

Swan Hill Incorporated
Annual Marketing Plan & Budget
2013 - 2014



Introduction

Swan Hill Incorporated has developed this annual marketing plan and budget to deliver a comprehensive set of priorities and actions for the organisation over the next 12 months. The function of the marketing plan is to deliver outcomes from the strategies documented in the strategic plan. It includes a tactical plan outlining the key initiatives, activities and timings.

Key Partners

Swan Hill Rural City Council

Swan Hill Incorporated will work directly and collaboratively with the Swan Hill Rural City Council to ensure the success of the plan.

Business Community

Swan Hill Incorporated will represent the best interests of the tourism and hospitality, retail, industrial, trade, commercial and professional services sectors. It will provide leadership to, and engage with, the business community through strong communication.

Regional, State and Federal Tourism and Development Bodies

Swan Hill Incorporated will work collaboratively with the Murray Regional Tourism Board, Tourism Victoria, Regional Development Victoria, Destination NSW and Regional Development Australia. Each of these agencies will provide Swan Hill Incorporated with a range of opportunities not the least of which will be for additional funding for projects or events.

Swan Hill Rural City

Swan Hill Incorporated will engage with the local community to promote the benefits of supporting the local business houses and championing their own region.

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Situation Analysis - A Snapshot of Swan Hill

Employment by Industry

The construction, retail and accommodation/food services sectors have seen significant growth over the 12 months to June 2011 and this is on par with growth across the rest of Victoria in these industry sectors. Significant decline has been experienced by the agricultural sector due to flood and drought affecting production however it should be noted that decline in the rest of Victoria for this industry sector is approximately double.

The growth in retail has been mainly attributable to the non-food retail which increased by 8.2%.

Tourism

For the year ending March 2013 the Swan Hill region received 771,000 domestic visitors, an increase of 28% on last year. Visitors spent 1,100,000 nights in the region, up by 25.9% on the year ending March 2012.

Visitors stayed on average 3.1 nights in the region, up by 0.5 nights on the year ended March 2012. As of June 2007, the average spend per trip was \$281 and \$100 for overnight visitors.

Source: Tourism Research Australia and NIEIR, 2011

Retail & Commercial

The retail & commercial industry is showing a strong increase in employment with the total number of employees increasing from 1,016 to 1,237 in the last 12 months. The turnover in this industry is high due to the sector facing many external challenges ie. online.

Industrial, Trades, Professional and Services

The construction sector in the region is showing positive signs of employment growth for the year ended June 2011 with an increase of 10.3%. This should only be enhanced with further development in the region.

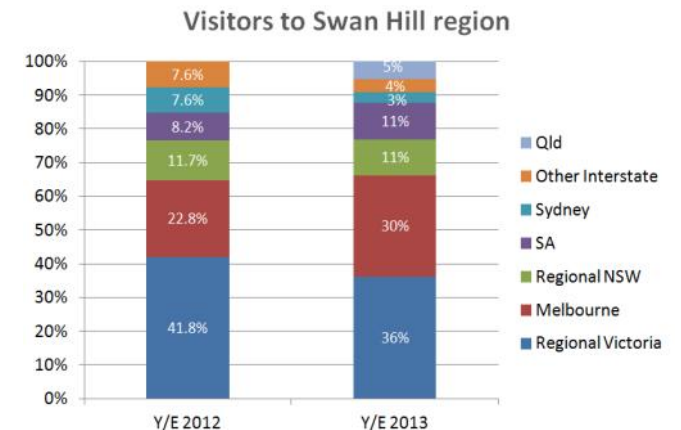
The health sector has experienced a decline in the number of jobs due to a skills shortage in the region of suitably qualified professionals in healthcare.

The finance sector is showing steady growth compared to the rest of Victoria with growth in the 12 months to June 2011 of 2%. This industry is also the third largest contributor to our economy behind agriculture and construction.

Source of visitation

The priority domestic source markets are Melbourne and Regional Victoria. These sources have dominated the visitation however emerging markets of regional NSW and SA contributed a high number of visitors as well.

In the last 12 months to March 2013 there has been an increase in visitors coming from Melbourne of 7.2%.



