

TASMANIAN

STRATEGIC PLAN 2019-2024
BRAND TASMANIA

Aboriginal acknowledgement

The Tasmanian story began over 60,000 years ago.

Brand Tasmania acknowledges the ancient history of the Tasmanian Aboriginal people as the First People of lutruwita/Tasmania. For over 2,000 generations, Tasmanian Aboriginal people's culture and language have been and continue to be based on a deep and continuous connection to family, community, and the land, sea, and waterways.

**MAIREENER
AND RICE SHELL
NECKLACE**



About Brand Tasmania

Brand Tasmania is responsible for taking a best practice approach to ensure the Tasmanian brand is strengthened locally, nationally and internationally, and is promoted as a key asset of the Tasmanian community.

These are our broad objectives:

To develop, maintain, protect and promote a Tasmanian brand that is differentiated and enhances our appeal and competitiveness nationally and internationally;

To strengthen Tasmania's image and reputation locally, nationally and internationally; and

To nurture, enhance and promote the Tasmanian brand as a shared public asset.

Brand Tasmania is the first statutory place-branding authority to be established in Australia. Because of the enormity of our ambition and the size of our team, we will be a client-service organisation empowering Tasmanians to tell their story.

WUKALINA WALK BAY OF FIRES

Image by Rob Burnett





ROBBINS ISLAND WAGYU
CATTLE MUSTER

Our mission is to
inspire and encourage
Tasmanians, and
those who want to be
Tasmanian, to quietly
pursue the extraordinary.

BRAND TASMANIA

NICK HADDOW
CHAIRPERSON



Message from the Chairperson

Tasmania is an island of difference. What makes Tasmania – our place, people and products – different to the rest of Australia and the rest of the world, is both our strongest cultural asset and our greatest economic advantage. Preserving that difference and being able to articulate it to the world is essential for our success and sustainability.

It is a pleasure to present the inaugural Strategic Plan for Brand Tasmania.

As we deliver on our core objective to protect and promote the reputation of Tasmania, which is built on what makes us special and different, we are sailing into uncharted waters. As Australia's first statutory place-branding authority – and one of only two in the world – there is no blueprint to guide what we are doing. This just adds to the excitement of the task as we develop and implement a new way of “doing” place-branding.

**AURORA
AUSTRALIS
ON SEA ICE**



INTRODUCTION

Our Strategic Plan identifies four important outcomes

01

First, we will develop a unifying brand expression – ‘Tasmanian’ – and a supporting strategy that helps us to tell the story of who we are at our best. This will also help our partners in government, industry and the community to share their own unique stories about what it is to be Tasmanian. This expression will be adopted and used by the private sector to reflect the natural quality and character of Tasmanian products and services.

02

Secondly, we want our partners to feel more Tasmanian. Through our workshops and the advisory role we play, we will help our partners to make decisions, achieve their objectives, and bring increased value to everything Tasmanian.

03

Thirdly, our work will create a new model of place-branding, influencing how we research, measure, and translate our activities into action.

04

And finally, we will be a high-performing, valuable – and valued – public asset, developing, maintaining, promoting and protecting the Tasmanian brand.

JUNCTION ARTS FESTIVAL

Image courtesy of
City of Launceston

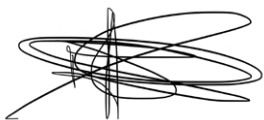


INTRODUCTION

Over the next couple of years, as we implement and embed the work of Brand Tasmania, the board and staff have committed to doing so with creativity, bravery and a keen focus on best practice. We recognise that there is an expectation that Brand Tasmania will make a difference, and we are committed to delivering for our partners, for all business and industry sectors, for government, and critically for the Tasmanian community.

And while we are a statutory authority and government agency, we are also a start-up. Brand Tasmania has received an initial budget allocation of \$1.4 million. Through our Strategic Plan, we will seek to increase our resources as our activities expand in line with this vision.

We have only just scratched the surface in terms of defining and leveraging the Tasmanian brand. There is still so much untapped potential in Tasmania, and through the implementation of this Strategic Plan, we are ready to play a vital role in helping every Tasmanian and every Tasmanian business to be more Tasmanian.



NICK HADDOW
CHAIRPERSON

BELGROVE WHISKY

Image by Samuel Shelley



The Story So Far

Narratives are
memorable and
deeply human.
In them we see
repeating patterns
and values.

