

The background of the entire page is a low-angle shot looking up at a large, colorful stained glass dome. The glass panels are in various colors including blue, green, yellow, orange, and red. In the lower right foreground, there is a large, bright, and intense fireball or explosion, with flames and smoke billowing out. The overall scene is dramatic and visually striking.

VISITCANBERRA

**DESTINATION**

**MARKETING**

**STRATEGY**

2021

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## Acknowledgement of Country

**We acknowledge and respect the continuing contribution of the Traditional Custodians of this region, the Ngunnawal Peoples, and all Aboriginal and Torres Strait Islander communities in the ACT.**

The ACT Government and community partners are committed to self-determination as the guiding principle in the delivery of programs and services and are working in partnership with Aboriginal and Torres Strait Islander communities to address matters that are important to them.





# Introduction

## You can tell a lot about a destination from its tourism offerings.

VisitCanberra is here to:

- showcase Canberra's unique personality
- challenge beliefs and perceptions about our city
- lead the ACT and capital region tourism industry to create unforgettable experiences
- let curious travellers from near and far know that Canberra and our region is open for business, ready to explore, and to convince them to come and stay for a few nights.

You could say we're in the business of promoting fun; but ultimately everything we do is geared towards increasing the economic return from domestic and international visitation, supporting jobs and industry growth across our city.

The last 12 months of unprecedented natural disasters and global health pandemic events have had a detrimental impact on our visitor economy, leading us to reframe our thinking and approach to promoting our city.

This destination marketing strategy provides a framework to inform and support our domestic marketing approach for 2021.

This strategy has been prepared alongside the [ACT Government's Framework for the Recovery of the Visitor Economy 2020-21](#) (the Framework) and aims to support the recovery of our tourism sector, local businesses and Canberrans by:

- growing demand in key markets with a focus on overnight visitation to support business and restore employment
- placing Canberra front of mind for the domestic travel market by maximising awareness of Canberra as a destination and highlighting our unique points of difference
- showcasing Canberra's unique personality by bringing to life our **whole of city brand** to tell Australia and the world the story of our city, why we're unique and relevant (see page 6 for a summary of the **whole of city brand**).

# Opportunity

By leveraging our strengths set out in the Framework we have an opportunity to reframe our thinking and consider how the work we do contributes to Canberra's economic recovery.

The Framework sets the focus areas for activity to attract visitors, increase spend in local businesses, drive overnight stays and support local employment to the end of 2021.

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## The key priority of the Framework is:

Keeping Canberrans employed and encouraging spend in local businesses.

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### Our strengths



**WE OFFER  
HIGH-QUALITY  
EXPERIENCES  
FOR VISITORS**



**A DIVERSE  
CALENDAR  
OF EVENTS  
PROVIDES  
COMPELLING  
REASONS TO  
VISIT AND  
ENHANCES THE  
PROFILE OF  
THE CANBERRA  
REGION.**



**CANBERRA  
REMAINS  
A SAFE  
DESTINATION**



**OUR COMMUNITY  
IS SUPPORTIVE  
OF LOCAL  
BUSINESS AND  
TOURISM**



**WE HAVE A STRONG  
DOMESTIC VISITOR  
MARKET**

# Marketing challenge

- 1** Develop an integrated destination brand and marketing campaign which operates across paid, owned and earned channels to promote what's unique about our city and why you should visit it.
- 2** Consider a modular approach to our marketing, PR and media buy, to respond to evolving COVID-19 travel restrictions and advice. This approach would allow campaign activity to switch on and off in key markets as required.
- 3** Deliver a highly tailored campaign which takes into account the geographic location of the audience in which it is being delivered, key motivators for short break leisure travel and community insights regarding sentiment to travel to the ACT or for the ACT to receive interstate visitors in these challenging times.
- 4** Ensure the campaign can be applied across other key economic pillars such as education and business promotion.
- 5** Bring the values of **Brand Canberra** to life through all aspects of our marketing and communication.

