



# Mudgee Region

## DESTINATION MANAGEMENT PLAN 2020-2025



MUDGEE  
REGION

*reset your senses*





## ACKNOWLEDGEMENT OF COUNTRY

Mudgee Region stretches across the traditional Country of the Wiradjuri people. We wish to acknowledge and pay our respects to the Wiradjuri people and their leaders, past, present and future. In acknowledging the Wiradjuri people's deep and enduring connection to Country, it is also recognised that their communities are integral to the future of the special places and unique landscapes that make up the Mudgee Region.



## MESSAGE OF APPRECIATION

We gratefully acknowledge to extensive input, feedback and support provided by the stakeholders involved in the preparation of this Destination Management Plan, including the dedicated team at Mudgee Region Tourism. Their willingness to share ideas and insights into ways to strengthen the region's visitor economy were invaluable and greatly appreciated.

The DMP was prepared by  
Destination Marketing Store.





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# Executive Summary

Over recent years, Mudgee Region has achieved considerable success in growing its visitor economy. We should all be proud of this achievement as it reflects the quality of our industry and our willingness to collaborate. It's now time to step up to the next level, evolve and elevate the visitor economy by putting in place a forward-thinking and practical plan that delivers tangible benefits to the whole region.

Importantly, we are committed to creating a plan for the future of our visitor economy for the whole region, from Gulgong to Kandos, Rylstone, Mudgee and our beautiful rural villages. Through continued collaboration, we will be able to further grow the appeal of our region, create more reasons to visit and encourage more people to stay longer.

To this end, we have developed a DMP, which aims to provide clear directions and a prioritised Action Plan to:

- Further enhance promotion of the Mudgee Region and provide quality visitor services to grow the visitor economy
- Strengthen the experience offer and identify infrastructure projects that support the visitor economy
- Make it happen through enablers such as good governance, capability development and attracting and retaining talent to support our tourism and hospitality businesses

The DMP recognises the important work and outcomes that have been achieved through the implementation of the previous DMP (Mudgee Region Tourism DMP 2015–2020) and the Mudgee Region's brand identity, which is based on *Reset Your Senses*.

**Our Ambition reflects who we are, our values and the primary purpose of the DMP:**

*Mudgee Region desires to be loved as a contemporary country destination, infused with art and music, serving quality produce and wine and shaped by our strong sense of community. We aim to connect across the region to support the sustainable growth of our visitor economy in keeping with our vibrant yet intimate setting.*

The DMP's strategic framework includes our experience themes, which deliver on our positioning of *Reset Your Senses*. They are: **Wine Lovers and Foodie Finds; Health and Well-being; Remarkable Arts, Music and Creativity; Vibrant Heritage and Engaging, Inspiring and Sporting Events.**

In order to strengthen demand further over the next five years, a number of priorities have been identified in this DMP for MRT. A major initiative already planned and commenced is the new *Feel the Love* destination PR campaign to be launched in early 2020. Other priorities, identified in this DMP include a stronger focus on content development and distribution, further strengthening industry collaboration, engagement and involvement as well as enhanced visitor servicing through the new Tourism Hub. In addition, the DMP encourages greater regional dispersal and new partnerships, for example to support an active events program through to potentially game-changing initiatives such as creating a centre of excellence for hospitality and investing in infrastructure to support wellness tourism.

A key insight from global and domestic trends in tourism is that today people are more interested in experiences over destinations, especially when it comes to regional tourism. This finding reinforces that a contemporary and compelling experience offering, which resonates with the target audience, is an essential attribute of best practice destination management planning. This trend is coupled with the increasing desire of travellers for transformational moments as well as maintaining or improving their health and well-being while on holiday.

As a result, strengthening the experience offer of the Mudgee Region involves a range of strategies from developing new experiences to enhancing existing ones. It also includes actions that can bring to life the positioning of the region, its stories and characters. In some cases, this involves little things that help to build the appeal of the destination. In addition, it involves attracting investment in infrastructure to support the visitor economy and enhance the vibrancy of our communities. The DMP highlights signature or hero experiences, supporting experiences as well as strategies to support the future planning of the visitor economy.

There are a number of enablers that are essential to implement the DMP, including good governance, industry development and partnerships, capability development and ensuring the right policy settings to encourage and support a vibrant visitor economy. This includes ongoing collaboration between Mudgee Region Tourism (MRT), Mid-Western Regional Council (MWRC), Mudgee Wine Association (MWA), Mudgee Fine Foods (MFF) and the Mudgee Region Chambers of Commerce to support sustainable growth of the visitor economy for the Mudgee Region.

Finally, the DMP has identified and set a number of goals and objectives. These are important to measure our success.



# Section 1

At its heart, this Destination Management Plan is about setting the pathway to grow the visitor economy of the Mudgee Region from 2020 to 2025 in a sustainable and responsive way. Our plan for the future is guided by both the values and ambition of our community and businesses.

## ABOUT THE MUDGEE REGION DESTINATION MANAGEMENT PLAN

Our approach is to be visitor-centric while mindful of the desire of our community to ensure growth strengthens our sense of vibrancy without impacting on the more intimate perception of our region.

Over recent years, Mudgee Region has achieved considerable success in growing its visitor economy. We should all be proud of this achievement as it reflects the quality of our industry and our willingness to collaborate. It's now time to step up to the next level, evolve and elevate the visitor economy by putting in place a forward-thinking and practical plan that delivers tangible benefits to the whole region.

To future-proof our plan, we have considered insights from global and domestic trends in tourism as well as analysing relevant sources of visitor and economic research. We have listened to representatives of the community and local businesses, including tourism and attraction operators, accommodation providers, event organisers, local produce suppliers, wineries and volunteer groups, among others. We've talked to MWRC, Destination NSW (DNSW), Destination Country and Outback NSW (DNCO), NSW National Parks and Wildlife Service (NPWS) (part of the Department of Planning, Industry and Environment), Tourism Australia (TA)

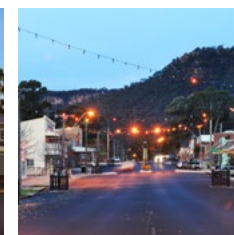
and other key stakeholders who have an important role to play in helping to strengthen our economy and the vibrancy of our communities. Our plan has also taken into consideration the existing strategies and plans that influence or impact on our visitor economy, including those of DNSW, DNCO and MWRC.

*Importantly, we are committed to creating a plan for the future of the whole Mudgee Region, from Gulgong to Kandos, Rylstone, Mudgee and our beautiful rural villages. Through continued collaboration, we will be able to further grow the appeal of our region, create more reasons to visit and encourage more people to stay longer.*

Our DMP aims to provide clear direction and a prioritised Action Plan to:

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- Make it happen through enablers such as good governance, capability development and attracting and retaining talent to support our tourism and hospitality businesses

There is a balance provided between immediate priorities and those with a longer-term outlook. As a result, the action plan focuses on the steps or stages over the next five years, including those relating to planning for longer-term projects.



# Section 2

## INTRODUCTION TO MUDGEE REGION'S VISITOR ECONOMY

Mudgee Region offers a great diversity, which it derives from its many industries, vibrant towns and villages and intriguing history and heritage.

One of its great strengths lies in this diversity, offering an opportunity for visitors to the region to discover new experiences, engage with locals and meet many characters along the way. As a result, this plan aims to celebrate this diversity and the points of difference that the various areas within the broader Mudgee Region offer.

In so many ways, the Mudgee Region offers an insight into Country NSW in a truly compelling way. From the history and poetry of Gulgong to the industrial heritage of Kandos and spectacular nature of Rylstone to the contemporary food and drink offer of one of NSW's premier wine regions.

## FAST FACTS ABOUT MUDGEE REGION'S VISITOR ECONOMY

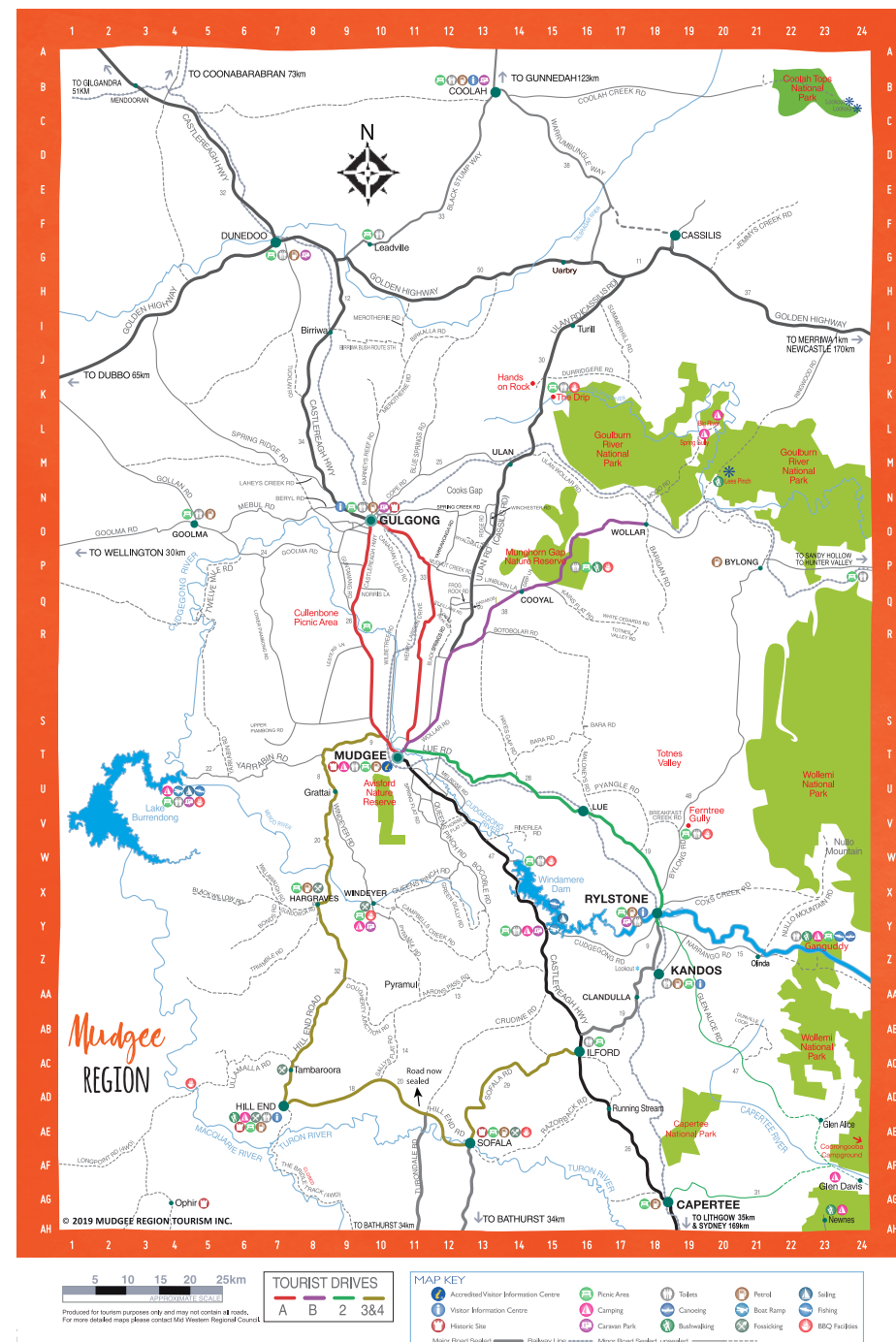
- 26% increase in annual visitor numbers over the last five years (Tourism Research Australia), an equivalent additional \$39M annually toward the visitor economy
- 300+ partners (members + sponsors) of MRT
- 54% increase in partnership package income, including a 233% increase in the number of Platinum Members, over the last five years
- Since 2016, there has been a 13% increase in visitors to Visitor Information Centres

The largest market segments visiting are:

- Couples 54%
- Family groups 21%

The largest demographic groups visiting are:

- 45 to 64-year-olds 43%
- 35 to 44-year-olds 26%





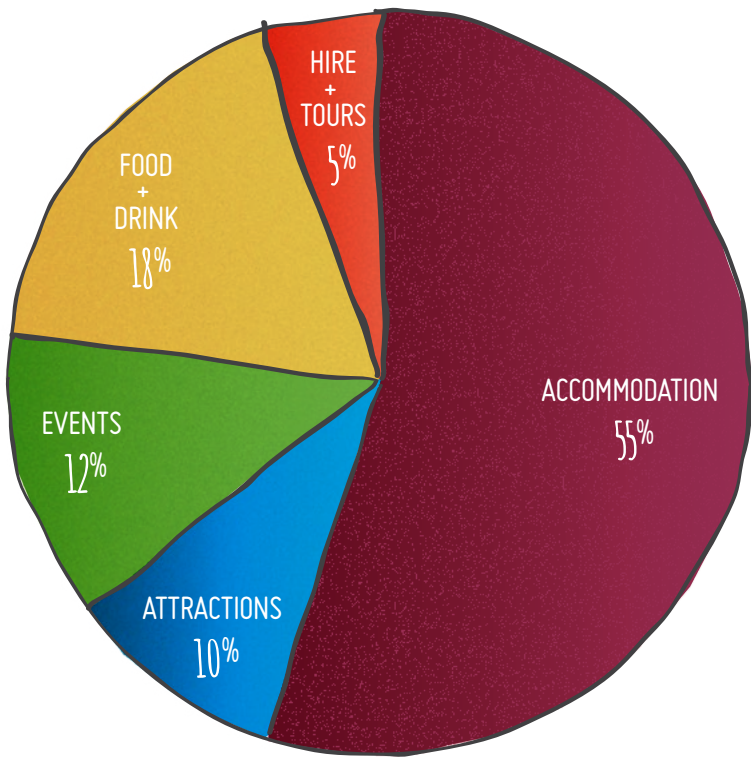
# MUDGEE REGION LOCAL GOVERNMENT AREA PROFILE: AVERAGE ANNUAL RESULTS (2015 TO 2018)

- Total number of visitors – 655,000
- Total number of visitor nights – 948,000
- Average stay – 2 nights
- Total visitor spend – \$170M
- Average spend per trip – \$260
- Average spend per overnight visitor – \$146

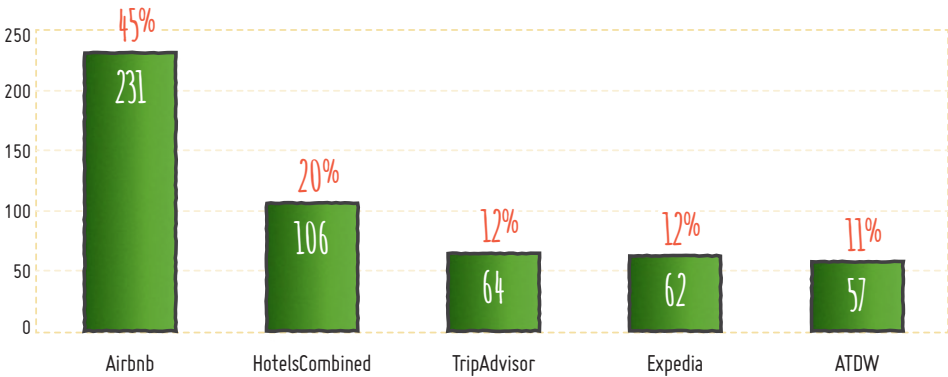
## MUDGEE REGION EXPERIENCE + ACCOMMODATION ONLINE OFFERING IN 2019

A total of 108 products are listed on Australian Tourism Data Warehouse (ATDW) for the Mudgee Region. A further 156 additional products were identified through other sources, including HotelsCombined, TripAdvisor and the MRT website, [visitmudgeeregion.com.au](http://visitmudgeeregion.com.au), identifying a total of 264 products or experiences, including accommodation listings.

### TOTAL PRODUCTS OR EXPERIENCES FOR MUDGEE REGION



### TOTAL ONLINE ACCOMMODATION INVENTORY FOR MUDGEE REGION



## KEY INFRASTRUCTURE OF THE MUDGEE REGION

INFRASTRUCTURE	DESCRIPTION	IMPORTANCE TO THE VISITOR ECONOMY
<b>Visitor Information Centre (VIC)</b>	Accredited Level 1 VIC, open 9 AM to 5 PM daily. A new Tourism Hub is currently planned and will be co-located with the new Mudgee Art Gallery. This will be located within Mudgee centre.	Provides an in-destination source of personalised information, contact point and retail outlet for local produce and gifts. The new Tourism Hub will be an important asset to the industry and visitor economy.
<b>Regional Airport</b>	Mudgee Regional Airport provides air services for the commercial airline, FlyPelican, which offers flights into and out of Sydney and Newcastle via Sydney. It also provides services to charter flights.	Provides an alternative to drive tourism and reduces travel time for passengers to 45 minutes from Sydney. Supports both the business and leisure markets.
<b>Road infrastructure</b>	Mudgee Region is serviced by multiple access roads, including: <ul style="list-style-type: none"> <li>● Great Western Highway connecting with the Castlereagh Highway</li> <li>● Bylong Valley Way</li> <li>● Golden Highway</li> <li>● Mid-Western Highway connecting with Olympic Highway</li> </ul>	Provides linkages to key source markets, including Sydney, Newcastle, Central NSW and Canberra.  Supports touring routes, of which there are three touring routes promoted by DNSW that incorporate Mudgee Region.  Supports coach access to the region.
<b>Glen Willow Regional Sports Stadium</b>	The Stadium has a capacity of 10,000. The centre also provides facilities to support a range of sports, including an additional five full size multi-use fields for both summer and winter competitions, netball courts, a synthetic cricket pitch, two additional amenities buildings, off-leash dog area and parking for over 500 vehicles.	Provides a high-quality regional sporting facility to support sports tourism and attract major or significant sporting events.
<b>Windamere Dam</b>	Water reservoir	Provides fresh water to support the visitor economy as well as household, business and agricultural needs. Also used for recreational purposes.



# Section 3

## SUMMARY OF STRENGTHS, WEAKNESSES, GAPS + CHALLENGES

In order to determine the most effective strategies to continue to grow our visitor economy, it is important to start with an understanding of our strengths, weaknesses, opportunities and challenges. These have been informed by stakeholder consultation with a wide range of representatives from within our community, local businesses as well as those organisations who have a role to play in our success, including DNSW, DNCO, MWRC, NPWS and TA, among others.

The summary below reflects many of the insights gained through the consultation process as well as those identified in a review of existing strategies, plan and documents relating to the Mudgee Region. A more comprehensive and detailed analysis is provided in [Appendix 1](#) on page A1-1.





# Strengths



- Communities of the Mudgee Region strongly value its **more intimate and low-key setting**. It is a region of passion and pride with a **strong sense of community**.
- Mudgee Region has had significant success over recent years in **strengthening awareness of the region and increasing visitation**. This has resulted from MRT's success in attracting grant funding to develop and implement targeted marketing campaigns, which have actively involved industry members. The campaigns have been particularly successful in driving short break tourism and encouraging more couples, small groups and international visiting friends and relatives (IVFR) to visit the region. A new destination campaign, *Feel the Love*, which also aims to involve the local community, is the next step being taken by MRT.
- The region has been successful at **strengthening collaboration** over recent years. Much of this success has been attributed to the work of MRT. It includes ongoing collaboration between MRT, MWRC, MWA, MFF and the Mudgee Region Chambers of Commerce to support sustainable growth of the visitor economy.
- **Local produce and drink**, including wine and other beverages. The region includes the well-established and award-winning Mudgee wine region as well as being home to a wide range of produce. This has been a major element of Mudgee Region's marketing efforts and has enhanced the profile of region as a stand-out destination. This is supported by credible research that found 88% of people visiting a destination will return in the future (repeat visitation) and tell their friends about it if they have an outstanding culinary and/or wine experience (World Food Travel Association, *Importance of the Food Tourism Industry*, 2019).
- **History and heritage** of the region is one of its clear strengths, from Aboriginal cultural heritage to gold mining and the region's industrial history. There is an array of heritage assets that could be adaptively reused to strengthen the experience offering of the region.
- **Artists, artisans and musicians** – the area is home to a strong community of artists, artisans, musicians and performers. In many ways, this leverages a proud history in the arts world, including Henry Lawson. Likewise, live music is also locally popular. Leveraging and improved promotion of the arts and music offering is an opportunity to strengthen the perception of the contemporary culture of the region. Initiatives such as the development of a new Art Gallery to be co-located with the new Mudgee Tourism Hub and a proposal for an Aboriginal Cultural and Arts Centre in Kandos were highlighted as significant opportunities along with the maintenance of heritage assets such as the Opera House at Gulgong.
- **Outdoor sporting and recreation pursuits**, from mountain biking to hiking, water sports (from kayaking to activities on Windamere Dam) and competitive team sports. The region also has a number of high-quality facilities, such as the Glen Willow Regional Sports Stadium and *Mudgee Common* mountain bike trails. The Council is continuing to invest in these facilities, including accommodation and stage 2 expansion of the Glen Willow Regional Sports Stadium.
- **Nature and the region's wildlife**, from birdwatching to kayaking at Ganguddy (Dunns Swamp) and walks in the Wollemi National Park, to name but a few. It also includes nature-based art trails, such as the Lawson Park Sculpture Walk in Mudgee as well as across multiple sites in Rylstone and Kandos.
- **Events** are perceived as a positive opportunity. Local, small-scale events year-round and that profile Mudgee Region's destination brand, *Reset Your Senses*, were seen as an important contribution to the vibrancy of local communities while providing greater opportunities to attract visitors and encourage them to stay longer.
- Journeys, be they by air or road, bring many visitors to the region. The region is serviced by FlyPelican, which also offer holiday packages<sup>1</sup> as well as being part of a number of **recognised road-touring routes**, including the NSW Food and Wine Trail, the Food Lover's Roadtrip and the Greater Blue Mountains Drive, which are promoted by DNSW as part of its drive tourism initiative.<sup>2</sup>
- **Volunteers** play an important role in and contribute to the visitor economy across the region, including helping to deliver experiences such as museums and attractions.

