Tourism Australia

Tourism 2035

Australian Government

Tourism Australia

Tourism 2035

Tourism Australia

Acknowledgement of Country

Tourism Australia acknowledges the Traditional Aboriginal and Torres Strait Islander Custodians of the land, sea and waters of the Australian continent, and recognises their custodianship of culture and Country for over 65,000 years.

Tourism Australia is proud of the work we do to ensure the cultures and stories, as well as the warmth, humour, generosity of Aboriginal and Torres Strait Islander peoples and communities, are central to the Australian tourism story.

BROOME, WESTERN AUSTRALIA

Tourism 2035

GOLD COAST, QUEENSLAND

Contents

Our commitment to supporting First Nations experiences

First Nations cultures are central to Australia's identity

First Nations peoples have shaped every part of the Australian continent. Aboriginal and Torres Strait Islander peoples are the world's oldest continuing living cultures, and their knowledge underpins Australia's long tradition of hospitality. As the land's first travellers, hosts and storytellers, First Nations peoples have cared for the diverse landscapes that attract visitors today, from Uluru and the Purnululu Range to Barangaroo and K'gari.

Partnering with First Nations peoples to share Indigenous cultures with the world

Tourism Australia works alongside First Nations organisations, operators and communities to invite international travellers to experience and learn more about Aboriginal and Torres Strait Islander cultures. We are committed to sustainably generating demand for First Nations experiences, supporting jobs for First Nations peoples, and boosting the Indigenous Visitor Economy.

Celebrating First Nations storytelling in our global marketing

Indigenous cultures and storytelling are central to Tourism Australia's marketing. Our First Nations creative agency and consultancy, YarnnUp, provides critical guidance on ideation, writing, production and execution of marketing activities. Our campaigns, PR, social activity and films for industry consistently feature Indigenous attractions and experiences.

Thomas Weatherall, actor and Kamilaroi man, is the face of our latest brand campaign, *Come and say G'day.* His storytelling shapes the campaign and invites travellers to experience Australia.

Elevating First Nations operators through Discover Aboriginal Experiences

Tourism Australia is committed to elevating First Nations businesses. In 2018, we founded Discover Aboriginal Experiences (DAE) as part of our Signature Experiences portfolio. DAE now includes 53 operators, including 36 Aboriginal-owned businesses, offering more than 200 experiences ranging from one-hour cultural walks to multi-day adventures. These experiences give visitors a deeper understanding of the Australian story.

Embedding Indigenous perspectives across our organisation

Tourism Australia champions Indigenous tourism across all parts of our organisation, including industry events, consumer insights, procurement and human resources. As an organisation, we are committed to reconciliation. Our fifth Reconciliation Action Plan outlines these commitments in detail.

FLINDERS RANGES, SOUTH AUSTRALIA

Minister's foreword

As the Minister for Trade and Tourism and Special Minister of State, I am proud to present *Tourism 2035*, Tourism Australia's ambitious vision for the future of Australian inbound tourism and Business Events. This strategy reflects our resilience, innovation and unwavering commitment to showcasing Australia's best to the world.

The past decade has been a remarkable journey. We strengthened our international reputation, saw significant growth from Asian markets and inspired millions more travellers to choose Australia.

We endured major challenges from the Black Summer bushfires to the COVID-19 pandemic. Through it all, Tourism Australia remained steadfast in its mission to welcome the world to Australia.

Tourism 2035 builds on that journey and sets a bold course to 2035, one where we will create demand, convert that demand into high-value visitors and ensure tourism continues to deliver economic and social benefits for all Australians.

Tourism Australia's purpose is clear: to generate demand for a competitive and sustainable tourism industry. We will achieve this by presenting a desirable and enduring vision of Australia, harnessing technology, fostering partnerships and championing authentic, enriching experiences.

This strategy is a collaborative effort, shaped by the expertise of industry stakeholders. Together, we will navigate challenges and seize new opportunities, ensuring Australian tourism thrives for generations to come.

Senator the Hon Don Farrell
Minister for Trade and Tourism

Chair's foreword

On behalf of the Board, we are proud to present *Tourism 2035*, Tourism Australia's long-term vision for the future of our visitor economy.

The Board's role is to provide strategic stewardship, ensuring our organisation's ambition is underpinned by strong governance, clear priorities and disciplined execution.

We are united in our commitment to drive sustainable growth from international visitation and achieve global excellence in destination marketing, further strengthening Australia's position on the world stage.

This strategy is built on the fundamental premise that the Australian story is our single greatest asset. Central to this vision is the imperative to respectfully embed and celebrate First Nations cultures. With more than 65,000 years of continuous cultural heritage, their stories are the indispensable heart of the authentic Australian experience, offering our visitors a deeper connection to Country.

Tourism is a powerful driver of economic outcomes that reaches far beyond yield. A flourishing visitor economy creates jobs in both urban and regional areas, supports businesses of all sizes, helps to protect the natural and cultural assets that inspire people to travel here, and drives infrastructure investment to strengthen communities across the nation.

Working alongside the Minister for Trade and Tourism, the Hon Don Farrell, and our Managing Director, Robin Mack, the Board is confident that Tourism 2035 provides the focus and momentum necessary to secure a prosperous future for all Australians through tourism.

Penny Fowler
Chair
Tourism Australia

This strategy sets a bold course to 2035.

Tourism is a powerful social engine that reaches far beyond economic yield.

Our vision is to be the first destination every traveller dreams of, and the one they ultimately choose.

GOLD COAST, QUEENSLAND

Managing Director's foreword

Tourism matters because it does what few sectors can. It drives export earnings, supports regional growth, creates jobs and strengthens Brand Australia, all at scale.

Valued at $81.1 billion in GDP in 2024–25, tourism contributes 2.9 per cent share of national GDP.[1] Significantly, the demand tourism creates fosters both development and capacity growth in aviation, accommodation, transport, events, education, retail and cultural events.

Tourism's value lies not just in its size, but in its reach. It disperses spending into regional and remote communities in ways and volumes that few other sectors can, sustaining local businesses, supporting employment and strengthening economic resilience. For many regional and First Nations communities, tourism underpins both economic participation and cultural expression.

Its impact also endures beyond the visit itself. Tourism helps to shape how Australia is experienced and understood globally, contributing to the building of our national brand and creating lasting people to people connections. Visitors return as repeat travellers, advocates, students, investors and business partners, extending tourism's contribution well beyond the initial trip.

The sector is also an engine room of workforce development. It provides one of the largest entry points to employment for young Australians, building transferable skills in customer service, leadership and problem solving that lift productivity across the economy. In the past year, tourism supported 726,000 filled jobs, 15 per cent above pre pandemic levels and 4.5 per cent of the national workforce.[2]

Tourism Australia's role is to maximise this value for the nation through the sustainable growth of the sector. As the national tourism marketing agency, Tourism Australia shapes international demand, lifts sustainable yield and supports dispersal, directing tourism revenues into Australia and across its regions. The returns are measurable. Historically, every dollar invested in Tourism Australia's marketing has generated around $14 in additional inbound tourism expenditure.[3]

Tourism 2035 sets out how this value will be strengthened over the decade ahead, with a deliberate focus on impact, resilience and outcomes, and in particular supporting regional areas, to ensure our industry continues to thrive long term.

Our vision is simple: to be the first destination every traveller dreams of, and the one they ultimately choose. It marries demand with action and the intent to translate to sustainable growth for the industry.

Our goal for that growth is to reach visitor expenditure of between $61 billion and $69 billion by 2035, from $33 billion in 2025. An ambitious goal for our industry and one we are focused on through the delivery of Tourism 2035.

Robin Mack
Managing Director,
Tourism Australia

1 Tourism Research Australia, National Tourism Satellite Account 2024-25
2 Tourism Research Australia, *Tourism Businesses in Australia*, June 2024
3 L.E.K.Consulting Australia Pty Ltd, *ROI Project Report*, December 2024

Executive summary

Tourism is a national economic engine

International tourism is a major contributor to the economy, generating over $50 billion[1] and ranking as Australia's second-largest service export. It is an industry powered primarily by small businesses, with around 360,000[2] tourism business operating across the country.

In 2025, tourism supported more than 700,000[3] jobs, accounting for 12.4 per cent of pre-pandemic employment levels and accounting for 4.4 per cent of the national workforce.

Tourism Australia plays a clear and distinctive role in supporting the tourism industry.

Tourism Australia is the national tourism marketing agency

Tourism Australia's role is to stimulate international visitor demand, lifting sustainable yield, supporting the dispersal of visitors, and directing revenues and tourism's positive community and social contribution throughout Australia.

This role is reflected in Tourism Australia's purpose: to grow demand and enable a competitive and sustainable Australian tourism industry.

Tourism Australia is responsible for:

Creating demand by marketing to make Australia the most desirable destination on earth.

Converting demand by working with industry and partners to convert demand into expenditure.

Supporting industry by providing leadership, insight and advocacy to help the Australian tourism industry thrive.

Recent modelling demonstrates the value of this work. For every dollar invested in Tourism Australia, an additional $14 in international visitor expenditure is injected into the Australian visitor economy.

Tourism 2035 sets a clear long-term direction for inbound demand

Tourism 2035 is Tourism Australia's long-term strategy for growing inbound leisure and business events travel through to 2035.

The strategy intersects with THRIVE 2030 from Austrade, which establishes the national direction for the visitor economy across supply, workforce, infrastructure and policy.

Our vision is to be the first destination every traveller dreams of, and the one they ultimately choose.

Our goal is to reach visitor expenditure of between $61 billion and $69 billion by 2035, from $33 billion in 2025.

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1 Tourism Research Australia, *International Visitor Survey*, September 2025
2 Tourism Research Australia, *Tourism Businesses in Australia*, June 2024
3 Australian Bureau of Statistics, *Quarterly Tourism Labour Statistics*, June 2025

Focus on Leisure and Business Events: travellers and decision makers

While Australia is a broadly appealing destination brand, Tourism Australia focuses on reaching audiences most likely to contribute to the visitor economy.

Within leisure travel, Tourism Australia targets **High Yielding Travellers (HYT)**. They are Tourism Australia's primary leisure audience and represent 50 per cent[1] of global out of region travellers.

These travellers stay longer, travel farther and spend more than the average international visitor. The High Yielding Travellers audience includes two traveller subsets:

Luxury travellers have a very high daily spend. While small in number and harder to reach, they represent significant value to the visitor economy.

Working Holiday Makers have a lower spend per day but qualify as HYTs because they typically stay for months rather than weeks, resulting in high overall trip spend. Many also return to Australia, increasing their lifetime value.

Tourism Australia's second major audience is **Business Events**. This includes **Incentive** group planners, who arrange reward trips, and **Association** planners, who deliver major congresses that bring delegates together for professional development.

Inbound tourism represents a significant growth opportunity for Australia

While this strategy extends to 2035, the pace and nature of change over that period requires flexibility. To support progress tracking, industry engagement and course correction, the next decade has been structured into three horizons.

This approach allows Tourism Australia to assess performance over shorter timeframes, maintain regular check-ins with industry, and refine its approach for greatest impact.

Growth targets for Tourism Australia's leisure and Business Events remit are set across these three horizons. Expenditure is **projected to rise from $33 billion in 2025 to between $61 billion and $69 billion by 2035**, demonstrating the opportunity inbound tourism represents for the industry and the Australian economy.

