

Mt Hotham Lodges Workshop Series “Business Builder”

January 2019



Workshop Series

1. Business Building Workshop - 21 Jan 2019

*In response to your feedback re challenges:
Occupancy, infrastructure, business models to ensure
high quality visitor experience.*

-Sweeney Snow segmentation research

-Becoming digitally savvy

- BREAK -

-Case Studies of success stories

-Simple ideas for innovation

2. Collaboration is key - 4 Feb 2019

Who can help you?

How can they help you?

What help do you need? Interactive workshop

Futures Summary 2017/2018

- The 'Age of DIS' counteracted by 'Age of Re-engagement'
- Be an emotional business who is more deeply connected to your moral code - *What is your WHY?*
- Ensure radical transparency - it is expected of you and consumers will find out if you are not
- Be sure you are working towards a legacy - consumers are demanding it
- Be open minded - the next generation are
- Acknowledge that we are in a time of great change and no one has the answers
- Allow yourself to focus - don't be all things to all people and seek deep connection not fleeting trend driven distractions

Overarching tourism trends



TOURISM
NORTH
EAST

Key Findings

Average length of stay in the North East
Increasing: 2.2

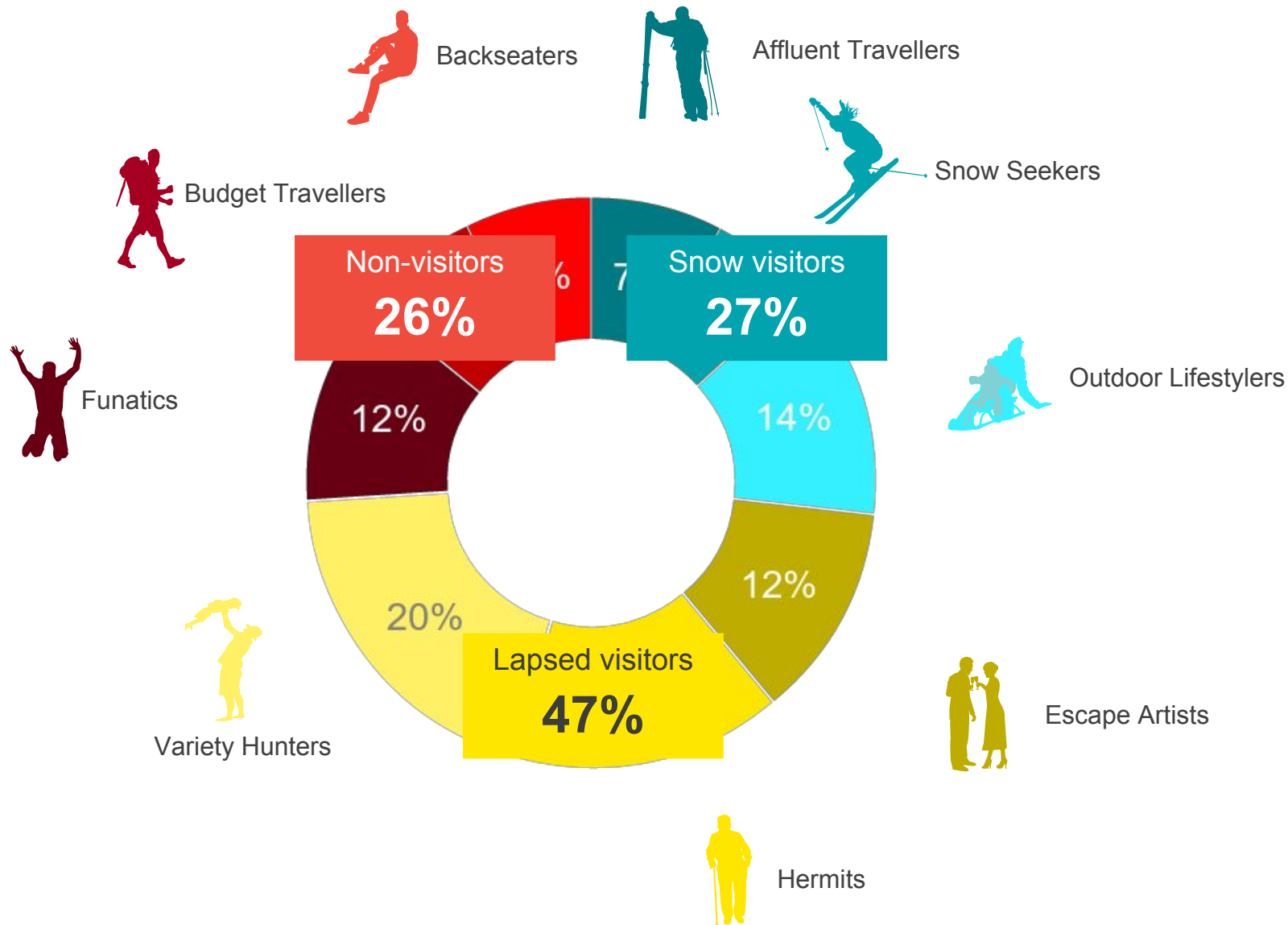
Multi experience holidays rate higher on the “desirable scale”
-suits our time poor desire for a holiday

