



CAPRICORN
ENTERPRISE
Region of Innovation

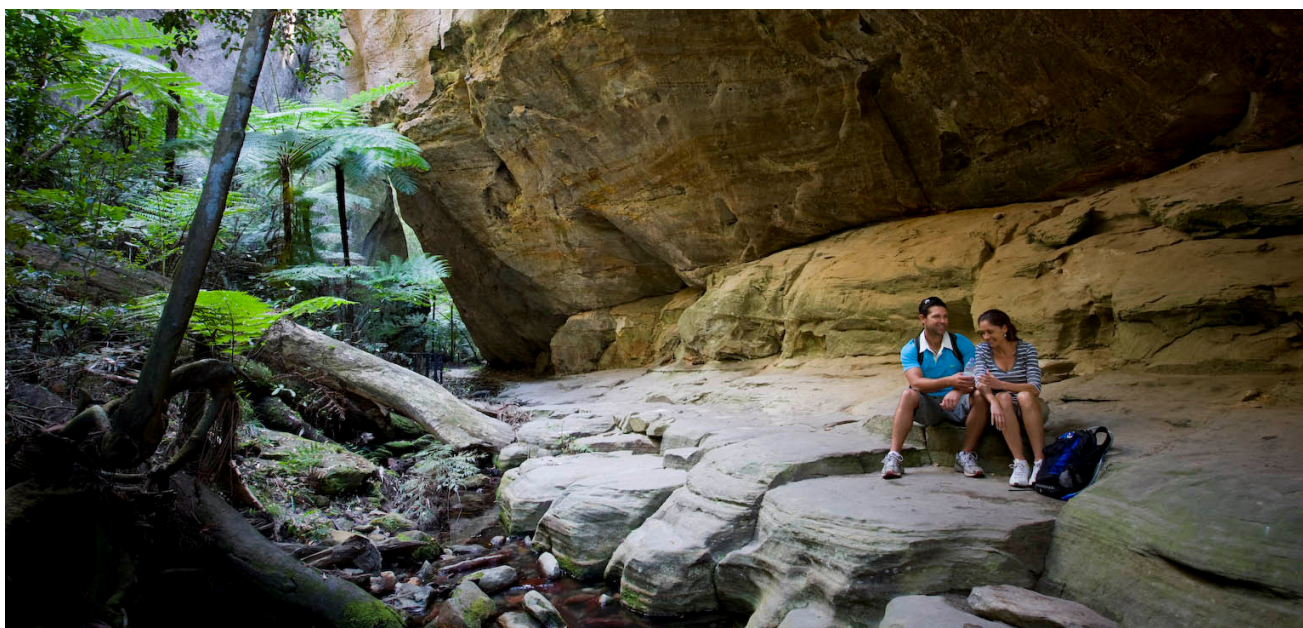
Industry TOOLKIT

Starting a Tourism
Business



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Starting a Tourism Business

First Steps to Getting Started

Developing your idea

Whilst your business idea may be something that you are passionate about, it is important to ensure that there is adequate demand for the goods/services that you are offering.

Start your research by asking a wide range of people for feedback on your proposed idea. Would they purchase what you are offering? Why or why not?

Developing contacts within the industry will also provide you with insight into the level of demand and trends within the local area. Sometimes people in similar businesses are willing to help, but if not, try talking to suppliers or businesses who are not your direct competitors.

Visit your local library or go online for information on how to conduct market research so you can build a solid knowledge base about your proposed target markets. Tourism statistics and research are available through the Tourism Queensland and Tourism Australia websites (www.tq.com.au, www.tourismaustralia.com), or schedule a meeting with a staff member from Capricorn Tourism to discuss your proposed idea.