## The challenges we face



### PURPOSES OF VISITATION

Traditionally, a strength of Canberra's visitor economy is the range of purposes for visiting — business travel, business events, holidays, study, school trips and visiting friends and relatives. All these activities have been impacted.



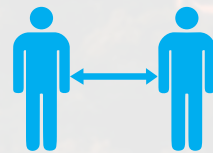
### AVIATION ACCESS

Aviation access routes are critical to support business activity and attract travellers from regions that aren't easily accessible by road. Confidence in travelling by air for business and leisure may take time to rebuild.



### COMPETITION FOR DOMESTIC TRAVELLERS

Canberra as a destination is competing against all other states and territories for the attention of domestic travellers.



### ONGOING EVENT RESTRICTIONS

Business and leisure events are primary visitation drivers and cannot be planned or delivered with the same confidence, or to the same capacity, as they were before COVID-19.



### LENGTH OF STAY AND SPEND

Higher unemployment will impact the use of disposable income, which may impact consumer expenditure on travel and the length of stay in destinations. Changes in workplace culture will impact the frequency and length of business trips.



### BUSINESS RESTRICTIONS

Ongoing disruptions are anticipated as governments continue to respond to COVID-19 outbreaks at short notice. The restrictions in place to keep the community safe will affect how businesses can trade.



### CONSUMER CONFIDENCE

It is difficult for travellers to plan and take journeys due to the uncertainty of border closures and travel restrictions.

# Our brand

Since its inception **Brand Canberra** has united our community, inciting pride, hope and confidence. Its purpose is as relevant today as we emerge from the events of 2020 to rebuild our visitor economy, as it was when we celebrated our 100th birthday.

Today, the brand is evident right across our city; present alongside creative, surprising, innovative, diverse, opportunity-rich and unique experiences.

Our locals know there is more than meets the eye below the surface of our city; that Canberra is different by design. There are stories and experiences sharing the essence of our brand values; *welcoming, interesting, innovative, influential, and progressive*.

By telling the story of Canberra in this way, we will grow tourism, business innovation, community engagement, academic prowess, diversity, investment and more.

## Welcoming

A city that offers an outstanding quality of life, and over delivers

## Influential

We are a city that takes a role in shaping the nation's future and a place where things happen

## Brand values

## Interesting

A city of endless possibilities, whose identity is shaped by renowned cultural attractions, world leading universities and the nation's Parliament, national galleries and museums

## Progressive

A city that moves the country forward

## Innovative

A city designed to be unlike any other, Canberra is a place that nurtures new ideas



# Our market

Traditionally, 90 per cent of our visitor market comprises domestic travellers. Of those domestic visitors, approximately 65 per cent come from regional or metropolitan NSW.

As the aviation sector rebuilds, the domestic drive market poses a key opportunity for Canberra. We are positioned within a 3 hour drive of regional cities and towns that play home to close to 950,000 people, and the metropolitan population of Sydney of more than 4,925,000 people. Canberra is ideally placed for day trips and weekends for those travellers looking to get away on a short break.

Our marketing efforts seek to leverage the anticipated strong drive market as well as supporting development of new aviation routes and access from key markets.

Over the next 12 to 18 months we will deliver a range of consumer-led and cooperative campaigns into the markets identified on the map. We will also continue to support new aviation routes flying directly into Canberra.

CANBERRA IS IDEALLY  
PLACED FOR DAY TRIPS  
AND WEEKENDS FOR  
THOSE TRAVELLERS  
LOOKING TO GET AWAY  
ON A SHORT BREAK

WA



NT

QLD

SA

NSW

VIC

TAS

3,600,000 people

SE QLD

**Sunshine Coast**

**Brisbane**

2,406,000 people

**Ballina**

**Port Macquarie**

**Newcastle**

950,000 people

3-hr drive market

**Sydney**

4,925,000 people

**Adelaide**

1,336,000 people

**Melbourne**

4,968,000 people

**Hobart**

247,000 people

# Our audience

Clear audience segmentation enables us to understand our audiences, ensuring that messages are framed appropriately for each segment. Understanding the media consumption habits of our audience enables us to better guide all elements of our campaign activity across paid, owned and earned channels.

