



VICTORIA
EVERY BIT DIFFERENT

VISIT VICTORIA 2030



**Our vision is to harness the power of
Victoria's extraordinary visitor experience
to inspire more travellers to choose Victoria.**





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FOREWORDS



MESSAGE FROM THE PREMIER OF VICTORIA

Victoria's visitor economy is one of our state's greatest strengths.

It creates jobs, drives investment, and shows the world all that we have to offer.

When tourism grows, communities grow too – with more local jobs, stronger businesses and a real sense of pride.

This strategy sets out how we'll build on that success: attracting more visitors, supporting more events, and sharing the benefits in every corner of the state.

And it backs local operators, industry and communities to do what they do best – create experiences that bring people here, and keep them coming back.

Because when people come to Victoria, they take a piece of it with them: memories of Melbourne's laneways, the beauty of regional Victoria, and the energy of our events.

As a regional Victorian myself, I know how powerful that can be.

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This strategy sets a clear course for a visitor economy that's sustainable, inclusive and world-leading

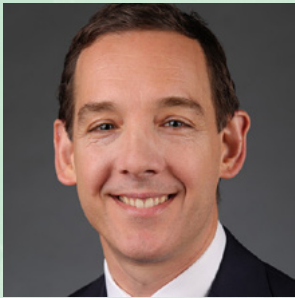
When a big event comes to town, or visitors stay that extra night, it fills our cafes and hotels, brings life to the main street, and supports the local economy.

That's why we're focused on strengthening our reputation – by backing Melbourne as the events capital of Australia, backing our regions to showcase the best of their food, wine and natural beauty, and backing the operators, innovators and workers who make it all happen.

This strategy sets a clear course for a visitor economy that's sustainable, inclusive and world-leading – one that delivers for all Victorians.

A handwritten signature in black ink, appearing to read 'Jacinta Allan'.

Hon Jacinta Allan MP
Member for Bendigo East
Premier of Victoria



MESSAGE FROM THE MINISTER FOR TOURISM, SPORT AND MAJOR EVENTS

Victoria is renowned for doing things differently. We create experiences that resonate well beyond the final whistle, the closing curtain or the final group shot on a road trip.

Our Visitor Economy is one of Victoria's greatest strengths. It supports almost 300,000 jobs, injects more than \$43 billion into the economy and breathes energy into regional towns and our incredible capital city. This strategy ensures Visit Victoria will continue to promote what makes the State special, while also embracing the future with confidence.

We know the way people travel is changing. Visitors are seeking experiences that are more sustainable, more meaningful and more accessible. That is exactly what Victoria can deliver. From laneways and galleries to coastlines and wine regions, our cities, towns and regions create stories that can't be replicated anywhere else.

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This strategy reflects our ambition to grow and adapt

Our events calendar is the envy of the world. We have world-class sporting and cultural events shining a spotlight on us, as well as conventions and business gatherings that turn delegates into spokespeople for the State. These events are a major part of this strategy, because they do more than fill conference centres, stadiums and theatres; they put Victoria at the heart of global conversations.

This strategy reflects our ambition to grow and adapt. It charts a path that supports jobs and strengthens our economy, ensuring Victoria is a world-class destination where culture, Country and community combine to deliver experiences that are *Every bit different*.

Steve Dimopoulos

Member for Oakleigh

Minister for Tourism, Sport and Major Events

FOREWORDS CONTINUED



MESSAGE FROM THE CHAIR OF VISIT VICTORIA

Visit Victoria 2030 is our roadmap for growing the Visitor Economy. It balances aspiration with accountability and acknowledges the enormous contribution the Visitor Economy makes to our State, while setting out practical steps to ensure growth is sustainable, inclusive and resilient.

Our Board has been deeply engaged in the development of this strategy. The focus has been on harnessing the powerful partnerships we have built and ensuring they align with Victorians' long-term interests. This means growing jobs in the Visitor Economy, driving sustainable growth and delivering prosperity to everyone in the community.

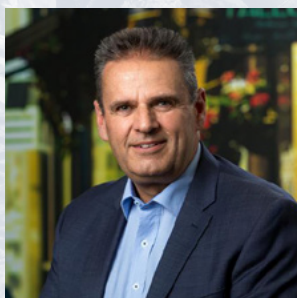
We have also been mindful of the rapidly changing global environment. Technology, sustainability and consumer expectations are reshaping the way people travel and experience destinations. Victoria is well-placed to respond, but it requires a clear vision and strong leadership. This strategy delivers on both.

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**Technology, sustainability
and consumer expectations
are reshaping the way
people travel**

Ultimately, the strategy's success will depend on collaboration. Government, operators, industry and communities all have a role to play. By working together as Team Victoria, we are confident our State will remain not just a destination of choice, but a place that continues to thrive on the world stage.

Andrew Penn AO
Visit Victoria Chair



MESSAGE FROM THE CEO OF VISIT VICTORIA

At Visit Victoria, our role is simple yet powerful: To harness the power of our extraordinary visitor experience to inspire more travellers to visit Victoria. To do that well, we must be laser-focused on the opportunity to grow the Visitor Economy and be bold in how we respond.

We have listened to people across the State – operators, communities, partners and visitors themselves – to better understand what industry values most about Visit Victoria, while also recognising where we can grow.

To achieve our primary ambition for 2030 – to help grow the Visitor Economy to \$53.4 billion as forecast by Tourism Research Australia – we will work with industry, partners, and Government. We will leverage our brand and competitive strengths to drive demand, and use Victoria's significant supply investments to deliver an exceptional experience for visitors.

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Through this strategy, we will outline the path for growth in the Visitor Economy

Our strategy to achieve that goal is deliberately ambitious. It is designed to harness what makes us *Every bit different*, ensure we're ready for change and focus on long-term growth. Our strategy will complement the Victorian Government's blueprint for the tourism industry - Experience Victoria 2033 - and support the ambitions outlined in other Government strategies for India, China and the agricultural sector.

Through our strategy, we will outline the path for growth for the Visitor Economy, helping to power the operators and communities who call this State home, and inspiring more people to visit Victoria.