**GNOME HOME
QUEENSTOWN**

Image by Flow Mountain Bike



THE STORY



TASMANIAN

In 2018, the Tasmanian Government conducted a comprehensive engagement and research project to uncover a Tasmanian brand narrative. The Tasmanians interviewed were randomly selected across geographic and socio-economic backgrounds, age and gender. These 200 interviews, 335 pages of notes, and 147,959 words fed into a successful online engagement called The Naked State.

There was a consistent pattern to the stories we heard. We checked them against a further 200 interviews in the greater Hobart area, for the Hobart City Council's 'Hobart City Vision'. We introduced and tested the story with a Tourism Tasmania engagement in the autumn of 2018, which included another 25 individual interviews and stakeholder workshop sessions with over 80 participants to present the story, to gather feedback, and to create a Tourism Tasmania story that reflected what we had heard more broadly across the state.

Once upon a time...

Every story has a setting. Tourism Tasmania and the Parks and Wildlife Service have done a wonderful job promoting the natural beauty of this place: the land and the sea, the animals. Like Tasmanians, tourists want to experience and connect with those beautiful images of a pristine environment.

While it is not wrong to describe Tasmania as “clean and green”, it is a motto we share with places such as New Zealand and Ireland, along with businesses and city councils all over the world. “Far from ordinary” is also true, but why?

Evolving the brand means adding a missing element: the Tasmanian people and their values, explaining what makes them different, and articulating what they want to achieve together.

FLINDERS ISLAND FOOD AND CRAYFISH FESTIVAL



From island-ness to Tasmanian-ness

Islands have an advantage in place-branding. “Island-ness” makes it easier to express and protect our unique qualities, as long as we are clear about the cultural aspect – our personality. This is an island of difference. Our job is to express that difference in a typically Tasmanian way, as “Tasmanian-ness”.

When you listen to Tasmanians, the stories they tell follow a “rags-to-riches” structure, though we swap out the word *riches* with *meaning*. Success, in Tasmania, is about realising our individual and community potential. Tasmanians are Cinderellas: hidden, misunderstood, beautiful but overlooked. Then, with hard work and hope, passion and obsession, they pursue the extraordinary. The difficulty makes the achievement... different. More human.

And it’s a source of emotion and pride, as we tell the story in everything we do.

BLUE HILLS HONEY

Image by Rob Burnett





ON THE
SIDELINES OF
'THE GRAVEL'
QUEENSTOWN

THE STORY

THE PAST

Obstacles and Hardship

The Aboriginal origins of this place and people, which remain alive and powerful.

The convict history.

Many successful Tasmanians grew up with socio-economic challenges.

Even privileged Tasmanians felt they were invisible, irrelevant, ignored, misunderstood, and generally “not as good” as other Australians, in their youth and young adulthood.

New Tasmanians had often reached points of crisis – crisis of meaning – in big, busy, beige cities before choosing to build their lives here, and others have escaped war and persecution in their homelands.

Impossible-ism: off the island, and sometimes in our own communities, they said we couldn't do it.

THE TURN

The quiet pursuit of the extraordinary

When we feel “not good enough,” it can inspire hard work and effort, inventive ideas and new solutions: “it's never good enough.”

Everything is more expensive in Tasmania, so we have to earn our price premium through artisanal passion and exceptional quality, no matter what we are creating.

It's about meaning, not money; it's about what it feels like to make, build, manage or create something special.

We surprise each other, and outsiders, by making the impossible possible with the exceptional quality of our products and experiences.

We preserve and protect the unusual: our wilderness, our air and water, and each other.

THE BRAND

“Tasmanian”

The call-to-action, “Be Tasmanian,” is aspirational and inviting.

For Tasmanians: someone just like you did this, and you can do it too.

For non-Tasmanians and Tasmanians who live elsewhere: something is happening here and you're invited to be part of it.

“All people,
but especially
the young,
tend to
become what
society says
they are.”

ROBERT HUGHES
FATAL SHORE:
THE EPIC OF
AUSTRALIA'S
FOUNDING

THE STORY

A caution

Far too many Tasmanians don't know the full story – not yet. They haven't been invited into the second part, the turn.

There is enormous potential in Tasmanians, waiting to be unlocked. Our audience and our efforts must include Tasmanians who haven't heard the message that they can do it too. This will bring texture and humility to our work. Our job is to invite all Tasmanians into what we build, to inspire and encourage them to take action.

**INCAT VESSEL
JOHN PAUL II
BERTHED IN
HOBART**

Image by Stu Gibson

The turn

A narrative is not a static description with lots of positive adjectives. It needs the hope for transformation.