In **Horizon One (2026–2028)**, the compound annual growth rate for these audiences is expected to be between 6.9 per cent and 8.3 per cent.

Total trip expenditure Leisure (Hol, VFR) WHM, and Business Events
2025 – 2035 target, billions AUD, nominal

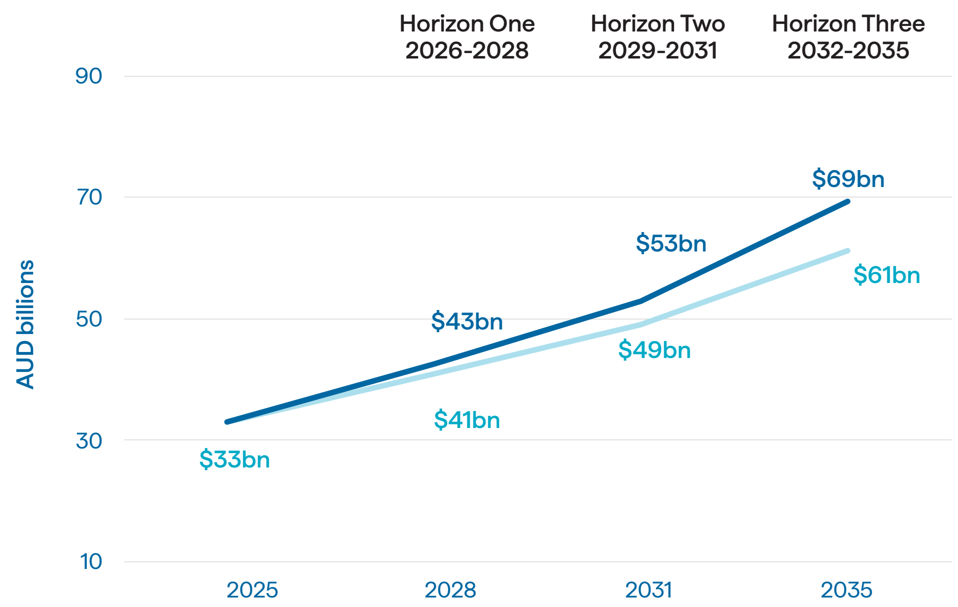


Figure 1. Target total trip expenditure across leisure and business events markets 2025-2035

Note: Underlying L.E.K. Consulting modelling was based on spend in Australia and carried out in detail for the top 30 markets only. Scaling has been applied to both derive total trip spend (based on the FY2025 proportionality) and account for all markets (based on historical movement in the share of other markets) at the segment level.
Source: L.E.K. Consulting Australia Pty Ltd, 'Modelling for Tourism Australia 2035 Strategy Project' Report, December 2025 ('L.E.K. Consulting Report')

1 Tourism Australia Consumer Demand Project, March 2026

Investment across 16 core international markets

Tourism Australia operates in 16 core markets across Asia, North America and Europe. Investment varies by market, with a focus on generating incremental visitation and expenditure from those with the greatest potential value to the Australian economy.

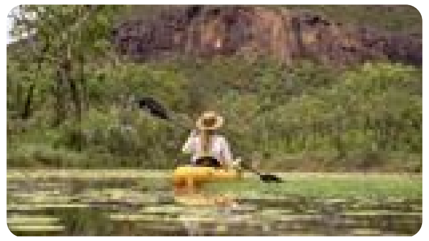
Grow Full funnel marketing including brand advertising with investment and targeting based on potential returns	China/Hong Kong United States South Korea Japan India
Protect As above, funded to protect share	United Kingdom Germany
Activate Earned channels, partnerships, and distribution engagement	Singapore New Zealand Canada France Italy Malaysia Indonesia Vietnam

Table 1. Investment variation by market type

Key global forces shaping future demand and competitiveness

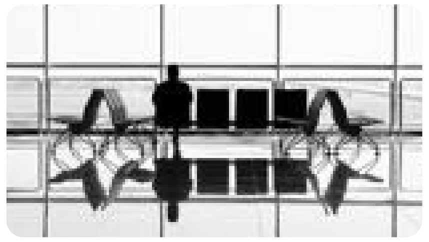
We have identified 10 global factors influencing future demand patterns. Together, these factors inform the priorities Tourism Australia must focus on to drive demand, value and choice over the decade ahead.

1. **High yield competition:** Increasing competition for the high yield traveller
2. **The Asian Century continues:** Asian markets will drive the next wave of growth
3. **Breadth drives choice:** Travellers want a range of experiences



4. **The massive potential of major events:** Springboards for visitation, yield and advocacy
5. **The future of flight:** Reducing perceived effort and cost

6. **The era of volatility:** Geopolitical, economic and climate volatility is impacting traveller confidence and decision-making
7. **Multiple paths to purchase:** Planning and booking behaviour is changing
8. **Attention fragmentation:** Content overwhelm and digital disruption reduces the time and focus available for destinations to make an impact



9. **Rise in travel for good:** A growing demand for travel experiences that deliver positive social or environmental impact
10. **Natural desire:** Demand for authentic and regenerative nature experiences is becoming a major driver of interest in Australia

Four priorities to respond to a more competitive global environment

Based on these insights, and building on Tourism Australia's existing work across destination marketing, partnerships, events and distribution, four priorities require increased focus and investment:

Market to humans and machines

Connect emotionally with travellers while ensuring algorithms, platforms and AI systems recognise and recommend Australia.

Showcase Australia's unrivalled breadth

Help travellers build a richer mental picture of Australia, expanding perceptions of the depth, diversity and quality of experiences on offer.

Capitalise on Major Events

Leverage the Green and Gold decade of sporting and cultural events to focus global attention on Australia as a travel destination, not just a host nation.

Define a distinctive luxury positioning for Australia

Align Australia around the opportunity in the luxury travel space and position the country to capture future growth.

An ongoing commitment to engaging industry

We will continue to monitor performance and engage with industry and stakeholders to ensure this strategy remains fit for purpose and supports progress towards 2035.

To discuss this strategy or find out more, please contact Tourism Australia at insights@tourism.australia.com

DENMARK, WESTERN AUSTRALIA

Introduction to Tourism Australia

A proud history of driving the Australian visitor economy

Tourism Australia has played a central role in building Australia's global visitor economy for more than 50 years. Established in 1967 (originally as the Australian Tourism Commission) to position Australia as a premier destination, the global travel landscape had not yet matured. Jet travel was still emerging and Australia welcomed just 220,000 international visitors.[1]

Over the decades, Tourism Australia built one of the world's most recognisable destination brands through campaigns that have shaped global perceptions of Australia. The original *Come and say G'day* campaign and Paul Hogan's 'shrimp on the barbie' became a cultural phenomenon for Americans, helping transform the Sydney Opera House and Uluru from relatively unknown locations into international icons. Hogan reprised his ambassadorial role in the 2018 *Dundee* campaign starring Danny McBride and Chris Hemsworth.

Today's global *Come and say G'day* campaign is fronted by Ruby the Souvenir Kangaroo, who extends the Australian warm welcome across our 16 core markets. In 2025, we relaunched the campaign with Ruby starring alongside local talent, including Yosh Yu (China) and Nigella Lawson (UK), as well as young Australians Robert Irwin and Thomas Weatherall.

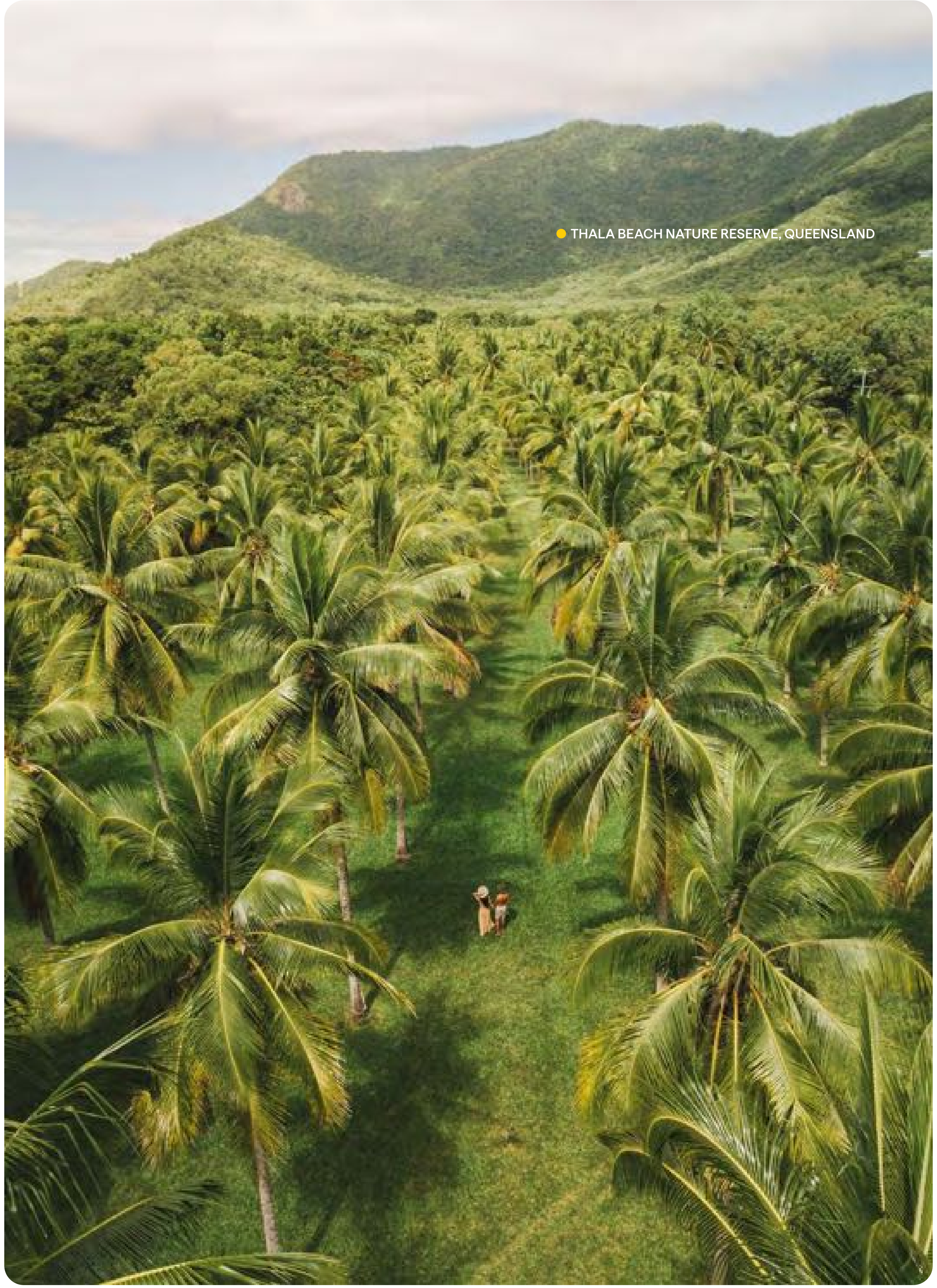
As global travel patterns evolved, so has our reach. While early growth was led by Europe and the Americas, the 2000s marked a major expansion as the Asia Pacific region, particularly China, India, Singapore and Japan, emerged as key source markets. Tourism Australia has supported this expansion by creating campaigns and experiences that resonate across cultures and platforms.

