



STRATEGIC MARKETING PLAN

2019/20 TO 2024/25

ACKNOWLEDGEMENTS

The Kuranda Tourism Strategic Development and Marketing Plan, prepared for Mareeba Shire Council, could not have been developed without the input of several individuals. In particular, the assistance and cooperation of the following groups and individuals are gratefully acknowledged:

The Tourism Kuranda Advisory Committee
Max Shephard, former TNQ industry leader
Mayor Tom Gilmore and Councillor Lenore Wyatt
Council Officers

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Adopted by the Mareeba Shire Council in August 2019 on presentation by the Tourism Kuranda Advisory Committee.

Disclaimer: This Strategic Marketing Plan has been prepared from information provided both verbally and in writing by Mareeba Shire Council officers and elected representatives; Tourism Kuranda Advisory Committee Members and other industry experts; budgets and financial information provided by Mareeba Shire Council; discussions with key stakeholders and some online research conducted in February and March 2019. No representations or guarantees are made or implied.

CONTENTS



0 4

EXECUTIVE SUMMARY

08

VISION AND MISSION STATEMENTS

09

OBJECTIVES 2019/20 TO 2024/25

10

BACKGROUND AND CONTEXT

17

STRATEGIES TO ACHIEVE OUR OBJECTIVES

34

ACTION PLAN 2019/20

38

ACTION PLAN BUDGET

40

APPENDIX ONE

Executive Summary



INTRODUCTION

Tourism Kuranda (TK) is a dedicated destination development and marketing program for the Kuranda district. It is designed and implemented by Mareeba Shire Council (MSC), with strategic advice from the Tourism Kuranda Advisory Committee.

THE TOURISM KURANDA ADVISORY COMMITTEE (TKAC)

A new committee was appointed in February 2019 and comprises a strong group of experienced individuals in the tourism industry. Together they represent some of the major regional tourism players and stakeholders, and each has a vested interest in Kuranda, and has Kuranda's best interests at heart.

THE RATIONALE FOR A NEW STRATEGIC DIRECTION

With the new Committee about to be appointed, MSC decided to conduct a review of Tourism Kuranda to determine its future strategic direction, which took into consideration the following issues:

1. Feedback from tourism operators and levy payers with views that there has been a lack of accurate information regarding the TK marketing program and the outcomes it delivers.
2. The lack of accurate data on visitor numbers to Kuranda and the reality that TK is limited in its potential to affect these numbers.
3. An increase in negative visitor feedback from operators and visitors to Mareeba Shire Council regarding the Kuranda experience, which is having a detrimental impact on Kuranda's reputation as a premier tourist destination, affecting the influence of marketing.
4. The fact that tourism is the most significant economic driver in the area and Council invests heavily in supporting and promoting tourism in Kuranda.
5. The results of a Tourism Sentiment Index report commissioned by MSC in 2018, which revealed the areas where Kuranda did better in generating positive sentiments online and the areas that generated negative sentiments, compared to 5 other destinations which were used to provide contextual comparisons.

TOURISM KURANDA 2019/20 TO 2024/25

A Strategic Planning Workshop was conducted in March 2019 with new TK advisory committee members and Max Shephard, former TNQ industry leader, to discuss the key issues facing TK and develop the objectives and strategies for the 2019/20 financial year and a 5-year overarching destination marketing and development strategy. The outcome of that workshop plus further committee input, together with industry research, consultations with Councillors and staff at MSC, and discussions with other stakeholders, forms the basis of this strategic plan and can be summarised as follows.

2019/20 STRATEGIC PRIORITIES

The starting point of this Strategic Marketing Plan, and the priority for 2019/20 is the urgent need to address visitor feedback in relation to their experiences in Kuranda falling short of their expectations, based on the brand promises.

In order to increase visitor numbers and visitor spend, it is imperative that the Kuranda destination services the changing needs and expectations of visitors. This means that current visitor expectations and needs are understood, and the promotional messages and delivery of experiences are reviewed regularly to meet changing visitor needs and expectations.

Therefore, the following strategic priorities are recommended for 2019/20.

- **Visitor Research**

There is an immediate and urgent need to gather information, primarily by conducting visitor research, in order to inform all of TK's activities and produce a 'Visitors' Expectations Scorecard' as a benchmark against which Kuranda's performance can be measured to assist individual businesses and levy payers. The purpose of the research will be to identify the gaps between what visitors want, what they were expecting and what Kuranda is delivering.

- **Kuranda Brand Review**

This research should be used along with the Tourism Sentiment Index to inform a review and refinement of the Kuranda brand to ensure it aligns with visitor expectations and delivers on its promises. The review should focus on the messaging delivered and promises made to visitors and whether Kuranda is able to meet the associated visitor expectations.

- **Future Marketing and Development Informed by Visitor Research and Brand Review**

Following the outcomes of the research and the branding review, the TK Advisory Committee will need to further consider appropriate actions that could be taken to close the gap between any visitor expectations and experience.

- **Short-term Digital Marketing Campaign of Brand Assets Meeting Visitor Expectations**

In the meantime, promotional and marketing activities in 2019/20 should focus on digital marketing of brand assets that are assumed to currently meet visitor expectations (i.e. the history, heritage and culture, rainforest experience, local creative/arts industry and wildlife attractions and so on).

These assumptions are based on anecdotal feedback and the Tourism Sentiment Index but can be tested through the in-depth visitor research. The feasibility of telling 'Kuranda Stories' based on positive brand assets should be investigated and one or two stories developed and marketed in 2019/20 as a short-term digital marketing strategy until the research findings are known.

- **Digital Marketing Focus, with some Outsourcing**

Marketing activities should focus on cost-effective digital strategies to capitalise on the increasing reliance by visitors on digital platforms for trip research, planning and bookings.

Some marketing activities could be outsourced to focus on other priorities to maximise the impact of the TK budget. The feasibility of outsourcing digital advertising campaigns to external contractors should be considered e.g. TTNQ or TEQ which have increased buying power, networks and digital experience.

- **Festivals and Events Review**

Festival and event activity should be reviewed with input from local operators in 19/20 to ensure TK is maximising its resources and budget for this important marketing strategy. The review will look at the frequency and type of events to be held each year, with consideration given to other options such as street activation and community-led events to promote the destination and attract visitors, especially in the off-peak periods.

The Easter event was held in April 2019 and it is recommended that the 2019 Kuranda Spring Festival is not held to make funds and time available for new priority strategies, namely, the visitor research and brand review in 2019/20. The future of both festivals should be considered in this review.

- **Engagement with Local Operators and Stakeholders**

There also needs to be a focus on improving communications with local businesses and stakeholders, strengthening relationships with industry and regional tourism organisations and involving local operators in the marketing and development of the destination, where possible.

A survey of the commercial traders and tourism operators in Kuranda should be conducted to benchmark the level of awareness and satisfaction in relation to the TK marketing program and awareness of visitor feedback.

- **New Destination Development Role**

The TK program should be expanded to include destination development to improve the visitor experience by assisting operators to better understand the visitor experience and promoting the need to service visitor needs and expectations.

This would primarily involve TK conducting visitor research and providing this data and other information to tourism operators and stakeholders, so they are better equipped to service the needs of visitors and improve the destination to meet the brand promises.

Visitor feedback from the TSI report and other sources indicates that refreshing and re-inventing visitor experiences to align with the brand promises will be crucial, for example, the development of authentic Indigenous experiences by Indigenous groups/operators/investors; the beautification of the destination by local and state governments; and offering authentic and

locally made retail products have been identified as possible ways Kuranda can better service the needs and expectations of visitors. These and other strategies are required to close the current gap between visitor expectations and their actual experiences.

This budget forecast can be summarised as:

REVENUE

Benefited Rate Contribution	\$209,943.00
Advertising Contributions:	\$31,750.00
Total Revenue	\$241,693.00

EXPENSES

1. Administration costs	\$98,429.00
2. Promotional costs	\$77,000.00
3. Visitor research, brand review and short-term digital marketing actions - 'The Kuranda Story'	\$66,264.00
Total Expenses	\$241,693.00

2020/21 TO 2024/25 STRATEGIC PRIORITIES

Following the visitor research and review and refinement of the Kuranda brand in 2019/20, there should be a focus the following year on facilitating the development of new and improved destination experiences in Kuranda to fill any gaps where visitor expectations are not currently being met. Future marketing campaigns especially key messaging needs to be informed by the outcomes of the visitor research and brand review.

Visitor research and the resulting 'Visitors' Expectations Scorecard' should be repeated at least every two years. However, if the budget allows, more regular visitor surveys should be considered.

STRATEGY REVIEW 2020/21 AND BEYOND

This Strategic Marketing Plan provides an overview for the next five years and an Action Plan and Budget for 2019/20. However, it is intended to be a living document which will require a structured review and updating process on an annual basis. This activity has been included in the 2019/20 Action Plan.

It is also recommended to update the Tourism Sentiment Index Report as the budget allows. The initial report conducted in 2018 has established an important benchmark of Kuranda visitors' experiences which should be measured again at least once in the next 5 years.



VISION

Tourism Kuranda is a dedicated destination development and marketing program. Its vision is to realise the tourism potential of the Kuranda region.

MISSION

Taking advice and guidance from the TK Advisory Committee, it is Mareeba Shire Council's mission to:

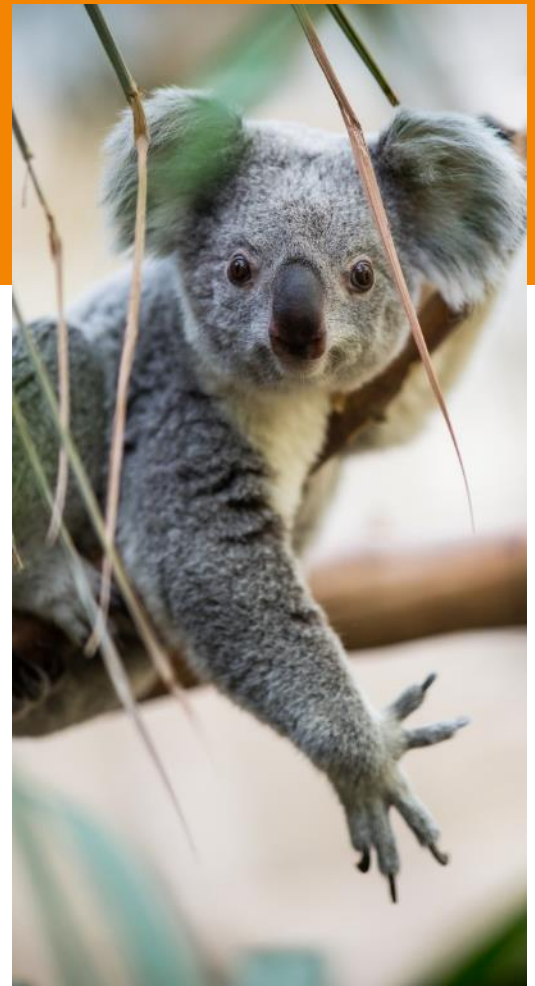
1. Promote the Kuranda destination to attract visitors to the area (**destination marketing**)
2. Protect and enhance the Kuranda brand (**branding**)
3. Encourage tourism operators, industry and other stakeholders to service the changing needs and expectations of visitors, including refreshing and re-inventing visitor experiences to align with the brand promises (**destination development**)



OBJECTIVES AND SUCCESS MEASUREMENTS 2019 TO 2025

OBJECTIVE	WE WILL KNOW WE HAVE BEEN SUCCESSFUL WHEN:
1. Review and refine the Kuranda brand to ensure it appeals to visitors and delivers on its promise.	<ul style="list-style-type: none"> • We have conducted in-depth visitor research. • We have completed the review and refinement process and we are able to put the resulting recommendations into practice. • We have implemented appropriate actions to assist tourism operators and other stakeholders to close the gap between visitor expectations and experiences. • 'Visitors' Expectations Scorecards' are reviewed and show the gap between visitor needs and expectations and visitor experience narrows.
2. Work with local businesses and stakeholders to help them understand and meet changing visitor needs and expectations and deliver new and improved destination experiences that align with the brand promises.	<ul style="list-style-type: none"> • There is mainstream adoption and support of the refined branding implementation strategy by the local business and tourism community. • We deliver new and improved destination experiences that meet the brand promises. • We see new and improved products and services that align with visitor expectations, for example authentic Indigenous experiences. • We see an improvement in the bi-annual visitor research and Kuranda's Tourism Sentiment Index score. • We receive positive anecdotal feedback about the visitor experience. • We receive positive comments about Kuranda's streetscape/amenities. • MSC facilitates the smooth development and/or licensing application process for a new and improved destination experience.
3. Attract the right target markets and an increased volume of visitors (pre- and post- arrival in the Cairns region).	<ul style="list-style-type: none"> • The data collected by the VIC and on TQ's Review Pro shows an increase in volume from the previous year. • We receive positive anecdotal feedback from local businesses and tourism operators.
4. Improve communications and engagement with the levy payers, local tourism operators/ other stakeholders about the TK program.	<ul style="list-style-type: none"> • We receive positive anecdotal feedback. • There is widespread support of the marketing activities and progress.
5. Strengthen relationships with industry (booking agents, regional operators and tourism organisations)	<ul style="list-style-type: none"> • The Kuranda brand is accurately, consistently and positively represented by industry.

Background and Context



GOVERNANCE AND MANAGEMENT

The destination marketing and development program for the Kuranda district, Tourism Kuranda (TK), is designed and implemented by Mareeba Shire Council with strategic advice from the Tourism Kuranda Advisory Committee (TKAC).

The advisory committee is established under *Local Government Regulation 2012* and comprises members of the Kuranda tourism industry and business sector with tourism marketing and business expertise, and permanent Council representation. Its intent is to provide guidance and strategic advice on the implementation of the TK destination marketing and development program. A new advisory committee was convened by MSC in February 2019 for a 3-year term to February 2022. Its volunteer members include:

MEMBER	REPRESENTATIVE BODY
Cr Lenore Wyatt (Chair)	Mareeba Shire Council
Terry Pates, Owner, Frogs Restaurant	Kuranda Service Industry
Richard Berman-Hardman, General Manager, Skyrail	Kuranda Attractions
Robert McCartney, Operations Manager, Kuranda Scenic Railway	Kuranda Attractions
Angela Freeman, Director, Birdworld and Koala Gardens	Kuranda Attractions
Rob Dean, Sales Manager, Greater China, Rainforestation	Kuranda Attractions

The TK destination marketing and development program is funded by Council. All the funds raised by the Special Rate Kuranda Benefitted Area (the levy), paid by commercial and accommodation property owners in the Kuranda district, is spent on the TK program. The levy is used to conduct destination marketing and development activities to promote the Kuranda destination. In addition to the levy funds, Council also provides management, corporate support and office accommodation for the TK program.

The program is delivered with support from the Kuranda Visitor Information Centre, which is fully funded by MSC from general rates.

STRATEGIC PLANNING PROCESS

A Strategic Planning Workshop was conducted in March 2019 with new TK advisory committee members and Max Shephard, former TNQ industry leader. The workshop aim was to discuss the

key issues facing TK and develop objectives and strategies for the 2019/20 financial year, and a 5-year overarching development and marketing strategy.

The key outcomes of the workshop were incorporated into a draft strategic marketing plan in April 2019, for further discussion with MSC and input by the Advisory Committee. Following these discussions and input, the overarching 5-year Strategic Development and Marketing Plan and 2019/20 Action Plan and Budget was adopted by Council in August 2019.

KURANDA – WHAT PEOPLE ARE SAYING

In 2018, MSC commissioned a Tourism Sentiment Index report on Kuranda, conducted by Think! X Innovations. The report analysed over 4.5 million online conversations worldwide from more than 500,000 different sources from July 1st 2017 to June 30th 2018.

The analysis was done using a custom text and image-based algorithm focused on conversations about Kuranda and its connected tourism region.

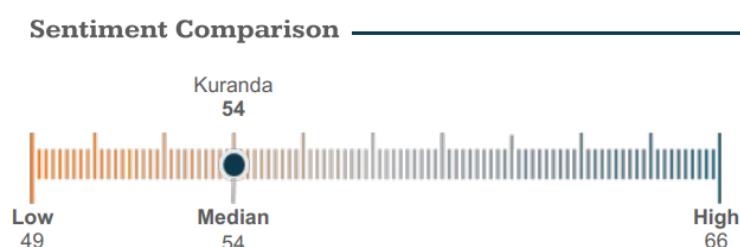
Five other destinations were included in the analysis to provide contextual comparisons:

- Townsville
- Cairns
- Port Douglas/Daintree
- Mackay
- Tablelands

An aggregate score on an index of -100 to +100 was then applied, which is an indicator of the overall attitudes towards Kuranda's tourism offering and its ability to generate positive online word of mouth.

Sentiment:

Kuranda's sentiment score in relation to the other comparative destinations was 54.