Over the next five years, we want the word 'Tasmanian' to carry the meaning "the quiet pursuit of the extraordinary", no matter what we are doing, making, or building. But we can't exclude people who have not yet experienced it. This is an invitation, not an endpoint.

It isn't enough to say, "Tasmanian experiences and products are high quality." We need a simple way to explain why. Luckily, we don't have to invent anything.

We can't honestly tell the stories of Tasmanian potential without answering why we're like this. There is a reason people always talk about how Dale Elphinstone, David Walsh, and Diane Edgerton grew up without wealth and capital. There is a reason why we talk about how people in other states, and even in Tasmania, said we couldn't make decent wine or whisky here, or grow cherries or avocados, or build the fastest boats in the world, or make any money with a luxury tourism operation, or reinvent mining equipment, or permaculture, or build a global environmental movement from a small protest community.

Values

Tasmanians are inventive. They are bold. They are determined. They break the rules. They understand, more than ever, what makes this place different and special and they want to protect it – the wilderness and our towns and cities – from becoming beige and ordinary. They are quietly confident, which is another way of saying humble; it's crucial to remember this, as we develop a tone of voice for how we communicate. In Tasmania, talking about our successes can never be an exercise in empty boasting.

Our five-year goal is to inject the word 'Tasmanian' with all of these values and truths.

Bringing the story to life

**POLTERGEIST
GIN**

Image by Adam Gibson



THE STORY

Great communication is about showing, not telling

There are common elements in the Elphinstone story, the Mona story, the Incat story, the wine and cider and whisky stories, the cherries story, the avocado story, the Hydrowood story, the story of renewable energy, the Barnbougles story, the Derby mountain bike story, the permaculture story, the Antarctic story, the Smitten Merino story, the oysters story, the Richard Flanagan story, the Jayben story, the Direct Edge story, the Hannah Gadsby story, the rock lobster story, the stories of Tasmanian Aboriginal people reclaiming their culture and heritage...

In telling these stories we help each other understand the unifying pattern, the emotion, the pride, and we see possibilities for ourselves, our dreams, our families, and our communities.

**HUON VALLEY
MEAT CO.**

Image by Adam Gibson



Using the story

Rather than simply say “high quality,” we uncover why Tasmanian products, services, and experiences are high quality. We avoid any hint of elitism by being specific.

We can’t talk about renewable energy or the “battery of the nation” without acknowledging how hard we worked, how hard we fought, to get here. People on the mainland, and even in our communities, said what we were trying to do was impossible. Yet we did it anyway. We acknowledge that we grew up feeling “not good enough,” yet we fought spectacularly hard to create the extraordinary in food and beverages, in advanced manufacturing, in tourism, in the arts, in social ventures, in museums and festivals.

There is a deeper element to Tasmanian history that rumbles beneath it all, even if we don’t literally express it. We made mistakes. We hurt each other. We lost so much.

When we tell the story, we do it using specific examples of Tasmanians who have struggled to create something special. In each instance, we acknowledge the turn. We do it with humility, avoiding superlatives whenever possible.

We don’t call ourselves bold and determined. We don’t say our products are the best in the world, even when they are. Of course, someone else can say it for us. “Quality over quantity” is a value-statement, not a public statement. It’s the product of our obsessions, which we can talk about – as specifically as possible.

How can we express this in a short narrative that turns?
Here is the internal version, the story we tell ourselves:

It isn’t easy in Tasmania. It never has been. People said it was impossible, and for too long we believed it. This is why, for Tasmanians, good enough is never good enough. We work harder, we follow our obsessions, we support one another, and we protect what makes this place different. Being Tasmanian is the quiet pursuit of the extraordinary.

**CURLY
HASLAM-
COATES AT
WANDERLUST**

Image by Rob Burnett



Our work

At Brand Tasmania we will



To deliver our mission

To inspire and encourage Tasmanians, and those who want to be Tasmanian, to quietly pursue the extraordinary.

Be Tasmanian

‘Tasmanian’ is a powerful, uniting brand, owned by Tasmanians and recognised by our audiences locally, nationally, and internationally. Our brand expression is unique, inviting, and true, and with our partners we have found inventive ways to tell the Tasmanian story.

The place is Tasmania. The people are Tasmanians. The call to action, is ‘Be Tasmanian’. This is who we are, at our best.