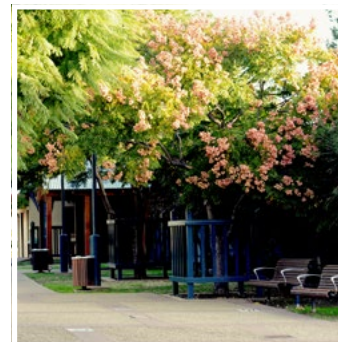
<sup>1</sup> FlyPelican holiday packages are sold through Pelican Travel Services

<sup>2</sup> See: [visitnsw.com/things-to-do/drives-and-road-trips](https://visitnsw.com/things-to-do/drives-and-road-trips)



## Weaknesses + Gaps

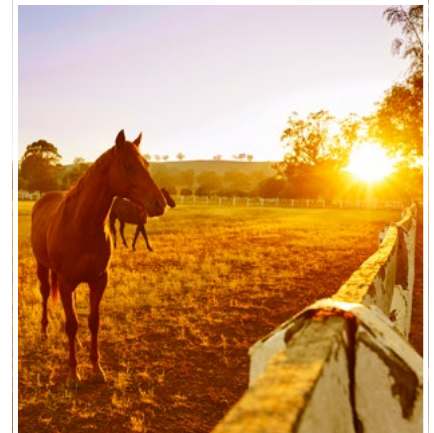
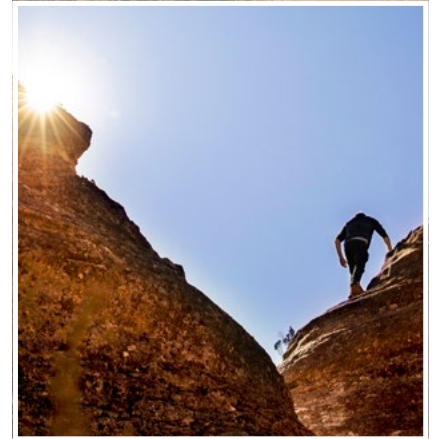
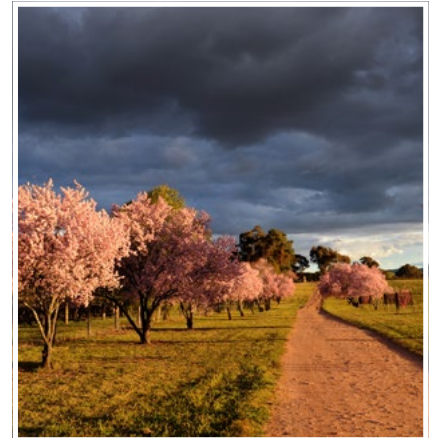
- **Transport** within the Mudgee Region is largely perceived as a barrier to tourism, especially after hours and to support wine tourism. However, transport options such as the Gulgong–Mudgee Bus Service were highlighted as a positive initiative.
- **Limited mobile coverage** outside of main centres or towns.
- Poor signage, especially **directional and welcome signage**.
- Limited commercial **accommodation** options and range or types of accommodation, especially outside of Mudgee township. High occupancy rates during peak periods is also a challenge for growing the visitor economy.
- Visitation is strongly influenced by seasonality and is impacted by the **perception of the drought**.
- **Demand for hospitality can exceed availability** and often leads to visitors or guests being disappointed. Encouraging pre-booking of hospitality, especially restaurants as well as seven-day week trading would help to alleviate this problem.
- **Heritage values and aesthetics** of the region should be maintained and standards strengthened where possible.
- **Attracting and retaining talent to support the hospitality sector**. A key issue is ensuring the capability and capacity of the hospitality sector to deliver quality services and strengthen the viability of local businesses. This offers an opportunity to partner with the private sector to create a world-class centre of excellence in hospitality and tourism.
- Increasing interest in health and well-being provides an opportunity to **enhance and promote the wellness offering of the region**, including accommodation, activities and packages that take advantage of the quality local produce and rural and nature-based settings of the region.
- A high priority should be to ensure **Australian Tourism Data Warehouse listings** better reflect the offering of the region. This would significantly enhance promotion and therefore consideration of the region through automated, third-party distribution channels.



# Challenges + Risks

## RISKS + EXTERNALITIES THAT INFLUENCE THE VISITOR ECONOMY + MITIGATION STRATEGIES

- **State and Commonwealth Government programs**, including grant funding and access to capability development – continue to identify and apply for grants or other programs as they become available, noting that grant funding for regional tourism initiatives in NSW are yet to be announced for 2020.
- **National and global economic performance** – aim for a balance between market segments, including international and domestic source markets to reduce risk exposure.
- **Significant weather events, drought, bushfires and the impact of climate change** – MWRC has a proactive approach and effective risk management strategies in place. Ongoing efforts to encourage people to visit despite the drought should be continued.
- **Impact of over-tourism** – this includes managing demand during peak periods. A key mitigation strategy is to focus on yield not just visitor numbers. In addition, demand management strategies such as encouraging regional dispersal have been considered within this DMP.
- The Mudgee Region is home to a number of industries. These industries play an important role in the local economy. MWRC has released an Economic Development Strategy that outlines priorities for strengthening the region's economy over ten years, which is critical to sustain the region's vibrancy and viability. This includes opportunities for skills and capability development and programs targeting youth participation in the workforce.
- Increase in industry activity may **reduce visitor accommodation capacity across region** – MRT to continue to strengthen its existing relationships with key industry stakeholders, such as in the mining industry, including to grow VFR opportunities for their employees and other initiatives such as in-kind support for infrastructure and experience development.
- **Too many events taking place at the same time**, reducing accommodation availability and event feasibility – MRT to work with event partners to more evenly distribute events across the annual event calendar (including to avoid more than one major event at a time and to support smaller-scale local events).
- Inability to attract large major events due to **shortage of visitor accommodation across region** – Work in partnership with neighbouring regions, MWRC and potential accommodation providers to expand existing accommodation offering.
- **Reduced MWRC funding as well as constraints on other revenue and funding sources** – Maintain a mutually beneficial relationship with MWRC as well as continue efforts to strengthening the MRT partnership and sponsorship program and growing retail sales through MRT channels.





# Section 4

Our plan has been informed by a competitor analysis, relevant insights from global and domestic trends in tourism as well as an analysis of the visitor and economic research for the Mudgee Region. The most effective way to future-proof our plan is to ensure we consider the expectations of our visitors or potential future visitors. This means we need to understand their motivations, preference and barriers to travel. In this way, our plan will be future-focused and align with the expectations of our target markets.

## COMPETITOR ANALYSIS + RELEVANT INSIGHTS INTO THE FUTURE OF THE VISITOR ECONOMY

### COMPETITOR ANALYSIS INSIGHTS

A competitor analysis has been undertaken involving a number of destinations that have similar attributes to Mudgee Region and are the most likely to attract similar target markets. A more detailed analysis of the competitor analysis is contained in [Appendix 2](#) on page A2-1.

In essence, the competitor destinations have been selected primarily based on the following criteria:

- All destinations are recognised wine regions
- Distance from primary source markets such as Sydney
- All the destinations are in market leveraging similar experiences and attributes especially food and drink, as a main or very important focus for each region

The four competitor regions identified are:

- Orange
- Hunter Valley
- Southern Highlands
- Shoalhaven Coast

The analysis identified a range of issues, outlined below, which have been considered as part of the development of the DMP.

- All the regions offer similar experiences, making it difficult to differentiate the Mudgee Region on its attribute and experience offer alone.
- All regions see Sydney as the key source geographical market.
- Shoalhaven is a summer holiday destination and already attracts a large number of visitors to the region. This represents a difference in that this region doesn't primarily rely on food and drink being its major draw card. However, Shoalhaven Council recognise that their food and drink offer including events will be a key driver of visitation over the low season. In addition, they also have in place many bookable food and drink experiences and offer food and drink events.
- Hunter Valley has a substantially higher marketing budget. They also have an ability to partner with global and national brands as part of their marketing activity, for example IHG and AAT Kings, which leverages those brand's market reach. Awareness of the Hunter Valley is also enhanced by the wide range of experiences and facilities on offer.

- Orange is in the early stages of implementing a new destination brand based on Orange 360. Collaboration with industry and local government is providing a focused approach to reinvigorate marketing activities.
- All regions except the Southern Highlands have a more contemporary website than the current Mudgee Region website. The Southern Highlands has commenced development of a new consumer-facing destination website with e-commerce capabilities.
- All regions lack highly-engaging and inspiring content for content marketing.
- Shoalhaven Coast and Mudgee Region have a very cohesive and collaborative relationship with their industry, which is a strength of their respective destinations. The other destinations are at various levels in the process towards strengthening collaboration but are significantly behind Mudgee region and Shoalhaven Coast.
- All regions have more content listed on ATDW than the Mudgee Region. In addition, Shoalhaven Coast has effectively integrated the ATDW feed into its online and digital channels.
- Across all regions there is a lack of consistency in online booking capability at the operator level, including for experiences, accommodation or to purchase retail products. Mudgee Region has the lowest level of online bookable experiences through third-party platforms.
- All regions have Visitor Information Centres and destinations such as the Shoalhaven are reviewing and rethinking how they deliver visitor servicing. They are doing this through repositioning the VICs more experientially and to increase the use of technology to deliver visitor information, interpretation and engagement to complement face-to-face services.



## WHAT DOES THIS ALL MEAN FOR MRT?

Mudgee Region already has a very strong brand and customer proposition that has provided a framework for taking the Mudgee Region to market. However, over the next five years, the regions that will find the most success are likely to be those regions that meet the needs of the market across the customer journey: from dream to plan, book, go and share.

As a result, the two key issues to be addressed are:

### A. EMOTIONAL CONNECTIONS

The development of inspiring and engaging content that is used for content marketing is going to be a key success factor and more effectively distinguish the region's unique selling proposition. This is more than developing videos, images and stories that profile a local character, product or experience. It is also about creating stories and a narrative to showcase the values or essence of the brand. It involves engaging and inspiring content that delivers on the *Feel the Love* campaign, drives SEO, share-ability and underpins the Mudgee Region brand story and archetype. Furthermore, the ability for the visitor to be able to talk to or engage with an expert about a destination is also important for creating an emotional connection. In this sense, the new Tourism Hub offers Mudgee Region a significant opportunity.

### B. DRIVING CONVERSION

Ease of booking in real-time across any device will also increasingly influence the visitor's choice of destination. There is a growing demand for online booking functionality, both during the planning phase as well as while in-destination, including with the 55+ market. Importantly, it is now almost essential for the Millennial and Gen Z markets. Another consideration with regard to driving conversion is to ensure that content is tailored to the needs of the customer journey. A first step in this process is to understand how and where to reach the target market and inspire their interest to capture their attention in a highly-competitive marketplace. A well-designed content strategy and optimisation of customer channels is essential to driving conversion. A final consideration is to ensure that the experience offering meets the expectations of evolving and dynamic target markets. For example, developing more personalised and bespoke experiences as well as delivering on the experience themes for which the region has a competitive advantage is essential.



## RELEVANT INSIGHTS INTO THE FUTURE OF THE VISITOR ECONOMY

We have identified below the top twelve travel and tourism trends that will impact the growth of the Mudgee Region visitor economy over the next five years:

1. The motivations, preferences and barriers to travel of all markets continue to evolve. This includes the way that people are choosing to travel, including in couples and small groups of friends or family. The most significant opportunities for the Mudgee Region relate to:
  - Gen X (40-55 years old) are travelling for short breaks with friends and in couples, often as time away from family. They are also more frequently involving their extended family in inter-generational holidays. Significantly, this market also reflects the ongoing growth in independent female travellers and groups of women travelling together on a short break or holiday, including for health and well-being.
  - Continuing growth in the 55+ market who hold the greatest proportion of global private wealth (this is also true of the Australian over 55 market). They are travelling more than they ever have before and are doing so in a more active way. Couples is another customer segment highly relevant to this demographic.
- Millennials and the Gen Z travel market are taking more domestic short breaks, especially with groups of friends as well as to attend events (music, cultural and sporting events). They are also more interested in environmental sustainability and support social causes. However, it must be genuine and authentic (no 'greenwashing'). See table entry [Special-Interest Markets: Nature-based tourism](#) on page 23.
2. Demand for more meaningful travel. There has been significant growth in experiential, personalised, small group and boutique experiences. This includes transformative travel, with more people seeking to better understand the destination they are visiting, including deeper engagement with local people and cultures.
3. Rise in health and well-being as a motivator to choose a destination or experience. Creating products, experiences and marketing content around this sector is becoming increasingly important. This includes a stronger focus on nature-based tourism and a high-quality produce and food offering. Research estimates that wellness travellers will spend 53% more than non-wellness travellers.<sup>3</sup>

*'Even though it's gained new found attention, wellness has long been a key motivator for travel and an important part of the travel experience. Today, however, wellness travel is manifesting in new and different ways than in the past, driven by the demands of increasingly well-being minded travellers.'*<sup>4</sup>

4. Food and drink experiences are in greater demand than ever before across all markets. More people are seeking authentic, good quality food and wine experiences. Provenance of produce continues to be an important factor. Importantly, recent research that found 88% of people visiting a destination will return in the future (repeat visitation) and tell their friends about it if they have an outstanding culinary and/or wine experience (World Food Travel Association, *Importance of the Food Tourism Industry*, 2019).
5. Special interest travel is also on the rise, especially around heritage, history and cultural experiences as well as for outdoor recreation pursuits such as cycling and mountain biking.
6. Travel to participate in or watch sporting events is also on the rise and is now a fast-growing segment in tourism. In a recent review, it was identified that 'participatory sport tourists play a dual role in the sport tourism industry. As visiting sport competitors, they require transportation, accommodation and other tourist services, while simultaneously serving as the attraction for event-based sport tourists.'<sup>5</sup> While this finding is highly relevant to major sporting events, it highlights the opportunity for competitive sports and attracting sporting events, including those that reinforce the destination's appeal for health and well-being or special-interest activities.

<sup>3</sup> Skift Report, [How Travel Brands are Getting Wellness Right](#), June 2019

<sup>4</sup> Skift Report, [Defining the New Era of Wellness Tourism: Trends and Best Practices for Stakeholders](#), October 2019

<sup>5</sup> Ryan Parker, [The Remarkable Growth of Sports Tourism](#), April 2019

7. Music is also gaining popularity as tourists look for new experiences. This global trend is particularly strong among Millennials. Importantly, the trend doesn't only relate to large-scale music festivals. Smaller events and those that bring together different genres or styles of music, sometimes across multiple sites over multiple days are becoming more popular. The ABC's Triple J has developed an *Unearthed Small Festival Guide*, which leverages this trend across Australia. Music events also encourage group travel.

*'There's no denying that boutique music festivals in Australia are on the up and up. Boutique events offer an alternative, more niche experience to large scale festival options ..., and because of that, they've seen a real increase in popularity over the past few years. Whether it's fancy dress, all-Australian line-ups, secret farm locations or a "no dickhead" policy, these smaller festivals appeal to punters who seek a more individual experience.'*<sup>6</sup>

8. Everyone is online, regardless of age. Online real-time bookings for accommodation, tours, experiences, masterclasses and workshops is now an expectation.
9. Content marketing that tells intriguing stories, creates interest, is engaging and offers up new ways to express the brand is important to achieve cut through in a highly-competitive marketplace. The importance of creating remarkable content has never been more important given the growing reliance on word of mouth, which is amplified through the use of social media.

10. Preferences for different styles and types of accommodation have changed. This includes to accommodate people when travelling with a different mindset, for example between a romantic escape with a loved one to an intergenerational family trip. The mix of accommodation offering in a region is increasingly important, especially short stay rental and more communal spaces offered in hotels and motels. There is also an expectation that accommodation better reflects the destination rather than homogenised offerings replicated in every destination.
11. Interactive interpretation, greater audience participation and utilising user generated content and new technology such as augmented and virtual reality are critical to revitalising the appeal of museums and attractions. Most markets, including Millennials, are interested in learning if the experience is entertaining, engaging and meaningful.
12. Small-scale and boutique business events and conferences are on the rise and organisers are seeking new destinations that offer a memorable experience or point of difference. This trend is matched by an increasing interest in extending business trips for leisure (known as 'bleisure') where the destination is viewed as offering outstanding experiences and quality food and drink. This trend is being driven by Millennials and often involves other family members or loved ones joining the event participant for an extended stay.

These top trends are reinforced by insights from key strategies and plans, including:

- Destination NSW's [Statewide Destination Management Plan](#) and NSW Government's [Visitor Economy Industry Action Plan 2030](#), which recommend adopting a customer-centric approach to addressing both supply and demand as well as enhancing opportunities for encouraging regional disbursal and attracting higher-yield markets.
- [Destination Country and Outback NSW's Destination Management Plan](#), which includes strategies and actions directly relevant to the Mudgee Region. In addition, DNCO's *Wonder of Gondwana* initiative is also highly relevant, especially for Gulgong.
- NSW Department of Planning, Industry and Environment (DPIE) is currently preparing a State-wide Nature-based Tourism Strategy and the NPWS (part of DPIE) has identified a range of priority projects relating to nature-based tourism for implementation.
- Priorities identified in MWRC's draft Industry Action Plan and Towards 2030, the Council's Community Plan.
- Review of the previous Mudgee Region DMP (MRT DMP 2015-2020).
- TA's objective of targeting higher-yield international markets, including free and independent travellers (FIT market).
- Destination NSW's [NSW Food & Wine Tourism Strategy & Action Plan 2018-2022](#) and Wine Australia's comprehensive program to strengthen wine tourism as part of its approach to growing awareness and export sales of Australia's wine.

<sup>6</sup> Triple J Unearthed, Australian Broadcasting Commission (ABC): [triplejuneearthed.com/article/triple-j-uneeartheds-small-festival-guide](https://triplejuneearthed.com/article/triple-j-uneeartheds-small-festival-guide)



# Section 5

## SETTING THE STRATEGIC DIRECTIONS

In order to set the strategic directions over the next five years, we have created a simple framework that leverages our strengths and assists us to address gaps and opportunities to grow the visitor economy in a sustainable way. It connects the primary experience themes of the Mudgee Region. The framework is intended to support our **Ambition**, which reflects who we are and the primary purpose of the DMP.

### OUR AMBITION

*Mudgee Region desires to be loved as a contemporary country destination, infused with art and music, serving quality produce and wine and shaped by our strong sense of community. We aim to connect across the region to support the sustainable growth of our visitor economy in keeping with our vibrant yet intimate setting.*



## OUR GOALS + MEASURING SUCCESS

The Ambition enables us to set clear goals for the Destination Management Plan, which link to measurable objectives, as outlined below.

GOAL	MEASURABLE OBJECTIVES (OVER THE PERIOD 2020 TO 2025)
<b>A.</b> Leverage existing visitor markets to encourage increased length of stay and yield	Increase the visitor economy spend by 20% or 200,000 visitor nights
<b>B.</b> Encourage greater regional disbursement to share the benefits of tourism across the entire Mudgee Region	Increase in participation in events and tickets sales at museums and attractions by 10% in centres such as Gulgong, Kandos and Rylstone
<b>C.</b> Strengthen the appeal of the region year-round to contribute to the viability of local businesses and to support vibrant communities	Increase in positive sentiment achieved as measured by an analysis of social media and online media sentiment
	Increase in digital content delivered for multichannel distribution relating to low and shoulder seasons
<b>D.</b> Focus on higher-yield markets by enriching the experience offer	Increase in the number of higher-yield products, tours and experiences listed on ATDW and on online booking platforms
<b>E.</b> Enhance collaboration and partnerships to support the visitor economy	Increase partnership engagement and resulting financial contribution to MRT by 10%



# FRAMEWORK FOR STRATEGIC DIRECTIONS

The five primary experience themes represent a summary of the region's experience offering.

The themes are inter-connected and all contribute to delivering on the promise of our positioning, *Reset Your Senses*.

Likewise, the positioning reinforces the importance of exciting the senses given the increasing desire of most markets for experiential and transformative travel.



The five primary experience themes are:

- Wine Lovers + Foodie Finds
- Health + Well-being
- Remarkable Arts, Music + Creativity
- Vibrant Heritage
- Engaging, Inspiring + Sporting Events

The themes speak directly to a contemporary country destination and help to guide the development of new and enhancing existing experiences as well as the way we promote our region to encourage more people to visit, stay longer and spend more.

Importantly, the themes have been designed to reinforce the most relevant experience themes identified within DNCO's Destination Management Plan. As a result, this provides a stronger connection between Mudgee Region, Country & Outback NSW while also demonstrating the region's capacity to deliver on the strategic directions identified within DNSW's State-wide Destination Management Plan and contribute to the State's visitor economy.

By continuing to reinforce our positioning of *Reset Your Senses*, we will further strengthen the awareness and appeal of our destination. It leverages the important work we have achieved over recent years.

# Section 6

The most important marketing task is to attract the right audiences at the right time and in doing so, ideally find ways to grow visitor value as well as visitor numbers. In short, this requires increasing visitor yield by encouraging visitors to stay longer, disperse further and spend more.