The individual assets, activities and services that scored 10 points or more **above** the comparative median, i.e. where Kuranda did better in generating positive perceptions, were:

- Accommodation
- Cycling and biking
- Museums and galleries
- Spas and wellness
- Access and transport

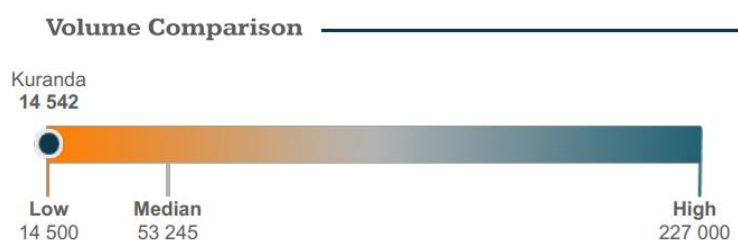
- Frontline staff, i.e. visitor services

The individual assets, activities and services that scored 10 points or more **below** the comparative median, and represent the main areas for sentiment improvement were:

- Food producers
- Shopping
- Weddings

Volume

Out of all the destinations, Kuranda had the lowest volume of conversations. Volume does not represent quality, but it does represent awareness.



The top drivers of conversations about Kuranda (both positive and negative) were:

- Nature viewing (below comparative median on the sentiment scale)
- Attractions and landmarks (below comparative median on the sentiment scale)
- Wildlife viewing (above comparative median on the sentiment scale)
- Restaurants (below comparative median on the sentiment scale)

Summary

While Kuranda has many positive assets, activities and services to offer, the report shows there is negative perception around some of the tourism offerings and a lower level of awareness or interest in the offerings compared to the other destinations. The full report is attached **Appendix 1** and provides a tangible benchmark for future progress and timely context for this strategic marketing plan.

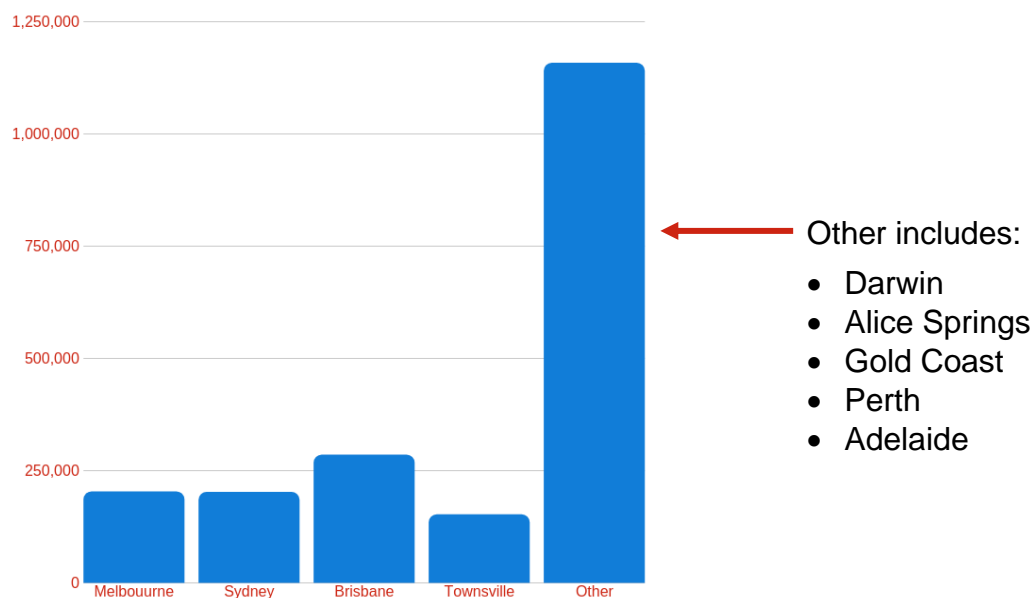
TOURISM STATISTICS

Domestic Market¹

In the year ending September 2018, there were 2 million domestic visitors to TNQ, including:

- 700,000 from Queensland and the rest from interstate
- 411,000 business visitors
- 471,000 visiting friends and relatives (VFR)
- International travellers who arrive on domestic networks.
- Those who arrived on direct flights originating from:

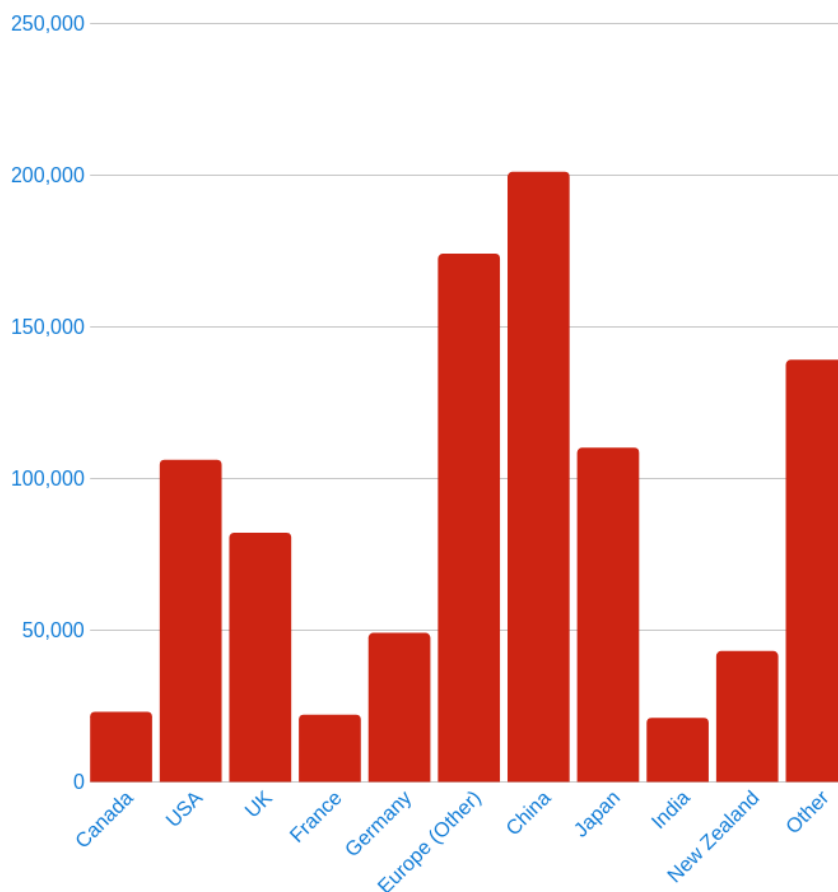
¹ TTNQ Tourism Fact File – NVS September 2018



- Total domestic visitor numbers were up +14.9% on the previous year
- Total expenditure was up +20.3%.

International Market²

In the year ending September 2018, 860k international visitors flew into Cairns airport, originating from:

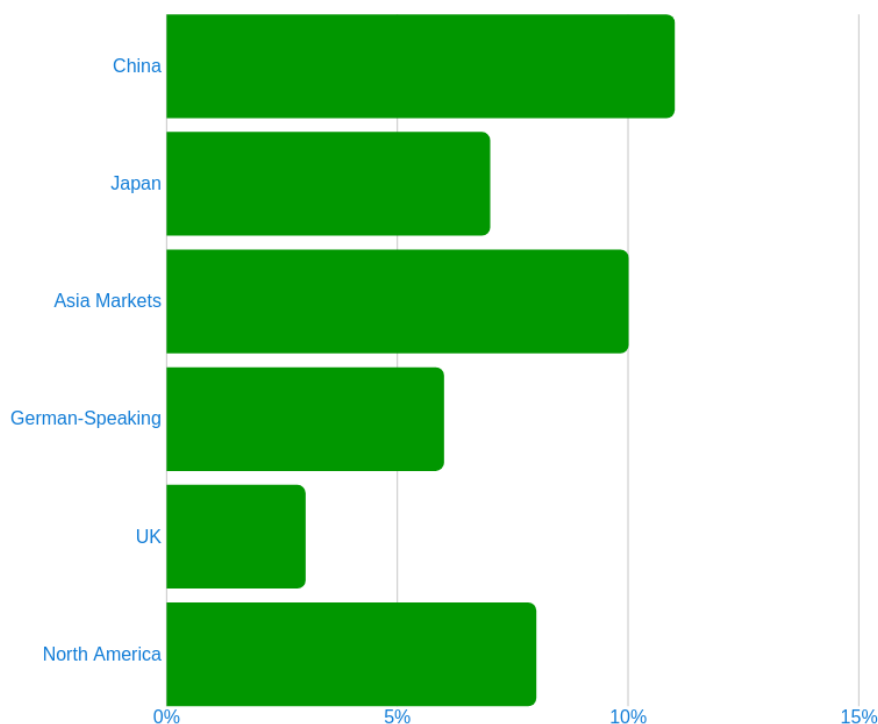


² TTNQ Tourism Fact File – IVS September 2018

- Total international visitor numbers were down -3.3% on the previous year
- Total expenditure was down -2%.

Key Insights³

- TTNQ's domestic marketing is currently targeting High Value Travelers (HVT). Interstate HVT's travelers from Sydney and Melbourne and Intrastate HVT's Travelers from Brisbane and regional Queensland.
- International Experience Seekers. International travelers seeking an inspiring nature-based destination are targeted through TTNQ international campaigns. These campaigns also target International HVTs and Domestic High Value Travelers (HVTs)
- Education visitors. Education visitation has grown 9% over the past three years, with the top four source markets being China, Japan, the USA and Korea. More than 32,000 international students from 34 countries chose to study in Cairns in 2017.
- The domestic market delivers the most visitors and expenditure in TTNQ. China is the largest international source market, while Europe delivers High Value Travelers who stay longer.
- Forecast growth in various markets in 2020 is:



Data and insights were sourced from the TNQ Destination Tourism Plan 2020.

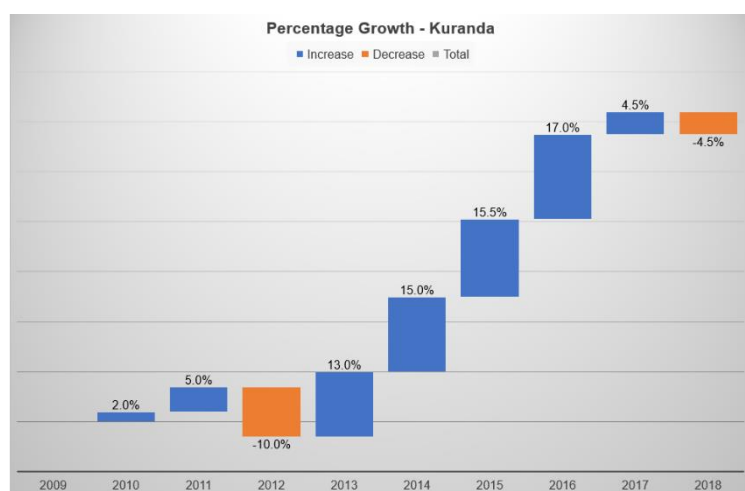
Kuranda Visitor Information Centre Visitor Stats

Kuranda Visitor Information Centre has maintained a database of visitor numbers through the Centre since July 2000. While this is done on a head count basis and **does not include all** visitors to Kuranda (only those who visit the Centre), it is a valuable source of historical data which measures reliable trends over time.

³ TTNQ Marketing Update – February 2019

When the number of visitors to the Centre are compared to total international and domestic⁴ visitors to the region over the same period, the rise and fall of visitor numbers follow the same patterns, as would be expected. Therefore, these comparisons are a useful indicator of visitor numbers to Kuranda. *(Note: The total visitor numbers are an accumulation of calendar year results for the domestic market and financial year results for the international market due to difficulty in sourcing like-for-like data, but it is not anticipated that the rise and fall patterns would differ significantly.)*

The marked differences are in the 2017 calendar year, showing a 4.5% growth in Kuranda visitors compared to the 1.5% decrease in overall regional visitor numbers; and in 2018 where Kuranda experienced a 4.5% decrease in visitor numbers, against a 10% increase in regional visitor numbers. These trends are considered in the following sections.



Kuranda Scenic Railway Passenger Trends⁵

The number of passengers arriving in Kuranda on the Kuranda Scenic Railway reflect the trend in visitor numbers reported by the Visitor Information Centre, which is to be expected as the train is one of the most common means by which visitors travel to Kuranda.

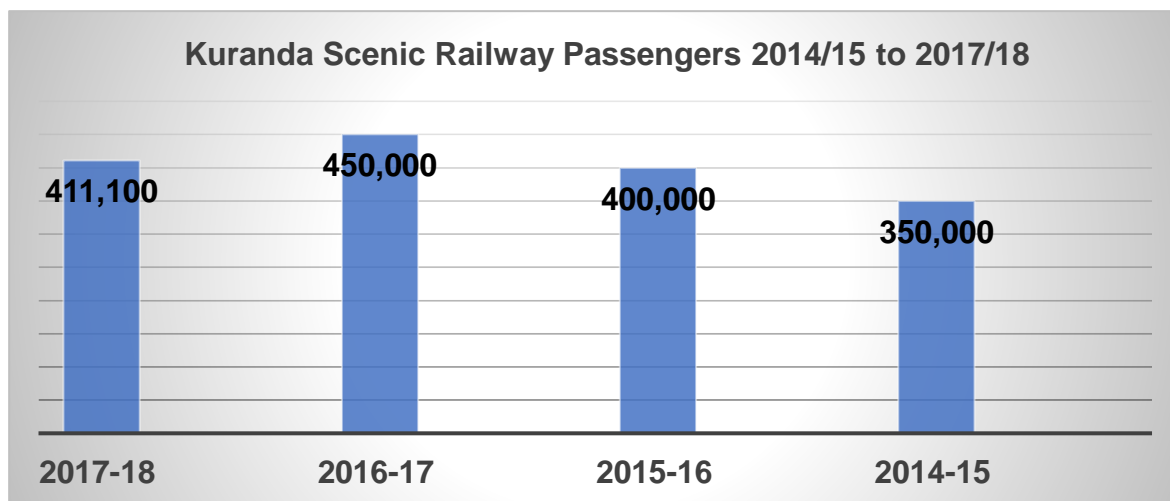
Passenger numbers continued to increase each year with a 14.3% increase in 2015/16, a 12.5% increase in 2016/17 followed by an 8.6% decrease in 2017/18.

However, it should be noted that from January 2018 to April 2019, the Kuranda Scenic Railway did not operate due to weather/maintenance issues for 69 days, and Skyrail for 17 days. From July 2018 there have been major roadworks in Therwine Street, all of which are likely to have influenced the decrease in visitor numbers in 2018.

⁴ Tourism and Events Queensland, [National Visitation Survey](#), domestic visitation 2009 to 2018

⁵ Queensland Rail Annual Reports are found here -

<https://www.queenslandrail.com.au/aboutus/governance/annualreports>



Kuranda Economic Background

The only other reasonably current and relevant data is from the Kuranda Economic Background report prepared by Cummings Economics in July 2018.

Key findings include:

- Kuranda is the second most popular day trip destination for the large number of visitors to the Cairns area after a visit to the reef.
- Current available best estimates put total day visitors arriving by the Kuranda Scenic Rail, Skyrail or coach, commonly using a mix of these modes, towards 900,000.
- On top of this is a substantial number of visitors arriving by private cars (visitors and locals from the region) or rental cars (visitors). There are no available estimates of visitor numbers by car. The indications are however, adding these, the total visitation is likely to be of the order of one million a year.
- This represents an average of approaching 3,000 visitors a day.
- Data on average expenditure by day visitors is not available. Most of the expenditure on transport to and from Kuranda would not accrue to Kuranda. Expenditure in Kuranda will include food and drink, attraction entrances and retail purchases (at times of quite expensive art pieces). It is estimated that average expenditure per visitor excluding transport is likely to be of the order of \$60 and total expenditure generated of the order of \$60m per annum excluding transport.
- Tourism and activities associated with it are the only driver of Kuranda's economy today.

Strategies to Achieve Our Objectives

OBJECTIVE ONE:

Review and refine the Kuranda brand to ensure it appeals to visitors and delivers on its promise.

As well as its distinguishing features and qualities, such as its attractions and experiences, the value of the Kuranda brand also includes its brand reputation i.e. the opinion and perceptions of the destination.

Kuranda is different things to different people. There's the bohemian, eclectic vibe, creative artists and the markets. There's Indigenous culture and history. Rainforest and wildlife experiences. Then there's the cafes and restaurants, shops, galleries and so on.

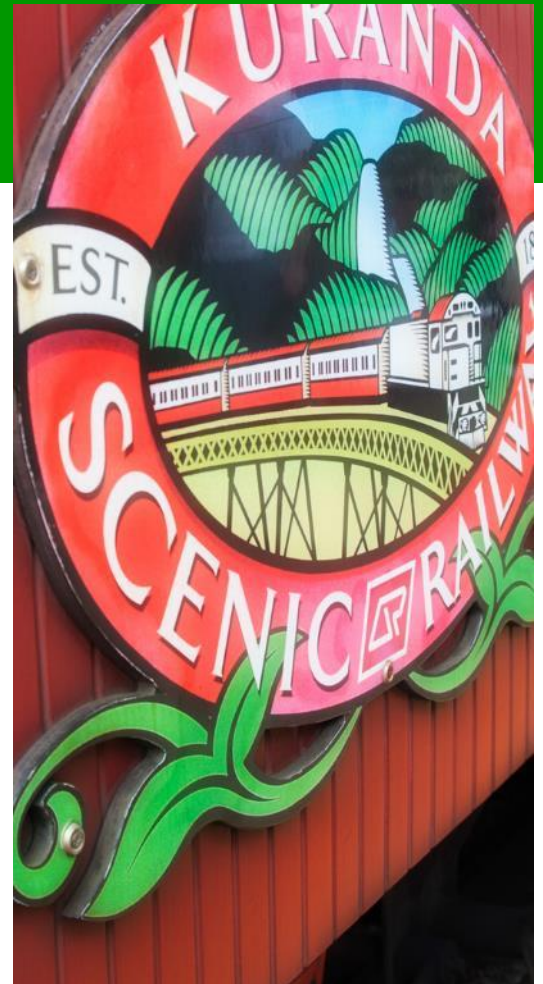
Kuranda has a rich history, character and culture that is unique. But somewhere along the way it has lost its shine as a tourism destination.