Situation Analysis - A Snapshot of Swan Hill

SWOT Analysis

Strengths

- Warm weather
- Murray River location (geographic position, fertile land, water, weather)
- Great lifestyle (excellent infrastructure including transport, schools, hospital, recreational opportunities and facilities) and perceived as "a wonderful place to raise a family, live and grow old".
- Unique proposition with the Pioneer Settlement
- Heritage and history
- Food and Wine
- Strong agricultural industry sector
- Positive outlooks and viewed growth potential
- Strong redevelopment (ie. CBD, Race Track, Chisholm Reserve and Pioneer Settlement)

Opportunities

- Industry development/emerging products
- Industry relationships
- Event development
- Development of river precinct
- Harness innovative business people, enthusiasm and can-do attitudes where they exist
- Online presence for Retail sector
- Strong redevelopment (ie. CBD, Racecourse, Chisholm Reserve and Pioneer Settlement)

Weaknesses

- Distance from Melbourne and other regional centres
- Lack of developed product
- Skills shortages
- Aging infrastructure (buildings, river precinct, bridge, lack of natural gas)
- Perceptions of poor retail service
- Lack of involvement/commitment to Swan Hill Incorporated projects.
- Lack of secondary industries

Threats

- Business disruption due to natural disasters such as drought, flood, locusts.
- Fragmentation – lack of industry support
- Uncontrollable external economic impacts
- Threat to retail from the development of global online presence
- Potential floods and drought

Source: Tourism Research Australia and NIEIR, 2011

Our Vision for 2014

Swan Hill Incorporated will provide the necessary leadership and direction to assist in the marketing, promotion, growth and development of the business and tourism industries within the Swan Hill Region.





Our Brand - Key Message

“Swan Hill region – Heart of the Murray” will continue as the key theme, brand, as it provides the region with both a location identifier and a sense of “community and liveability”.

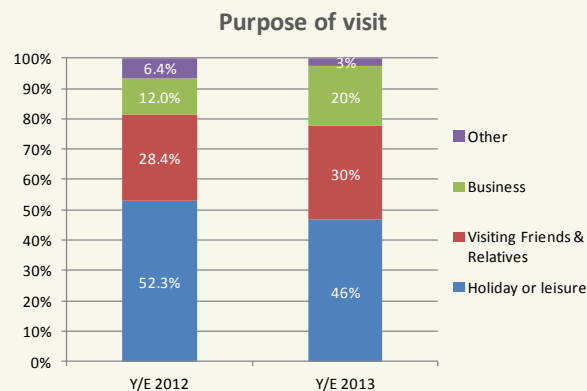
Our Target Markets

Holiday/Leisure is the main purpose for visiting the region followed by ‘visiting friends and relatives’ which is also a significant market. There has been an increase of 8% in visitors coming to the region for business purposes.

Swan Hill Incorporated will be targeting the ‘visiting friends and relatives’ market via local campaigns in 2013/14.

Adult couples account for 38.7% of visitors to the region followed by family groups, 25.2% and alone, 19.6%. Swan Hill Incorporated will be focusing on these three key target markets. The key target markets geographically have been identified based on research and are prioritised in order of importance:

- Melbourne
- Regional Victoria
- Southern and Outback New South Wales
- Adelaide & Regional South Australia
- Sydney
- Other interstate



Strategy One - Advocacy and Leadership

Provide clear direction for the development of businesses in the Swan Hill region through strong leadership, advocacy and industry engagement.

Initiative	Action	Timing/KPI	Budget	Sector
Developing a strong and mutually supportive relationship with council	Representatives of Swan Hill Incorporated Board meet monthly with representatives of Council.	Monthly	Nil	Board
Establish a leadership role by engaging with industry operators and local business houses	Regularly update The Guardian and other local media on activities.	Monthly	Nil	Board
	Establish a monthly newsletter to be sent via email to key partners.	Monthly	Nil	Board
Develop and maintain strong relationships with Regional, State and Federal tourism and development bodies	Attend Murray Regional Tourism Board forums and functions.	Bi- monthly	Nil	EDU
	Meet with Tourism Victoria and Regional Development Victoria.	Quarterly	Nil	EDU

Strategy Two - Visitation to the Region

Increase visitation by specifically marketing the Swan Hill region as a place to visit and enjoy.

Initiative	Action	Timing / KPI	Budget	Sector
Manage the Swan Hill region brand	Ensure the brand is represented consistently in all communications including message, logo and visual elements.	Ongoing	Nil	Board
Establish a strong research base for all activities	Measure all activities through operator surveys to establish reliable data on campaigns performance.	Ongoing	Nil	Board
	Analyse and distribute the quarterly report on visitation, average spend, length of stay and visitor nights.	Quarterly	Nil	Board
Develop an improved digital online strategy	Redesign the website to be consumer friendly and visitor focused.	TBD	\$16,500	Board
	Conduct advertising to promote the new Swan Hill Region iPhone app .	August 2013	\$3,000	Board
	Develop a social media policy for the use of Facebook and Twitter when incorporated into the website or app.	November 2013	\$2,000	Board
Develop strategic alliances with key tourism industry organisations	Work closely with the Murray Regional Tourism Board and Tourism Victoria to leverage marketing opportunities for the region.	Ongoing	\$27,100	Board/T&H
Develop a strategy to assist in the dispersal of visitors to the smaller towns in the region	Establishing a "Touring out and Touring on" display in the Visitor Information Centre to encourage travel to the smaller towns.	December 2013	Nil	EDU/Board
	Establish a "touring out and Touring on" section for all digital online mediums: website, application.	Ongoing	Nil	Board
Develop targeted advertising campaigns designed to encourage operator buy in	Develop a targeted annual marketing plan.	July 2013	Nil	Board
	Promote the Swan Hill region to our identified target markets through a mix of media including television, radio and print.	TBD	\$105,700	Board/T&H

