

TOURISM CENTRAL AUSTRALIA  
**S T R A T E G I C**  
**P L A N**  
2016 – 2019



**TOURISM**  
**CENTRAL AUSTRALIA**

The Heart. The Soul. The Centre.

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This Strategic Plan follows on from the 2015-2018 Strategic Plan. An internal review of the 2015-2018 Strategic Plan was conducted in 2016. An annual internal review of the plan is recommended every year, with a full review to take place in 2018.



The Heart. The Soul. The Centre.

## Introduction from the Chair



I am pleased to present the Tourism Central Australia Strategic plan for 2016 – 2019. This is a working document outlining the initiatives and projects to be undertaken over the next three years. The plan not only provides a platform for achieving a sustainable future

for the Association but provides a viable strategic direction. The plan works in closely with our three year funding agreement with the NT Government and Tourism NT. We have 2 years remaining for this current agreement.

The plan integrates many sources of information including the Tourism NT 2020 strategy, input from NT Government agencies and valuable input from TCA Board members, senior

staff and involved canvassing of our membership base. We have achieved so much as an organisation in the last 12 months, most significantly the winning of the 2015 Gold Australian Tourism Award for Visitor Services.

Our continuing commitment to improved corporate governance is demonstrated with an updated Constitution and new Board Charter adopted at the AGM.

Our Plan is one that aims to achieve and continue our key areas of being a customer focused organisation, be responsive to our member base and to the importance of Tourism Central Australia offering innovative targeted marketing on behalf of our members and funders. We are also looking to target the broader Business and Government communities reiterating the importance the Tourism sector plays.

We are keen as an Association to continue to promote Central Australia as an adventurous destination that has something on offer for all visitors.

Cheers  
**Ms. Dale McIver**



## Our Mission

Tourism Central Australia's mission is to grow the Central Australia tourism market through strong partnerships and the provision of exceptional customer services.

## Our Vision

Tourism Central Australia is an innovative, industry led organisation committed to sustainably growing the success of tourism businesses and communities in the region generated through tourism. It is recognised as the leading provider of quality information and marketing services for our members and the visitors to the Central Australia region.

## Our Objectives

Tourism Central Australia Inc. is governed by a Board established under the NT Associations Act 2012. The Board responds to a constitution developed under the NT Associations Act and regulations made under the Act. The objectives and purpose of the Association are as follows:

### A.

To provide leadership and to work in partnership with the tourism industry in Central Australia to assist the development of tourism product, marketing and infrastructure

### B.

To promote the Central Australia Region to increase visitor numbers, yield and dispersal

### C.

To work with industry stakeholders to facilitate quality tourism experiences and products are presented to visitors to the Region

### D.

To represent and advocate on behalf of members in relation to tourism issues, and to facilitate within the tourism industry collaboration and professionalism

## Key Challenges

### BACKGROUND

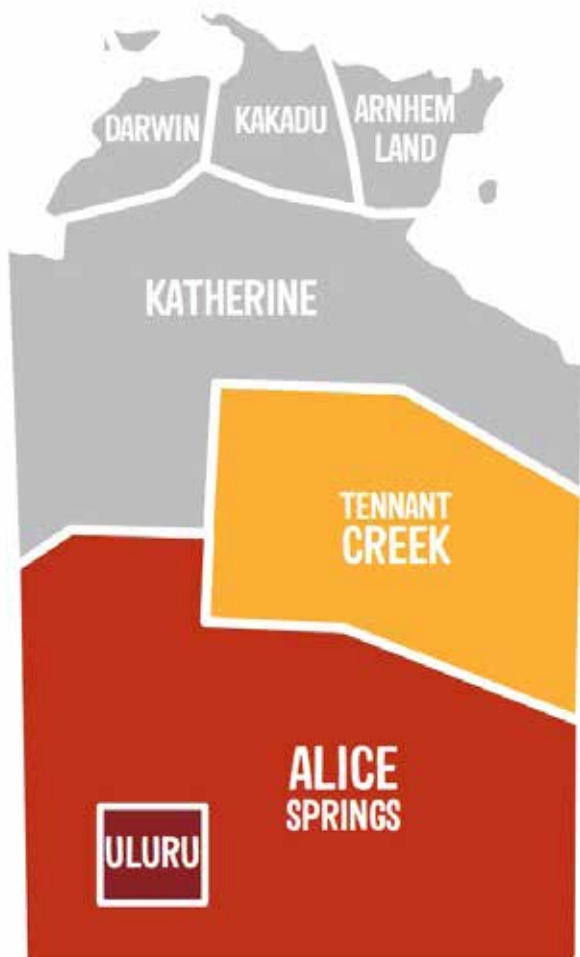
The Tourism Central Australia Region stretches from Elliot in the north to the South Australian Border, from the edge of the Gibson Desert near the WA border to the Queensland border including the Simpson Desert, encompassing Alice Springs, Yulara, Watarrka and Tennant Creek amongst other regional towns. (refer Map 1)

Tourism Central Australia is one of two Regional Tourism Organisations in the Northern Territory, the other being Tourism Top End which services the Region north of Elliot. Tourism Central Australia supports a wide variety of stakeholders including individuals, businesses and organisations to help grow the tourism industry in NT. It also manages the Alice Springs Visitor Information Centre from which it actively promotes tourism products to visitors to central Australia.