How do we know this? From a combination of:

- Kuranda Tourism Sentiment Index Report
- Visitor and stakeholder feedback to MSC
- Comments and questions received at the KVIC
- Anecdotal feedback from industry operators, partners and stakeholders.
- Online reviews and comments

There is a growing undercurrent of visitor dissatisfaction that can no longer be ignored because it is harmful to the brand and the future livelihood of local businesses.

There are many wonderful, authentic, fun, and positive experiences to be had in Kuranda. But there is a widening gap and disconnect between the needs and demands of contemporary tourists, what the brand represents and promises, and what is being offered on the ground.



The current Kuranda brand promises:

- A fun, quirky, colourful character
- Authentic Indigenous culture
- Alternate lifestyle
- Rainforest
- Markets/shopping
- Authentic village atmosphere
- Local arts and crafts
- Plenty to see and do
- Lots of places to eat



In many cases this is not what visitors are experiencing, and what they *are* getting falls short of their expectations based on the brand promises. Based on the Tourism Sentiment Index, visitors' experience of food producers and shopping is generating more negative online comments than anything else. One of the most frequent complaints from visitors is the lack of anything to do/closed businesses after 3pm, or even 2pm.

The urgent need to address this and protect and enhance the brand of Kuranda is the starting point of this Strategic Marketing Plan, and the priority for 2019/20.

Outcomes from the Brand Review are likely to require inventing or re-inventing the Kuranda destination persona and redefining the 'Kuranda Story'. This should consider the changes required and retain the positive brand assets identified by the visitor research, such as the creative arts, natural assets, authentic Indigenous experiences, authentic local products and shopping.

Strategy to Achieve Objective One:

1. Short-term Marketing Strategy

A short-term marketing strategy is to be implemented in the next 12 months that is based on the positive brand assets that we know meet visitor expectations and that Kuranda can deliver on now. It is recommended that a consultant is hired to work with the Advisory Committee and Council to identify potential 'stories' or other positive brand assets that could be developed and marketed to promote Kuranda and help differentiate it from other destinations. This promotional and advertising activity for the next 12 months will focus on assets and attractions that are performing better in relation to visitor sentiment and represent the brand promise.

These could include:

- The rainforest experience and walks
- Indigenous culture
- Local creative industry – art, jewelry, fashion designers, etc.
- Wildlife attractions, including river tour
- The alternative, colourful characters of Kuranda and the local history and heritage that tell the 'Kuranda Story'

It is important that this short-term strategy contains content and messaging that Kuranda can deliver on now. This will help to start narrowing the gap between visitor expectations and their actual experiences now.

This initial 12-month strategy would be predominately a digital marketing strategy and should be reviewed once the outcomes of the visitor research and brand review are known.

2. Visitor Research

Conduct research (exit surveys) to gain a more in-depth understanding of visitors' experience of Kuranda.

The purpose of the research will be to identify the gaps between what visitors want, what they were expecting and what Kuranda is delivering. The services of a suitably qualified consultant should be engaged to conduct the research to ensure the survey tool will deliver reliable and valid data to inform the future TK marketing and development strategies.

The research is likely to be conducted across 400 visitor interviews appropriately balanced to reflect the proportion of visitors to Kuranda (i.e. Australian, Chinese, Japanese, European and other, mainly western international, visitors). The interviews would be conducted in English, Japanese and Chinese, using 'show cards' where necessary at exit locations such as Skyrail/train station, coach departure sites and car parks. The questionnaire would run to around 5 questions plus demographics, with at least one open-ended question. It is recommended to repeat this research on an annual basis in order to establish a 'Visitors' Expectations Scorecard'. However, if the budget allows, it is recommended that the visitor surveys are conducted more regularly.

This research is seen as an important addition to the Tourism Sentiment Index Report because it provides data from different market segments/countries of origin based on the visitor customer profile and will dive deeper into the expectations and experiences of visitors. The Sentiment Index Report reveals which aspects of Kuranda generate more (or less) positive comments online. The proposed visitor research will reveal why. It will also reveal whether the results are skewed differently when the sample is more representative of the visitor profile/countries of origin, and whether different demographic segments have different expectations and experiences. Indicative costs are in the vicinity of \$8,000+GST.

The research findings should be used to inform future messaging, marketing and development strategies.

3. Brand Review

On completion of the research, and depending on the results, conduct a full review and refinement of the Kuranda brand in order to define and reflect:

- A brand promise that meets visitors' needs.
- Assets/brand pillars that are realistically deliverable and can be proudly promoted.
- Promotional messages that align with visitors' expectations and experiences.

The branding review needs to include recommendations for any changes to the logo and positioning statement, and an implementation strategy in relation to the branding messages. Depending on the outcome of the research and the complexity of the issues revealed, it may be required to engage a branding consultant to conduct the review and provide

recommendations. The TK brand review needs to be informed by input from local operators as well as visitor feedback. It should also consider the outcomes of the current regional branding review that is being undertaken by TTNQ.

The aim of the brand review is to set the new direction for all marketing and destination development activities. The new brand pillars should be aspirational, innovative and capable of repositioning Kuranda in the visitor market. The new brand pillars will then direct the destination development activities required to assist local operators to deliver on the brand promises. This is likely to make the new direction significant and worthy of attracting government grants to fund its implementation.

4. Destination Development

Following the research and branding review, the committee will need to further consider appropriate actions that could be taken to close the gap between visitor expectations and experiences. This will involve working closely with local operators to encourage and assist them to better understand the changing visitor experience and to adapt their businesses and offerings to better service the needs and expectations of visitors. It will also involve an advocacy role by TK to promote the need for town beautification and improved amenities to Council, state government and other relevant stakeholders. These actions are considered further at Objective Two.

OBJECTIVE TWO:

Work with local businesses and stakeholders to help them understand and meet changing visitor needs and expectations and deliver new and improved destination experiences that align with the brand promises.

Kuranda needs to keep adding to its 'portfolio' of attractions and experiences. Tourism is an everchanging landscape, and visitor demands are constantly shifting as technology, lifestyles and generations evolve.

It would be imprudent to develop any new destination experiences until we have identified the gaps, considered visitor feedback, consulted with local operators, and refined the brand and messaging, as detailed above. However, we envisage this process will be completed in the 2019/20 year, allowing us to more fully address the development of new and re-invented destination experiences of Objective Two in the following year.

Destination development is about TK working with local operators to better understand the visitor experience and encouraging them to use this awareness to better service the changing needs and expectations of visitors. This involves assisting operators to review, refresh and re-invent their products, services and experiences, which can start now by TK reaching out to local operators and stakeholders and involving them in the TK strategies.

For the purposes of this plan, destination development opportunities cover a broad range of products, attractions, experiences, services or events, from a retailer steadily replacing overseas factory produced items with authentic locally made ones to future multi-million dollar tourism attractions, to the past design and printing of walking trail maps, and the painting of a mural in the village (funded through a Great Barrier Reef Marine Park Authority grant).

Strategy to Achieve Objective Two:

1. A Collaborative Partnership with Local Operators

Critical to successfully implementing the new TK strategic direction, will be the extent to which local operators are committed to the goals and engaged in the strategies. With a key aim being to attract more visitors and increase visitor spend by encouraging and assisting local operators to service the changing needs and expectations of visitors, it is imperative that local operators are onboard with the implementation of the new TK program. This will require a collaborative partnership approach between TK and local operators, which will be fostered by:

- Actively involving local operators in the visitor research and brand review strategies so they have input, understand the aims and outcomes of the strategies, and are more likely to commit to applying the findings to change and adapt their services, activities and products as a result of visitor feedback;
- Sharing the research findings and outcomes of the brand review with local operators and other stakeholders;
- Improving communication and engagement with local operators regarding the TK program, especially the new strategic direction.

2. New and Re-invented Destination Experiences that Deliver the Brand Promises

In order to put more focus on possible future opportunities, TK has been expanded to include a destination development role. The aim is to assist tourism operators, investors and the tourism industry to enhance the visitor experience by refreshing or re-inventing their products and experiences in line with the brand promises, thereby improving Kuranda's reputation as a destination and attracting more visitors to the area.

The destination development role will assist operators and stakeholders to better understand the visitor experience and review their offerings by providing access to networks, visitor research data and other information as required; as well as offering collaborative advertising and promotion using the TK website and social media accounts. It will also provide 'front door' access to MSC's services to enable smooth and timely access to council information and relevant approvals. Further TK assistance to tourism operators regarding destination development could be identified through the improved communication and engagement with tourism operators that is another priority strategy of this plan.

The TK destination development role is not to enable or manage the proposed new venture or identify ideas for new product or experience development. Rather it is to ensure the investor or operator of any new destination experience proposal has ready access to information and an environment conducive to refreshing, renewing or inventing new visitor experiences, products and services.

New destination experiences should be designed to align with the newly refined brand and market intelligence on our visitors' needs and expectations, and some thought has already been given to possible new experiences and events, which will require further investigation and fine-tuning in consultation with local businesses and stakeholders, including Indigenous groups.

The TK Advisory Committee is committed to investigating the feasibility of supporting the development of authentic Indigenous experiences or events in Kuranda that are developed, owned and managed by Indigenous people and will seek to engage with the Djabugay Aboriginal Corporations, Ngoonbi and other stakeholders regarding these matters. Initial propositions (potential business and indigenous cultural experience ideas) are currently being explored by the Djabugay Aboriginal Corporations (DAC).

MSC is aware of another potential proposal and will continue to work with the proponents to do what it can to realise the full potential the Sunny Savannah Trail proposed by the Mareeba Mountain Bike Club. The trail exists but is not developed or promoted. The Club would like to create a mountain bike trail from Kuranda to Mareeba, Mt Molloy and Port Douglas. The proposal requires further work and funding.

Other possible new and improved experiences include, but are not limited to:

- Rainbow weddings.
- Different types of nature/guided walks, including Indigenous guides.
- An investment of \$2m from the Kuranda Infrastructure Program in the construction of a walking track to Barron River Falls has been approved. TK needs to work with local businesses to maximise the opportunities this asset will bring and enhance the visitors' experience of the walk. i.e., maps/posters on display in all the retail outlets; branded reusable water bottles for sale; booklet for sale (the Barron River Falls Story); competition to win prizes redeemable in the village by taking photos of certain landmarks along the walk, etc.
- Entertainment and street theatre that reflects the authentic character of the village and provides plenty of 'selfie' opportunities.
- Expansion of accommodation offerings, especially medium to large operators.
- A representation of the history of Kuranda, including Indigenous culture, heritage walks etc. This will require consultation with other community organisations including but not limited to the Kuranda Historical Society, Djabugay Aboriginal Corporation, commercial operators and the Kuranda Community Precinct Advisory Committee.
- Historic Rail and Music Festival – Kuranda Scenic Rail puts on a special train to Kuranda then on to Mareeba. The train would include a carriage for mountain bikes for passengers to return to Kuranda. The festival could include Indigenous culture, local food and produce, arts and entertainment, and would require additional government funding and/or corporate sponsorship.
- A series of festivals throughout the year, instead of one large one. The festivals could be themed – arts, music, food etc.
- Music and other events staged at the Amphitheatre to broaden the appeal of Kuranda and encourage longer visits to the village, including overnight stays.
- A continual program of street activation via art, music, street performers, food and new streetscape design as opposed to large one-off events.
- Local operators upgrading shopfronts.
- The introduction of geo-fencing - a unique virtual boundary that, when visitors enter it, allows you to send them specific messages - to encourage great social media conversations and awareness.

The rationale behind most of these experiences is to create the right environment to encourage longer trading hours in the village. One of the most frequent complaints from visitors is the lack of anything to do/closed businesses after 3pm, or even 2pm. This is also detrimental to the accommodation sector, which is one of Kuranda's better performing assets based on the tourism sentiment index. If people can be encouraged to stay longer, it gives us the opportunity to better promote Kuranda's many accommodation offerings.

OBJECTIVE THREE:

Attract the right target markets and an increased volume of visitors (pre- and post-arrival in the Cairns region)

Unlike traditional businesses, or other tourist destinations, the Kuranda tourism sector can do little to influence or determine the target markets it would like to attract as around 90% of visitors are delivered to our door via Skyrail, Kuranda Scenic Rail and the major coach operators.

These transport/experience providers are heavily invested in getting people to Kuranda. It is a combined effort by tourism operators, local businesses, TK, Council, Queensland Government and other stakeholders to meet customers' expectations and needs once they are in the village.

To that end, TK's sphere of influence lies predominantly in its promotional messages, branding promises, and the experience visitors have on the ground. To do that, those expectations and needs must be understood, which is the initial focus of this 5-year strategy.

However, there are 3 key market segments that TK can and should target in 2019/20 and beyond, either directly or by ensuring our promotional messages and delivery of experiences align with visitor expectations.

1. The Self-Drive Market.

Anecdotal feedback from the VIC indicates many self-drive visitors are coming to Kuranda to see the rainforest, do the rainforest walks, and experience the wildlife and Indigenous culture. Many of these people may have already come to Kuranda on Skyrail and/or the train and decided to return by car because they didn't have enough time to experience everything, they wanted to the first time around.

The self-drive market in the TNQ region is growing, and it's seasonal. It is also a market segment that is more likely to stay overnight and, the longer they stay in Kuranda, the more money they are likely to spend.

2. The Pre-Arrival Market Via Tourism Organisations

The TK budget has limited capacity to directly target visitors prior to their arrival in the Cairns region.

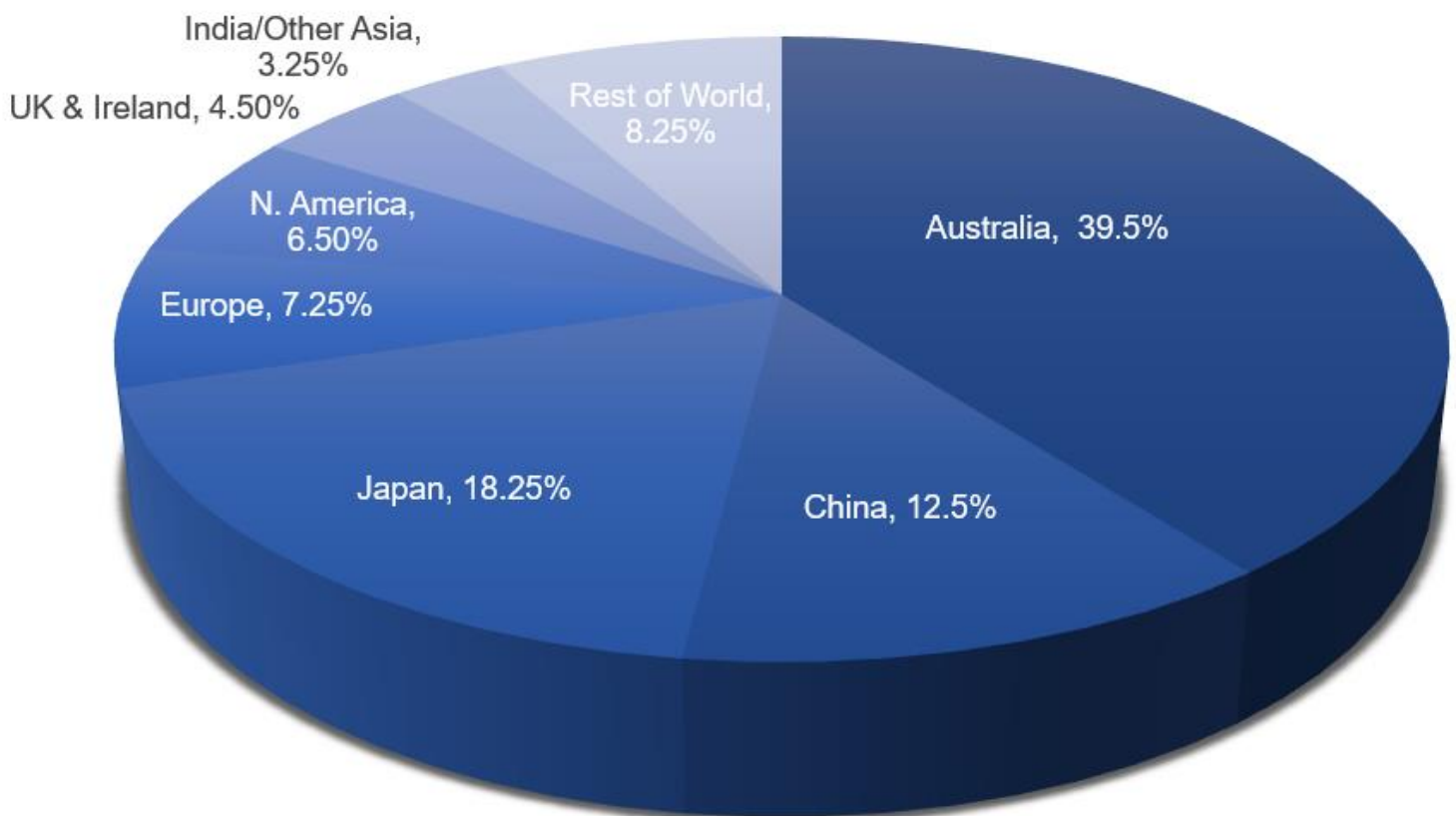
However, it can influence this segment by leveraging the marketing resources and activities of the broader regional organisations that are active in these markets – Tourism and Events Queensland (TEQ) and Tourism Tropical North Queensland (TTNQ) in particular. It is

necessary to ensure TK provides them with the right information and materials to reach the pre-arrival market through their digital channels.