Tasmanians tell a story of individuals working against impossible odds to quietly pursue the extraordinary. They tell it humbly and understand that “being different” – being Tasmanian – is positive, in a world that feels increasingly beige. And it is all happening in a pristine and wild environment, powered by one hundred percent renewable energy.

How will we do this?

Tell the story in multiple formats, on our own channels and through our partners.

Eliminate confusion in accessing services and information online by creating a ‘concierge’ approach.

Deliver Brand Tasmania’s digital transformation through new websites and online toolkits.

Priority actions for 2019-20

Deliver the ‘Tasmanian’ look and feel.

Work with our partners to inject the Tasmanian story into their campaigns.

Implement the Tasmanian brand website (a consumer-facing website, or ‘digital concierge service’).

Develop stage 1 toolkits for our stakeholders, including a digital multimedia library.

SHIPSTERN BLUFF

Image by Stu Gibson

Our partners are more Tasmanian

Through our workshops and advisory role we have helped our partners and clients tell their stories. They use the brand to make decisions, to achieve their objectives, and to bring more value to everything Tasmanian.

We have helped inspire positive action and aspiration in all communities. We haven't stopped listening.

We have helped create a unified brand expression and strategy across government, the private sector, and in all communities.

How will we do this?

Help our partners in government, the community, and the private sector tell the Tasmanian story – and their own stories – in their own words.

Influence ideas and policy across government by showing how the Tasmanian brand can be used as a lens to inform decision making.

Invite the Tasmanian community to be an active part of bringing the brand to life through communication and action.

Priority actions for 2019–20

Pilot and implement a workshop series for partners in government, the private sector, and the arts; deliver partner events and provide support for trade shows.

Review and improve our partnership model to involve more Tasmanians in the brand.

Develop a whole-of-government approach to “ambassador” programs.

Pilot community workshops that inspire new initiatives and projects.

MAKERS' WORKSHOP BURNIE

Image by S. Group



Invent and execute a Tasmanian model of place-branding

Place-branding is an evolving field. Even in the broader context of economic development, it is difficult to measure the effectiveness of our activities over time. Macro-economic forces like a resource boom or global financial crisis, trade disputes, a nationwide recession, housing prices rising or falling due to mortgage rate or bank defaults, or natural disasters move a lot faster than a slowly evolving place-brand.

Tasmanians have created a new place-branding model and are emerging global leaders in place-brand research, measurement, and translating communication into action.

How will we do this?

Seek brand targets from our clients and partners and fearlessly make them our own.

Engage with the global place-branding community to apply the best and most relevant ideas here, and make them Tasmanian.

Provide policy advice and support to the Premier and Cabinet, and our partners in industry and the community.

Measure our performance, learn and adapt.

Priority actions for 2019-20

Develop a Customer Relationship Management (CRM) tool to keep track of our clients.

Gather baseline data and targets across Trade, Tourism, Work, Invest, Live, Study (TTWILS) partners.

Establish working relationships with national and international place branding organisations.

Lead the management of brand risk programs and strategies across government and other sectors.

Work with our partners on research, measurement, and evaluation strategies.

MONA



Live the Tasmanian brand

Brand Tasmania is a high-performing, valuable – and valued – public asset, developing, maintaining, promoting, and protecting the Tasmanian brand.

We have worked with government partners, large and small businesses, the University, TasTAFE and other educational institutions, arts organisations, and community leaders and institutions to bring power and unity to the Tasmanian brand.

We have delivered on the functions and objects of our legislation, and the priorities of the Premier’s Ministerial Statement of Expectations.

We have accomplished this with comprehensive governance and a client-service business model. Our success relies on Tasmanians’ success.

How will we do this?

Have a clear corporate identity.

Encourage a high-performance culture in an organisation that is a fun, supportive and challenging place to work.

Establish an effective governance framework for Brand Tasmania’s board, management and staff, and stakeholders.

Use the Tasmanian brand values as a lens for corporate decision-making.

Priority actions for 2019-20

Implement Brand Tasmania’s updated corporate website.

Establish streamlined business process to allow staff to focus on their core functions.

Implement best practice governance systems including risk management, financial reporting and budget management, statutory compliance and reporting requirements.

MOLLY
ZHONGNAN
JIA

Image courtesy of the
University of Tasmania



Blue Derby Pods Mountain Bike Trail

When the Derby tin mine finally closed in 1948, the town's population dropped from 3,000 to 173. The town's resurgence didn't come quickly. Bringing Derby back to life though mountain biking wasn't the easiest pitch or the simplest project. But in 2015, when the Blue Derby Mountain Bike Trails quietly opened to the public, none of the founders boasted they were the best tracks in the world.