Strategy Two - Visitation to the Region (continued)

Increase visitation by specifically marketing the Swan Hill region as a place to visit and enjoy.

Initiative	Action	Timing / KPI	Budget	Sector
Encourage and support the development and linking of regional festivals and events	Organise, develop and expand the Swan Hill Region Food and Wine Festival with a focus on encouraging dispersal throughout the region.	March 2014	\$52,000	T&H
	Support the Pioneer Settlement, 'Heartbeat of the Murray' project.	TBD	\$10,000	Board
	Support regional events and programs that encourage visitation to the region.	Ongoing	\$45,093	Board
Deliver a comprehensive industry development and education program	Develop a program of industry development workshops for the tourism and hospitality sector.	Ongoing	\$12,500	T&H

Strategy Three - Shopping in the Region

Specifically market the Swan Hill region as a place to shop and encourage the provision of quality service.

Initiative	Action	Timing / KPI	Budget	Sector
Promote and educate the residents of the region of the benefits of shopping locally	Ensure Buy Local campaign is activated.	August 2013	Nil	Retail
	Communicate to locals the value of retail shopping in our region by way of employment and economic benefit.	Ongoing	Nil	Retail
Develop a targeted annual promotions plan	Conduct specific retail shopping promotions including Market Day, Christmas Stocking Promotion and other promotion(s) throughout the year.	Ongoing	\$35,000	Retail
	Decorate the CBD with Christmas decorations.	December 2013	\$5,000	Retail
Establish a strong research base for all activities	Implement a measuring system for all activities through trader surveys to establish reliable data on performance of campaigns.	September 2013	Nil	Board
	Seek credible data and develop a quarterly report on the retail sector to be distributed to traders with an executive summary.	September 2013	Nil	Board
Industry development opportunities with a focus on customer service	Implement customer service training program through the AussieHost program.	November 2013	\$5,000	T&H/Retail/ Board

Strategy Four - Living and Working in the Region

Develop programs to market the Swan Hill region as a place to work and live.

Initiative	Action	Timing / KPI	Budget	Sector
Work closely with Council's population attraction strategy and skilled migration program	Attend the Regional Victoria Living Expo and establish an impressive interactive display that showcases the region.	April 2014	\$5,000	Board/ITPS
	Implement a skills shortages program that identifies people interested in moving the region and provides them with an experience that familiarises them with the region.	July 2013/April 2014	\$7,000	ITPS
Develop work experience programs to assist in addressing skills shortages in the region	Roll out and support the Accounting work experience program in conjunction with the MMLLEN.	May 2014	\$4,200	ITPS
	Work with other industries such as Automotive to establish additional work experience programs using the Accounting program as a template.	Ongoing	\$3,400	ITPS
Establish relationships with secondary colleges and TAFE to promote employment opportunities within the region	Promote employment in retail, health, finance, trade and hospitality sectors.	Ongoing	Nil	ITPS
Promote the use of local businesses/trades	Support the restoration of 'The Albion' truck located at the Pioneer Settlement.	TBD	\$20,000	ITPS
	Implement additional bus shelters for the community to benefit from.	TBD	\$5,000	ITPS
	Support the Swan Hill Region Business Directory.	October 2014	\$3,000	ITPS

Swan Hill Incorporated Annual Budget 2013/14

	C/Over 2013	2013/14	Total Budget
Swan Hill Inc Income			
Carried Forward from 12/13	128,220		128,220
Bank Interest		4,900	4,900
Membership SHI (Voluntary)		2,800	2,800
Membership T&H (Voluntary)		4,500	4,500
Special Rate Income		333,490	333,490
Mainstream Advertising Income (Operator Buy-in)		5,400	5,400
SHRF&WF Income		42,000	42,000
Total Swan Hill Inc Income:	128,220	393,090	521,310
Main Board Administration Expenses			
Incorporation Fees		45	45
Insurance		2,600	2,600
Special Rate Consultant Fee		15,000	15,000
Audit		2,220	2,220
Wages		67,410	67,410
Office Expenses		1,200	1,200
Total Main Board Administration Expenses:	0	88,475	88,475