Of the five identified audience segments our focus is on the *Variety Seeker*, *Family Memory Maker*, and *Discoverer and Learner*.

## Audience segments



### Variety Seekers

*'Life is action packed but there's always an excuse to get away. A short break for us is often jumping in the car and spending a weekend seeing and doing fun and interesting things'*

**28%**

Likely to choose Canberra

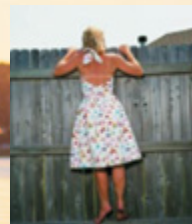


### Memory Makers

*'A short break is for family bonding'*

**18%**

Likely to choose Canberra



### Discoverer and Learners

*'All forms of travel — long haul and short breaks — help to fulfil our strong and innate sense of curiosity and continual need to experience the world and the people in it'*

**13%**

Likely to choose Canberra

## Key audience personas

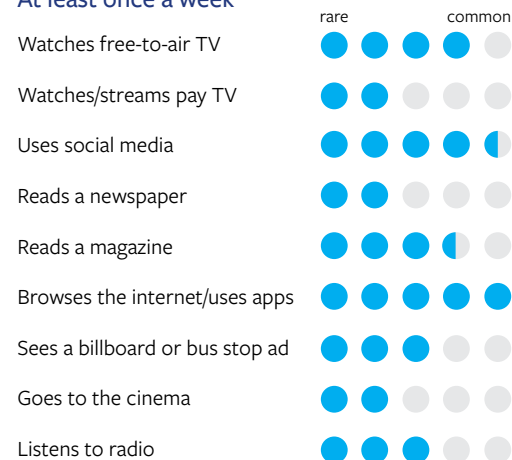
### Meet Alex Variety Seeker

*'I want to explore and discover new things while I can still do it'*

Alex leads an action-packed life and loves nothing more than packing up the car for a weekend away doing fun and interesting things. Alex is career-driven, but always makes time for social activities like eating out, entertaining and spending time with friends and family. Alex doesn't need much of an excuse for a short break and thinks nothing of adding getaway days to a business trip or saying yes to a spontaneous trip with their partner or friends. Alex enjoys a life that is rich and fulfilled.

**Wants:** a strong connection and relationships; an enriched life; a variety of experiences; quality food (not always fine dining)

#### At least once a week\*



\* Media consumption data is current as of December 2018.

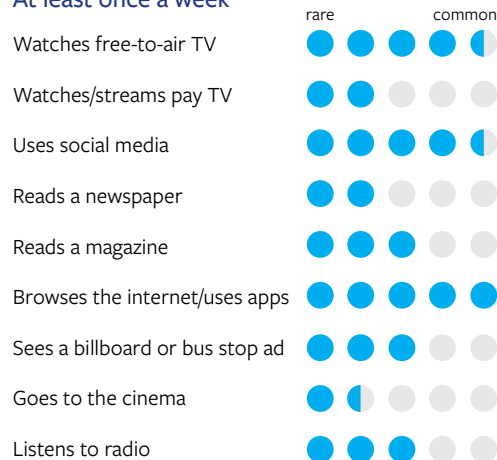
### Meet Casey Family Memory Maker

*'I want to give my kids happy memories they'll cherish'*

Casey's household revolves around the kids and work is a way to provide for the family. Casey thinks it's important to value experiences and share happy times together like Casey did as a kid. Going away on a short break is a chance to stop what they've been doing and come together to bond as a family. Casey is often budget conscious but will spend on things like short breaks that create happy, life-long memories for the entire family.