Tourism Central Australia operates within a highly competitive tourism environment. The Northern Territory's market share of international visitation to Australia is 5% with domestic interstate market share being 3%. However tourism in the NT contributes \$1.9bn to the Northern Territory Gross Added Value and provides some 16,000 jobs both directly and indirectly.

Our competitive strengths are based upon the red centre desert environment, our cultural landscape and the often unique experiences including the quirky Central Australian events.

However, the competitive position of the Northern Territory and in particular Central Australia is affected by difficulty and cost of access and the affordability of competing destinations offering similar core experience value propositions.



MAP 1. Tourism Central Australia's operating area

An opinion suggests that the next gold rush in Australia will not come from the precious metals in the ground, but in the form of "our golden beaches, wide open blue skies, famous landmarks, great food, even greater wine, big crocs and a very big rock".

Deloitte's "Catching the next wave" report has identified tourism as one of five super growth sectors in which Australia has a competitive advantage and that can deliver real economic growth and prosperity over the next 20 years.

As international travel becomes more accessible, travellers increasingly seek authentic and unique experiences. Domestic travel may become short break rather than extended holidays, and potentially focus on relationships rather than experiences.

The consumer will in future access information through the internet and increasingly book elements of the trip online.

The tourism industry is witnessing significant growth in visitors' use of the internet, including social media for

information gathering and booking purposes. Some data suggests >70% of International overnight visitors used the internet to research and >50% booked at least one component of their trip online.

Domestic holiday makers are increasingly engaging in social media (Facebook, Twitter, and Instagram) to obtain information on tourism destinations. Traditional media such as television and print will continually play a less important role in tourism marketing.

Air access to Central Australia will continue to play a major role in the growth or otherwise of the tourism industry, none more so than in Alice Springs where the lack of an ongoing presence of a budget airline affects the areas competitiveness.

Global economic conditions can have major impacts on the local tourism economy given that 35% of all holiday visitors to Central Australia are International.

Tourism Central Australia is a key partner in the local tourism industry, and works in partnership with key government agencies and other key stakeholders to fulfil the objectives and purposes of the Association.

Tourism Central Australia recognises the importance of tourism to the NT economy and the huge potential of the industry to further contribute to the economic development of the Northern Territory.

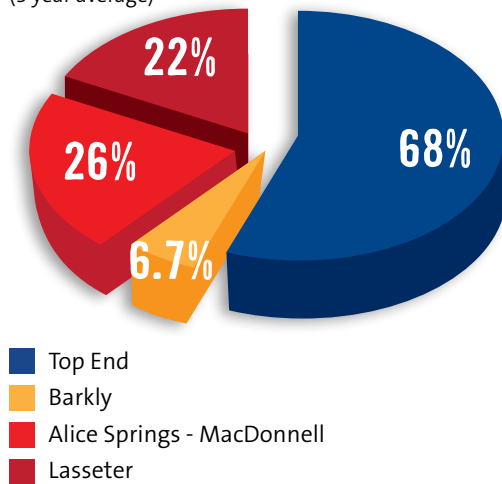
Given the external environment we operate within, Tourism Central Australia will continue to focus upon the following five key outcome areas:

1. Increase visitor numbers
2. Increase visitor length of stay
3. Increase visitor expenditure
4. Increase visitor dispersal
5. Maximise visitor satisfaction

## THE FACTS

The total number of overnight holiday visitors to the Northern Territory was an average of 690,000 per annum (three-year average to the year ending December 2015), with international holiday visitation of 230,000. Of the total number of visitors to the Northern Territory, 55% visited the Red Centre.

### Northern Territory Visitors by Region (3 year average)

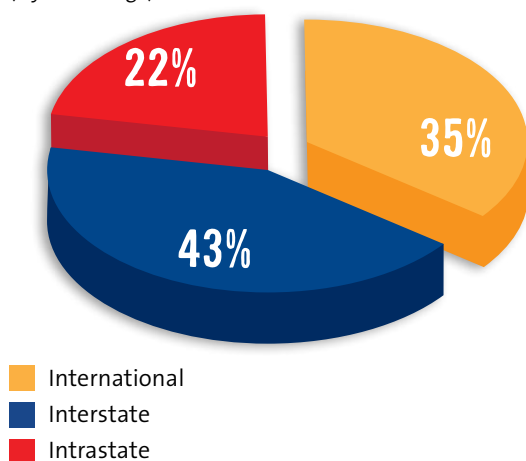


22.7% of people who travelled to one region in the Northern Territory also travelled to another part of the Territory, plus some extras transited through. This accounts for the amount over 100%

Central Australia received a total of 538,000 overnight visitors on average over the three years ending December 2015. Of these, 22% were intrastate, 35% were international and 43% were interstate.