Swan Hill Incorporated Annual Budget 2013/14

General Fund Mainstream Marketing			
Income:			
Carried Forward	62,395		62,395
Special Rate		100,000	100,000
Total General Fund Mainstream Marketing Income:	62,395	100,000	162,395
Expenses:			
Website development	4,000	4,000	8,000
iPhone App	6,000	1,000	7,000
Billboard and Skin	26,500		26,500
Postcard Campaign	12,195		12,195
Targeted Advertising Campaign	13,700	95,000	108,700
Total General Fund Mainstream Marketing Expenses:	62,395	100,000	162,395
General Fund Marketing Materials			
Income:			
Carried Forward	14,500		14,500
Special Rate		24,501	24,501
Total General Fund Marketing Materials Income:	14,500	24,501	39,001
Expenses:			
Website	2,500	8,000	10,500
General Marketing		500	500
Food and Wine Festival		10,000	10,000
Swan Hill Region DVD Upgrade			0
Official Visitor Guide			0
Visitor Guide Distribution		5,000	5,000
Window Decals		300	300
VFR Marketing Collateral	3,000		3,000
Unallocated	9,000	701	9,701
Total General Fund Marketing Materials Expenses:	14,500	24,501	39,001

Swan Hill Incorporated Annual Budget 2013/14

General Fund Promotions			
Income:			
Carried Forward	24,725		24,725
Special Rate		30,368	30,368
Total General Fund Promotions Income:	24,725	30,368	55,093
Expenses:			
Pioneer Settlement - Heartbeat of the Murray	10,000		10,000
Easter Regatta		500	500
Opportunistic Promotions			0
Media Famils		1,000	1,000
Murray Regional Tourism Board		7,000	7,000
VTIC Membership		400	400
Motorcycle Club Sponsorship	4,546		4,546
Pioneers Week		5,000	5,000
SHRCC Bowls Victoria Contribution		1,750	1,750
Swan Hill Bowls Club Brochure		300	300
Fairfax Festival - YES Fest		600	600
Nyah Harness Racing Sponsorship		1,818	1,818
Outdoor Advertising		12,000	12,000
Unallocated	10,179		10,179
Total General Fund Promotions Expenses:	24,725	30,368	55,093

Tourism & Hospitality			
Income:			
Carried Forward:	6,100		6,100
Special Rate		34,415	34,415
Membership T&H (Voluntary)		4,500	4,500
F&W Festival Income		42,000	42,000
Total Tourism & Hospitality Income:	6,100	80,915	87,015
Expenses:			
Murray Regional Tourism Board	5,100	15,000	20,100
Consumer Shows		2,500	2,500
Promotional Events	1,000	7,000	8,000
Industry Development		12,500	12,500
Food & Wine Festival		42,000	42,000
Unallocated		1,000	1,000
Administration		915	915
Total Tourism & Hospitality Expenses:	6,100	80,915	87,015

Retail			
Income:			
Carried Forward	7,000		7,000
Special Rate		34,415	34,415
Total Retail Income:	7,000	34,415	41,415
Expenses:			
Christmas Decorations		5,000	5,000
Major Promotions		10,000	10,000
Xmas Promotion		18,000	18,000
Market Day	7,000		7,000
Administration/Meeting Costs		1,415	1,415
Total Retail Expenses:	7,000	34,415	41,415

Swan Hill Incorporated Annual Budget 2013/14

Industrial, Trades, Professional & Services (ITPS)			
Income:			
Carried Forward	13,500		13,500
Special Rate		34,416	34,416
Total ITPS Income:	13,500	34,416	47,916
Expenses:			
Business Directory	2,000	1,000	3,000
Accounting Work Experience Program	3,200	1,000	4,200
Industry Projects	3,000	400	3,400
Charabanc (bus) Restoration Project		20,000	20,000
Bus Shelter Project	5,000		5,000
Regional Victoria Living Expo	300	4,700	5,000
Skills Shortages Program		7,000	7,000
Administration		316	316
Total ITPS Expenses:	13,500	34,416	47,916
Total Swan Hill Inc Expenses:	128,220	393,090	521,310

Swan Hill Incorporated Annual Budget 2013/14—Allocation of 2013/14 Available Funds

Allocation of 2013/14 Available Funds			
Total Income:		393,090	393,090
Less T&H Voluntary Membership Income		4,500	4,500
Less F&W Festival Income		42,000	42,000
Less Main Board Expenses		88,475	88,475
Total Available for Distribution:		258,115	258,115
General Fund Allocation (60%)		154,869	154,869
Tourism & Hospitality Allocation (1/3 of 40%)		34,415	34,415
Retail Allocation (1/3 of 40%)		34,415	34,415
ITPS Allocation (1/3 of 40%)		34,416	34,416