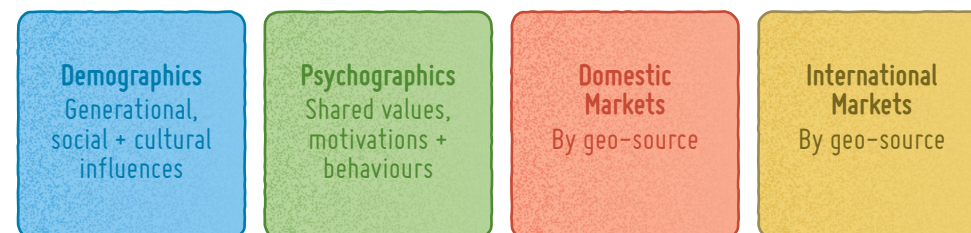
## PROMOTING MUDGEE REGION + DELIVERING QUALITY VISITOR SERVICES

In this section, high-priority initiatives to strengthen demand have been identified. These initiatives are informed by credible marketing models, including the *Customer Journey*, the *Paid, Owned and Earned* model and DMS's *Reach, Inspire, Engage and Connect* model. The priorities are also based on attracting the identified target markets for Mudgee Region.

### TARGET MARKETS

Over the period from 2015 to 2018 (annual four-year average), Mudgee Region welcomed around 655,000 visitors per annum, many of whom were day visitors.<sup>7</sup> The total number of visitor nights was 948,000 per annum. To better target the markets for whom the Mudgee Region would appeal, it is important to consider the influence of both demographics and psychographics on the motivations and behaviours for travel. This approach is outlined in the following table and diagram.

KEY CONSUMER SEGMENTS	PRIMARY MOTIVATIONS
Couples	Relaxation + romantic getaways
Small groups of close friends	Short breaks, reconnection, events (including sports and recreation)
Visiting friends + relatives (domestic + international)	Reconnection, special occasions
Active families	Sports and recreation, discovery, family-time
Independent women travellers	Transformative moments, reconnection, well-being and relaxation



<sup>7</sup> Tourism Research Australia (TRA), [Local Government Area Profiles, 2018](#) – Mid-Western Regional Area, NSW

The first step in defining target markets is to identify the goals and high-level objectives for the direction of the visitor economy, as outlined previously.

The next step is to consider how to leverage the programs, initiatives or campaigns of State and National tourism organisations, specifically DNSW and TA, to enhance the effectiveness and minimise the cost of reaching target markets. A number of insights have been identified, including:

- TA is currently re-focusing efforts to target high-value international travellers, representing:
  - A total market size of around 80 million people
  - 80% of whom are seeking unique or more immersive experiences
  - 75% of whom are independent travellers
  - **Note:** TA have adapted to COVID-19 international travel restrictions and will commence a domestic **#stayherethisyear** campaign series to support regional tourism.
- DNSW aims to attract both international and inter-state visitors through a number of initiatives, including promotional campaigns and high-profile events. This includes an increasing focus on encouraging regional dispersal throughout NSW. For the Mudgee Region, this represents an opportunity to deliver engaging and compelling content that provides a clear point of difference from competitors such as the Hunter Valley, Orange, Southern Highlands and Shoalhaven Coast, all of which offer similar attributes to Mudgee Region.

As a result of an analysis of the visitor research, relevant global trends in tourism, consultation insights as well as the above influences, the following demographic target markets have been identified for the Mudgee Region:

- Gen X, including contemporary women travellers
- Active 55+
- Millennials and Gen Z

In addition, a number of special-interest markets represent opportunities for the Mudgee Region, specifically:

- Visiting Friends + Relatives (VFR)
- Wellness tourism
- Sports tourism
- Events and Festivals
- Nature-based tourism
- Destination Weddings and Special Occasion Events

The primary target markets and special-interest markets are outlined below.

Another factor to consider is **geographic location of source markets**. This is critical to target tactical marketing activities, especially through digital channels. Utilising third-party research, such as the Roy Morgan Helix Personas is an effective and efficient way to determine how to geographically target psychographic or demographic market segments. Recent results<sup>8</sup> identified by MRT demonstrates the power of this approach and the insights it provides, specifically for targeting domestic markets. These results are based on total expenditure within the region for the period September 2018–September 2019:

- Sutherland Shire: Bangor + Engadine = \$870,000 + Cronulla = \$1.26m
- Hills District: Kenthurst + Rouse Hill + Kellyville + Castle Hill + Baulkham Hills = \$2.35m
- Northern Beaches Combined: \$2.54m
- Eastern Suburbs Combined: Paddington + Randwick + Surry Hills = \$1.28m
- Regional NSW locations dominate the highest spend of all source domestic markets (including the top 7 suburbs/ areas of the top 100)

8 Results relate to source of expenditure in total region (and breakdown per town – Mudgee, Gulgong, Rylstone, Kandos) for 12 months (Sept 18 to Aug 19). Data compiled by: [spendmapp.com.au](https://spendmapp.com.au); source: Data Republic



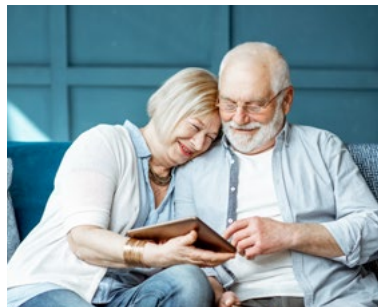
**Roy Morgan Helix Personas** is a powerful psychographic consumer segmentation and data integration tool that combines sophisticated psychographic, attitudinal and behavioural data to classify the Australian population into 54 unique Personas, grouped into six Communities.<sup>9</sup>

The Helix Personas were updated and significantly expanded in late 2019 (*Next Generation Helix Personas*), providing highly relevant insights into the Australian domestic market.

Importantly, the Helix Personas can also be utilised to influence content creation (including video, imagery and copy), marketing, media planning and buying. This allows marketing activities to be more easily targeted to the right audience to ensure the best outcome and return on investment.

The most relevant Helix Personas for the Mudgee Region are:

- **Leading Lifestyles**  
incorporates segments of both Gen X and 55+ markets
- **Metrotechs**  
predominantly Millennials but also includes Gen X segments
- **Aspirational**  
primarily Gen Z and Millennials who aspire to be either Metrotechs and Leading Lifestyles



## 100 LEADING LIFESTYLES

High income, highly educated, progressive and success and career focussed, people in the Leading Lifestyles Community enjoy cultured city living to the max.



## 200 METROTECHS

Highly educated, socially aware, hard-working, ambitious and culturally diverse young singles typically renting apartments in the inner city and inner suburbs.



## 300 ASPIRATIONALS

Ambitious, up-and-coming, culturally diverse young families, young singles and couples committed to creating a successful future.

<sup>9</sup> See Roy Morgan Helix Personas: [roymorgan.com/products/helix-personas](https://roymorgan.com/products/helix-personas)

## PRIMARY TARGET MARKETS FOR THE MUDGEE REGION

TARGET MARKET	RELEVANT ROY MORGAN HELIX PERSONAS [NEXT GENERATION 2019]	KEY INSIGHTS
<b>Generation X</b>  including contemporary women travellers	<b>Leading Lifestyles</b>  <b>Metrotechs</b>	<p>Gen X (40–55 years old) are travelling on short breaks in couples or with groups of friends, often to take time out from the demands of daily life. They are also increasingly involving extended family members (primarily grandparents although sometimes siblings) in inter-generational trips.</p> <p>A large cohort within this demographic are contemporary women travellers, the number of which continue to rise strongly. They are more likely to have a higher disposable income and to travel either independently or in small groups of friends. They are also key influencers in family travel. This market is seeking new experiences that immerse them into the destination and the local culture. Health and well-being as well as arts and culture are important influences on the motivations of this market.</p>
<b>Active 55+</b>	<b>Leading Lifestyles</b>	<p>The fifties (or 55+) is an exciting demographic for travel – more people are choosing to travel earlier than retirement to enjoy the more active or immersive experiences that destinations have to offer. Globally, the 55+ market has the highest disposable income and are seeking new destinations to add to their bucket-list. Domestically, this market is travelling within Australia as well as overseas in both couples or small groups of close friends. They are as equally excited about an Australian holiday as they are about an overseas trip. This market has significantly evolved from the behavior of the same demographic in previous generations; in today's world, the 55+ market want to be more engaged in the experience and feel a part of the 'local scene.' They are also much more physically active (for example, more likely that previous generations of 55+ to participate in outdoor recreation pursuits while on holidays) and want to be perceived as being 'young at heart.' Domestically, they are also looking for short-break escapes and often choose to travel outside of peak periods to avoid the crowds.</p>
<b>Millennials</b>	<b>Metrotechs</b>  <b>Aspirationals</b>	<p>Millennials are increasingly choosing to travel domestically, especially in small groups of friends and to attend events. They are showing significant interest in more immersive experiences, including participating in small-scale or boutique events and festivals, workshops and masterclasses as part of their overall experience of a destination. Quality local produce, food and drink is important to them as well as boutique or short-term rental accommodation options, especially those located in more unique locations, such as natural settings or nestled within wineries or restored heritage buildings. This market is highly engaged online and in social media, in particular Instagram and Pinterest (growing market). They follow social media influences for recommendations and are often motivated by special offers and deals they can share with their friends.</p>

## SPECIAL-INTEREST MARKETS

SPECIAL-INTEREST MARKETS	DESCRIPTION
Visiting Friends + Relatives (VFR)	<p>VFR continues to be an important reason for travel, both domestically and internationally. Increasingly, the VFR market are choosing to stay in commercial accommodation, participate in local tours, activities and experiences and will often travel outside of peak periods to immerse themselves in the destination. It is important to market to the host (local residents) to more effectively reach the VFR market.</p>
Wellness Tourism	<p>Wellness is not passive or static, but rather an active pursuit associated with working toward an optimal state of health and well-being. It extends beyond physical health and incorporates many different dimensions – including mental, physical, environmental, social, spiritual, and emotional. Wellness tourism is travel associated with the pursuit of maintaining or enhancing one's personal well-being.</p> <p>It is closely related with the trend towards transformative travel as well as nature-based tourism, which often provides the setting for wellness tourism.</p> <p>The growth in wellness tourism globally has outpaced the general growth in tourism significantly, with estimates that wellness travellers spend 53% more than non-wellness tourists. It is a higher-value market, which resonates strongly with the contemporary female traveller.</p>
Sports Tourism	<p>Sport not only gives people pleasurable things to watch and play in their spare time, but also supports many businesses, sporting associations and clubs. Furthermore, it provides external benefits in the form of more socially connected neighbourhoods, healthier communities, lower healthcare costs, and more productive workplaces.</p> <p>For these reasons alone, investment in sporting facilities and maintenance will provide a positive outcome for the community. There is little statistical information that estimates the contribution of sporting events to regional or local economies specifically, although it is recognised that 'events generate considerable general economic activity in the community. Because sports also generate consumer demand for all manner of goods and services related to, or associated with, participation or spectating, there are many additional economic spin-offs from sport that serve as economic drivers within other sectors of the economy.'<sup>10</sup></p> <p>Sports tourism can also assist destinations address the challenges of seasonality.</p>

<sup>10</sup> See: [theconversation.com/sport-is-more-than-just-a-fringe-player-in-australias-economy-71212](https://theconversation.com/sport-is-more-than-just-a-fringe-player-in-australias-economy-71212)



SPECIAL-INTEREST MARKETS	DESCRIPTION
<p><b>Nature-based Tourism</b></p>	<p>Nature-based tourism is <i>leisure travel undertaken largely or solely for the purpose of enjoying natural attractions and engaging in a variety of nature-based activities – from scuba diving and bushwalking to simply going to the beach</i> (Tourism Australia, 2017). The demand for immersive nature-based experiences continues to grow strongly, including multi-day guided experiences and adventure activities, such as mountain biking.</p> <p>This is in part being driven by the increasing motivation of health and well-being for travel. Nature-based tourists have a higher average spend than general tourists, in particular driven by guided experiences and boutique accommodation (including pop-up glamping experiences) in natural settings. <a href="#">According to Skift research</a>, Gen Z wants more sustainable travel – preferring to stay at properties that care about conservation and have plenty of outdoor activities, like nature walks and stargazing. Many luxury hotels are all too happy to offer these experiences, especially if it makes guests book return trips.</p> <p>Mudgee Region offers opportunities for both passive and active recreation or activities in nature-based settings, from mountain biking through to hiking in the region's national parks or enjoying art trails, events or activities in outdoor settings.</p>
<p><b>Events and Festivals</b></p> <p>including small-scale business events, destination weddings and special occasion events</p>	<p>There is a growing market for events and festivals, including hosting 'destination weddings' or special occasion events. Importantly, there has been an increasing interest in small-scale, boutique or more personalised events. This involves the host identifying a favourite destination to visit and inviting their guests to join them in a special celebration.</p> <p>The keys to success include unique settings for the event, profiling the broader experience offer of the region to provide more reasons for guests to extend their stay as well as providing a range of accommodation options. A common challenge for destinations is the impact of a large groups on hospitality services, which should be factored into planning for growing this market. This trend is also including influencing decisions on where to host small-scale business events and conferences.</p>
<p><b>Accessible Tourism</b></p>	<p>Accessible tourism<sup>11</sup> is the ongoing endeavour to ensure tourist destinations, products and services are accessible to all people, regardless of their physical limitations, disabilities or age. People with access requirements include those with young children in prams, seniors with mobility requirements and people with permanent or temporary disabilities. Their access requirements may include: Physical/mobility; Hearing; Vision; Cognitive.</p> <p>Australian policies and legislation: <a href="#">National Disability Strategy 2010-2020</a>  <a href="#">Commonwealth Disability Discrimination Act 1992</a></p>

11 See: [tourism.australia.com/en/events-and-tools/industry-resources/building-your-tourism-business/accessible-tourism](https://tourism.australia.com/en/events-and-tools/industry-resources/building-your-tourism-business/accessible-tourism)

## MARKETING + VISITOR SERVICING PRIORITIES

Having identified the target markets to connect with there are three critical areas to address:

- Reinforcing and building on the Mudgee Region's brand identity
- Developing the most appropriate content to engage with the target markets
- Identifying the best channels to reach and communicate with the target markets

## DESTINATION BRAND IDENTITY

A destination's brand identity is the sum of all the stories about the destination and the experiences people have during a visit. In other words, a destination's brand identity is a perception of 'place' that lives in the mind of its visitors. A priority is to continue to shape that perception and differentiate the destination from its competitors. Consistent reinforcement of the brand identity helps to achieve greater awareness of the destination while helping to connect and support tactical marketing activities and campaigns.

## MUDGEE REGION'S BRAND IDENTITY // RESET YOUR SENSES



MRT has continued to implement the destination brand. The tagline, *Reset Your Senses*, is invitational and welcoming as well as reinforcing the sensory experiences that await the visitor.

The logo is contemporary with a colour palette that is inspired by our surrounds and a tone of voice that is 'conversational, informal, dipped in whimsy with a touch of romance.'

The brand strategy is as relevant today as it was when first launched in 2015 and will continue to guide the strategic directions of our destination. Importantly, the [Lover Archetype](#) that underpins the brand strategy has helped to frame the new destination PR campaign, *Feel the Love* (read on for further information about the campaign).



### Lover Archetype

*Don't be misled by the name; it's not just about romance. The Lover archetype encapsulates all types of love – parental, familial, friendships, spiritual, and romantic. The Lover wants to have close relationships, achieve intimacy, feel special, and make others feel special, too. The Lover is passionate and unashamed in fostering relationships and expressing appreciation. There is also a sensual aspect that the Lover archetype represents. Anything that pleases the senses – beautiful things, enticing smells, indulgent foods – give joy and delight to the Lover.*

## CURRENT CONSUMER-FACING DESTINATION PR CAMPAIGN // FEEL THE LOVE

MRT and Klick X (MRT's PR and communications partner) have developed a new consumer-facing, destination PR campaign for launch in early 2020. The campaign's ambition is to make Mudgee Region Australia's most loved destination.

It leverages key trends influencing travel to the region, including food and drink, sustainability, quick or short breaks, virtual experiences and the opportunity for authentic experiences with the chance to engage with the local community. It also takes advantage of TA's recently launched *Phil[au]sophy* campaign.

The three-year, destination PR campaign strategy involves:

- Promotion of online bookable experiences through the MRT website
- Consumer-facing campaign activations, including national PR, social media and Influencer activities
- Partner experiences and product development
- Community engagement and local PR
- Virtual experiences and dream pitching



### 01 CREATE

A bookable campaign that is hosted on the Mudgee Region website, showcases our offering and shares our love stories.

### 02 GENERATE

News opportunities and love stories that earn strong PR Value for the campaign duration.

### 02 GENERATE

- Overnight visitors
- Website unique visitors
- Social Media following and engagement
- Mudgee Region Lover Tribe (subscribers)
- Visitation to Information Centres
- Destination Sentiment Index



## CONTENT

Content is more than the information about the destination and its experiences. In today's world, people have less time for information; instead they connect with content that inspires them (captures their attention) or is directly relevant to them. Marketing materials are competing in the 'attention' economy; an economy where people ignore the ordinary. The focus needs to be on developing destination **stories** not just destination **content**. For example, stories that bring the Mudgee Region to life in an engaging and distinctive way, including through reinforcement of the sensory experience of Mudgee Region.

Mudgee Region has already developed content that profiles local characters and heroes of the region, whether high-profile or quiet achievers.

However, the content offering for the Mudgee Region could be further enhanced, particularly through greater use of video (which is now the most effective format for driving conversion) as well as adopting a stronger emphasis on experiential content. This includes a focus on the promotion of wellness tourism, which is a clear opportunity for the region, through adopting a slightly different 'lens' relating to local produce as well as the nature-based and other activities available, from mountain biking to yoga, day spas and cooking masterclasses (etc). Re-packaging and re-positioning of the product and experience offering to enhance the wellness offering will be important. This should include development of itineraries and utilise video format, which strongly appeals to the markets most interested in health and well-being.

## VISITOR SERVICING

Most visitor servicing models adopt a passive approach, relying on visitors to seek out the service. This model is being challenged by a range of factors, including advances in technology that facilitate the delivery of information through online and digital channels. However, people-centric provision of information and visitor services continues to be an important way to connect with your visitors, reinforce the destination's brand or positioning and increase awareness of the region's experiences, accommodation offering and hospitality.

MRT's success in visitor servicing, including recognition through winning gold at the 2019 NSW Tourism Awards for Visitor Services, highlights that when done well, visitor centres have an important role to play.

However, to future-proof and strengthen visitor services, the visitor information distribution strategy should activate local business networks as well as online travel organisations. This is particularly important with features such as Trip Boards, which allow users to pin their favourite destinations as well as invite friends to join them in dreaming about or planning a trip. MRT is already implementing elements of this initiative, which reinforce MRT's primary role in visitor servicing. Strengthening components such as Trip Boards should be considered as part of developing the new website functionality. A high priority should also be to ensure Australian Tourism Data Warehouse (ATDW) listings better reflect the offering of the region. This would significantly enhance promotion and consideration of

the region through automated, third-party distribution channels as well as support MRT's new website.

MRT will be relocating the Tourism Hub (currently the VIC) in 2021, creating an opportunity to reimagine the visitor experience. The new centre should be positioned as an experience hub while continuing to leverage the success of the VIC with retail sales of local merchandise, wine and produce from across the region. An activation strategy should aim to strengthen its perception as an experience hub and reinforce it as the most reliable source of information on or place to book things to see and do or stay in the Mudgee Region. It should also become known locally as an ideas' exchange for tourism and hospitality businesses to share ideas and content to assist MRT continue to raise the profile of the region. A key to success will be to ensure the design of the space reflects the way people would want to use it, including for events, through flow mapping and enhancing the opportunity to engage with staff without barriers typical of more 'traditional' visitor information centres.

In addition, MRT should continue its program of mobile visitor centres during festivals, events or peak periods (for example, during weekends over the summer school holidays). In this way, the destination is proactively taking highly-relevant and inspiring information to the visitor.

It is important to also ensure that the online and digital channels for visitor servicing support and complement the in-destination visitor services. The design, functionality and content strategy for the MRT website and digital platforms (owned channels) will be an important priority in this regard.

## MARKETING + VISITOR SERVICING ACTIONS

### 1. REINFORCE THE MUDGEE REGION BRAND // RESET YOUR SENSES

MRT has a very clear and focused brand for the region. MRT has been very successful in developing campaigns, packages and promotional material that leverages the brand proposition and has established a strong competitive positioning in the marketplace with *Reset Your Senses*. MRT should continue to leverage the brand to reinforce and underpin its marketing communication to:

- Assist the destination to more easily and consistently differentiate itself from the competition
- Deliver greater cut-through in the marketplace
- Identify partnerships and provide the clarity needed to attract partner funding, investment and promotional support
- Support the development of marketing content

#### Actions:

- 1.1 Ensure the ongoing and consistent use of the Mudgee Region brand for marketing communications and campaigns, including visitor servicing.
- 1.2 Incorporate information on the Lover Archetype into the Mudgee Region Brand Guidelines to provide greater guidance for the industry on implementation.

### 2. CONTENT + CHANNEL REVIEW + OPTIMISATION

As noted, MRT has already created content that profiles local characters, ambassadors, itineraries and seasonal calendars including events. However, as content marketing becomes more the norm and the market is demanding more content that is engaging, inspiring and sharable, it will be even more important for MRT to have a dynamic content strategy for implementation each year. This includes content that resonates with special-interest markets, such as wellness tourism, sports tourism, special events and visiting friends and relatives.