Beyond marketing, Tourism Australia has strengthened the sector's capability through initiatives such as the Australian Tourism Exchange (ATE), the Aussie Specialist Program, the Consumer Demand Project and global distribution partnerships. These efforts, alongside sustained international marketing, have directly supported the growth of tourism into an industry employing 1 in 12 Australians.[2] In 2025, Australia welcomed more than 8.94 million international arrivals.[3]

Today, as markets, audiences and channels continue to evolve, Tourism Australia remains committed to promoting Australia with the same ambition, creativity and global impact that have defined our work for more than five decades.

'As one of Australia's most successful regions in drawing international visitors, the tourism sector in Cairns and the Great Barrier Reef relies on Tourism Australia to keep our region on the global travel 'must do' list. International visitors help us to maintain year-round visitation, an essential ingredient in business viability, employment and keeping our aviation connections. That support starts with the TA international offices keeping trade and media updated, to the marketing and social media content that inspires travellers to choose Australia, through to the trade engagement team and events like ATE, G'day and Australia Next that drive conversion. Without Tourism Australia's one voice in our key visitor markets, we would disappear into the white noise of the global travel industry. '

Mark Olsen, CEO,
Tourism Tropical North Queensland



THALA BEACH NATURE RESERVE, QUEENSLAND

[1] Australian Bureau of Statistics, *Overseas Arrivals and Departures*, year end December 1967
[2] Tourism Research Australia, *Tourism Businesses in Australia*, June 2024
[3] Australian Bureau of Statistics, *Overseas Arrivals and Departures*, year end September 2025

A track record of effective marketing

Tourism Australia's marketing continues to deliver exceptional value for the nation. Independent modelling shows a return of almost fourteen to one, meaning every dollar invested in promoting Australia delivers a significant uplift in visitor spending and supports jobs, operators and communities across the country.

This sustained performance reflects decades of world-leading creative and data-driven marketing that has built one of the most recognisable and effective destination brands in the world.

'As a global tourism industry operator, we see all aspects of government and private marketing and investment organisations.
We are regularly discussing Tourism Australia as a real leader in supporting and creating a vibrant industry. The deep connectivity, strategic clarity and tactical marketing capability is crucial for us all to succeed. Tourism Australia elevates us all.'

Grant Webster, CEO
Tourism Holdings Limited.

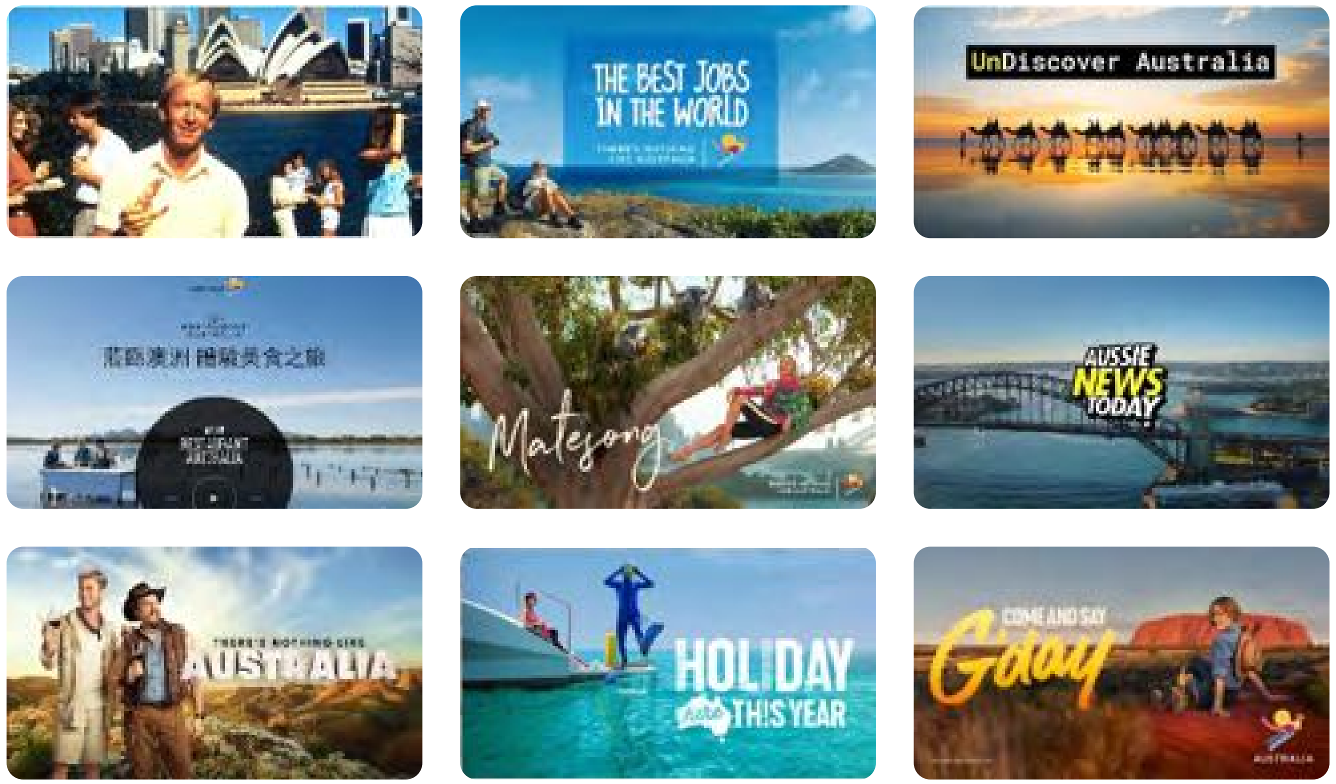


Figure 2. Investment by Tourism Australia shows a return of 14:1, supporting small businesses and local economies across the country

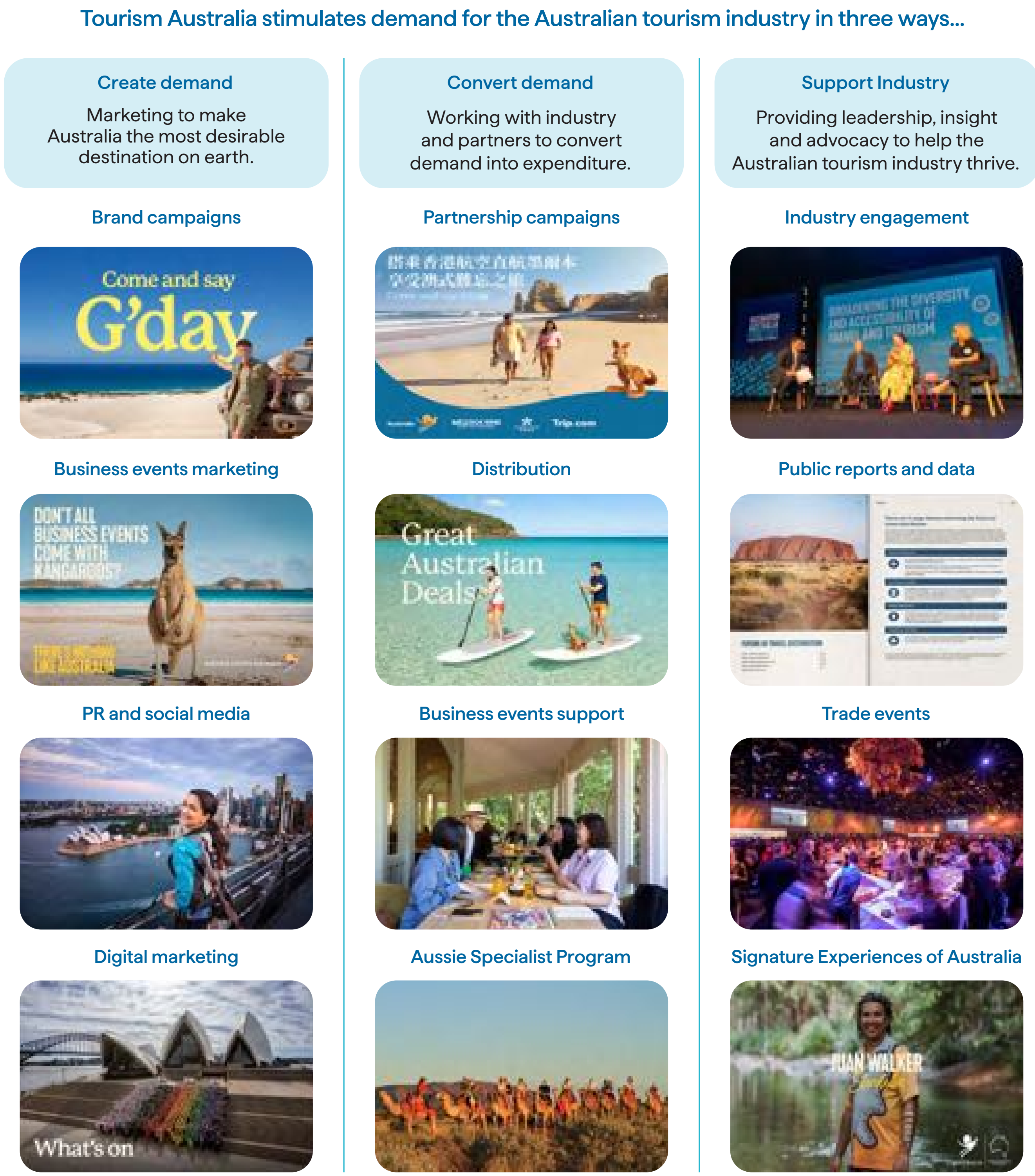


Figure 3. How Tourism Australia's marketing stimulates demand for Australian experiences

How we deliver for the nation

Our function

The role of Tourism Australia is:

- To influence people to travel to Australia, including for events
- To influence people travelling to Australia to also travel throughout Australia
- To influence Australians to travel throughout Australia, including for events
- To help foster a sustainable tourism industry in Australia
- To help increase the economic benefits to Australia from tourism.

Our purpose

Grow demand and enable a competitive and sustainable Australian tourism industry.

Based on the *Tourism Australia Act (2004)*, Tourism Australia has articulated a purpose that drives organisational cohesion around a single-minded ambition.

Our vision

Be the first destination every traveller dreams of, and one High Yielding Travellers ultimately choose.

Tourism Australia has developed an ambitious and measurable vision that appeals to broad audiences, creating volume at the top of the funnel, and driving tangible outcomes for the visitor economy through visitation and expenditure.

Working with others

While Tourism Australia has a remit to undertake both domestic and international marketing, STOs' heavy investment in domestic marketing allows Tourism Australia to concentrate on inbound demand generation.

This demand-generation focus through marketing and partnerships is led by Tourism Australia and forms part of the THRIVE 2030 Strategy.

Although Tourism Australia focuses on leisure and business events audiences, marketing a broadly desirable destination indirectly impacts other audiences including students and corporate travellers.

THRIVE 2030

The Government introduced the THRIVE 2030 strategy in 2022 to guide the recovery and future growth of Australia's visitor economy.

The strategy aims to revitalise domestic tourism, attract targeted international visitors and address critical supply-side challenges across the industry.

Action 1.a. of the updated THRIVE Action Plan to 2030 is led by Tourism Australia and states: Delivering the Tourism Australia Demand Strategy 2035 and the next stage of Tourism Australia's Come and Say G'day campaign, with $130 million invested to encourage international travellers to book an Australian holiday.