Ready to go further? Visit Tourism Queensland's "Project Feasibility Guide" for a step-by-step guide to planning and determining the viability of new tourism ventures. Download a copy of the guide from TQ's "Resource Centre" at www.tq.com.au/resource-centre/

You can also assess how prepared you are to go into business by reading the Queensland Government Department of Employment, Economic Development and Innovation (DEEDI) Guide "7 Steps to Business Success" found at the Business Resource Centre (via www.business.qld.gov.au) or by taking the Business Readiness Diagnostic quiz, available at www.business.qld.gov.au/businessreadiness

Developing Your Business Plan

Once you've confirmed the feasibility of your new business you're ready to write your business plan. Business plans are essential for every business, not only in terms of obtaining finance, but also as an effective tool to plan the future of your businesses.

Business plans provide the means to develop all components of the business and examine the consequences of a range of strategies relating to finance, management, staffing, marketing and much more. A good business plan will arrange strategic alliances, attract key employees and sell your vision to the world. It will also help you to prioritise how you allocate your time, money, equipment and other resources so you maximise your profit.

Business planning is an ongoing business activity and should be regularly reviewed and revised as your business grows or is affected by outside factors.

Depending on what type of business you intend to start, your business plan could include these elements:

- Executive Summary - a one-page overview of the plan, written after your business plan is finalised.
- Introduction - explains the purpose and objectives of going into business.
- Marketing Analysis – an analysis of the industry you are entering and how your business fits in.
- Marketing Plan - your marketing strategy.
- Operations Plan - how you'll set up the business, i.e. structure, location, regulations.
- Management Plan - how you'll manage your business.
- Legal and Risk Management Plan – how you can identify potential impacts on your business (both positive and negative), and produce contingency plans to avoid losses or make the most of opportunities.
- Financial plan - how you'll finance your business, costing and financial projections, including budgets.
- The Action Plan - identifies the activities and tasks needed to achieve your goals, the resources that are needed and the personnel responsible for tasks and timelines.

For more information on how to develop a business plan, visit the DEEDI Business Resource Centre found at www.business.gov.au.

Financing Your Tourism Business

Working out how much finance your business needs, sourcing capital and managing your finances are important considerations for small business. Funding can assist with business start-up, expanding your business (from minor additions through to major redevelopment), or with implementing specific projects (e.g. product development, staff training).

Funding can be sourced from a variety of different avenues such as:

- Banks
- Building societies
- Credit unions
- Finance companies
- Australian, state or local government agencies
- International agencies

It can take many forms, including:

- Loans for businesses, community organisations, employers, registered training organisations or individuals
- Overdrafts
- Grants (which are usually one off funding provided by an organisation or agency)
- Programs (which are usually an ongoing source of funding provided); and
- Partnerships

If you think that a Grant will be able to assist you with your business it is important to remember that you will need to commit time to prepare your submission and if successful time to satisfy the reporting requirements.

There are five critical factors that should be considered when determining which finance option is the best:

Assessment factor	Issues addressed
Character	Honest, reliable, trustworthy Integrity Creditworthiness Track record, if any, in business Business skills and acumen
Capital	Financial strength Quality of assets Liquidity of assets Debt-equity ratio
Conditions	General economic outlook Conditions in your industry Implications for profitability and debt servicing capacity
Capacity	Ability to service the loan and meet other commitments Ability of your business to withstand a setback Your capacity to manage the business profitably
Collateral	Your willingness to pledge security Nature and acceptability of security offered Adequacy of security

You should also consider seeking advice from a professional business advisor, accountant or solicitor.

Tourism Assistance Database (TAD)

Queensland Tourism Industry Council (QTIC) and Tourism Queensland (TQ) have joined forces to pool the listing of tourism specific funding opportunities into one locality. The Tourism Assistance Database (TAD) provides updated information on available funding programs and sources of information and advice relevant to the tourism industry.

The Tourism Assistance Database provides:

- Information on relevant funding programs and grants for the tourism industry
- Advice, hints and tips on submitting a funding application
- A search tool to help find grants relevant to your organisation

For more information please visit: - www.tq.com.au/resource-centre/industry-assistance/ and click on the 'Financing your Tourism Business' tab to locate the Tourism Assistance Database.