The riders said it.

Tara and Steve Howell were among those riders, escaping their corporate jobs to bike and eat and drink Tasmanian every weekend. Still in their twenties, they decided to quit those jobs and marry the trails to a gourmet tourism experience. "We were proposing luxury adventure mountain biking when everyone thought mountain biking was for grubby middle-aged men who liked pub meals," says Tara.

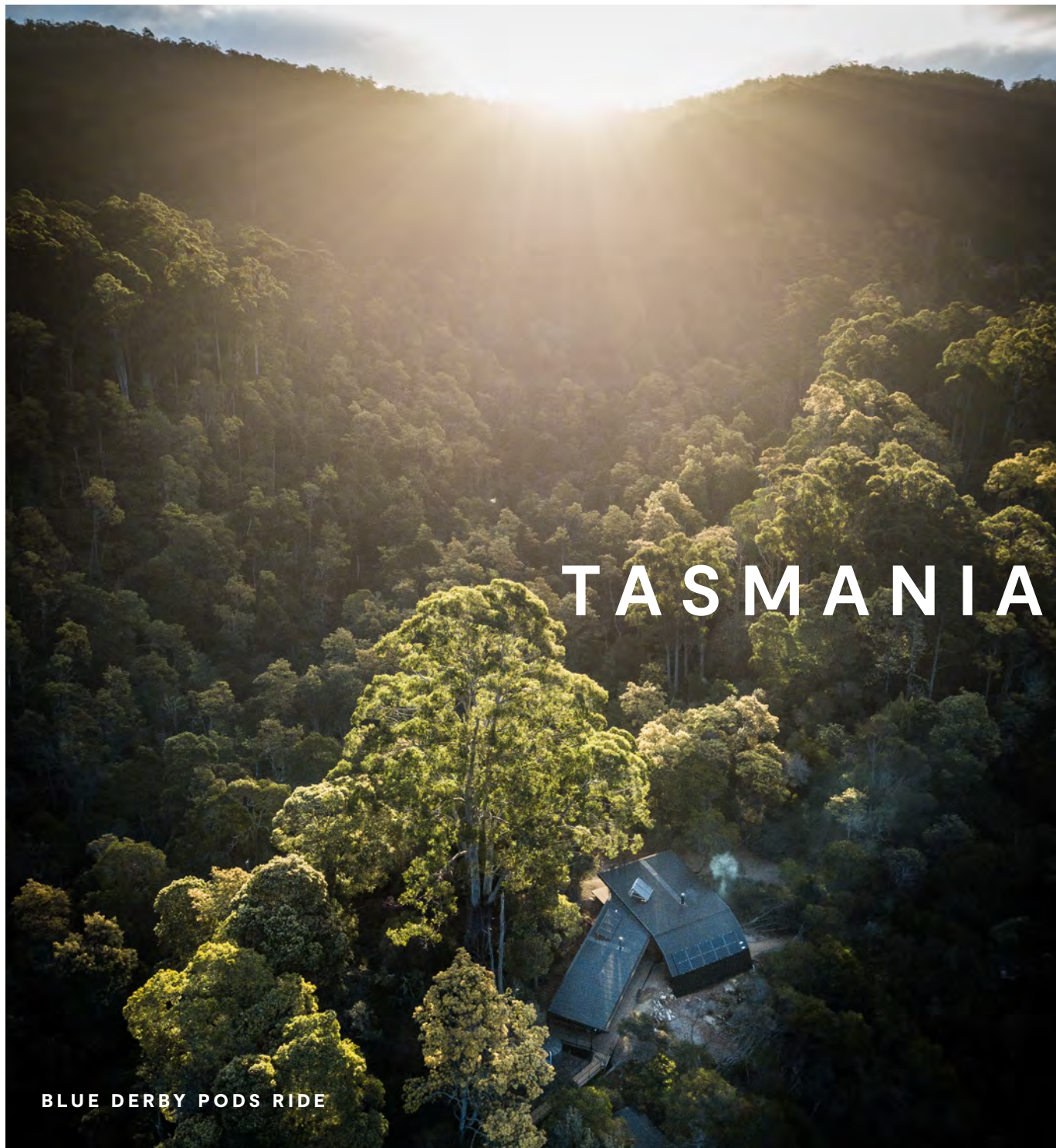
What did industry professionals say? "This. Won't. Work."

