



# Indigenous Tourism Development

**John Huggins**

Director of Brand & Communications



**“Tourism is one of our nation’s key economic strengths. The jobs of over 929,000 Australians are linked to tourism and for every dollar that is spent on tourism, an additional 90 cents is generated in other parts of the Australian economy. Across the country, that is a higher dollar impact than retail, mining or education.”** Andrew Robb AO, previous Minister for Trade and Investment, 2014.



## Tourism Australia's Consumer Demand Project (CDP) for Nature (2016)

- 11% Indigenous experiences
- 17% Native or Cultural Heritage or Activities

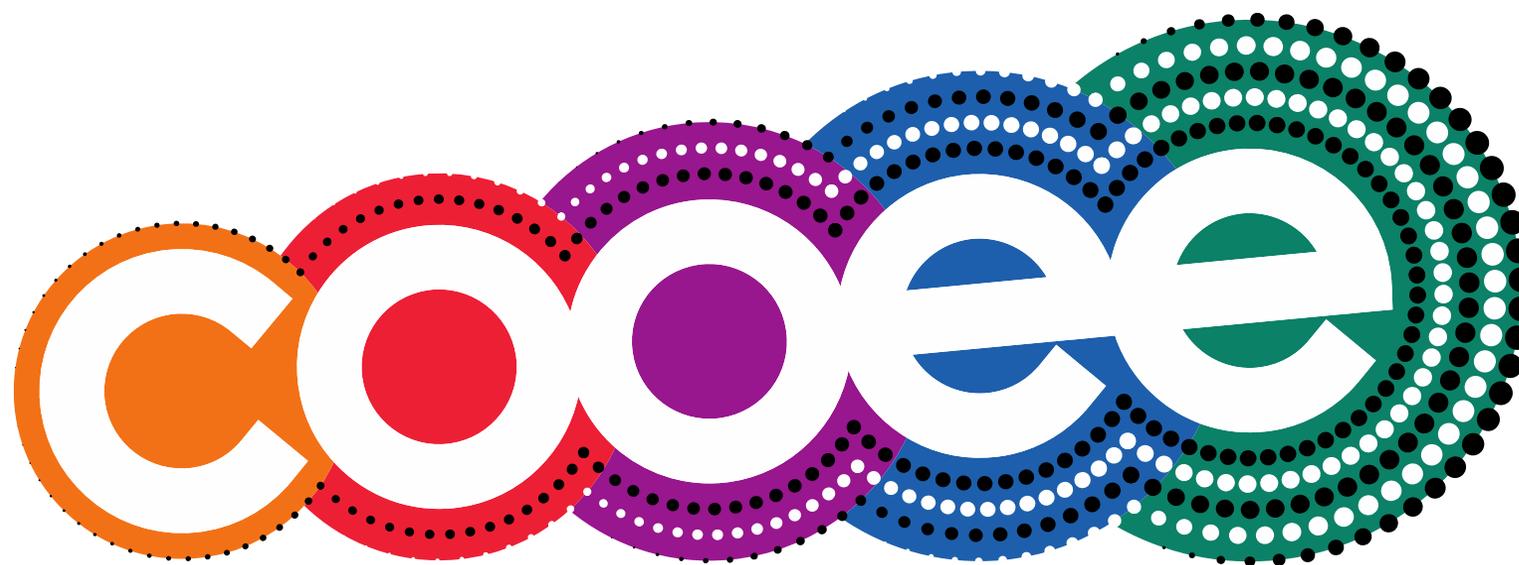
## Challenges to Indigenous tourism businesses:

- Challenges: sourcing, training and retaining appropriate staff generally and Indigenous people specifically; increasing government regulations (i.e., permits, accreditation) and the difficulties associated with living and working in a remote location (i.e., increased operational costs).