TQUAL Grants

Through TQUAL Grants, the Australian Government has redesigned the program formerly known as the Australian Tourism Development Program to better position the Australian tourism industry in a highly competitive market. The objective of TQUAL Grants is to stimulate sustainable growth in the Australian tourism industry. It will do this by supporting initiatives that:

- Develop innovative product, services or systems within the tourism industry
- Contribute directly to long-term economic development in the host region
- Develop or support high quality visitor services and experiences.

TQUAL Grants is a highly competitive merit-based grant program. It offers grants, exclusive of GST, for eligible projects—ranging from \$5,000 to \$500,000—in three categories:

Category 1: Innovative tourism projects—grants range from \$5,000 to \$100,000.

Category 2: Integrated tourism development projects—grants range from \$100,000 to \$500,000

Category 3: National or sectoral tourism initiatives

For more information please visit <http://www.ausindustry.gov.au/Tourism/TQUALGrants/Pages/TQUALGrants.aspx>.

Inbound (International) vs Domestic Markets

What is Inbound Tourism?

International (or inbound) tourists are travellers who travel within a foreign country. Capricorn draws international visitors from our major tourist markets of: United Kingdom, Germany, rest of Europe, New Zealand and the United States.

International tourists represented approximately 12 per cent of visitors to Capricorn, with approximately 81,000 visiting the region in the year ending June 2009.

Inbound tourism covers all international tourist traffic entering a country. It is also known as ‘export tourism’ (Australia is the export), because although tourists enjoy their travel experience within Australia, they are paying for it using foreign currency brought into Australia.

Inbound tourism is big business in Australia. There were 5.7 million visitor arrivals during the year ended 29 February 2008. These visitors spent approximately \$23.3 billion on Australian goods and services. This was an increase of around 6.2 per cent compared to the previous 12 month period.

The Tourism Forecasting Committee (TFC) predicts that international visitor arrivals will reach 8.9 million by 2016 with the flow on benefits to the Australian economy in export earnings expected to reach \$35 billion.

Inbound vs Domestic – What’s the Difference?

Domestic tourists are residents of a country who are travelling within it. The majority of tourists visiting the Capricorn region live in Australia and most travel from regional and south east Queensland, NSW and Victoria. These tourists, and other Australians who travel within the country, would be referred to as *domestic tourists*.

Domestic tourism accounted for approximately 87 per cent of visitors to the region, with approximately 584,000 domestic overnight visitors travelling to Capricorn in the year ending June 2009.

Domestic tourism accounts for 75 per cent of all tourism in Australia. For the year ended December 2007, the economic value of domestic tourism was \$58 billion, up by 7 per cent compared to the previous year. International visitors made up the remaining 25 per cent, spending \$22.6 billion in the same year. International tourists usually travel for longer and spend more money than domestic travellers, averaging \$2,960 per trip compared to \$590 per trip for domestic travellers.

Although inbound markets are expected to increase, domestic tourism will continue to dominate Australia’s tourism industry. The vast majority of Australian operators concentrate on marketing their product domestically and then market to international travellers once they have secured a foothold at home.

