Strategic Report

Contents

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> "Without leaps of imagination or dreaming, we lose the excitement of possibilities. Dreaming, after all is a form of planning."
>
> – Gloria Steinem

It is clear that the Shire of Nannup has a vision of being the go to destination for all things trails.

With significant infrastructure already in place and more being constructed and currated, Nannup is in a strong position to take advantage of a growing market of explorers and adventurers.

With ambitions of being positioned as the heart of the South West, the Shire of Nannup are putting themselves on the map (so to speak) as a must-visit destination for locals and visitors alike.

With its welcoming hospitality and various recreational offerings, Nannup is a unique township that has something for everyone. From its strong arts, culture and history to its pristine natural environment, Nannup is perfectly located in close proximity to a host of regional hubs. In addition to all this, it is also well known as a significant hotspot for flora and fauna, as well as a growing reputation for food and wine.

Currently, Nannup plays host to a variety of events throughout the year which welcomes people from near and far. However, the Shire is looking to increase its annual visitor numbers to transform the town from an occasional event host, to a bucket list destination.

To help achieve this, the Shire has focused on the development of a suite of trails, all in close proximity to the CBD. Appealing to a broad base (not just hardcore MTB enthusiasts) the desire is to become a 'Trails Town', using this as a critical Unique Selling Point (USP).

This does not come without pain points, the most obvious of which is a lack of beds for travellers. This strategy needs to assist in a steady increase in visitation while also addressing how to attract operators and investors to the town over time to cope with sustained growth.

Critical Assumptions

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As part of any strategic process, it's important to outline the basis by which recommendations are being made. We do this by clearly listing our assumptions.

Assumptions consist of things that are difficult or impossible to predict; therefore, by their nature, these can never be 100% accurate.

However, they are still necessary to allow an organisation to move forward with their strategic plans.

There are a number of assumptions that are necessary to highlight as part of this marketing strategy.

1. The recommendations put forward in this document are based on our database of articles and reports made publicly available, documents and information provided to us as part of our discovery, personal and professional knowledge, and collective marketing expertise. Many conclusions are also drawn from observation of both the local area and of the township of Nannup itself.

2. Any predictions of growth and positive outlook on the local tourism industry does not account for any significant unforeseeable event that may affect the industry.

3. The recommendations in this report concentrate on the external promotions and marketing of Nannup and deliberately do not concentrate on its brand architecture.

4. The target audiences, as discussed in the Recommendations section of this document, are based on conclusions that were discussed in our initial discovery session.

5. The success of the Shire of Nannup in its journey to be categorised as an accredited 'Trails Town' by Trails WA.

6. Adequate funding to resource the action plan is made available and executed professionally.

Strategic Objectives

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In the development of any plan, there needs to be a clear set of objectives guiding the direction of the strategy.

The following suite of objectives provide the basis for the remainder of the strategy.

These seek to identify and articulate the core drivers and deliver outcomes based upon these objectives.

Through our discovery sessions with both the Council itself as well as a group of local stakeholders, we have established 3 key objectives which underpin the strategy.

1. Attraction of People/Visitors

2. Attraction of Operators

3. Attractions of Investment

As such, the strategy will focus on critical drivers of 'attraction' across these three areas.

It is also important to note that all of these objectives have the same outcome - the sustainability of the community. Central to the function of any Local Government is the need to build and grow a sustainable community. While 'Jobs & Growth' is bandied around frequently as a form of political reference, it is a key focus for the Shire of Nannup.

Just as important is the need to achieve this with the current community in mind. Not only in terms of the people within the community but in regards to the natural asset that the community thrives within. This is undoubtedly Nannup's greatest asset and should be protected at all costs.

It was spoken about on a number of occasions, how the local community values the heritage feel that has been retained and that while growth is desirable, it needs to be executed in a way that is aligned with the culture of the community.

Attraction of People/Visitors

It was very clear from our discovery that attracting people to visit Nannup was a key driver for the strategy. Tourism the world over has been decimated by the events of the last 12 months and while it has closed many doors, it has also opened a range of others.

Talk to any South West Local Government and they'll tell you that they want to attract more tourists. With everyone fighting for the same audience, it's important that we focus on a defined market (see Audience Profile) which will see the unique offering of Nannup as exciting and appealing.