Ensuring that content, including videos, images and copy, resonates with identified target markets is critical to reinforce our destination brand and positioning. Importantly, the right content should be provided at each stage within the customer journey. For example, in the early stages that relate to building awareness of and interest in our destination (the 'dream' stage), the aim is to inspire people. It is about capturing their attention in a highly-competitive market place. As people progress along the customer journey, they seek more detailed information, such as about the experience offer, accommodation or local produce, among other things. During the planning and visit stages, they also want information on how to access the region and the best itineraries to ensure they maximise their time and enjoyment of your destination. It is also worth noting that in today's world, well-designed video is driving conversion more than any other format of content.

Another critical consideration is which channels are the most effective to reach your target audience. This requires an understanding of the preferences of your target audience in terms of where and how they receive information.

As a result, it is recommended that MRT undertake a detailed review of all current content and channels to market in order to:

- Align with the Mudgee Region brand strategy
- Incorporate key global learnings
- Look to other destinations and tourism sectors that have created outstanding content. Destination Network Country and Outback NSW (DNCO) has developed a useful reference website that profiles best practice in developing remarkable content – see: [wonderofgondwana.com](http://wonderofgondwana.com)
- Identify best practice implementation, measurement and evaluation practices
- Identify optimum delivery channels, content information and delivery format from a visitor perspective to effectively reach identified target markets, including the Visit Mudgee Region website and social media platforms

#### Actions:

- 2.1 Undertake a content audit to evaluate existing content and identify the gaps.
- 2.2 Develop a content strategy for the Mudgee Region based on the outcomes of the audit. Consideration needs to be given to developing rich content for the individual towns and villages as well as content based around the hero experiences for native advertising and interesting short stories or 'best of' content. Develop rich content that delivers on the *Feel the Love* campaign. For example, 10 things you will love about the Mudgee Region or 10 rules to falling in love. Klick X, MRT's PR and communication agency, will also provide insights and recommendations into great content development.

- 2.3 Regularly update content with new stories, including those identified through PR campaigns and activities.
- 2.4 Develop a 'story focused' content development brief – work with industry and seek partnerships with external providers to assist with content creation and supply. A strong focus should be brought to health and well-being (in the context of the Mudgee Region Brand and Lover Archetype) to support improved promotion of wellness tourism as well as to support high-priority initiatives of partner organisations, such as DNCO's concept planning for both Night Skies Tourism and the *Wonder of Gondwana – A Journey into Ancient Australia* game-changer projects.

### 3. UNDERTAKE A MULTI-CHANNEL VISITOR SERVICES REVIEW

With the development of the new Tourism Hub, this presents an excellent opportunity for MRT to undertake a review of visiting servicing. The new Tourism Hub should be positioned as an experience hub while continuing to leverage the success of the VIC with retail sales of local merchandise, drink and produce from across the region. An activation strategy should aim to strengthen its perception as an experience hub and reinforce it as the most reliable source of information on or place to book things to see and do or stay in the Mudgee Region. It is important that the right information and stories can be delivered, in the right places at the right time. An effective solution will be to engage both residents and businesses to contribute to the distribution of visitor information and improve the perception and awareness of the Mudgee Region.

#### Actions:

- 3.1 Redesign and upgrade of the MRT website/microsite and eDM templates (high priority) in line with best practice web-design principles, including improved functionality and content to deliver inspiring and motivating information to visitors and potential visitors as well as to support the implementation of marketing campaigns and tactical activity. Elements such as Trip Boards and itineraries should be strengthened to enable the local community, businesses and other visitors to the website share content with their peer group (family and friends) as well as encouraging online booking, including through encouraging tourism businesses to ensure they have an ATDW listing (see [Action 3.4](#) below). The new-look website should also integrate more video content, which will assist in driving conversion of interest to bookings.
- 3.2 Develop a VFR program – A 'tool' that allows residents and local businesses to easily promote the destination to their friends and relatives. Personal recommendations from friends and locals are unrivalled in their capacity to influence consumer decisions, especially relating to holidays and leisure time. This means that encouraging residents to be part of the destination's 'marketing team' by reaching out to their friends and relatives will deliver real results and lift the awareness and perception of the region. Importantly, this approach contributes to a sense of civic pride and builds a more positive perception by locals about the type of people who will visit the destination, year-round. It would build on the *Feel the Love* campaign. There is a significant opportunity to engage local businesses to reach out through their employee networks (including fly in fly out or FIFO employees) to encourage them to invite their friends and relatives to visit.
- 3.3 Develop a set of guidelines/formal program to engage local businesses to assist with visitor servicing (currently in place informally).
- 3.4 Review the Australian Tourism Data Warehouse (ATDW) listing for the destination and encourage operators and tourism businesses to either list their product within the ATDW database or update their listing regularly. ATDW is the national platform for digital tourism information in Australia, supplying NSW product to 70 plus websites, including [australia.com](http://australia.com) and [visitnsw.com](http://visitnsw.com) (third-party distribution model). In NSW, operators can access a free listing on ATDW through the [Get Connected program](#); DNSW's website membership program.
- 3.5 Work with the industry and paid members to ensure they have the tools to promote the region to ensure their guests and visitors have the latest information about what's happening in the Mudgee Region – see also table entry [Industry Development + Partnerships: Action 2.2](#) on page 42.
- 3.6 Address specific channels to reach special-interest markets, including for wellness tourism, nature-based tourism, sports tourism (including through events marketing), destination weddings and special occasion events and accessibility tourism.



## 4. DEVELOP A THREE-YEAR MARKETING STRATEGY FOR THE MUDGEES REGION

### Actions:

- 4.1 Prepare a 3-year Marketing and PR Strategy with an implementation plan that:
- Provides a framework for consistency when promoting the region. This would also include a three-year approach to developing and rolling out a campaign. MRT has experience delivering high-quality, multi-year campaigns successfully. This practice should be continued as adopting a longer-term approach by delivering and evolving one campaign idea over time will build loyalty, brand awareness and create greater 'cut through' in a highly-competitive marketplace. This is consistent with the three-year *Feel the Love* destination PR campaign. This approach also means being able to present major funding partners (MWRC) with a longer-term program of activity that they can support. It also creates an opportunity to rethink (and potentially increase) the value of the sponsorship packages.
  - Identifies the opportunities for new or evolving marketing campaigns that reflect Mudgees Region's destination brand and experience offer and leverage the new destination PR campaign, *Feel the Love* as well as recent campaigns such as the *Water to Wine* campaign targeting international VFR into Sydney (predominately into Manly and the Northern Beaches LGA).

- Utilises the destination positioning and strategic themes to reinforce the existing signature products and experiences to promote the destination to both domestic and international markets, especially the FIT and international VFR markets.
- Outlines the most efficient and effective tactics to target priority visitor segments as well as niche or special interest markets, including through traditional and digital channels, including PR activations and the use of influencers. This should include use of third-party tools such as the Roy Morgan Helix Personas to enable the geo-targeting of priority psychographic market segments.
- Provides measurable objectives (including a media and social sentiment analysis) and set targets for evaluation of outcomes.

## 5. UNDERTAKE ONGOING RESEARCH + EVALUATION

### Actions:

- 5.1 Research into the Gen X and 55+ markets – these segments, across both domestic and international markets will continue to be the most lucrative for the Mudgees Region. Their preferences and behaviours continue to evolve. They are online and interested in more immersive experiences that connect them to locals. Research should focus on an understanding of these markets and how (through which channels) to reach them. Also undertake and review the motivations and behaviour of the Millennial and Gen Z markets.
- 5.2 Annual media and social sentiment analysis report with competitor set and Net Promoter Score (NPS) measurement. An annual review of online media presence and consumer sentiment is an easy way to understand the perception of the destination in the view of those who count – visitors. This type of analysis will provide a more cost-effective and faster solution to understanding 'who comes and why' than traditional visitor research studies.

# Section 7

A key insight from global and domestic trends in tourism is that today people are more interested in experiences over destinations, especially when it comes to regional tourism.

## STRENGTHENING OUR EXPERIENCE OFFERING

This finding, drawn from the [Kantar TNS Domesticate research in 2018](#), reinforces that a contemporary and compelling experience offering, which resonates with the target audience, is an essential attribute of best practice destination management planning. This trend is coupled with the increasing desire of travellers for transformational moments as well as maintaining or improving their health and well-being while on holiday.

As a result, strengthening the experience offer of the Mudgee Region involves a range of strategies from developing new experiences to enhancing existing ones. It also includes actions that can bring to life the positioning of the region, its stories and characters. In some cases, this involves little things that help to build the appeal of the destination. In addition, it involves attracting investment in infrastructure to support the visitor economy and enhance the vibrancy of our communities.

The supply-side actions in the table below have been split between:


- Signature or hero experiences, which are the lead experiences or potential game-changers for the region
- Supporting experiences, which assist to infuse greater depth and character into the experience offer of the region. They also provide more reasons for people to extend their stay
- Those that relate to the development of a more detailed or comprehensive strategy and to support better planning (outside of the scope of the DMP)

Addressing supply is not the sole responsibility of MWRC or MRT. There are opportunities for public and private sector investment to create engaging experiences and enable investment in invaluable infrastructure projects.



In order to prioritise investment, the next actions have been organised to reflect the experience themes that deliver on the promise of Mudgee Region's brand. An additional area relates to those actions that reflect a cross-thematic outcome.






## STRENGTHENING OUR EXPERIENCE OFFERING ACTIONS

EXPERIENCE THEME	ACTIONS
 <p>Wine Lovers + Foodie Finds</p>	<p><b>Signature or hero experiences</b></p> <ul style="list-style-type: none"> <li><b>1.1</b> Encourage the development of more on-vineyard dining experiences. Consistent with some previous successes, this could be further encouraged through seasonal or event-based pop-up dining experiences in collaboration with local restaurants or chefs or even high-profile chefs or restaurants from key source markets (such as Sydney). This could include investment in a significant new wine and food experience space or centre, which integrates the landscape, produce and culture of the Mudgee Region through high-quality design (potentially with on-vineyard accommodation).</li> <li><b>1.2</b> Encourage further investment in accommodation on vineyards or within wineries to enhance the range of small-scale and boutique accommodation on offer, reinforcing the more intimate setting of the region.</li> <li><b>1.3</b> Build capability in the design and delivery of experiences for the higher-value markets that involve local produce and drink. This could include more immersive days spent with the winemaker or grower, culminating in a lunch or dinner to sample the tastes of Mudgee Region. These experiences can be exclusive and only provided during limited periods, such as aligning with the harvest or vintage.</li> </ul> <p><b>Supporting experiences</b></p> <ul style="list-style-type: none"> <li><b>1.4</b> Profiling wines, other beverages and local produce in key domestic source markets – this involves developing a program to strengthen relationships between local suppliers and producers and the hospitality sector outside of the region. This could also include hosting workshops where local chefs, sommeliers and bar managers are invited to participate in using local produce and beverages in new and exciting ways. It may also involve the use of pop-up activations in town centres or within local bars and restaurants, which would also support wineries who either don't operate a cellar door or don't open their cellar door seven days a week.</li> <li><b>1.5</b> Encourage the further development of workshops and masterclasses that engage participants in the making of wines and other beverages or that integrate other experience themes such as art or photography workshops or masterclasses (there are already some great examples from within the Mudgee Region) – see also table entry <a href="#">Health + Well-being: Action 2.1</a> on page 32. This should emphasise the sensory nature of the experience.</li> <li><b>1.6</b> Create a more experiential wine touring itinerary for cyclists and to support the region's touring routes. This could include investigating opportunities for investment in expanding the cycle-ways into and out of the Mudgee town centre as well as partnerships with bike hire companies, for example capitalising on the increasing interest in e-bikes. This could be expanded to include both local tour operators as well as integrating local growers during the harvest season, for example during cherry season, which would enrich the region's touring routes.</li> </ul>







EXPERIENCE THEME	ACTIONS
 <p data-bbox="163 344 427 544">Health + Well-being</p>  <p data-bbox="152 707 439 799">Addresses Wellness Tourism, Transformative Travel + Nature-based Tourism</p>	<p data-bbox="526 236 824 264"><b>Signature or hero experiences</b></p> <p data-bbox="526 285 2051 347"><b>2.1</b> Develop and promote wellness tourism experiences, including encouraging investment in wellness retreats or centres. This should leverage the region's outstanding local produce, arts, music and creativity and encourage:</p> <ul data-bbox="607 368 2067 608" style="list-style-type: none"> <li>● Investment in boutique-style accommodation in nature-based settings, which connect guests with the natural landscape. This includes on-vineyard accommodation as well as the revitalisation of the existing accommodation offering. See also table entry <a href="#">Reset Your Senses: Action 6.4</a> on page 36.</li> <li>● Integration of wellness activities into the experience offering of the region. Encourage individual accommodation and activity providers to create – potentially through partnerships or collaboration – wellness packages. For example, from yoga to healthy food cooking masterclasses.</li> <li>● Enhanced connection between the food and drink offer and music and the arts experiences, such as artists retreats, workshops and masterclasses, noting there are already some great examples in the region.</li> </ul> <p data-bbox="526 628 763 657"><b>Supporting experiences</b></p> <p data-bbox="526 678 2067 740"><b>2.2</b> Strengthen the nature-based offer, including through creating new experientially-focused itineraries that profile opportunities for accessing natural areas as well as encouraging commercial operator access to strengthen the higher-yield wellness tourism opportunities across the region.</p> <p data-bbox="526 751 2074 911"><b>2.3</b> Council to support (where appropriate) initiatives to leverage the interest in leisure cycling, mountain biking, the existing mountain biking trail network and events, such as the upcoming Mudgee Classic (road cycling) and Central West XC Mountain Bike Championships. Consider enhancing linkages into and between the towns of the region to improve access to accommodation, hospitality services and other experiences, including the wineries (for inspiration, see examples based on the leisure-market cycling experiences in wine regions such as the <a href="#">Clare Valley</a> and <a href="#">Beechworth</a>). This initiative would enhance the perception of the region from a health and well-being perspective.</p> <p data-bbox="526 932 806 960"><b>Strategies to support supply</b></p> <p data-bbox="526 987 2074 1214"><b>2.4</b> Contribute to the development of nature-based tourism strategies that are relevant to the Mudgee Region being led by the NSW Government, including DPIE (Industry), NPWS and/or FCNSW. It should consider strengthening the number and perception of adventure-based activities as well as address infrastructure projects such as mountain biking trails and greater access to waterways such as Windamere Dam. Investment in infrastructure development may also involve public-private partnerships. For example, through the provision of in-kind support, private-sector investment and/or sponsorship from major industries in the region. These efforts could be focused on enhancing the region's offering of adventure-based activities, such as the network of mountain biking trails or other facilities. Explore opportunities for enhancing the nature-based accommodation offering of the region as well as to support night sky tourism (linking to the DNCO night skies priority concept plan).</p>

EXPERIENCE THEME	ACTIONS
 <p data-bbox="152 341 439 699">Remarkable Arts, Music + Creativity</p> 	<p data-bbox="526 236 824 263"><b>Signature or hero experiences</b></p> <p data-bbox="526 284 2083 411"><b>3.1</b> Create experience trails linked to the opening of the new Art Gallery, which is to be co-located with the new Mudgee Region Tourism Hub. These trails should also integrate opportunities to enjoy local hospitality or meet the artist or artisan as well as local galleries and other arts centres across the broader region. It should profile upcoming exhibitions and integrate an annual art competition based on a local theme, which can be chosen by a different town or community within the region on an alternating basis. Also refer to table entry <i>Engaging, Inspiring + Sporting Events: Action 5.1</i> on page 35.</p> <p data-bbox="526 432 763 459"><b>Supporting experiences</b></p> <p data-bbox="526 480 2067 707"><b>3.2</b> Encourage the use of local venues to host and promote local talent in both music and the arts. This could be enhanced through regular multi-site events or festivals (see also table entry <i>Engaging, Inspiring + Sporting Events: Action 5.2</i> on page 35). For example, the folk music festival that involves multiple venues in Gulgong. Creating a single ticket for entry into any or all of the participating venues would encourage both locals and visitors to the region to sample the diversity of folk music on offer, from more intimate performances in a small wine bar through to music under the stars. Another opportunity is to develop a strategy to create a 'town hall music festival' that travels between the towns of the region over a number of consecutive weekends, especially during low or shoulder seasons. Encouraging local venues to profile local artists and artisans (including through in-situ displays and small-scale exhibitions) provides another opportunity to lift the profile of Mudgee Region as a contemporary country destination.</p> <p data-bbox="526 719 2051 842"><b>3.3</b> Support the development of the Aboriginal Cultural and Arts Centre in Kandos. While in its early stages, collaboration and partnerships between the local Wiradjuri community, Council, private sector businesses and local artists would assist in ensuring the concept's success. Investigate opportunities to assist the business in accessing grant funding to develop a tourism master plan and undertake feasibility assessments to expand the concept. This initiative is consistent with the MWRC Cultural Plan.</p>

EXPERIENCE THEME	ACTIONS
 <p>Vibrant Heritage</p>	<p><b>Supporting experiences</b></p> <p><b>4.1</b> Revitalising the museums and attractions of the region in a more contemporary way, which resonates with target markets and assists in attracting new audiences. It is critical that a strategy is put in place for each institution. However, a significant opportunity lies in connecting the various museums and attractions across the region without detracting from the character or persona of each experience. This initiative is consistent with and would support the work being currently being led by DNCO relating to the concept planning for the <i>Wonder of Gondwana – A Journey into Ancient Australia</i> game-changer project.</p> <p>This action will require a number of steps, including engaging with the museum and attraction operators to share insights into the latest developments in interpretation as well as identify ideas and a strategy to seek investment. Importantly, the revitalisation program will need to consider advances in technology, such as augmented and virtual reality as well as the importance of sourcing user generated content to complement interpretation.</p> <p>This program should involve capability development as well as opportunities to attract grant funding, including accessing Council's heritage grants program. An early step will be for each institution to develop a program of workshops, masterclasses or seminars, potentially linked the Council's new heritage program of talks, that leverages the interest of people in the field and engages them as participants in the revitalisation program.</p> <p><b>4.2</b> Implement a program to connect the museums and attractions through a 'one ticket multiple attractions' offering. This should be prioritised for Gulgong. While there may be concerns that one ticket may detract from the sales of individual museums, the intent is to 'grow the pie' for all participating organisations. This should also be linked to open days, events and exhibitions that assist in raising the profile of these experiences as well as offering 'behind the scenes' tours or talks/dinners with experts that provide a special offer for loyal visitors or members. It should also include opportunities to link the landscape-experience with the in-museum experience. A key opportunity is to consider this initiative in the context of DNCO's current concept planning for the <i>Wonder of Gondwana – A Journey into Ancient Australia</i> game-changer project.</p> <p><b>Strategies to support supply</b></p> <p><b>4.3</b> Council to consider emerging or future opportunities for <b>adaptive reuse</b> of heritage assets and buildings across the region to further support the visitor economy. This may include repurposing existing buildings or spaces to provide unique event spaces, accommodation, hospitality offerings or artists and artisans studios as well as supporting increased use of the region's rail lines, for example the Rylstone-Kandos and Lithgow Lines. However, adaptive reuse needs to carefully balance the needs and costs of heritage restoration with contemporary uses of these sites.</p> <p><b>4.4</b> Engage with the local Wiradjuri community, Local Aboriginal Land Council, NPWS and NATOC to commence discussions on the development of Aboriginal cultural tourism experiences, which involve the <b>local Aboriginal community in sharing their culture and showcasing of sites of significance, where appropriate.</b></p>



EXPERIENCE THEME	ACTIONS
 <p data-bbox="188 344 407 689">Engaging, Inspiring + Sporting Events</p> 	<p data-bbox="526 236 808 264"><b>Strategies to support supply</b></p> <p data-bbox="526 284 2056 480"><b>5.1</b> Prepare a five-year <b>Events Strategy</b> that guides the development and prioritisation of events that bring to life Mudgee Region's brand identity (<i>Reset Your Senses</i>), reinforce the more intimate setting of the region as well as highlight the experience themes. The strategy should consider opportunities for partnerships and sponsorship as well as the range of facilities (both public and private) that can be utilised for events, including commercial third-party events. While Mudgee Region already offers outstanding food and wine events, most in collaboration with the MWA, the focus should be expanded to consider opportunities for sport and recreation as well as music, film and the arts. This would leverage successes with events such as Sculptures in the Garden and Cementa Contemporary Arts Festival in Kandos.</p> <p data-bbox="526 499 826 528"><b>Signature or hero experiences</b></p> <p data-bbox="526 547 2056 675"><b>5.2</b> In line with the growing popularity of Small Festivals, develop a multi-site music festival event, which would appeal to the Millennial and Gen Z markets and could be promoted as part of the Triple J's <a href="#">Unearthed Small Festival Guide</a>. A key to success would be to consider opportunities to integrate other elements of creativity as well as alternative food and drink options into the program, for example working with the local distillery and brewery (or others that subsequently open).</p> <p data-bbox="526 687 2074 815"><b>5.3</b> Council to work with a range of event organisers to attract new events to the region, for example a new event for popular precincts or parks across the region, such as Lawson Park, which focuses on offering something different for the whole family to enjoy. It may be as simple as providing pop-up BBQ facilities that families and groups of friends can enjoy during daylight saving twilight. Roving entertainment can move between the facilities or be centrally located where different groups can mingle and socialise or children can escape the relaxed chatter of their parents.</p> <p data-bbox="526 828 2067 956"><b>5.4</b> A key priority of MWRC, in collaboration with MRT, is to continue to attract and facilitate more competitive and team sports events. This is an excellent way to raise the profile of the region for visiting participants. This is similar to outdoor recreation events. This initiative supports the Council's investment in facilities such as the Glen Willow Facility (Stage 2) and for suitable accommodation (such as cabins, caravan and camping facilities), which may also be achieved through the use of pop-up accommodation providers.</p>