**Wants:** children to have happy, fun-filled childhoods; to spend quality time with their family, like they did when they were kids; memories they can talk about when the kids are grown up; children who value family experiences over 'stuff'

#### At least once a week\*



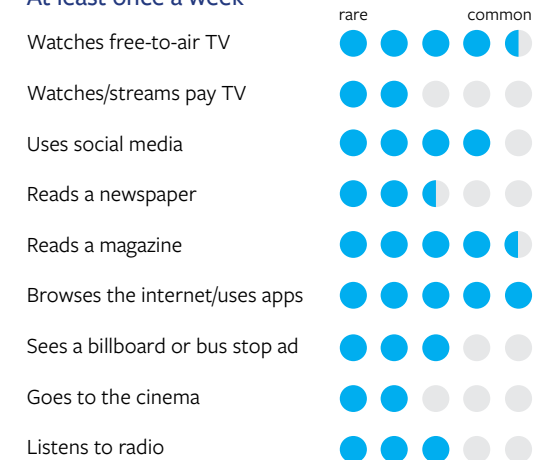
### Meet Robin Discoverer and Learner

*'I want to indulge in new experiences to feed my thirst for knowledge'*

Robin has an innate sense of curiosity and desire to experience the world and understand its people. As an avid reader of books and watcher of documentaries, Robin is interested in a wide range of topics. Robin has a list of dream destinations to travel to and saves money to be able to afford longer trips and short breaks. For Robin, travel is a way to experience new and different things and engage with the world, while still finding time to relax. Robin travels not to escape life, but so life does not escape Robin.

**Wants:** to travel to experience new and unique things; to feed their thirst for knowledge; to engage with the world and understand the people in it through travel; to save money so they can indulge in the experiences they want; to get away from daily life routine

#### At least once a week\*

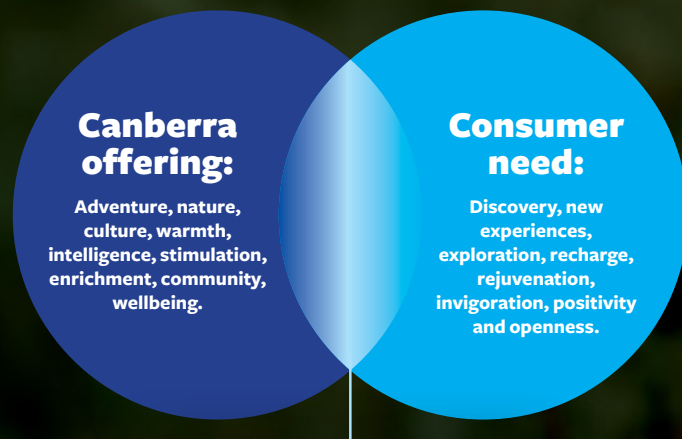


# Our approach

Our annual program of concept development benchmarking and tracking research across our campaign and marketing activity tells us that visitors come here for what they know, then discover more than they expected.

An opportunity to recharge, be challenged and explore nature. Here, we have hikes that finish at wineries, museums that make you laugh or cry and bars that can only be found by curious travellers.

Our new campaign celebrates our surprising city. From the recognised icons to the rejuvenating discoveries that await. Canberra is a place where you can *discover **more than** you expected*.



## Campaign opportunity

*Canberra, a place of unexpected enrichment.*

Linking to our **whole of city brand** *Canberra is an open, engaging and welcoming city worth discovering.*

From a tourism perspective this translates to our campaign tagline **more than**.

**more than** aims to deliver a highly tailored campaign which takes into consideration the market in which it is being delivered, key motivators for short break leisure travel, and community insights around sentiment to travel during these challenging times.

The campaign will:

- highlight Canberra's unique personality, distinguishing it in a crowded domestic tourism market by reflecting our confidence, pride and authenticity
- establish an emotional connection with Canberra, challenging stereotypes and creating ambassadors among visitors and locals alike
- demonstrate that Canberra and our surrounding region are open for business, to increase tourism engagement and drive growth across our city, promote Canberra as a destination for overnight stays and drive conversion among our key audiences.

Our integrated approach connects with audiences at each stage of the consumer journey via a mix of paid, owned and earned marketing activity. It addresses barriers and motivators to action and leads the audience to dream, plan and book their trip, guides their experiences and encourages advocacy through sharing.