FLINDERS RANGES, SOUTH AUSTRALIA


BRISBANE, QUEENSLAND

BYRON BAY, NEW SOUTH WALES

> ‘Tourism Australia plays a key role in inspiring travellers from around the world to choose Australia. Its global campaigns create strong demand for the iconic, once in a lifetime experiences Journey Beyond is known for. As Australia’s largest experiential tourism brand, we build on this demand to convert inspiration into real visitation.’
>
> Chris Tallent, CEO
> Journey Beyond

Inbound tourism's potential for growth

The potential for Australia's inbound Leisure and Business Events sectors is significant

Strong growth expectations from the inbound sector

Inbound travel is projected to remain a significant source of growth for Australia over the next decade.

Tourism Australia with L.E.K.Consulting have modelled upper and lower bands of inbound Leisure (Holiday, Visiting Friends and Relatives (VFR)), Working Holiday Makers (WHM), and Business Events targets to highlight the range of performances possible under the right conditions and inputs.

The lower band shown projects total trip value across these segments to reach $41 billion by 2028 – up from $33 billion in 2025, and $61 billion by 2035.

These aren't forecasts but are intentionally ambitious targets designed to articulate the economic potential of this sector. The lower band targets would require a strong annual growth rate above the expected economic growth.

The upper band would lift this to $43 billion, requiring a compound annual growth of 8.3 per cent rather than 6.9 per cent. Australia's long run average of 7.1 per cent suggests the lower band is achievable, while the upper band target implies a clear step change in Australia's inbound visitor and expenditure performance.

This higher outcome depends on several factors. Firstly, generally favourable economic conditions and reduced geopolitical disruption. Secondly growth in aviation capacity to Australia and competitive aviation costs. Finally, effective demand generation from Tourism Australia and other partner marketing organisations.

Total trip expenditure Leisure (Hol & VFR), WHM and Business Events
2025 – 2035 target, billions AUD, nominal

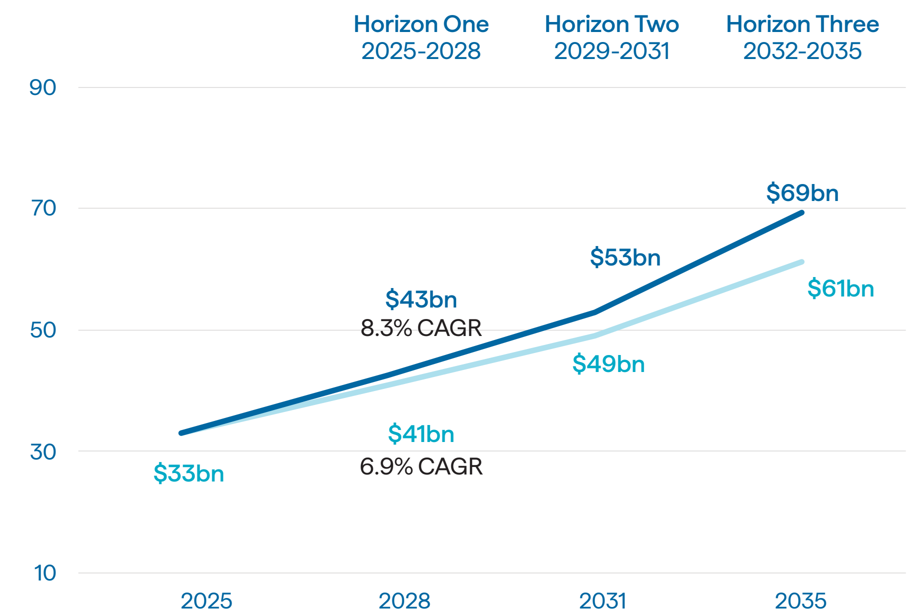


Figure 4. Target growth across leisure (holiday and VFR categories) and business events sectors 2025 – 2035

Note: Underlying L.E.K. Consulting modelling was based on spend in Australia and carried out in detail for the top 30 markets only. Scaling has been applied to both derive Total Trip Spend (based on the FY2025 proportionality) and account for all markets (based on historical movement in the share of other markets) at the segment level of granularity
Source: L.E.K. Consulting Report

Aviation is the critical supply side factor in achieving demand targets

Australia requires an additional 4.4 million inbound seats by 2035 to achieve the lower band targets

Australia's aviation capacity is only partly taken up by inbound leisure tourism and business events travellers. On average load factors are around 80 per cent so 1 in 5 seats are vacant. The majority of booked inbound seats are taken up by Australians returning home. The remainder of passengers is where Tourism Australia focus its investments.

To meet the lower band targets Australia's aviation capacity would need to increase by an additional 1.5 million seats by the end of Horizon One in 2028 and by 2.8 million in 2031, and 4.4 million in 2035.

Tourism Australia's core 16 markets need to carry the weight of that growth with 3.6 million more seats by 2035.

Required incremental aviation capacity
Incremental inbound seats, accounting for practical load factor ('000)

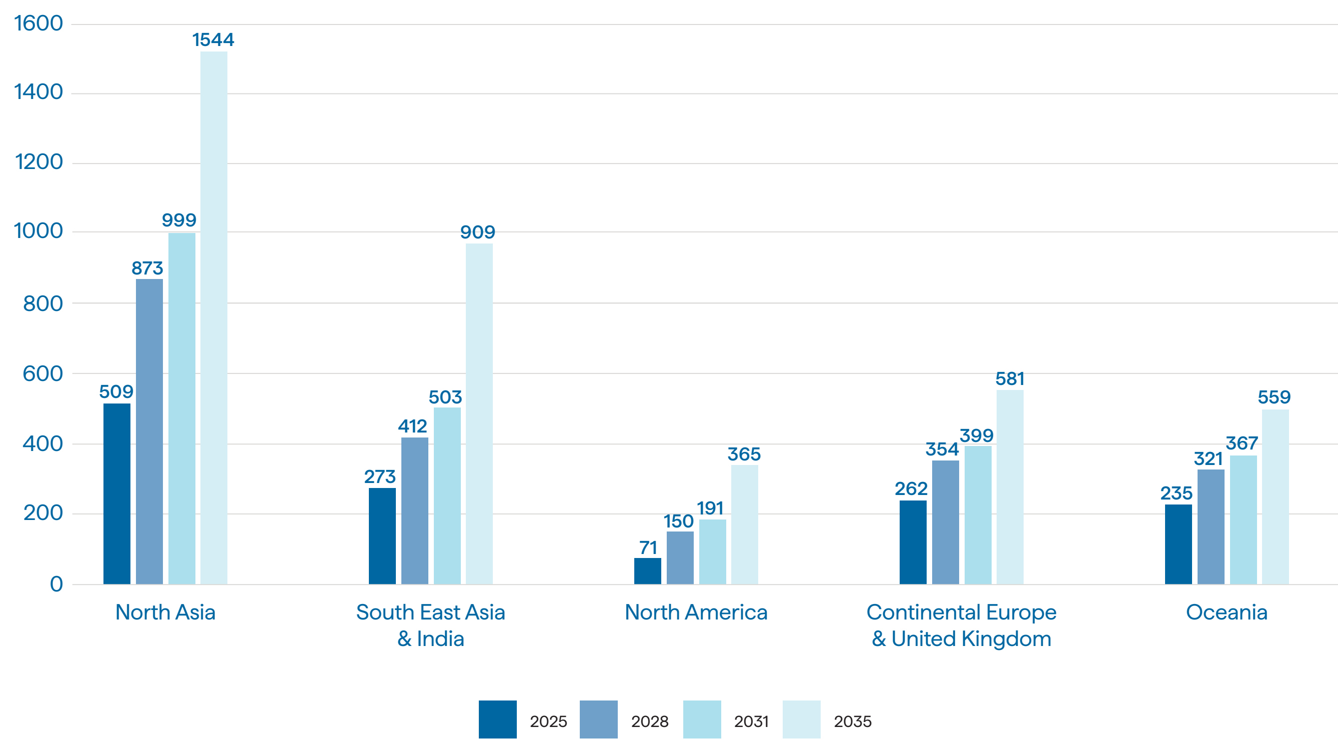


Figure 5. Incremental seats by market

Source: L.E.K. Consulting Report

Strong growth expected across Tourism Australia's core traveller segments

Australia's inbound outlook anchored in leisure demand

Total inbound expenditure will continue to be driven by leisure travel, with Holiday and Visiting Friends and Relatives accounting for the bulk of growth over the period. Holiday spending will rise from around $14 billion in 2019 to more than $27 billion by 2035, consolidating its position as the largest segment.

Expenditure from visitors seeing friends and relatives also expands steadily, almost tripling over the same period. By contrast, Working Holiday Makers and Business Events will grow more modestly. While both contribute to overall value, their combined share will remain small relative to mainstream leisure travel, reinforcing the central role of holiday and VFR markets in shaping Australia's inbound tourism outlook.

Total trip expenditure by trip type
Billions of AUD, lower band targets, nominal

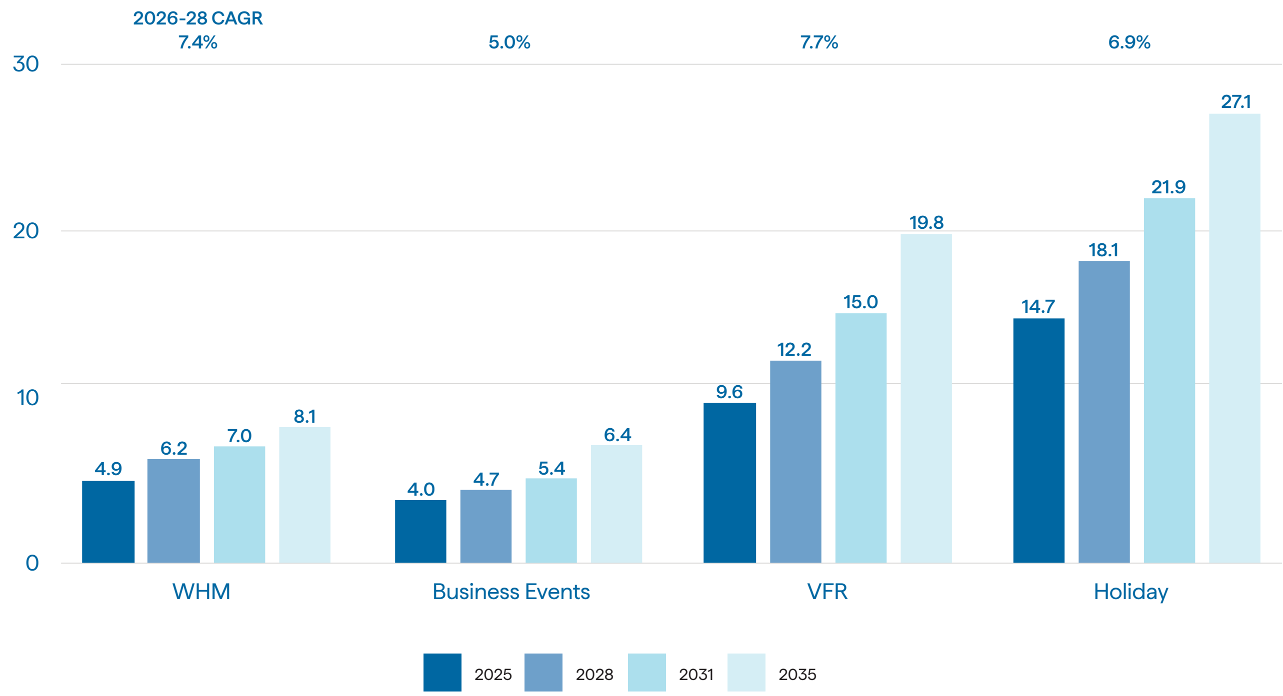


Figure 6. Lower band expenditure targets by market segment 2025 - 2035

Note: Underlying L.E.K. modelling was based on spend in Australia and carried out in detail for the top 30 markets only. Scaling has been applied to both derive total trip spend (based on the FY2025 proportionality) and account for all markets (based on historical movement in the share of other markets) at the segment level
Source: L.E.K. Consulting Report

While growth rates vary for leisure audiences there are some clear opportunities for Australia

Australia's core leisure markets will continue to provide a stable base, but the sources of growth will continue to evolve.