These people must be aligned with the local community and understand that Nannup is a quaint country town full of character and charm. There is no Ritz Carlton. Shops often close at 12noon on a Saturday. You may even have to find something else to do other than be on your phone!

There is little to no point in attracting 'everyone' to experience Nannup. What is needed is the right people. Those who appreciate the beauty of the natural surrounds, the appeal of a laid back lifestyle and the chance to slow life down for a while.

At the heart of this attraction are trails. Not just Mountain Bike trails, although Tank 7 is an amazing draw card, but trails for everyone to enjoy. Walking, running, arts, history, horse riding, cycling...you name it and you can find it in Nannup.

It is obvious this has been a strong focus for the Shire of Nannup and significant funding has gone into the continual development of trails for a variety of functions. While not yet an official 'Trails Town', the direction has been set and many of the required milestones form the basis for decision making.

Attraction of Operators

While it's great to attract more people to visit Nannup, one of the critical issues is a lack of accommodation and additional activities or amenity. Nannup has certainly grown and has done so while preserving its character and charm.

Future opportunities will require expansion of this development though and this is most likely to come from additional operators coming to the region and setting up their businesses.

This has already been seen with the introduction of a business like MeloVelo who saw both an opportunity in the trail-centric nature of the town and a location which would assist in driving business to both the retail and hospitality aspects of their business.

This bodes well for Nannup and is the type of opportunity that should be continued to be encouraged. Either through the expansion and development of existing local businesses or the attraction of new, appropriately focused operations, Nannup will need to increase a number of key areas to satisfy the growing demands of an increase in visitation.

Accommodation was touched upon on several occasions and should be a focal point for the Shire of Nannup in the execution of this strategy.

Attraction of Investors

This could be seen as controversial but driving investment into Nannup is a critical piece in the puzzle. The Shire of Nannup has been very successful to date in attracting Government based funding to fuel a range of projects which continue to roll out across the community.

In addition to this, a strategic objective will need to be the attraction of private investment into the area. This could be linked with the attraction of operators but ultimately is about ensuring that there is a balance in how growth within Nannup is funded.

A reliance upon Government based funding can lead to a 'feast or famine' situation, relying upon a range of political scenarios which are not within the control of the Shire of Nannup.

Attracting private investors to buy into the dream and ensuring that their vision is in keeping with the aesthetics and natural characteristics of the town is so important. They need to be prepared to integrate into the community and add value to the proposition of both locals and visitors.

Co-investment of private and public equity should also be considered an option to drive catalyst projects which would otherwise be delayed or impossible. Developing these critical and trusted relationships over time will ensure positive outcomes for both the Shire of Nannup and the community it represents.

Key
Messaging

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We must all shout in one accord. It is the power of one consistent voice across a thousand tongues which spreads our message far and wide.

Continuity is most commonly associated with visual executions of brands and campaigns.

But a constant and consistent message is equally as important.

Your tone of voice. Your central communication. Your singular message which drives people to a compelling conclusion.

It comes as no surprise that we would be recommending that 'trails' be a central part of your messaging. As previously stated, the town has an abundant array of opportunities (both existing and potential) to draw an audience through its myriad of trails.

As such, messaging should be focused around the keywords of:

Exploration
Discovery

Both these words are associated with a sense of mystery and unknown, driving curiosity and a sense of adventure. The essence of this should be used to inspire intrigue in the audience and appeal to their desire to want to find something new, something different, something unique.

This approach has the potential to trigger a viral outbreak on social media as people love to show off places they think no one has ever seen or heard of before. Local examples such as The Aquarium in Yallingup or Black Diamond Lake in Collie have both found themselves centre stage of social media madness as people scramble to discover and explore these unique and picturesque locations.

Nannup has these opportunities in spades.

But what will be the central message to help drive this wonderment of discovery?

Your Trail Awaits

We recommend the implementation of a tourism positioning statement, partnered with the Experience Nannup brand, of 'Your Trail Awaits'.

Developed from the essence of both Discovery and Exploration, this evocative line is designed to invite and entice people to find out more. Alluding to much more than meets the eye.

This can be used in both graphical and textual executions to drive intrigue in what Nannup has to offer. References to the execution of this new positioning statement can also be found in our Brand Presentation.

Audience
Profiles

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Knowing your audience allows you to tailor your messaging, ensuring that you're only appealing to the people you wish to attract.