The **more than** campaign reveals the unexpected layers Canberra has to offer:

- the perfect place for invigoration and relaxation
- a weekend away here can deliver diverse experiences that exceed expectations.





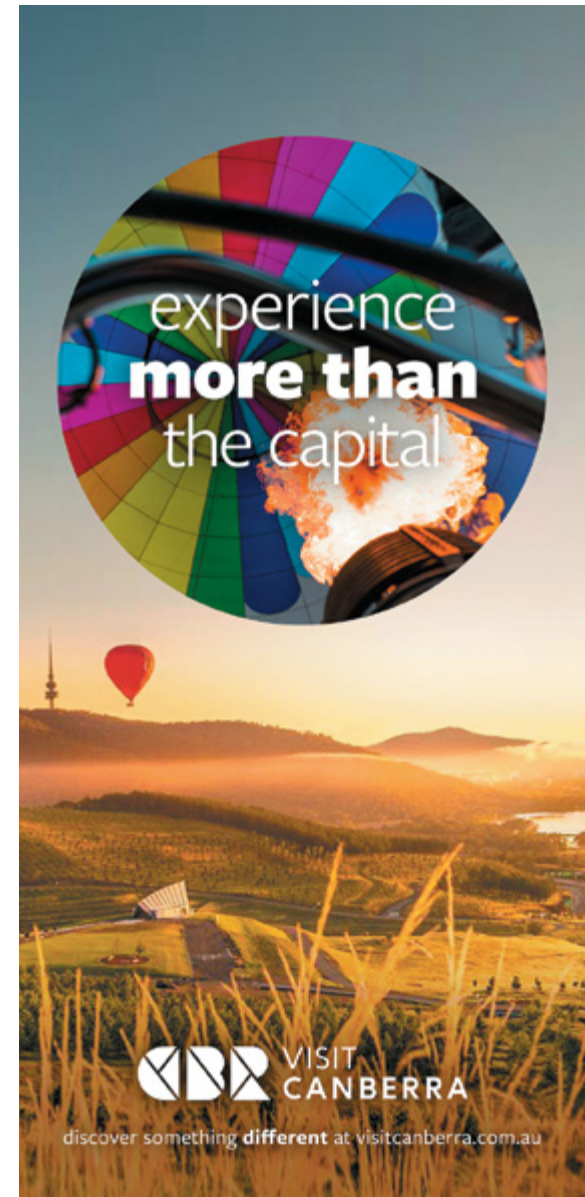
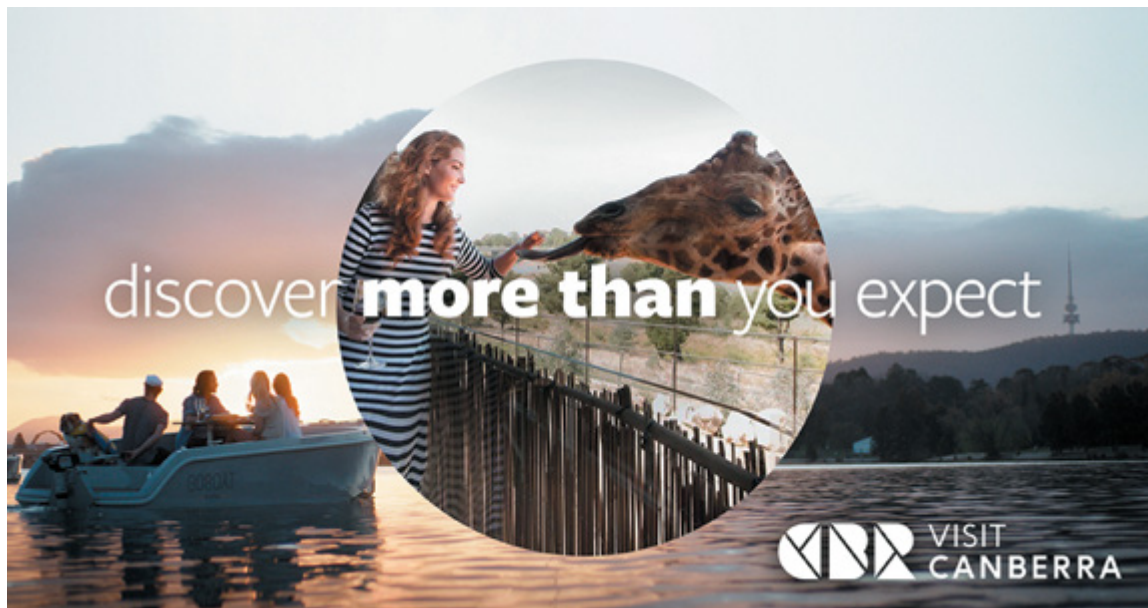
By telling the story of Canberra our campaign will grow tourism, business, innovation, community engagement, academic prowess, diversity, investment and more.