The Howells didn't give up, and in the end their dream became a reality. Now, when Tara's guests smell sassafras on the trail and sip Tasmanian wine on the deck, or lie back in their pod looking up at the stars after an amazing day of riding, they understand there is a better – more Tasmanian – way to spend their leisure time.

"At some point they turn around and say, 'Hey, this is what life is about.'"

**BLUE DERBY
PODS RIDE**

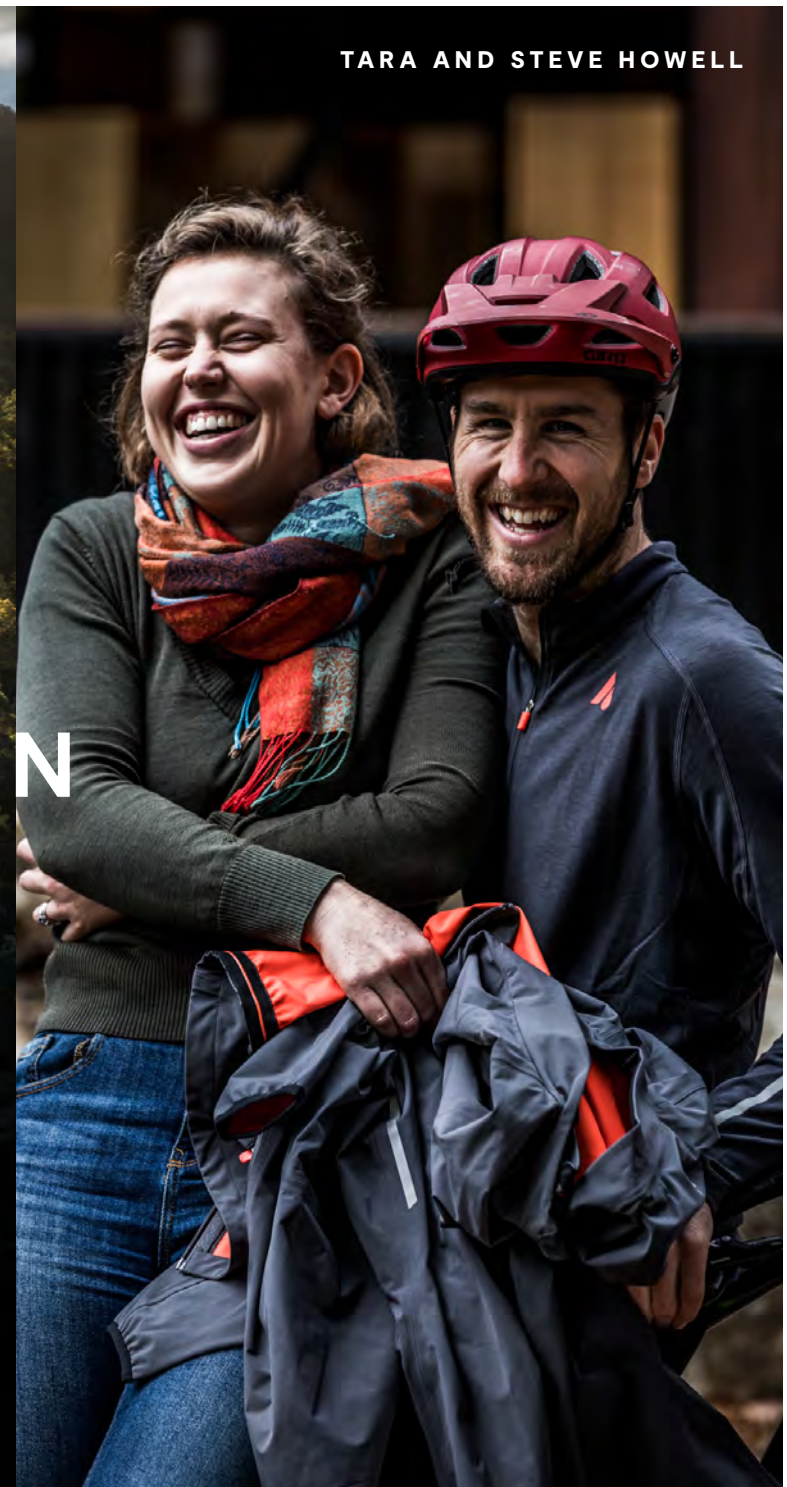




TASMANIAN

BLUE DERBY PODS RIDE

TARA AND STEVE HOWELL



TASMANIAN