Brendan McClements
Visit Victoria CEO

ACKNOWLEDGEMENT OF COUNTRY

The First Peoples of Victoria have nourished and loved Country for more than 60,000 years. Visit Victoria expresses deep gratitude to all that is an interconnected part of Country: land, water, sky, stars, plants, trees, animals and kin, all of these have spirits and stories.

Visit Victoria acknowledges all Traditional Owners across Victoria and recognises their unwavering connection to Country. Visit Victoria pays its respect to their Ancestors and Elders, past and present and deeply appreciates their knowledge that has been passed down through many generations.

Visit Victoria acknowledges the growing demand for experiences that celebrate Victoria's rich and diverse First Peoples' culture and is committed to empowering First Peoples to deliver these experiences.

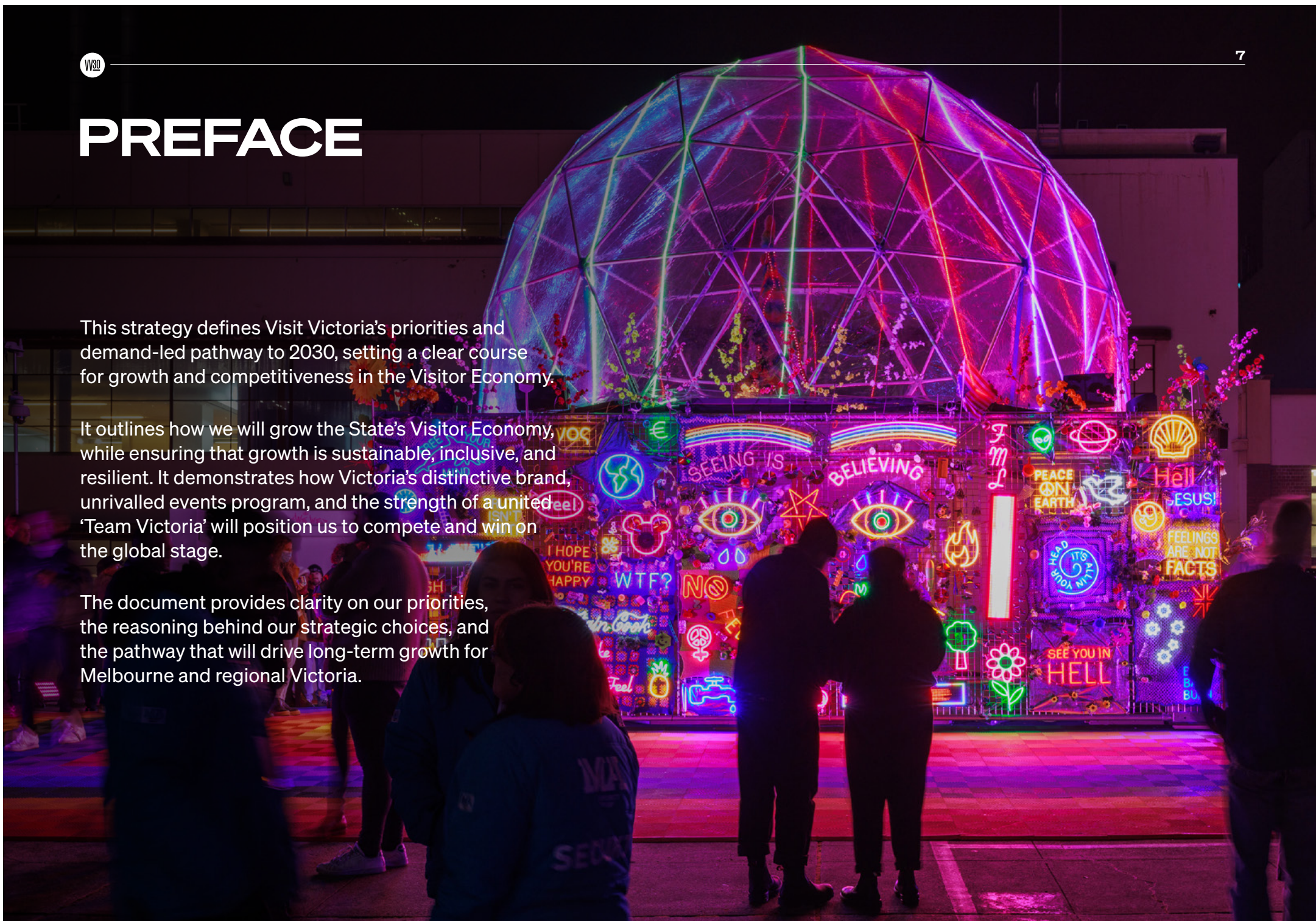


PREFACE

This strategy defines Visit Victoria's priorities and demand-led pathway to 2030, setting a clear course for growth and competitiveness in the Visitor Economy.

It outlines how we will grow the State's Visitor Economy, while ensuring that growth is sustainable, inclusive, and resilient. It demonstrates how Victoria's distinctive brand, unrivalled events program, and the strength of a united 'Team Victoria' will position us to compete and win on the global stage.

The document provides clarity on our priorities, the reasoning behind our strategic choices, and the pathway that will drive long-term growth for Melbourne and regional Victoria.



EXECUTIVE SUMMARY

Tourism is a dynamic and expanding sector. Globally, international trips are projected to reach 2 billion by 2030, up from 1.4 billion in 2019¹.

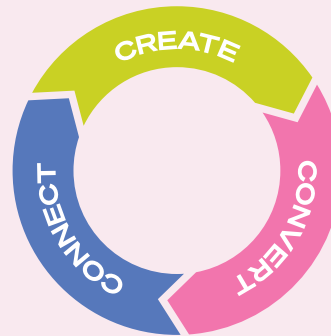
Victoria is well positioned to capitalise on this growth. Victoria's Visitor Economy has emerged from recent global disruption with renewed strength, most recently reaching \$43.7 billion², 45 per cent above 2019 levels and ahead of many competitor destinations.

Our ambition is to grow the Visitor Economy to \$53.4 billion by 2030, as forecast by Tourism Research Australia. This will come not only from more visitors, but from higher yield, inclusive and sustainable experiences, and greater dispersal across Melbourne and regional Victoria.