Our campaign uses tourism as a way of introducing who we are. A place of warm, welcoming and intelligent people. A place that is different by design, where visitors find **more than** they came for.



find **more than** you came for

## Some examples of how we bring the campaign to life



# Partner programs

**more than** campaign activity will be supported and complemented by investment in a number of key partner programs.

People travel to Canberra for many reasons. Our destination message will be enhanced by developing new and maintaining existing partnerships that support our **more than** marketing message and contribute to growing overnight stays. The flexibility of the **more than** approach will enable alignment of marketing campaign activity across creative executions and media buy.

## Tourism Cooperative Marketing Fund

Partner with industry on cooperative marketing projects to amplify audience reach, support collaboration and creative approaches to support the **more than** marketing campaign.

## Major Event Fund

Continue to invest in major events and exhibitions that drive significant visitation, enhance the value of the destinations brand and provide an opportunity for **more than** campaign extension.

## Business events and conferences

Through funding and support of the of the Canberra Convention Bureau, ensure Brand CBR is used to lead the promotion of Canberra as a business events destination. A conference and business events bid fund will enable targeted pitching for business events that support growth of key economic sectors and provide beyond conference benefits to the city.

## Educational Tourism

We will work with the National Capital Educational Tourism Project to support the return of school groups and assist with development of creative ways to engage with school excursion planners, teachers and tour operators.

## Study Canberra

Opportunity to ensure the essence of the destinations brand and the **more than** campaign can complement the work of our tertiary education sector.

# Our objectives



## Dreaming

Comms Task One:  
Get on the radar

### Aim: Awareness & Relevance

*Get Canberra on the radar and make it understood what we have to offer*

**Objectives:** (as measured by tracking research across the 12 months of the campaign)

- 5% increase in consideration (from Benchmark of 42%) of Canberra as a short break leisure destination.
- 5% increase in awareness of the leisure activities Canberra has to offer.
- 7% increase (from Benchmark of 28%) in intent to travel to Canberra for a short break.
- 5% lift in perception (from Benchmark of 62%) that Canberra is a place full of surprises and enriching experiences.
- 3% strengthening of association of Canberra with the **more than** campaign tagline (from Benchmark of 8%).
- 8% lift in unique visitors to the website as measured through analytics data
- Support industry through investment and/or marketing support under the Tourism Cooperative Marketing Fund, Major Event Fund and relevant partnerships to promote new experiences to promote to new audiences.



## Planning

Comms Task Two:  
Make The Decision Easy

### Aim: Confidence & Convenience / Self and Society

*Make it easy to plan what to do while you're here and give audiences the confidence to proceed to booking*

### Objectives:

- Redevelop and enhance the VisitCanberra website.
- Continue to be a trusted source of information for trip planning and booking.
- Inspire visitation to the iconically recognised and lesser known experiences in Canberra through content partnerships, and drive audiences to book.
- Improve the representation of local businesses and experiences on ATDW.



