Tourism Snowy Mountains

Briefing Note
Tourism Snowy Mountains

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Tourism Snowy Mountains - overview

The role of Tourism Snowy Mountains (TSM) is first and foremost, that of leadership. TSM aims to achieve tourism growth through creating opportunities for the region as a whole. This will be achieved by strong alliances with key industry, regional partners and government stakeholders.

TSM has a vision that

The Snowy Mountains will be the best mountain experience in Australia

The Snowy Mountains region covers the Local Government Areas of: Snowy River Shire, Cooma-Monaro Shire, Tumbarumba Shire and Tumut Shire which encompasses all of Kosciuszko National Park.

To deliver on this vision TSM provides leadership and direction to the region by encouraging innovative activities for both marketing and product development that grow visitation.

As the peak tourism body in the region TSM has a dual role in promoting the Snowy Mountains Region as having the best mountain experience in Australia. This is achieved by TSM having both an external focus and an operational role.

The external focus is to

- Lift and maintain the profile of the Snowy Mountains Region with Federal, State and Local Governments and their agencies to ensure that the Snowy Mountains region is top of mind as tourism destination
- Be a spokesperson for the Snowy Mountains Region on regional tourism issues
- Identify and leverage funding opportunities as they arise for the benefit of the Snowy Mountains region

The operational role is to

- provide leadership and direction to the regional tourism industry
- develop and encourage innovative activities including marketing campaigns that maintain brand awareness and encourage increased visitation
- foster and encourage product development in the region
- advise, consult and partner with Federal and State Government Agencies, Local Government and major stakeholders to facilitate the growth and sustainability of the region’s tourism economy
Key Strategies

TSM has developed key strategies to grow a sustainable year-round tourism economy for the benefit of the people of the Snowy Mountains region.

These are to:

- represent the whole of tourism industry noting its role and significant contribution to the local economy
- undertake regular briefings with Federal, State and Local Governments
- undertake regular discussions/briefings/communication activities with appropriate agencies – including but not limited to Tourism NSW, Tourism Vic, ACT Tourism, Tourism Australia, Department State and Regional Development
- continue to develop communication activities in the region to educate both the community and operators on the value of tourism and what is happening in the industry together with opportunities that arise
- increase the domestic market conversion noting that intention has increased by 25% but conversion has remained flat
- focus on increasing international visitation by working more proactively with TNSW, TA, ACT and industry partners
- market and promote events/activities that build on the Snowy Mountains brand
- develop tactical marketing campaigns with direct input from each Local Government to align plans and to meet the needs as far as possible of each Local Government area
- Undertake PR marketing activities for the Snowy Mountains Region
- Undertake PR activities that promote the role and value of TSM and the tourism industry in the Snowy Mountains Region

CURRENT PROJECTS/ISSUES

- International Marketing – follow up from Australian Tourism Exchange and industry development
- Development of Aust Alps National Landscape
- Participation in Forum of Regional Tourism Organisations
- Kosciuszko Alpine Way Touring Route product development
- Response to Tourism Taskforce
- Establishing a community consultation forum with RTA on snow chains issue, better driver education and opening of road to Charlottes Pass before October long weekend when possible to increase visitor experience.
- Local Government Forum to be held 19 November 2008 – all shires, stakeholders across entire Snowy Mountains.
- New PR Company to start Sep 1
Organisational Relationships & Staffing

TSM is a membership based organization governed by a Board of Directors. The Executive Officer undertakes all operational activities and reports directly to the Board.

LEGEND – Operational working relationships

BC – Business Committee
PT – Project Teams
Organisational Relationships & Staffing

<table>
<thead>
<tr>
<th>ROLE</th>
<th>PURPOSE</th>
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<tbody>
<tr>
<td>TSM Board</td>
<td>To govern the organization rather than manage it with the ultimate responsibility for all matters relating to the running of Tourism Snowy Mountains</td>
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<tr>
<td>Executive Officer</td>
<td>To manage the organization in accordance with the strategy and direction set by the TSM Board</td>
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<td>Secretariat</td>
<td>To provide Administrative support to the Board and the Executive Officer</td>
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<td>Major Stakeholders</td>
<td>Work in a partnership sense with TSM by providing support and investment/funding to assist TSM to deliver the Vision</td>
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<tr>
<td>Project Teams</td>
<td>Project teams formed comprising TSM Board members, TSM members, local business and stakeholders under the umbrella of TSM to deliver specific outcomes as directed by the Board; these teams are formed on an as needed basis</td>
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<tr>
<td>Business Committee</td>
<td>Formed by a minimum of three members of the Board to provide support, guidance, direction to the Executive Officer in the carrying out the day to day business of TSM</td>
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TSM Board

The TSM board is selected under the requirement in the TSM Rules of Incorporation that the appointment of Directors is based on skills and experience of the Director.