International holiday visitors on average spend \$138/night in Central Australia compared with \$248/night by domestic holiday visitors.

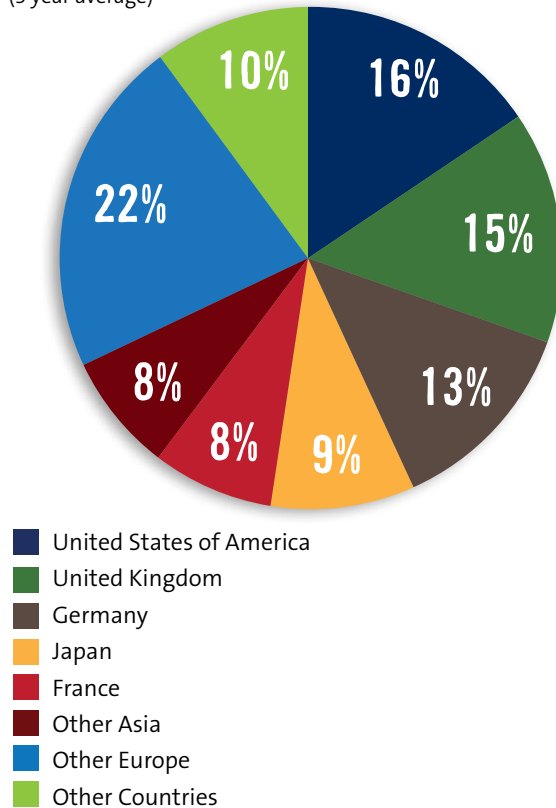
### Visitors to Central Australia (3 year average)



International visitors to the Northern Territory primarily arrive from the United Kingdom, Europe (Germany, France, Spain) the U.S.A, New Zealand and Asia.

Visitors to Central Australia stay for an average of 5.4 nights (year ending March 2016). Visitors to Central Australia sent \$741 million that year in the region, up from \$710 million in the previous year. International visitors to Central Australia primarily arrive from the USA, UK, Germany, Japan and France.

### International Visitation to the Centre (3 year average)

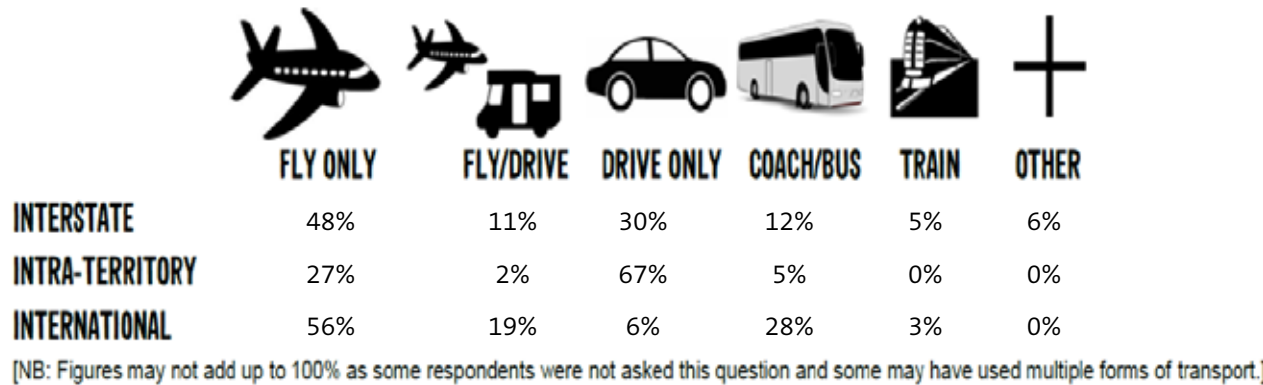


Alice Springs remains the place from which visitors to the Northern Territory are most likely to continue to disperse from. Despite this being the case dispersal from Alice Springs to the rest of the Northern Territory has suffered a gradual decline since 2010 from 70% to 62%. Dispersal from Lasseter and Barkly remains steady at 54% and 20% respectively.