More short escapes (3-4 days) & less longer holidays (7+ days)

“Life is so busy, I’m tired and I just want a quick break to recharge so I can keep going”

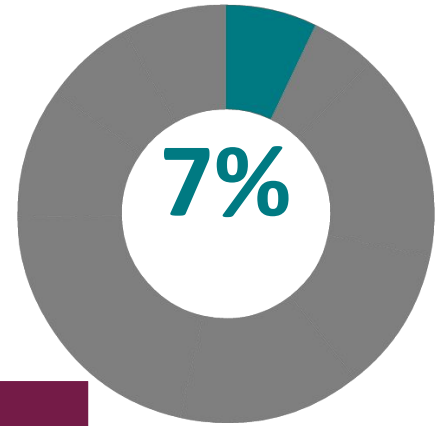
“I’m happy to have a break from thinking so very gentle learning and no digital suits me for a few days ”

Segment structure



Segment 1: Affluent Travellers

Affluent Travellers need to see the beauty of the region as unique to competing



Who are they?

- ▶ Frequent and regular visitors to the snow
- ▶ Wealthy, younger than average, mobile

What defines them?

- ▶ Snow is about experience rather than physical activity
- ▶ More likely to have visited the snow overseas
- ▶ Disengaged with the planning process

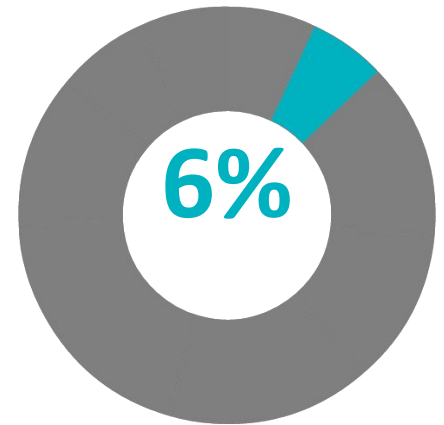
The key issue...

- ▶ Heavily engaged with the snow as a category but believe Victoria does not offer the social capital they seek

- ▶ Nostalgia, status
- ▶ Cultural, ritualistic
- ▶ Enjoyment, relaxation
- ▶ Social capital
- ▶ High quality facilities
- ▶ High quality snow
- ▶ Luxury/familiar accommodation
- ▶ Customer service
- ▶ 'First class' proposition
- ▶ Tourist guides and regional information

Segment 2: Snow Seekers

Snow Seekers need to be convinced of snow quality. For them, it's all about mitigating risk.



Who are they?

- ▶ Frequent and regular visitors to the snow (in Australia)
- ▶ Younger, less affluent than other visitors, active and social

What defines them?

- ▶ Strong affinity for winter and snow sports
- ▶ Snow often part of their upbringing
- ▶ Seek more affordable and accessible snow experiences

The key issue...