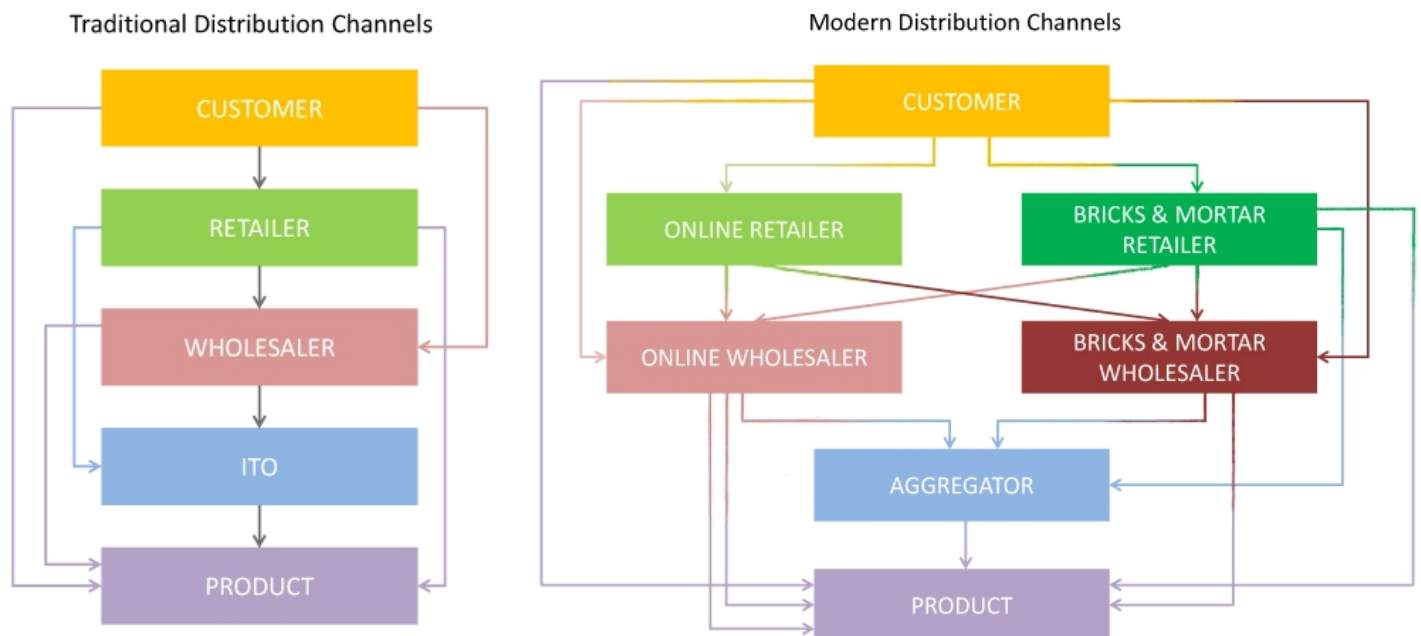
While marketing your product to international travellers has many benefits, there are a number of differences between domestic and international tourism markets including:

- Overseas consumers, particularly long haul travellers, may have limited knowledge of Australia; Marketing costs are higher overseas;
- International markets vary considerably from country to country both in terms of travellers’ needs and the structure of the travel distribution system;
- International itineraries are generally more complex than domestic itineraries;
- Selling travel products to the international travel trade usually requires a commitment to their pricing and commission structures over a long period of time;
- Language and cultural differences create additional challenges for both marketing and product delivery; and
- Entering and establishing your business in the international market is a long term investment and it may take several years to recoup costs.

It is important to understand that overseas markets are very competitive, often more so than the domestic market. Not only are you competing against companies that provide similar products, you are also competing against other international destinations. Therefore, it is recommended that you take a different approach to international marketing, using different distribution channels and promotional mediums.

Limited consumer knowledge of Australia may require new promotional messages for your product that highlight the unique benefits of the destination and distinguish it from the rest of the world. In the international arena, selling your region and educating travellers about your destination and its attributes is often the first step in selling your product.

Tourism/Travel Distribution Systems



The tourism and travel industry is comprised of a complex, informal global network of independent businesses which form the ‘travel distribution chain’. This network allows both domestic and international consumers to research, book and pay for your Australian-based product.

Travel distributors allow you to broaden your customer base far beyond the reach of your own limited marketing budget. They are particularly important to the inbound tourism industry as overseas consumers still rely heavily on the advice of local travel experts when planning their Australian holiday, particularly in long haul and emerging markets.

Travel distributors can also provide insights and advice on target markets and suggest changes or improvements to your product that will help you meet the needs of your consumers.

The travel distribution system covers all the channels through which an international traveller can buy your product. Other than approaching you directly, international and domestic travellers may book your product via:

1. Local travel agents
2. Tour wholesalers/ operators that market directly to consumers (direct sellers)
3. Inbound tour operators (ITO)
4. Meeting, Incentive, Conference and Exhibition (MICE) planners, and
5. Online – through travel portals or individual Internet booking engines.

