



GROWING
DESTINATIONS



TOURISM
EXCELLENCE

Victoria's Jigsaw Marketing Campaign

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Few things remain the same for very long in tourism, and more so in the field of advertising. After fourteen years, Tourism Victoria's 'jigsaw' marketing campaign has attained near legendary status in the industry.

Now in its eighth phase, the 'jigsaw' campaign – with its catchcry of "you'll love every piece of Victoria" – first hit the nation's TVs and magazines in 1993. By 1995 it had started to pull Victoria's tourism image out of the rust belt and two years later it was acclaimed as the best marketing campaign ever run by a State tourism authority. It has since received multiple awards in the advertising and tourism fields. It's now said to be the longest, continuous running tourism marketing campaign in the world.

The jigsaw campaign has had a major impact on the re-branding of the State and in changing public perception about Victoria's tourism assets. The adverts have always been quirky and catchy, but its success has been due to much more than clever 'creative' says Don Richter. It's more about knowing your customer and 'sticking to your knitting' says Tourism Victoria's head marketer.

"It has survived so well because of the enormous amount of research and thinking that initially went into the process.

A lot of people might think that marketing is thinking a little bit about the product, then chucking it to 'creative' to come up with the good idea, but it was just the opposite with the birth of the jigsaw.



"We spent 18 months scouring through more than a million dollars worth of research (which we didn't pay for), we looked at every advert produced for Victoria during the previous 20 years, and we used three different market segmentation models.

"It was an incredible attempt to understand the consumer, because we knew that unless you could get inside the head of your chosen consumer, we would not make good marketing.

"What made the whole campaign 'excellent' rather than just 'good' was that we decided very early on not to go after everybody, but rather to ruthlessly pursue the ones with money. We narrowed it down to about 40% of the population and focussed the message to their needs, rather than being distracted by that of the other 60%.

"Even within that 40%, we made the tone of the adverts appeal to about only half of them. We knew exactly what those 20% of people were thinking and we tailored the brand and the tone of Victoria to the way they thought. It had never been done in Australian tourism, because tourism commissions had always taken the 'something for everyone' approach.

"The other big success factor was that we stuck to our knitting. To everyone's credit, Tourism Victoria, the industry and successive governments have stuck with it, rather than changing for the sake of change."



Don Richter believes that the underpinning of tourism marketing campaigns by solid research has also had a big influence in regional thinking about who their customers are.

“ That doesn’t mean that every destination needs to chase the big dollar segments. There is a diversity of markets and all of them are legitimate. It’s just a matter of carefully matching product to market segment.

“The three primary things that drive tourism behaviour are income, family/marital status and age. There’s actually a lot you can predict about people if you know how old they are, how much money they have and whether they have kids.

“ Consumer behaviour actually changes very slowly, so once you get on top of it and gain a good understanding of the segment, it doesn’t take a lot to keep up to date with some of the more gradual behavioural changes.”

While there will always be some role for the big brand tourism campaign in order to create and maintain market position, Don predicts a huge role for the internet in future tourism marketing.



“ Whereas the jigsaw campaign was cutting edge in terms of the advertising approach, we are now cutting edge in terms of the web. People are reducing their television viewing and spending much more time online. There has been a 20% drop in commercial TV viewing among our target markets.

“ The internet means that people self-select what they’re interested in, which means that we can reach quite obscure groups more readily and certainly more cost-effectively on the internet than through mainstream advertising.”

Key findings:

Put the effort into getting the recipe right at the beginning. Really understand who your consumer is; walk in their shoes; know what is in their head.

You need a good research and strategy platform to allow the ‘creatives’ to be focused

Once you really know who your market is and what are the messages they will respond to, stick to your knitting; don’t change for the sake of change.