Ruhanen, L, Whitford, M & McLennan C 2013, Demand and Supply Issues in Indigenous Tourism: A Gap Analysis, Indigenous Business Australia & Department of Resources, Energy and Tourism, Indigenous Tourism Working Group

**Tjapukai**  
WHERE AUSTRALIA BEGINS





# TRAVELLER

Following extensive consultation, Cooee Traveller will be the new, commercially-friendly business name as of July 20

The word 'Cooee' is said to mean '**Come here**' or is a 'call of location'. 'Cooee' is derived from the Sydney Aboriginal Language although used extensively across Australia.

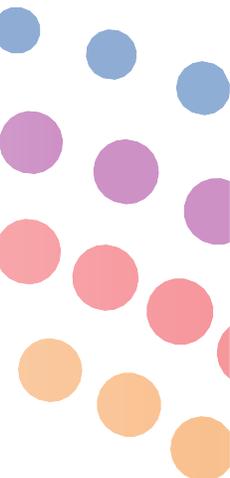
Cooee Traveller will also provide new marketing and brand opportunities for all assets through an aligned brand.

Designed by Marcus Lee Design, Melbourne.

# Cooee Traveller's Structure

IBA Tourism Asset Management Pty Ltd (t/a “Cooee Traveller”) is a wholly owned subsidiary company of Indigenous Business Australia (IBA) established to provide management services and develop a national Indigenous tourism brand to generate sustainable returns for IBA’s portfolio of tourism and accommodation assets.

The Cooee Traveller team comprises of a specialist group of Indigenous and non-Indigenous tourism professionals working together to build on the success of Australia's leading Indigenous tourism assets.



A person with a backpack is seen from the side, looking out over a coastal landscape at sunset. The sky is filled with orange and yellow clouds, and the sun is low on the horizon. The foreground shows a rocky outcrop.

Cooee Traveller represents a growing opportunity to deliver economic empowerment and showcase the diverse culture of Australia's first peoples.

## Our Vision

“Aboriginal and Torres Strait Islander people to be at the heart of Australian tourism”



# Cooee Traveller's Key Purpose

Our mission is to build a unique national Portfolio of Indigenous tourism assets that:

1. Create sustainable economic foundations that enable Indigenous people to lead the future of their tourism enterprises
2. Strengthen the financial and operational performance across the IBA Tourism Portfolio
3. Improve Indigenous employment and training outcomes
4. Increase Indigenous supply chain opportunities from IBA's tourism investment
5. Deliver a high quality competitive management company that realises benefits at the asset level
6. Build a dynamic, bold and culturally acceptable national brand.

# What We Do

## Financial Management

- Payroll Management
- EOM and Financial Reporting
- Fixed Asset Management
- Accounts Payable & Receivable
- Budgets and Cash Flow Forecasting
- Procurement
- Financial Performance Reporting
- Audit Management
- Investment Assessments

## HR & Training

- Workforce Development
- Training Plans
- Recruitment
- Indigenous Employment Strategy Implementation
- Organisational Reviews
- Social Return on Investment targets
- Workplace Culture Improvements
- Mentoring Program Rollout

## Sales and Marketing

- Travel Trade Marketing
- Social Media Marketing
- Website Development
- Media and Public Relations
- Brand Strategies
- Integrated Marketing Program
- Budgeting & Planning
- Reservations Management
- Revenue Management and Maximisation

## Product Development

- Strategic Planning
- Project Management
- Master Planning
- Indigenous Tourism Product Development
- Tourism and Conservation Planning
- Grant Applications
- Business Planning
- Review existing management capabilities

## Asset Management

- Shareholder Representation
- Asset Management Plans and Strategies
- Monitoring and Reporting
- CAPEX Planning
- Funding Models
- Investment and Divestment Strategies

## Our Focus

Our Target Market	Our Market Focus	Our Industry Focus	Our Target Client
<p>Travellers who want to experience Aboriginal and Torres Strait Islander culture</p> <p>Travellers who are open to new experiences, giving us an opportunity to change perceptions and convert them into Indigenous tourism seekers</p>	<p>Domestic and International Leisure Travellers</p> <p>Education Groups</p> <p>Meetings, Incentives, Conferences, Events</p> <p>Business Travellers</p>	<p>Indigenous Traditional Owner Groups</p> <p>Indigenous Business Sector</p> <p>Government organisations</p> <p>Local, State, National Tourism Organisations</p>	<p>Tourism accommodation businesses seeking to work with Australia's foremost specialist Indigenous tourism management company</p> <p>Investors seeking partnerships in tourism enterprises that deliver Indigenous economic and social returns</p>