Distribution channels and consumer purchasing behaviour varies from market to market so you will also need to understand the structure of the distribution system specific to your target markets. When considering how best to distribute your product to international consumers, it is important to understand each channel and the relationships between companies within the distribution channel.

Pricing and commission structures are also an important factor in deciding which distribution system (or systems) you choose to rely on. The following is a guide to industry standard commission structures:

What are Travel Distributors looking for?

Travel distributors seek product suppliers that can offer:

- Quality products and experiences;
- Reliability (consistent operating hours and regular schedules);
- Efficient operations and procedures;
- Friendly, helpful reservations staff;
- High levels of customer service;
- Understanding of the cultural needs of different markets;
- Established and stable operations;
- Consistent pricing policies that consider all levels of distribution;
- Easy communication via email, toll free numbers and fax; and
- Fast and efficient turnaround and response times.

Building relationships and establishing your credentials takes time. Do not anticipate immediate results. The process of making key sales staff aware of your product, developing a new product range and brochuring a new product can take a minimum of 12 – 18 months, and even longer for some markets.

Inbound Tour Operators

An inbound tour operator (ITO), also known as a ground operator or destination management company (DMC), is an Australian based business that specialises in developing programs and itineraries for distribution through overseas travel distributors and organising land arrangements on behalf of overseas travel companies.

ITOs are a vital link between Australian tourism products and the overseas travel distributors that buy them, including travel wholesalers, direct sellers, travel agents, meeting planners and event planners.

An ITO provides consultation on itinerary planning and product selection, and coordinates the reservation, confirmation and payment of travel arrangements on behalf of their clients by working with overseas travel companies and with Australian tourism products. They bring the components of accommodation, tours, transport and meals together to create a fully inclusive itinerary.

Dealing with an ITO provides many benefits for overseas travel companies, including:

- Local expertise on existing and new Australian tourism experiences;
- Staff knowledge of Australia;
- Itinerary consultation and advice on packaging products together;
- Instant access to a wide range of tourism products, eliminating the need to contact individual suppliers, reducing paperwork and simplifying payment;

- Assisting in quality control by providing first hand feedback to overseas operators; and
- Acting as a local contact point for the clients of overseas agents visiting Australia.

ITOs understand the interests, needs and culture of Australia's overseas markets and are familiar with new developments in Australian tourism products. When your planning and research is complete and you have developed a suitable product, it is a good idea to discuss your product with several ITOs who work in the markets you are targeting. They can assist you to assess your product's suitability – remember to remain flexible and stay open to advice during your discussions!

Dealing with an ITO offers many advantages for tourism product suppliers, including:

- Regular business from a number of markets;
- Extensive knowledge of international consumer needs;
- ITOs make regular sales visits to their overseas markets and act as an extension to your marketing arm and booking office;
- Access to international travel partners, expanding your distribution network;
- Easier communication and payment recovery; and
- Payment in Australian currency.

Where do you find ITOs?

Australian Tourism Export Council (ATEC) can provide members with a list of ITOs and the markets in which they operate. Destination Marketing staff at Capricorn Tourism can also provide you with contact details for suitable ITOs.

Tour Wholesalers

Tour wholesalers, also known as international travel wholesalers, are located in overseas markets and have traditionally provided a link between travel agents and ITOs or suppliers. Tour wholesalers purchase programs developed by Australian based ITOs or develop their own packages and itineraries to make travel planning and advice easier for travel agents and consumers. These packages will usually offer transport, accommodation, tours and attractions.

Tying your tourism product to destination marketing campaigns such as Capricorn's Reef to Outback or Dig the Tropic campaigns can streamline this process and strengthen the branding of the local area. To get more information on being involved in Capricorn Tourism's international ready itineraries and packages, talk to a Destination Marketing staff member on +61 7 4927 2055.

The role of the wholesaler is changing and varies from market to market. In some markets, wholesalers are also 'direct sellers' who bypass travel agents to directly target consumers. In other markets, there are no wholesalers in the traditional sense and travel agents perform both roles.