At the heart of this strategy is our Integrated Growth Framework – Create, Convert and Connect Demand. This framework unites marketing and events into a single demand generation system, ensuring every dollar invested works harder. We know through our work with KPMG that every \$1 spent on destination marketing activities generates up to \$27 in tourism expenditure³.

This strategy provides a clear, demand-led pathway to 2030 that optimises economic return, strengthens Victoria's global reputation, and ensures benefits are shared across the State.

Integrated Growth Framework – Create, Convert and Connect Demand.



Through this approach we build aspiration by positioning Victoria through powerful storytelling campaigns that highlight: our creativity; events that reach global audiences; and brand activity that reinforces what makes the State distinctive.

We translate that aspiration into action by working with aviation, industry and commercial partners to ensure the decision to visit Victoria is both compelling and accessible.

Finally, we strengthen connection by making Victoria visible and easy to book, ensuring visitors have exceptional experiences that encourage return travel, advocacy, and dispersal into regional communities. We partner with industry to deliver programs that build operator capability

and sustainability, while business events link the State to global knowledge, investment, and trade.

Marketing, events and industry partnerships are the levers that create, convert, and connect demand.

The effectiveness of this approach rests on two foundations.

- Our guiding principles to ensure demand is generated with integrity and long-term impact:
 - Collaboration across Team Victoria;
 - Sustainable growth;
 - First Peoples leadership; and
 - Inclusivity.
- Our competitive strengths provide the raw material that make Victoria distinctive:
 - A world-class events calendar;
 - Celebrated food and drink culture;
 - Creativity;
 - Compact diversity; and a growing spa and wellness sector.

Together, these principles and strengths power the demand generating growth framework, brought to life through our enduring brand platform, *Every bit different*.

¹Oxford Economics, Global Travel Service, Data as at June 2025.

²Tourism Research Australia, Domestic Visitor Statistics, International Visitor Survey, data to year ending June 2025.

³KPMG, Lapsed Funding Review Commissioned for Visit Victoria, 2020.

OUR VISION & GOALS

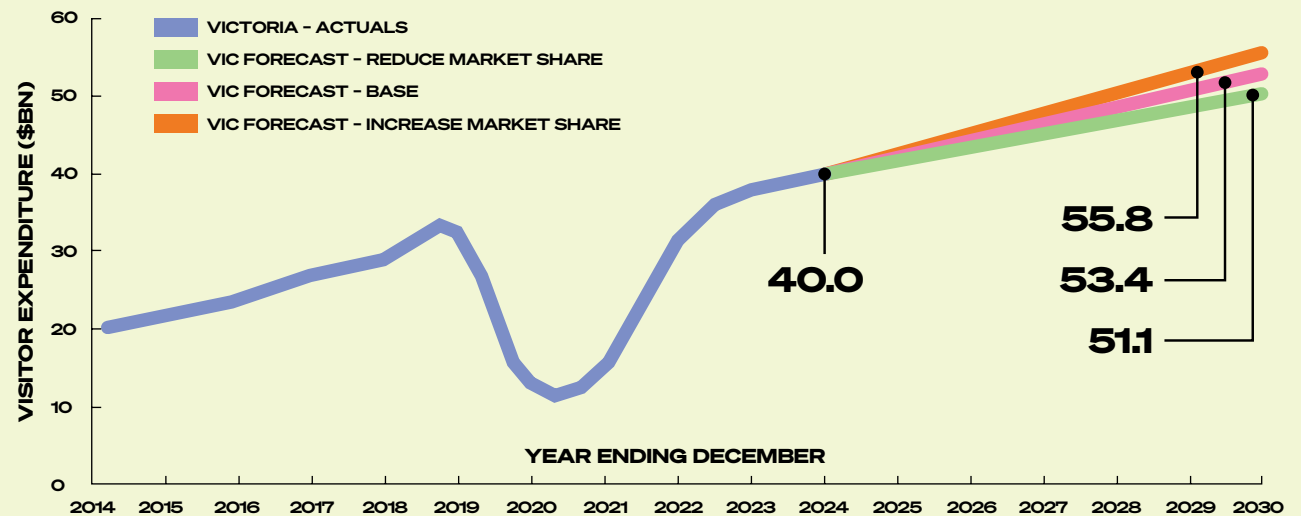
Our vision is to harness the power of Victoria's extraordinary visitor experience to inspire more travellers to choose Victoria.

This vision is deliberately aspirational, reflecting the ambition to not only grow visitation but to create experiences that resonate deeply with visitors and deliver prosperity and pride for our communities.

The overarching goal is clear: grow the Visitor Economy to \$53.4 billion by 2030. This goal is supported by priorities that define how we will compete and succeed: building Victoria's Destination Brand distinctiveness, expanding our market share in priority international and domestic markets, and increasing dispersal across regional Victoria.

Each of these priorities aligns with our guiding principles and competitive strengths.

Figure 1. Total visitor expenditure to Victoria (\$bn) - Forecast scenarios⁴



⁴Tourism Research Australia, International Visitor Survey, National Visitor Survey, Regional Expenditure Model to YE December 2024. Tourism Research Australia, Tourism Forecasts. Forecasts applied by DJSIR research team. Forecasts extended to 2030 by utilising 2024 to 2029 average annual growth rate.

OUR GUIDING PRINCIPLES & COMPETITIVE STRENGTHS

The choices set out in this strategy are anchored in a set of principles that reflect what Visit Victoria stands for and how it competes:

- At the core is the idea of Team Victoria – that no single organisation or region can deliver the State's ambition in isolation. Collaboration between Government, industry, and communities is what allows Victoria to punch above its weight.
- Equally important is the commitment to sustainable growth building a Visitor Economy that delivers not only financial returns but also long-term environmental stewardship and social benefit. This requires careful attention to dispersal, seasonality, and the kinds of experiences promoted.
- First Peoples' rich living culture is at the heart of Victoria's identity and offering. First Peoples' stories, culture, businesses and experiences are positioned as an integral part of Victoria. This enriches the visitor offering while also strengthening reconciliation and local communities.
- Alongside this, Victoria's ambition to be an inclusive destination ensures that visitors of all backgrounds and abilities feel welcome and catered for.

