

MARKETING

OBJECTIVES

- To increase positive perceptions and patronage
- To position the industry in Tasmania as a key contributor to tourism success
- To include hospitality in the development strategy across complementary sectors
- Ensure hospitality is viewed as an industry to be part of

PROGRAM: ADVOCATING, LOBBYING & REPRESENTING (industry contribution and outcomes focus)

INITIATIVES	ACTIONS	DESIRED OUTCOME
PROMOTING THE IMPORTANCE / CONTRIBUTION OF HOSPITALITY INDUSTRY TO TASMANIA	Promote Hospitality industry events	High industry profile and presence
	Promote THA Awards and entry as means of demonstrating excellence	Recognition of industry and excellence
	Develop a promotional commercial on the industry	Tool for use at functions and events – able to be easily updated
	Regular State of Industry reporting/key themes and messages	Stakeholders aware
	PR campaign for proactive promotion of industry successes, opportunities and challenges via the website and other media	Broader community aware and recognise role
	Regular newspaper articles, industry magazines	Promotion of success and challenges
	Engage high profile industry supporters and employees to work as Ambassadors	Real people, real connections
MARKET DEVELOPMENT	Identify & communicate hospitality's key message	Consistent, strong message
	Work regularly with regional members and other businesses to identify and promote hospitality	Relevance to regional challenges and opportunities
	Identify the need for inbound visitor programs as required	Increased business capacity to adapt to new market(s)
	Attend national and international events and awards to showcase Tasmanian Hospitality offer and continue to develop best practice	To learn and grow the industry in Tasmania
MEMBER TOOL-KIT	Develop key messages and brochures to help promote locally	Local engagement
	Investigate programs/training available to facilitate better promotion for front line staff	Increased engagement
INDUSTRY DEVELOPMENT & RISK MANAGEMENT	Progress MoU with government and other key partners including government's key public provider of training and other training providers as required for industry development	Strong, effective partnerships
	Develop and Roll out Strategic Plan with sector and regional industry specific goals	Balanced focus
	Effective communication to whole of industry	Broader industry awareness
ACCESS	Work with Tourism Tasmania, government and industry on comprehensive strategy to improve access to Tasmania to benefit of Hospitality Industry	Increase patronage, expenditure

PROGRAM: CONNECTING HOSPITALITY INDUSTRY TO THE MARKETS

INITIATIVES	ACTIONS	DESIRED OUTCOME
DIGITAL CONNECTION/ WEB PORTAL CAPABILITY	Further develop industry web site and jobs vacancy notification system	Central access point
	Link with State growth "digital ready" program & promote to industry information and resources for industry operators to adopt technology	Increased use of digital tools such as menus and complementary product applications
	Actively promote benefits of the program at an enterprise level to encourage take up	Enterprises aware of benefit/cost of use
PARTNERING WITH TOURISM	Develop joint positions with Tourism Tasmania on relevant issues	Strong, consistent messages and results
	Active participation in Regional Tourism Organisations where applicable	Improved regional hospitality offer

PROGRAM: INCORPORATING HOSPITALITY AS KEY ELEMENT OF THE TASMANIAN TOURISM OFFER AND PROMISE

INITIATIVES	ACTIONS	DESIRED OUTCOME
SHOWCASE FOR TASMANIAN PRODUCE	Form "Culinary Advisory group" to identify and promote best practice in Chef and Front of House	Involve Industry specialists to spread best techniques and approaches to improve offer
	Showcase Tasmanian paddock to plate experience by linking growers and producers to restaurants through chef and cooking competitions	Broad awareness
	Link & communicate State Government/THA/Industry to hospitality related events	Industry is engaged and positioned
	Promote Regional and Seasonal Produce and products	Strong offer, controlled costs
ENHANCING THE DESTINATIONS REPUTATION	Integrate with Tourism Tasmania's visiting journalist program and develop hospitality focus with THA	Importance of industry, promotion of best
	Promote examples of excellence (THA award winners) in targeted media	Awareness
	Defining and promoting Tasmania's key hospitality message through events, media & personalities	Consistency, positioning
	Partnering with Brand Tasmania	Effective and productive investment