# Our Strategic Priorities

1. Actively Manage focusing on commerciality	2. Grow Indigenous Tourism Market Share	3. Generate Indigenous Economic Impact	4. Empower ongoing tourism industry development
<p>1.1 Strengthen financial and operational performance across IBA Tourism and Hospitality Portfolio</p> <p>1.2 Provide competitive management services that drive benefits at the asset level</p> <p>1.3 Develop commercial capacity with Indigenous owners</p> <p>1.4 Achieve trending revenue growth and improve on profitability and margins</p> <p>1.5 Establish rigour in investment management and grow capital values</p>	<p>2.1 Create a dynamic, bold and culturally acceptable brand for a national Indigenous tourism portfolio</p> <p>2.2 Innovate and pursue unique cultural experiences</p> <p>2.3 Improve competitive positioning, drive demand to expand market share</p> <p>2.4 Prioritise culture and communications</p> <p>2.5 Establish a service focus to deliver high quality accommodation and cultural experiences</p>	<p>3.1 Increase Indigenous supply chain opportunities from IBA's tourism investments</p> <p>3.2 Improve Indigenous employment and training outcomes</p> <p>3.3 Increase self management and participation opportunities for Indigenous owners</p> <p>3.4 Build and maintain strong partnerships with Indigenous stakeholders</p> <p>3.5 Generate returns, promote wealth accumulation and asset ownership for Indigenous partners</p>	<p>4.1 Create sustainable economic foundations that enable Indigenous people to lead their enterprises</p> <p>4.2 Enable progressive self management and economic self sufficiency for Indigenous investors</p> <p>4.3 Build and maintain strong industry partnerships that support Indigenous tourism</p> <p>4.4 Encourage innovation in tourism investment</p> <p>4.5 Participate in national Indigenous tourism initiatives</p>



# Case Study: Wilpena Pound Resort

At the heart of the Flinders Ranges, South Australia is Wilpena Pound, home of the Adnyamathanha people.

Wilpena Pound Resort was acquired in June 2012 through a joint venture of Indigenous Business Australia (IBA) and the Adnyamathanha Traditional Lands Association (ATLA). ITAM took management in April 2015.

Adnyamathanha Traditional Lands Association (ATLA) wanted three outcomes from their involvement:

1. Profitability
2. Stable employment of Adnyamathanha people
3. Cultural experiences developed



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- Stable employment of Adnyamathanha people
- Cultural experience



# Case Study: Wilpena Pound Resort

Cohee Traveller has delivered:

**Profitability:** Increased REVPAR at the Resort and at the Ikara Safari Camps by 10%. Grew Revenue in June 2016 by 37% YOY.

**Indigenous employment:** Over half (55% at July, 2016) are Aboriginal people compared to 21% in January 2015.

**Cultural experiences:** A daily Welcome to Country performance in language and smoking ceremony. Cultural walking tours experiencing an increase in popularity. Ideas to extend to replica camp site and 'Bush buddies' tour. Developing a signature cultural experience.



# Case Study: Cultural Activities in practice at Wilpena Pound Resort

Since 2015, ITAM has worked closely with Adnyamathanha people to deliver cultural tourism products to Wilpena Pound Resort. The resort is a joint venture between the Adnyamathanha Traditional Lands Association (ATLA) and Indigenous Business Australia (IBA).

On Average 30 visitors per day have participated in a Welcome to Country performance in language and smoking ceremony.