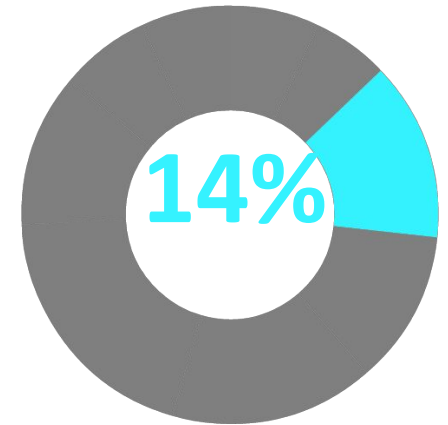
- ▶ Most likely to visit snow in Australia but ultimately seek the best destination to participate in snow activities

SEEK

- ▶ Excitement, fun
- ▶ Activity-based holiday
- ▶ Snow reconnection
- ▶ Accessible accommodation
- ▶ On-site convenience
- ▶ Affordability of peripherals
- ▶ Variety of snow-related, purpose-built facilities
- ▶ Village atmosphere
- ▶ Activity-based information, e.g. snowcams
- ▶ Ease of bringing newbies

Segment 3: Outdoor Lifestylers

Outdoor Lifestylers are faced with too many options. They need help getting to the snow.



Who are they?

- ▶ Recent and regular but not necessarily frequent visitors
- ▶ Slightly older, often families with young children

What defines them?

- ▶ Strong affinity for winter but not necessarily snow sports
- ▶ Love to try new things and experience different holidays
- ▶ Seek cultural experiences, not just “another holiday”

The key issue...

- ▶ Show less loyalty and thus are more engaged in the decision, leading to concerns around the snow in Victoria



- ▶ Group engagement
- ▶ Cultural enrichment
- ▶ Variety of non-snow-related activities available
- ▶ Variety of snow-related, purpose-built facilities
- ▶ Village atmosphere
- ▶ First-timer facilities
- ▶ Tourist attractions
- ▶ Victorian snow resort guide
- ▶ Packages
- ▶ Easy to navigate booking services

Segment 4: Escape Artists

Escape Artists have tried skiing with mixed results. They need to be shown a full experience.

Who are they?

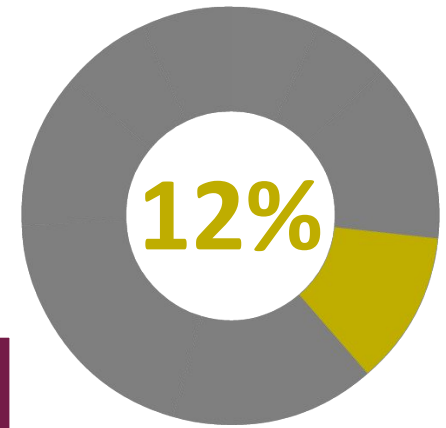
- ▶ Lapsed visitors, mostly due to perceived high cost
- ▶ Slightly younger, many have children, more often female

What defines them?

- ▶ Frequently take short breaks and love weekend escapes
- ▶ Like a range of activities and new experiences
- ▶ Love fine wine and great restaurants

The key issue...

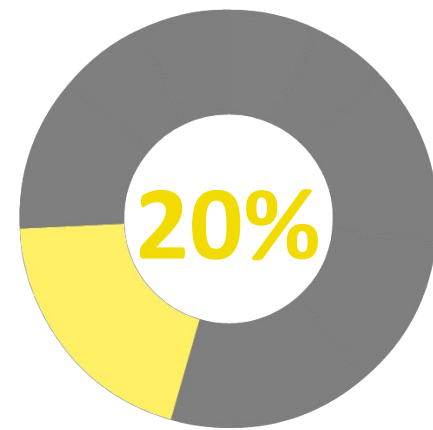
- ▶ Many are concerned that they will not enjoy a trip to the snow and feel obligated to spend a lot of time skiing



- ▶ Cultural enrichment
- ▶ Reconnection and relaxation
- ▶ Lifestyle reward (entitlement)
- ▶ Social capital
- ▶ Variety of non-snow-related activities available
- ▶ Village atmosphere
- ▶ First-timer facilities
- ▶ Tourist events
- ▶ Victorian snow resort guide
- ▶ Regional tourism guides
- ▶ Packages
- ▶ Easy to navigate booking services

Segment 6: Variety Hunters

Variety Hunters want a range of activities to cater to different people and tastes.



