House of Travel. Participation cost from \$ 4000
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 Malaysia India Greater China Japan & Korea Gulf Countries	July 2011 – June 2012	Yarra Valley & The Dandenongs 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 the Yarra Valley & The Dandenongs 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 2010/11.

Activity	Overview	Target market	Tourism Victoria budget	Timing	Buy-in. / Leverage opportunity for region
Visitvictoria.com					
Full annual online content revision	Images and content for all region pages on visitvictoria.com will be reviewed.	-	-	November 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 visitvictoria.com	Tourism operators	-	On-going	Listing fees are returned to the Regional Tourism Board
Web Analytics	Provide website statistics and comparative reporting on visitvictoria.com's regional webpages	Regional Tourism Boards	Nil for standard monthly reports	Monthly	Communicate reports to stakeholders
Visitvictoria.com redevelopment	Operator training program to assist in migrating to new system and maximising opportunities	-	-	July 2011 – September 2011	Opportunity for training for operators
Education					
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
Innovation					
Regional Online Innovation Fund	Tourism Victoria to facilitate digital strategy and projects to promote regions and drive innovation	Regional Tourism Boards	-	September 2011 – July 2012	Option to leverage industry cooperation in digital innovation projects

TOURING / ALLIANCE MARKETING

Tourism Victoria will work with Touring Routes and Strategic Alliances to encourage regional dispersal in key interstate and international markets.

Activity	Overview	Target market	Tourism Victoria budget	Timing	Buy-in. / Leverage opportunity for region
South East Touring (to be confirmed July)	Support provided to South East Touring which includes Yarra Valley & The Dandenongs.	International	-	July 2011	Opportunities to participate/buy in will be developed by South East Touring

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 the Yarra Valley & The Dandenongs and will receive support from Tourism Victoria's Events Program.	Graze the Valley and On the Palate. - Food and wine events showcasing local produce.	Food and wine lovers.	TBC	November 2011
	Shortest Lunch. - Food and wine event showcasing local produce.	Food and wine lovers.	\$3,750.	June 2011
	Development of a signature wine and food event	Food and wine lovers	TBC	April 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 Yarra Valley & The Dandenongs campaign region incorporating various data sources.	-	May 2012	-
National Visitor Survey (NVS) Regional and Sub-regional fact Sheets	These reports track domestic overnight visitor numbers, nights, daytrips, and growth for Victoria and its tourism regions. The NVS survey is collected throughout the year and published quarterly by Tourism Research Australia. Expenditure reports are produced annually for year ending December results.	Per TRA national cooperative research program.	September 2011 December 2011 March 2012 June 2012	-
International Visitor Survey (IVS) Regional and Sub-regional fact Sheets	These reports track international overnight visitor numbers, nights, and growth for Victoria and its tourism regions. The IVS survey is collected throughout the year and published quarterly by Tourism Research Australia. Expenditure reports are produced once per annum for year ending December results.	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	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. The STA data is collected throughout the year and published quarterly by the Australian Bureau of Statistics.	-	October 2011 February 2012 April 2012 July 2012	-
Tourism Forecasting Committee (TFC): Forecast Summary Factsheet	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. The TFC Forecasts are published twice per annum.	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	Funding is provided through the Regional Marketing Program 2009-2012.

ADDRESSING SKILLS, SERVICE STANDARD AND ENVIRONMENTAL SUSTAINABILITY

TOURISM EXCELLENCE

The new ***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
Victorian Tourism Awards Program	Mentoring	Industry	-	March – August 2011	
Victorian Tourism Awards Program	Gala ceremony	Industry	-	14 November 2011	
Tourism Excellence Grants Program	Tourism Victoria provides grant funding to regions to undertake tourism excellence initiatives such as business audits, mentoring, leadership programs and workshop for the industry.	Industry	\$15,000	1 July 2011 – 30 June 2012	Grants Program

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