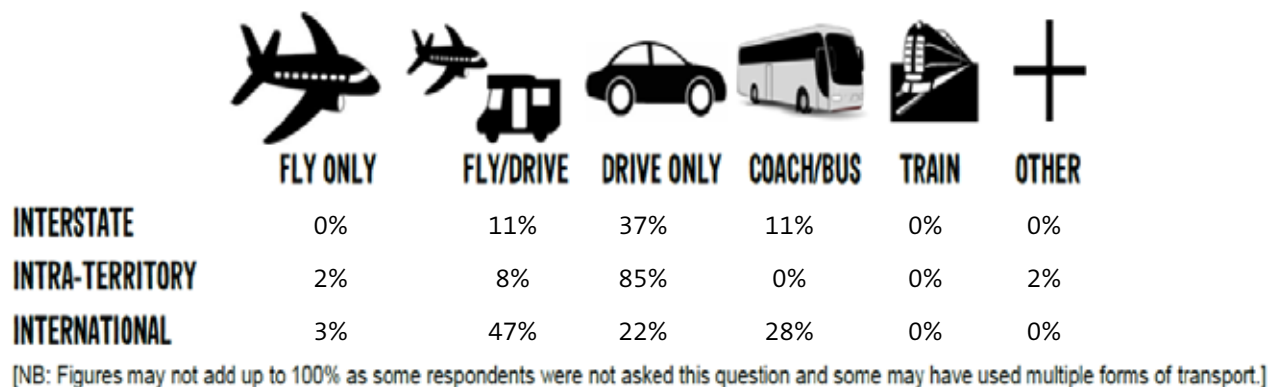
## MODES OF TRANSPORT

Visitors to Central Australia utilise a variety of modes of transport. The following three tables show the various modes of transport used to get to each of the three regions that make up Central Australia – Tennant Creek and Surrounds, Alice Springs and Surrounds and Uluru and Surrounds.

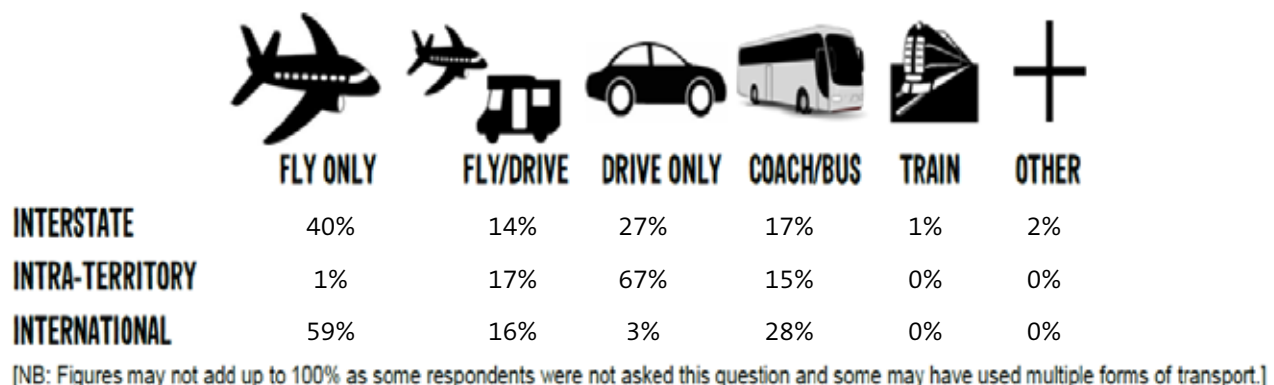
## TRANSPORT USED – HOLIDAY VISITORS – ALICE AND SURROUNDS



## TRANSPORT USED – HOLIDAY VISITORS – BARKLY REGIONAL



## TRANSPORT USED – HOLIDAY VISITORS – LASSETER REGIONAL



Tables Courtesy of Tourism NT.

This data enables Tourism Central Australia to better understand the tourism market, to identify trends in visitation and expenditure statistics that will help us focus on the best allocation of resources to programs and projects. This Strategic Plan will focus on better targeting:

- Visitor embarkation locations and changes in trend
- Mode of travel
- Holiday visitor motivational factors and trends
- Customer satisfaction influencers
- Influencers on visitor conversion; and
- The travel decision making process

## Our Organisation



### OUR STRENGTHS AND WEAKNESSES

The development of this plan has included the identification of our strengths and weaknesses, the weaknesses presenting opportunities to be seized.