Traditionally, travel packages are published in brochures and promoted and distributed via retail travel networks. Wholesalers may operate their own retail outlets, a common occurrence in North America, the United Kingdom and Germany, or work with an established network of travel agents in their own country.

Wholesalers may also specialise in particular market segments such as adventure, gay and lesbian, or the 50-plus market, and have access to consumer niches that may not be available through mainstream distribution networks. By researching wholesalers and their target markets, you can tailor your distribution methods and reach your chosen segments more effectively.

Many wholesalers rely on an ITO to identify and recommend new Australian products to include in their programs. It is essential that you establish good relationships with the inbound tour operators who specialise in your target markets.

Building a relationship with an international wholesaler is critical. This can be achieved by conducting "in market" sales calls to meet with and sell the benefits of your product to a Product Manager at a wholesale travel organisation.

Participating in trade events such as the Australian Tourism Exchange (ATE) also provides an opportunity to meet with key wholesale travel decision makers. ATE is an annual event for major international wholesalers who brochure and promote Australian tourism experiences to meet with Australian tourism products.

Key Tips for Working with Wholesalers

- Research – find out which markets the wholesaler targets, the type of experience they sell and who their distribution partners are;
- Keep wholesalers up-to-date on any new product developments or changes to your product;
- Suggest ideas for packaging your product to make it easier to sell;
- Highlight your unique selling point (USP), the benefits of your product and the factors that set you apart from the competition;
- Make sure that you understand the overseas distribution system, commission structure and the need to set advance rates when setting your pricing; and
- Keep in mind any terms and conditions or consumer protection laws that the wholesaler must adhere to. In particular, Europe and Japan have strict consumer laws that require companies to deliver the promised standard of holiday experience

Retail Travel Agents

Retail travel agents (such as Capricorn Holidays) are based in the consumers' country of origin and act as the shop front of the travel industry, dealing directly with consumers. Retail travel agents offer wide distribution in prominent suburban locations and provide a convenient place for potential travellers to make bookings and buy holidays.

Traditionally, retail travel agents have provided a link between the wholesaler and consumers. With the integration of distribution roles, however, the retailer may deal directly with ITOs or Australian-based products, particularly in Asian markets.

Many retail travel agents belong to a larger chain of travel agencies or consortiums that use their combined resources to market the agency brand. In some countries, retail agencies may be operated by travel wholesalers. Independent agencies are increasingly turning to high yield, special interest travel niches to make up for falling airline commissions and increased competition.

Despite the increasing popularity of the internet, consumers still rely on retail travel agents to plan and book their travel. For complex, long haul destinations such as Australia, clients value their agent's expertise in developing customised itineraries.

Retail travel agents can be used to sell standard tourism product such as accommodation, dining options, tours and transport, distribute packages that include value adding (such as complimentary dining, or co-operative rates from a partner operator) or offer last-minute rates. How you choose to work with travel agents is entirely up to you!

Capricorn Holidays offers tourism booking services through 5 information centres in Rockhampton, Emerald and Yeppoon, as well as online at www.capricornonline.com.au. These services are offered to all members of Capricorn Tourism as a membership benefit and are a great way to build upon existing distribution methods.

To get the most of your partnership with Capricorn Holidays, call the Membership at Capricorn Tourism on +61 7 4927 2055.

Meeting, Incentives, Conferences and Exhibition (MICE) Planners

Meetings, Incentive, Conference and Exhibition (MICE) planners organise and manage all aspects of meetings and events including conventions, conferences, incentives, seminars, workshops, symposiums, exhibitions and special events. Incentive trips are awarded as a non-cash bonus for good performance and may include a corporate meeting or corporate team-building activity. All these events attract delegates and participants from Australia and overseas.

Meeting and incentive planners use a wide variety of services and products, including venues, tour operators, accommodation, team building companies and restaurants. They look for unique travel experiences and require different support and facilities to leisure tourism.