These principles are not abstract, they guide program design, investment decisions, and how success is measured.

Victoria also holds distinctive competitive strengths that are difficult for rivals to replicate.

- The Events Calendar is unmatched in its breadth and global impact, providing moments that both generate visitation and broadcast Victoria's identity worldwide.
- Food and drink culture is not simply a sector but part of the State's multicultural DNA, consistently celebrated on the world stage.
- Our people's creativity is expressed through arts, culture and innovation - shaping the State's personality and is visible in everything from laneway culture to major exhibitions.
- Our compact diversity means travellers can enjoy Australia's most vibrant city and take in amazing nature, culture, food, wildlife and Victoria's emerging spa and wellness offering - all within easy driving distance.

These strengths provide the foundation of Victoria's Destination Brand and - together with the principles above - frame how Victoria will compete to 2030.





OUR ROLE

Visit Victoria helps grow the State's Visitor Economy by creating, converting, and connecting demand. We will position Victoria to compete globally, grow visitation and yield, and strengthen industry capability. Through partnerships with Government and industry, we will ensure benefits are shared across Melbourne and regional Victoria.

Visit Victoria is the State's Destination Marketing Organisation with a mandate to drive demand that optimises visitor numbers and economic value.

Our scope spans all visitor markets - international, interstate, and intrastate - and all visitor sectors including business, education, events, leisure, and culture, with a strong emphasis on regional dispersal.

Collaboration is central to our approach. We partner with Government, industry, the private sector, and State, national, and international bodies to leverage resources, funding, and expertise. Through joint and coordinated initiatives we amplify impact and achieve shared outcomes.

More broadly, Visit Victoria's international market priorities and the Victorian Government's strategies and industry priorities are mutually reinforcing and position the State as globally competitive.

As an example:

- Growing international visitation increases passenger volumes, which in turn expands airline routes and frequency. More flights create greater cargo capacity, directly supporting the export of agricultural goods - a clear alignment with the State's export growth agenda.
- Victoria's China Strategy renews Victoria's friendship with China for the future. As a priority international market for Visit Victoria we see a clear role to drive visitation from the current 443,800 travellers⁵ each year to 797,600 by 2029⁶.

We integrate brand, events, marketing, and industry leadership efforts to provide a seamless pathway from aspiration to visitation, and ultimately, to repeat travel.

⁵ Tourism Research Australia, International Visitor Survey, Data to year ending June 2025.

⁶ Tourism Research Australia, Tourism Forecasts 2024. Victorian forecasts applied by DJSIR research team.

OUR ROLE CONTINUED

OUR BRAND & MARKETING APPROACH

Victoria's Destination Brand is one of the State's most valuable assets.

A strong Destination Brand elevates perceptions, attracts visitors, unifies our industry, and delivers long-term economic success. Travellers seek out destinations that deliver imagination-sparking moments, leave them feeling enriched and allow them to escape the everyday. This is something Victoria excels in.

Our passionate industry delivers on our brand promise to enrich every moment every day. Visit Victoria harnesses this passion to share our stories with global travellers.

Destination marketing is central to positioning the State as an attractive year-round destination, reaching consumers at every stage of their journey - from inspiring awareness through branding and events, to building aspiration via marketing campaigns and partnerships, driving conversion through distribution and industry collaboration, and fostering repeat visitation through exceptional experiences.

This integrated approach ensures that every marketing dollar invested works harder.

Our demand driven growth, outlined in our Growth Priorities, is powered by Victoria's enduring brand platform, *Every bit different*. More than a campaign line, it is the foundation for all storytelling, marketing, and events.

The brand platform reflects Victoria's identity as unique, creative, food-led, event-rich, and inclusive.

Victoria brandmark

VICTORIA
EVERY BIT DIFFERENT

Melbourne brandmark

MELBOURNE
EVERY BIT DIFFERENT

CASE STUDY

Alba Thermal Springs & Spa

Visit Victoria's destination marketing initiatives have played a key role in elevating awareness of Victoria's premium wellness experiences, including the region's renowned spa and wellbeing offerings. Through the *Every bit different* campaign, Victoria's spa and wellbeing offerings have been showcased to inspire travel and exploration. Alba Thermal Springs & Spa tapped into this campaign by working with Visit Victoria to take advantage of the Global Immersion Program, run by Visit Victoria for international trade and media, to the Mornington Peninsula. This program generated extensive coverage in major publications for Victoria and helped Alba reach new markets with immediate results in awareness and bookings. Influencer collaborations further amplified Alba's reach, converting interest into visitation through authentic social content shared by top-tier creators.

“Visit Victoria was a critical partner when we launched and has helped us raise awareness ever since. Most recently, we were able to leverage Visit Victoria's Global Immersions Program to host great travel writers from around Australia and even overseas and we're already seeing the immediate benefit.”

Kadi Morrison

Director of Sales & Marketing, Alba Thermal Springs & Spa

OUR ROLE CONTINUED

OUR EVENTS APPROACH

Events are one of Victoria's defining strengths and a cornerstone of this strategy. They help drive visitation and showcase Victoria's story to the world, shaping brand perception and delivering economic benefit.

Events sit across the Create, Convert, Connect cycle — inspiring future travel and providing reasons to book now, ensuring visitors experience something distinctive that encourages them to return.

To deliver this impact, we recognise different categories of events and the unique roles they play:

- **Major International Sporting Events** – These position Melbourne as one of the world's great sporting cities, generating global awareness and driving significant international and interstate visitation. Their broadcast reach amplifies the brand platform *Every bit different* to millions of viewers worldwide.
- **Cultural Events and Exhibitions** – These showcase Victoria's creativity and diversity, often encouraging dispersal into regional areas. Exhibitions such as *Frida Kahlo* at the Bendigo Art Gallery demonstrate how cultural programming can deliver both economic impact and community pride.

