



Pyrenees
Shire Council

MARKETING STRATEGY AND COVID-19 RESPONSE PLAN

April 2020

Prepared By:

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Strategic
Marketing.**

PROJECT BACKGROUND

Tourism is a key pillar in the Pyrenees region, and aligns to one of the key objectives for economic development within the Pyrenees Shire; ATTRACT NEW RESIDENTS, **VISITORS** AND INVESTMENT

The Pyrenees Shire Council is examining its tourism marketing approach following the termination of agreements with Ballarat Regional Tourism (2019) and Grampians Tourism (2016).

The Victorian Governments' recent review of the Regional Tourism Boards is yet to be released, with implementation of the recommendations likely to be some time away.

It is imperative that tourism marketing continues during this interim period of uncertainty to ensure the Pyrenees builds and retains a strong presence in key tourism target markets.

The COVID-19 pandemic of 2020 has had an immediate and significant affect on the visitor economy and will provide ongoing challenges for tourism and hospitality. This project has been updated to reflect the current situation and address the phases of recovery.

Project Purpose

To develop a strategic and effective approach to Tourism Marketing that is both proactive and forward thinking.

The following document is a Marketing Strategy & Action Plan with a core purpose of building awareness of the Pyrenees and driving visitation within the primary target market of Ballarat during the recovery phase of the COVID-19 pandemic.

STRATEGIC CONTEXT

Tourism is an important industry for regional Victoria. In the year ending September 2019, regional Victoria received approximately 60.6 million domestic (overnight and daytrip) and international overnight visitors combined, who spent an estimated \$11.5 billion. Daytrip visitors spent an estimated \$3.8 billion in the year ending September 2019, an increase of 15.8 per cent compared to the previous year.

Tourism is also a key sector for the Pyrenees Shire, and contributes \$32M in output, employs 141 staff and creates a value add of \$11M.

Tourism Marketing for the region has been managed under two different arrangements in recent years. Between 2008 and 2016 the Pyrenees Shire Council partnered with Grampians Tourism to deliver Tourism Marketing. However, this agreement was terminated following a review, which found a consensus that the 'Visit Grampians' brand was not effective in driving tourism for the Pyrenees.

An agreement was reached with Ballarat Regional Tourism, due to a belief that Ballarat is a gateway to the region and would be a greater source of tourists. The agreement with Ballarat Regional Tourism ceased in September 2019 with the termination of funding for BRT by the City of Ballarat.

A Memorandum of Understanding has been entered into with the City of Ballarat to provide limited Visitor Economy Services to the Pyrenees Shire Council until February 2021.

Strategy Alignment

- Pyrenees Shire Council Tourism Strategy 2016-2019
- Grampians Pyrenees Wine Tourism Masterplan 2017-2020
- Pyrenees Shire Council Economic Development Strategy (Draft) January 2020

COVID-19 CONTEXT

TOURISM LANDSCAPE

The COVID-19 global pandemic of 2020 has had an immediate and will have a long-lasting affect on the Pyrenees region. Whilst we are currently in the midst of the crisis and therefore crisis management measures are being undertaken at a rapid rate, the Pyrenees region needs to be concurrently looking to the future.

COVID-19 will reshape and challenge the global tourism landscape. Tourism and the broader visitor economy will be one of the hardest hit sectors within our economy. Government policies ground the industry to a halt in March and uncertainty remains around the road to recovery, including both the timeline and the implications for our 'new normal'.

The outcomes to date have been devastating with many future challenges to come, with significant impacts for both supply and demand within the visitor economy.