The strengths of our organisation include:

- Qualified, strategic, professional and experienced staff
- Visitor Information Centre (VIC) staff go out of their way to know operators and operator experiences
- Passionate ambassadors
- Board has a good mix skills
- Winner of 2015 /national Tourism Award for Visitor Services
- Strong relationships with stakeholders such as TNT, Parks and Wildlife, Department of Business, the Chief Minister's Office and others
- A further two years in our current funding agreement with TNT are still to come, and through this partnership there is good access to TNT services and staff including research, media, digital, product development, marketing etc.
- Credibility as an official RTO from an industry perspective
- Strong regional tourism awards program
- VIC services such as the mobile trailer, smart queue etc.
- Locals give travel insights
- VIC is centrally located
- New website about to go live with online booking functionality
- Good measurement tools in place to assess performance (heat map, reporting systems, newsletter opens etc)
- Good social media presence
- Recognition of our service through 2015 Australian Tourism Award for visitor services

The weaknesses of our organisation include:

- Wages/super bill is over 50% of the organisation's expenses, plus high administration costs
- 70% of income from one funding source making the traditional RTO model (membership and govt funding) a challenge to achieve
- Lack of diversified income
- Comparatively low membership cost
- Small membership
- Few opportunities for membership growth
- Lack of membership growth
- Comparatively low member buy in to cooperative marketing opportunities
- Current policy of the VIC only booking members at 12.5% commission rate, and the expectation of 22.5% commission from non members, reducing our ability to increase our income through the VIC
- No local government funding
- Disconnection between decision making and members/ perceived lack of engagement with members by TCA/ lack of member servicing
- Perception that the VIC is the main membership value
- Main physical touchpoint (VIC) is not at the most well known part of the region (Uluru) – only one main touchpoint with consumers
- Difficult to encourage visitor dispersal from Yulara due to restrictions on placing advertising collateral in key Yulara tourist venues
- Lack of members in the Barkly area
- Large geographic area
- Difficulties with increasing indigenous employment participation
- Lack of parking near the VIC
- No representation from Alice Springs Town Council – ASTC have currently declined to nominate a representative to their ex-officio stakeholder position
- Lack of connection with Barkly area for involvement in TCA activities and decisions
- Some operators not digitally connected



## Our Organisation

The strengths of our destination include:

- Iconic – known worldwide and on many people’s bucket list
- Aspirational destination
- Strength of consistent branding and messaging from TA, through to TNT and TCA (The Red Centre)
- Visitation is increasing across the region
- Significant number of attractions for an area of low population
- Significant number of events for an area of low population
- Good range of accommodation suiting many needs/ budgets
- Comparatively cheap hotels in Alice Springs
- Good airport infrastructure
- Abundance of stunning natural environments/wildlife
- NT government investment in tourism and prioritising the industry
- High demand for natural, cultural, spiritual, historical and outback experiences (many niches)
- Niche markets such as MTB and Art Trail

The weaknesses of our destination include:

- Lack of dispersal of Yulara visitation – perception that this is the only reason to visit making length of stay increase difficult
- Perceived as too hot for some travellers in summer, therefore business reliance on April-October peak
- Low population creating potential issues for recruitment of qualified/experienced staff amongst tourism businesses
- High staff turnover across the region’s tourism businesses
- Low/out of date ATDW presence by many operators
- Low/out of date ATDW presence for our free attractions
- Low number of Bookeasy Gold bookable product
- Lack of airline competition meaning greater costs of flights
- Cost of visiting the region
- Monopolisation of a key tourism icon (Uluru)
- Lack of collaborative product and experience development amongst members
- Some tired product and few game changers to create ‘new news’
- Lack of indigenous employment outside of Uluru
- Lack of technology connectivity in outback areas
- Insufficient number of beds in Yulara
- Lower than average length of stay for domestic visitors
- Perception of not much to do in Alice Springs – lack of

promotion of the amount of things to see and do

- Lack of product development
- The lack of sealed roads in the Red Centre, plus lack of maintenance of existing roads (sealed and unsealed)
- Lack of signs on remote roads
- Number of businesses closing in Todd Mall

The strategic action plan presented in this document builds on the knowledge of our strengths and opportunities presented by our weaknesses

## Our Aspirations



Mountain Biking- Alice Springs Telegraph Station

The successful development of regional tourism will make a significant contribution to the economic, social, environmental and cultural wellbeing of Central Australia communities. Expenditure by visitors to Central Australia will flow through the economy, adding value to all businesses whether directly or indirectly aligned with the tourism industry.

Tourism Central Australia will recognise the following success factors for Regional Tourism destinations in its every endeavour. We will have:

1. Sustainable local tourism businesses focused on their core role of visitor servicing
2. A strong regional tourism organisation focused on our core role of regional marketing and development
3. Local Government support
4. Consistent and effective leadership by individuals and/or organisations involved in the tourism industry
5. Effective strategic tourism planning in the Region which will provide economic, social, environmental and cultural objectives supported by local destination plans
6. Consistent visitor services excellence
7. Research driven cooperative marketing
8. A breadth and depth of tourism infrastructure, products and events matched to market demand.
9. Risk management plans in place
10. Supportive communities which understand and value tourism



## Tourism Central Australia - Strategic Focus Areas

Our three year strategy will focus upon the following six key goals:

1. Improving Visitor Services and Conversion Opportunities
2. Strengthening Governance
3. Enhancing Membership Services
4. Partnering in Experience and Product Development
5. Providing quality Marketing and Public Relations
6. Initiating Member Research