North Asia, and Southeast Asia and India represent the regions with the greatest volume and value of growth for Australia, but the relatively small size and incremental opportunities of North America and Europe can't be ignored.

China is the most significant individual market with spending projected to reach $8 billion by 2035, and growth outpacing all other major markets. Its trajectory will be decisive in meeting national tourism targets.

The United States is targeted to approach $6 billion by 2035. The USA has the highest number of High Yielding Travellers of all of Tourism Australia markets and represents a significant growth opportunity, especially given the high proportion of holidaymakers.

Total leisure (Hol, VFR) and WHM trip spend by market clusters
Billions of AUD, nominal

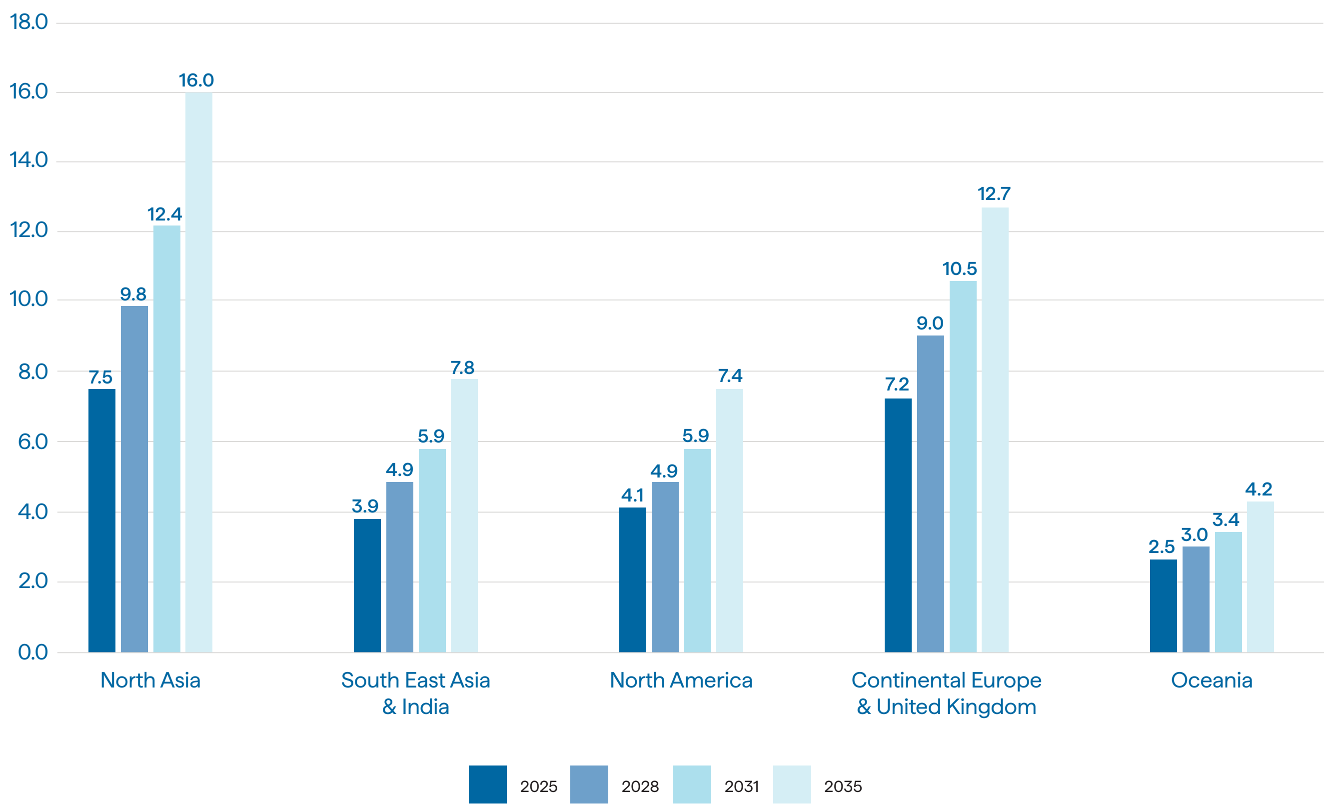


Figure 7. Predicted leisure spend (holidaymakers, VFR and WHM) across Tourism 2035's three horizons

Note: Markets ordered by share of total target spend in 2035. The underlying forecast is based on spend in Australia, with scaling applied to derive Total Trip Spend based on FY2025 proportionality
Source: L.E.K. Consulting Report

Steady performance from the Business Events sector across markets

A Business Event visitor is defined as someone who attended, or travelled with someone attending, a business meeting, corporate event, convention, conference, seminar, exhibition or trade fair. While grouped under a single category, Business Events comprise distinct segments, each subject to different economic drivers, industry cycles and global conditions.

Looking to 2035, the overall order of market importance is expected to remain broadly stable, with most key markets projected to grow at a similar rate of around 18 per cent across each of the horizons.

The United States is to remain Australia's largest source market for Business Events, consolidating its position as a central driver of growth. China is projected to retain its role as the second largest contributor, with steady growth underpinning its continued strategic importance.

'The Business Events Bid Fund Program provides a critical role in cementing Australia's position as a competitive destination for securing global business events across high yield incentive programs and key sector associations. For regional destinations this reduces the risk of bringing an event here and makes us more competitive when bidding against competing international destinations.'

Tara Bennett, GM - Partnerships & Events, Tourism Tropical North Queensland

Total Business Events trip spend by top 20 markets, market clusters
Millions of AUD, nominal

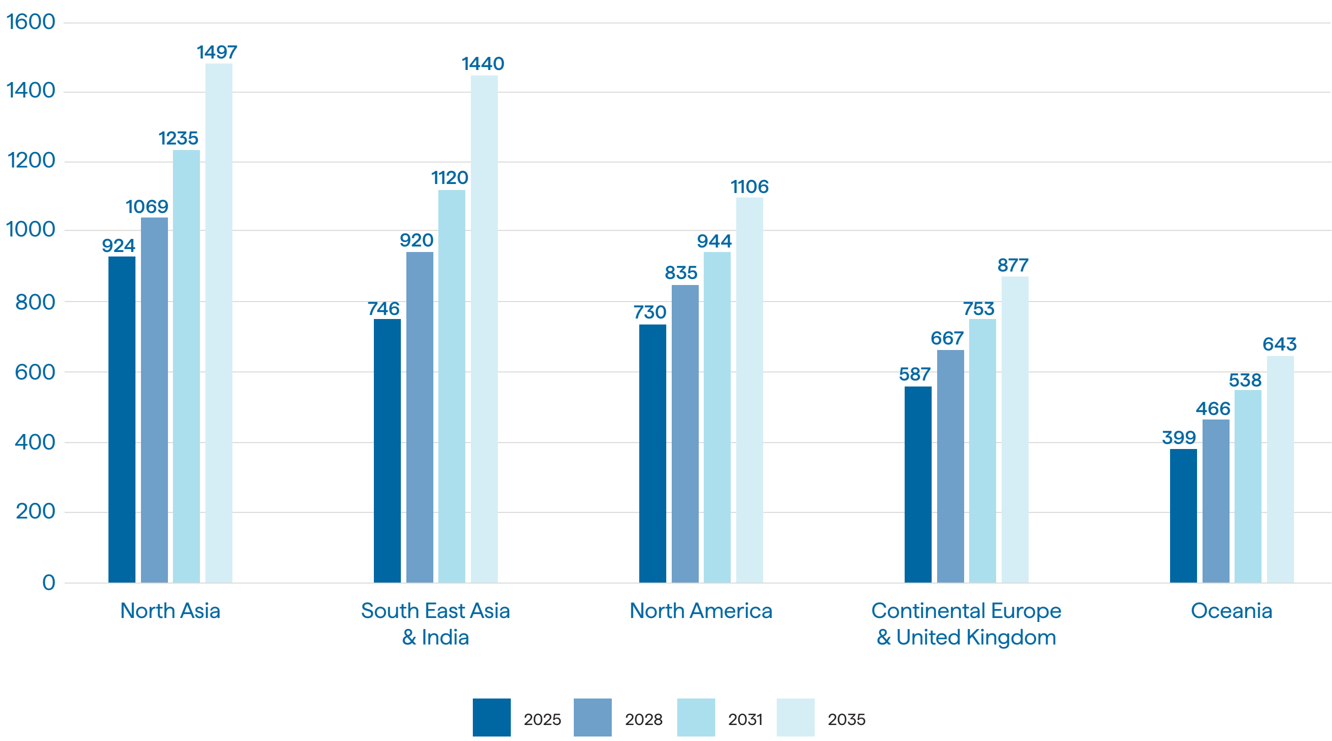


Figure 8. Predicted business events spend by market across Tourism 2035's three horizons

Note: Markets ordered by share of total spend in 2035. The underlying targets are based on spend in Australia, with scaling applied to derive Total Trip Spend based on FY2025 proportionality.
Source: L.E.K. Consulting Report

Tourism Australia has set three horizons of growth to reflect this potential

2019-2025	2026-2028	2029-2031	2032-2035
Historic	Horizon One	Horizon Two	Horizon Three
$33bn 2024 leisure (Hol, VFR), WHM and Business Events total trip expenditure	**$41bn** 2028 leisure (Hol, VFR), WHM, and Business Events total trip expenditure	**$49bn** 2031 leisure (Hol, VFR), WHM, and Business Events total trip expenditure	**$61bn** 2035 leisure (Hol, VFR), WHM, and Business Events total trip expenditure
	Industry check in	**Industry check in**	**Industry check in**
The sector experienced a highly reactive period driven by demand from available domestic sources and market recovery as borders closed and slowly reopened. Tourism Australia's strategy focused on re-establishing market presence and managing severe supply-side shocks and restrictions.	The challenge across this period is to reduce the remaining friction in global travel, including high aviation costs and capacity constraints. The strategy is to pursue high yield travellers and accelerate growth in recovering markets while driving yield and focusing on dispersal around Australia. Key trends include adapting to more complex digital distribution and capturing emerging opportunities in sustainable tourism and new air routes.	This period will focus on modernising Australia's tourism offering and preparing for major shifts in aviation that expand access. Technological advancements will shape more personalised and purposeful travel experiences, supported by even stronger Indigenous-led and nature-based product. Investment in regional quality and workforce capability will lift readiness. With Brisbane 2032 approaching, brand and distribution efforts will convert rising interest into high yield travel across the country.	This period is dominated by the 2032 Brisbane Olympic and Paralympic Games, which will give Australia a high degree of global media salience. The strategy is to leverage this interest, showcasing all of Australia and enhancing perceptions of the country as a premier destination for sports, leisure, nature, and Indigenous culture. This exposure is vital to driving future visitation and cementing the country's position as a high-yield destination for the remainder of the decade.