- **Regional Events** – From food festivals to local sporting carnivals, regional events provide reasons to travel intrastate – particularly amongst younger audiences – stimulating overnight stays and reinforcing the identity of local communities. They are vital to the strategy of dispersal and sustainability.
- **Business Events** – Delivered through the Melbourne Convention Bureau, business events attract high-yield delegates aligned with Victoria's priority sectors. They generate expenditure and unlock opportunities for trade, investment, and knowledge exchange.

Together, these categories form an integrated Events Calendar that balances global reach with local impact. Major international and cultural events feed the Create stage, providing broadcast moments and compelling content. Regional and business events contribute to Convert and Connect by giving visitors tangible reasons to book, deepening their engagement with Victoria, and extending their stay.

By curating a balanced calendar across these categories, Visit Victoria ensures that events continue to distinguish the State globally, strengthen its competitive position, and deliver value across Melbourne and the regions.



OUR INDUSTRY ENGAGEMENT APPROACH

Visit Victoria provides leadership to the Visitor Economy by setting a clear strategic direction, stewarding the State's Destination Brand, and uniting industry and Government partners.

Through our connection with industry we seek to better understand the issues and opportunities relevant to the sector, helping to calibrate our plans and programs.

We deliver insights, build capability, and drive collaboration across regions, events, and operators. Through advocacy, innovation, and best practice, Visit Victoria positions Victoria as a competitive, future-ready destination on the global stage.



OUR ROLE IN THE VISITOR ECONOMY

The Visitor Economy is a system of interconnected roles.

The Department of Jobs, Skills, Industry and Regions (DJSIR) and other Victorian Government departments, lead on the supply side of the Visitor Economy, shaping policy, infrastructure, and workforce.

Visitor Economy Partnerships (VEPs) provide an 'on the ground' view, offering a connection between Visit Victoria and the industry. Recognised as the Victorian Government's peak voice for regional tourism matters, they lead the development of Destination Management Plans for the areas they represent.

Through the Team Victoria model, Visit Victoria also works with:

- **Tourism operators** delivering world-class experiences.
- **Tourism Australia** amplifying global reach.
- **Industry bodies** such as Victoria Tourism Industry Council, Australia Tourism Export Council, Accommodation Australia, Victorian Chamber of Commerce and Industry providing intelligence and advocacy.

- **Airports, airlines, hotels, and travel partners** expanding access and capacity.

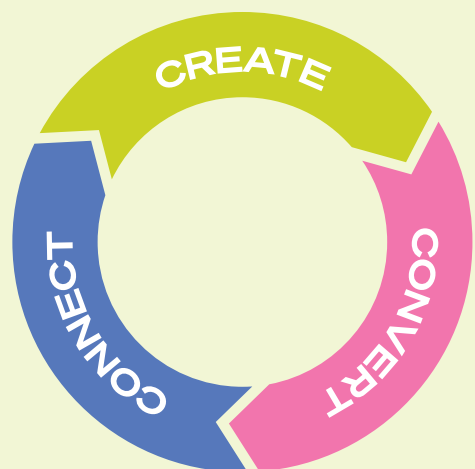
- **Events rights holders, venues, and academia** curating a compelling year-round calendar.

- **Local Government** supporting delivery through VEPs which are key investors in the Visitor Economy.

- **Australian Tourism Data Warehouse** connecting operators to global markets with more than one million leads annually.

This unified approach extends our scale and effectiveness, maximises ROI, and reinforces Victoria's position as Australia's culinary, cultural, and events capital.

OUR GROWTH PRIORITIES



INTEGRATED GROWTH FRAMEWORK: CREATE, CONVERT AND CONNECT DEMAND

Our Integrated Growth Framework is the organising logic of this strategy. It ensures we unlock the integrated power of marketing and events to operate as one demand-led system. By aligning brand, campaigns, events, and industry engagement, the framework creates a clear pathway from aspiration to conversion and repeat visitation.

At its core, the framework operates through three connected phases:



CREATE DEMAND - builds awareness and aspiration for Victoria. Delivered through compelling brand storytelling, global campaigns, digital platform engagement, social media and public relations. Victoria's Events Calendar amplifies Victoria's story through global broadcasts, while cultural programming and partnerships provide fresh reasons to visit.



CONVERT DEMAND - turns interest into action. Aviation partnerships and cooperative campaigns with airlines, hotels, travel agents, and industry ensure Victoria is always accessible and drives conversion.

The strength of our Events Calendar provides urgency and compelling reasons to book.



CONNECT DEMAND - build a distribution network and support and partner with our industry to participate in our priority markets. Connect Victorian operators with global markets and support them to succeed. We link industry to international buyers who can sell Victoria's distinctive visitor experiences, while building the capability of operators to capture these opportunities.

Through platforms such as ATDW, Victorian products are visible to global audiences. Industry readiness programs build capability in international marketing, sustainability, and accessibility. Business events strengthen Victoria's global connections, attracting high-value delegates and unlocking trade, investment, and knowledge exchange.

Embedding marketing and events across each of the three pillars, we tell a clear story that they are the levers that create, convert, and connect demand.

CASE STUDY

Amway 2025 | Driving Conversion from China

From 5–29 April 2025, Victoria hosted Australia's largest ever incentive - and the largest international incentive from China – through the Amway China Leadership Seminar. It was secured by Melbourne Convention Bureau through the Business Events Fund, with support from Tourism Australia through the Bid Fund Program.

It delivered:

- More than 16,000 delegates
- \$100 million in estimated economic impact
- 32,000 hotel room nights
- Visitation to 50 restaurants and 20 attractions
- 17 touring experiences across Melbourne, Phillip Island, the Great Ocean Road, Ballarat, Yarra Valley and the Dandenong Ranges

“Being the anchor venue for Amway China’s 30th anniversary celebration was a huge milestone for Melbourne Showgrounds and a testament to Victoria’s standing as a world-class destination for global business events.”