### IMPROVING VISITOR SERVICES AND CONVERSION OPPORTUNITIES

Short/medium term
  Long term
  Ongoing

**Goal 1. IMPROVING VISITOR SERVICES AND INFORMATION CONVERSION OPPORTUNITIES**

**Strategic Goal:** We will provide excellence in customer services in whatever activities we undertake, ensuring that our services are of a quality second to none. We shall measure ourselves to ensure that we reach the standards expected by our customers. We shall improve our conversion of site visitors to paying customers through smart marketing

Improving information services at key touch points	
Strategy	Timeframe
Develop an annual roster of information trailer attendance at events and functions across Central Australia	COMPLETED
<b>Increase Red Centre information at Yulara</b>	
Work with the 3 RPT service airports in Central Australia to create strong visitor information touch points	
Upgrade visitor information availability at Alice Springs Visitor Information centre in alignment with communication strategy, in particular being cognisant of emerging communication technology	
Partner with all gateway locations to Central Australia including Visitor Information centres in the provision of quality visitor information	
Develop a suite of visitor information brochures aligned with visitor experience or themes	
Enhance multi lingual capacity in Visitor Information centre, in particular European languages	
Redefine visitor service at Ghan arrival to enhance visitor experience commensurate with resource availability	
Assist with tourism knowledge training of key influences at other visitor touch points such as concierges, hotel reception desk attendants, taxi drivers, wait staff and the like	
Consider existing VIC services in light of changing market needs	

Facilitating improved visitor access and transport services	
Advocate and assist the reintroduction of the Hop On Hop Off bus service in Alice Springs for the peak tourist season including packaged entrance fees	
Continuously work with appropriate authorities and agencies to audit and facilitate upgrades to visitor signage and information across Central Australia	

Enhancing volunteer program	
Develop a Tourism Central Australia volunteer strategy	COMPLETED
Develop a training program for new volunteers	
Partner with local provider organisations to develop sustainable volunteer program	
Develop and implement an interstate recruitment program	

Growing retail activities	
Develop a retail strategy	COMPLETED
Improve product booking financial outcomes through refinement of processes, monitoring of turnover and auditing of stock available	
Develop post visit sales program	
Grow retail financial outcomes through effective monitoring, measurement and management processes	
Continue to refine ,develop and monitor retail offer in the Visitor Information Centre to deliver optimal return on available space	
Grow conversion of site visitors (either electronic or on site) to paying customers	
Grow Tourism Central Australia databases through purchasing gateway	

Respond to the Regional Tourism Employment Plan	
Seek opportunities for mentoring of Tourism Central Australia staff	
Support continued educational development opportunities for staff	
In partnership, develop industry wide strategic plan for retention and training of tourism industry staff through collaboration on labour and skills programs	

## STRENGTHENING GOVERNANCE AND PLANNING

Goal 2. STRENGTHENING GOVERNANCE AND PLANNING
<p><b>Strategic Goal:</b> We shall continually address our governance responsibilities and improve governance delivery through regular auditing and refinement and development of appropriate policies and procedures. We shall ensure that strategic planning documents are used as the basis for all Tourism Central Australia activities and that the Tourism Central Australia Constitution and Board Charter are adhered to.</p>

Develop and have approved foundation governance documentation	
Strategy	Timeframe
Prepare a revised Constitution based upon the NT Model Constitution for ratification at the 2015 AGM or special meeting	COMPLETED
Prepare a Board Charter which articulates the responsibilities and expected behaviours of Board members	COMPLETED
Finalise a three year Strategic plan utilising stakeholder and industry engagement	COMPLETED
Finalise the review and establishment of contemporary policies and procedures for Board endorsement and annual review of such documentation	
Develop measurable KPI's for the Tourism Central Australia business to guide strategic decisions	
Review risk management plan annually	



<b>Constantly refine Board structure and Board governance skill set to ensure best possible contribution by Board members</b>	
Develop a succession plan for Board membership	
Develop an annual training program to assist Board members with knowledge of governance	
Establish identified sub committees (such as Tourism Awards and Marketing and Communications) to advise Board	
Conduct an annual audit of governance arrangements	
Conduct a Board performance review annually	
Manage structural change at Board level to ensure the skills necessary to guide the organisation in the contemporary and future environment are introduced	

<b>Ensure sound and output driven partnership arrangements</b>	
Enter into an agreed 3 year partnership funding agreement with Tourism NT and 1 year business plan based upon the Tourism NT 2020 Strategy and this three year plan	COMPLETED
Facilitate the formation of an all agency quarterly forum to ensure commonality of purpose and non duplication of effort and resourcing - agencies to include Tourism NT, DoB, CLC, Tourism Central Australia, P&W, four Local Government areas, Chamber of Commerce and Parks Australia	
Target gateway regions (e.g. Barkly, Coober Pedy, Yulara, Katherine) to ensure adequate and responsible resourcing of effort to enhance tourism in the area	
Represent tourism industry to influence key agency planning documents	
Develop an approach to enhance local government contribution to tourism where resourcing is hypothecated to the LGA	