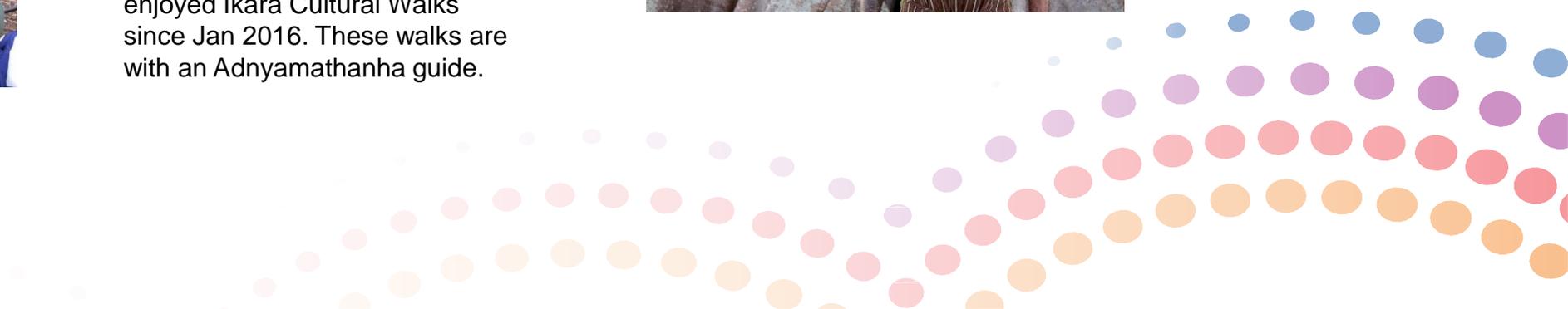


Indigenous chef and ITAM consultant, Clayton Donovan, has provided input into the resort's food and beverage menu to feature local Adnyamathanha cuisine.

Developing a Signature Cultural Experience  
A Cultural Cookout is currently being developed.



Over 800 visitors have paid and enjoyed Ikara Cultural Walks since Jan 2016. These walks are with an Adnyamathanha guide.



*“The difficulty with Indigenous groups is that they do not have access to the capital in the main, so we have to find a way to make capital available without placing at risk the nature of the tenure in order to get enterprises up and running (Senator Patrick Dodson, Chair Yawuru Native Title Holders, 2014)”*



# Native Title Determinations

As at 30 September 2016

## Determination Outcomes

- Native title exists (exclusive)
- Native title exists (non-exclusive)
- Native title does not exist
- Native title extinguished  
(Not within determined area)