Meeting and incentive planners are also known as:

- Professional Conference Organisers (PCO);
- Destination Management Companies (DMC);
- Conference Managers;
- Event Managers;
- Incentive Houses;
- Travel Fulfilment Companies; and
- Special Project Managers.

Meeting and incentive program requirements vary from market to market. It is important to match your product offerings to the needs of the market. Business events is a high yielding tourism segment within Capricorn, with business travel accounting for approximately 1/3rd of overall visitors to the Capricorn Region. For more information on business events within the Capricorn Region, please contact Capricorn Business and Events on +61 7 4927 2055.

Key tips for working with Meeting and Incentive Planners

- Offer a variety of itineraries that include unique and diverse experiences;
- Ensure the ITOs and DMCs that handle business and incentive travel are familiar with your product;
- Suggest interesting ways to package your product together with other experiences; and
- Participate in cooperative marketing activities organised by Tourism Australia and your local Convention and Visitors Bureau (CVB), such as Capricorn Business and Events.

Online Distribution

With the continual growth of the internet as a tool for both planning and booking travel, the presence and importance of online distribution has grown. There are an abundance of websites currently offering a booking mechanism for travel related products. These websites fall into three categories:

1. Last minute or distressed inventory sites such as Need It Now www.needitnow.com.au or Last Minute www.lastminute.com.au where suppliers can sell product at dynamic prices, based on the availability of the product on a particular date.
2. Websites operated by established retailers, wholesalers and inbound tour operators as an extension of their traditional operations, such as Capricorn Holiday's booking site, www.capricornonline.com.au. Some of these sites can be accessed by the consumer whilst others require a user password and are dedicated trade only sites.
3. Dedicated 'e-travel companies' websites where consumers can purchase a product or an entire holiday package online. Examples of these are Expedia www.expedia.com.au, Travelocity www.travelocity.com or Wotif www.wotif.com.au.

Online distribution is less structured than the traditional travel distribution system. Commission levels vary from site to site, depending on how the site is operated. Before establishing a distribution deal with any online partners, it is important to research the site, how it operates and how it will promote your product, as well as how information is loaded and updated.

Many sites provide you with access to maintain and update your details on the site. While this does provide you with control over the information on your product it can also be very time consuming, especially if you are featured on a number of sites.

Capricorn Tourism members can access a number of e-Marketing services through membership benefits, including online profiles and booking services at www.capricornholidays.com.au and www.capricornonline.com.au, as well as consumer newsletters outline specials and hot deals.

To make the most of these opportunities, call an e-Marketing staff member at Capricorn Tourism on +61 7 4927 2055.

Pricing your Tourism Product

To be successful in the marketplace, a product must be priced accurately and competitively.

This requires a clear understanding of the individual costs of all product components and their impact on total product price.

Factors influencing pricing

Seasonality - Fluctuations in business between high and low seasons.

Operating costs - Includes general overheads, promotion and labour costs which can vary, depending on business peaks and troughs.

Competition - This influences the maximum price for which a product can be sold.

Demand - Generated by existing and potential customers.

Calculating a basic sale price

A base **nett rate** is what an operator receives from the sale of a product. Base nett rate is generally calculated considering overheads and other operating costs, allowing for a margin on the price that is considered profit.

Examples of overheads and operating costs include:

- Labour costs (including yourself and your staff)
- Cleaning, maintenance and repairs
- Stock (including stationery, linen, food, petrol, stamps, machinery and uniforms)
- Bank fees
- Insurances
- Marketing (including research, advertisements, promotions, brochures, consumer or trade events and travel costs)
- Commission rates