3. Customers of Skyrail, KSR, Other Day Tour Operators and Public Transport

This is the largest and most important visitor segment. As with the pre-arrival market, the TK programme is limited in directly influencing their decision to come to Kuranda but should endeavour to make sure their experience of the village aligns with their expectations, and TK marketing messages address their needs and interests.

Based on information provided by some of the major operators, we know the origin of visitors to Kuranda is approximately:



Strategy to Achieve Objective Three:

1. Improve the presentation of Kuranda

Until the outcomes of the brand review are known, Kuranda will continue to be promoted as 'The Village in the Rainforest', but it does not currently present that way. This is one of the reasons Kuranda is no longer meeting visitor expectations. The ongoing upkeep of the property presentation, streetscaping and garden beds requires a high level of maintenance.

Collins Avenue in Cairns is often used as a prime example of high-quality tropical street and landscaping, and it is an example Kuranda should aspire to. Options to achieve this need to be explored - for example:

- Discuss the need to improve the presentation of Kuranda with MSC and a possible coordinated approach with Kuranda Infrastructure Advisory Committee
- a collaborative agreement with Kuranda Garden Club
- encouraging the cooperation of commercial property owners/landlords



2. Overarching Campaign

As discussed in the *Strategy to Achieve Objective One*, promotional and advertising activity for the next 12 months will focus on digital promotion of assets and attractions that are currently living up to visitors' expectations and represent the brand promise.

To do this it is intended to create 'Kuranda Stories' that highlight assets and businesses known to meet visitor interests. A consultant will be hired to assist with the development of the stories which could involve establishing a set of criteria for willing and engaged businesses to be included in the digital campaign. For example, one of the criteria may be the requirement to stay open until 3pm for a specific period; or featured retail products must be locally made or designed.

The main Story of Kuranda created for digital marketing in 19/20 will feature the history, heritage, interesting characters of the district, and highlight Indigenous cultural heritage. Depending on the interest and uptake from the businesses, as well as the TK budget, other

stories could be developed for digital marketing in 19/20 with possibilities including, but not limited to:

- The Rainforest Story: Rainforest experience and walks
- The Artisan Story: Local creative industry – art, jewelry, fashion designers, etc.
- The Wildlife Story: Wildlife attractions, including river tour.
- The Good Food Story: Food and local produce.

As the digital Kuranda Stories campaign is a short-term trial, it should include those businesses and assets that are now meeting visitor expectations and about which there is information that is readily available for a digital marketing campaign. This material will be the focus of all online and print advertising through the year.

The success or otherwise of the Kuranda Stories could be measured by level of social media interest, local operator feedback and visitor feedback.

Depending on the success of this campaign in 2019/20, and the outcome of the branding review, other stories may follow in 2020/21 and beyond, and some may have the potential to develop into trails or itineraries, including

- Fashion Trail featuring local designers, Boho/vintage style fashion
- Dining trail, featuring the top 5 restaurants in Kuranda as rated on Trip Advisor
- Health and Wellness Trail (which could incorporate food, accommodation, massage/services, etc.)
- A shopping trail. . .and so on

3. Digital Advertising and Activity

The main channel for TK's advertising in 2019/20 will be digital and outsourcing to a suitable third party, perhaps TEQ or TTNQ is explored. The third party could design and place advertising campaigns across highly populated websites owned by NewsCorp and Fairfax, plus local and Australia-wide leading lifestyle and travel websites.

TK will benefit from the third party's buying power, industry networks and digital expertise, as well as creating efficiencies.

The campaigns can incorporate:

- Geo-fencing and/or geo-targeting
- Behavioural targeting – particularly relevant for the self-drive market
- Run of site campaigns and digital display banners.
- Measurable performance data
- Google Adwords

Depending on the success of the above initiatives and budgetary considerations, other digital initiatives/opportunities for further investigation in 2020/21 and beyond include:

- [Tourism Australia \(TA\)](#):
 - Submitting news/stories to TA's weekly newsletter, Essentials. i.e., new restaurants/attractions, events/festivals, etc.
 - Submitting content for TA's Facebook (8m+ followers), Twitter (500k+ followers), Pinterest (10.5k followers) and Instagram (3.5m followers) accounts.
- [TEQ](#):

- Social Media Content Packages: customised content from experienced journalists and social managers to meet TK's branding voice and messages. Designed to elevate organic reach on Facebook and Instagram.
- Lead Generation Campaign Packages: designed to invite interaction across social mediums with qualified clicks and conversions
- Video Packages: packages include conceptualisation, shooting and editing videos for use on social media.
- [TTNQ](#)
 - Submitting content for TTNQ's social media channels.

General digital footprint: TK is a member of Australian Tourism Data Warehouse (ATDW) which allows it to control its digital footprint. Other websites draw their data from ATDW to ensure marketing messages are consistent across the tourism network. However there have been some recent incidences where information about Kuranda had been accessed from other sites, resulting in incorrect information, contact emails, among other things. There is a need to conduct an audit of digital information to ensure the marketing messages and images are consistent and correct. This will be particularly important once the branding review is implemented in 2020/21

4. Print Advertising

TK's print advertising activity in 2019/20 is recommended to include:

- Chan Brothers Tour Brochure: This is mainly self-funded by cooperative advertising. Chan Brothers Travel is one of the largest and most established travel agency and tour operators in the SE Asia region with more than 300 associates globally, including Malaysia, Indonesia and China.
- Welcome to TNQ Magazine. Self-funded. 75,000 copies printed and letterbox dropped to demographically targeted suburbs in Brisbane, Sydney and Melbourne. The magazine is also distributed to events, expos and trade show in collaboration with TTNQ.
- Welcome to Cairns & GBR and Welcome to Atherton Tablelands - \$4k cost to TK per annum (\$2k per edition) 100,000 copies printed annually. Kuranda has a section but also additionally pays for one-page advert published twice-yearly in April and October. A5 size. Displayed on tourism boards, 86 Information centres through QLD, supplied to conferences and trade shows in collaboration with TNQ and Business Events Cairns.
- TTT Discover Mag - \$2k cost to TK. Discover Magazine is the major marketing publication for the Atherton Tablelands.

All the above publications are effective in reaching the post-arrival and self-drive markets.

5. Website and Social Media

Website: In 2018/19, \$10k was allocated to upgrade the website to cater for the growing number of online visitors using mobile devices. No further expenditure is envisaged in 2019/20, but ongoing maintenance will continue including website advertising. However, the contents of the website should be reviewed in line with the refinement of the brand, and possibly updated in 2020/21

Social media: Social Media is one of the most powerful tools for building awareness and positive word of mouth, but to be effective it needs to be organic and authentic. Creating opportunities for selfies, for example, should be maximised at every opportunity:

- Need to investigate the cost and logistics of geo-fencing at iconic locations around Kuranda.
- Set up Instagram frames for selfies.

TK's Social Media Accounts: TK currently has a Facebook (12k+ likes), Instagram (3k+ followers) and Twitter account (2k+ followers).

The management of content is outsourced to Epic Times, which includes

- An average of five posts a week on Facebook and Instagram
- Daily social media moderation and response to audience i.e. conversations, direct messaging response and engaging with followers and reviews.
- Monthly reporting.

This arrangement is working well and is considered an effective use of resources. No further changes are recommended.

6. Photography

Some photography was done in 2018/19 for the development of the new Kuranda website, but the old hero shots are still being used for key advertising and online activity. It is recommended to defer this expenditure 2020/21 following the branding review.

7. TV Advertising

As a matter of urgency, the current TV commercial should be retired and a new TV commercial produced, however, it is recommended to defer this expenditure until 2020/21 following the branding review. A video produced in 2018/19 by Philipvids which is on TK Youtube channel could be used until the review.

8. Printed Marketing Collateral

The Kuranda maps and brochures will continue to be distributed in their current form in 2019/20.

- **DL Map**

The DL map in particular is an effective marketing tool to maintain awareness in the post-arrival market segment and with the self-drive/grey nomad sector. They are distributed to booking agents, hotels, information centres, and tour desks throughout the region by a third party.

The contents and design will be re-assessed following the review and refinement of the brand in 2019/20 and a re-print is likely to be required towards the end of the financial year. The maps are self-funded by the individual advertisers.

- **A4 Brochure**

TK has sufficient supply to last another 12 months. It is recommended to discontinue the brochures once the current stock is depleted as the DL size map is a more popular and cost-effective marketing tool.

9. Festivals and Events

For the past 10 years or so, Kuranda has hosted the Easter Festival (April) and the Kuranda Spring Festival (October).

The Easter Festival in particular draws a lot of people to the village and keeps Kuranda top of mind in the local market. It also directly targets one of the most neglected tourist market segments, Visiting Friends and Relatives (VFR). The festivals have also been effective in generating relatively high volumes of positive social media conversations.

However, it should be noted that while some businesses have directly benefited from festivals (mainly those offering food/refreshments), many have also reported no direct benefit. There is some feedback that the focus of the festival should no longer be Easter as the Easter focus has been sufficiently utilised and some feedback not to have festival but put \$ into street activation.

While festivals are considered an important part of the overall marketing mix, further consideration needs to be given to the festival activity and a review of festivals and community events is to be conducted by Dec 2019. For example:

- Varying the theme to Easter and Arts Festival or Indigenous culture and arts; or not have it at all.
- Holding the Easter and Kuranda Festivals in alternate years
- Involving the business and tourism community in creating concepts and the organisation of festivals; and/or outsourcing the role of coordinating and organizing events.

Advertising and promotion for any festivals will be local:

- The Cairns Post
- Corflute signs
- TV
- Radio (outside broadcast)
- Social media
- Press release
- Online consumer websites and eNewsletters

It is recommended that the festival events are reviewed with consideration given to alternatives, such as street activation activities, community-led events or other such activities with TK no longer the sole organizer, but one partner of a community organizing committee.

10. PR and eNewsletter

TK has outsourced the writing of its Industry eNewsletter and press releases to a PR consultant for several years. This is considered a cost-effective use of resources and should continue in 2019/20.

11. Grants and Additional Funding

Kuranda is a significant economic driver for the TQ region as a whole however TK has limited funds generated in the main by the levy, and otherwise by co-operative advertising dollars from local tourism and business owners.

There is an opportunity and case to be made for applying for additional funding through government grants, which are generally available for constructing tourism infrastructure and hosting events. It is recommended that a 'watching brief' be maintained for all future grant opportunities, and that MSC develop grant applications for projects that align with this strategic marketing plan.

12. Famils

Well-chosen famils should be considered to showcase the Village, especially once the short-term Kuranda Story is developed and promoted online.

OBJECTIVE FOUR:

Improve communications and engagement with local levy payers, local tourism operators and other stakeholders about the TK program.

In recent months, MSC has received feedback from some tourism operators and levy payers who feel there has been a lack of accurate information regarding the purpose and strategic direction of the TK marketing program and the outcomes it delivers.

Tourism is the most significant economic driver in the Kuranda area and MSC invests heavily in supporting and promoting tourism in the Kuranda district, more than in any other area of the Mareeba Shire. Its investment also exceeds the amount raised by the Special Rate Kuranda Benefitted Area, which has been in place for more than 20 years in one form or another.

MSC has made it a priority in 2019/20 and beyond to ensure a good return on investment for the levy payers and the Shire's general rate payers, and to improve its level of communication to keep them informed and supportive of council's activities and progress in marketing Kuranda.

Strategy to Achieve Objective:

1. Launch of the new TK Strategic Marketing Plan

An official launch and presentation of the Tourism Kuranda 5-year Strategic Marketing Plan will be conducted, with an open invitation to the business and tourism members of the Kuranda community. This presentation will continue on an annual basis as the plan is reviewed and updated.

2. Share research results

As part of this presentation in 2020/21 and beyond, the results of the visitor surveys and Trip Advisor feedback (the annual 'Visitors' Expectations Scorecard') should also be presented as a tool to assist levy payers and other stakeholders in their businesses.

3. E-newsletter and editorials

Develop E-newsletter and provide editorial to the Kuranda paper on a quarterly basis, as a summarised version of the Executive Officer's monthly report, to keep tourism operators and levy payers informed and up to date on activities and progress.

Ensure all local businesses and tourism operators are encouraged to subscribe to the Tourism Kuranda newsletter.

4. Use TK social media to engage with local operators

Invite all local businesses and tourism operators to like/follow the Tourism Kuranda Facebook, Instagram and Twitter accounts, and engage with TK on social media to leverage this marketing.

5. Involve local operators and key stakeholders

Involve key stakeholders in discussions and proposals about strategies and improvements to meet the changing visitor needs and expectations. Encourage closer cooperative relationships with organisations such as the Amphitheatre, and the arts, Indigenous and environmental communities.

6. Local operator survey

At the end of 2019/20, conduct a brief survey of the commercial traders and tourism operators in Kuranda to benchmark the level of awareness and satisfaction in relation to the TK marketing program, and level of awareness of visitor feedback. This survey should be repeated annually, benchmarked against the 2019/20 survey results.

OBJECTIVE FIVE:

Strengthen relationships with industry (booking agents, regional operators and tourism organisations)

A main TK priority is to attract the right target markets and an increased volume of visitors to Kuranda. It will only do this effectively if it works closely, and continues to build strong relationships with, the many layers of the tourism industry marketing and distribution network. These include:

- Tourism Australia - National
- Tourism Queensland - State
- Tourism Tropical North Queensland - Regional
- Tropical Tablelands Tourism – Local
- Tourism Port Douglas Daintree - Local
- Tourism Palm Cove – Local
- Tropical Coast Tourism - Local
- Savannah Way Ltd - Local
- Tablelands Regional Council
- Tourism journalists and influencers
- Regional Visitor Information Centres
- Local Tour Operators
- Tour desks/booking agents/hotel staff
- Car hire companies
- Caravan Parks

Strategy to Achieve Objective:

1. Clear communication channels with industry bodies

Ensure we have clear and regular lines of communication with local, regional and state tourist organisations to make sure the marketing messages about Kuranda are consistent across all websites and other mediums.

2. Distribution of DL maps

Recommence the distribution of some of the DL maps by TKEO (while still outsourcing the distribution of the majority of them) alternating between the top booking agents, VICs and tour desks in the region known to sell Kuranda and target the self-drive market segment. The purpose of these visits is to maintain a point of contact with as many as possible and keep them informed/re-educated about the many things to see and do in Kuranda.

3. Tourism Australia

Involvement in Tourism Australia's (TA) International Media Hosting Program. TA hosts up to 1,000 journalists, digital influencers, opinion leaders and television crew members from around 25 countries each year and partners with the State and RTOs to deliver the program. Also, work closely with TTNQ to maximise opportunities to host media in Kuranda through this program. A coordinated approach with Skyrail, Kuranda Scenic Rail, Tropical Tablelands Tourism and the northern beaches tourism organisations should be encouraged, packaging up a range of TNQ experiences for the media. Media visitors need to be met by different representatives at key touch points along the way, escorted and hosted, while being treated to the best Kuranda has to offer in terms of products, services and experiences. Locally made gifts, media kits and press releases should be prepared, and follow up calls made with journalists after the visit to ensure all their questions have been answered.

4. Local and regional industry bodies

Likewise, work with Skyrail, KSR, TTNQ, TTT and the northern beaches and Port Douglas tourism organisations need to coordinate more industry famils around the region.

Re-introduce the special industry events – Trivia Nights in Port Douglas, for example – to create fun and informal get-togethers to educate local agents and keep Kuranda top of mind.

Create a local industry specific eNewsletter which will be emailed 3-4 times a year and include information on how to book, how much time to spend in Kuranda, upcoming events etc.

5. VIP Club

Investigate the feasibility of the Kuranda Visitor Information Centre re-introducing the concept of the VIP Club which worked well in the past. A VIP kit of information is given to booking agents and other industry members to enable them to access discounts, free products and entry fees to contributing businesses in the village. The discounts could also be used for their family members, encouraging them to come and visit Kuranda on their days off. This first-hand experience of Kuranda enables them to better sell the product to visitors and demonstrates how much time they need in the village to see and do everything on offer.

6. Attend trade shows:

- ATE is the biggest trade show in the Southern Hemisphere, aimed at both international and domestic wholesalers. It represents a key opportunity to meet with industry partners and ensure Kuranda is being sold in the best possible manner and retained on wholesalers' itineraries. However, the cost of attending is considerable (\$8.5k) and it is recommended to evaluate attending ATE every two years instead of annually. This will also allow TK to focus on achieving Objective One in the 2019/20 financial year.
- The Inbound Up North program is designed to educate qualified inbound tour operators on the diversity and quality of the products and services available in the TNQ region. The program includes a B2B workshop enabling members to meet with all buyers during one-on-one appointments as well as extensive networking opportunities. It is recommended that this is attended annually.
- Continue outsourcing representation at Holiday and Travel Shows to Neville Dunn from Pro Active Marketing. He attends three caravanning and camping shows Brisbane, Melbourne and Sydney.

