

## THE SEVEN THEMES ARE:

### **Understanding visitor needs and expectations**

This module focuses on identifying and developing quality visitor experiences that meet and ultimately exceed expectations, by reinforcing the importance of research to enable the setting of benchmarks that measure, encourage and reward ongoing improvement.

### **People excellence**

This module aims to foster an innovative and creative workforce by attracting and retaining the right people and by providing a professional career path within the tourism industry.

### **Business excellence**

This module aims to facilitate the development of accessible and sustainable business development tools, and provide operators with the skills to improve standards and achieve long-term business sustainability through continuous improvement.

### **Growing destinations**

The focus of this module is to provide the tools and mechanisms to plan for the growth of Victoria's regions and destinations. This will be achieved by engaging the local community, selling the idea of the significance of tourism to them and fostering cooperation amongst tourism operators to deliver the complete visitor experience.

### **Industry participation**

This module aims to create an environment that nurtures the development of industry leaders, provides effective structures and encourages improved industry networks, participation and engagement.

### **Fostering innovation**

This module aims to inspire innovation and creativity within the industry by enhancing the capacity to challenge assumptions and foster reinvention, resulting in the development of innovative products and better use of available technology.

### **Sustainability in tourism**

This module aims to encourage the adoption of sustainable financial, cultural and environmental practices by Victoria's Tourism industry.

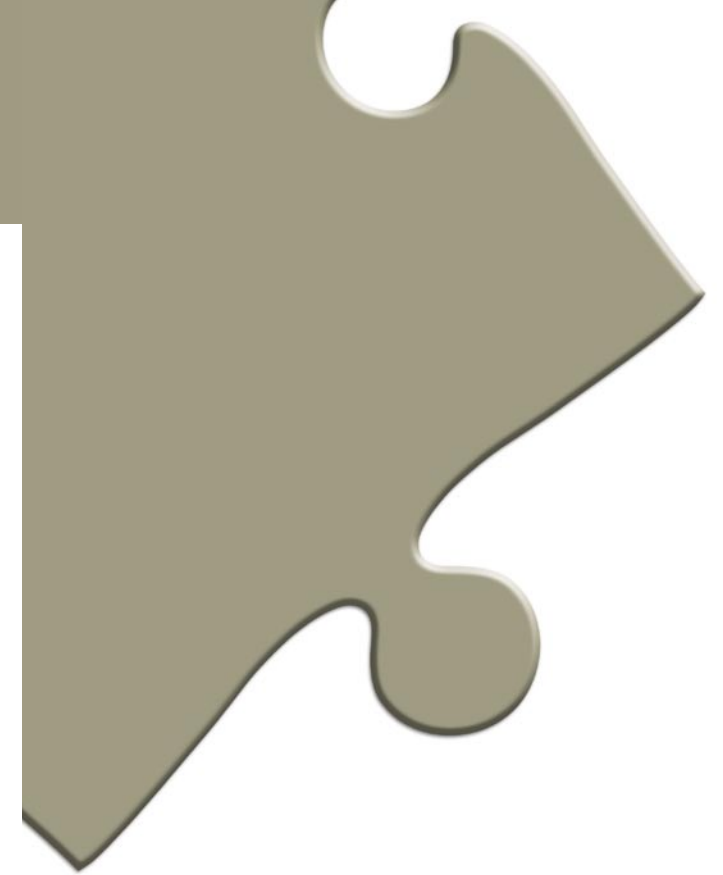
### **The way forward**

The success of the Tourism Excellence Strategy depends upon the active engagement and participation of individuals and businesses from all sectors of Victoria's tourism industry. Support from our local and regional communities is extremely important.

The Tourism Excellence Strategy will be launched in April 2006, with the seven modules being progressively introduced over a 12-month period. These modules will be revisited annually, for a minimum of five years, with the goal of learning from the outcomes of the last 12 months and raising the bar higher each year.