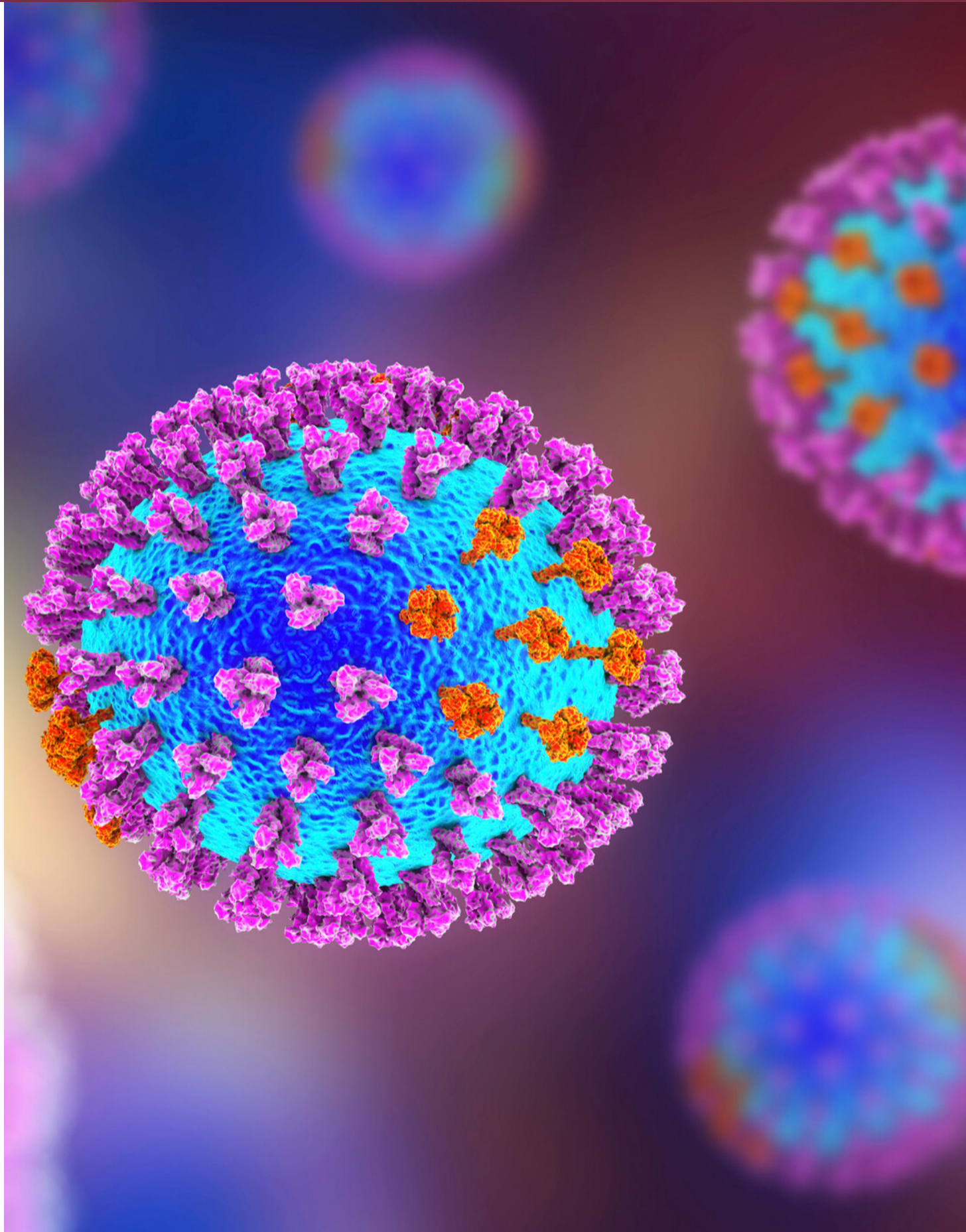
WIDER ECONOMIC IMPACT

Much discussion, data collection and insights are starting to be collated globally to track the impact to our visitor economy. The World Travel and Tourism Council have warned that the COVID-19 pandemic could cut 50 million jobs worldwide this year.

Within Australia, the pandemic is set to break Australia's 28 years of growth, and see the highest unemployment rate of the last 3 decades. Despite significant economic stimulus from the government and support packages for businesses and individuals, the impact on the economy will be felt across the country, including the Pyrenees, for many years to come.

NEW CONSUMER

It's uncertain how long the current paralysis of the industry and social distancing will continue; estimates range from another couple of weeks to 24 months. But experts agree that the longer it goes on, the more likely the adaptations we've made will stick. A return to 'business as usual' thinking is not recommended when preparing for the Post-COVID Consumer. There will be changes to consumer behaviour and their value set that the industry needs to be prepared for.



PHASE 01

AUTUMN/WINTER 2020

Consumers stay home and consume life digitally. They will shop online, learn online, communicate with family and friends virtually and travel vicariously through digital content. There is significant disruption to all aspects of life.

PHASE 02

SPRING/SUMMER 2020-21

Consumers start to dip their toe into returning to life in staged rollouts. A return to social gatherings and hospitality - close to home. Avoidance of crowds. Host family in small groups in their communities, start to venture out locally. Plan day trips and then overnight trips to metro and regional.

PHASE 03

AUTUMN/WINTER 2021

Increase of domestic flights; confident consumers will travel domestically to see loved ones. Competition will be steep as all destinations compete for share of voice in the domestic market. Expatriate, VFR travel and business travel may start the international flight patterns.

PHASE 04

SPRING/SUMMER 2021-22

Projections are that global travel will be reopened and international markets will be back online. Developing nations, including many of those favoured by Australian may take longer to rebuild tourism offerings. Australia's successful handling of the crisis may position us well, however the long haul flight may pose an ongoing problem.

HYPOTHESISED TIMELINE

Tourism marketing is often built around seasonal activity.

Therefore it is helpful to overlay a hypothesised timeline to recovery with our seasons.

REGION OVERVIEW

The Pyrenees region is located in Western Central Victoria, approximately two hours' west of Melbourne by car and 30 minutes from Ballarat.

The Shire covers an area of 3,434 square kilometers and has a population of 7,353.

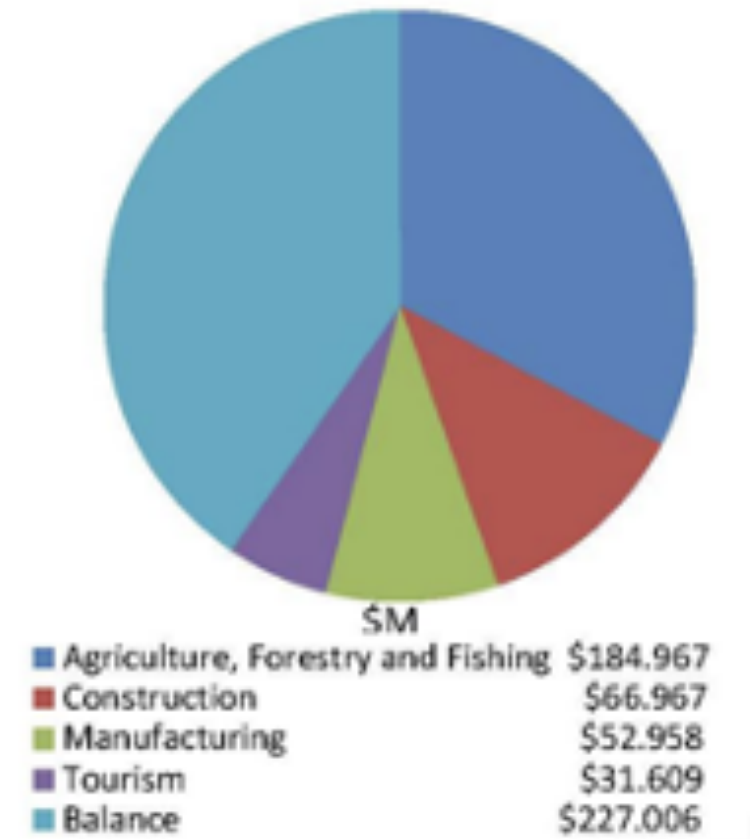
The two major towns within the shire are:

- Beaufort (population 1,539)
- Avoca (population 1,193)