<b>Strengthening business operations</b>	
Improve business systems to enhance operations	
Produce in a timely manner business plans and budgets for the next financial year	
Undertake a financial year audit	
Continue to investigate new sources of sustainable income to support financial independence	
Further enhance business procedures	
TCA Board to receive a quarterly progress report on the actions in this strategic plan	

**ENHANCING MEMBERSHIP SERVICES**

**Goal 3. ENHANCING MEMBERSHIP SERVICES**

**Strategic Goal:** We will ensure we understand and recognise our members’ aspirations in everything we undertake. We shall continue to ensure regular communication processes with members to be able to represent their issues and aspirations at appropriate forums, and in partnership with Government and other stakeholders to grow the tourism business in Central Australia on their behalf.

<b>Investigate alternative membership business models</b>	
Research other models of membership based RTO’s to ascertain best practice	

<b>Review value proposition for membership</b>	
<b>Conduct member workshops to upskill industry, including frontline customer service training</b>	
Conduct annual membership surveys to ascertain members views and aspirations on a range of issues including those identified in this plan	



Proactively engage with membership to ascertain industry skill development needs and partner with Government agencies to enable training programs to be developed and delivered	
Investigate value added services for members e.g. insurance purchase	
<b>Represent on behalf of membership for issue resolution and tourism enhancement projects</b>	
Ensure quarterly member forums to obtain feedback on industry issues affecting business viability	
Proactively lobby on behalf of members for project resourcing which result in growth in tourism outcomes across Central Australia	

**PARTNERING IN PRODUCT DEVELOPMENT**

<b>Goal 4. PARTNERING IN EXPERIENCE AND PRODUCT DEVELOPMENT</b>
<b>Strategic Goal:</b> We shall undertake to partner with tourism operators in consultation with Government to develop innovative projects and initiatives which will lead to enhanced economic outcomes. We shall influence the strategic thinking and delivery in relation to in tourism infrastructure developments in Central Australia that lead to a more sustainable and economically sound tourism industry.

<b>Develop product packages incorporating member products which deliver upon Tourism Central Australia key objectives</b>
Develop attractive product packages which focus on regional strengths and which can be sold on line

<b>Partner with government agencies and industry to facilitate growth in identified emerging markets</b>
<b>Continue to market our outback adventure experiences</b>
<b>Assist businesses and stakeholders in the revitalisation of the Eastern McDonald Ranges</b>
<b>Assist to develop indigenous heritage interpretation trails across the Central Australia</b>
<b>Assist businesses to create and implement environmental and social sustainability plans</b>
<b>Lobby for the creation of the National Indigenous Cultural Centre</b>
<b>Lobby for increased telecommunications infrastructure</b>
Partner with LGA's in particular Alice Springs Town Council to ensure coordination of efforts and taking up leveraging opportunities as they arise
Investigate ways to capitalise on the Northern Territory mountain biking master plan
Partner in the further development of the education and nature based tourism market across Central Australia
Partner with other government agencies to influence tourism strategies including the development of emerging markets
Work with government and industry to capitalise on increased ease of road access through the region

<b>Leverage off all events in Central Australia to grow yield through length of stay and dispersal</b>
<b>Market our calendar of events</b>
Partner with event organisers such as NT Convention Centre to influence tourism outcomes and maximise economic benefit through delegate programs
Improve utilisation of the Tourism Central Australia trailer at events to better represent member products and services
Create member product packages to encourage visitors to stay longer pre and post event across Central Australia



PROVIDING QUALITY MARKETING & PUBLIC RELATIONS

**Goal 5. PROVIDING QUALITY MARKETING AND PUBLIC RELATIONS**  
**Strategic Goal:** We shall ensure that our marketing and communications activities are strategic, relevant, represents our members’ business and aspirational interests and is in alignment with Tourism NT and Tourism Australia’s goals and visions. Through our activities, we will provide accurate visitor information and strategic destination marketing to visitors through relevant platforms. We shall understand current and near future marketing trends to ensure effective promotions of Central Australia and its tourism products and services.