EXPERIENCE THEME	ACTIONS
 <h2 data-bbox="165 341 427 469">Reset Your Senses</h2>  <p data-bbox="174 643 418 735">Experiences or infrastructure relating to cross-cutting themes</p>	<p data-bbox="526 236 808 264"><b>Strategies to support supply</b></p> <p data-bbox="526 284 2078 544"><b>6.1</b> Develop an <b>activation strategy</b> to support the launch and ongoing operations of the new <b>Art Gallery and Mudgee Region Tourism Hub</b>, which will open in 2021. This represents an opportunity to utilise the space to host thematic showcases, from arts, music and creativity through to nature, heritage and local produce and drink. An activation strategy should aim to strengthen its perception as an experience hub and reinforce it as the most reliable source of information on or place to book things to see and do or stay in the Mudgee Region. It should also become known locally as an ideas' exchange for tourism and hospitality businesses to share ideas and content to assist MRT to continue to raise the profile of the region. A key to success will be to ensure the design of the space reflects the way people would want to use it, including for events, through flow mapping and enhancing the opportunity to engage with staff without barriers typical of more 'traditional' visitor information centres. This could also involve creating common spaces for use by the local community and businesses as well as visitors who drop in. <i><b>This action underpins the Tourism Hub as a signature or hero experience of the region.</b></i></p> <p data-bbox="526 555 2078 815"><b>6.2</b> Identify and work in partnership with a private sector organisation to create a <b>world-class hospitality training centre of excellence</b> in Mudgee Region. This should aim to enhance the reputation of the sector as providing a reputable and rewarding career pathway. This could involve offering Mudgee Region as a base for an executive leadership retreat as well as enticing international and Australian students to experience regional Australia through living and working in Mudgee Region. Thinking outside the box in terms of partnership opportunities would potentially raise the profile and reputation of such as initiative. For example, private sector hospitality groups such as Merivale, which offer outstanding in-house capability development and training programs through the <a href="#">Merivale Academy</a>. Other inspiring examples include <a href="#">Queenstown Resort College</a> in New Zealand and the USA-based <a href="#">Culinary Institute of America</a>. This action is consistent with a high-priority action in the DNCO DMP and would assist the region address the challenge of attracting and retaining hospitality staff, encourage local youth to consider hospitality as a career and potentially provide opportunities for motivated older workers to be retrained.</p> <p data-bbox="526 826 2078 1086"><b>6.3</b> Enhance collaboration to facilitate and continue implementation of a strategic approach to strengthening the <b>accommodation supply</b> across the region, which supports MWRC's broader economic development and investment attraction initiatives. This approach should aim to identify gaps and opportunities to strengthen the supply of accommodation and consider planning policies that attract or incentivise investment. For example, in small-scale or boutique accommodation or to service the needs of sporting teams. The initiative should also review the camping and caravan accommodation offer, due to the increasing interest in and demand for this style of accommodation (including to support sports tourism). An important influence will be the significant shift in preferences for accommodation, including increased interest in short-term accommodation offered through the sharing economy as well as preferences for more contemporary hotel and motel accommodation that better integrates the 'character' of the destination and more communal space, which also supports the blending of business and leisure travel.</p> <p data-bbox="526 1098 2078 1198"><b>6.4</b> Council and MRT to investigate opportunities to improve <b>signage</b> for the region, including directional and welcome signage. This should consider, among other things, online distribution, digital display and mapping services, including profiling recreation tracks and trails. This should assist in influencing TASAC signage across the region.</p> <p data-bbox="526 1209 2078 1310"><b>6.5</b> Council to collaborate with MRT and the Chambers of Commerce to investigate opportunities for enhancing <b>transport links within the region</b>, especially night-time/after-hours services and to service wineries (among others). This could be modelled on the existing Mudgee to Gulgong Bus Service or consider alternative transport options such as private bus services, car sharing or on-demand services.</p>

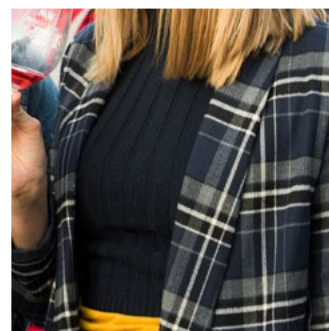
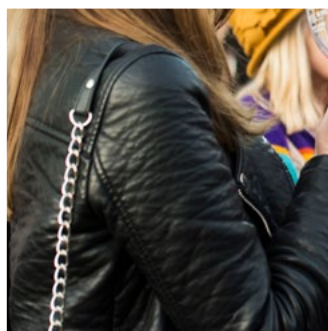
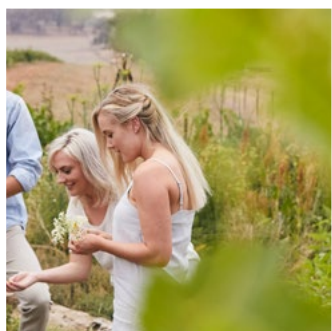
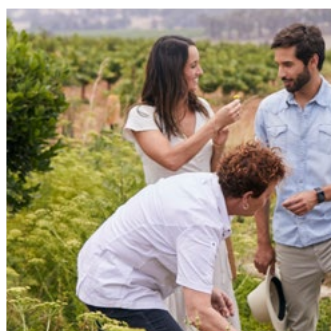
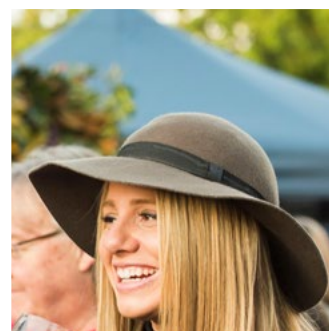
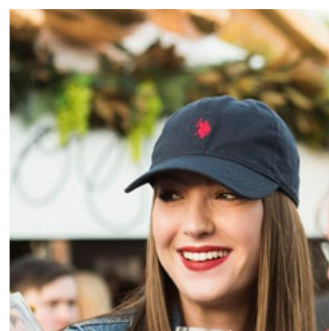
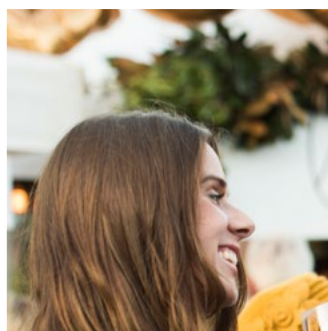
## EXPERIENCE THEME

## ACTIONS

### Reset Your Senses

#### Supporting experiences

- 6.6** Encourage the development of workshops and masterclasses for a range of experiences, from art and music to cooking classes based on local produce. This initiative should seek to involve local experts or characters who are interested in sharing their skill or passion. For inspiration, see [masterclass.com](https://www.masterclass.com).
- 6.7** Increase experiential content to support touring routes. While Mudgee Region is already part of three popular touring routes promoted by DNSW through their drive tourism program, there is a need to provide new and dynamic content, including seasonal changes to the experience offering. This may involve encouraging local tourism operators and attraction providers to ensure they are listed on ATDW.
- 6.8** Utilise Council and third-party/commercial facilities to support and promote events and conference opportunities, especially for interest groups and smaller boutique conferences and business events. This would leverage the significant trend towards and growth in small-scale business events and conferences that incorporate or infuse the event with a sense of the destination and its experience offering. Business events should be leveraged to encourage participants to extend their stay and invite their loved ones to join them. Similar to sporting events, business events can assist in managing the impact of seasonality on visitation.





# Section 8

There are a number of enablers that are essential to implement the Destination Management Plan, including good governance, partnerships and capability development. This includes ongoing collaboration between MRT and MWRC to support sustainable growth of the visitor economy for the Mudgee Region. For example, Council's approach to tourism development will impact the supply side of the visitor economy while MRT's role in marketing and visitor services is essential to strengthening demand.

## MAKING IT HAPPEN

### BACKGROUND

#### MUDGEE REGION TOURISM

Mudgee Region Tourism is an independent incorporated organisation. MRT delivers the tourism marketing and visitors services under contract with the Mid-Western Regional Council. The present contractual arrangement, which includes a significant financial contribution is for four years and began on 3 July 2017.

MRT is a membership-based organisation. MRT currently has a paid membership of over 340 local business and has increased membership numbers significantly since 2016. Beyond business membership there are also sponsors. MRT has other revenue streams, including merchandise sold at the VIC and commission from ticket sales to events.

Since 2016, MRT has delivered very successful marketing campaigns that have been award-winning and delivered an increase in visitor numbers and average visitor spend to the Mudgee Region. For example, in the last five years, Mudgee Region has experienced a 26% growth in visitor numbers. MRT has also addressed and improved the visitor servicing model attracting more visitors to the VIC (2018-2019 visitor numbers to the VIC increased by 11%).

Primary roles for MRT across the Local Government Area (LGA) include:

- Deliver quality visitor services to the visitors to the Mudgee Region
- Build awareness and attract more visitors to the Mudgee Region
- Provide a service to the MRT membership base and support the membership to develop opportunities to better promote and develop marketing content
- Strengthen membership of MRT and expand representation as well as increase funding from new business partnerships and sponsorship
- Provide research and insights into market demands and changing travel and tourism trends
- Promote the tourism assets and experiences of the Mudgee Region
- To work with and support MWRC to build the capability and capacity of the broader business community, local community groups and volunteers to improve the Mudgee Region experiences

A key initiative that MRT has implemented that will better service the membership base is the introduction of the position of a Business Development Manager. This initiative adds real value to the membership base and provides a central point of contact. This position will also be an important part of MRT's outreach program, especially to develop new relationships in the towns and villages across the Mudgee Region. Further strengthening resources for this function will be critical to long-term industry engagement and the sustainability of MRT.

As a result of efforts over recent years, MRT has delivered impressive increases in a number of key metrics. These results place increasing pressure on MRT's resources (both financial and human) and ability to service both members and visitors. Key metrics include:<sup>12</sup>

- 25% increase in the total number of visitors to the region from 2016 to 2019 (based on TRA data)
- Almost 25% increase in visitor spend from 2016 to 2019 (based on TRA data)
- 15% increase in overnight visitation to the region from 2015/16 to 2018/19 (MRT data based on sample of members)
- Almost 7% increase in the number of members of MRT from 2017 to 2019
- 11% increase in visitors to the VIC from 2013/14 to 2018/19

In order to strengthen demand further over the next five years, a number of priorities have been identified in this DMP for MRT. These include a stronger focus on content development and distribution, which will also require enhanced industry engagement, involvement and servicing. In addition, the DMP identifies a number of actions to enhance visitor servicing through the new Tourism Hub, encourage regional dispersal and develop new partnerships, for example to support an active events program through to creating a centre of excellence for hospitality. Over time, many of these initiatives will strengthen the opportunities for MRT to increase its revenue from other sources. However, investment is required to kick-start or enable them.

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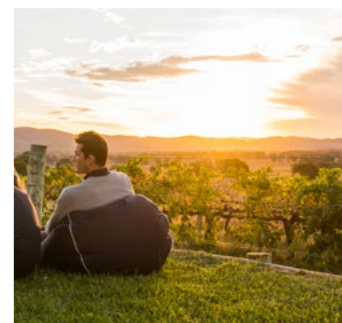
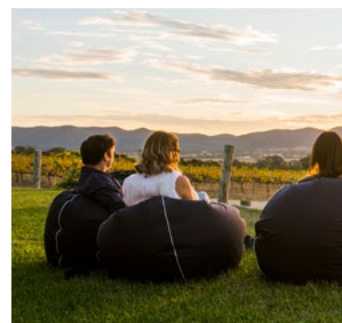
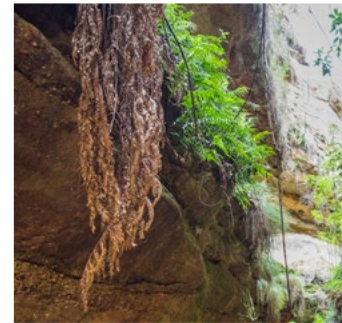
12 Source of metrics: [Mudgee Region Tourism Annual Report 2019](#)



## MID-WESTERN REGIONAL COUNCIL

In the Council's Economic Development Strategy 10 Year Plan (2010-2020), the growth in tourism (or the visitor economy) is one of the key pillars to drive overall economic growth and sustainability for the LGA. The Strategy is due for a review and updating in 2020.



Council has a number of important roles or functions that relate to the visitor economy:

- Infrastructure development
- Policy and planning settings, including monitoring, enforcing and approving heritage standards, providing approval for events and the development of tourism experiences as well as providing incentives to assist in attracting investment or reinvestment in tourism infrastructure and facilities
- Capability and capacity development, including ensuring workforce participation and attracting and retaining talent



CATEGORY	ACTIONS
 <p>Governance + Funding</p> 	<p><b>1.1</b> MWRC to consider a new contract aligned with the new DMP's ambition for MRT to deliver services with a term that aligns with the implementation timeframe of this DMP, ie from 2020 to 2025, commencing on 1 July 2020 (subject to Council's budget framework and legal requirements)</p> <p><b>1.2</b> As part of a potential new contract agreement, MWRC to increase funding from 1 July 2020 (the new funding level should be indexed annually with CPI) to provide resourcing to enable high-priority functions, including but not limited to:</p> <ul style="list-style-type: none"> <li>● Further strengthen and service the needs of industry engagement and partnerships, including to grow the membership base of MRT as well as attract new partnerships to assist in the delivery and promotion of the region's experience offering</li> <li>● Increase marketing spend of the region, enhance campaign activity and enable the implementation of marketing and PR campaigns across multiple years</li> <li>● Content development and distribution, particularly to deliver on the actions identified within this DMP. This should include funding to develop, implement and evolve the new website and digital platforms, including functionality to support online booking capabilities</li> <li>● Support servicing of more visitors and expanded services delivered through the new Tourism Hub. This includes implementation of the recommended activation strategy</li> </ul> <p><b>1.3</b> As a priority, MRT to review its organisational structure to support current essential functions and planned growth in the local visitor economy sector. This should involve initiating an independent review of the current and potential future staffing structure and benching-marking of salaries to industry standards, including to reflect the increased complexity and diversification of functions and positions. This action will be critical to assist MRT attract and retain talent as well as provide quality services to meet the evolving expectations of visitors, members, sponsors and stakeholders in a dynamic and growing industry environment. Essential functions for which increased resources are required include:</p> <ul style="list-style-type: none"> <li>● Business Development – Expanding resources to support the Business Development Manager (and Partnership + Events Coordinator) with industry engagement as well as new partnerships and growing membership. This team should lead initiatives such as industry development, developing a centre of excellence in hospitality and delivering an events strategy, among other priorities</li> <li>● Marketing – Expanded resources should include stronger support for content development and multichannel distribution as well as campaign design, development and implementation</li> <li>● Visitor servicing – Especially with the relocation of the VIC to the Tourism Hub, which is co-located with the new Art Gallery, it will be essential to meet elevated visitor expectations and demand to this new state-of-the-art centre</li> <li>● Administration – including support for expanding demands on finance and human resource management</li> </ul> <p><b>1.4</b> MRT and MWRC to continue investigating opportunities for attracting grant funding, including those identified in the table of grant and/or industry development programs in this DMP.</p>



CATEGORY	ACTIONS
 <p data-bbox="152 341 443 608">Industry Development + Partnerships</p> 	<p data-bbox="526 236 2074 363"><b>2.1</b> Continue to strengthen collaboration within and beyond the region. This includes, among many others, collaboration with DNSW to expand distribution channels and promotion; DNCO and Orana Joint Organisation of Councils, including to support content development and industry engagement and capability building (including initiatives that address the current challenges relating to the impact of the drought); Tourism Australia to attract higher-yield international market segments.</p> <p data-bbox="526 376 2056 504"><b>2.2</b> MRT to continue to increase Partnerships of MRT, including encouraging a shift upwards in tiers (for example, from Bronze to Silver). This should incorporate actions to drive efficiencies in the partnership program, including enhanced use of technology tools to manage customer and partner relationships, such as a Customer Relationship Database (CRM) and dedicated online portal for partners, which provides restricted access (via log-in) to tools, industry information and news, etc.</p> <p data-bbox="526 517 2047 576"><b>2.3</b> MRT to develop a Sponsorship Plan that reinforces the Mudgee Region's brand and values and ensures that sponsorship is perceived as credible and has integrity (for inspiration on the potential to grow sponsorship value, see <a href="#">Power Sponsorship</a>). The Strategy should:</p> <ul data-bbox="607 596 2056 815" style="list-style-type: none"> <li>● Maintain existing sponsorship packages</li> <li>● Address new opportunities, including tailored sponsorship packages as well as leveraging the relationship with MWRC (for example, to encourage sports tourism) and incorporating in-kind value</li> <li>● Offer multiple-year sponsorship packages</li> <li>● Consider potential new partnerships with other industries and to support challenges faced by the region (for example, currently relating to the impact of the drought)</li> </ul> <p data-bbox="526 836 2047 927"><b>2.4</b> MRT to continue to provide updates and encourage partners to participate in industry development programs such as <a href="#">NSW First</a> on page 44 and DNSW's <a href="#">DNSW's Get Connected</a> on page 44. These programs are tailored to strengthen both market and export-readiness of tourism businesses. Additional programs offered by MRT could include experience development workshops and the recently approved Guest Experience Mapping (GEM) program.</p> <p data-bbox="526 940 2007 999"><b>2.5</b> Develop a program with the Business Chambers to build the capability and capacity of the local businesses to support the visitor economy as well as improve the understanding of the benefits of the visitor economy within the broader community.</p> <p data-bbox="526 1011 2074 1102"><b>2.6</b> Chambers of Commerce (with support from MRT and MWRC where appropriate) to investigate opportunities for strengthening capacity and capability building program for volunteers and community groups. This should include investigating grant funding opportunities with programs such as offered by the Commonwealth Government's Building Better Regions Fund (BBRF).</p> <p data-bbox="526 1115 2074 1278"><b>2.7</b> MRT to work with Chambers of Commerce and the hospitality sector to address key barriers to servicing the visitor and take a more visitor-centric approach. For example, encouraging seven-day week trading for the hospitality industry or developing a plan to share opening hours across a seven-day week. A further issue is the need to attract and retain talent in the region. While the Council has a proactive program aimed at youth participation in the workforce, this could be tailored more specifically to support the tourism and hospitality sectors. This approach could be expanded to consider the role that older workers can play in these sectors, including through retraining.</p>

CATEGORY	ACTIONS
 <p><i>Policy Settings for a Vibrant Visitor Economy</i></p> 	<p><b>3.1</b> MWRC to review the current development approval (DA) process for events (especially small to medium-sized events) in collaboration with industry to further streamline the process wherever possible and reduce any unnecessary burden on small business operators. This is critical to encouraging an active, year-round events program that supports the Mudgee Region brand while also ensuring ongoing risk management.</p> <p><b>3.2</b> MWRC to consider incentives to assist in attracting investment or reinvestment in tourism infrastructure and facilities in line with its broader economy development priorities. This could include specific initiatives that align with the experience themes identified within this DMP, for example to encourage the development of wellness retreats and on-vineyard dining and accommodation.</p> <p><b>3.3</b> MWRC to further investigate and where possible or feasible integrate evolving contemporary practices in adaptive reuse of heritage assets. This involves achieving a balance between maintenance of quality heritage standards while encouraging the appropriate use of those assets to support the economy, including for tourism.</p>

## TABLE OF GRANT AND/OR INDUSTRY DEVELOPMENT PROGRAMS

ORGANISATION	FUND OR PROGRAM NAME	VALUE	AVAILABILITY
National Indigenous Australians Agency	Indigenous Tourism Fund	\$40 million	Yet to be announced
Create NSW	Arts Cultural Funding Program	From \$20,000 to \$140,000 plus	May 2020
Transport for NSW	Transport Access Regional Partnerships Grants Program	Not specified	Now
Commonwealth Government	Building Better Regions Fund – Community and Infrastructure Streams	\$200 million (this includes \$20,000 unmatched for capability building)	2019/2020 announced and open to receive submissions

ORGANISATION	FUND OR PROGRAM NAME	VALUE	AVAILABILITY
NSW Government – <a href="#">Destination NSW</a>	<b>Regional Tourism Funding (RTF)</b>  The NSW Government through DNSW committed \$13 million in regional tourism funding between 2016 and 2019 to support the regional tourism industry in NSW. The funding was available through two streams: <ul style="list-style-type: none"> <li>• <a href="#">Regional Cooperative Tourism Marketing Program</a></li> <li>• <a href="#">Regional Tourism Product Development Program</a></li> </ul>		As at the end of December 2019, the NSW Government has yet to make an announcement regarding the continuation of this program.
	<b>NSW First Program</b>  DNSW delivers the <a href="#">NSW First Program</a> to assist tourism businesses around the State to develop, promote and sell their tourism products. It includes face to face workshops and online webcasts that offer 'how-to' insights on a range of topics for the tourism industry, with events to be added to the calendar throughout the year.		Open
	<b>NSW Regional Flagship Events Program</b>  The <a href="#">Regional Flagship Events Program</a> identifies and supports events in regional NSW that have the potential to act as a 'cornerstone' or flagship tourism event for their area by attracting overnight visitation and delivering long term benefits to the region.		As at the end of December 2019, the NSW Government has yet to make an announcement regarding the continuation of this program.
	<b>Digital Distribution + Get Connected</b>  The <a href="#">Australian Tourism Data Warehouse</a> is the national platform for digital tourism information in Australia, supplying NSW product to 70 plus websites. In NSW, operators can access a free listing on ATDW through the <a href="#">Get Connected</a> program; DNSW's website membership program.		Ongoing

# Section 9

As highlighted throughout the DMP, collaboration will underpin Mudgee Region's success. As a result, the Action Plan also recognises that there are many organisations and partners involved in the implementation of the DMP.

