

STRATEGIC PLAN

2023 - 2028

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BUSINESS
EVENTS
TASMANIA

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ACKNOWLEDGMENT OF COUNTRY

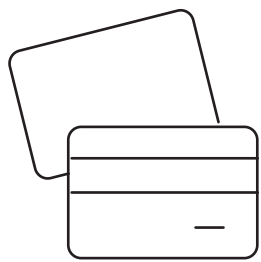
In recognition of the ancient history and culture of this island, we acknowledge the Tasmanian Aboriginal community as the traditional owners and continued custodians of the land and waters of trowunna | lutruwita/Tasmania, upon which we live and work.

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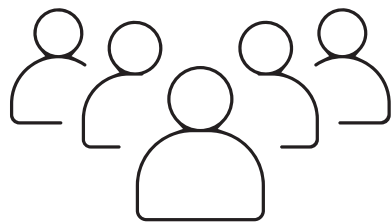
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WHY WE DO IT



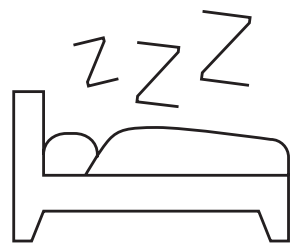
\$199 million*

\$199 million* is the direct total spend of business events delegates visiting Tasmania.



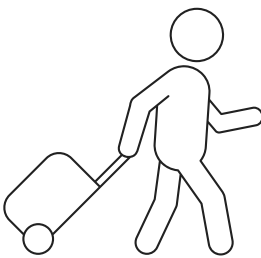
51,733 visitors

Business Events Tasmania brings 51,733 visitors to Tasmania each year. In addition to this, 28% of these visitors bring family and friends to experience the state.



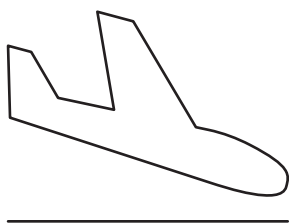
4.7 nights stayed

Delegates often extend their stay beyond the conference, staying 4.7 nights in the state on average.



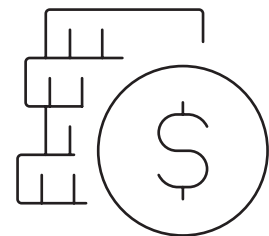
20% disperse

20% of delegates attending business events in Tasmania will disperse to regional destinations during their stay.



89% will return

89% of delegates intend to return within the next three years.



\$821 spent per day

Association attendees spend \$821 per day, and corporations up to \$1347 per delegate per day in Tasmania.

* 51,733 delegates (from TVS) x \$821 x 4.7 = \$199M

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Throughout the world, human connection is ever increasingly being sought by people in all aspects of their lives.

The Business Event world is no different.

Delegates need to feel a connection to their peers, the locals and the land surrounding them to find value in their experience.



In Tasmania, delegates have the rare opportunity to take a breath, to See Clear Here and form these connections authentically. Business Events Tasmania's recent reposition has allowed us to place ourselves in a unique position in the market.

The success of Tasmania as a business events destination relies on our ability to tell a story and provide others a front row ticket to experience our unique culture of connection.

Along with our more tangible goals, our brand will propel us to achieve new heights over the next five years.



FOCUS AREAS

To establish lutruwita (Tasmania) as a key business and corporate events destination in Australia, creating a positive impact for the sector and the wider community, we have identified four areas of focus, supported by three strategic pillars that will guide future operations and decisions.