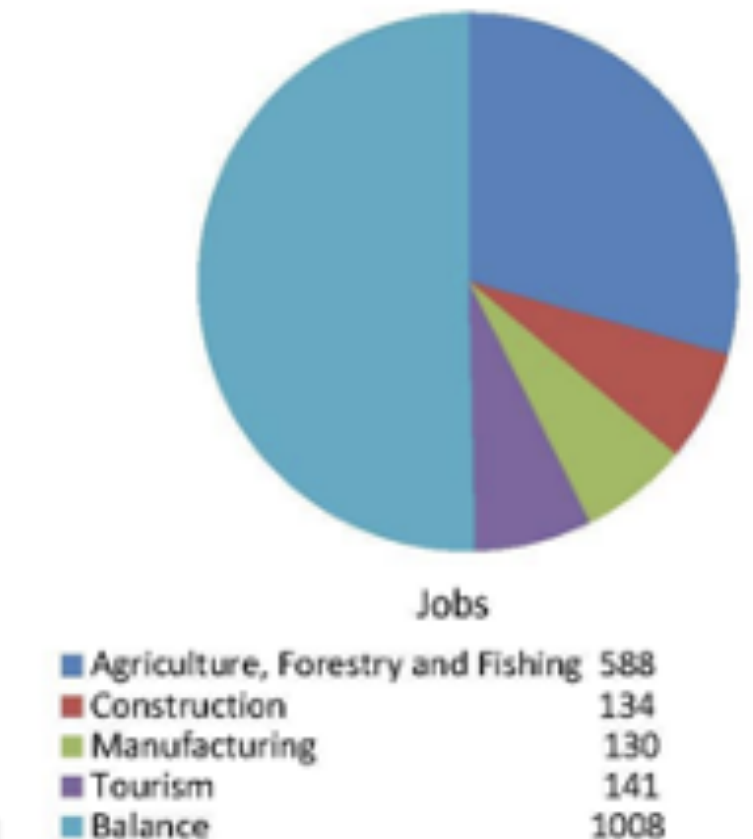
Many of the towns throughout the Shire were founded during the gold rush era in the 1850s and there is a cross-regional UNESCO bid involving thirteen councils at present to acknowledge and promote the history of gold.

The economy generates a gross regional product of \$306M, with the key propulsive sectors including agriculture, wine manufacturing, and construction. Agriculture employs by far the greatest number of people with 588 jobs predominantly in the sheep, grains and cattle sectors. Tourism is an important industry to the Pyrenees Shire, and contributes \$32M in output, employs 141 staff and creates a value add of \$11M.

Output (with separate Tourism Sector)
Pyrenees (\$) (2018 Release 2)



Employment (with separate Tourism Sector)
Pyrenees (\$) (2018 Release 2)



TOURISM IN THE PYRENEES

Tourism within the shire is clustered into two areas;

- Avoca, Moonambel & surrounds
- Beaufort and surrounds.

Their products vary considerably and are summarised in this table.

The region is primarily known as a boutique wine region, with many family-owned wineries. The region specialises in Cabernet, Shiraz and Sparkling, and enjoys a strong reputation for quality with 7 of the 20 wineries awarded 5 star status by James Halliday. Awareness of the wine region amongst Lifestyle Leaders in Melbourne lags behind at 37%, compared to other regions such as Yarra Valley (97%), Rutherglen (64%) and the Grampians (54%).

In addition to the larger towns of Avoca and Beaufort, there is also Amphitheatre, Landsborough, Lexton and Redbank. Most of the villages are armed with a small collection of historical homes, architecture, antiques, collectibles.

| Destination | Product Strengths | Emerging Product Strengths | Competitive Positioning (based on existing strengths) | Opportunities to enhance Competitive Positioning |
|--------------------------------|--|---|---|--|
| Avoca, Moonambel and surrounds | Wineries Racing and wine events Historic towns Refreshment stop | Dining Local produce Arts and gardens Heritage Nature – bush walking, mountain biking, four-wheel driving, etc. | <ul style="list-style-type: none">• Premium wine products• Proximity to Melbourne (2 hours) and Ballarat (1 hour)• Timely refreshment stop along the Sunraysia Highway | <ul style="list-style-type: none">• Build awareness of Pyrenees wine brand• Main street improvements• Interpret history• Develop arts and culture• Improve signage and trails at nature reserves |
| Beaufort and surrounds | Refreshment stop (cafes) Nature – bushwalking, mountain biking | Collectables Homesteads Visual arts Heritage | <ul style="list-style-type: none">• Timely refreshment stop along the Western Highway (2 hours' drive from Melbourne)• Convenient hub for touring the Pyrenees, Grampians, Ballarat and goldfields towns | <ul style="list-style-type: none">• Improve directional signage to / at nature reserves• Main street improvements• Enhance business proactivity and collaboration• Interpret history |

Source: Pyrenees Shire Tourism Strategy 2016-2019

TOURISM PRODUCT OVERVIEW

Visit Victoria identify the State’s five brand pillars as the following. These are the pillars that define the experiences that most interest our target audiences, and in particular where Melbourne and Victoria have highly competitive offerings.

The product highlights for each pillar for the Pyrenees region are identified as follows:

| NATURAL | EPICUREAN | CREATIVE INDUSTRIES AND THE ARTS | DESIGN, FASHION & RETAIL | SPORTS & EVENTS |
|--|---|--|---|--|
| <ul style="list-style-type: none">• Mt Cole State Forest and Mt Buangor State Park; bushwalking and camping.• Pyrenees State Forest; 4-wheel driving• Cave Hill Creek• Beaufort Lake; Fishing, Kayaking, Swimming | <ul style="list-style-type: none">• The Avoca Hotel• Zocola Restaurant at Grape Farm Winery• Summerfield Winery• Sally's Paddock Cellar Door• Blue Pyrenees Cellar Door• Taltarni Cellar Dooor | <ul style="list-style-type: none">• Historic Homesteads & Gardens: Eurambeen, Mt Mitchell, Mooramong• Railway Station Galleries; Avoca and Beaufort | <ul style="list-style-type: none">• Cecile Michel Couture• Beaufort and Avoca: collectables, antiques and pre-loved treasures. | <ul style="list-style-type: none">• Pyrenees Unearthed• Avoca Cup• Lake Goldsmith Steam Rally• Blue Pyrenees Estate November Sun• Pyrenees Arts Festival• Summerfield Winery 'Paella in the Pyrenees' |

TOURISM PRODUCT OVERVIEW

The Pyrenees Wine Region Brand Guidelines developed in 2012 identify the unique aspects of the region.

What makes you unique?

Consider what your region offers. The following chart was developed based on the workshop feedback provided and evolved throughout the positioning process. This chart highlights the key validation to justify your central Positioning statement. This is the content (and context) that invites the target market to believe the Pyrenees winery region is unlike any other.