## Booking

Comms Task Three: Make them an offer they can't refuse



## Experiencing

Comms Task Four: Satisfaction guaranteed



## Sharing & Perception

Comms Task Five: Get them to sing our praises

### **Aim:** Confidence & Convenience / Self and Society

*Make Canberra a desirable option. Speak to consumer values of exclusivity and boastability. Demonstrate that others like them are booking here, and finally create a sense of urgency through the idea of scarcity.*

#### **Objectives:**

- Coordinate and deliver conversion partnerships across aviation, accommodation and transport sectors to offer “planners” a well timed, well priced trip to Canberra.

### **Aim:** Confidence & Convenience

*Under promise and over deliver. Make sure visitors have a great time and know there's help nearby to find a great experience if they need it.*

#### **Objectives:**

- Connect with visitors on arrival, and encourage dispersal to relevant activities and experiences.
- Find and use innovative/new ways to connect with visitors upon departure to ensure their parting thoughts on Canberra are positive, and plant the seed to encourage repeat visitation and advocacy.

### **Aim:** Proof & Payoff / Make it a habit

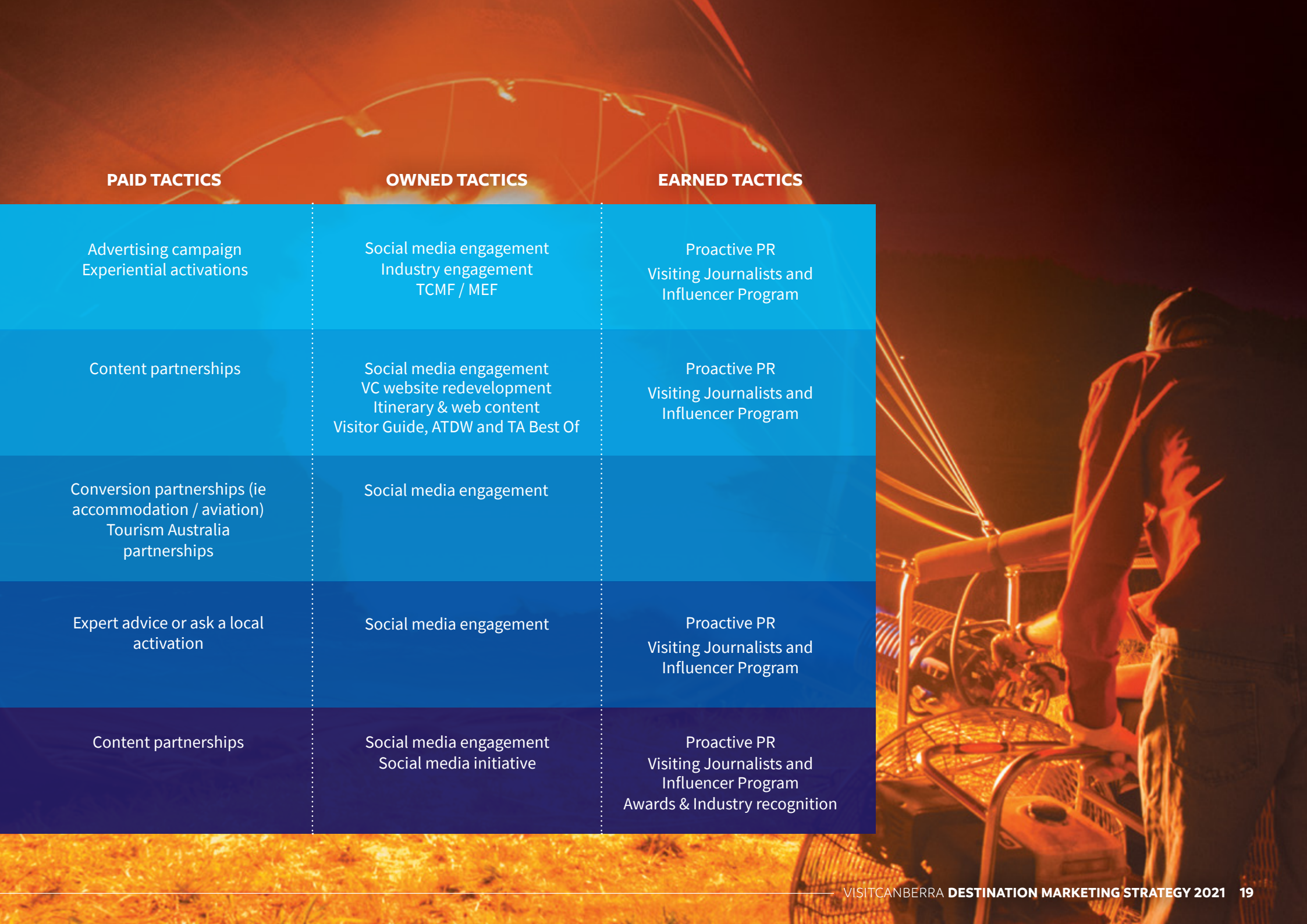
*Demonstrate how we want our advocates to talk about us, then recognise and reward them for doing so.*