Table 2. The three growth horizons provide the opportunity for Tourism Australia to recalibrate its approach to take advantage of evolving opportunities and respond to changing circumstances.

Note: L.E.K. Consulting figures include specified nationalities (30 markets only), and a further uplift would be applied to reflect arrivals and spend from Rest of World destinations. The underlying targets are based on Spend in Australia, with scaling applied to derive total trip spend based on FY2025 proportionality..
Source: L.E.K. Consulting Report

ULURU-KATA TJUTA NATIONAL PARK, NORTHERN TERRITORY

Target markets and audiences

How Tourism Australia tailors activity to key international markets

Tourism Australia adopts a portfolio approach to market selection. This enables steady growth and the ability to appeal to markets that have different strengths: from expenditure growth, to dispersal, to frequency and trip type.

We invest in 16 markets. These are selected from approximately 200 possible markets based on their ability to deliver meaningful growth to the visitor economy and represent 80 per cent of inbound expenditure.

Given the strength of Australia as a tourism destination, the natural growth in demand for tourism around the world, increasing connectivity and growing demand for the types of authentic and natural experiences Australia has to offer, some 'organic' visitation growth is to be expected. Tourism Australia's job is to prioritise investment in the markets and audiences where that growth can be stimulated more than would otherwise be expected, via destination marketing.

Two key factors guide activity in our markets

1. How much room there is to grow a market: potential value driven by the size of the market and rate of growth

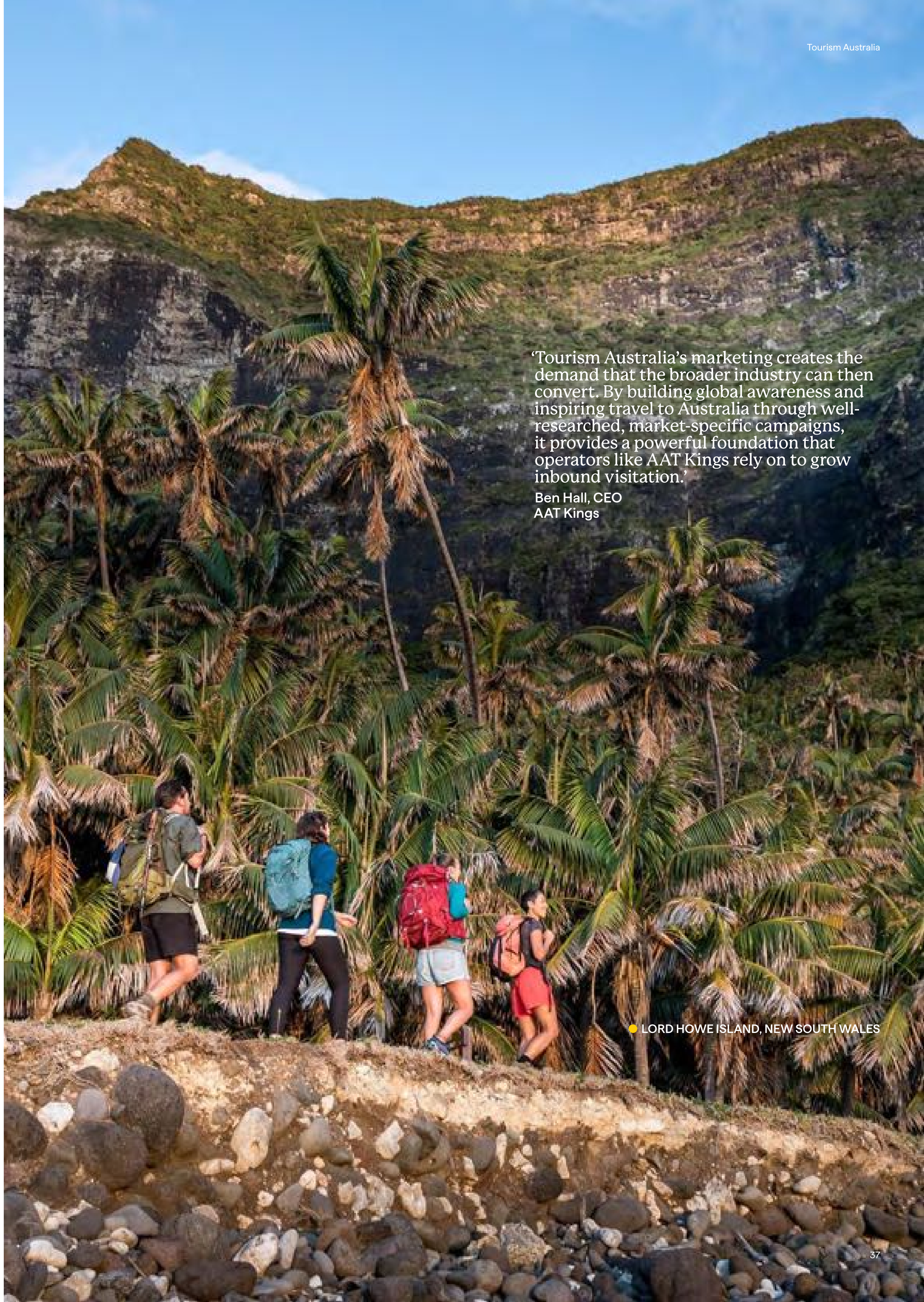
Tourism Australia assesses which markets have the strongest future growth potential. Some markets are long established, and others are earlier in their development, but it is the size and potential of the future traveller base that drives our activity.

Markets with large populations, established or growing middle classes, increasing appetite for long-haul travel and strong or expanding aviation links offer the greatest opportunity for future growth.

2. How responsive a market is to destination marketing – driven by familiarity and distance

Some markets respond more strongly than others to destination marketing. Distance and the associated time, cost and effort required for a trip to Australia is the biggest underlying factor. The further away a market is, the harder it is to convert intent into booked travel, even when consideration is high.

Closer markets tend to be more responsive because travellers can take trips more readily as they tend to be shorter and less costly. Conversely, very distant markets tend to be less responsive as their trips are on average longer in both duration and distance, and therefore more costly. While Tourism Australia's competitive set is largely long-haul destinations, more distant source markets also have many alternative, short-haul options that consumers consider when thinking of a trip to Australia.



'Tourism Australia's marketing creates the demand that the broader industry can then convert. By building global awareness and inspiring travel to Australia through well-researched, market-specific campaigns, it provides a powerful foundation that operators like AAT Kings rely on to grow inbound visitation.'

Ben Hall, CEO
AAT Kings

LORD HOWE ISLAND, NEW SOUTH WALES

Different roles for different markets

As a result, Tourism Australia segments markets into three groups:

1. 'Grow' markets

Grow markets include China and Hong Kong, the USA, Japan, South Korea and India.

These markets offer the strongest opportunity for growth over the next decade as they have considerable room to expand and are relatively responsive to marketing.

All have large populations with established or rapidly growing middle classes with an appetite for out-of-region travel.

They are also mid-distance from Australia, most notably within Asia, and with established or expanding aviation capacity, making them relatively responsive to marketing activity.

Because they combine room to grow with responsiveness, these markets represent Australia's most important sources of future demand.

2. 'Protect' markets

Protect markets include the UK and Germany. Travellers from these markets remain vital to the visitor economy because they stay longer, spend more and disperse widely throughout Australia, often visiting regions that receive far fewer international visitors than from other markets. For example, German travellers visit rural and remote areas more than any other international market.

Tourism Australia's ability grow these markets significantly – over and above their natural rate of growth – is challenging given their distance, cost of travel and competition from closer destinations. It's vital however that we protect our market share in these critical source markets.

3. 'Activate' markets

These are markets where there is still value to be won, but where either room for growth or responsiveness to marketing is lower – or both.

This group includes nearby markets such as Indonesia, Malaysia, Singapore and Vietnam as well as longer haul markets such as Canada, France and Italy.

New Zealand's historic, cultural and geographic closeness to Australia, along with high investment from Australia's states and territories mean that Tourism Australia can invest in markets where that investment will generate greater incremental growth.

Rest of world markets

Tourism Australia also continues to monitor smaller, promising markets outside the core 16 and offer support through the Aussie Specialist Program and events like the Australian Tourism Exchange (ATE).

Investing in the markets with the greatest potential return

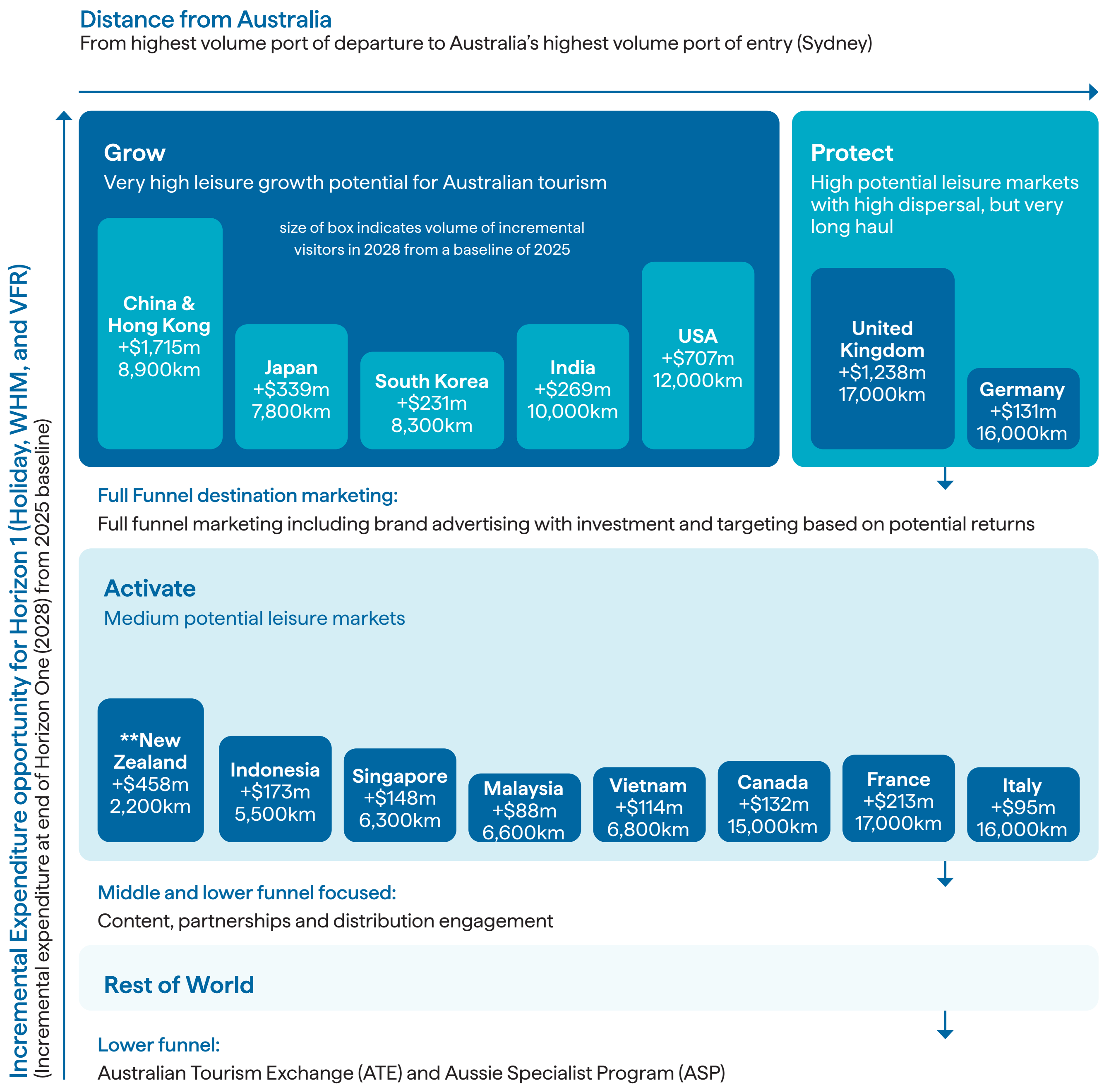


Table 3. Leisure markets by distance and type. Tourism Australia invests in the markets with the greatest potential return

Sources: Distance: Google Maps. Incremental value opportunity valuation for Leisure travel: L.E.K. Consulting Report
*Germany is a higher potential market given their long length of stay and propensity to disperse.
** New Zealand is a 'Convert' market that performs strongly through proximity and substantial STO marketing investment, enabling us to allocate consumer marketing resources to markets where Tourism Australia can drive greater incremental impact.