**Develop a 3 year Tourism Central Australia Marketing and Communications Plan and revise annually**  
 As part of the communications strategy develop an annual communications plan and establish KPI’s to measure objectives and outcomes

**Implement and execute cooperative marketing strategies**  
 Identify strategic cooperative marketing opportunities through relevant platforms, with a focus on digital marketing, to increase conversion rates  
 Develop an annual consumer and trade show plan in conjunction with members, Tourism Top End and Tourism NT

**Implement and execute digital marketing strategies to deliver quality visitor information, services and destination marketing**  
**Assist in the digital capacity development of industry**  
 Prioritise and recognise the importance and benefits of the strategic digital delivery of visitor information, destination marketing and monetary conversions via the Tourism Central Australia website  
 Grow Tourism Central Australia’s social media presence and deliver inspirational and aspirational content and monetary conversions, in alignment with Social Media Strategy  
 Implement and execute an informative, content rich and updated calendar of events online  
 Continually explore and investigate new digital platforms and trends to extend visitor reach and awareness of the Central Australian region and its tourism products

**Drive brand awareness through marketing strategies and activities**  
 Work in alignment with Tourism NT to strengthen brand awareness, brand trust and brand loyalty of consumer brand ‘Do the Red Centre’  
 Work in alignment with members to increase brand reach, awareness and loyalty of consumer brand ‘Do the Red Centre’  
 Through communications and media strategies, ensure Tourism Central Australia has a strong proactive voice in Central Australia.

RESEARCH

**Goal 6. RESEARCH**  
**Strategic Goal:** We shall ensure that we better understand the Central Australia Tourism industry through targeted research and collaboration with other RTO’s and the Territory STO to ensure decisions surrounding allocations of limited resources are based upon data and a knowledge of contemporary trends

**Undertake targeted research to inform investment decisions**  
 Undertake regular mystery shopper surveys within Visitor Information centre to guide enhancement of customer services



Conduct targeted research projects which will guide the strategic direction of Tourism Central Australia and add value to the collective industry knowledge on tourism issues	
Partner with Tourism NT to develop marketing initiatives based upon research data	
TCA to continually respond to it's own research, adapting to meet the needs of changing markets, and sharing this information with industry and stakeholders where relevant	

## Summary

The strategic directions identified in this plan are flexible and will respond to change and the requirement to change. It is intended that an implementation and evaluation plan will be developed for this strategy. This will include an annual review being undertaken and a major review of this strategy completed every three years.

### References:

Business Review Report for Tourism Central Australia Inc. Sept 2011

Probe for Micro Business Report, Dec 2013

Review of Northern Territory Regional Tourism Organisation Final Report July 2014- Fox and Associates Pty Ltd

Tourism Vison 2020: Northern Territory Strategy for Growth

Tourism Northern Territory aggregated data adapted from Tourism Research Australia



# TOURISM CENTRAL AUSTRALIA



The Heart. The Soul. The Centre.



TOURISM EMPLOYS  
**15,200**  
PEOPLE ACROSS THE NT\*



**7,500 PEOPLE**  
are directly employed  
in tourism in the NT\*

**7,700 PEOPLE**  
are indirectly  
employed as a result  
of tourism in the NT\*



INBOUND ARRIVALS TO  
AYERS ROCK AIRPORT  
**233,000**<sup>^</sup>  
(UP 13%)  
ALICE SPRINGS AIRPORT  
**459,000**<sup>^</sup>  
(STEADY)  
TENNANT CREEK AIRPORT  
RPT services recently  
commenced

**\$1,263**  
\$1

For every \$1 of government  
funding put into Tourism  
Central Australia, \$1,263 is  
generated in direct visitor  
expenditure in the Red Centre<sup>§</sup>  
(65% Above peer group average)



**\$717,000,000**  
Total Red Centre  
visitor expenditure  
- Australian \$470m  
- Overseas visitors \$247m\*



**TOURISM CENTRAL AUSTRALIA** is one of two official Regional Tourism Organisations in the Northern Territory (the other being Tourism Top End). Tourism Central Australia looks after the region between the SA border, QLD border and WA border, up to and including Newcastle Waters. This area includes Yulara, Alice Springs, Tennant Creek and many other regions and communities in between. Tourism Central Australia has four main objectives – to provide industry leadership, to promote Central Australia (The Red Centre), to work with industry to facilitate quality tourism experiences and to represent and advocate on behalf of our members.



**TOURISM CENTRAL AUSTRALIA**  
Corner of Todd Mall & Parsons Street, Alice Springs  
1800 645 199 or [info@discoverca.com.au](mailto:info@discoverca.com.au)  
[www.discovercentralaustralia.com](http://www.discovercentralaustralia.com)



SOURCES:  
\*Tourism employment: Tourism Research Australia's State Tourism Satellite Accounts, 2013-14 | #Visitor expenditure: Tourism Research Australia's Regional Overnight Visitor Expenditure Model, 2015  
<sup>^</sup>Airport Arrivals: Bureau of Infrastructure, Transport and Regional Economics, 2015. | <sup>§</sup>Government Funding: Tourism Central Australia Aspire Benchmarking Report, 2014-2015.



**TOURISM**  
**CENTRAL AUSTRALIA**

*The Heart. The Soul. The Centre.*