## PRIORITISED ACTION PLAN

The following Action Plan is prioritised to better match the implementation program to the availability of resources (human and financial) as well as recognising that some projects require a longer-term planning timeframe or involvement from multiple parties. The Action Plan simply summarises the actions from the DMP. Further details relating to each action are provided within the relevant sections of the DMP.

## KEY TO THE ACTION PLAN TABLE

1. Priorities are ranked as follows:
  - **High** for implementation in 2019/20
  - **Medium** for implementation in 2020/21
  - **Low** commence implementation before 2025
  - **Ongoing** implementation has commenced and/or the action is part of existing programs
2. In all cases, the priority assigned to the action may only involve commencing investigations – it does not necessarily relate to the completion of the action
3. Key partners – abbreviations:

ACRONYM	LEAD ORGANSATION OR KEY PARTNER	ACRONYM	LEAD ORGANSATION OR KEY PARTNER
MRT	Mudgee Region Tourism	MWRC	Mid-Western Regional Council
MWA	Mudgee Wine Association	MFF	Mudgee Fine Foods
DNSW	Destination NSW	DNCO	Destination Country & Outback NSW
NPWS	NSW National Parks & Wildlife Service – part of the Department of Planning, Industry & Environment	FCNSW	Forestry Corporation of NSW
NATOC	NSW Aboriginal Tourism Operators Council	LALC	Local Aboriginal Land Council



## PRIORITISED ACTION PLAN

REF	PRIORITY	ACTION	LEAD RESPONSIBILITY	KEY PARTNERS	TIMEFRAME FOR IMPLEMENTATION
DEMAND // MARKETING + VISITOR SERVICING					
1	HIGH	<b>Reinforce the Mudgee Region Brand, <i>Reset Your Senses</i></b>	MRT	-	Ongoing
1.1	H	Ensure the ongoing and consistent use of the Mudgee Region brand for marketing communications and campaigns, including visitor servicing	MRT	-	Ongoing
1.2	M	Incorporate information on the Lover Archetype into the Mudgee Region Brand Guidelines to provide greater guidance for the industry on implementation	MRT	-	2020/21
2	HIGH	<b>Content and Channel Review + Optimisation</b>	MRT	-	2019/20 then ongoing
2.1	H	Undertake a content audit to evaluate existing content and identify the gaps	MRT	-	2019/20
2.2	H	Develop a content strategy for the Mudgee Region based on the outcomes of the audit. Consideration needs to be given to developing rich content for the individual towns and villages as well as content based around the hero experiences for native advertising and interesting short stories or 'best of' content. Develop rich content that delivers on the <i>Feel the Love</i> campaign	MRT	DNCO, DNSW, MWRC, MRT Partners + Industry	2019/20
2.3	O	Regularly update content with new stories, including those identified through PR campaigns and activities	MRT	-	Ongoing
2.4	H	Develop a 'story focused' content development brief – work with industry and seek partnerships with external providers to assist with content creation and supply	MRT	Industry	2019/20

REF	PRIORITY	ACTION	LEAD RESPONSIBILITY	KEY PARTNERS	TIMEFRAME FOR IMPLEMENTATION
3	HIGH – MEDIUM	<b>Undertake a Multi-channel Visitor Services Review</b>	MRT	Industry	2020/21
3.1	H	Redesign and upgrade of the MRT website/microsite and eDM templates (high priority) in line with best practice web-design principles, including improved functionality and content to deliver inspiring and motivating information to visitors and potential visitors as well as to support the implementation of marketing campaigns and tactical activity	MRT	-	2019/20
3.2	M	Develop a VFR program – A ‘tool’ that allows residents and local businesses to easily promote the destination to their friends and relatives	MRT	-	2020/21
3.3	M	Develop a set of guidelines/formal program to engage local businesses to assist with visitor servicing (currently in place informally)	MRT	-	2020/21
3.4	O	Review ATDW listing for the destination and encourage operators and tourism businesses to either list their product within the ATDW database or update their listing regularly	MRT	-	Ongoing
3.5	O	Work with the industry and paid members to ensure they have the tools to promote the region to ensure their guests and visitors have the latest information about what's happening in the Mudgee Region (refer to subsection <i>Enablers: Making it Happen; Action 2.2</i> on page 54)	MRT	MRT Partners + Industry	Ongoing 2020/21
3.6	M	Address specific channels to reach special-interest markets, including for wellness tourism, nature-based tourism, sports tourism (including through events marketing), destination weddings and special occasion events and accessibility tourism	MRT	DNSW + TA	2020/21
4	HIGH	<b>Develop a three-year Marketing Strategy for the Mudgee Region</b>	MRT	-	Commence in 2019/20
4.1	H	Prepare a 3-year Marketing + PR Strategy and implementation plan	MRT	-	Commence in 2019/20

REF	PRIORITY	ACTION	LEAD RESPONSIBILITY	KEY PARTNERS	TIMEFRAME FOR IMPLEMENTATION
5	HIGH - ONGOING	<b>Undertake Ongoing Research + Evaluation</b>	MRT	-	Ongoing
5.1	O	Research into the Gen X and 55+ markets – these segments, across both domestic and international markets will continue to be the most lucrative for the Mudgee Region. Research should focus on an understanding of these markets and how (through which channels) to reach them. Also undertake and review the motivations and behaviour of the Millennial and Gen Z markets	MRT	DNSW	Ongoing
5.2	H	Annual media and social sentiment analysis report with competitor set and NPS measurement	MRT	-	Baseline established 2019/20 then ongoing
SUPPLY // STRENGTHENING OUR EXPERIENCE OFFERING // GROUPED BY EXPERIENCE THEME					
1		<b>Wine Lovers + Foodie Finds</b>			
1.1	H	Encourage the development of more on-vineyard dining experiences. This could include investment in a significant new wine and food experience space or centre, which integrates the landscape, produce and culture of the Mudgee Region through high-quality design (Hero)	MRT	MWA, MFF + Industry	2020/21
1.2	M	Encourage further investment in accommodation on vineyards or within wineries to enhance the range of small-scale and boutique accommodation on offer, reinforcing the more intimate setting of the region (Hero)	MRT	MWRC, MWA, MFF + Industry	2020/21
1.3	H - M	Build capability in the design and delivery of experiences for the higher-value markets that involve local produce and drink (Hero)	MRT	MWRC, MWA + Industry	Commence with GEM program in 2019/20 and ongoing subject to available resources

REF	PRIORITY	ACTION	LEAD RESPONSIBILITY	KEY PARTNERS	TIMEFRAME FOR IMPLEMENTATION
1.4	O	Profiling wines, other beverages and local produce in key domestic source markets – this involves developing a program to strengthen relationships between local suppliers and producers and the hospitality sector outside of the region (Supporting)	MRT, MWA + MFF	Local wine, produce + other beverage suppliers	Ongoing
1.5	O	Encourage the further development of workshops and masterclasses that engage participants in the making of wines and other beverages or that integrate other experience themes such as art or photography workshops or masterclasses (there are already some great examples from within the Mudgee Region). This should emphasis the sensory nature of the experience (Supporting)	MRT	MWA + Wine Tourism Sector	Ongoing
1.6	H – M	Create a more experiential wine touring itinerary for cyclists and to support the region's touring routes (Supporting)	MWA/MRT	MWRC + Industry	2020/21
2		<b>Health + Well-being</b>			
2.1	H – M	Develop and promote wellness tourism experiences, including encouraging investment in wellness retreats or centres. This should leverage the region's outstanding local produce, arts, music and creativity (Hero)	MRT	MWRC	Commence in 2019/20 subject to available resources
2.2	M	Strengthen the nature-based offer, including through creating new experientially-focused itineraries that profile opportunities for accessing natural areas as well as encouraging commercial operator access to strengthen the higher-yield wellness tourism opportunities across the region (Supporting)	MRT	MWRC, NPWS + FCNSW	2020/21
2.3	M	Council to support (where appropriate) initiatives to leverage the interest in leisure cycling, mountain biking, the existing mountain biking trail network and events (Supporting)	MWRC	MRT, Mountain Bike + Cycling Associations, FCNSW	Ongoing



REF	PRIORITY	ACTION	LEAD RESPONSIBILITY	KEY PARTNERS	TIMEFRAME FOR IMPLEMENTATION
2.4	M – L	Contribute to the development of nature-based tourism strategies that are relevant to the Mudgee Region being led by the NSW Government, including DPIE, NPWS and/or FCNSW. It should consider strengthening the number and perception of adventure-based activities as well as address infrastructure projects such as mountain biking trails and greater access to waterways such as Windamere Dam (Strategy)	NSW Government (involving DPIE, NPWS, FCNSW)	MWRC + MRT	Commence in 2020/21
3		<b>Remarkable Arts, Music + Creativity</b>			
3.1	M	Create experience trails linked to the opening of the new Art Gallery, which is to be co-located with the new Mudgee Region Tourism Hub. These trails should also integrate opportunities to enjoy local hospitality or meet the artist or artisan as well as local galleries and other arts centres across the broader region (Hero)	MRT	Mudgee Art Gallery, Local Artists + Artisans, Industry	2020/21 as part of the activation of the new Art Gallery + Tourism Hub
3.2	M – O	Encourage the use of local venues to host and promote local talent in both music and the arts. This could be enhanced through regular multi-site events or festivals (see also <i>Engaging, Inspiring + Sporting Events: Action 5.2</i> on page 35) (Supporting)	Industry	Hospitality & Events Sectors + Local Artists & Artisans	2020 + ongoing
3.3	M	Support the development of the Aboriginal Cultural and Arts Centre in Kandos. While in its early stages, collaboration and partnerships between the local Wiradjuri community, Council, private sector businesses and local artists would assist in ensuring the concept's success. Investigate opportunities to assist the business in accessing grant funding to develop a tourism master plan and undertake feasibility assessments to expand the concept (Supporting – potentially Hero)	MRT	MWRC, Local Wiradjuri Community, NATOC, LALC, industry	Commence discussions 2020
4		<b>Vibrant Heritage</b>			
4.1	M	Revitalising the museums and attractions of the region in a more contemporary way, which resonates with target markets and assists in attracting new audiences. It is critical that a strategy is put in place for each institution (Supporting)	Museums + Attractions of the Region	MRT + MWRC	2020

REF	PRIORITY	ACTION	LEAD RESPONSIBILITY	KEY PARTNERS	TIMEFRAME FOR IMPLEMENTATION
4.2	H – M	Implement a program to connect the museums and attractions through a 'one ticket multiple attractions' offering. This should be prioritised for Gulgong. This should also be linked to open days, events and exhibitions that assist in raising the profile of these experiences as well as offering 'behind the scenes' tours or talks/dinners with experts that provide a special offer for loyal visitors or members (Supporting)	Museums + Attractions of the Region	MRT + MWRC	2020
4.3	L – O	Council to consider emerging or future opportunities for adaptive reuse of heritage assets and buildings across the region to further support the visitor economy (Supporting)	MWRC	Industry	Ongoing
4.4	O	Engage with the local Wiradjuri community, Local Aboriginal Land Council (LALC), NPWS and NATOC to commence discussions on the development of Aboriginal cultural tourism experiences, which involve the local Aboriginal community in sharing their culture and showcasing of sites of significance, where appropriate (Strategy)	MRT	MWRC, Local Wiradjuri Community, NATOC, LALC, NPWS + DNSW	Ongoing – medium to longer-term outcome
5		<b>Engaging, Inspiring + Sporting Events</b>			
5.1	H	Prepare a five-year Events Strategy that guides the development and prioritisation of events that bring to life Mudgee Region's brand identity ( <i>Reset Your Senses</i> ), reinforce the more intimate setting of the region as well as highlight the experience themes (Strategy)	MRT	MWRC + Industry	2020/21
5.2	H – M	In line with the growing popularity of Small Festivals, develop a multi-site music festival event, which would appeal to the Millennial and Gen Z markets and could be promoted as part of the Triple J's <a href="#">Unearthed Small Festival Guide</a> . A key to success would be to consider opportunities to integrate other elements of creativity as well as alternative food and drink options into the program (Hero)	Industry	MWRC + MRT	2020/21

REF	PRIORITY	ACTION	LEAD RESPONSIBILITY	KEY PARTNERS	TIMEFRAME FOR IMPLEMENTATION
5.3	M – L	Council to continue to work with a range of event organisers to attract new events to the region, for example a new event for popular precincts or parks across the region, such as Lawson Park, which focuses on offering something different for the whole family to enjoy (Hero). See further details in <a href="#">Section 7</a> on page 30 of the DMP	Industry	MWRC + Industry	Investigate opportunities in 2020/21 subject to available resources
5.4	H	A key priority of MWRC, in collaboration with MRT, is to continue to attract and facilitate more competitive and team sports events. This is an excellent way to raise the profile of the region for visiting participants. This initiative supports the Council's investment in facilities such as the Glen Willow Facility (Stage 2) and for suitable accommodation (Hero)	MWRC + MRT	Industry, Sporting Clubs & Associations	2019/20 then ongoing
6		<b><i>Reset Your Senses // Cross-cutting Initiatives</i></b>			
6.1	H	Develop an activation strategy to support the launch and ongoing operations of the new Art Gallery and Mudgee Region Tourism Hub, which will open in 2021. This represents an opportunity to utilise the space to host thematic showcases, from arts, music and creativity through to nature, heritage and local produce and drink (Strategy – Hero). See further details in <a href="#">Section 7</a> on page 30 of the DMP	MWRC/MRT	Industry	High priority – 2020/21
6.2	H – M	Identify and work in partnership with a private sector organisation to create a world-class hospitality training centre of excellence in Mudgee Region. This should aim to enhance the reputation of the sector as providing a reputable and rewarding career pathway (Strategy – Hero). See further details in <a href="#">Section 7</a> on page 30 of the DMP	MRT	MWRC, Hospitality Industry	Commence investigations in 2019/20 subject to available resources
6.3	M	Enhance collaboration to facilitate and continue implementation of a strategic approach to strengthening the accommodation supply across the region, which supports MWRC's broader economic development and investment attraction initiatives (Strategy)	MRT	MWRC, Hospitality Industry	2020/21
6.4	H – M	Council and MRT to investigate opportunities to improve signage for the region, including directional and welcome signage. This should consider, among other things, online distribution, digital display and mapping services, including profiling recreation tracks and trails. This should assist in influencing TASAC signage across the region (Strategy)	MWRC	MRT	Commence investigations in 2020

REF	PRIORITY	ACTION	LEAD RESPONSIBILITY	KEY PARTNERS	TIMEFRAME FOR IMPLEMENTATION
6.5	M	Council to collaborate with MRT and the Chambers of Commerce to investigate opportunities for enhancing transport links within the region, especially night-time/after-hours services and to service wineries (among others). This could be modelled on the existing Mudgee to Gulgong Bus Service or consider alternative transport options such as private bus services, car sharing or on-demand services	MWRC	MRT	Commence investigations in 2020
6.6	M – O	Encourage the development of workshops and masterclasses for a range of experiences, from art and music to cooking classes based on local produce (Supporting)	MRT	Industry, MWA, MFF	Ongoing
6.7	H – O	Increase experiential content to support touring routes. There is a need to provide new and dynamic content, including seasonal changes to the experience offering. This may involve encouraging local tourism operators and attraction providers to ensure they are listed on ATDW (Supporting)	MRT	MWRC, MWA, MFF + Industry	Ongoing
6.8	M – O	Utilise Council and third-party/commercial facilities to support and promote events and conference opportunities, especially for interest groups and smaller boutique conferences and business events (Supporting)	MWRC	MRT, Industry, Events Sector	Ongoing
ENABLERS // MAKING IT HAPPEN					
1		<b>Governance + Funding</b>			
1.1	H	MWRC to consider a new contract aligned with the new DMP's ambition for MRT to deliver services with a term that aligns with the implementation timeframe of this DMP, ie from 2020 to 2025, commencing on 1 July 2020 (subject to Council's budget framework and legal requirements)	MRT	MWRC	2019/20
1.2	H	As part of a potential new contract agreement, MWRC to increase funding from 1 July 2020 to provide resourcing to enable high-priority functions (as detailed in <a href="#">Section 8</a> on page 38 of the DMP)	MRT	MWRC	2019/20 for 2020/21



REF	PRIORITY	ACTION	LEAD RESPONSIBILITY	KEY PARTNERS	TIMEFRAME FOR IMPLEMENTATION
1.3	H	As a priority, MRT to review its organisational structure to support current essential functions and planned growth in the local visitor economy sector. This should involve initiating an independent review of the current and potential future staffing structure and benching-marking of salaries to industry standards, including to reflect the increased complexity and diversification of functions and positions (as detailed in <a href="#">Section 8</a> on page 38 of the DMP)	MRT	MWRC	2019/20 for 2020/21
1.4	O	MRT and MWRC to continue investigating opportunities for attracting grant funding, including for industry development programs	MRT + MWRC	-	Ongoing
2		<b>Industry Development + Partnerships</b>			
2.1	O	Continue to strengthen collaboration within and beyond the region. This includes, among many others, collaboration with DNSW; DNCO and Orana Joint Organisation of Councils; and TA	MRT	-	Ongoing
2.2	H - O	MRT to continue to increase Partnerships of MRT, including encouraging a shift upwards in tiers (eg from Bronze to Silver). This should incorporate actions to drive efficiencies in the partnership program, including enhanced use of technology tools to manage customer and partner relationships, such as a CRM and dedicated online portal for partners, which provides restricted access (via log-in) to tools, industry information and news, etc. <b>Note:</b> 2020/21 Partnership Program revised due to impact of COVID-19	MRT	MRT Partners, Industry	2019/20 and ongoing
2.3	M	MRT to develop a Sponsorship plan that reinforces the Mudgee Region's brand and values and ensures that sponsorship is perceived as credible and has integrity	MRT	Industry	2020/21
2.4	O	MRT to continue to provide updates and encourage partners to participate in industry development programs such as NSW First and DNSW's Get Connected program	MRT	MRT Partners, DNSW Industry	Ongoing
2.5	M	Develop a program with the Business Chambers to build the capability and capacity of the local businesses to support the visitor economy as well as improve the understanding of the benefits of the visitor economy within the broader community	MRT + Region's Business Chambers	MWRC	2020/21

REF	PRIORITY	ACTION	LEAD RESPONSIBILITY	KEY PARTNERS	TIMEFRAME FOR IMPLEMENTATION
2.6	M	Chambers of Commerce to investigate opportunities for strengthening capacity and capability building program for volunteers and community groups. This should include investigating grant funding opportunities with programs such as offered by the Commonwealth Government's BBRF	Chambers of Commerce	MWRC, MRT, Industry	2020/21
2.7	M	MRT to work with Chambers of Commerce and the hospitality sector to address key barriers to servicing the visitor and take a more visitor-centric approach. For example, encouraging seven-day week trading for the hospitality industry or developing a plan to share opening hours across a seven-day week	MRT	Chambers of Commerce, Hospitality Sector	2020/21
3		<b>Policy Settings for a Vibrant Visitor Economy</b>			
3.1	M	Review the current development approval (DA) process for events (especially small to medium-sized events) in collaboration with industry to further streamline the process wherever possible and reduce any unnecessary burden on small business operators	MWRC	Industry + MRT Partners	2020/21
3.2	O	MWRC to consider incentives to assist in attracting investment or reinvestment in tourism infrastructure and facilities in line with its broader economy development priorities. This could include specific initiatives that align with the experience themes identified within this DMP, for example to encourage the development of wellness retreats and on-vineyard dining and accommodation	MWRC	MRT	Ongoing
3.3	O	MWRC to further investigate and where possible or feasible integrate evolving contemporary practices in adaptive reuse of heritage assets	MWRC	Owners of Heritage Items	Ongoing

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# Appendix 1

## DETAILED ANALYSIS OF STRENGTHS, WEAKNESSES, OPPORTUNITIES + CHALLENGES

TABLE 1: STRENGTHS // OPPORTUNITIES + CHALLENGES

STRENGTHS	OPPORTUNITIES	CHALLENGES
<p>Communities of the Mudgee Region strongly value its <b>more intimate and low-key setting</b>. It is a region of passion and pride with a <b>strong sense of community</b>.</p>	<p>Reflect these values and bring them to life through compelling stories, interpretation and the experience offer of the Mudgee Region.</p> <p>Adopt strategies that assist in maintaining the perception and reality of Mudgee Region as offering a more intimate experience. This is best achieved through a stronger focus on attracting higher-yield or high-value markets by encouraging the creation of more bespoke, small group and immersive experiences.</p>	<p>Many businesses in the region are small and family-owned and operated. While this is a strength in terms of the perception of the region as a more intimate destination, this impacts on the level of service, including limited resources to support operations across 7 days/week. Offering support to local businesses, including tools to assist them should be considered as part of industry engagement and development.</p> <p>Strengthen the understanding of contemporary interpretation to enliven and increase the appeal of museums and attractions.</p>