Cycling

Everything from tranquil pedals past the wineries, lavender farms and olive groves to some hardcore road racing grind on one of the well worn regional loops of the area, The Pyrenees has it all for the cycling enthusiast including bike hire, bike paths and even organised cycling tours.

Camping

One of Victoria's traditional camping destinations, the Pyrenees has always been a wonderful place to pitch a tent. With National Parks like the Grampians and Mount Arapiles-Tooon.

Horse Racing

Discover country racing at its finest with the tradition of Avoca Race Club's ANZAC Day races. Gourmet produce, outstanding wines and of course a 2-Up school.

History & Culture

From the 10,000 years of occupation by the original inhabitants to the pioneer explorers of the 1830's, from the population surge of the 1850's gold rush to the foundation of this region as a pinnacle of fine wine in Australia.

Wine

With 44 wineries in the region, there are plenty of cellar doors happy to open up for a tasting. Enjoy the tasty Shiraz and Cabernet Sauvignon that The Pyrenees is famous for as well as more than twenty other grape varieties that respond so well to the local terroir.

Food

As befits a region full of high-end wineries, the quality of the locally produced food is second to none. The bountiful harvest from this fruitful land of plenty is apparent at every one of the huge number of high class restaurants, bakeries, vineyards and cafes spread throughout the region. Be warned! At the end of your visit you may be unearthing the next notch out on your belt.

Adventure

Home to Mount Arapiles, Australia's premier rock climbing destination. With over 2000 routes established on it's many rocks, crags, pinnacles and overhangs, Mount Arapiles is on every serious climber's "must-do" list.

Walking Trails

Whether it's tramping through the delicately balanced environment of Little Desert National Park or hiking through the rugged ranges of the Grampians, this region is home to some of Australia's best walking trails.

Art & Crafts

Hunt out an area with a strong tradition of creativity reaching back to ancient times. Everything from the ancient aboriginal cave paintings of Bunjil's cave to Hamilton Art Gallery's collection of paintings by Paul Sandby "the Father of English Watercolour" to the more recent work of contemporary artists this region is full of creative spark.

Mountain Biking

The Pyrenees Endurance Trail is an international racing standard track that's reputation attracts Mountain Bike riders from all around the country and overseas. Its 90km distance, 2500m of climbing is a great challenge for every serious mountain biker.

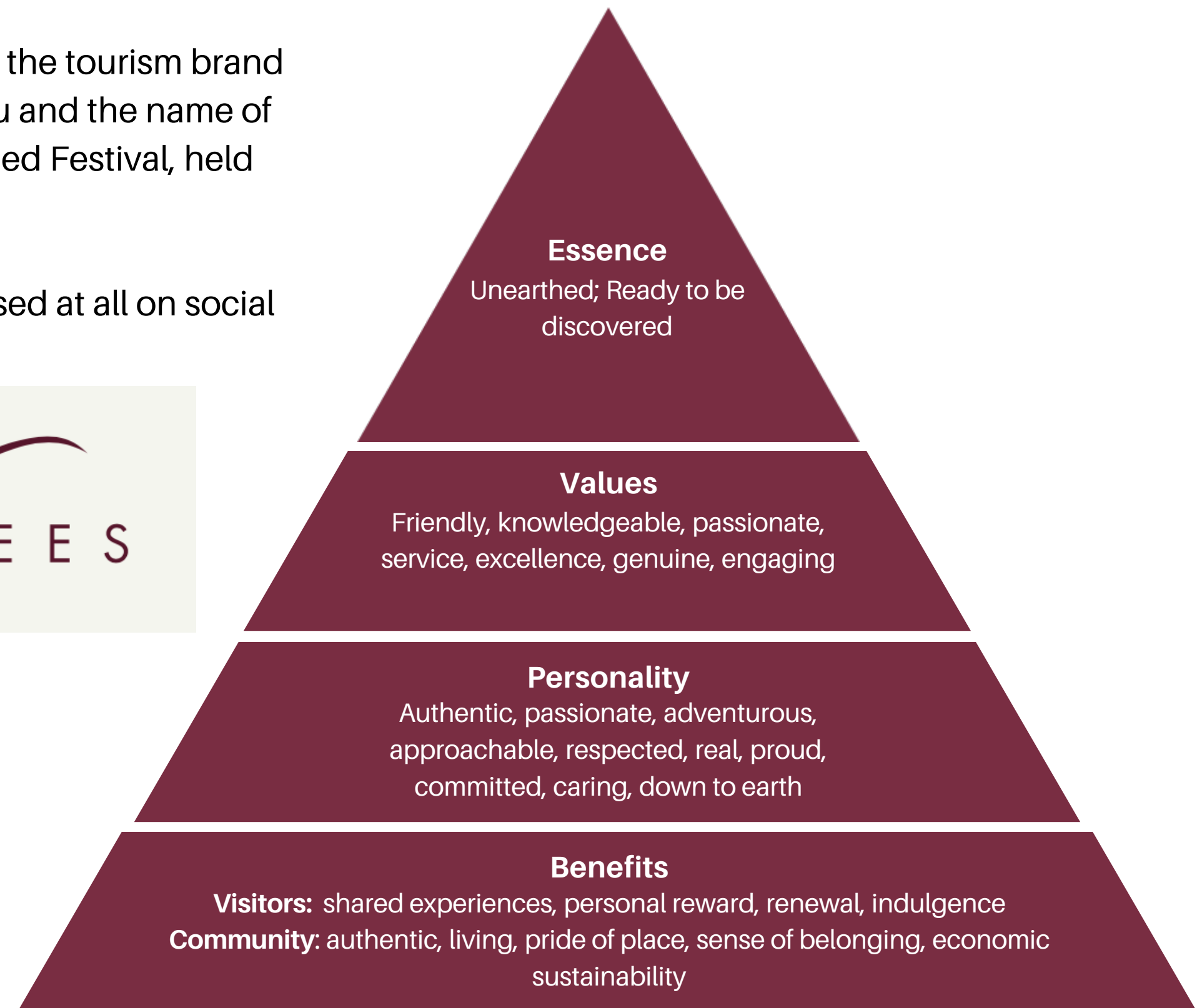
Discover what's around the next bend or uncover what sits at the end of the dirt road. Unearth and discover something new.