7. ATEC

Maintain TK's membership of ATEC.

Action Plan

2019/20

STRATEGY	TIMEFRAME	RESPONSIBILITY
OBJECTIVE ONE: Review and refine the Kuranda brand to ensure it appeals to visitors and delivers on its promise.		
Visitor Research: <ul style="list-style-type: none"> • Prepare a brief for the visitor research • Invite quotes/proposals from research companies • Research company to conduct research and prepare Visitor Expectations Scorecard. • EO to monitor Kuranda businesses on Trip Advisor for additional feedback and reviews. 	Aug-Nov 2019	TKAC/EO Consultant
Review and Refinement of Kuranda Brand: <ul style="list-style-type: none"> • Review results of research to determine if external assistance is required from a branding consultant or if it can be managed by the committee. • If external assistance is required, prepare a brief and invite quotes/proposals from consultants • External consultant to conduct review and provide recommendations for any changes to the logo, positioning statement and brand messages • Involve local operators in brand review • If new brand is required, inform stakeholder and operators and provide feedback • Ensure new brand identity is implemented and updated across the board, internally and externally. 	Nov 2019 - March 2020	TKAC/EO Consultant
OBJECTIVE TWO: Work with local businesses and stakeholders to help them understand and meet visitor needs and expectations and deliver new and improved destination experiences that align with the brand promises.		
• Complete actions for Objective 1 first, then determine other appropriate actions for Objective 2 as a priority in 2020/21	2019/20	TKAC/EO
• Share findings of visitor research with local operators and other stakeholders to equip them to review the ways they service the needs and expectations of visitors	Nov 2019 ongoing	TKAC/EO
• Share findings of brand review with local operators and other stakeholders and encourage their adoption of the marketing messages and identity	March 2020 ongoing	TKAC/EO
• Maintain a watching brief on all future destination development opportunities.	Ongoing	EO
• TKEO destination development role promoted (includes provision of information, advice, resources, referrals)	Ongoing	EO

STRATEGY	TIMEFRAME	RESPONSIBILITY
OBJECTIVE THREE: Attract the right target markets and an increased volume of visitors (pre- and post-arrival in the Cairns region)		
Improve the Presentation of Kuranda Explore options for improvement of presentation in the village including: <ul style="list-style-type: none"> • a possible coordinated approach with Kuranda Infrastructure Advisory Committee • a collaborative agreement with Kuranda Garden Club • encouraging the cooperation of commercial property owners/landlords 	2019/20	MSC/KIAC/State and Federal Governments
Overarching Campaign: <ul style="list-style-type: none"> • Kuranda Stories - hire consultant to develop material for Kuranda Stories to be used in digital and print advertising and marketing strategies. • Collaborate with KIAC and Indigenous groups re Indigenous digital material. • Engage with local business community and confirm those offering experiences that meet the brand promises now. 	Aug - Dec 2019	TKAC/EO/VIC
Digital Advertising and Activity <ul style="list-style-type: none"> • Review and refine marketing messages and campaigns in line with outcomes of brand review and update as required • Discuss requirements and outcomes with TTNQ and TEQ and establish best approach for digital advertising campaign and recommend to committee • Implement campaign when material is complete 	March -June 2020 2020/21	EO
Print Advertising: <ul style="list-style-type: none"> • Negotiate rates, make bookings and organise graphic design for advertising in: <ul style="list-style-type: none"> - Chan Bothers Tour Brochure - Welcome to TNQ - Welcome to Cairns/Atherton Tablelands - TTT Discover Magazine 	2019/20 As per publication deadlines	EO
Website and Social Media: <ul style="list-style-type: none"> • Website advertising renewals and ongoing maintenance of website as required • Investigate the cost of geo-fencing and make recommendations to Committee • Produce and install Instagram frames for self-opportunities • Maintain Social media accounts in coordination with Epic Times Social Media Management • Review contents of website in line with outcomes of brand review and update as necessary 	2019/20 2019/20 2019/20 2019/20 2020/21	EO/VIC EO EO EO EO
Photography & TV Advertising: <ul style="list-style-type: none"> • Take new photos for immediate use for the Kuranda Stories campaign • Source quotes for new hero shots after branding review 	Aug-Dec 2019 2020/21	EO EO

STRATEGY	TIMEFRAME	RESPONSIBILITY
<ul style="list-style-type: none"> Source quotes for the production of a new TV commercial after branding review 	2020/21	EO
Printed Marketing Collateral: <ul style="list-style-type: none"> Continue to distribute maps and brochures Coordinate print of new maps when current stock is depleted (considering refinement of brand and new hero shots) 	2019/20 2019/20	EO EO
Festivals and Events: <ul style="list-style-type: none"> Review festival activity, including assessing alternatives to the Easter focus e.g. Indigenous and arts and culture, and establish what events will be held in the 12 months and what functions can/need to be outsourced. Depending on review, coordinate organisation of any events 	By Dec 2019	TKAC/EO
PR and eNewsletter: <ul style="list-style-type: none"> Maintain eNewsletter monthly schedule and press releases as required. 	2019/20	EO
Grants and Additional Funding: <ul style="list-style-type: none"> Work with grants officer at MSC to maintain a watching brief on all future grant opportunities. 	On-going	EO/MSC
OBJECTIVE FOUR: Improve communications and engagement with local levy payers, local tourism operators and other stakeholders.		
Strategies: <ul style="list-style-type: none"> Organise and conduct an official launch and presentation of the Tourism Kuranda 5-year Strategic Marketing Plan. Develop E-newsletter and send out quarterly (summarised version of EO's monthly reports) Involve local tourism operators in visitor research and brand review Develop Tourism Kuranda update to be published in Kuranda Paper quarterly Arrange meetings with representatives from Amphitheatre, arts community, Indigenous groups and environment community to discuss cooperative approach to meeting visitor expectations and developing new destination experiences Conduct a brief survey to the commercial traders and tourism operators in Kuranda to establish a business sentiment index in relation to the TK marketing program. (To be repeated annually) 	2019/20 2019/20 2019/20 On-going (following research/brand review) 2019/20	MSC/TKAC/EO EO EO TKAC/EO TKAC/EO
OBJECTIVE FIVE: Strengthen relationships with industry (booking agents, regional operators and tourism organisations)		
Strategies: <ul style="list-style-type: none"> Connect with key industry stakeholders to ensure TK has clear and regular lines of communication Personal sales calls/map distribution to key booking agents, VICs and tour desks Meet with relevant representatives at TTNQ to discuss how to maximise opportunities offered through TEQ and TA and implement necessary actions following meeting Meet with representatives from TTT and Northern beaches tourism organisations to discuss coordinated approach to maximise opportunities for industry famils. 	2019/20 2019/20 2019/20 2019/20	EO EO TK Chair/EO EO

STRATEGY	TIMEFRAME	RESPONSIBILITY
<ul style="list-style-type: none"> • Re-introduce the VIP Club: <ul style="list-style-type: none"> • Coordinate local businesses willing to be involved • Prepare information kits • Send out email blast to industry members advising them of VIP club • Take information on sales trips • Re-introduce special industry events: <ul style="list-style-type: none"> • Coordinate schedule of events with KSR Skyrail and other industry partners • Organise venues, catering and prizes/giveaways • Issue invitations • Attend Inbound Up North • Maintain presence at holiday and travel shows via Neville Dunn • Create new local industry email and send to local industry data base 	2019/20 2019/20 Sep 2019 Feb - June 2020 2019/20	EO/VIC EO/VIV EO EO EO EO EO
<ul style="list-style-type: none"> • REVIEW OF STRATEGIC MARKETING PLAN AND BUDGET 		
<ul style="list-style-type: none"> • Review the strategic direction and strategies proposed in this plan to ensure their relevance and effectiveness in 2020/21, and repeat this process annually • Establish an appropriate budget for 2020/21 	Feb 2020 (for adoption by MSC in June 2020)	TKAC

Action Plan Budget 2019/20

REVENUE

TK's revenue for 2019/20 is estimated at \$241,693 and is estimated to come from the following sources:

Benefited Rate Contribution	\$209,943.00
Advertising Contributions:	
> Kuranda Map	\$ 22,000.00
> Chan Brothers Tour Brochure	\$ 750.00
> Welcome to TNQ	\$ 4,000.00
> TK Website	\$ 5,000.00
Total Income	\$241,693.00

EXPENSES

TK's expenses for the 2019/20 Action Plan are estimated as follows:

Administration costs	\$98,429.00
Promotional costs	\$143,264.00
Total Expenses	\$241,693

Administration Costs

Administration costs are fixed and cover salary, phone, memberships and car etc. Remaining operational expenses are funded from Council's general rates i.e. management, office accommodation and corporate support and not included in this TK Budget.

Promotional Costs

Promotional costs are a combination of fixed and discretionary and are forecast as follows (based on the strategies to achieve the Objectives).

	Amount \$
Promotional Costs	
• Visitor Research	\$8,000
• Brand review (consultant, implementation of new brand identity and messaging)	\$40,264
• Short-term digital campaign - 'The Kuranda Stories'	\$ 18,000
• Print advertising	\$11,500
• Website/social media	\$13,500
• Maps/Brochures	\$39,500
• PR and eNewsletter	\$6,000



• Industry Famils and product training	\$2,500
• Memberships	\$1,000
• Tradeshow and sales missions	\$3,000
Total Promotional Costs	\$143,264

APPENDIX 1

KURANDA TOURISM SENTIMENT INDEX REPORT



| Kuranda

This report provides a comprehensive analysis of what people are saying about your destination online. Insights from this data should guide your strategic planning, marketing and destination development to enable you to shape the way people talk about Kuranda in the future.

Contents

Method and Metrics	3-8
How your Tourism Sentiment Index is calculated	
Tourism Sentiment Dashboard	9-15
The overall health and performance of your destination	
Tourism Category Overview	16-18
How your destination's individual tourism sectors contribute to the Tourism Sentiment Score™	
Tourism Asset Breakdown	19-27
A detailed look at the 50 tourism assets that comprise your destination's Tourism Sentiment Score™	
Report Summary	28-28
Overview of the results of this report	



Method + Metrics

How your Tourism Sentiment Score™
is calculated



[View More on Instagram](#)



61 likes

a_canvas_of_colour Kuranda scenic railway- A 37km journey through the world heritage listed rainforest stretching from cairns to the village of kuranda, passing waterfalls and the stunning Barron Gorge. #railway #train #heritagelisted #scenic #kuranda #FNQ #discover #skyrail #rainforest #journey #ruggedmountains #waterfalls #cairnstokuranda #photographyworld #igphoto #photography #green #lush

Parameters

The Tourism Sentiment Index gives you a view that no customer survey or focus group can provide. Your report scanned, monitored and analyzed:

What: 4 538 824+ online conversations from around the world

When: July 1, 2017 – June 30, 2018

How: This analysis applies a custom, text- and image-based algorithm focused on conversations about Kuranda and its connected tourism region. To provide further context for the results, five comparative destinations were included in the analysis:

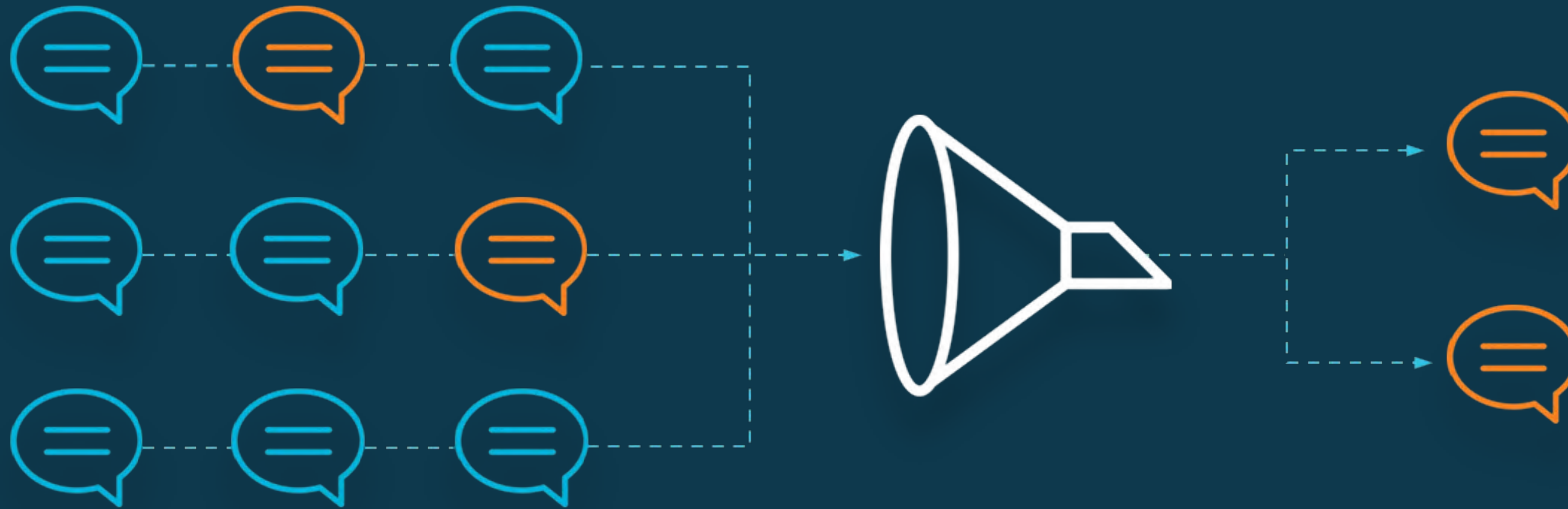
Townsville
Cairns
Port Douglas Daintree
Mackay
Tablelands

Sources

More than 500,000 different sources were included in the analysis, including online media sites, forums, reviews and social media networks (Twitter, Facebook, Instagram, Tumblr, YouTube and TripAdvisor).



Calculating your score



Focusing on conversations driving tourism

Tourism Sentiment Score™ is a measure of a destination's ability to generate positive word of mouth about its tourism offering. It is an aggregate score that focuses solely on online conversations that reference or affect a potential traveller's perceptions of a destination's tourism offering. To do this, we start by collecting all the conversations around your destination and then filter to those conversations that are driven by your destination's tourism experiences or products.

Gathering sentiments

To understand in a single snapshot the overall attitude towards Kuranda expressed through visitors' online conversations, we scan, analyze and assign each post to a sentiment category of promoter, passive or detractor.



Destination promoter

Those actively recommending or speaking positively about your destination to others

Examples from Kuranda



Why Kuranda Scenic Railway And Kuranda Village Are Amazing <https://t.co/zS9CA7E9yj> #travel #thisisqueensland #Australia <https://t.co/O3686sGxEN>



Destination passive

Those speaking about your destination from an indifferent point of view



It's annual team photo time at KurandaKoala Gardens in queensland 🐼🐼🐼 (via IG/kurandakoalagardens) #seeaustralia <https://t.co/LWigSm72DS>



Destination detractor

Those actively discouraging or speaking negatively about your destination to others

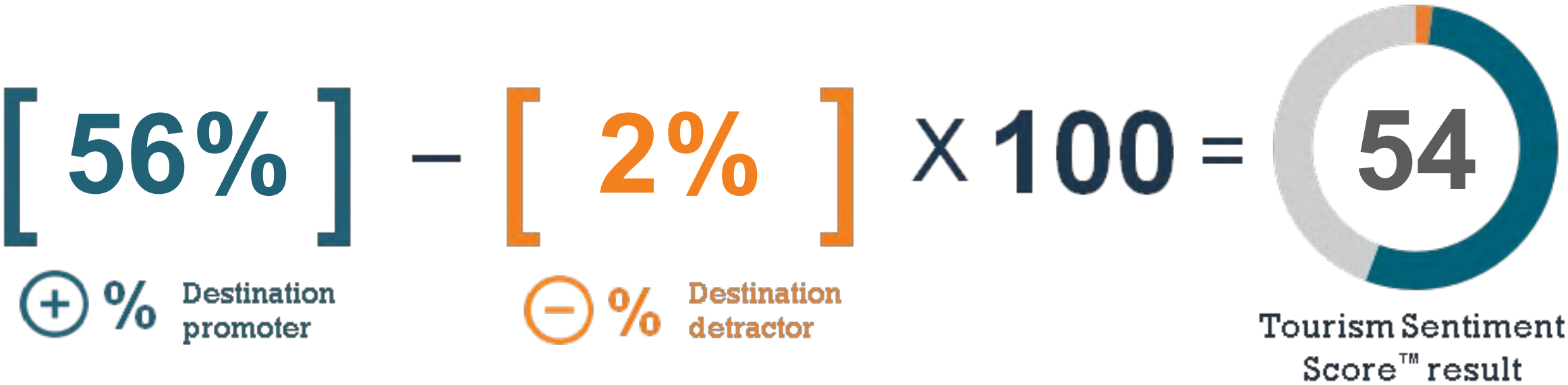


[...] you walk around the midpoint) and the rail a little bit longer. I took a full day because I get out of bed late, did some hiking around up there (Kuranda is basically a shopping centre in the rain forest and very boring unless you are looking at touristy knickknacks or food)

Calculating your score

Your score

Once we have categorized all online conversations related to Kuranda, we apply the **Tourism Sentiment Score™** formula to provide us with a single metric that articulates your destination's performance in driving online word of mouth.