While clients most often have a desire to appeal to everyone, a specific audience/s should always remain a focal point in all promotion.

Understanding your audience will ensure they connect and engage with your messages,

Aligned with the Strategic Considerations and Key Messaging, the Audience in this instance is firmly focused around the Shire's diverse array of trails.

Trails Enthusiasts

The first, and most obvious audience, is that of the Trail Enthusiast. They come in all shapes and sizes but can be broadly categorised into the following categories:

· Mountain Bike Riders

· Road Cyclists

· Walkers

· Runners

· Horseriders

· Arts & Culture Lovers

· Garden Lovers

· History Lovers

Any promotion to this audience should appeal to their sense of adventure and passion for their specific activity. While placed in a common bucket of 'Trail Enthusiast' each has its own nuances and will be reached through different mediums and different visual mechanisms.

This does make trying to speak to all of them at the same time difficult and as such, visual cues should be used to drive specific appeal to each subset of the 'Trail Enthusiasts' profile.

For example, extreme and dynamic images of mountain bikers flying over jumps will evoke instant drive in the MTB market while a beautiful shot of a spectacular garden filled with colour and life will certainly appeal to your 'Garden Lover'.

This is where your Key Messaging becomes so important as it cleverly ties all of these diverse messages together with a central theme.

This broad audience has been defined by their shared desire to experience trails.

In conjunction with this, we have broken this audience down into 3 categories:

Explorers

From grey nomads clocking thousands of kilometers across the countryside to families packing the SUV to the hilt to travel the highway together, this audience all have the same desire to explore.

With time on their hands, they fit the profile of an audience who accepts the fact that life is deliberately a little slower in Nannup. No traffic lights or road rage. Just a peaceful little town that's waiting for you to explore everything from the township, to the river, to its forests and everything in between.

They're looking for something different. They want to take their time to explore what it is a place has to offer. They're searching for something unique. Something different.

Adventurers

Much like the Explorers, Adventurers also want somewhere unique and different. But they also seek a sense of adventure. An unbeaten track. An extreme downhill. That need to discover.

Often a group of unrelated individuals, they travel as a pack and seek places that fill their desire for adventure. This speaks to the various trails that exist in the Shire and especially to the new development of Tank 7.

Fans

The growing number of events continues to attract this segment of the audience. Driven by the genre and timing of the event, Fans come for a more singular reason than Explorers and Adventures.

They may never have considered 'Nannup' before but are attracted to a specific event which just happens to be IN Nannup. Exposure to this audience offers an opportunity for them to fall in love with Nannup and become an Explorer or an Adventurer.

The very nature of many of the events makes this a reality. They're not mainstream and they provide Nannup with an important unique selling proposition (USP). This is evidenced via events such as the Music and Garden festivals which draw niche Fans to the town.

Strategic Recommendations

They say a strategy without execution is the slowest route to victory, and tactics without strategy is the noise before defeat. While a strategy identifies the overall goals, a plan is the course of action in order to achieve them.

Just like the box of a jigsaw puzzle, a plan helps paint an overall picture of how you can achieve your strategic goals.

We've identified and listed a number of recommended actions that the Shire of Nannup should undertake as part of their overarching marketing plan.

Regional Attraction

As the Shire of Nannup begins to grow it's proactive strategy of attracting people to visit the town, the focus should begin with regional locations in close proximity (50-100kms) to Nannup. This makes sense for a host of reasons.

- Reduced Media Costs
- Lower Barrier to Entry
- Ease of Access
- Lower Reliance on Accommodation
- Source of Reference

Reduced Media Costs

Through a more tightly targeted geography, media can be purchased which results in little wastage. Most specifically aimed at modern digital mediums, this recommendation is based on the reality that every budget is finite, no matter how large it is. When considered in line with the various other points made below, a targeted approach that reduces media spend makes perfect sense.

Lower Barrier to Entry

People in the region have a much lower barrier to entry. They aren't constrained by the tyranny of distance and easily make a day trip to 'try' the experience. There is little risk involved and they can leave if they want to.

Ease of Access

Driving distance and a pleasant drive, provides easy access for this market. It doesn't require extensive planning and can be a spare of the moment decision on some idol Saturday morning.