Hannah von Bibra

Executive General Manager of Experience and Commercial, Melbourne Royal



OUR MARKET PRIORITIES

Different markets require different applications of our Integrated Growth Framework. For clarity, Visit Victoria distinguishes between:

- **International – Growth engine:** focus on high-yield travellers, aviation access, international distribution, and regional dispersal via new initiatives like 'Touring Victoria.' This aligns with trade, education, and export strategies.
- **Interstate – Leadership market:** sustain Victoria's position as Australia's culinary, cultural, and events capital. Drive repeat visitation and conversion through events, airline partnerships, and content, with focus on shoulder/off-peak demand.
- **Intrastate – Stability and dispersal:** strengthen perceptions of regional Victoria amongst younger Melburnians and maximise visitation among older Victorians. Leverage regional events, short breaks, and partnerships with VEPs.

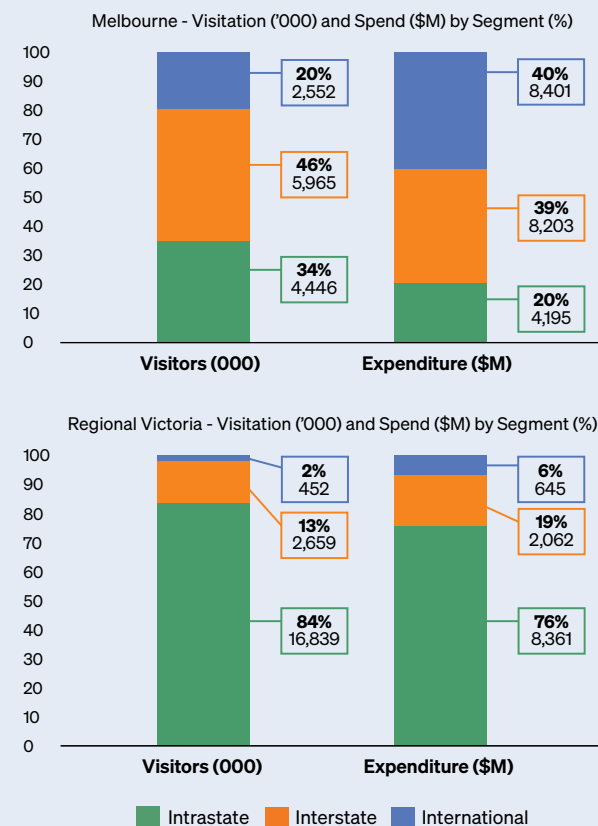
To spread the benefit across the state, Visit Victoria seeks to create a Visitor Economy which has a balanced approach to all three markets, with each segment ideally contributing roughly a third of the economic value to the overall Visitor Economy.

The Create–Convert–Connect framework guides delivery, but the emphasis and initiatives are tailored to the needs and dynamics of each market.

Victoria is well positioned to accelerate Visitor Economy growth. Significant investment in hotel infrastructure has created capacity to accommodate increased visitation without constraint. In 2024, a record 15.9 million hotel nights were sold, yet there remains potential to sell a further 7.7 million nights⁷ before reaching capacity - excluding alternative accommodation options. This provides a clear opportunity for rapid growth in the short to medium term.

While all markets are important, the chart highlights that Melbourne and regional Victoria have structurally different visitor economies. Achieving a balanced market mix is essential to ensure the economic benefits of tourism are shared across the State.

Overnight visitation and expenditure profile of Melbourne and regional Victoria⁸



⁷STR Global. Victorian Accommodation Summaries available at <https://corporate.visitvictoria.com/resources/research-and-insights>






⁸ Tourism Research Australia, National Visitor Survey, International Visitor Survey, Data to year ending December 2024. Percentages may not add to 100 per cent due to rounding.

OUR MARKET PRIORITIES CONTINUED

With over 200 markets of potential visitors available to the State globally, Visit Victoria will prioritise the markets identified here.

Our strategy is designed to reach the audiences most likely to deliver high-yield, sustainable growth for Victoria. These audiences are defined not only by geography, but by their behaviours, values, and potential to influence others.

These audiences guide our investment choices, messaging, and market activity. Campaigns under *Every bit different* are designed to resonate strongly with them, ensuring Victoria's story is told in ways that inspire action and advocacy.

				
PROTECT	OWN	GROW	WATCH	LEVERAGE
These are high-volume markets vital to the Visitor Economy. Our focus is on asserting our leadership and defending share through sustained investment.	These large markets represent the greatest opportunity for future growth. They are a primary focus for investment and strategic activity.	Already medium-sized, these markets offer the potential for strong growth. Targeted investment can accelerate performance.	These medium-sized markets show moderate growth. They show promising signs but are not ready for significant investment.	Using existing infrastructure, such as local offices and aviation support, we can drive impact in these modest markets.
<u>Intrastate</u> <u>Interstate</u> <u>United Kingdom</u> <u>New Zealand</u>	<u>China</u> <u>India</u> <u>Singapore</u> <u>United States</u>	<u>Vietnam</u> <u>Malaysia</u> <u>Japan</u> <u>Taiwan</u> <u>Indonesia</u> <u>Hong Kong</u> <u>Korea</u>	<u>Philippines</u> <u>Thailand</u>	<u>Europe:</u> <u>Germany, Italy,</u> <u>France</u> <u>Brazil</u> <u>Chile</u> <u>Canada</u>

OUR MARKET PRIORITIES CONTINUED



INTERNATIONAL MARKETS - GROWTH ENGINE

International markets represent Victoria's most significant growth opportunity, particularly among high-yield travellers from China, India, Singapore, and the USA. High-yield travellers share common traits: they are willing to spend more, travel further, and seek out experiences that reflect creativity, authenticity, and quality. Melbourne remains their gateway, but we aim to encourage longer stays and greater dispersal into regional Victoria.

Visit Victoria will partner with Tourism Australia and leverage its international activities to maximise outcomes.



CREATE DEMAND: Building aspiration in international markets means amplifying Victoria's identity on the global stage.

• Global reach

- We will deliver integrated activities under *Every bit different* through 'always-on' public relations, immersions and social media initiatives that highlight Victoria's creativity, food culture, compact diversity and major events.
- We will enhance our strong, diverse pipeline of events, generating demand for venues and businesses throughout the year.