Reading the scale

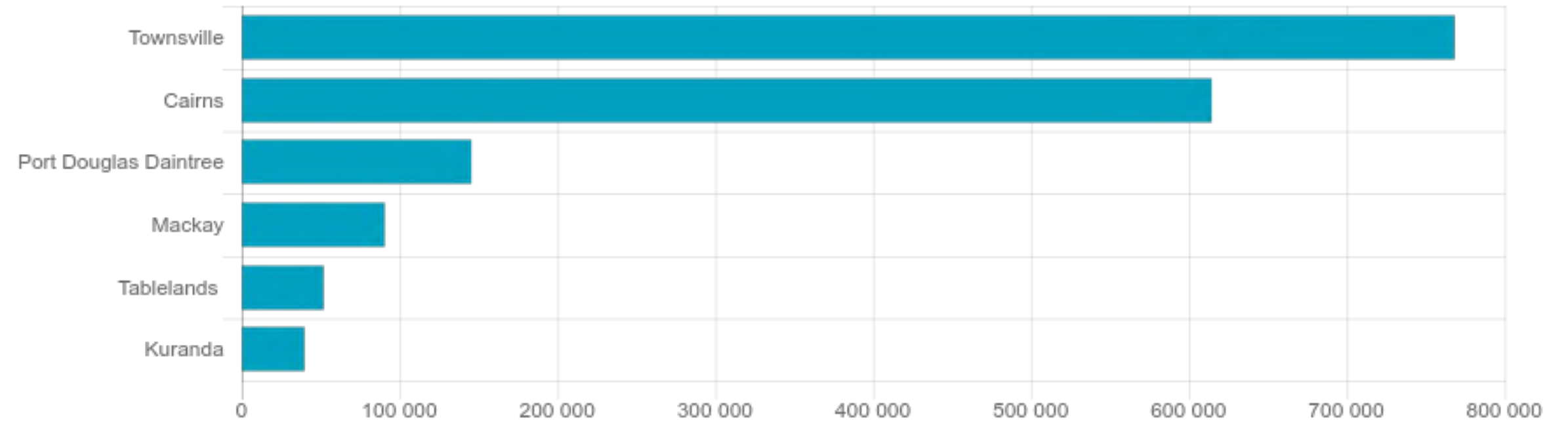
The Tourism Sentiment Score is an index ranging from -100 to 100 that measures overall perceptions of Kuranda's tourism offering. It is used as an indicator to gauge current performance and provide a benchmark to track over time.



Understand Size and Scale

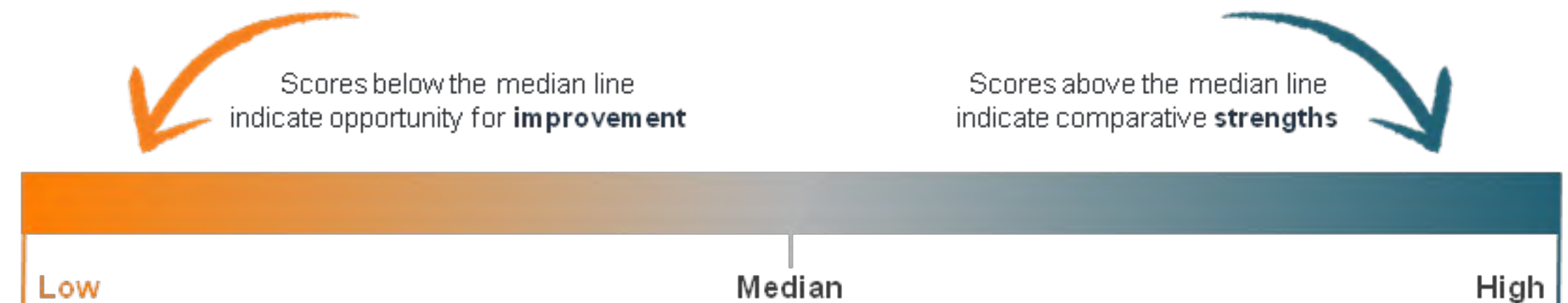
Understanding Volume

Volume of conversations is an indicator of overall awareness. The higher the volume of conversations for a destination, the more people are talking about it, bringing a greater chance that people read or hear about the destination. Volume does not represent quality. It represents opportunity. Based on the destinations in this report, we see a distribution of conversation volume as follows.



Reading the scale

Throughout the report, you will see your destination's scores displayed on a scale. The scale is defined by the relative scores of the comparative destination set. The median line on each scale is defined by the middle point between the 3rd and 4th ranked destinations. Therefore, creating a midpoint amongst the comparative destination set to compare to.





Tourism Sentiment Dashboard

The overall health and performance of Kuranda

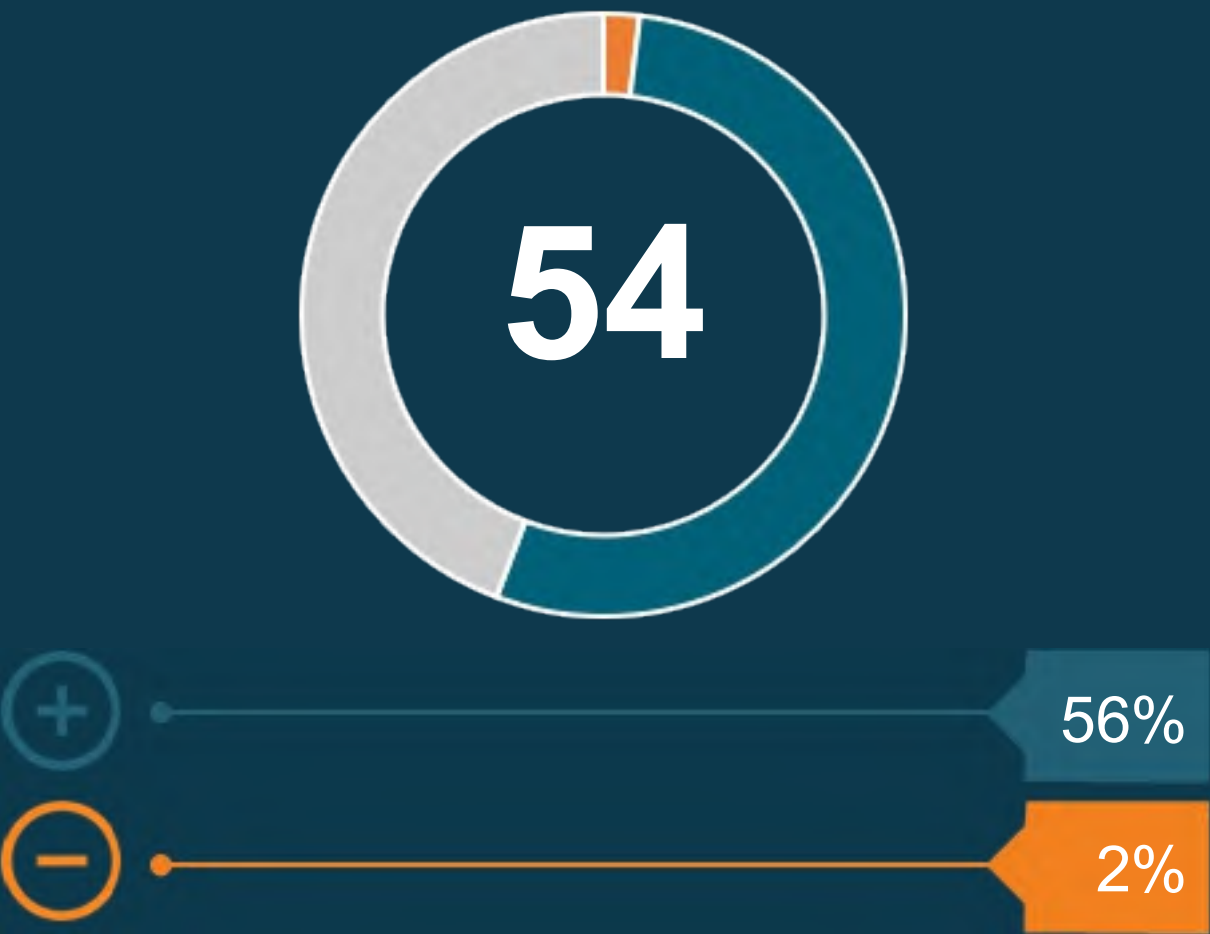


Overall Performance

Of all conversations online being driven by Kuranda’s tourism experience or products, 56% of those conversations have been identified as destination promoters.

That equates to 8 000+ online conversations actively promoting Kuranda each year.

Tourism Sentiment Score™ result

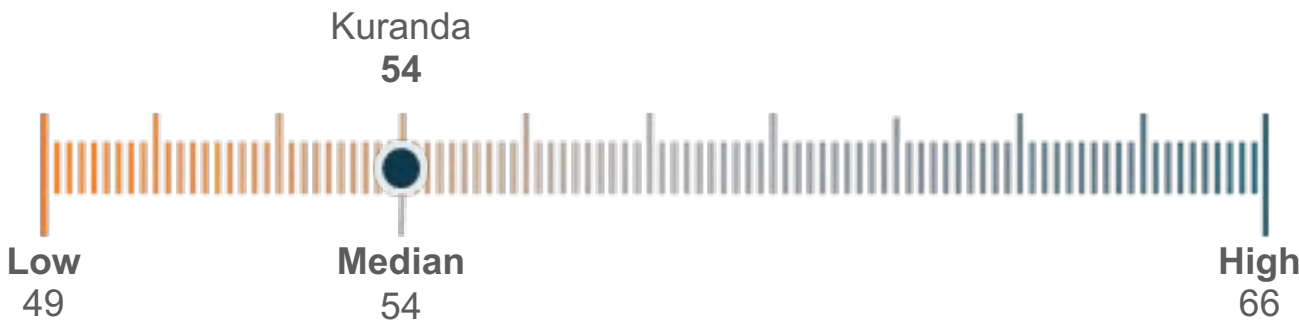


Key Takeaway:

Sentiment driven by Kuranda’s tourism products and experiences are performing at the median of the comparative set. Understanding the drivers behind this is important for continuing positive growth of overall sentiment towards your destination

How does your destination stack up?

Sentiment Comparison



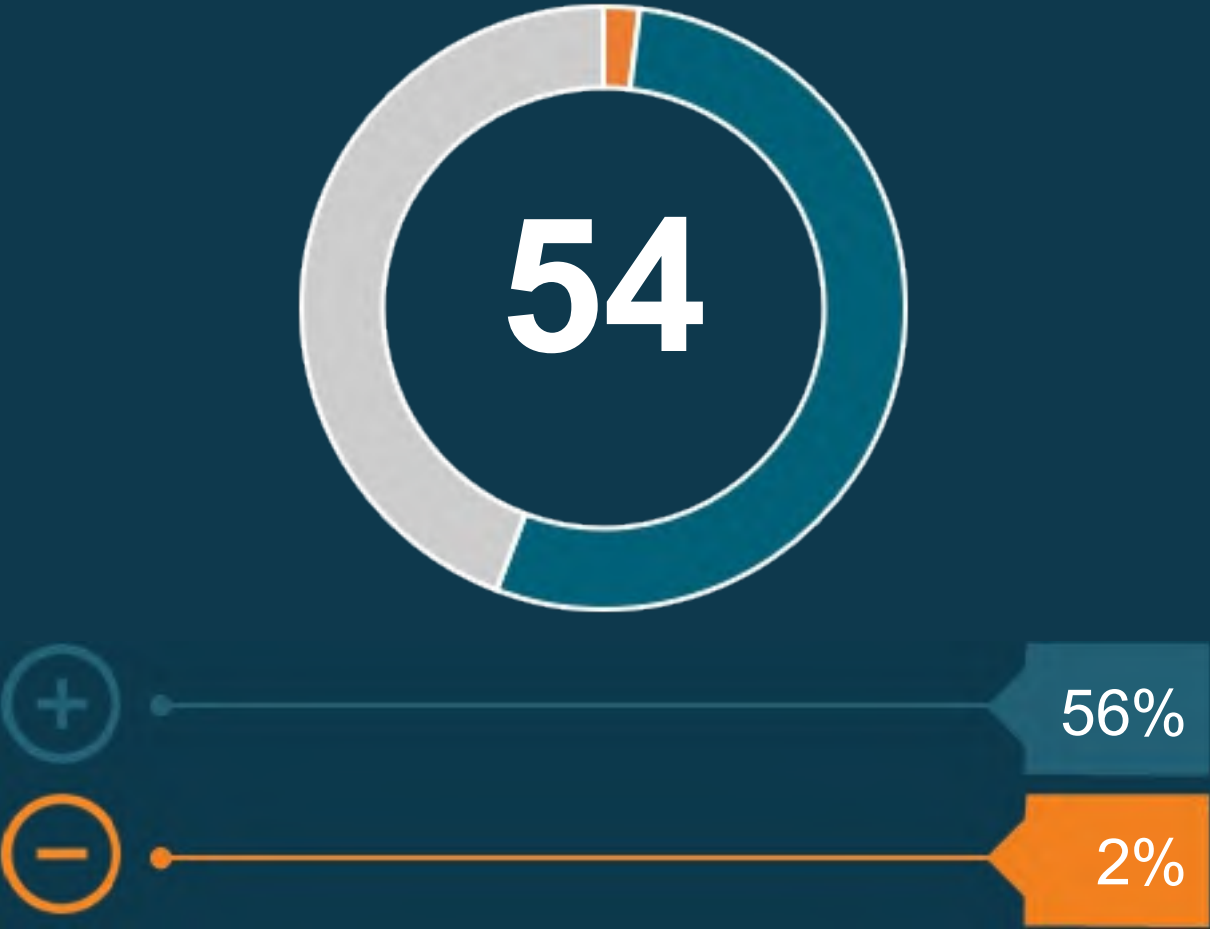
Tourism sentiment is an indicator of the overall attitudes toward Kuranda’s tourism offering. This comparison is your destination’s performance vs. the range of your destination’s Comparative set.

Volume Comparison



Tourism conversation volume is an indicator of overall consumer awareness of Kuranda’s tourism offering. This comparison is your destination’s performance vs. the range of your destination’s Comparative set.

Tourism Sentiment Score™ result



Key Takeaway:

These tourism assets are the core drivers behind Kuranda’s Tourism Sentiment Score™. It is important to track and monitor these assets over time to ensure they remain strong, positive contributors to your destination’s tourism sentiment.

What is driving your Tourism Sentiment Score™

Based on our analysis, the following tourism assets are where Kuranda excels in generating positive perceptions of the destination’s tourism offering.

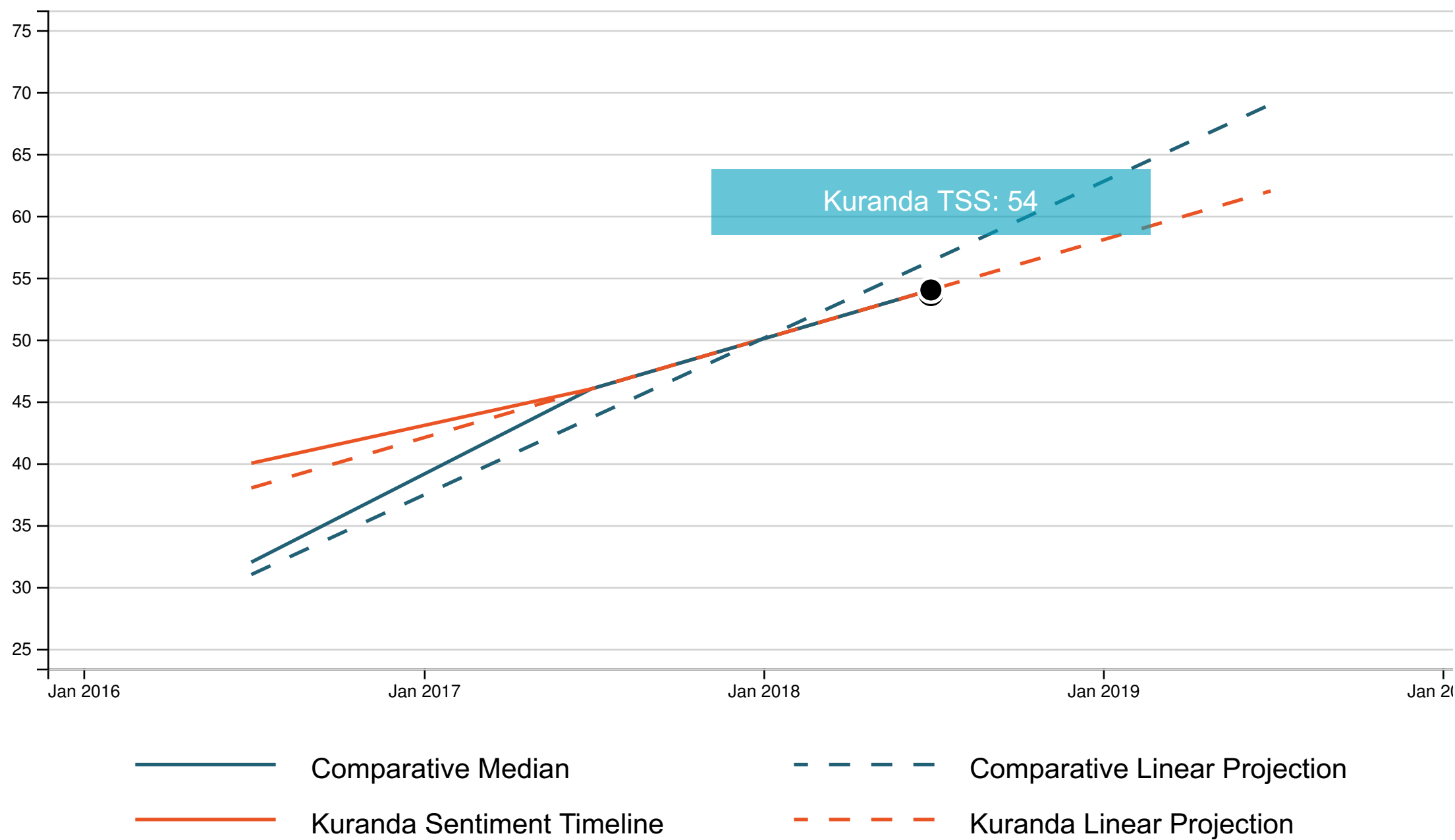
Top Tourism Assets	Conversation Size	Comparative Volume Performance	Comparative Sentiment Performance
Nature Viewing	6 495	Low	Average
Amenities: Attractions + Landmarks	1 917	Average	Average
Wildlife Viewing	1 222	Low	Average
Restaurants	1 037	Low	Average
Festivals + Events	785	Low	Average
Accommodation	590	Low	High
Street + Public Art	363	Average	Average
Hiking + Rock Climbing	320	Low	Average
Cycling + Biking	282	Low	High
Museums + Galleries	234	Average	High

Tourism Sentiment Trend

Where is your destination headed?