Lower Reliance on Accommodation

With limited accommodation at present, starting with this regional market will provide time for growth in this area. They don't require accommodation as they simply return home. This obviously doesn't bode well for the accommodation businesses, it does build a critical mass of interest in Nannup which has an onflow effect in others discovering Nannup - especially through Social Media.

Source of Reference

Which leads to our final point - source of reference. What we mean by this is that these people become a referral source when others are visiting the region. When asked about places to go, Nannup will be on their list. This provides significant value to the Shire as it's unprompted, unpaid and unsolicited, giving it authenticity to the potential visitor.

It will be important to encourage the region to 'Experience Nannup'.

Operator & Investment Attraction

We recommend the creation of an investment pack that highlights the key assets of the Shire along with benefits available to an operator and/or investor.

This allows the Shire of Nannup to highlight the areas that are seen as most critical for investment (namely additional accommodation options) in an effort to entice and encourage discussion.

Allied industries around accommodation will help to foster an even stronger tourism industry. By leading the conversation, you are in more control on the type of investment and operators who may consider Nannup as a positive place to grow.

A new section should be built into the website specifically aimed at operator and investment attraction. Containing facts, figures and data on the Shire which would provide an external party with information which could assist them in making a decision to take a closer look.

Downloadable resources will also be important along with developing a slidedeck which can be used when pitching Nannup as a suitable, viable option for their operation or investment.

The Shire may also wish to consider how they can articulate ways they can make operating or investing easier. With many believing that Local Governments may put red tape in the way or be 'anti-development', this is your chance to demonstrate how you're open to building partnerships with the right people that fit with the culture of the community and wish to grow Nannup with the same vision as the Shire.

Stakeholder Engagement Strategy

In line with the development of a suite of attraction assets, the Shire should also consider how they will manage relationships and clearly communicate and engage with key stakeholders in the 'operator' and 'investment' spaces.

We're positive that Stakeholder Engagement is not a new concept to the Shire as it continues to successfully navigate a plethora of grant applications but focus on this more targeted list of stakeholders will be important.

A strategic approach to your communication with them will reap greater rewards.

Consolidation of Thinking

It is evident that there have been a significant number of ideas which seemed to present themselves across both the brief and our discovery sessions. One outcome we would like to see is a consolidation of the thinking to ensure that it consistently has a central focus on trails and how that impacts the growth and development of the community.

By linking your actions back to a singular focus of achieving the TrailsTown accreditation, it will allow you to remain focused on what will ensure you achieve this result.

We appreciate that this strategy is not a 'whole of Shire' document, it does however provide a clear direction

around all trail based activity, allowing you to hinge any activity on the key messaging and audience profiles.

This provides a clearer focus on who to achieve your desired outcomes and ensure that they match with the strategic direction.

Community Buy-in

This is absolutely critical. Without it, there is no use in pursuing any strategy.

It was very evident from the Community Stakeholder Session that we conducted as part of our Discovery, that the local community is highly invested in everything that is happening.

This has been identified by the Shire by virtue of the brief calling for a Local Business Blueprint.

To assist with the roll-out of the Experience Nannup strategy, a Local Business Blueprint will be created to assist in engaging local businesses as ambassadors.

It's encouraged that this blueprint, along with the basis of the overall strategy, is shared with the local community to ensure they can become familiar and engaged.

We'd also recommend identifying and empowering key leaders within the community (such as the local Chamber of Commerce) who can take ownership of updating businesses regularly on the strategy and its campaigns.

Clear communication is vital in this space and it became apparent in our Stakeholder Discovery Session and discussions with the Shire, that there is a disconnect between those actively involved and the broader business community given that the 'FREE' uptake wasn't closer to 100%.

While an eNewsletter exists for residents, it is unclear if the Shire holds a specific segmented database of all local businesses and communicates with them directly on a regular basis. If this is not the case, it would be a strong recommendation to develop this database segment and ensure that regular communication is maintained.

Experience Nannup Launch Campaign

A significant focus of the brief was the rebranding of 'Everything Nannup' to 'Experience Nannup'. Based on the launch of a new App that was developed to provide tourism based information to users, the concept was developed on the fact that it would not be economically viable to run a fully serviced, physical LTO within the township.

By shifting to a technology base, the Shire has been able to build onto a successful platform which will keep visitors up to date across a range of areas including trails, camping and events.