PROFESSIONAL, PRODUCTIVE AND PROFITABLE HOSPITALITY

Objective

Hospitality businesses delivering to professional standards, improving productivity and profitability

PROGRAM: PRODUCTIVITY AND PROFIT

INITIATIVES

ACTIONS

DESIRED OUTCOME

MANAGING THE COSTS	Establish and promote industry diagnostic tools where applicable	Basis for structured business improvement and reporting "State of Industry"
	Continue provision and development of industry Workshops & Business guides	Improved viability
	Investigate benefits of joint purchasing to reduce costs of goods	Reduced costs
	Develop a program of THA endorsed suppliers (training, services etc)	Consistent, effective services
GENERATING REVENUE AND VALUE	Use THA monthly occupancy stats to identify opportunities to build room capacity around State	Room capacity matches demand
	Develop partnerships to deliver product & service improvement workshops	Improved offer, revenue
WORKPLACE DEVELOPMENT	Promote Employer of Choice program to the industry	Improved recruitment pool and retention
	Promote use of Technology, apps e.g. in selling/service etc	Technology fits employee skills
	Monitor Skill Shortage and advise government and industry re possible solutions	Viable and sustainable workforce

PROGRAM: WORKFORCE DEVELOPMENT & ACHIEVING SERVICE EXCELLENCE

INITIATIVES

ACTIONS

DESIRED OUTCOME

PROMOTING HOSPITALITY CAREERS AND SCHOLARSHIPS	Set up a jobs vacancy notification system	Ease of access to information, opportunities transparent
	Employ a "Hospitality Liaison Officer" to work with Schools, Colleges and VET providers	Constant provision of service, single liaison point
	Develop contemporary communication strategies with promotional material that will engage different sectors of the audience for careers in the Hospitality Industry. Digital/Case Studies/Social media etc. Promote realities of the industry and focus on career opportunities	Opportunity definition
	Continue to engage in promotion of hospitality career opportunities (career expos, Try a Trade) Promote hospitality education/career pathways in schools, qualification progression - VET to degree. Promote realities of the industry and focus on career opportunities	Link to key industry champions
	Design and development of specific training in customer and technical skills sets that meet employer needs	Key skill sets available
	Continue Scholarships program(s) for hospitality students and Certificate of Excellence to raise industry profile, encourage excellence and career opportunities	Create opportunities and awareness of development in other regions and countries, motivating, raising the bar, part of something big
CAREER PATHWAYS	Develop partnerships with professional organisations to facilitate employee development	Access to broader management training
	Promote attendance at conferences and international/national study tours	Test our offer against international and identify opportunities – reward people
INDUSTRY SKILLS PLAN	Promote a culture that values training and skills development, in the industry	Structure, systematic investment in training
	Develop and promote a tool kit for recruitment, induction and retention	Businesses act with confidence
RESPONSIBLE SERVICE & CONDUCT	Promote understanding of responsible service and consumption of alcohol as important to the quality of the hospitality experience	Reduced compliance and patron risk
	Focus on interpersonal skills and quality service delivery to support implementation of compliance requirements	Staff confidence to act

PROGRAM: RECOGNISING & PROMOTING EXCELLENCE

INITIATIVES	ACTIONS	DESIRED OUTCOME
TASMANIAN HOSPITALITY EXPERIENCE PROGRAM	Develop and roll-out across the state the "Great Customer Experience - GCE" program & recognition of THA Branding	Tasmania recognised for its hospitality excellence based on service value and exceptional customer experiences
	Continue to promote THA Awards for excellence program	Developing and maintaining excellence focus

PROGRAM: LEADING & ADAPTING - STRATEGIC RESEARCH

INITIATIVES	ACTIONS	DESIRED OUTCOME
MARKET & INDUSTRY ANALYSIS, BRIEFING &	Deliver rolling update on State of Industry	Industry and its conditions are front of mind and understood
	Provide regular Ministerial & Departmental briefings	Awareness and collaboration
	Hospitality Review magazine and member updates	Broad awareness and positioning
	Use social media to promote THA activity and progress reporting	Ease of access to information for stakeholders and media