Who are they?

- ▶ Lapsed visitors and very unfamiliar with the snow
- ▶ Middle aged, often in families, middle to high income

What defines them?

- ▶ Like a range of activities to cater to different people
- ▶ Activities for children are important
- ▶ Prefer beach holidays and think the snow is expensive

The key issue...

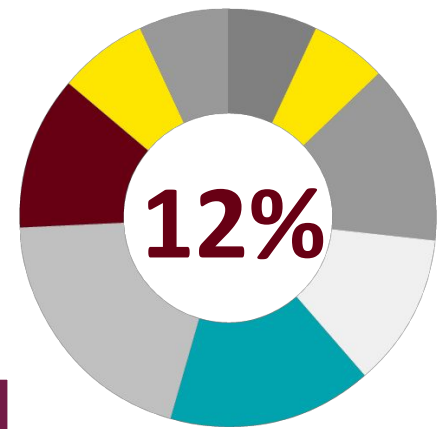
- ▶ Concerned that some members of their travelling party will not want to ski, leading to decreased value



- ▶ Group engagement
- ▶ Utility
- ▶ Variety of non-snow-related activities available
- ▶ First-timer facilities
- ▶ Tourist attractions
- ▶ Affordable accommodation
- ▶ Victorian snow resort guide
- ▶ Easy access to peripherals
- ▶ Easy access to resorts
- ▶ Packages
- ▶ Easy to navigate booking services

Segment 7: Funatics

Funatics are willing to give the snow a go, but have too many other holidays ahead in the pecking order.



Who are they?

- ▶ Outgoing, social, active, but have never been to the snow
- ▶ Younger, typically single, low to middle income earners

What defines them?

- ▶ Love to try new things and experiences, have fun
- ▶ See the snow as a fun experience but...
- ▶ ... are completely unfamiliar and unaware of it as an option

The key issue...

- ▶ The snow appears a more difficult and expensive experience when compared others in their evoked set

SEEK

- ▶ Excitement
- ▶ Shared experiences
- ▶ First-timer facilities
- ▶ Affordable accommodation
- ▶ Village atmosphere
- ▶ Variety of snow-related, purpose-built facilities
- ▶ Victorian snow resort guide
- ▶ Easy access to peripherals
- ▶ Easy access to resorts
- ▶ Easy to navigate booking services

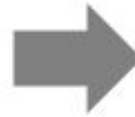
Transitioning development segments into core segments

Non/Lapsed Visitors

Visitors



Funatics



Snow Seekers



Funatics are open towards the snow as a destination and find skiing appealing. Brand reinforcement and overcoming access barriers increase the potential for them to become Snow Seekers.



Variety Hunters



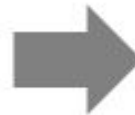
Outdoor Lifestylers



Variety Hunters parallel Outdoor Lifestylers in that they seek a variety of different activities and look to cater to different people in their travel group. Promoting a broader regional offering should address this.



Escape Artists



Affluent Travellers



Escape Artists and Affluent Travellers have a strong desire for travel. Introducing the snow to the holiday repertoire of Escape Artists may shift them to becoming Affluent Travellers.

Snow Segmentation research



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Key Findings

Price point sensitivity is very REAL – On peak accom is prohibitive

A *Snow* Holiday is more appealing than a *Ski* holiday

A broader range of experiences suits our time poor desire for a holiday

“I don’t know anything about the area beyond Melbourne and am not sure I’m willing to take the chance”

“If I come with my family, will it give me the type of holiday that really allows us to connect”

Slides for later use
if desired...

Emerging Segments Strengths & Weaknesses



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Funatics

Strengths

Weaknesses



Variety Hunters

Strengths

Weaknesses



Escape Artists

Strengths

Weaknesses

Existing Segments Strengths & Weaknesses



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Snow Seekers



Outdoor Lifestylers



Affluent Travellers



Strengths

Strengths

Strengths

Weaknesses

Weaknesses

Weaknesses

Market Transition



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Funatics

Snow Seekers

Three Most Wildly Important Actions to Transition the Segment

Experiences for
the Market

- 1.
- 2.
- 3.