Business Events has its own set of target audiences and markets

Background

The business events sector is a major driver of Australia's visitor economy. In 2025, international business events visitors spent an average of 56 per cent more per night than leisure visitors.[1] Tourism Australia's dedicated business events unit, Business Events Australia (BEA) continues to focus on driving demand by increasing consideration of Australia as a business events destination and then converting desire into bookings.

Our global marketing strategy aims to raise awareness and consideration of Australia as a business events destination amongst target audiences via our brand campaign *There's nothing like Australia for business events*.

Marketing activity focuses on communication (delivered via paid, owned and earned media), trade distribution and partnership activity targeted at the two audiences: incentive and association decision makers in key priority markets.

Our targeted business events distribution and partnership activity aims to drive short- and long-term demand for Australia's business events offering and support the conversion of business events in Australia in key markets: North America, the UK, Europe, New Zealand, South/ Southeast Asia and China and Hong Kong. All content and activity is nuanced by audience sector and market.

Tourism Australia targets two audiences within the business events space:

Incentive

Planners and decision-makers involved in arranging trips to reward teams for achievements, e.g. a trip to reward a sales team for reaching their targets.

Association

Planners and association decision-makers involved in arranging major congresses that bring together delegates for professional development, usually from the same industry sector.

Tourism Australia also directly targets prospective international delegates to confirmed upcoming events in Australia.

> 'The [Tourism Australia] Business Events Bid Fund Program plays a critical role in securing global meetings for Sydney and Australia. It strengthens our ability to win events that deliver strong economic returns, supports local industries and local jobs, and showcases Australia's world-class capabilities.'
>
> **Amanda Lampe, Chief Executive Officer, Business Events Sydney**

Business Events Market Prioritisation

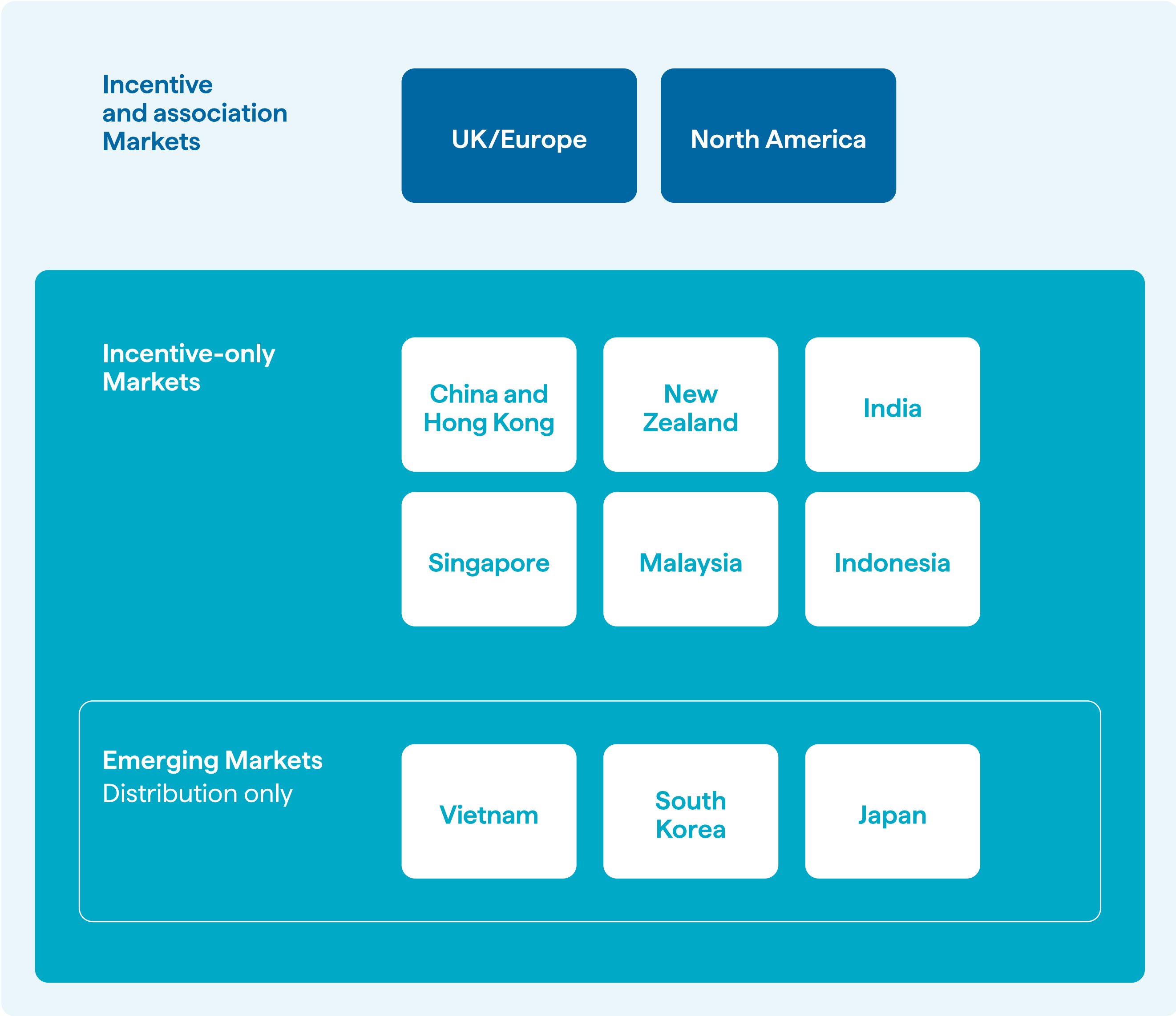


Figure 9. How Tourism Australia prioritises business events markets

[1] Tourism Research Australia, *International Visitor Survey*, September 2025

Tourism Australia targets High Yielding Travellers

Defining trip types

Understanding trip type is vital in understanding traveller motivation, and the likelihood of convincing different traveller segments to choose Australia. Tourism Australia analyses the following trip types: holidaymakers, visiting Friends and Relatives (VFR), working holiday makers (WHM), corporate travel, students, those travelling for employment and business events travellers.

Segmentation

Tourism Australia's audience segmentation is intentionally simplistic to allow it to operate within the wider Australian visitor economy ecosystem. We target High Yielding Travellers who come in four broad segments whose primary reason for visitation can be influenced by marketing or marketing adjacent activities.

High yielding leisure

Tourism Australia focuses on travellers who spend disproportionately more per trip. These high yield leisure travellers represent around 80 million potential visitors worldwide, and while they are well defined and valuable, they are also a large audience to target.[1] Figure 10 highlights the estimated number of high yielding leisure travellers across Tourism Australia's core markets (excluding Vietnam). Even though India and China have far higher populations than the USA, wealth distribution, proportion of passport holders and so on mean the USA has more high yield leisure travellers.

Luxury travellers

Luxury travellers represent the top end of spenders, spending more than $1,200 AUD per person per day.

Working Holiday Makers

While Working Holiday Makers have a lower spend per day, they stay for 161 days on average.[2] Their protracted visit means they also tend to travel to more remote parts of Australia. Furthermore, given Australia's relatively high repeat visitation rates, the lifetime value of a visitor who comes in their youth is very high.

Business events visitors

Business Events travellers make up 10 per cent of total arrivals to Australia. They are essential to the Australian tourism industry as they spend significantly more than leisure visitors and continue to travel in shoulder or off-season times and mid-week. Tourism Australia targets those on incentive trips as well as those attending conferences and conventions.

Indirect audiences

While Tourism Australia's investment is focused on the segments outlined above, a broadly appealing destination brand indirectly influences the destination choices of students, businesspeople and those visiting for employment.

[1] Tourism Australia, *Consumer Demand Project*, March 2025
[2] Tourism Research Australia, *International Visitor Survey*, September 2025

High Yielding Leisure Travellers represent around 80 million people worldwide[1]

Figure 10. Comparative volume of high yield travellers by market

[1] Source: Tourism Australia, Consumer Demand Project, March 2025

EAST KIMBERLEY, WEST AUSTRALIA

Ten future forces impacting tourism performance

Force 1: High yield competition

Increasing competition for the high yield traveller

Australia is a premium destination due to three factors:

1. Australia's average inbound one-way fares are the highest of all direct competitors due to average distance.
2. Australia's tourism experiences are high quality and as a result high cost.
3. The economy is highly developed and the population one of the wealthiest on earth.

While some Australian destinations rely on volume and large group travel, achieving national economic targets requires yield growth.

Direct competitors have shifted decisively to focus on high yield travellers

Tourism Australia was an early adopter of the yield approach in 2012. Since then, other high-quality, high-cost destinations have followed suit, increasing competition.

1. New Zealand targets the 'high quality traveller'
2. Canada targets the 'sophisticated traveller'
3. Japan targets 'high value travellers'
4. California targets 'confident connoisseurs'

Over-tourism is a significant driver of a shift from volume to value

Many historically high-volume destinations are now actively reducing visitation to protect liveability and recalibrate economic benefit. Examples include Dubrovnik, Venice and Kyoto, where social licence is declining as a result of extremely high tourist numbers. Barcelona has seen 'water pistol' protests and graffiti demanding "tourists go home", despite tourism being a key employer.[1]

In response, destinations are increasingly pursuing yield by throttling volume and raising economic contribution per visitor.

Strategies include:

- Limiting access via caps on flights or cruise capacity
- Restricting accommodation development or zoning
- Increasing costs through additional fees and taxes
- Reducing destination appeal by using hoardings to block scenic viewpoints.

New competitors are investing heavily to attract high yield travellers

Middle Eastern destinations, not traditionally part of Australia's competitive set, are now investing heavily to grow their visitor economies. Their increased marketing and experience development spend expands the competitive landscape and reduces Australia's share of voice in key markets. As these countries continue to diversify beyond carbon-intensive industries, investment in tourism infrastructure, experiences and marketing will continue to rise.