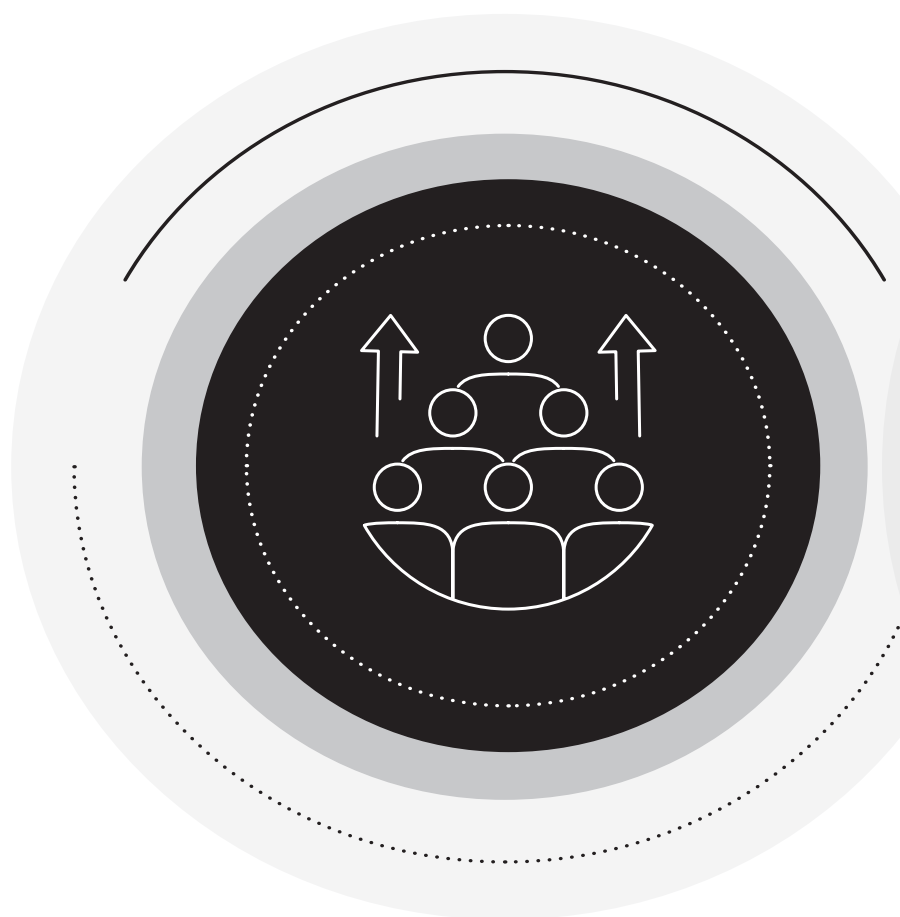
1. As a key demand driver to the visitor economy, Business Events Tasmania will strive for Tasmania to become the destination of choice for key strategic opportunities, with the objective of bringing high-yielding and seasonally aligned consumers.
2. Grow the business events sector sustainably to support new businesses, experiences, and infrastructure with the goal of growing from \$199 million to \$300 million in direct economic expenditure each year.
3. Led by high-quality data and evidence-based research, Business Events Tasmania will strive to build the visitor economy pipeline through increased national and international Business events being secured in the state.
4. Increase focus on bringing people back to Tasmania through migration and return visitation numbers.

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STRATEGIC PILLARS



Growth

Grow Market Share
Grow Market and Experience Capability
Grow Community
Grow People



Insights

Drive strategy and operations through quality data
Drive market solutions through informed research
Drive strategic outcomes through a connected community



Influence

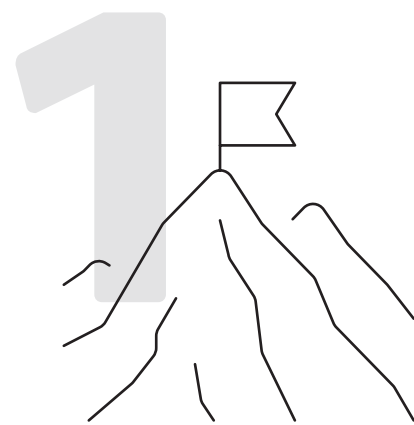
Be the authoritative expert on Business Events
Be recognised within trade and tourism economy
Be an inspiration to business growth
Be accountable to drive strong ROI

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VALUES



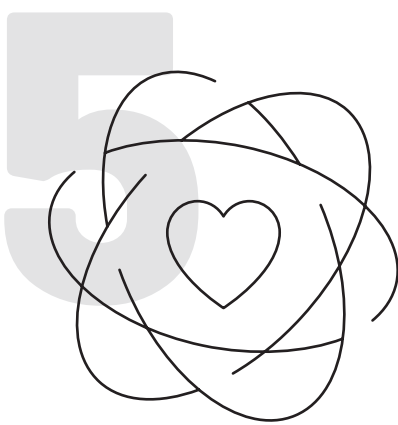
Purpose Led

We act to make a difference.



Sustainability

We always consider the environmental, social and economic impact.



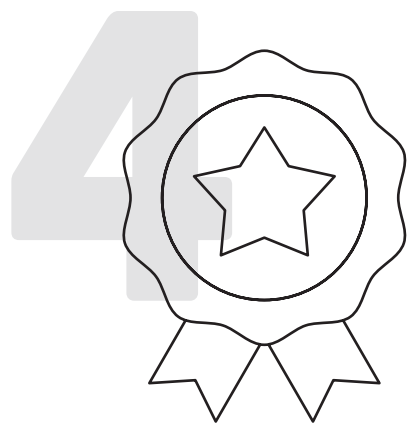
Integrity Always

We are transparent, accountable, respectful and ethical.



Innovation

We are not constrained by what we've done in the past.



Quality

We never accept 'good enough'.