Marketing to the
Segment

- 1.
- 2.
- 3.

Progression
Offers

- 1.
- 2.
- 3.

Market Transition



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Variety Hunters

Outdoor Lifestylers

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Escape Artists

Affluent Travellers

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Mt Hotham DAP



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Target audience **Winter: Snow Seekers**

Target audience **Summer: Outdoor Lifestylers**

Priority Projects for MT Hotham:

Action 1 – Develop Green Season industry capacity (Slow Burn)

Action 2 – Establish a welcome to Hotham event (Whole of resort)

Action 3 – Provide activities for children when the weather is poor

Action 4 – Create a regular night time experience(s) based on creative magic in the landscape (Lights show, Fire pits)

Activity 5 – Create snow wow factor experience (arts trail)

Questions to ponder



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Who is your target audience?

Now?

Desired?

How do you speak to them?

Grow Business! Get Digital!

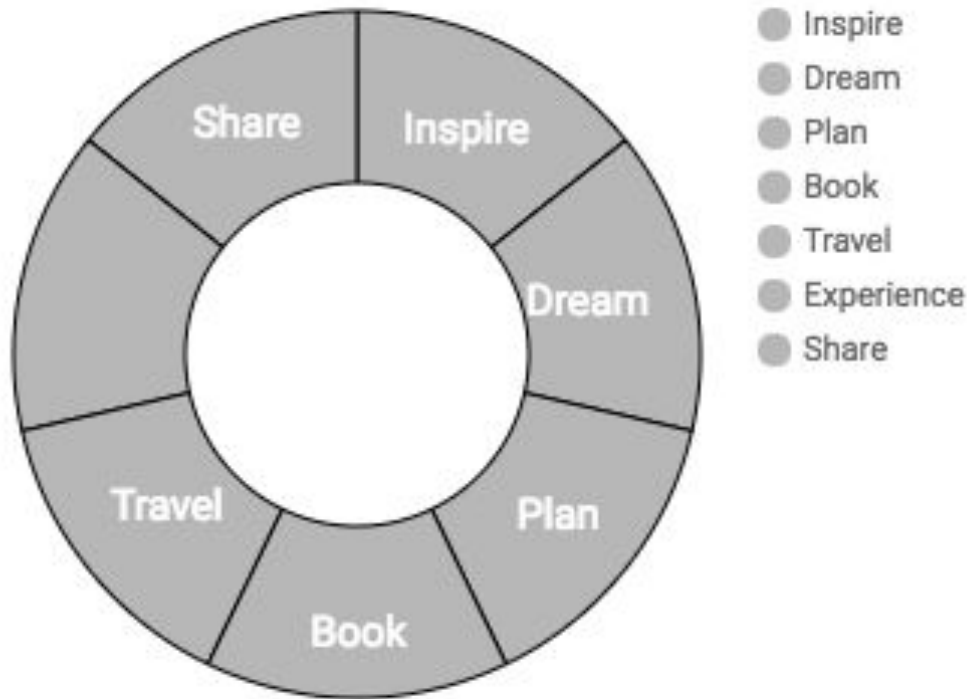


Visitor Information Journey



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The Visitor Journey



Tourism Digital Landscape



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Travellers who use the internet to research trips

89%

Number of website visits before visiting

22

Google Search Australian Market Share

94%

People who visit High Country websites from smartphones

56%

Number of website visits before booking online

31

People who don't go to page 2 of Google Search

90%

Australian Market Share of the Global OTAs

68%

People who come to High Country websites via a Google Search

79%

Visitors who use the web once in region to find activities

46%

Key Objectives



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- **Inspiration** - *make consumers want to go*
 - Build an emotional connection with regional Victoria
Video - Television, Websites, Social Media
- **Information** - *give consumers information*
 - Curated content on destinations and experiences
Websites and Social Media
- **Conversion** - *make it easy for consumers to purchase*
 - Simplify the consumer's path to book / purchase
Websites and OTAs