- We will work with publishers, broadcasters, content developers and other media in our priority markets to secure content that showcases Victoria.
- We will leverage the global platform of our Events Calendar to showcase the best of Victoria to audiences through high-exposure events such as the Australian Open and others, to build brand awareness internationally.



CONVERT DEMAND: Converting aspiration into bookings requires making Victoria both accessible and compelling.

• Aviation and travel partnerships

- We will partner with Melbourne's airports, airlines and the Victorian Government to promote and secure new aviation routes and services that make travel to Victoria more accessible.
- We will work with key distribution partners to promote Victoria's compelling experiences in priority markets through cooperative marketing and advertising campaigns.

• Compelling international events

- We will continue to add major events with international appeal to Victoria's Event Calendar and maximise international visitation to major events by working with rights holders and key distribution partners.
- We will attract conferences, and increase Melbourne Convention Bureau's presence in Asia, focusing on high-yield, lucrative corporate and incentive groups ensuring they are visiting regional Victoria.
- We will grow Asia Pacific Incentives and Meetings Event (AIME), the leading business events trade show in Asia Pacific, showcasing Melbourne's strengths as an event destination and bringing in global buyers.



CONNECT DEMAND: Connection ensures our products are distributed through international channels

• International distribution

- We will work with international industry to build a distribution network within our priority markets for Victorian products, that allows an increasing number of Victorian tourism goods and services to be sold in overseas markets.

OUR MARKET PRIORITIES CONTINUED

- We will work with Victorian operators to support them becoming 'internationally ready' by providing them with global intelligence, research and insights, training and access to market opportunities including inbound and outbound trade missions and trade immersions and other events such as AIME and the Australian Tourism Exchange.

- **Regional dispersal**

- We will build on the strength of Victoria's existing touring route network (Great Southern Touring Route, Sydney-Melbourne Touring, Go Beyond Melbourne) by introducing a new initiative, 'Touring Victoria', that will increase international regional dispersal by bringing Visit Victoria's activities together in one program including: cooperative marketing; international readiness development; and trade training. It will strengthen Visit Victoria's partnership with VEPs to ensure all regions are supported, as well as enable more consistent and compelling communication of the benefits of working with international markets to industry and other partners.





OUR MARKET PRIORITIES CONTINUED



INTERSTATE MARKETS - LEADERSHIP MARKET

The interstate market remains critical for Melbourne, maintaining leadership requires us to continually offer 'new news' while reinforcing its position as Australia's culinary, cultural and events capital.

At the heart of our domestic activities are Lifestyle Leaders — progressive, experience-seeking travellers who value quality over price, and actively share recommendations within their networks. For interstate audiences, Melbourne's vibrancy and major events remain the core draw, with emerging opportunity to complement this with regional experiences to increase trips and spend.



CREATE DEMAND: In interstate markets, aspiration is built by keeping Victoria top of mind as fresh and distinctive.

• Emotional connection

- We will create an emotional connection with our target markets for Victoria through the *Every bit different* campaign in key markets - New South Wales, Queensland and South Australia - to highlight Melbourne's 'new news' and introduce regional Victoria, using key media channels such as audio, digital, out of home, social, streaming and television.

- We will work with media and influencers to share Victoria's compelling stories through media coverage and content delivery.
- We will maximise the strength of Victoria's Events Calendar and the associated broadcast and media coverage to showcase Melbourne and Victoria's key experiences to a national audience.
- We will grow and leverage our extensive digital platforms and channels to prioritise our tourism businesses and events.



CONVERT DEMAND:
The decision to travel is shaped by ease and urgency.

• Event leverage

- We will strategically acquire events that appeal to priority audiences, and balance visitation to address seasonality opportunities.

• Domestic airline and travel partnerships

- We will work with domestic airlines, hotel groups and travel partners to implement cooperative campaigns to drive bookings with a focus on off-peak and shoulder seasons.

OUR MARKET PRIORITIES CONTINUED



CONNECT DEMAND: Once here, connection ensures interstate visitors return and spread their journeys.

- **Ongoing engagement**

- We will maintain contact with potential travellers, through our social and digital channels and targeted content to keep Victoria 'top of mind'.

- **Industry readiness**

- We will ensure tourism businesses, operators, and regional partners are prepared to respond to demand with quality experiences, consistent branding, and coordinated offers.

- **Digital visibility**

- We will highlight regional experiences and itineraries that encourage interstate visitors to explore beyond Melbourne through ATDW profiles and our extensive digital platforms.



OUR MARKET PRIORITIES CONTINUED

INTRASTATE MARKETS - STABILITY AND DISPERSAL

Intrastate travel underpins regional economies. In our intrastate market, Lifestyle Leaders are again the priority, with a focus on strengthening perceptions amongst younger Melburnians using events as a key selling point to encourage trial. Younger audiences have grown up with abundant travel choices, and our challenge is to keep regional Victoria front of mind. We also need to encourage older Victorians to take more trips and travel further.

Events, food, creativity, and nature-based experiences are central to this proposition. This market is a foundation for dispersal and provides stability. We will position regional Victoria as the ideal break for Melburnians, providing a circuit breaker from the demands and stress of every day life.



CREATE DEMAND: For intrastate visitors, aspiration is about discovering Victoria's diversity.

- **Encouraging first time visitation**

- We will build a diverse and vibrant regional Events Calendar that celebrates each of our region's distinct offerings, addresses seasonality and drives visitation – working in collaboration with VEPs.

- **Strengthening perceptions**

- We will create a bond between younger Melburnians and regional Victoria through the sustained implementation of the *Every bit different* campaign, including advertising, social media, activations, public relations and partner activity.
- We will elevate regional Victoria's unique and compelling experiences, destinations and character.



CONVERT DEMAND: Converting interest into regional trips.

- **Visitor Economy Partnerships**

- We will partner with VEPs to deliver cooperative campaigns collaborating with local partners to ensure impact at scale.
- We will work with VEPs to develop new programs and content that showcases the best of our regions to younger and older Victorians.

- **Our platforms and channels**

- We will leverage our owned platforms in the intrastate market to increase visitation to visitvictoria.com.



Depth of content, electronic direct mail (eDMs) and social channels will encourage direct bookings to industry.