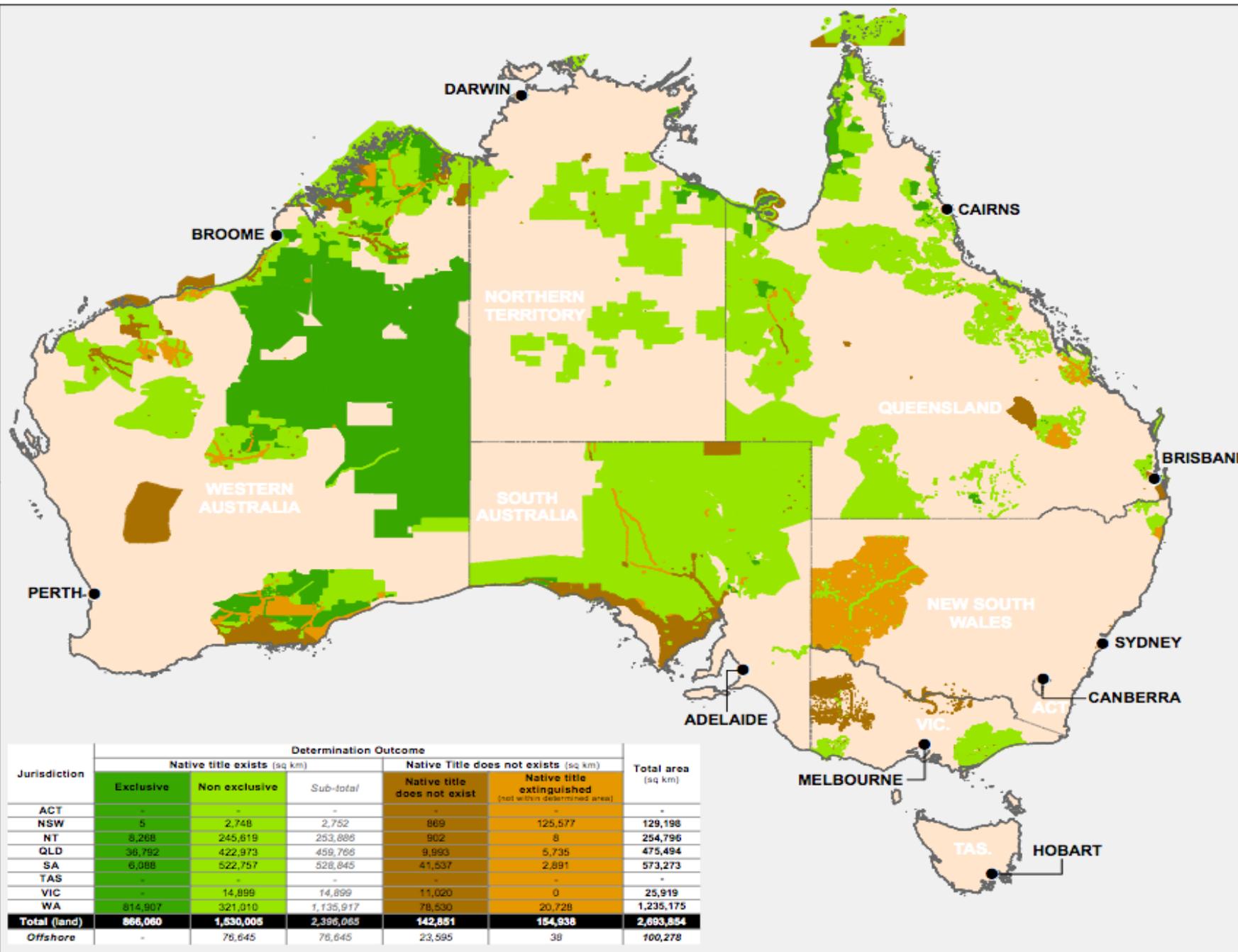
Some or parts of some determinations may not yet be in effect or on the National Native Title Register (NNT). The court may decide that the determination of native title will take effect conditional upon some future event occurring, for example, the registration of an Indigenous Land Use Agreement or the establishment and registration of a prescribed body corporate (PBC). In these cases the determination, or relevant part, will not be registered on the NNT until the condition has been met.

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Areas have been calculated using Australian Albers projection (EPSG 3577) in square kilometres. Reference to ACT also include Jervis Bay Territory.

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The Registrar, the National Native Title Tribunal and its staff, members and agents and the Commonwealth (collectively the Commonwealth) accept no liability and give no undertakings, guarantees or warranties concerning the accuracy, completeness or fitness for purpose of the information provided.  
In return for you receiving this information you agree to release and indemnify the Commonwealth and third party data suppliers in respect of all claims, expenses, losses, damages and costs arising directly or indirectly from your use of the information and the use of the information you obtained by any third party.



Jurisdiction	Determination Outcome					Total area (sq km)
	Native title exists (sq km)			Native Title does not exist (sq km)		
	Exclusive	Non exclusive	Sub-total	Native title does not exist	Native title extinguished (not within determined area)	
ACT	-	-	-	-	-	-
NSW	5	2,748	2,752	869	125,577	129,198
NT	8,268	245,819	253,886	902	8	254,796
QLD	36,792	422,973	459,766	9,993	5,735	475,494
SA	6,088	522,757	528,845	41,537	2,891	573,273
TAS	-	-	-	-	-	-
VIC	-	14,899	14,899	11,020	0	25,919
WA	814,907	321,010	1,135,917	78,530	20,728	1,235,175
<b>Total (land)</b>	<b>866,060</b>	<b>1,830,005</b>	<b>2,396,065</b>	<b>142,851</b>	<b>154,938</b>	<b>2,693,854</b>
Offshore	-	76,645	76,645	23,595	38	100,278

# Cooee Camping Strategy

Camping enterprises aligns with Indigenous outcomes:

- Under the Native Title determination camping is listed as a traditional cultural activity and is therefore intrinsically linked to Traditional Owners and Country
- Camping is more accessible for Traditional Owners as it's on country and provides employment outcomes in the local communities
- Access and/or ownership of prime greenfield sites and holiday parks.