Nett Rate = operating costs and profit

Pricing Pointers

- Consider all costs and include in pricing
- Differentiate between fixed costs (eg rent) and variable costs (eg promotions). Variable costs, including the actual cost of a product, will change as product demand changes
- Be realistic to ensure you obtain profits while retaining a competitive edge
- Understand market demands and their impact on price.
- Consider what can be added to improve sales without sacrificing profit
- Improve ease of payment for customers by providing credit card facilities/Internet payment facilities
- Consider expanding the distribution channels available to sell a product, using travel agents, wholesalers and inbound operators
- Ensure commission rates for all intermediaries are factored into retail price
- Be sure of different pricing levels for different intermediaries and quote accordingly
- Anticipate and allow for delayed payments when dealing with sales agents (eg wholesaler voucher system)
- If packaging, determine the most appropriate pricing method for the particular product (eg disguised or visible)

Commissions

Smaller operators usually sell direct to customers, thereby providing the best profit margin. However, expanding the number of distribution channels selling a product can improve sales and profitability. Establishing a business link with sales intermediaries does involve some costs. These are usually not upfront costs, but incurred after a sale is made.

This is commonly known as a 'commission' and is classified as a distribution cost. Using a combination of distribution channels to sell a product can contribute to improved bookings and ultimately increase profits.

Pricing and commission structures are an important factor in deciding which distribution system (or systems) you choose to rely on. Any product or package distributed through the distribution system will need to be fully commissionable.

The cost of covering commissions on top of operating costs may seem daunting to some operators, however it is important to remember that you only pay a commission on those bookings actually made through the wholesaler or travel agent, and you may not have received that business otherwise.

The commission must be included in your rack or retail rate, and should not be added to this rate. For example, if your product sells for \$110, the nett rate you would receive from a Retail Travel Agent would be less 10 per cent - \$99. Commissions are an important factor in developing pricing for your tourism product, especially when considering entering the inbound tourism market.

Retail Price = nett rate + distribution costs. Distribution costs must be added to nett rates to create a retail price. **A retail price is the maximum price a customer pays for a product, irrespective of where it is bought.**

The following is a guide to industry standard commission structures:

SALES METHOD	LEVEL OF COMMISSION	EXPLANATION
Inbound operator	30%	A nett price providing a 30% margin is agreed with the inbound tour operator, on behalf of the overseas client, wholesaler or travel agent
Tour wholesaler	20-25%	A wholesaler will receive 20% commission to cover the costs involved in selling your product
Retail travel agent	10%	A travel agent retains a standard 10% commission once the booking is confirmed
Direct with consumer	Nil	If the client buys the product directly from you, it is relatively easy to set the price. However, the gross rate should be the same as that provided to ITOs, wholesalers and retails agents.
Source: Tourism Australia, 2009. Please note information on the subject of commission levels is intended as a guide only.		

Useful Acronyms

APEC	Asia-Pacific Economic Corporation
ATDW	Australian Tourism Data Warehouse
ATEC	Australian Tourism Export Council
CHRC	Central Highlands Regional Council
CTDO	Capricorn Tourism Development Organisation
DEEDI	Department of Employment, Economic Development and Innovation
DMC	Destination Management Company
FIT	Free Independent Traveller
ITO	Inbound Tour Operator
LGA	Local Government Authority
LTO	Local Tourism Organisation
MICE	Meetings, Incentives, Conferences and Exhibitions
NTO	National Tourism Organisation
QTIC	Queensland Tourism Industry Council
RDA	Regional Development Australia
RRC	Rockhampton Regional Council
RTO	Regional Tourism Organisation
STO	State Tourism Organisation
TA	Tourism Australia
TAD	Tourism Assistance Database
TQ	Tourism Queensland
VIC	Visitor Information Centre
VFR	Visiting Friends and/or Relatives
VJP	Visiting Journalist Program

The information outlined within this Toolkit has been sourced from:

Tourism Australia – www.tourism.australia.com

Tourism Queensland – www.tq.com.au

Tourism New South Wales – www.tourism.nsw.gov.au

Tourism Victoria – www.tourism.vic.gov.au

Department of Employment, Economic Development and Innovation – www.business.qld.gov.au and
www.deedi.qld.gov.au

Australian Tourism Data Warehouse – www.atdw.com.au

Queensland Tourism Industry Council – www.qtic.com.au

Capricorn Tourism – www.capricorntourism.com.au