Complimentary to the App is a simple and highly visual website which has the purpose of driving traffic to the App. There is no need for this to duplicate content (which would require someone to constantly manage both sets of information or develop an integration between the two platforms) but can be used to highlight key activities and events which then pushes users to the App.

While a soft launch occurred in early 2021, it is our recommendation that a more significant launch takes place involving both the community and a broader market (as outlined the Regional Attraction section of this document).

The campaign should focus on the promotion of 'Your Trail Awaits' with the Call to Action (CTA) being the downloading of the App. The predominance of digital media makes the most sense as this CTA becomes as simple as a 'click' for the audience, alleviating the time and effort required to move from an offline medium (such as newspaper) to their device.

Offline Mediums still have their place and should act as support in building awareness of the campaign. These can also include QR Codes as this has become much more an accepted practise since their introduction as a mandatory mechanism in the control of COVID-19.

Creative should play on the 'discover' and 'explore' characteristics of the experience, creating an alluring energy which drives curiosity. This is a case of giving

away just enough to hold their interest while not giving away the entire story, ensuring that they want to find out more.

Budget will be the defining factor on whether it is possible to use video as a format or if the creative will need to be more static. Video tends to be more evocative and matched with the right music, can drive emotional responses. We understand that a video piece has been recently finalised and will be rebadged with 'Experience Nannup'. Extended use of this footage into the campaign would save on production costs and allow for a larger proportion of the budget to be spent on media.

A local event would also be something we would recommend as a way to engage with the community around what the Shire of Nannup is seeking to achieve through the launch of both 'Experience Nannup' (the brand) and the App. It is important that they are acknowledged and understand that they are part of the plan. Grassroots support of the App and promotion of the concept of 'Experience Nannup' will add additional fuel to the top level promotion of the campaign.

The Local Business Blueprint outlines a number of ways that local businesses can become involved and assist the Shire in the promotion of 'Experience Nannup'. It is envisaged that this would be launched at this event and made available through either the Shire of Nannup's main website or through a direct link on the Experience Nannup website.

It is also recommended that a planned and structured approach to social media is developed. With limited human resources within the Shire to enact this, it's critical to have a Content & Channel Plan which ensures that you can develop content ahead of time, schedule content when required and delegate certain responsibilities across the organisation.

Key to this Plan should be a Content Calendar which is the most practical and functional platform to map your content. With a bank of events already able to be loaded into this, it becomes a matter of looking at additional triggers, such as school holidays, long weekends, surrounding events that you can piggy back off and 'days'

or 'weeks' (National Garden Week for example), which provide the basis for posts and content.

Brand Implementation

Implementation of the 'Experience Nannup' brand will be necessary to gain the penetration of the brand device in as many places as possible.

This process has already begun with the roll out of street banners which feature the new brand along with the soft launch of the App. Both these executions are on brand and set a tone for the implementation.

The launch recommendation in the previous section is another important piece in the brands implementation and will begin to provide broader understanding and recognition of the form, shape, colour and concept of the brand.

This will also need to be backed up at a local level. Visual execution on signage throughout the town, trails, Shire owned assets and entry points to the town will help to drive deeper recognition of the brand.

The Shire of Nannup should also consider the co-branding of their email signatures to demonstrate their commitment to the drive for higher visitation. This should be hyperlinked to either the website or the App directly, to encourage additional downloads.

Merchandise can be a further consideration. Select local businesses should be approached to look at how a deal can be brokered for them to sell branded merchandise which assists in the spread of the brand further than just Nannup. This can also be extended into branded Tank7 merchandise if there is appetite to develop a range of merchandise more focused on the Mountain Bike fraternity.

Merchandise items should be useful, practical, usable or fun. Functional items such as caps, hats, cooler bags and cotton shopping bags certainly meet the brief. Children can also be catered for with items such as toy Emu's, linking the towns history and future sculpture with a take home item which becomes a much loved treasure.

The drive should always be that these items will gain exposure beyond Nannup and create conversations from people asking 'where did you get that?' and 'how was Nannup?'. Word of mouth / referral is a strong mechanism for growth. This is especially true of the Regional audience spoken of earlier in this document as the recommendation to someone in that catchment offers little risk to go try and 'Experience Nannup'.

The more executions someone see's of the brand, the easier promotion of future activities becomes. This is a building process. Branding is a long, slow process which simply takes time. But it provides long last effects which are often difficult to measure.