- We will harness the agile nature of our platforms to be responsive to industry need, focussing on specific times of the year and areas that will benefit most.



CONNECT: Connection here is about sustaining engagement and readiness.

- **Campaign tools**

- We will develop new tools and programs in partnership with VEPs to unite industry behind *Every bit different*, by launching a redeveloped content hub with access to up-to-date, statewide image and video content.
- We will deliver a refreshed brand and campaign toolkit for industry to use across their channels and deliver best-practice case studies from industry.

- **Industry capability programs**

- We will build operator capability in sustainability, accessibility, and digital readiness to ensure visitors can easily discover, book, and enjoy Victorian experiences.

CASE STUDY

Frida Kahlo: In her Own Image Bendigo Art Gallery

Events play a key role across Victoria. Since its inception, the Regional Events Fund has supported more than 450 events in regional Victoria. Major events, including the Cadel Evans Great Ocean Road Race, Rip Curl Pro and Australian Motorcycle Grand Prix, take our regions to the world.

We know these events give visitors a reason to return, encourage younger markets to visit for the first time, and turn locals into advocates for their region.

Recently, *Frida Kahlo: In her own image* at the Bendigo Art Gallery attracted an attendance of 105,135, with 90 per cent of visitors coming from outside Bendigo. With a strong track record of successful exhibitions at the Bendigo Art Gallery, supported by Visit Victoria, local businesses and operators now plan for these events and create themed programs and activities to enhance the visitor experience.

“Exhibitions here extend beyond the gallery walls. Businesses really get behind it in a unique way, so people coming to town can really immerse themselves in that theme – and visitors love it.”

Gaye Harrington

Business Development Manager, Bendigo Art Gallery



OUR INDUSTRY ENGAGEMENT PRIORITIES

A Team Victoria approach is one of our key strengths. Our engagement with industry enables us to better understand the issues and opportunities relevant to the sector, helping to calibrate our plans and programs.

Visit Victoria seeks to provide leadership and support to the Visitor Economy by setting a clear strategic direction, stewarding the State's Destination Brand, sharing consumer and market insights and uniting industry and Government partners.

To strengthen this work, we will elevate our industry initiatives across our international, interstate, and intrastate markets:

- **We will deepen industry engagement and understanding of Visit Victoria** through a series of regular interactions and forums, sharing our plans and the latest insights on visitation, consumer and market trends.
- **We will grow First Peoples-led experiences** by developing a Victorian First Peoples tourism proposition that articulates what is unique about Aboriginal Victoria and partnering and supporting Registered Aboriginal Parties and Traditional Owners through tailored training, access to marketing opportunities and connection with the broader tourism industry.

- **We will strengthen industry capacity and capability** through the development and enhancement of programs that provide industry with training, mentoring, and insights to support digital and international readiness, sustainability, accessibility and experience development.
- **We will expand opportunities for operators and partners to participate** in campaigns, events, and trade initiatives.
- **We will strengthen collaboration with priority sectors** through Melbourne Convention Bureau including education, trade, health and medical research, technology, engineering and renewables.

Together, these initiatives will provide platforms for engagement, expand pathways for growth, and elevate Victoria's global presence while contributing to broader economic and social outcomes.



OUR RISKS, CHALLENGES & MITIGATIONS

Visit Victoria continually monitors our sector and the changing environment for risks and challenges that require proactive management as identified below:

- Global competition is intense, requiring consistent execution of the brand and leveraging of events for global exposure.
- Visitors increasingly expect sustainable and inclusive experiences, and these values must be embedded into campaigns and product development.
- Connectivity remains vital, with aviation partnerships essential to securing access.
- External shocks, such as pandemics and economic volatility, underline the importance of market and segment diversification to build resilience.
- Our product offerings must keep pace with changing consumer demands from our priority markets, we need to continue to share consumer and market insights and support experience development through advocacy and influencing investment.

- Continued and rapid technology changes and adoption of Artificial Intelligence require us share our learnings with industry and continue to support digital and technology readiness through training and insights.

Visit Victoria's focus is on generating demand. However, outcomes for the Visitor Economy also depend on supply-side factors and strategies largely led by other parts of the ecosystem. The critical success factors include:

- **Aviation access:** Maintaining and expanding international and domestic routes is critical.
- **Workforce capacity:** Ensuring our hospitality and tourism sector have the skills and resources required to deliver quality service.
- **Investment pipeline:** Ongoing investment in infrastructure and product is required to match demand particularly in regional Victoria.

Managing these dependencies requires continued collaboration across Government, industry, and communities.



OUR SUCCESS MEASURES

This strategy defines our priorities and the strategic choices we have made to drive long-term growth for Melbourne and regional Victoria. We will measure the impact of this strategy through our established measurement frameworks and focus on the following:

Impact on the Visitor Economy

- Grow to a \$53.4 billion visitor economy by 2030.
- Increase positive brand sentiment and consideration for Victoria in priority markets.

Impact on Markets

- Balanced economic contribution across international, interstate, and intrastate markets.
- Growth in visitation, spend, and length of stay in priority markets.
- Increased number of Victorian products sold through international distribution systems.

Impact on Industry

- Improved engagement and understanding of Visit Victoria's role.
- Increased industry participation in Visit Victoria-led initiatives.
- Growth in operator capacity and capability in digital and international readiness, marketing excellence, sustainability and accessibility.
- Expansion of First Peoples-led tourism businesses supported and marketed.
- Stronger cross-sector collaboration delivering measurable trade, education, and investment benefits.



CONCLUSION - PATH TO 2030

This strategy provides an integrated and demand-led pathway to 2030.

By aligning brand, marketing, and events within the Integrated Growth Framework, Visit Victoria ensures that every investment delivers maximum impact.

With clear guiding principles, strong competitive strengths, and a united Team Victoria approach, the State is positioned to achieve its \$53.4 billion visitor economy target by 2030. Success will be measured not only in economic terms but also by stronger market performance across international, interstate and intrastate travel, and a more engaged, capable and inclusive industry that supports sustainability, First Peoples-led tourism and community pride.