BRAND OVERVIEW

The current Pyrenees brand essence is "Unearthed; ready to be discovered", as shown in the current brand pyramid.

'Pyrenees Unearthed' is not only the brand essence, but is used as the tourism brand across the region, including the title on www.visitpyrenees.com.au and the name of the signature epicurean event in the region, the Pyrenees Unearthed Festival, held annually in April.

However, there is not a consistent brand style used; and it is not used at all on social media channels.



MARKETING OVERVIEW

ADD IN A BIT MORE ABOUT MARKETING BUDGETS /RESOURCES ETC.

Recent marketing campaigns include:

- 2020 collaborative marketing campaign with the City of Ballarat through their 'Weekends' campaign, including itinerary development and inclusion on www.visitballarat.com.au, social media posts, eDM inclusion and Ballarat radio advertising. However, the campaign was halted due to the COVID-19 pandemic.
- Spring 2019 Social Media Campaign 'Unearth the Pyrenees Wine Region' - Facebook and YouTube, 30 second video
- 2015/16 TV Campaign 'It's My Day Trip, It's My Pyrenees' promoting Avoca, Beaufort and Moonambel with a 30 sec TVC.

2015/16

It's My Day Trip
It's My Pyrenees



www.mydaytrip.com.au

2019

UNEARTH THE
PYRENEES WINE REGION

visitpyrenees.com.au

MARKETING OVERVIEW

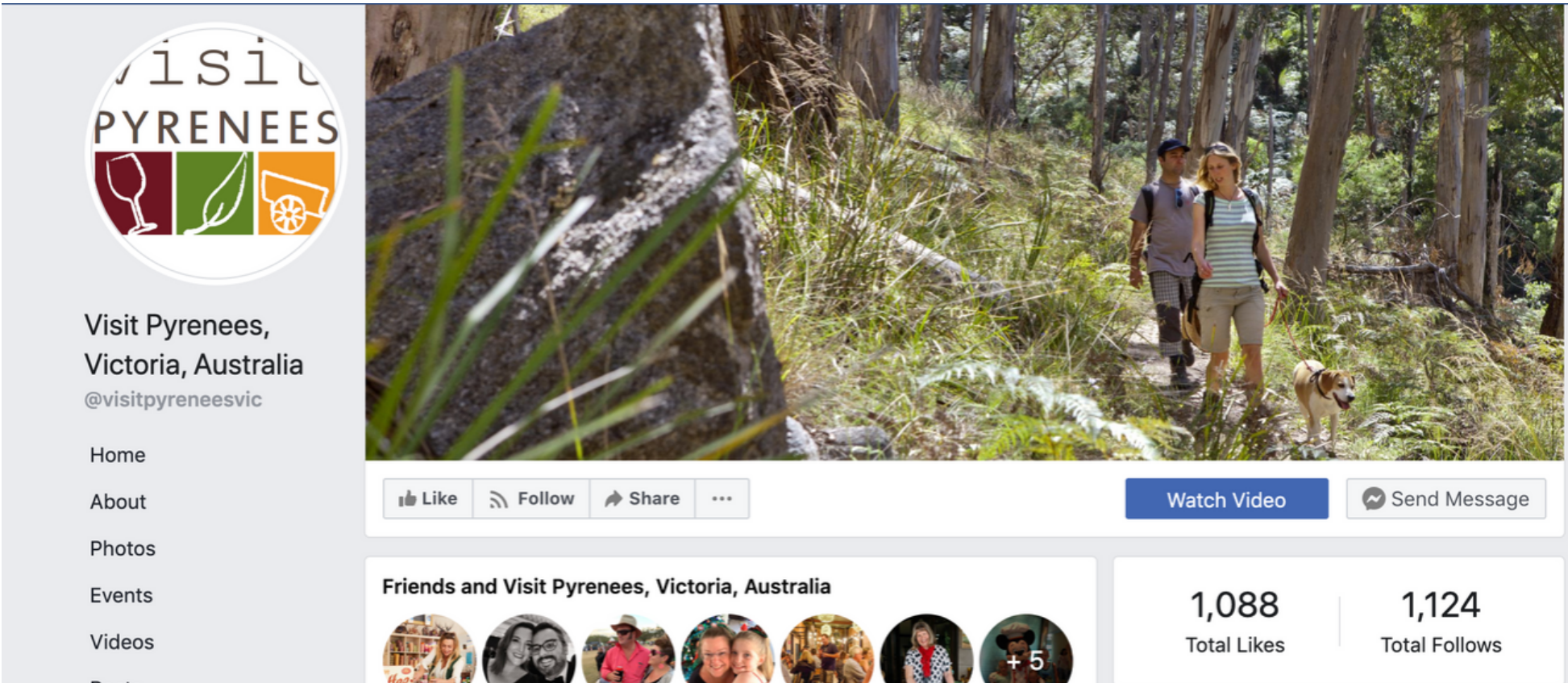
The Pyrenees Shire Council have a digital presence for their tourism brand with their website www.visitpyrenees.com.au plus an active Instagram and Facebook account. There is a minor presence on the Visit Ballarat website under 'Beyond Ballarat'.

The website branding of 'Pyrenees Unearthed' is not currently carried over to the Social Media accounts, showing a lack of consistency in the digital, consumer facing presence.

Website Traffic: 2.043 sessions, from 1,713 users in the year to Nov 14, 2019.