#### **Objectives:**

- Enhance and amplify media outreach opportunities led by Tourism Australia and industry
- Deliver an annual media outreach and pitching schedule designed to generate positive national media coverage.
- Deliver a national content partnership designed to share a first hand view of leisure experiences in Canberra to inspire visitation from new audiences.
- Attract new advocates to share their positive Canberra experience across social/digital/traditional media outlets.
- Increase positive sentiment across social media and online channels.
- Deliver a national social media initiative to inspire, recognise and reward visitor advocacy for the ACT and Canberra region.

# The tourism plan

CONSUMER JOURNEY PHASE	BARRIER TO ACTION	BEHAVIOUR CHANGE LEVER
 <b>DREAMING</b>	People don't consider Canberra as a short break leisure destination	<b>Comms task 1: Awareness &amp; Relevance</b> Get Canberra on the radar and make it understood what we have to offer
 <b>PLANNING</b>	Canberra is a city that requires visitors to research to find out what to do	<b>Comms task 2: Confidence &amp; Convenience / Self &amp; Society</b> Make it easy to plan what to do while you're here and give audiences the confidence to proceed to booking
 <b>BOOKING</b>	There is no need to travel to Canberra right now, nothing will change if people go later	<b>Comms task 3: Confidence &amp; Convenience / Self &amp; Society</b> Make Canberra a desirable short break destination by speaking to consumer values of exclusivity, boast-ability, being part of the 'in crowd', or affordability. Leverage principles of scarcity to create sense of urgency
 <b>EXPERIENCING</b>	We have no way of connecting with visitors once they have arrived. We rely on industry to ensure visitors enjoy themselves in Canberra	<b>Comms task 4: Confidence &amp; Convenience</b> Ensure visitors know where to go for more advice or information while they're here
 <b>SHARING/ PERCEPTION</b>	Not enough people share their positive Canberra experiences to change perception of the city	<b>Comms task 5: Proof &amp; Payoff</b> Lead the charge and demonstrate how we want advocates to talk about us and then reward and recognise visitors who become our advocates



## PAID TACTICS

## OWNED TACTICS

## EARNED TACTICS

Advertising campaign  
Experiential activations

Social media engagement  
Industry engagement  
TCMF / MEF

Proactive PR  
Visiting Journalists and  
Influencer Program

Content partnerships

Social media engagement  
VC website redevelopment  
Itinerary & web content  
Visitor Guide, ATDW and TA Best Of

Proactive PR  
Visiting Journalists and  
Influencer Program

Conversion partnerships (ie  
accommodation / aviation)  
Tourism Australia  
partnerships

Social media engagement

Proactive PR  
Visiting Journalists and  
Influencer Program

Expert advice or ask a local  
activation

Social media engagement

Content partnerships

Social media engagement  
Social media initiative

Proactive PR  
Visiting Journalists and  
Influencer Program  
Awards & Industry recognition



Chief Minister, Treasury and Economic Development Directorate | ACT Government

**For further information**

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