The tourism sentiment trend line has been calculated using the past three years of sentiment data from your destination and the comparative set. This trend line provides us a view of your destination's overall performance against that of the comparative average and provides us an indicator of the trend for your potential future sentiment.

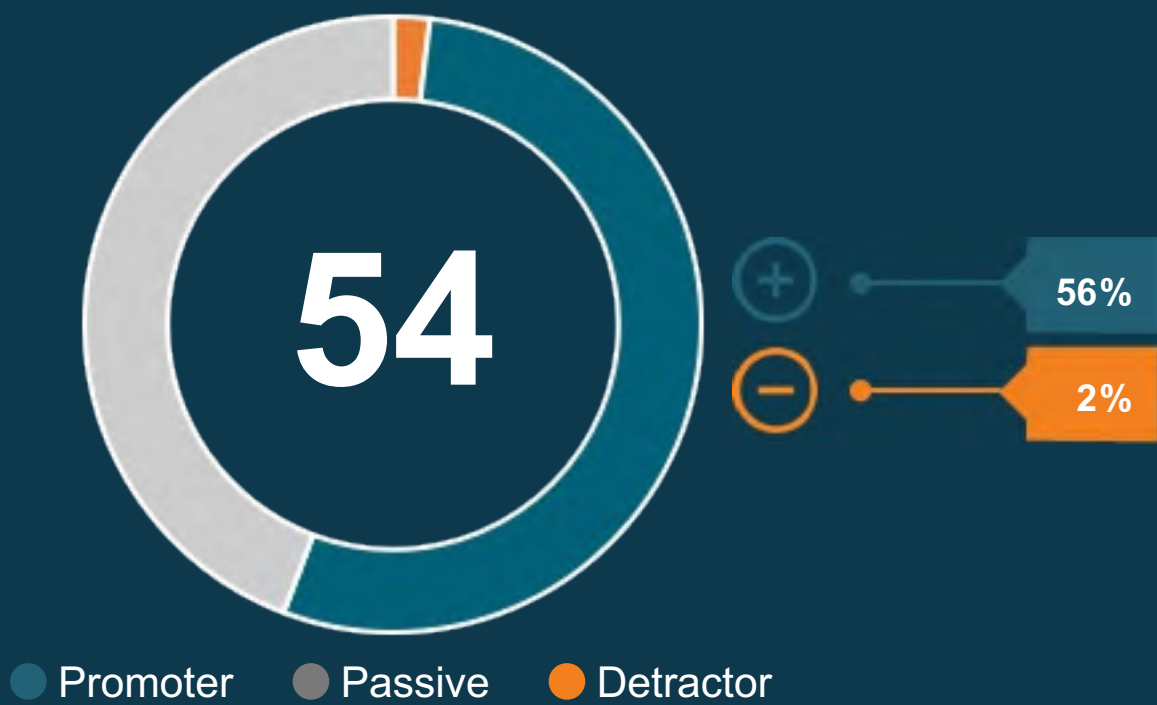
Tourism Sentiment Score: Trendline



How does tourism contribute?

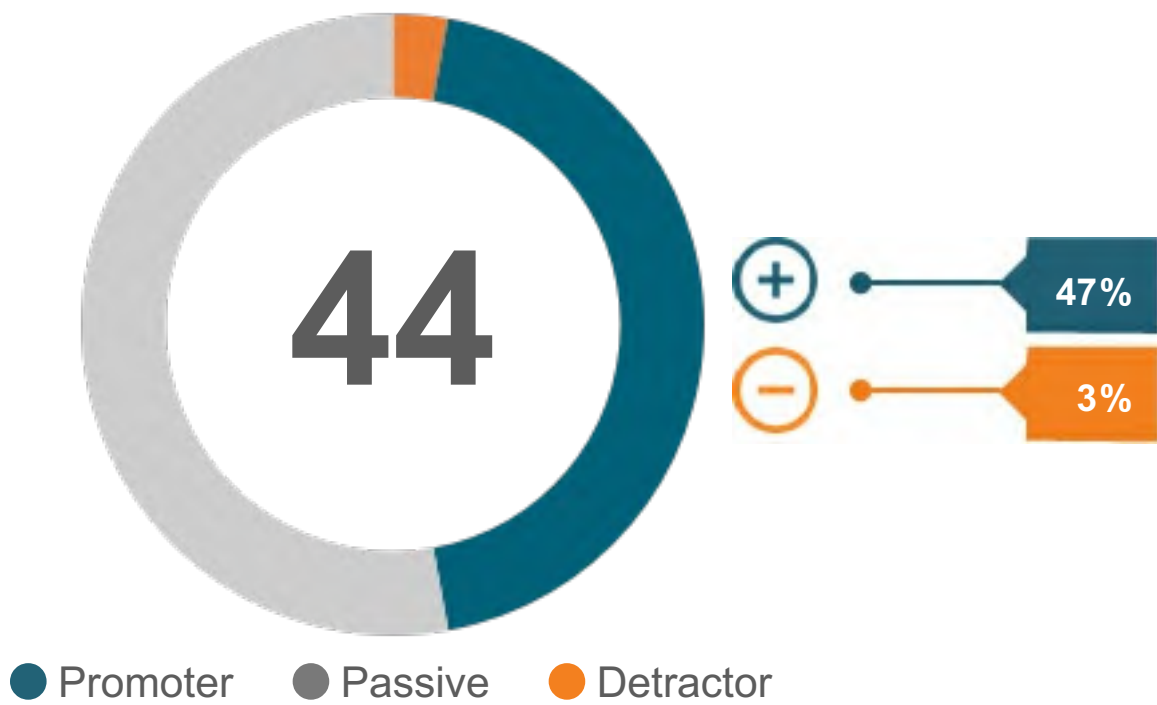
Tourism Sentiment Score™

Tourism Sentiment Score is a measure of a Kuranda's ability to generate positive word of mouth about its tourism offering. It is an aggregate score that focuses solely on online conversations that reference or affect a potential traveler's perceptions of a destination's tourism offering.



Place Sentiment Score

Place Sentiment Score is an aggregate value of all conversations around Kuranda, whether or not the individual conversations have a direct impact on perceptions of the tourism offering. It captures opinions of all aspects of the destination from politics to real estate.



Key Takeaway:

The gap between these two scores is representative of the impact your destination's tourism industry is having on the brand of the destination as a whole. Tourism is a substantial driver of a positive overall brand image.



Tourism Category Overview

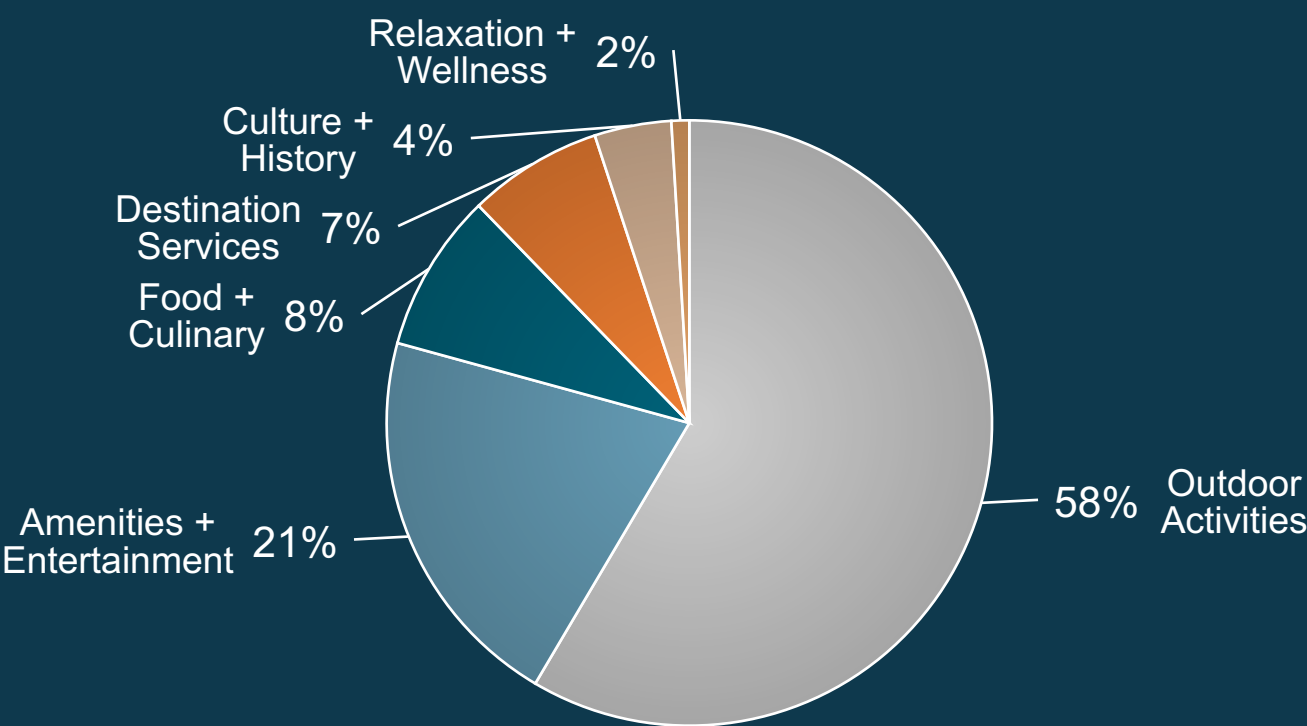
How your destination's individual tourism sectors contribute to the Tourism Sentiment Score™

Understanding the Tourism Categories

The Tourism Sentiment Score is comprised of the aggregate performance of 50 tourism assets across six tourism categories. The following section allows you to understand how Kuranda's tourism sectors are performing by examining the Tourism Sentiment Score™ result for each of the six tourism categories.



Tourism Category | Volume of Conversation



Tourism Category Breakdown

The following section allows you to understand how Kuranda’s individual tourism sectors are performing and how they contribute to the Tourism Sentiment Score™ as a whole.

Tourism Sectors	Sentiment		Volume	
	Kuranda	Comparative Performance	Kuranda	Comparative Performance
Food + Culinary	55	Average	1 234	Low
Amenities + Entertainment	40	Average	3 019	Low
Outdoor Activities	59	Average	8 507	Low
Culture + History	54	High	597	Average
Relaxation + Wellness	42	Average	138	Average
Destination Services	61	Average	1 047	Low



Tourism Assets

The following section is a detailed look at the 50 tourism assets that comprise your destination's Tourism Sentiment Score™

Sentiment Comparison

Comparative Strength

A number highlighted in blue is an indicator that your destination’s sentiment is 10 points above that of the comparative Median.

36

Comparative Challenge

A number highlighted in orange is an indicator that your destination’s sentiment is 10 points below of that of the Comparative median.

34

Volume Comparison

Comparative Strength

A number highlighted in blue is an indicator that your destination’s conversation volume is above one and a half (150%) of that of the comparative median.

2600

Comparative Challenge

A number highlighted in orange is an indicator that your destination’s conversation volume is below half (50%) of that of the comparative median.

460

Reading the Tables

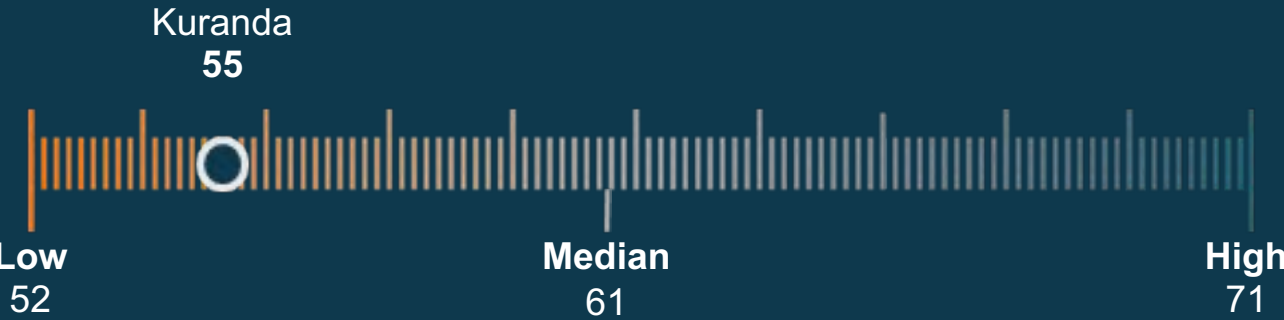
Throughout the following section, Kuranda’s performance is analyzed on an individual asset level across 50 aspects of your tourism industry. For each tourism asset, your destination’s performance is analyzed through a comparison to the median score of the comparative destination set. This provides insight into identifying your current strengths and challenges as a destination. These tables have been colour coded to identify these insights.

Tourism Asset	Sentiment		Volume	
	Sample Destination	Comparative Average	Sample Destination	Comparative Average
Casinos	12	8	248	214
Attractions + Amusement Parks	36	25	2 600	1 131
Festivals + Events	27	34	9 462	11 370
Music + Performance Art	37	38	460	2 453
Nightlife	34	45	3 480	4 591
Amenities + Entertainment Subtotals	30	36	16 250	19 759

Tourism Sentiment Score™ result



Sentiment Comparison



Volume Comparison



Food + Culinary

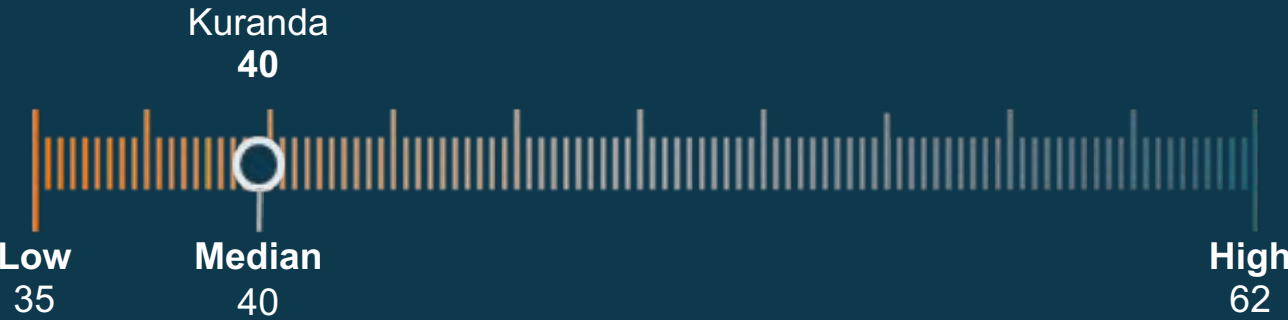
The table below shows the individual tourism assets that make up Kuranda’s Food + Culinary category.