Facebook Followers Page Likes: 1,088 (April 24, 2020)

Instagram Followers: 884 (April 24, 2020)



MARKETING OVERVIEW

In addition to the core Pyrenees tourism channels, there is also:

Facebook

- Visit Avoca – 1,099 followers
- Visit Beaufort – 2,329
- Pyrenees Unearthed – 2,571 followers
- Destination Beaufort – 1,416 followers
- EVENTful Pyrenees – 1,092 followers

Websites

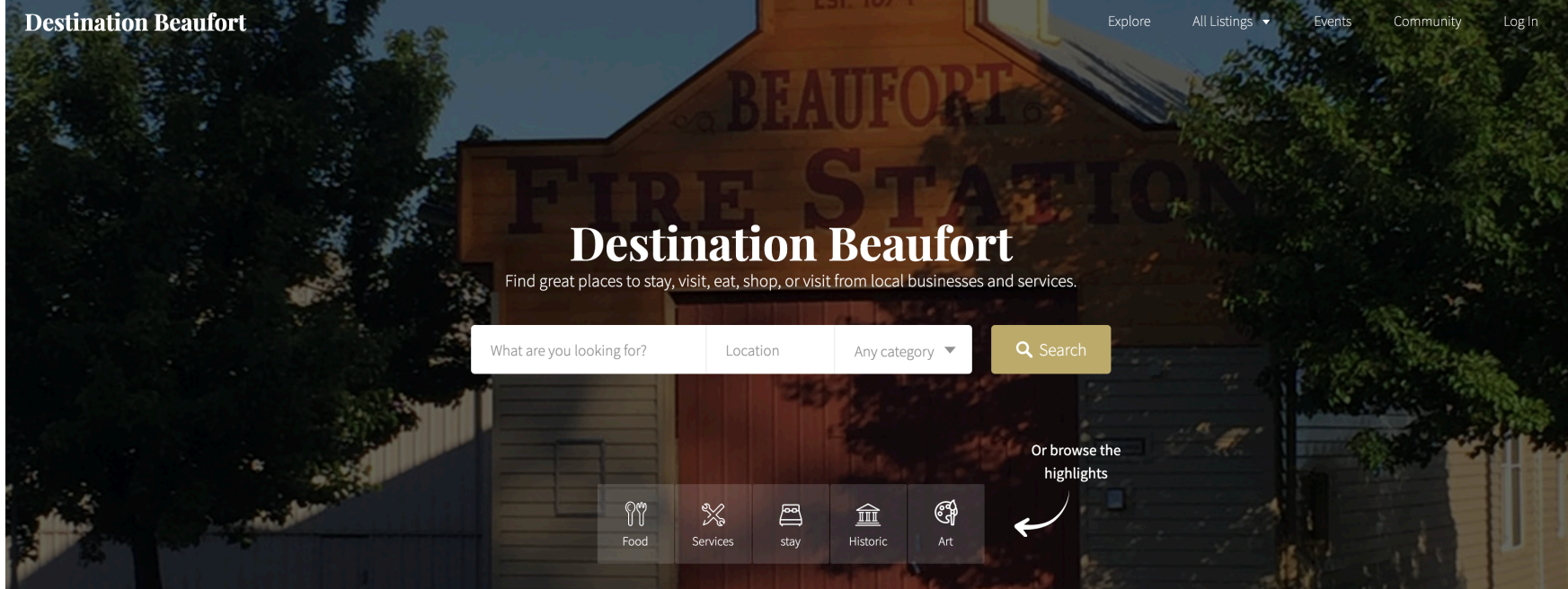
- www.destinationbeaufort.com.au
- www.pyreneesunearthedfestival.com.au
- www.pyrenees.org.au

What is the role and purpose of each? Who is the target market for each?

Is there duplication and could this be reduced to create a better visitor experience online?

PYRENEES UNEARTHED

PYRENEES UNEARTHED WINE + FOOD FESTIVAL GET IN TOUCH



HOME WINERIES WINEMAKING & VITICULTURE VISITING THE REGION EVENTS CONTACT US



TARGET MARKET

Ballarat Snapshot



Ballarat has been identified as the key geographic target market for the visitor economy in the Pyrenees Shire Council. With limited marketing budget, it is wise to focus on one market and gain maximum cut-through. The proximity to the Pyrenees and the ability to build the day trip market (given accommodation is not a strength of the area and COVID-19 situation) makes Ballarat the right choice for targeted marketing activity.

The City of Ballarat's population in 2018 was 107,325 (source: ABS 2018). This has grown by 1,997 new residents since the 2017 estimate of 105,422 residents. This represents continued strong population growth for Ballarat with a 1.8 per cent annual growth rate. This is equal to the 1.8 per cent average annual growth that Ballarat experienced over the past ten years.

With Melbourne becoming increasingly crowded and expensive, growth in regional cities such as Ballarat is expected to continue. This population growth represents an opportunity for the Pyrenees to tap into this growing and changing demographic.

The Ballarat market has increasing access and availability to events, cultural institutions and culinary experiences within their own city. The Pyrenees will need to provide compelling reasons to venture beyond the City of Ballarat.

Attendance recorded by Ballarat provides an indication of potential for the Pyrenees:

- Begonia Festival 2018 - 58,698
- Harmony Fest - 12,000
- Summer Sunday at the Ballarat Botanical Gardens - 6,600
- Art Gallery of Ballarat - 185,472
- Ballarat Heritage Weekend - 16,885

TARGET MARKET

Consumer Segments



Lifestyle Leaders

There is one overarching target audience described by Visit Victoria's core target audience segment labelled the Lifestyle Leader. These people represent 29% of the population nationally or 1.4 Million Victorians AND are characterised as educated, affluent, socially active and influential. Importantly they buy into regional short breaks and like to experience nature and wilderness along with the finer things in life including food and wine. These people represent a large opportunity and are classified as the core target audience for the Pyrenees when promoting to Ballarat, Melbourne or beyond.

- ***Educated***
- ***Higher affluence***
- ***Higher discretionary spend***
- ***Professional/white collar***
- ***Socially active and influential***

Food & Wine Lifestylers

This is the subgroup within the Lifestyle Leaders identified by Visit Victoria. This core target segment represent around 14% of the population nationally or 660,000 Victorians. They are more likely to be in a couple; they're attracted to interesting, authentic and new culinary experiences whether that's festivals, expos, restaurants, recipes or TV shows or even holding their own dinner parties.

This sub-group is an important audience for the Pyrenees region when driving visitation related to our food and wine experiences.

***Over 31,000
Lifestyle
Leaders in
Ballarat!***

POST COVID-19 CONSUMER

It's uncertain how long the current restrictions will continue; estimates range from a few more weeks to 24 months. But experts agree that the longer it goes on, the more likely the adaptations we've made will stick.

"The longer the coronavirus pandemic lasts, the more likely it is to change almost everything about the world as we know it - including how we interact with other humans - for many months, or even years." - Pamela Paresky, an author and visiting social sciences lecturer at the University of Chicago.

"If it lasts 18 months or more, as the more pessimistic forecasts suggest more substantial changes are likely in both social distancing, social interaction and hygiene," -Joe Feagin, a Texas A&M sociologist and former American Sociological Association President.