STRENGTHS	OPPORTUNITIES	CHALLENGES
<p>Mudgee Region has had significant success over recent years in <b>strengthening awareness of the region and increasing visitation</b>. This has resulted from MRT's success in attracting grant funding to develop and implement targeted marketing campaigns, which have actively involved industry members. The campaigns have been particularly successful in driving short break tourism and encouraging more couples, small groups and international visiting friends and relatives (IVFR) to visit the region. A new consumer-facing destination campaign, <i>Feel the Love</i>, which also aims to involve the local community, is the next step being taken by MRT.</p>	<p>Adopting a multi-year marketing campaign approach, underpinned by the continuous reinforcement of Mudgee Region's positioning, <i>Reset Your Senses</i>, has delivered tangible results. Continue this approach with the <i>Feel the Love</i> consumer-facing destination campaign, which is planned for launch in early 2020.</p> <p>Other opportunities identified include continuing to strengthen promotion of mid-week visitation as well as expanding opportunities and programs to involve campaign partners and sponsors.</p> <p>Strengthen the focus on community engagement to empower them to reach out and invite their friends and relatives. Provide opportunities for partnerships with industry to engage their employees including FIFO. This is consistent with the early stages of the <i>Feel the Love</i> campaign.</p>	<p>The primary challenge faced by regional destinations in marketing is attracting sufficient funding to achieve cut-through in a highly competitive marketplace. This means campaigns need to be highly targeted and focused to achieve campaign objectives, which doesn't necessarily always enable promotion of all businesses or interests in the region.</p> <p>A further challenge relates to encouraging the industry and other stakeholders to partner in the campaign or provide sponsorship, including in-kind support. It will be important for the industry and community to support marketing efforts to achieve the most effective results.</p>
<p>The region has been successful at <b>strengthening collaboration</b> over recent years. Much of this success has been attributed to the work of MRT. It has included a strong relationship between MRT and MWA, MFF, MWRC, Chambers of Commerce, DNSW and TA.</p>	<p>Enhancing the already strong levels of collaboration should involve a deeper level of engagement with towns and villages outside of Mudgee township.</p> <p>There is also an opportunity to continue enhancing engagement between sectors, for example between the wine and tourism sectors as well as with retailers, sporting associations and hospitality providers, among other industries.</p>	<p>A current challenge is the perception that to date, efforts have focused on raising the profile of Mudgee. Increasing outreach between Mudgee and the other towns and villages will be important as well as strategies that improve transport within and access across the region.</p> <p>Practical ways to involve other industries, such as the local mining industry, should also be considered, including in-kind contributions to the development of infrastructure that benefits both the community as well as the visitor economy.</p>

STRENGTHS	OPPORTUNITIES	CHALLENGES
<p><b>Local produce + drink</b>, including wine and other beverages. The region includes the well-established and award-winning Mudgee wine region as well as being home to a wide range of produce. This has been a major element of Mudgee Region's marketing efforts and has enhanced the profile of region as a stand-out destination.</p>	<p>A continuing focus on profiling the quality of local produce, food and drink across the region.</p> <p>Leveraging successes to date, continue to increase representation of local produce and drink within the towns of the region.</p> <p>Another opportunity is to further enhance the range of experiences and accommodation that reinforce the produce and wine offering of the region – from workshops and masterclasses through to accommodation on wineries.</p>	<p>Mudgee Region already offers many wine tourism experiences. However, this offering could be further expanded and enhanced. As part of this approach, encourage produce providers and wineries to participate in experience development programs.</p> <p>Continue to encourage more hospitality providers to integrate local produce and beverages as part of an industry outreach and familiarisation program.</p>
<p><b>History and heritage</b> of the region is one of its clear strengths, from gold mining and the region's industrial history to Aboriginal cultural heritage. There is an array of heritage assets that could be adaptively reused to strengthen the experience offering of the region.</p> <p>A relevant reference is also made to the proposal for an Aboriginal Cultural and Arts Centre in Kandos (as mentioned above under Arts, Artisans and Musicians).</p>	<p>Profile and promote the region's extensive and diverse heritage assets and experiences in a contemporary and interactive way that can underpin storytelling, starting with more engaging interpretation.</p> <p>Adaptive reuse of heritage assets, which ensure they continue to serve the community and visitors in a contemporary way, offers a range of opportunities from accommodation to recreation activities.</p> <p>Bring to life the stories of the connection to Country of the Wiradjuri people, including <i>where appropriate</i> showcasing sites of cultural significance. This would be enhanced through the development and promotion of more immersive, small-scale experiences rather than traditional interpretative signage. A key to success will be to offer experiences developed and delivered by local Wiradjuri people and should only be done with their permission.</p>	<p>Ensuring that the history and heritage of the region is brought to life in an inspiring and appealing way is challenged by outdated or static interpretation and lack of funding for evolving experiences to meet the expectations of visitors. Further, there is currently a misconception that Millennials aren't interested in learning. In fact, when engaged through entertaining and contemporary ways, Millennials are showing a high level of interest in learning, including through hands-on workshops and more immersive experiences. Older demographics are increasingly following this trend.</p> <p>Adaptive reuse of heritage assets can be expensive and require the involvement of multiple parties. Adopting a strategic, robust approach to planning is essential, including feasibility studies, detailed consultation and master-planning that considers the interests and motivations of potential visitors or markets.</p> <p>In order to encourage the development of Aboriginal cultural tourism products and experiences, it is essential to involve – as a first step – the local Aboriginal community and organisations such as the NSW Aboriginal Tour Operators Council (NATOC), the Local Aboriginal Land Council and NPWS.</p>

STRENGTHS	OPPORTUNITIES	CHALLENGES
<p><b>Artists, artisans and musicians</b> – the area is home to a very strong community of artists, artisans, musicians and performers. In many ways, this leverages a proud history in the arts world, including Henry Lawson. Likewise, live music is also locally popular.</p> <p>Leveraging and improved promotion of the arts and music offering is an opportunity to strengthen the perception of the contemporary culture of the region.</p> <p>Initiatives such as the development of a new Art Gallery to be co-located with the new Mudgee Tourism Hub and a proposal for an Aboriginal Cultural and Arts Centre in Kandos were highlighted as significant opportunities along with the maintenance of heritage assets such as the Opera House at Gulgong.</p>	<p>Opportunity for developing, enhancing and promoting facilities to profile the arts and live music of the region.</p> <p>Live music offers an opportunity to align the region's positioning with a more vibrant destination. This is about profiling, promoting and encouraging more small-scale, immersive music events, from folk or cabaret nights to ways of serving up great music to accompany the food and drink offering of the region and support a night-time economy.</p> <p>The opening of the new art gallery in Mudgee offers an opportunity to reinforce the arts and creative culture of the region.</p>	<p>Local demand for live music and the arts should be strengthened through greater promotion within the community and encouraging local hospitality providers to increase local content, including through hosting live music or exhibitions. Building local demand will contribute to the perceived vibrancy of the destination and assist in enhancing the appeal for attracting more visitors, especially for short breaks.</p> <p>The perceived impact on local communities of noise and crowds associated with live music may need to be addressed through appropriate communication about the style and scale of live music events as well as working closely with local businesses to minimise or manage anti-social behaviour, if or when it occurs.</p>
<p><b>Nature and the region's wildlife</b>, from birdwatching to kayaking at Ganguddy (Dunns Swamp) and walks in the Wollemi National Park, to name but a few. It also includes nature-based art trails, such as the Lawson Park Sculpture Walk in Mudgee as well as across multiple sites in Rylstone and Kandos.</p>	<p>Develop and promote nature-based tourism experiences and accommodation, including but not limited to small-group, personalised and/or immersive tours as well as boutique accommodation within nature-based settings. This could include wellness retreats.</p> <p>Guided tours including multiday adventures by foot, mountain bike and/or kayak, linked to nature-based accommodation options such as glamping would provide a signature nature-based experience. These opportunities could be explored on private and public lands, including those managed by MWRC and NPWS.</p> <p>Nature-based settings also offer an opportunity to further enhance the perception of the region and its experience offer in relation to the increasingly important motivator for travel of health and well-being.</p>	<p>Enabling access to natural areas, including national parks by commercial operators is critical to strengthening the nature-based tourism offer of the area.</p> <p>This will involve collaboration with NPWS, who are responsible for licensing of commercial operators as well as the development or enhancement of nature-based experiences within the national parks' estate.</p> <p>Community perception that this may result in either inappropriate or over-development. This should be addressed through focusing efforts on higher-yield visitors who are likely to spend more time and money in the region. In addition, enhance the understanding of environmental thresholds, capacity constraints and impacts of tourism.</p>

STRENGTHS	OPPORTUNITIES	CHALLENGES
<p><b>Outdoor sporting and recreation pursuits</b>, from mountain biking to hiking, water sports (from kayaking to activities on Windamere Dam) and competitive team sports. Sporting events/tourism is an important opportunity for the region.</p> <p>The region also has a number of high-quality facilities, such as the Glen Willow Regional Sports Stadium and <i>Mudgee Common</i> mountain bike trails. Council is continuing to invest in these facilities, which should be further leveraged to support sports tourism.</p>	<p>Promote the range of sporting and recreational activities, facilities and events, including support for more competitive team sport events.</p> <p>Engage with industry across sectors to develop experiences, such as mountain biking or bushwalking tours as well as providing pre-trip information and itineraries that encourage people to extend their stay. This also involves involving the hospitality and retail sectors in planning for upcoming sporting events to strengthen the availability of services.</p>	<p>The opportunities will require the engagement and direct involvement of sporting associations and other organisations to achieve success as well as communication strategies for engaging with the hospitality and retail sectors.</p> <p>Encouraging visitors to extend their stay around sporting events also creates an opportunity to encourage more tourism and hospitality providers to consider seven-day week trading.</p>
<p><b>Events</b> are perceived as a positive opportunity. Local, small-scale events year-round and that profile Mudgee Region's destination brand, <i>Reset Your Senses</i>, were seen as an important contribution to the vibrancy of local communities while providing greater opportunities to attract visitors and encourage them to stay longer.</p> <p>Beyond food and wine events, festivals such as the Flavours of Mudgee, Sculptures in the Garden and Cementa Contemporary Arts Festival in Kandos were highlighted as standout events that had a well-deserved reputation.</p>	<p>Engaging more venues and sites to create opportunities for festivals that leverage small-scale and local events.</p> <p>All events should assist in reinforcing the positioning (<i>Reset Your Senses</i>) and identity of the destination (for example, more intimate setting) and contribute to the vibrancy and appeal of the Mudgee Region.</p> <p>This includes leveraging the healthy, active outdoor lifestyle of the region as well as local produce and arts and music – in other words, an invitation to excite all your senses by a visit to Mudgee Region.</p> <p>Events may also assist in growing demand during low and shoulder seasons by providing new reasons to visit the region.</p>	<p>Constraints and concerns raised included noise, increased traffic during peak periods and lack of facilities and/or accommodation to cater to large groups of people. Some of these concerns should be addressed through continuing the strong focus on small-scale and more boutique-style events or multi-site festivals as well as appropriate communication about the style and scale of the event as well as working closely with local businesses to maximise increased visitor spend from events and distribute information to visitors and guests.</p> <p>Reducing the perceived red-tape involved in gaining approval for events is also an important, including removing unwarranted or onerous conditions.</p> <p>Avoiding competition within the broader Mudgee Region on the event calendar is also a challenge and will involve collaboration and coordination across the region.</p>



STRENGTHS	OPPORTUNITIES	CHALLENGES
<p>Journeys, be they by air or road, bring many visitors to the region. The region is serviced by FlyPelican, which also offer holiday packages<sup>13</sup> as well as being part of a number of <b>recognised road-touring routes</b>, including the NSW Food and Wine Trail, the Food Lover's Roadtrip and the Greater Blue Mountains Drive, which are promoted by DNSW as part of its drive tourism initiative.<sup>14</sup></p>	<p>Enhance experiential content for multi-channel distribution (including through third parties) is integrated into touring routes and itineraries. This should leverage the positioning of Mudgee Region, <i>Reset Your Senses</i>.</p> <p>Continue to work with FlyPelican and other operators to develop itineraries and new packages that reflect the experience themes, seasons or desires of special-interest markets (eg heritage, nature, recreational pursuits, etc).</p>	<p>To make journeys more appealing, it is critical to develop more experiential content in the most effective format. This includes short videos that engage the target audience beyond a simple listing of tourism products and provide insights into an itinerary that includes moments of surprise, serendipity and reinforcement of the destination's brand.</p> <p>Importantly, in terms of visitor services, itineraries provide important context for the destination and assist in simplifying the way to access and travel around the region.</p> <p>Development of packages need to reflect the interests of the target audience.</p>
<p><b>Volunteers</b> contribute to the visitor economy across the region, including helping to deliver experiences such as museums and attractions.</p>	<p>Infuse the sense of community through celebrating the important role that volunteers play in delivering experiences. This includes greater support through specialist skills or capability development programs to assist volunteers with marketing and contemporary experience development and interpretation.</p>	<p>Volunteer fatigue and engagement is a challenge for the region. Some experiences are staffed by volunteers and recruitment of new volunteers is impacted by the challenges of daily life as well as an aging population.</p> <p>Inviting residents to be involved in meaningful ways, including contributing to the development of new content through sharing their stories will be an important part of making the community feel valued and enhance pride in welcoming visitors.</p> <p>Product and experience development programs should highlight how to create more immersive, small-group experiences rather than attempting to attract low-yield, high volume markets. This should also involve building an understanding of contemporary interpretation to enliven and increase the appeal of museums and attractions.</p>

<sup>13</sup> FlyPelican holiday packages are sold through Pelican Travel Services

<sup>14</sup> See: [visitnsw.com/things-to-do/drives-and-road-trips](https://visitnsw.com/things-to-do/drives-and-road-trips)

**TABLE 2: WEAKNESSES + GAPS // OPPORTUNITIES + CHALLENGES**

WEAKNESSES + GAPS	OPPORTUNITIES	CHALLENGES
<p><b>Transport</b> within the Mudgee Region is largely perceived as a barrier to tourism, especially after hours and to support wine tourism. However, transport options such as the Gulgong-Mudgee Bus Service were highlighted as a positive initiative. Improved night-rider services should be provided and/or promoted.</p>	<p>Investigate the viability of increased transport options or local bus services, including through partnerships with private sector sponsorship. This would enhance the perceived ease of transiting within or across the destination, such as a hop on hop off style service over peak periods or weekends.</p> <p>Encourage active travel, including walking and cycling, including use of shared e-bikes.</p>	<p>Increasing connectivity between the towns of the Mudgee Region would significantly enhance the appeal of attending live music events or art exhibitions etc. It would also enable visitors to plan an extended stay, especially for those who arrive by air (and haven't arranged a hire car).</p> <p>Shared bike schemes need to be properly developed with clear objectives to be successful. Models such as those adopted in destinations such as Portland in the USA should be considered.</p>
<p><b>Limited mobile coverage outside</b> of main centres or towns.</p>	<p>Liaise with mobile providers to increase coverage.</p> <p>Lobby relevant Government departments to increase coverage in affected regional "blackspot" areas.</p>	<p>Visitor or guest expectations will vary. However, providing pre-trip and/or on-arrival information assists in reducing concerns or complaints about poor mobile coverage.</p>
<p>Poor signage, especially <b>directional and welcome signage</b>.</p>	<p>Investigate opportunities to improve signage for the region.</p>	<p>Involves collaboration between local government and Transport NSW. The Tourist Attraction Signposting Assessment Committee (TASAC) can also take significant time to assess and/or approve tourist attraction signage, often to the frustration of local businesses.</p>

WEAKNESSES + GAPS	OPPORTUNITIES	CHALLENGES
<p>Limited commercial <b>accommodation</b> options and range or types of accommodation, especially outside of Mudgee township. High occupancy rates during peak periods is also a challenge for growing the visitor economy.</p>	<p>Proactively seek investment to maintain and improve accommodation options to suit a range of budgets and tastes, including for the family and luxury (or high value) market segments.</p> <p>A clear opportunity relates to the development of more boutique, smaller-scale accommodation, in keeping with the aesthetics and culture of the area. This could include options such as wellness retreats and pop-up glamping.</p> <p>A further opportunity relates to supporting short-term accommodation supply, which can add to supply during peak times (including for events) as well as to meet changing preferences, including for the growing interest in inter-generational short-break travel.</p> <p>Caravan and camping facilities already exist across the region. However, there is an opportunity to invest in new facilities and ensure existing facilities are maintained to meet the expectations of the evolving caravan and camping market, including more active families.</p>	<p>Community perception that this may result in either inappropriate or over-development. This should be addressed through demonstrating the Council's commitment to the value of environmental sustainability and aesthetics through its planning policies and development approvals process.</p> <p>It can also be challenging to attract new investment. There is potential for MWRC to work with MRT to identify potential opportunities, including adaptive reuse of heritage assets, in line with market demand and evolving trends in preferences for accommodation. This may also involve ensuring appropriate policies are in place to support new accommodation options.</p> <p>Attracting more accommodation providers to be members of MRT. will assist in further strengthening industry engagement across the visitor economy.</p>
<p>Visitation is strongly influenced by <b>seasonality</b> and is impacted by the <b>perception of the drought</b>.</p>	<p>Develop and promote experiences and itineraries that highlight the year-round opportunities for visitors to enjoy; this includes profiling themes such as art and culture or recreational activities that bring depth to the Mudgee Region offering.</p> <p>Encourage local residents and businesses to encourage their friends and relatives to visit as well as maintain a positive perception (and promotion) of the region through social media channels. This is a cost-effective way to help build demand during low and should seasons as well as during challenging times, such as the drought.</p>	<p>Create content and itineraries to support year-round promotional activity, including through activations and events.</p> <p>Address perceptions about the impact of environmental conditions such as the drought on the things to see and do in the region through proactive marketing communications/PR.</p>

WEAKNESSES + GAPS	OPPORTUNITIES	CHALLENGES
<p><b>Demand for hospitality can exceed availability</b> and often leads to visitors or guests being disappointed. Encouraging pre-booking of hospitality, especially restaurants as well as seven-day week trading would help to alleviate this problem.</p>	<p>Accommodation providers should send pre-trip information to guests to highlight the challenge and offer to assist their customers make bookings for popular restaurants etc.</p> <p>Encouraging more businesses to adopt a seven-day week or to increase flexibility to provide services during peak times. This may include considering changing days the business is open to include Mondays as part of supporting short break trips.</p>	<p>This gap reflects higher demand for services than is currently available. This may be partially addressed by encouraging more businesses to be open or to collaborate to ensure a wider range of businesses are open across the entire seven-day week.</p>
<p><b>Heritage values and aesthetics</b> of the region should be maintained and standards strengthened where possible.</p>	<p>Strengthen the role of Council in ensuring heritage standards and other policies that contribute to the aesthetics of the region's towns and villages.</p>	<p>Poorly preserved heritage would undermine the appeal of many of the historic towns and villages of the region. Ensuring heritage standards are enforced should also be balanced with creating opportunities for more contemporary uses of heritage assets.</p>
<p><b>Attracting and retaining talent to support the hospitality sector.</b> A key issue is ensuring the capability and capacity of the hospitality sector to deliver quality services and strengthen the viability of local businesses. This offers an opportunity to partner with the private sector to create a world-class centre of excellence in hospitality.</p>	<p>There is an opportunity to partner with the private sector hospitality schools to enhance the reputation of the sector as providing a career pathway (not just a job for temporary visitors or students). This could involve offering a regional base for an executive leadership retreat.</p> <p>An important consideration is delivering programs in-region to minimise the impact on disruption to services and position Mudgee Region as a centre of excellence in hospitality.</p> <p>These programs could target older workers who are interested in retraining as well as providing pathways for young adults to participate in the workforce.</p>	<p>Funding of capability development initiatives is a key challenge. While there are programs, such as the Commonwealth Government's BBRF, establishing a centre of excellence will require the involvement of established and highly-credible providers as well as facilities that can accommodate such initiatives.</p>

WEAKNESSES + GAPS	OPPORTUNITIES	CHALLENGES
<p>Increasing interest in health and well-being provides an opportunity to <b>enhance the wellness offering of the region</b>, including accommodation, activities and packages that take advantage of the quality local produce and rural and nature-based settings across the region.</p>	<p>As highlighted above, the region has an opportunity to address the gap in the market relating to wellness retreats, tours, activities and facilities that leverage the increasing interest in health and well-being. This market has been estimated to spend 53% more than non-wellness travellers.</p> <p>This also provides an opportunity to enhance promotion (through adopting a slightly different lens) of local produce as well as the nature-based and recreational activities available, from mountain biking to yoga, day spas and cooking masterclasses (etc).</p>	<p>Re-packaging and re-positioning of the product and experience offering through a wellness lens will be important. This should include development of itineraries and utilise video format, which strongly appeals to the markets most interested in health and well-being.</p> <p>Work with MWRC and/or NPWS to identify opportunities to encourage investment in new developments such as wellness retreats in nature-based settings.</p>



**TABLE 3: THREATS + MITIGATION STRATEGIES**

EXTERNALITIES + INFLUENCE ON THE VISITOR ECONOMY	MITIGATION
<p><b>State and Commonwealth Governments</b> have a role to play in assisting capability, event and/or experience development as well as marketing the destination. As a result, the level of funding available to MRT is likely to correlate with the availability of grant programs or other opportunities for local government and industry. In NSW, a strong focus over recent years has been to increase the appeal of and encourage greater dispersal to regional destinations. While NSW Government grant programs for 2020 and beyond have yet to be announced, this represents an opportunity for the Mudgee Region to attract additional funding. In addition, DNSW continues to offer a comprehensive capability development program, such as NSW First and deliver marketing initiatives from which the local industry can benefit. There are also opportunities to access Commonwealth grant funding, including for capability development of regional communities.</p>	<p>Closer collaboration with DNSW, other NSW Government agencies such as the Department of Planning, Industry and Environment as well as the local industry to ensure ongoing access to funding for and engagement in capability development programs and marketing initiatives.</p> <p>This includes building awareness of opportunities within the local industry and assisting in creating, curating and sharing compelling content to support marketing initiatives and promotional campaigns.</p>
<p><b>National and global economic performance</b>, which underpins growth in tourism viability. Tourism is generally on the frontline of the impact of economic downturn, either within Australia or globally. This is a result of tourism being a discretionary expenditure. Various elements of economic performance impact tourism growth including fluctuations in the exchange rate. However, the impact can vary. For example, a higher Australian dollar can reduce demand in international markets and domestic markets, as Australian holidays become or are perceived as relatively more expensive than overseas destinations. A lower Australian dollar can improve international competitiveness while also making domestic holidays more appealing to Australians.</p>	<p>Achieving a balance between market segments, including international and domestic source markets is important to ensure that if one segment or geographic market is negatively impacted that the overall impact on the visitor economy is minimised.</p>
<p><b>Significant weather events and the impact of climate change.</b> Mudgee Region has been significantly impact over recent years by the drought. It is also vulnerable to natural hazards including bushfire and flooding. As the climate changes, exposure to these hazards will increase, for example through heatwaves and severe bushfire conditions. These risks will affect properties and infrastructure that support community and visitor experiences as well as the perception of the region as a destination to visit. This is likely to affect the sustainability of business that rely on the area's natural settings for the delivery of quality visitor experiences.</p>	<p>MWRC is already being proactive and taking significant action with regards to this externality through the implementation of effective risk management strategies and ongoing collaboration with NSW Government agencies, such as the Department of Planning, Industry and Environment, which includes the NPWS. However, it will be important to ensure that effective communication strategies are developed to both encourage people to visit the region and ensure their safety while in the region.</p>

## EXTERNALITIES + INFLUENCE ON THE VISITOR ECONOMY

## MITIGATION

**Impact of overtourism.** Many destinations around the world are feeling the impact of high visitation, creating situations known as 'overtourism.' This can apply to an entire destination, such as Barcelona, Byron Bay or to specific sites, such as the World-Heritage listed Cinque Terra in Italy. The impacts can range from environmental degradation to overcrowding and reduced service levels or access to facilities for local residents. The reality is that as the world's population grows and developing countries continue to advance, more people are travelling than at any other time in history.