Key Digital Assets



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Business Owned

Upper Murray Resort
Walwa/Jingellic
(02) 6037 1226
Call our friendly reservations team
Online Availability, Bookings

Home Resort The Cottages Rates/Specials Weddings Functions Activities Location Gallery Enquiries

Where the mountains meet the Murray - a simply brilliant holiday

The Breathtaking Upper Murray Resort offers quality cottage accommodation as well as a perfect venue for Weddings, Special Occasions, and Conferences. This Murray River Resort is set on 180 acres of unspoiled bushland and hills with sweeping views across the Upper Murray Valleys and the Murray River. It is adjacent to the Walwa / Jingellic golf course built on the banks of the Murray River. (LOCATION MAP)

Certificate of Excellence 2016
tripadvisor
Upper Murray Resort

MUST HAVE



website...to be found on Google.

- Contemporary look and feel
- Largely image driven
- Small amount of very well written copy
- Must provide good mobile experience

IMPORTANT



Peer reviews are trusted over most other information sources.

RECOMMENDED



If you are committed - at least two good weekly posts

OPTIONAL



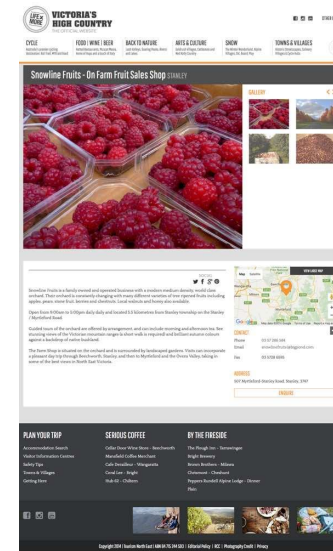
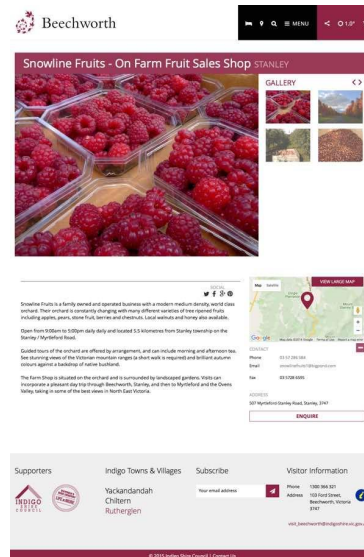
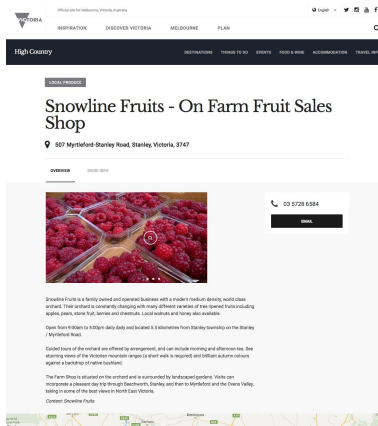
Only if you take a good photo and enjoy photography this can be a great asset.

Key Digital Assets - ATDW



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Businesses ATDW-Online Tourism Listing



The Australian Tourism Data Warehouse (ATDW) is an online catalogue of Tourism related businesses and experiences.

A single listing provides coverage on VisitVictoria, VictoriasHighCountry and Visit Upper Murray websites, plus a number of other key sites.

Listings cost \$295 (inc GST), and event listings are free.