IMPACT

The tourism industry has been ground to a halt with devastating impacts. However, no industry will be left unscathed, with all affected either directly or indirectly as result of reduced spending.

- Government restrictions.
- Job or income loss.
- Discretionary spend reduction.
- Business closures.

MINDSET

Forecasts predict a very different Post COVID-19 consumer profile, with changes (possibly permanently) to consumer mindset and behaviour. The consumer segments we've targeted in the past may no longer be relevant, and will need to be reviewed based on research currently being conducted.

- Fear for their health and safety.
- Avoidance of crowds.
- Ingrained habits of social distancing and quarantining.
- Downturn in economic consumer confidence.
- Lack of confidence to travel.

VALUES

When we move forward in the new post COVID-19 world, predictions are that there will be a growth in mindful travel. Travellers will need a greater sense of purpose to make the decision to visit, and they will require a different level of safety and sanitation at all destinations.

- Safety and cleanliness.
- Space and nature.
- Nostalgia - the simple things in life.
- Family and friends - connection.
- Value for money.

SWOT ANALYSIS

STRENGTHS

- Wine region, with high quality and strong reputation.
- Natural assets, including Mt Cole and Pyrenees State Forests.
- Cave Hill Creek - Australian Tourism Award winning business.
- Proximity to a large and growing regional city in Ballarat.
- Wedding venues - number and variety.
- Signature regional food and wine event, that reinforces regional branding - Pyrenees Unearthed.

WEAKNESSES

- Low awareness as a wine region.
- Mid-week visitation difficult due to inconsistency of cellar door opening hours.
- No significantly large winery to provide profile for the region.
- Inconsistencies in branding and unclear digital user journey.
- Lack of accommodation options.
- Limited café and restaurant options.
- Geographic spread of 'Pyrenees' region, i.e. Beaufort & Avoca are 50km apart.

OPPORTUNITIES

- Build awareness and reputation of the wine region.
- Instill reputation as the 'wine region of Ballarat'.
- Population growth of Ballarat = larger target market.
- Build weekend day trip market from Ballarat (and Bendigo), especially when COVID-19 restrictions may prohibit travel further afield and overnight stays.
- Capitalise on changes to consumer values in the post COVID-19 recovery by promoting .
- UNESCO World Heritage bid.
- Product and infrastructure development to invigorate tourism.

THREATS

- Continued loss of key tourism businesses (eg. Warrenmang) reducing available tourism product on offer, particularly concerning with the COVID-19 crisis.
- Further business closures in Moonambel.
- Avoca Hotel selling and quality deteriorating.
- Bypass of Beaufort resulting in lower visitation.

STRATEGIC FRAMEWORK

Goal

Reactivate the Visitor Economy in the Pyrenees and aid economic recovery from the COVID-19 pandemic.



Survive

How do we support the visitor economy industry through the COVID-19 pandemic to ensure the region has a strong offering for future visitors?



Inspire

How do we build awareness and position the Pyrenees as the ultimate day trip destination for Ballarat Lifestyle Leaders?



Thrive

How to drive visitation to the region, and convert our core target audience from awareness through to booking, experiencing and sharing?

STRATEGY SUMMARY

| | Problem to Solve | Strategies |
|---------|--|---|
| Survive | How do we support the visitor economy industry through the COVID-19 pandemic to ensure the region has a strong offering for future visitors? | <ol style="list-style-type: none">1. Industry Support Identify and deliver industry support to have a positive impact on their recovery from the effects of COVID-19.2. Industry Development Assist Industry with their ability to pivot their offering to appeal to the post-COVID consumer. |
| Inspire | How do we build awareness and position the Pyrenees as the ultimate day trip destination for Ballarat Lifestyle Leaders? | <ol style="list-style-type: none">3. Brand Positioning Build the Pyrenees brand with consistency and compelling content.4. Awareness Ensure a continuous and growing presence of Pyrenees activity in the Ballarat market.5. Digital Presence Continue to use www.visitypyrenees.com.au as the core tool to inspire visitation. |
| Thrive | How do drive visitation to the region, and convert our target audience from awareness through to booking and experiencing? | <ol style="list-style-type: none">6. Itineraries Provide considered and targeted itineraries to drive conversion amongst target audience.7. Social Media Continue to use social media to build engagement with target audience.8. Events Guide and support the regions events to pivot to meet the post-COVID requirements. |

MARKETING ACTION PLAN

| | | Strategy | Action | Timing |
|---------|----|---|---|---|
| Survive | 1. | Industry Support <i>Identify and deliver industry support to have a positive impact on their recovery from the effects of COVID-19.</i> | <ul style="list-style-type: none"> • Communication: provide regular communication via fortnightly newsletter to the industry on government policies, support packages, grants and other relevant information. • Check-Ins: implement a program of regular check-ins from Pyrenees Shire Council staff with business owners during crisis; log the communications, and any major issues or concerns. • Buy Local: continue to promote the 'Shop Local' message to encourage the local community to support businesses during this crisis to help them survive. | <p>Ongoing</p> <p>Ongoing</p> |
| | 2. | Industry Development <i>Assist Industry with their ability to pivot their offering to appeal to the post-COVID consumer.</i> | <ul style="list-style-type: none"> • Webinars: communicate information on learning and training opportunities available online, including from VTIC and Tourism Australia. • COVID-19 Training: monitor training requirements for post-COVID operations; eg. hospitality hygiene training. • Digital Commerce Capability: ensure online sales opportunities are optimised to mitigate risk of cellar door closure. Review 'Digital Audit' conducted in 2019 and assess whether progress has been made; consider mentoring sessions to assist implementation; promote them where possible. | <p>Ongoing</p> <p>As required</p> <p>ASAP</p> |