The most important step is to develop and implement a strategic approach to the visitor economy that focuses on yield (ie visitors that spend more) and not just visitor numbers. This principle underpins the approach adopted in this plan.

Overtourism can be effectively managed. However, it relies on understanding the capacity constraints and proper planning of sites, facilities and infrastructure. It also relies on good communication to assist in trip pre-planning and reduce disappointment of visitors during peak periods.

Globally, many destinations are developing new approaches to assist them manage the impacts of overtourism.<sup>15</sup>

The Mudgee Region is home to a number of industries. These industries play an important role in the MWRC's economy. A key concern is that with the closure or downsizing of these industries, there is a likely impact on the viability of smaller towns and villages within the broader region, with subsequent consequences for services that support local communities as well as the visitor economy.

MWRC has released an Economic Development Strategy that outlines priorities for strengthening the region's economy over ten years. This includes opportunities for skills and capability development and programs targeting youth participation in the workforce. These initiatives would support greater diversification of industries, including specific programs tailored to attracting and retaining talent in the tourism and hospitality sectors, among others.

<sup>15</sup> See: [skift.com/2019/07/19/destinations-leverage-tourism-pledges-as-marketing-tactic-in-age-of-overtourism](https://skift.com/2019/07/19/destinations-leverage-tourism-pledges-as-marketing-tactic-in-age-of-overtourism)

# Appendix 2

## DETAILED COMPETITOR ANALYSIS

### COMPETITOR DESTINATIONS SELECTED FOR ANALYSIS

- Hunter Valley
- Orange
- Shoalhaven Coast
- Southern Highlands



## SUMMARY OF PRIMARY COMPARATIVE STRENGTHS + WEAKNESS OF THE DESTINATIONS

DESTINATION	DESTINATION AWARENESS/ MARKETING	COHESION OF THE INDUSTRY	ACCOMMODATION RANGE	FOOD + DRINK EXPERIENCES	ONLINE BOOKABLE EXPERIENCES	TOURISM CATEGORY AS A %
MUDGE REGION	<p>Mudgee Region has successfully delivered a number of consumer-facing campaigns that has raised the awareness of Mudgee Region as a short break destination. Increased visitor numbers and spend.</p> <p>Mudgee Region has also accessed dollar for dollar matched funding from DNSW, MWRC and Wine Australia to deliver several marketing campaigns.</p>	<p>Mudgee Region has a very cohesive and collaborative approach to the visitor economy.</p> <p>This underpins the success that the Mudgee Region has experienced in recent years.</p>	<p>Mudgee Region offers smaller boutique accommodation.</p> <p>Airbnb lists more properties than any other platform and this reflects the style of accommodation on offer.</p>	<p>18% of the overall tourism offering is food and wine experiences.</p> <p>There are:</p> <ul style="list-style-type: none"> <li>• 40 cellar doors</li> <li>• 1 brewery + 1 distillery</li> <li>• 1 cooking school</li> <li>• 9 tour operators offer food and wine experiences</li> </ul> <p>Online experience bookings are available through plugins such as 123.tix from <a href="http://visitmudgeeregion.com.au">visitmudgeeregion.com.au</a> or in some cases via shopping carts at individual operator level.</p> <p>There are no individual operators offering bookable experiences through third party websites such as Expedia, other than a tour operator or Fly Pelican.</p>	<p>There are experiences offered by tour operators and airline offered through third party platforms such as Viator.</p> <p>However, there are no individual operators offering bookable tours through other third party channels such as TripAdvisor, Viator or Airbnb Experiences.</p> <p>Very few individual operators offer real-time bookings.</p>	10% ATTRACTIONS
						5% TOURS
						18% EVENTS
						22% FOOD + WINE
						45% ACCOMMODATION

DESTINATION	DESTINATION AWARENESS/ MARKETING	COHESION OF THE INDUSTRY	ACCOMMODATION RANGE	FOOD + DRINK EXPERIENCES	ONLINE BOOKABLE EXPERIENCES	TOURISM CATEGORY AS A %
HUNTER VALLEY	<p>The perception is that the Hunter Valley is the home of many Australian wine brands.</p> <p>The reality is that the majority of the wineries in the Hunter Valley are smaller and family owned.</p> <p>Over a 12-month period April 2018–2019 26,000 sources mentioned Hunter Valley through social media.</p> <p>In 2018 Wine Country in partnership with DNSW launched the Hunter Valley <i>Here's to The Good Life</i> campaign (\$2 million campaign). The website Wine Country is the key call to action.</p>	<p>Fragmented industry with ongoing efforts to improve collaboration across the different sectors.</p> <p>This is impacting the resources to deliver bigger campaigns and the ability to take a collective approach to marketing.</p>	<p>The Hunter Valley offers small boutique accommodation through to global brands. Global brands assist in raising the profile of the destination through their own marketing channels.</p> <p>22 wineries offer accommodation in a vineyard.</p> <p>HotelsCombined has the largest inventory of accommodation while Airbnb has the least.</p>	<p>23% of the overall tourism offering is food and wine related.</p> <p>There are:</p> <ul style="list-style-type: none"> <li>• 130 cellar doors</li> <li>• 15 experiences (23 are export-ready)</li> <li>• 7 breweries + distilleries</li> <li>• 7 cooking schools</li> <li>• 64 tour operators (23 offer food + wine experiences)</li> </ul> <p>These tour operators are also Sydney based and are globally recognised tour companies</p>	<p>There are:</p> <ul style="list-style-type: none"> <li>• An extensive number of bookable experiences and tours on Airbnb</li> <li>• 15 bookable experiences on TripAdvisor</li> <li>• 23 bookable products offered on <a href="http://winecountry.com.au">winecountry.com.au</a></li> <li>• 13 bookable products on Viator</li> </ul>	12% ATTRACTIONS
						9% TOURS
						10% EVENTS
						23% FOOD + WINE
						46% ACCOMMODATION















DESTINATION	DESTINATION AWARENESS/ MARKETING	COHESION OF THE INDUSTRY	ACCOMMODATION RANGE	FOOD + DRINK EXPERIENCES	ONLINE BOOKABLE EXPERIENCES	TOURISM CATEGORY AS A %
ORANGE	<p>In 2018 Orange launched their new brand <i>Orange 360</i> along with new collateral, website and campaign.</p> <p><i>Orange 360</i> positions Orange as a year-round destination and showcases Orange as being more than just a food and wine destination.</p>	<p>The launch of <i>Orange 360</i> has improved collaboration between Councils, villages and the industry.</p>	<p>The accommodation inventory in the Orange region has been evolving over recent years.</p> <p>Eight wineries offer accommodation located in the vineyard</p> <p>Airbnb offers the greatest number of accommodation inventory followed by ATDW.</p> <p>Interestingly, compared to the other regions Airbnb by far offers more inventory than any of the other platforms.</p>	<p>There are:</p> <ul style="list-style-type: none"> <li>• 37 wineries</li> <li>• 3 breweries</li> <li>• 14 tour operators (4 tour operators offer food + wine tours)</li> </ul>	<p>There are:</p> <ul style="list-style-type: none"> <li>• 5 experiences offered on TripAdvisor</li> </ul> <p>Very few operators other than a few wineries offer real time bookings for experiences on their own websites.</p>	18% ATTRACTIONS
						3% TOURS
						19% EVENTS
						14% FOOD + WINE
						46% ACCOMMODATION

DESTINATION	DESTINATION AWARENESS/ MARKETING	COHESION OF THE INDUSTRY	ACCOMMODATION RANGE	FOOD + DRINK EXPERIENCES	ONLINE BOOKABLE EXPERIENCES	TOURISM CATEGORY AS A %
SHOALHAVEN COAST	<p>The Shoalhaven is known as a beach holiday destination and subsequently 76% of its tourism inventory is accommodation.</p> <p>The wine tourism offering is a very small part of the overall experience within this region.</p> <p>However, the region is also anchored by global food celebrities offering such as Rick Stein's Bannisters restaurants.</p> <p>Even though the Shoalhaven reputation is not wine focused, the region is repositioning the food and wine offering as a major attraction to the region to drive interest and conversion over the winter period.</p>	<p>This region is very cohesive, and the stakeholders and Council have an excellent working relationship.</p> <p>The Council is also very proactive in delivering workshops to build the capacity of the industry, that is either:</p> <ul style="list-style-type: none"> <li>● new products and experiences</li> <li>● improving online bookability of an experience for individual operators on their own website</li> <li>● content creation</li> </ul>	<p>The largest sector is accommodation, with Airbnb offering the largest inventory.</p> <p>There are 5 wineries which offer accommodation along with a variety of accommodation from traditional hotels/ motels to serviced apartments and high-end boutique resorts.</p>	<p>There are:</p> <ul style="list-style-type: none"> <li>● 12 cellar doors</li> <li>● 2 breweries/ distilleries</li> <li>● 2 cooking schools. (as well as Bannisters restaurant and pavilion, along with other seafood experiences.</li> <li>● 52 tour operators (6 specialising in food and drink experiences)</li> </ul>	<p>There are:</p> <ul style="list-style-type: none"> <li>● 10 experiences on Expedia</li> <li>● 23 experiences on Airbnb</li> <li>● 19 experiences on Viator</li> </ul> <p>A limited number of operators (outside of accommodation) provided real-time online bookings.</p> <p>However, the Council is undertaking a program to work with the industry to increase the number.</p>	13% ATTRACTIONS
						5% TOURS
						6% EVENTS
						4% FOOD + WINE
						72% ACCOMMODATION













DESTINATION	DESTINATION AWARENESS/ MARKETING	COHESION OF THE INDUSTRY	ACCOMMODATION RANGE	FOOD + DRINK EXPERIENCES	ONLINE BOOKABLE EXPERIENCES	TOURISM CATEGORY AS A %
SOUTHERN HIGHLANDS	<p>The Southern Highlands is a well known short break destination for Sydney and is also where a number of Sydneysiders own a country getaway.</p> <p>The region is also a destination where people work part-time in Sydney, and also work remotely.</p>	<p>Across industry sector collaboration is limited and reflected in the packages and offers.</p>	<p>There is a range of accommodation inventory in the Southern Highlands including named properties.</p> <p>The accommodation offering also supports the conferencing market more than any other region.</p> <p>Airbnb has the largest source of accommodation inventory. This is probably due to the fact that many places are owned by people in Sydney, and the growth in short-term rental types of properties.</p> <p>There are 3 wineries that offer accommodation.</p>	<p>There are:</p> <ul style="list-style-type: none"> <li>● 14 cellar doors</li> <li>● 2 breweries/ distilleries</li> <li>● 2 cooking schools</li> <li>● 18 tour operators (6 tour operators offer food + wine tours)</li> </ul> <p>Like the Hunter Valley, many of the tour operators are global or national brands.</p> <p>20% of the wineries offer booking online in real-time for experiences.</p>	<p>There are:</p> <ul style="list-style-type: none"> <li>● 24+ bookable products offered by TripAdvisor</li> <li>● 4 offered by Viator</li> <li>● 13 experiences on Expedia</li> <li>● 4 experiences on Airbnb</li> </ul> <p>Individual tour operators with real-time bookings is very limited.</p>	18% ATTRACTIONS
						9% TOURS
						14% EVENTS
						17% FOOD + WINE
						42% ACCOMMODATION

## SOCIAL ANALYSIS + SOCIAL MEDIA RESULTS FOR APRIL 2019













### MUDGEER REGION

 <b>2902</b> RESULTS	 <b>2878</b> SOCIAL MEDIA RESULTS	 <b>24</b> RESULTS BEYOND SOCIAL MEDIA	 <b>1.2 M</b> SOCIAL MEDIA REACH
 <b>122 K</b> INTERACTIONS	 <b>186</b> SHARES	 <b>117 K</b> LIKES	 <b>4790</b> COMMENTS
 <b>1692 99%</b> POSITIVE MENTIONS	 <b>16 1%</b> NEGATIVE MENTIONS	 <b>45</b> RESULTS FROM FACEBOOK	 <b>0</b> RESULTS FROM BLOGS

## HUNTER VALLEY













 <b>3749</b> RESULTS	 <b>3436</b> SOCIAL MEDIA RESULTS	 <b>313</b> RESULTS BEYOND SOCIAL MEDIA	 <b>3.7 M</b> SOCIAL MEDIA REACH
 <b>2035</b> <b>97%</b> POSITIVE MENTIONS	 <b>63</b> <b>3%</b> NEGATIVE MENTIONS	 <b>235</b> RESULTS FROM FACEBOOK	 <b>105</b> RESULTS FROM BLOGS
 <b>470</b> RESULTS FROM TWITTER	 <b>15</b> RESULTS FROM FORUMS	 <b>6</b> NUMBER OF NEWS	 <b>55</b> VIDEOS

## ORANGE













 <b>959</b> RESULTS	 <b>947</b> SOCIAL MEDIA RESULTS	 <b>12</b> RESULTS BEYOND SOCIAL MEDIA	 <b>409 K</b> SOCIAL MEDIA REACH
 <b>31267</b> INTERACTIONS	 <b>47</b> SHARES	 <b>29915</b> LIKES	 <b>1305</b> COMMENTS
 <b>481</b> <b>99%</b> POSITIVE MENTIONS	 <b>5</b> <b>1%</b> NEGATIVE MENTIONS	 <b>42</b> RESULTS FROM FACEBOOK	 <b>0</b> RESULTS FROM BLOGS



## SHOALHAVEN COAST

 <b>1533</b> RESULTS	 <b>1318</b> SOCIAL MEDIA RESULTS	 <b>215</b> RESULTS BEYOND SOCIAL MEDIA	 <b>955 K</b> SOCIAL MEDIA REACH
 <b>56 191</b> INTERACTIONS	 <b>1282</b> SHARES	 <b>52 659</b> LIKES	 <b>2 250</b> COMMENTS
 <b>818</b> <b>94%</b> POSITIVE MENTIONS	 <b>49</b> <b>6%</b> NEGATIVE MENTIONS	 <b>112</b> RESULTS FROM FACEBOOK	 <b>40</b> RESULTS FROM BLOGS

## SOUTHERN HIGHLANDS

 <b>2 952</b> RESULTS	 <b>2 502</b> SOCIAL MEDIA RESULTS	 <b>452</b> RESULTS BEYOND SOCIAL MEDIA	 <b>2.4 M</b> SOCIAL MEDIA REACH
 <b>133 K</b> INTERACTIONS	 <b>541</b> SHARES	 <b>127 K</b> LIKES	 <b>5 338</b> COMMENTS
 <b>1 350</b> <b>94%</b> POSITIVE MENTIONS	 <b>88</b> <b>6%</b> NEGATIVE MENTIONS	 <b>129</b> RESULTS FROM FACEBOOK	 <b>212</b> RESULTS FROM BLOGS

## PERCEPTION MAPPING OF COMPETITOR DESTINATIONS

All competitors identified in this analysis are both a tourism destination and a recognised wine region. As a result, the perception mapping of competitors has been developed using a number of criteria, which aim to balance the **customer perception** across two primary spectrums:

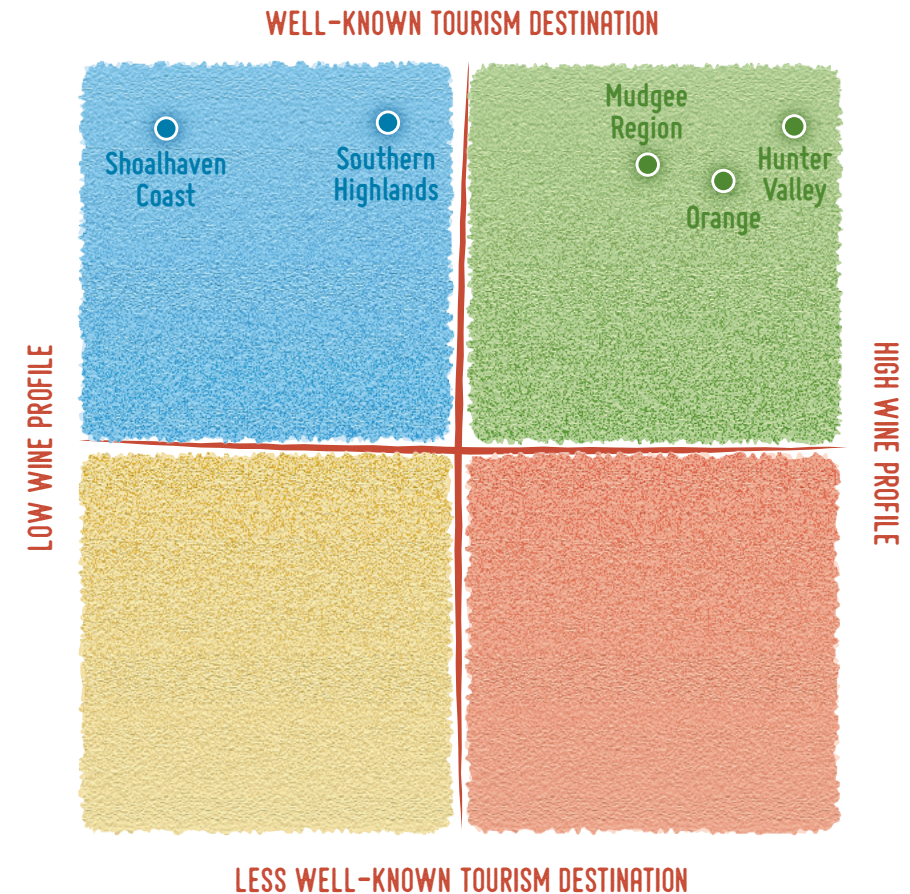
- Appeal and awareness of the destination from a **tourism perspective** (vertical axis)
- Consumer understanding and awareness of the destination from a **wine perspective** (horizontal axis)

The **relative positioning** of each destination was informed by:

- Access and visitation data for both domestic (especially inter-state) and international markets
- Distinction or awareness of the product offering, as it relates to wine or tourism or both from a **customer perspective**, which was informed by the online media and social media sentiment analysis
- Opportunity to leverage or enhance the existing destination positioning, experience offer and/or attributes of the region.

## INDICATIVE PERCEPTION MAPPING OF COMPETITOR DESTINATIONS // TOURISM + WINE REGION PROFILES

Please note that the position of each destination on this chart is representative only.



# Glossary of Abbreviations

ATDW	Australian Tourism Data Warehouse	LGA	Local Government Area
BBRF	Building Better Regions Fund	MFF	Mudgee Fine Foods
CRM	Customer Relationship Database	MRT	Mudgee Region Tourism
DA	Development Approval	MWA	Mudgee Wine Association
DMP	Destination Management Plan	MWRC	Mid-Western Regional Council
DNCO	Destination Country and Outback NSW	NATOC	NSW Aboriginal Tour Operators Council
DNSW	Destination NSW	NPS	Net Promoter Score
DPIE	NSW Department of Planning, Industry and Environment	NPWS	NSW National Parks and Wildlife Service
eDM	Electronic Direct Mail	TA	Tourism Australia
FCNSW	Forestry Corporation of NSW	TASAC	Tourist Attraction Signposting Assessment Committee
FIFO	Fly in, Fly out	TRA	Tourism Research Australia
FIT	Free and Independent Traveller	RTF	Regional Tourism Funding
GEM	Guest Experience Mapping	VFR	Visiting Friends + Relatives
IVFR	International Visiting Friends + Relatives	VIC	Visitor Information Centre
LALC	Local Aboriginal Land Council		



MUDGE  
REGION

*reset your senses*

## MUDGE REGION TOURISM

Mudgee Region Tourism (MRT) is the local tourism organisation for the Mid-Western Regional Local Government Area. The organisation is responsible for driving the growth of the visitor economy across the region and on behalf of its financially invested partners. Additionally, Mudgee Region Tourism is responsible for delivering accredited visitor information services.

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