### **Further information:**

**[tourismvictoria.com.au/tourismexcellence](http://tourismvictoria.com.au/tourismexcellence)**



**TOURISM EXCELLENCE**  
THE CORNER PIECE OF VISITOR  
SATISFACTION



TOURISM  
EXCELLENCE

Victoria's tourism industry faces an opportunity to distinguish itself by offering exceptional experiences that deliver high levels of satisfaction to visitors.

By striving for greater levels of professionalism and working together with a strategic focus, significant potential exists to build on and enhance existing business practices and offer exceptional visitor experiences.

In meeting or exceeding the expectations of our visitors, the industry will enjoy greater repeat visitation and positive word-of-mouth referrals by those satisfied visitors and a position of competitive advantage.

### Background

The opportunities and advantages of working to deliver excellence visitor experiences were identified in Victoria's Tourism Industry Strategic Plan 2002-2006. As a result, Tourism Victoria has been working with industry representatives on a Tourism Excellence Strategy, a plan aimed at raising the level of professionalism of tourism businesses within our State.

This integrated strategy will bring together existing initiatives, such as accreditation and tourism awards, and develop new tools that identify customer satisfaction benchmarks, and address staff skills and business development.

Some important issues that have influenced the direction and delivery of the strategy so far include:

- the impact of globalisation on the competitive environment
- skills shortages and mechanisms to address these shortages
- scope and effectiveness of training and education for operators and staff
- appropriateness of professional and business development programs
- cost-benefit of business development tools
- fragmentation of tourism networks
- low participation rates by operators in associations and cooperative marketing programs
- inaccurate perceptions of one's own performance against the performance of others
- the role of recognition and reward programs.

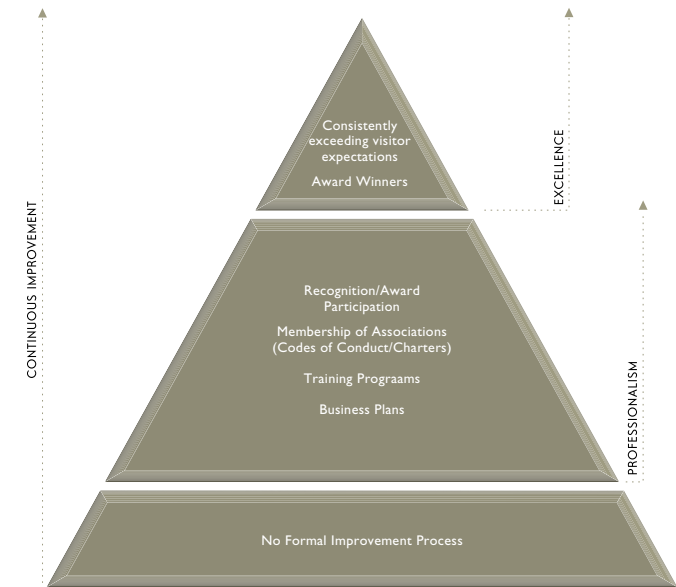
As global trends are always changing, this is not an exhaustive list. The industry and other stakeholders will be given the opportunity to influence the direction of each stage throughout the five year journey.

### The vision

That by 2010 Victoria's tourism industry will be recognised for delivering outstanding visitor experiences.

### Raising professionalism

The following chart demonstrates the role of business development tools, such as accreditation and skills training, in increasing the quality of tourism businesses and experiences. While no comprehensive data is available yet, evidence suggests that there is considerable potential to improve the performance of tourism businesses and, therefore, position them higher in the chart.



### Strategy components

Seven themes (modules) that focus on ways to achieve overall excellence have been identified as basic components of the strategy. They will be developed into modules, which will be supported by a comprehensive core strategy. Each module will be represented by a piece of the Jigsaw.

A tool kit that identifies key resources, grants and learning opportunities and that contains useful case studies will be made available with each module. Case studies will be provided by business operators and may include their tips, received via Tourism Victoria's corporate website [www.tourismvictoria.com.au](http://www.tourismvictoria.com.au).