JOINT FUTURES (PARTNERSHIPS)

Objective

Achieving better futures by working in partnership

PROGRAM: INDUSTRY TO GOVERNMENT

INITIATIVES

ACTIONS

DESIRED OUTCOME

MAINTAIN MINISTRY, BUDGET ALLOCATION AND CONTINUE MEMORANDUM OF UNDERSTANDING	Implement, evaluate and as appropriate adapt MoU with government	Strong basis for collaboration to joint objectives
	Develop protocol to link THA into and across government agencies - their programs and decision making	The impact of policy on hospitality understood and considered to ensure benefit rather than adverse consequences
SUPPLY CHAIN ACCESS	Open up supply chains to enable access to Tasmanian Produce	Increase the ability to enjoy locally produced foods e.g. Abalone
HOSPITALITY AND REGIONAL DEVELOPMENT	Promote the Integration of hospitality into State, Regional & Local Government Plans	Consideration of hospitality as a key local industry, employer and contributor to liveability of a place

PROGRAM: THA TO INDUSTRY

INITIATIVES

ACTIONS

DESIRED OUTCOME

PEER GROUPS	Encourage development of peer groups, (Such as Culinary Advisory Group) and provide them with info to facilitate discussion, action and feedback into THA	Broader industry and employee group involvement in THA
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PROGRAM: WITHIN TEAM, BUSINESS

INITIATIVES

ACTIONS

DESIRED OUTCOME

INITIATIVES	ACTIONS	DESIRED OUTCOME
WORKPLACE DEVELOPMENT, PRODUCTIVITY LINK	Promote Employer of choice to industry	Employee attraction and retention
	Improve workplace engagement, Continuous Improvement and productivity	Create nexus between contribution and reward
	Develop tools and approaches for improving productivity	Industry wide focus on productivity
	Lobby to ensure IR laws meet industry needs, including re-establishing the workplace IR	Create nexus between contribution and reward
	Review impact of Penalty Rates through AHA National Office	Fairness and reflection of industry work patterns

PROGRAM: COMMUNITY

INITIATIVES

ACTIONS

DESIRED OUTCOME

HOSPITALITY & LIVEABLE COMMUNITIES	Identify and promote importance of hospitality within communities	Community support for hospitality businesses, recognition of hospitality scope & contribution
	Establishing relationships and frameworks to promote the importance of hospitality into key areas	Build hospitality as an industry in planning
SCHOOL RESOURCES AND PROGRAMS	Utilise contemporary career promotion materials across a wide range of school opportunities	Best use of materials, early awareness
	Key Industry representatives in each region to address students	Link known people to the story
HOSPITALITY IN CURRICULUM	Investigate introducing "hospitality" as interpersonal skills teaching focus; Food ideas and preparation	Hospitality as providing life-long, valuable skills

SUPPORTIVE REGULATORY & POLICY ENVIRONMENT

Objective

Policy that supports the industry and its contribution to Tasmania
Regulation, fees and charges which don't limit standards, opportunities and viability

PROGRAM: ENCOURAGING & PROTECTING INVESTMENT

INITIATIVES

ACTIONS

DESIRED OUTCOME

INDUSTRY OPERATIONS & INVESTMENT	Monitor alcohol sales and the balance between on and off premises sales	Safe consumption of alcohol
	THA to continually review the Liquor Licencing Act and its application to ensure it meets community and industry needs	Safe consumption of alcohol
	Promote the benefits of hospitality venues as safe and highly regulated businesses	Patron safety
ILLEGAL OPERATIONS	Enforce legislation compliance, e.g. Holiday "lets"	Viable hospitality investment

PROGRAM: VIABLE OPERATIONS

INITIATIVES

ACTIONS

DESIRED OUTCOME

PROFILING REGULATIONS AND THEIR IMPACT	Review regulations and the impacts on business opening hours, service delivery, operations and profitability (Sector and scale) and further investment & jobs	Sustainable hospitality industry
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PROGRAM: SOCIAL OUTCOMES

INITIATIVES

ACTIONS

DESIRED OUTCOME

COMMUNITY	Provide leadership on "harm minimisation" strategies	Responsible drinking culture
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