There are a total of six directors on the TSM Board. Six Directors are selected and there is one Advisor appointed directly by Tourism New South Wales. The Directors term of appointment is for four years. A selection process is carried out every two years with 50% of directors retiring at that point. This is to ensure Board continuity.

Selection of the six Board Members is undertaken with the following core skills and knowledge base required within the Board membership – Leadership; Strategic planning; Financial Management and accounting; Legal issues (including governance and risk management); Government policies and practices; Marketing expertise; Infrastructure development; Tourism Industry Experience and Planning capacity.
Board Member Profiles

2007 – 2009 Board Member Profiles

**Chair Director**
Gary Grant

Gary commenced employment with Perisher Blue Pty Limited 1999, and holds the position of General Manager of Marketing, Sales and Hospitality.

Previously Gary worked extensively in the education sector, both in Australia and overseas, as a teacher and administrator in secondary school and tertiary institutions.

Gary also has experience in corporate training and consultancy and conducted a direct marketing business in Canada and Australia as well as working as a senior manager in Human Resources for a major multinational corporation.

Gary holds a Master of Commerce (Information Systems), a Bachelor of Commerce (Economics) and a Diploma of Education from the University of NSW.

Gary has previously worked as a ski instructor and occupied the position of Vice President of the Australian Ski Patrol Association and President of the NSW Ski Patrol Association, and has worked on ski patrol in Australia and overseas and has consulted on event management for a number of international and world championship events both in Australian and overseas.

**Vice Chair Director**
David Hogan

After initially starting a career in accounting, David sought greater challenges and moved to Travel and Tourism in 1994. Holding a variety of roles from operations to management, in both small to medium tourism businesses.

David has experience and skills in budget management, packaging, sales, marketing, eco tourism, backpacker tourism, indigenous tourism, and school excursion tourism and product development.

David moved to the Snowy Mountains in 2000 to work with Snowy Hydro as their Information Centres Manager before being promoted 18 months ago into a senior management role as Snowy Hydro’s Regional Marketing Manager, responsible for all tourism operations, advertising, promotions, sponsorships, regional marketing, regional stakeholders and education programs.

Prior to coming to the Snowies, David also held a variety of local and regional tourism industry positions from Chairperson of the Glen Innes Tourist Association through to his role as a board member of Big Sky Country RTO, including a year as Chairman of
the Marketing Committee.

**Director & Public Officer**  
Steve Redden  
Extensive NSW public sector experience in financial, human resources, operational management with a background in Government business management.

Experience in private sector as owner manager of an accommodation business in the Snowy Mountains.

Have graduate qualifications in Management with a focus on business management.

Currently hold the position of Tourism and Business Manager for NSW National Parks and Wildlife Service, Snowy Mountains Region based in Jindabyne.

**Director**  
Brian Pearson  
General Manager, Tumbarumba Shire Council.

Brian has worked in the local government sector with a particular passion for tourism over the last 23 years. Brian brings a great deal of knowledge on Government Policies, Practices and funding procedures having work within the Local Government area for many years.

Brian has previously held positions as a Director responsible for tourism at Griffith City Council, Wagga Wagga City Council, Cootamundra City Council, Cessnock City Council and Great Lakes Shire Council.

**Director**  
Johnathan Kobus  
Jonathan Kobus is currently the Manager of the Product and Industry Development team at Australian Capital Tourism. He joined Australian Capital Tourism in 2003 and has spent the last 3 1/2 years working on a range of development projects, including Project SCAN.

Jonathan is Australian Capital Tourism's lead point of contact for all industry associations in the ACT and works closely with the local industry in the development and facilitation of partnership opportunities to increase visitation to the region. Jonathan also sits on the Capital Country Tourism Development Board, the National Landscapes Steering Committee and has also worked on the Sydney Melbourne Touring strategy.

Prior to joining Australian Capital Tourism, Jonathan worked in ecotourism development in Southern Africa and as a Business Analyst for EDS Australia in Adelaide.