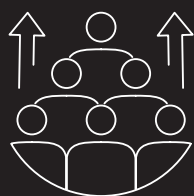
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Key Measurables

Growth



Secure additional \$1.2 million in BEAF funding under T30 demand strategy (2023)

Secure ongoing BEAF funding beyond 2025 at \$1m pa (2026)

Secure organizational funding of \$1.8 million pa (2025)

Increase strategic conferencing wins to represent 50% of activity (2028)

Grow sales activity to secure \$300 million pa in direct expenditure (2028)

Grow regional activity to 35 conferences (2026)

Increase engagement rate above 60% for all digital marketing activity (2024)

Increase audience reach through digital platforms by 40% (2024)

Insights



Develop a fully funded, comprehensive reporting framework that captures and communicates market intelligence (2025)

Secure a partnership to capture legacy outcome of strategic conferences (2026)

Business Event contribution, including economic contribution and broader community impact to be well represented and known in tourism, trade and government sectors (2027)

Influence



Be recognized as BE sector experts, including lead representation on tourism, trade, business, education and government advisory councils (2026)

Secure high level influence through key visionaries for health, defence, renewables, forestry, Food and Agriculture, mining and mineral processing, building and construction, advanced manufacturing, ICT, education and science (2026)

Growth	Owner	Timeline	
		2023	2024
Grow Market Share			
Develop strategic sales plan with clearly defined focus on sector, seasonality, size and regionality	LM	Q3	
Deliver sales plan organisation-wide	LM	Q3	
Create monthly reporting plan to track key deliverables		Q3	
Secure increased operational funding to expand activities	MC		Q1
Secure BEAF funding	MC		Q1
Increase client engagement through improving digital user experience (web navigation, more cohesive organisation of web assets)	ED	Ongoing	
Web Navigation		Q3	
Web Asset updates			Q1
Grow organisation reach through effective solutions to resource limitations, investigate auto generated and AI led activities	ED		Q2
Increase delegate boosting solutions through effective communication of the Tourism Tas App and BET marketing package	ED	Q4	
Grow Market and Experience Capability			
Develop a program of member educational events that inform operators to deliver BE product solutions	LM	Q4	
Secure Famil funding to practically demonstrate and inspire BE members	MC		Q2
Representation on key infrastructure projects	MC	Ongoing	
Advocate for funding to support investment in product to deliver activities of scale	MC	Ongoing	
Grow Community			
Create a BE leaders network within membership to foster a collegial approach to attracting conferences	LM	Q4	
Expand reach of visionary program through targeted recruitment campaign	KJ	Q3	
Expand promotional video features of visionaries	KJ & ED		Q2
Introduce a visionary podcast series	KJ & ED		Q1
Develop a media program to promote VP and sector aligned conference activity	KJ	Ongoing	
Expand reach and functionality of interactive maps	ED		Q2
Secure corporate funding to support a VP scholarship program	LM	Q4	
Grow People			
Educate staff on key outputs of data capture to increase data quality	LM	Ongoing	
Host monthly meetings to discuss and review strategic goals	MC & LM	Monthly	
Increase executive capability through investment in skill development	MC		Q1
Become a purpose centric organisation through a strong data culture	MC	Ongoing	
Strategic review of board composition	MC		
Insights	Owner	Timeline	
		2023	2024
Drive strategy and operations through quality data			
Create a reporting framework that clearly informs staff and stakeholders of future conference bookings	KJ	Q4	
Improve member and stakeholder reporting to provide access to relevant data	ED & KJ		Q1
Increase management of CRM and data activities	LM	Ongoing	
Create a practical solution to capture BEAF acquittal data	KJ & LM	Q4	
Provide continuous improvement loop through monthly marketing data analytics	ED	Ongoing	
Drive market solutions through informed research			
Create an annual client survey to review client needs and ensure assets remain relevant	LM		Q1
Be more connected within BE national and international networks to identify trends and future needs of industry	All	Ongoing	
Secure funding and/or partnership to deliver legacy outcome research	MC / LM		Q2
Drive strategic outcomes through a connected community			
Develop an annual in market activity plan that creates opportunity for business partners to buy in	LM	Q4	
Secure increased funding to support increased engagement of members in destination marketing activities	MC		Q2
Improve member outputs from bidding tool	ED	Q4	
Create a brand book and brand aligned assets to support member marketing	ED		Q1
Host an annual strategic session with stakeholders and visionaries	KJ		Q2
Develop a campaign to promote board skills and people	ED		Q1
Influence	Owner	Timeline	
		2023	2024
Be the authoritative expert on business events			
Lead the BE market through increased communication of activity and trends	KJ	Ongoing	
Expand profile of BET through a robust stakeholder engagement activity plan	KJ		Q2
Increase regular communication through key trade peak bodies	KJ		Q2
Be recognised within trade and tourism economy			
Secure representation on PVEAC, T30 and Trade committees	MC		Q1
Grow awareness of business event sector within TICT community	MC	Ongoing	
Identify other strategic influencing opportunities	KJ	Ongoing	
Grow the recognition of destination marketing activity	ED	Ongoing	
Be an inspiration to business growth			
Grow awareness within business community through TCCI MOU	KJ	Q4	
Develop a suite of case studies with focus on both experience and sector opportunity	KJ	Ongoing	
Be accountable to drive strong ROI			
Embed a strong culture of data analysis to drive ROI led activity	MC & LM	Ongoing	
Introduce quarterly team activity to share and discuss success and failure	All	Ongoing	