Can be performed on centralised model:

- Camping model can be pursued and implemented by Cooee Traveller using centralised model.



# Industry growth

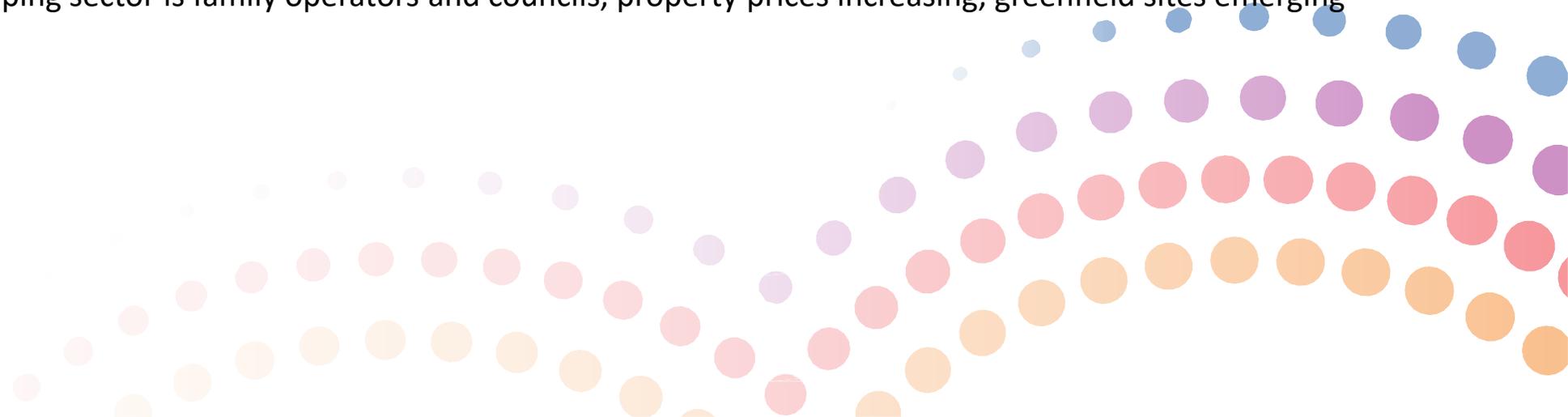
A total of 11.6 million caravanning and camping trips were taken by Australians for the year ending June 2016, representing a 13% increase on the previous year and the highest recorded annual growth to date.

Family holidays: 30 to 54 year old segment is driving the growth in trips, representing 46% of the market and showing strong growth at 11% on the previous year.

Younger FIT market: 20 to 29 y.o segment accounted for 18% of caravanning and camping trips, which represents 19% of growth on the previous year

Domestic travel accounts for 90% of all tourism spend in regional areas, increasing by 6% in this FY to reach a record \$45.1 billion.

\$1.5 billion Caravan and camping sector is family operators and councils, property prices increasing, greenfield sites emerging





**Cooee Traveller will provide new marketing and brand opportunities for all managed assets through an aligned brand, and setting a foundation of values.**

**Brand promise: *Local Aboriginal and/or Torres Strait Islander people to be at the heart of your tourism business.***

- Must invest in training and employment for local Aboriginal people
- Must have an Indigenous Employment Strategy and plan, active strategy to promote and invest in progression of Aboriginal people across all organisational levels
- Must develop and offer cultural tours that employ Aboriginal people
- Must be unique (by location, cultural product offering, have diverse market appeal)
- Must meet ITAM's core values
- Must be fully managed or serviced by Cooee Traveller.



**cooee**  
TRAVELLER  
*Making the journey together*