A small tourism business would receive around 2000 listings views per annum (approx \$0.12 per view)

Break

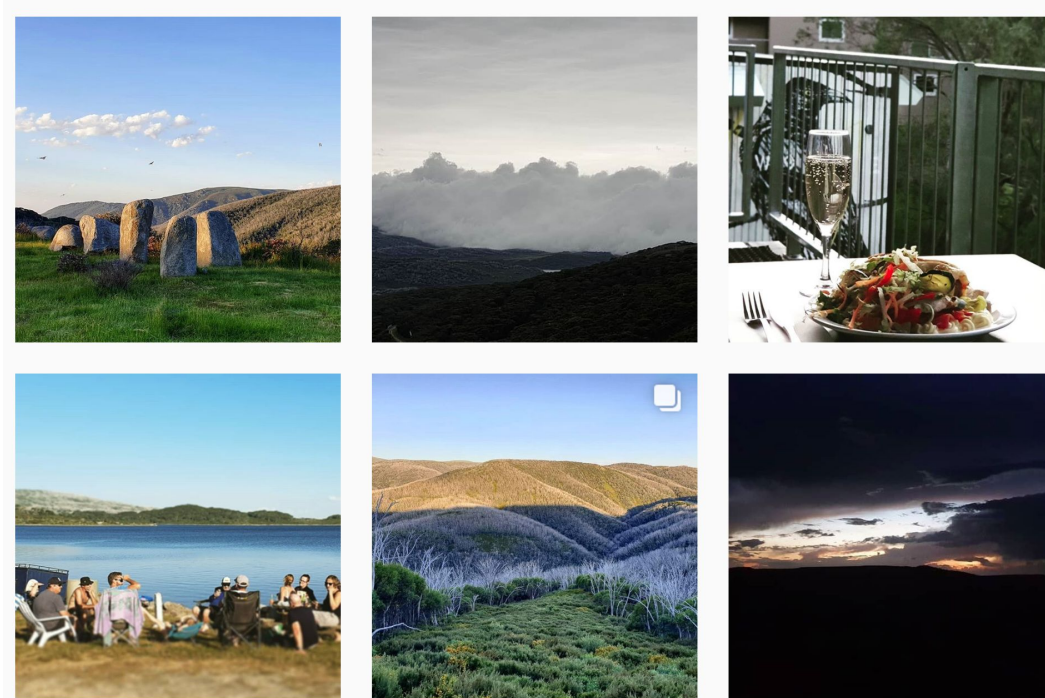
Case Studies - Diana Lodge (Falls Creek)



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1. Diana Alpine Lodge

<https://www.instagram.com/dianaalpinelodge/>



Diana Alpine Lodge



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1. Privately owned and run
2. Very collaborative with other lodges
3. Researches her audience relentlessly
4. Creates and tests a new product every year
5. Is very engaged with relevant agencies (TNE, VV, RMB, Chamber)
6. Operates year round

Myrtleford Ski Club (Falls Creek)

1. 10 rooms, shared bathrooms, 2 living areas, sleeps 46, 1 family basement.
2. Open year round
3. Collaborates/Affiliated with Albury, Kiewa, Diana
4. Renovated regularly in last 15 years
5. Introduced associates in early 2000's to boost n
6. 95% occupancy rate in Winter and 45% in Summer
7. No on-line booking - members from April associates from May
8. 2 x inhouse managers winter only
9. X seasonal promotion
10. Once off membership fee and then small annual fee + working bee requirement or fee instead



Case Study - Arrabri!



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What do consumers want



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To create family memories



What do consumers want



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Multiple generations in one holiday - connection



What do consumers want



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Ease of bookability



What do consumers want



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Modern aesthetic



What do consumers want



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Value perception for everyone in the group



Questions for you/your executive!



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1. **Identify your model:** are you a member based organisation only, do you have associates/guests, are you a commercial lodge? Does it allow for succession and adaption?
2. **Identify your product offering:** Have you innovated, updated, diversified in recent years, are you collaborative?
3. **Identify your audience** Use the Snow Segmentation research
4. **SWOT:** Do you have an appetite for summer operation, does your interior need updating, how effective is your marketing,
5. **How do you reach your customers:** What marketing do you do, images, language, tools, online, measurability,
6. **What are your unique selling points**
7. **Is your cashflow adequate to make updates?**
8. **Have you got a strategic plan, Action plan, working groups?**
9. **Do you need help with any of these? TNE can help!**

Next Workshop



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Collaboration is key - 4 Feb 2019

Who can help you?

How can they help you?

What help do you need? Interactive workshop

TNE Support

03 5728 2773 Jade Miles or Eddie Wilson