**Director**  
Dave Sheldon  
Dave Sheldon has a background in print media and advertising. Dave is also a member of the Tumut Region Visitor Centre Board and Riverina Highlands Board.
Dave brings to the Board extensive marketing, media and small business experience. Dave’s background includes preparing and implementing marketing plans for Elm Cottage, Capricornia Newspapers, Weekend Coral Coaster.

Through the advertising company that he established, Media Tek Pty Ltd, Dave has worked with South Molle Island, Lindeman Island and Wanderers Paradise.

Dave and his partner Deb have established a successful accommodation business at Tumut known as Elm Cottage.

In 2000 Jo moved from Mt Buller, where she had been working for Raw NRG as a mountain bike guide and marketing /events co-ordinator, to the Snowy Mountains. From 2000 – 2002 Jo was the journalist with the Snowy Times and Summit Sun and gained an understanding of the local tourism issues involving herself in various community projects and committees to assist the development of local summer tourism.

In 2006 Jo became the Executive Assistant Manager at Lake Crackenback Resort and in April 2008 started in the role of Executive Officer Tourism Snowy Mountains and continues with the vision to grow year round tourism in the Snowy Mountains and have it recognised as an iconic Australian destination.

In 2007 Jo received the award for Tourism NSW Young Achiever in Tourism Award

**Executive Officer**

Jo Hearne

From 2002 – 2006 Jo was the Thredbo Chamber of Commerce/ Tourism Thredbo Business and Events Manager with the key role of building economic sustainability year round including organising two major festivals and developing a calendar of summer events.

In 2006 Jo became the Executive Assistant Manager at Lake Crackenback Resort and in April 2008 started in the role of Executive Officer Tourism Snowy Mountains and continues with the vision to grow year round tourism in the Snowy Mountains and have it recognised as an iconic Australian destination.

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**Secretariat**

Caroline Fox, Cooma Visitors Centre

**Treasurer**

Daryl Hagger

**Public Officer**

Steve Redden

**Auditor**

Cameron Griffiths, Jindabyne Business Services

**TSM membership & funding**

TSM is an Incorporated Association registered under the Associations Incorporation Act 1984 and currently has two levels of membership.

TSM receives the majority of funding from Tourism NSW under a funding agreement. For the 2008-2009 financial year this funding is currently $110,000.00. The balance of our funding is provided by membership and Local Government and stakeholder co-operative contributions.
Snapshot of tourism numbers and issues

The Seasonality Challenge

The Snowy Mountains is an all season’s destination – it is only with smoothing the seasonality curve and maintaining the winter numbers that our infrastructure will improve, jobs growth increase and we can become a more viable investment proposition for business.

Facts & Figures

National Visitor Survey as at March 2008 compared to March 2007 indicate that our region’s tourism industry is increasing in a down turning domestic tourism market.

As at March 2008 Snowy Mountains

Domestic

- 488’000 domestic daytrip visitors – up 52% on YE March 2007

International

- Received 20,700 international over night visitors – up by 3.1% on YE December 07

General

- Total visitors to the region 1,114,000 (covers domestic, international and day)
- Total expenditure $439,000,000 (covers domestic, international and day)

* Source: National Visitor Survey YE March 2008, Tourism Research Australia (TRA)

This tells us that the Snowy Mountains is maintaining and growing its market share and most importantly growing domestic nights (yield) in a decreasing tourism pie.

Where are we now – perceptions

- High awareness 78% - ranked 3rd in NSW
- 52% of those who had never visited were aware of the region – ranked 3rd
- Medium visitation level – 55% - ranked 6th
- Medium score for very good/moderate knowledge – 35% ranked 8th
- Highest ranking for Adventure activities and invigorating experiences
- When asked what attributes or features characterize the region most respondents mention Snow

- Most respondents agreed that the region was a good place for scenic landscapes

  *Source* – *Roy Morgan 2003*

**Interest in region trending up**

- Awareness of the Snowy Mountains region has increased approximately 25% in the past two years

- This is strongest in the Sydney market

- Only two other regions have seen a big increase – Blue Mountains and Lord Howe

  *Source: Inside Story 2006*

**Observations**

- TSM is achieving the core goal of increasing awareness

- The domestic market share within all regions is remaining relatively constant – one region is not gaining at the expense of another

- The domestic market is flat and is not forecast to grow significantly

- Those regions that are growing visitation are focusing on international visitation (Hunter, North Coast, Blue Mountains and Illawarra /Wollongong– all within the 2 hour radius of Sydney)

**Opportunity**

The Snowy Mountains region must leverage on the increased awareness of the region and continue working towards the goal converting this awareness to visitation.