This is a highly effective strategy that is implemented by all the major brands across the world. It's often ignored by smaller organisations as it does not produce instant results. In this instance, it is a highly recommended approach as the Shire will need time to build infrastructure to cope with mass influxes of additional visitors. Big peaks of traffic would not be a positive outcome for this campaign. A steady and constant increase over time, evening out the peaks around events would assist in developing a more sustainable community at an economic level.
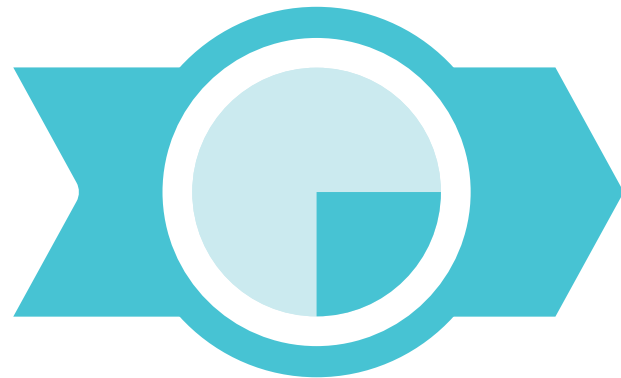
Action
Plan

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First Quarter

Approve 'Experience Nannup' Brand

Launch App

Produce Banners

Adopt 'Your Trail Awaits' Positioning Statement

Integrate 'Your Trail Awaits' into the beginning of Promotional Video

Second Quarter

Launch Website

Update Shire Website with link to 'Experience Nannup' Website

Launch 'Experience Nannup' Brand

Roll out Local Business Blueprint

Update Shire Website with information on the Local Business Blueprint

Review 'Trail Town' Milestones in line with Marketing Strategy

Develop Stakeholder Engagement Strategy

Develop EDM Segmentation for CBD Stakeholder Database

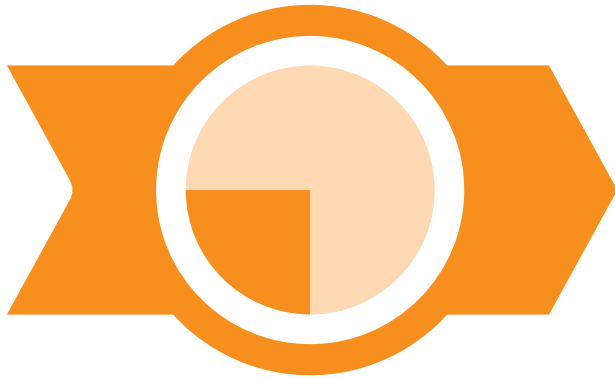Develop EDM Segmentation for Potential & Known Investor Database

Develop EDM Segmentation for Potential Operators Database
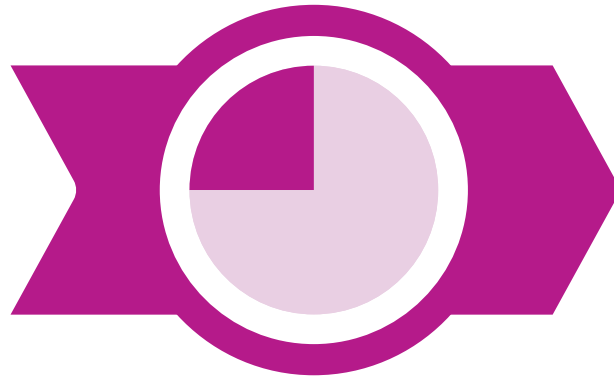
Develop content for Operator/Investor Pack/s

Create New Wayfinding Signage

Creation of Merchandise Design

Negotiate with select Retailers on Merchandise Distribution and Fees

Third Quarter

Create Operator/Investor Pack/s

Create new page on Shire Website for Potential Operators

Create new page on Shire Website for Potential Investors

Update Shire Website with link to Operator/Investor Resources

Launch Operator/Investor Pack/s

Production of Local Business Blueprint Elements

Production of Merchandise

Create 'Regional Attraction' Campaign

Develop Media Plan & Budget for 'Regional Attraction' Campaign

Roll out Tank7 Brand

Fourth Quarter

Implement New Wayfinding Signage

Launch 'Regional Attraction' Campaign

Measure Campaign

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