

# Broome Tourism Strategy

## Summary Report

September 2014

## **BACKGROUND**

Broome has experienced a decline in leisure visitation in recent years and a number of external factors have left the tourism industry fragile and in need of revitalisation. A shared vision and cohesive growth strategy is required that can be embraced and leveraged by all industry and stakeholder groups.

There are three overarching objectives to developing the Broome Tourism Strategy:

1. Establish a unifying vision for tourism in Broome based on wide-ranging consultation with Government and Industry;
2. Set specific objectives to achieve this vision; and
3. Develop strategies to progress against these objectives.

To meet these objectives, in February 2014 consultation with Broome tourism industry was undertaken, with over 160 responses received via face-to-face interviews, an online survey and community forums.

## **THE CURRENT STATE OF PLAY**

The consultation process with stakeholders highlighted a number of important issues that will impact on the growth strategy:

- While the number of leisure visitors to Broome has been falling since 2007, visitors are also reportedly spending a shorter period of time in Broome than in the past. This has impacted on the revenue and profits received by some operators.
- The National Visitor Survey (Tourism Research Australia) shows that between 2011 and 2013, business visitors to Broome increased. Anecdotal feedback indicates, however, that since 2013 the corporate travel market has declined significantly due to Woodside's decision to not pursue onshore LNG processing at James Price Point. Business visitation is of critical importance when the impacts of seasonality are considered.
- The Broome brand is in gradual decline and there is a need to gain momentum against competing destinations. The brand currently lacks definition and leverage and there are varied views among stakeholders about priority target markets.
- Broome has a number of strengths identified through the consultation including Cable Beach and the pristine beaches; being the gateway to the Kimberley; the rich history; the natural environment and wilderness, and the weather. Stakeholders feel, however, these strengths are not all being brought to the forefront in marketing.
  - The majority of the current visual imagery is going up against other destinations' strengths.
- According to stakeholders, the cost of air access is the biggest barrier preventing further growth in Broome. While actions have been undertaken to reduce airfares, there is a perceived lack of transparency around the issue and this is exacerbating industry frustration.
- Stakeholders agree that there are missed opportunities to increase the product diversity in Broome and the destination is lacking new or refreshed tourism infrastructure. Poor service is also a major issue.
- In general, the tourism industry is disillusioned with the current state of tourism in Broome and it needs a reason to believe in the future.
- The industry is fragmented, lacking a strong leadership body that represents participants, and owns the brand and vision.

## THE VISION FOR THE FUTURE

The vision for the future is simple - ***A future of long-term sustainable growth and shared success, through Leadership, Leverage and Alignment.***

**Leadership:** We have a leadership structure that is representative of the tourism industry and other key stakeholder groups; is well defined in role, mandate and linkages; is transparent and accountable, and is supported by all.

**Leverage:** We are leveraging a broader range of current and future strengths for Broome – our rich history and indigenous heritage, the Dampier Peninsula, Cable Beach, nature-based experiences and access to the Kimberley.

**Alignment:** Industry and other key stakeholders will be aligned to a common vision. Industry members, peak bodies and government at all levels are working together to achieve the vision, presenting a common front and dealing with different perspectives in a constructive manner.

To achieve this vision, the growth strategy must address:

- The lack of a brand or clearly defined target markets;
- The under-leveraged attributes of Broome;
  - Culture and history
  - Linkage to the Kimberley
- Any disconnect between product, experience and target market expectations;
- The cost of access to Broome;
- The disparity between peak and off-peak seasons;
- Infrastructure gaps; and
- A fragmented industry lacking in leadership.

## STRATEGIES AND IMPLEMENTATION

To grow tourism in Broome, **25 strategies** have been identified, including brand development; a collaborative, cross-industry aviation approach; revitalising Chinatown; developing a new marina; indigenous product acceleration; executing the Broome Tourism Employment Plan, and transitioning to a new leadership structure.

The strategies sit under **six strategic pillars** – Brand, Aviation, Infrastructure, Visitor Experience, Product & Events and Leadership.

**Diagram One: Summary of vision, pillars and key strategies**

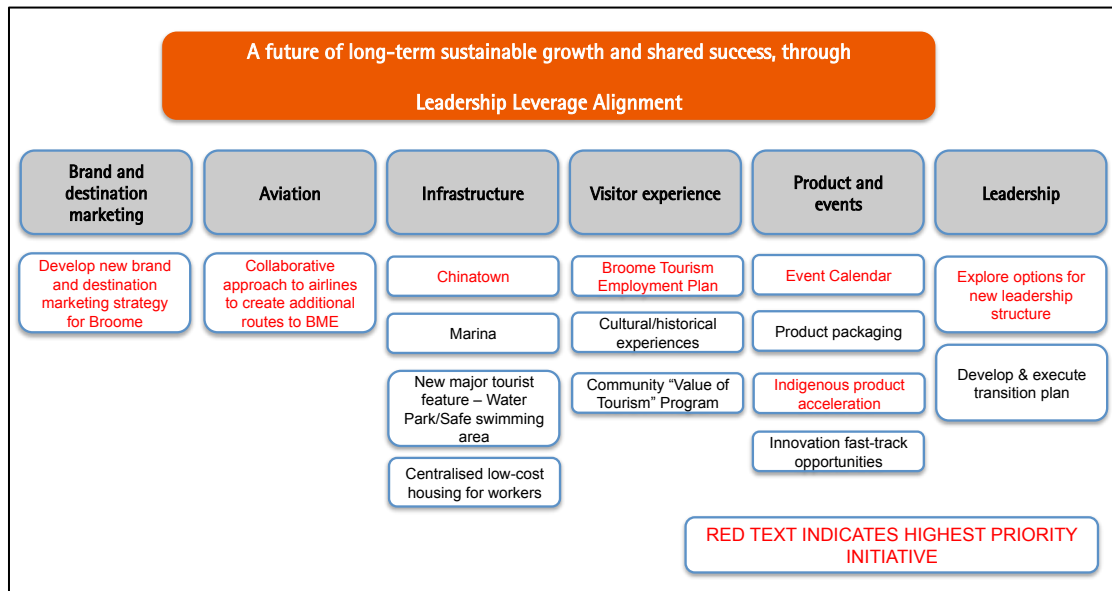


Diagram Two outlines the tourism strategy for Broome in more detail, including the vision, the six strategic pillars, the goals and measures of success for each pillar, and the key strategies proposed under each pillar.

The vision and six pillars will be owned and managed by a newly formed Broome Tourism Group that will be broader in representation than the current Gateway Committee. The group will consist of five industry members and five institutional members (representatives of Australia's North West, Broome International Airport, Broome Visitors Centre, Chamber of Commerce and Industry and the Shire), and will have an industry Chair.

In addition to the six pillars, two enablers have been identified – Industry Engagement and Knowledge Sharing. These enablers support the successful execution of each of the pillars. The first key action under Industry Engagement focus will be to present the vision, six pillars and proposed strategies to industry for feedback and to establish the new Broome Tourism Group.

Broome Tourism will drive the 25 strategies, with different organisations and people involved in implementing each strategy. In some cases, existing plans are already in place and the proposed tourism strategies will complement the work underway.

To assist with execution, the strategies will be phased so that quick wins can be established before longer term initiatives such as product development and infrastructure are tackled.