Tourism Asset	Sentiment		Volume	
	Kuranda	Comparative Average	Kuranda	Comparative Average
Food Producers + Farmers Markets	25	53	184	182
Restaurants	60	62	1 037	4 507
Wineries + Wine Tastings	38	38	13	64
Food + Culinary Subtotals	55	61	1 234	4 790

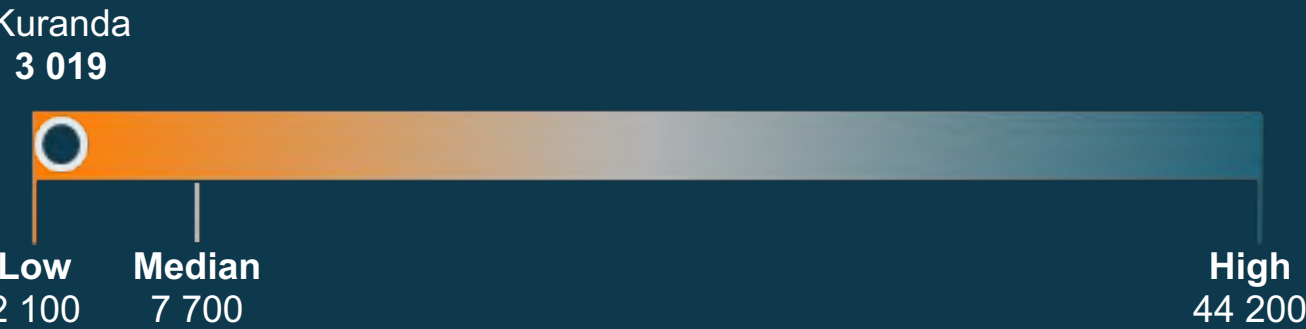
Tourism Sentiment Score™ result



Sentiment Comparison



Volume Comparison



Amenities + Entertainment

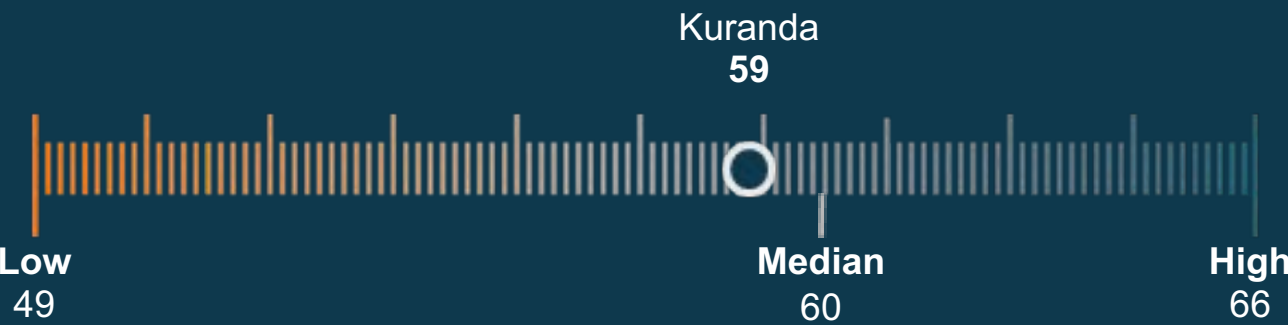
The table below shows the individual tourism assets that make up Kuranda’s Amenities + Entertainment category.

Tourism Asset	Sentiment		Volume	
	Kuranda	Comparative Average	Kuranda	Comparative Average
Music + Performance Art	47	40	174	848
Pubs	54	49	143	819
Festivals + Events	27	32	785	2 604
Amenities: Attractions + Landmarks	44	52	1 917	3 593
Amenities + Entertainment Subtotals	40	40	3 019	7 692

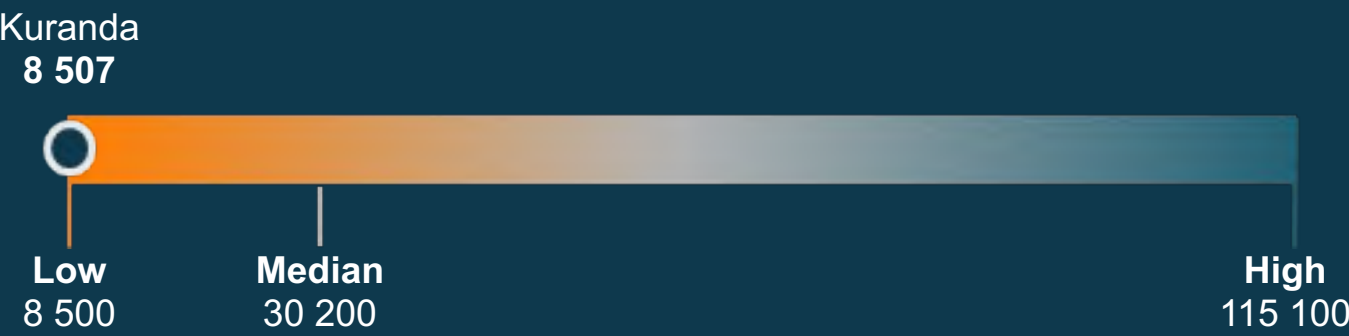
Tourism Sentiment Score™ result



Sentiment Comparison



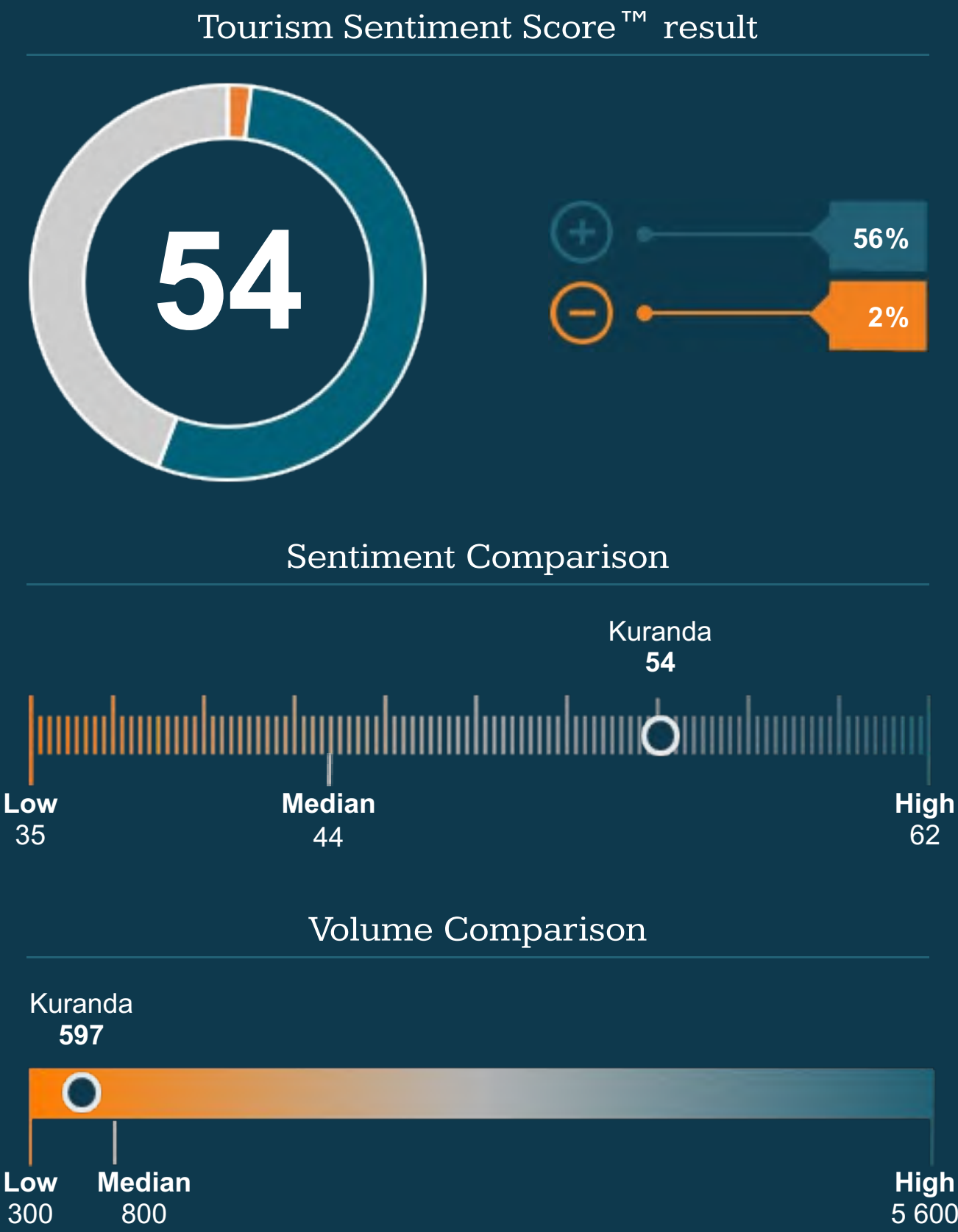
Volume Comparison



Outdoor Activities

The table below shows the individual tourism assets that make up Kuranda’s Outdoor Activities category.

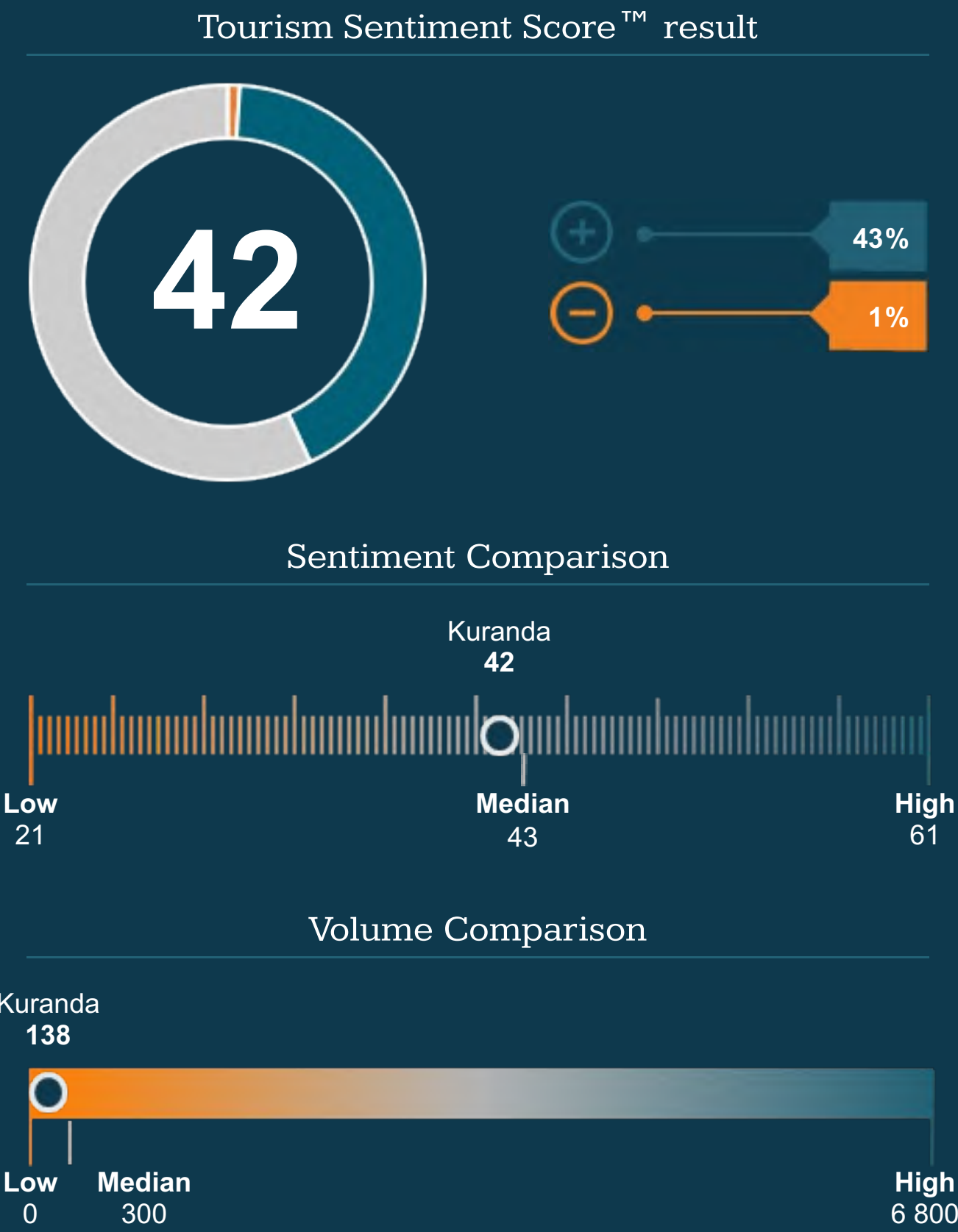
Tourism Asset	Sentiment		Volume	
	Kuranda	Comparative Average	Kuranda	Comparative Average
Camping	54	55	84	879
Fishing	66	64	104	1 491
Hiking + Rock Climbing	65	70	320	1 578
Wildlife Viewing	58	56	1 222	3 421
Cycling + Biking	55	42	282	790
Nature Viewing	59	61	6 495	20 545
Outdoor Activities Subtotals	59	60	8 507	30 170



Culture + History

The table below shows the individual tourism assets that make up Kuranda’s Culture + History category.

Tourism Asset	Sentiment		Volume	
	Kuranda	Comparative Average	Kuranda	Comparative Average
Museums + Galleries	47	32	234	287
Street + Public Art	59	53	363	453
Culture + History Subtotals	54	44	597	735



Relaxation + Wellness

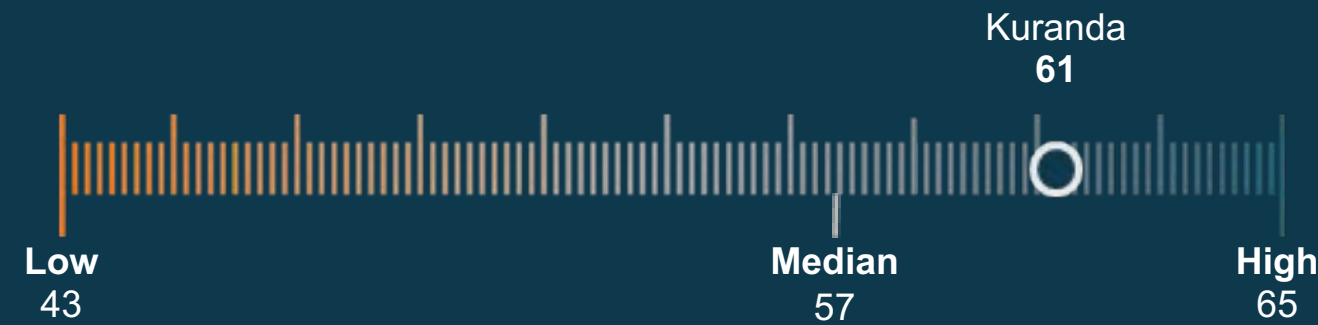
The table below shows the individual tourism assets that make up Kuranda’s Relaxation + Wellness category.

Tourism Asset	Sentiment		Volume	
	Kuranda	Comparative Average	Kuranda	Comparative Average
Shopping	36	58	125	112
Spas + Wellness	100	43	13	127
Relaxation + Wellness Subtotals	42	43	138	232

Tourism Sentiment Score™ result



Sentiment Comparison



Volume Comparison



Destination Services

The table below shows the individual tourism assets that make up Kuranda’s Destination Services category.

Tourism Asset	Sentiment		Volume	
	Kuranda	Comparative Average	Kuranda	Comparative Average
Access + Transportation	34	-8	93	64
Weddings	45	67	165	1 367
Tour	22	25	153	132
Frontline staff	52	45	46	293
Accommodation	81	56	590	2 693
Destination Services Subtotals	61	57	1 047	4 560

All Tourism Asset Data

Tourism Asset	Sentiment		Volume	
Food + Culinary	Kuranda	Comparative Average	Kuranda	Comparative Average
Food Producers + Farmers Markets	25	53	184	182
Restaurants	60	62	1 037	4 507
Wineries + Wine Tastings	38	38	13	64
Amenities + Entertainment				
Music + Performance Art	47	40	174	848
Pubs	54	49	143	819
Festivals + Events	27	32	785	2 604
Amenities: Attractions + Landmarks	44	52	1 917	3 593
Outdoor Activities				
Camping	54	55	84	879
Fishing	66	64	104	1 491
Hiking + Rock Climbing	65	70	320	1 578
Wildlife Viewing	58	56	1 222	3 421
Cycling + Biking	55	42	282	790
Nature Viewing	59	61	6 495	20 545
Culture + History				
Museums + Galleries	47	32	234	287
Street + Public Art	59	53	363	453
Relaxation + Wellness				
Shopping	36	58	125	112
Spas + Wellness	100	43	13	127
Destination Services				
Access + Transportation	34	-8	93	64
Weddings	45	67	165	1 367
Tour	22	25	153	132
Frontline staff	52	45	46	293
Accommodation	81	56	590	2 693

This report provides Kuranda with a view of how it is perceived and discussed among consumers as a travel destination. Everyone in your destination can influence the levels of positive and negative sentiments about its tourism experiences. Based on our analysis of word of mouth about Kuranda, we recommend the following actions for your organization.

Core Conversation Drivers

Volume is a good indicator of overall awareness. The more people are talking about a specific experience, the more awareness that drives. It is important to ensure that your top awareness generators remain competitive and make positive impressions. The top drivers of conversation for Kuranda are:

- **Nature Viewing**
- **Attractions + Landmarks**
- **Wildlife Viewing**
- **Restaurants**

Potential Growth Opportunities

While these tourism assets may not generate the most volume, they are generating a high level of sentiment. Because of this, these categories potentially present potential for future growth. Among Kuranda’s tourism assets, the following stood out as potential growth opportunities.

- **Museums + Galleries**
- **Cycling + Biking**
- **Festivals + Events**

Under Performing Assets

Not every aspect of your destination needs to be at the top. However, the following assets within Kuranda fell below the competition for both volume and sentiment.

- **Shopping**
- **Food Producers + Farmers Market**