MARKETING ACTION PLAN

| | | Strategy | Action | Timing |
|---------|----|--|--|---|
| Inspire | 3. | Brand Positioning <i>Build the Pyrenees brand with consistency and compelling content.</i> | <ul style="list-style-type: none"> Brand Consistency is the practice of always delivering messages aligned with the core brand values in the same tone, and presenting the brand in a similar way, through the use of colours and other visual cues. By taking a consistent approach to brand identity, values and strategy over time, the target audience will be exposed to the core messages from across multiple marketing channels and touchpoints, and this will help to solidify brand recognition over time and enhance cut-through for the region. <ul style="list-style-type: none"> Review branding across multiple platforms and channels in the region and develop a recommendation for consistency and consolidation. Consider updated or redistributed brand identity and brand guidelines to be ensure it is consistently and broadly used throughout the Visitor Economy . Photography is a crucial marketing tool for a region, and refreshed photography can ensure relevance is maintained, engagement is built, and the the diversity of the region is depicted. High quality and a wide variety is required. COVID-19 may have changed the appropriateness of some photos. <ul style="list-style-type: none"> Conduct a photo audit by category to determine any gaps in the photo and video assets of the Pyrenees. Review all potential sources, including City of Ballarat, Visit Victoria, Wine Victoria, user generated content and individual businesses. Commission a photo / video shoot for the region if gaps in imagery assets exist. | Now 2020 Now If required |
| | 4. | Awareness <i>Ensure a continuous and growing presence of Pyrenees activity in the Ballarat market.</i> | <ul style="list-style-type: none"> Ballarat VFR Market: it is widely acknowledged that the VFR market is likely to be amongst the first segments to travel again and the VFR market in Ballarat represents an opportunity for the Pyrenees. <ul style="list-style-type: none"> Invest in a Ballarat VFR campaign that targets locals via City of Ballarat. Social Media Reach: utilise social media to boost reach in the Ballarat market. Boost posts with day trip content to drive visitation to the website and increase page followers. <ul style="list-style-type: none"> Set a budget to boost organic posts and target based on Ballarat location, demographics and interests. Social Media Influencers: reach out to Ballarat locals with followings > 1000 to promote content for the Pyrenees, including day trips. Public Relations: approach Ballarat media with content for day-trip inspiration when COVID-19 restrictions have eased. Approach The Courier, Ballarat Times Group, Uncover Magazine and Ballarat Living Magazine (launching soon) with basic media release including itinerary content. | Spring Post-COVID Spring Post-COVID |

MARKETING ACTION PLAN

| | | Strategy | Action | Timing |
|---------|----|--|--|--|
| Inspire | 5. | Digital Presence <i>Continue to use www.visitpyrenees.com.au as the core tool to inspire visitation.</i> | <ul style="list-style-type: none"> • Key Tool: ensure that www.visitpyrenees.com.au is the key marketing tool for your region, and driving traffic to the website should be the desired outcome of marketing activities. • Measurement: ensure Google Analytics are properly configured on the website, generate quarterly reports to monitor traffic and gain insights into user activity and the effectiveness of pages. • Continuous Improvements to the website should be made to ensure optimal content. Refreshing content on the website also assists in organic search results, as Google does not respond well to static websites. • Review Sitemap of website to ensure concise and compelling content can be easily found by users. • Search Engine Optimisation: consider an SEO audit of the website to ensure it is optimised to improve organic search engine results. Key search terms for the region should be identified and website copy updated to reflect these (e.g. increased emphasis on key towns to ensure a search for 'Avoca' would deliver Visit Pyrenees as a result). | <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing ASAP</p> |
| Thrive | 6. | Itineraries | <ul style="list-style-type: none"> • Day Trips from Ballarat is the core short-term conversion goal of marketing activities for the Pyrenees Shire. The post-COVID recovery and the gradual easing of restrictions coupled with changes to people's preferences and behaviours provides an opportunity in time to build this market: <ul style="list-style-type: none"> • Develop a broad range of day trip itineraries and ideas that appeal to various target markets and that encourage dispersal across the Pyrenees region, such as: <ul style="list-style-type: none"> ➤ Pyrenees Family Day Trip under \$100; ➤ 20 Free Things to do the in Pyrenees ➤ Walk & Wine in the Pyrenees (a hike + cellar door lunch) ➤ Learn & Lunch in the Pyrenees (history & heritage attractions + lunch) ➤ Unearth Treasures in the Pyrenees (tour of antiques & collectibles shops etc) ➤ Pedal to Produce in the Pyrenees (a cycling route + lunch) • Promote the itineraries via social media, Visit Ballarat, media outlets, and house them all on the Visit Pyrenees website. • Website could be updated to provide more information on the daytrips to drive conversion. Consider changing the BLOG menu item to DAY TRIPS and then hold all the day trip itineraries plus existing blogs within this section. | <p>Begin ASAP</p> <p>Post-COVID ASAP</p> |

MARKETING ACTION PLAN

| | | Strategy | Action | Timing |
|--------|----|--------------|--|--|
| Thrive | 7. | Social Media | <ul style="list-style-type: none"> • Brand Awareness: use social media to promote the diversity of the region, with something available for a range of audiences and budgets. • Engagement : create inspiring and informative content that will spark interaction, content sharing/saving and ultimately excitement, discovery and action around planning a visit to the Pyrenees region. Promote day trip ideas to drive visitation in post-COVID recovery; and leverage the easing of restrictions to encourage people to get out and explore now that they can. • Acquisition: the interaction and engaging content will in turn, assist in growing and maintaining the Pyrenees online community. Ensure activity community management (responding to comments etc) will also help with this. • Build Reach of Facebook and Instagram channels within target market of Ballarat through assigning a budget for boosting posts (as per Awareness strategy). • Website Traffic: use social media to increase website visitation by sharing valuable content and supporting links to relevant web pages, that will assist visitors through the travel planning cycle. • Competitions: implement competitions that involves tagging a friend/sharing etc. Competition prize could be as simple as a picnic hamper to collect and enjoy on their day trip to the region. • Content Quality should be high, as we know photography is a key component of marketing the region. Photography should reflect the brand guidelines and feel inspirational and authentic. • Brand Consistency could be improved by ensuring consistent use of logos etc. Review opportunities to consolidate pages to ensure there is not a proliferation of Pages / Accounts that are all targeting the same audience. | Post-COVID Ongoing/Post-COVID Ongoing ASAP Ongoing Regularly Ongoing ASAP |
| | 8. | Events | <ul style="list-style-type: none"> • Promote events via Visit Pyrenees channels. • Support event organisers wherever possible, including with logistics of event organisation and providing details on industry development opportunities relating to COVID-19. | As required Ongoing |