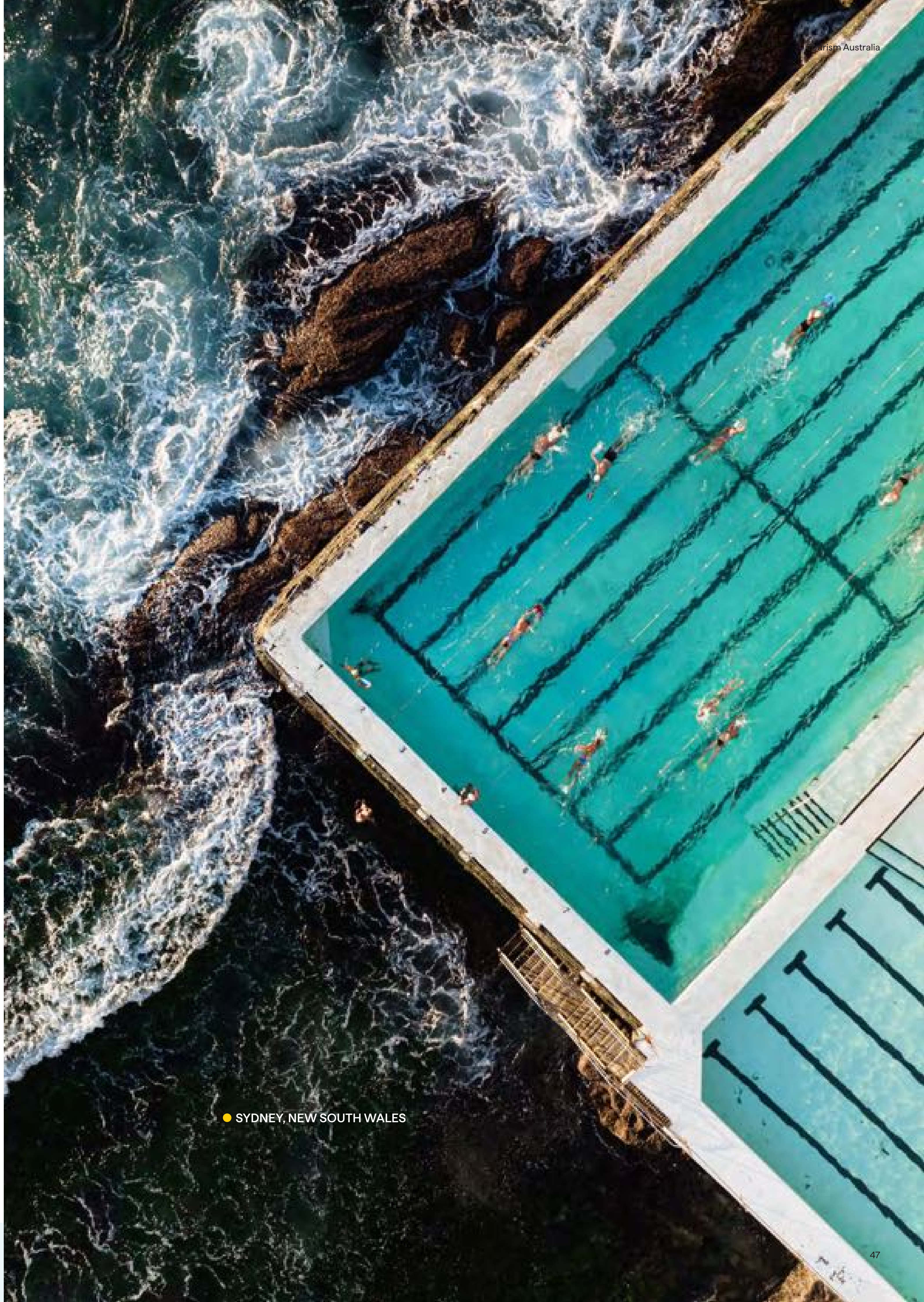
Competition is rising sharply in business events

The global business events sector is rapidly expanding, with countries investing at scale to secure high-value events. Canada's International Convention Attraction Fund illustrates this shift. Backed by a Canadian Government budget commitment of CA$60 million, the fund provides substantial bid-stage support. This initiative has already helped secure multiple international conventions with strong economic returns.[2] This type of targeted investment reduces risk for event owners, strengthens Canada's position in priority sectors, and shows how funding can shape demand and attract high yield travellers.

'As an international hotel group operating Australian brands at home as well as 8 countries across the world, I can say without hesitation that Tourism Australia's international campaigns highlight our unique attributes as a nation and create demand at scale, shaping the perception of Australia on the world stage. When Tourism Australia elevates brand Australia, every hotel in our industry, as well communities across the country, benefit immensely.'

Antony Ritch, CEO, TFE Hotels

[1] ABC News, "How the dream Spanish holiday became a nightmare for locals," 19 August 2025
[2] Destination Canada, "International Convention Attraction Fund," International Convention Attraction Program (ICAP) | Destination Canada



SYDNEY, NEW SOUTH WALES

Force 2: The Asian Century continues

Asian markets will drive the next wave of growth

Eastern markets will drive the next wave of Australian growth

Economic momentum across the Asia-Pacific region is creating a mobile middle class with strong appetite for international travel, including to Australia. Shorter flight times and competitive fares have supported rapid growth since the early 2000s and will remain a core driver of future demand.

Figure 11 shows the rapid growth in both numbers and expenditure from Asia since 2010.

Historic and forecast visitation
All trip types, short-term visitor arrivals

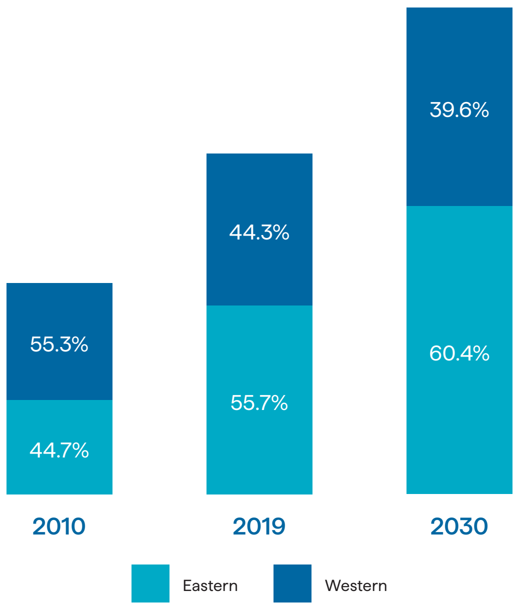


Figure 11: Historic and forecast visitation by Asian region showing expected growth from East Asia (China)[1]

Asian demand is reshaping the visitor mix

Travellers from Asia have distinct stay, spend and dispersal patterns compared with those from western markets, which shape product and distribution across Australia. This demand has long benefited the visitor economy, with China, Japan and Singapore delivering scale, strong spend and repeat visitation. Before COVID-19, China accounted for more than 15 per cent (2019) of all international arrivals and three times the tourism expenditure of the USA.[1] As Asian markets continue to recover, these patterns are expected to return. With the Chinese market evolving from large tour groups to free independent travel, the demand for longer stays and greater dispersal is growing.

China and India will set the pace for the decade ahead

China is on track to become the world's largest economy by 2035 and will add the greatest number of households able to afford international travel. India's economy, which grew 6.5 per cent in 2024, will add the second largest number of travel-ready households.[2] India's aviation capacity is also improving, with airport numbers more than doubling since 2014[3] and carriers planning $150 billion dollars of investment in new aircraft by 2030.[4] Australia already ranks highly by Indian consumers in their consideration sets, creating strong future potential in leisure and business events travel.

Asia will be central to Australia's tourism growth

Asia will be central to Australia's future tourism growth. Its proximity and rising economic strength support higher travel frequency, with increasing winter visitation positioning Australia as an attractive alternative to source markets in the heat of summer and helping to smooth seasonal demand.

As Asian markets continue to expand, the returns from Australia's positioning in leisure and business events, including incentive and hub-based associations, are expected to strengthen. Visa settings will remain an important enabler, influencing both the volume and frequency of inbound travel by shaping ease of access and trip planning.

Balancing this growth across eastern markets with the enduring value of western long-haul markets will be critical to future demand, ensuring the inbound portfolio delivers scale, yield and resilience.

Western markets remain essential for yield, visitation, dispersal and business events

The USA, the UK and New Zealand will continue to anchor high-yield demand, with the USA offering the world's largest pool of high-value travellers.[5] Western markets are also central to business events, as most global associations are headquartered in the USA and Europe. Travellers from western markets typically stay longer and disperse more widely, particularly those from Continental Europe, increasing their overall value to regional Australia.

> 'The Asian market has been central to the growth and evolution of Pennicott Wilderness Journeys, from early engagement with Southeast Asia and Hong Kong to expanding into China and emerging markets. Its diversity aligns with our breadth of products, while growth in independent travellers and visiting friends and relatives segments underpins current domestic demand and growth potential.'

Robert Pennicott, Managing Director, Pennicott Wilderness Journeys

1 Tourism Research Australia, International Visitor Survey, December 2019
2 Oxford Economics, "What does the future hold for travel in APAC?," October 2025
3 The Wave Andaman, "Government eyes 350 airports and one billion passengers in India's Aviation Vision 2047," 25 October 2025, India aims to double airports by 2047 under aviation plan'
4 Reuters, "India needs to spend more than $170 bln to fund aviation expansion through 2030, S&P Global Ratings says," October 15 2024
5 Tourism Australia, Consumer Demand Project, 2025

Force 3: Breadth drives choice

Travellers want a range of experiences

Travellers want multiple experiences

Most travellers have a broad set of interests when they travel. Even those visiting for a specific event judge a destination on the breadth of its offering. There is no single experience that convinces visitors to come. Travellers are looking for combinations of experiences that suit their individual needs, with interest typically spanning between 11 and 40 different experiences, as shown in Figure 12. Interest peaks at 16 to 20 experiences (17 per cent), followed by 11 to 15 (16 per cent) and 21 to 25 (13 per cent), demonstrating the wide range of experiences travellers seek when planning a trip.

Breadth creates value

Part of the appeal of the USA, Europe and Japan is their perceived breadth. These destinations are highly visible in global popular culture and are relatively well known, which helps audiences create a rich 'mental movie' of what a trip might look like.

In comparison, Australia's 'mental movie' is less defined. However, with streaming services now mandated to spend at least 7.5 per cent of their Australian revenue on the creation of new Australian content, our 'air time' in global culture may increase.[1]

Australia offers more than people realise

Australia is strongly associated with beaches, wildlife, natural environments, safety, Indigenous culture and climate.[2]

However, it is less well known for wellness, city lifestyles, museums, food and wine, convenience and value, shopping and architecture. These perceptions do not reflect the experience on the ground. Australia has an exceptional food and wine scene, vibrant cities, strong museums and galleries, and an emerging wellness sector that is world class.

Australia over-delivers for those who visit

Visitors who have been to Australia consistently find that it offers more breadth and is easier to navigate than expected. Nothing sells Australia like Australia itself. Once travellers have experienced the country, many feel more confident returning to explore further and see more.

Repeat visitation is high across markets. Overall, 60 per cent of all visitors have been here before. For holidaymakers the figure is 48 per cent. Rates are highest in nearby markets, such as New Zealand at 88 per cent, yet they remain significant in longer-haul markets, including the USA at 24 per cent, the UK at 42 per cent, China at 34 per cent and Japan at 40 per cent.[3]

Supply is vital

Demand for a breadth of experiences is clear but converting that demand into expenditure requires strong supply. Destinations with strong investment pipelines, engaged labour forces, developed infrastructure and transport capacity have the ability to capitalise on this demand.

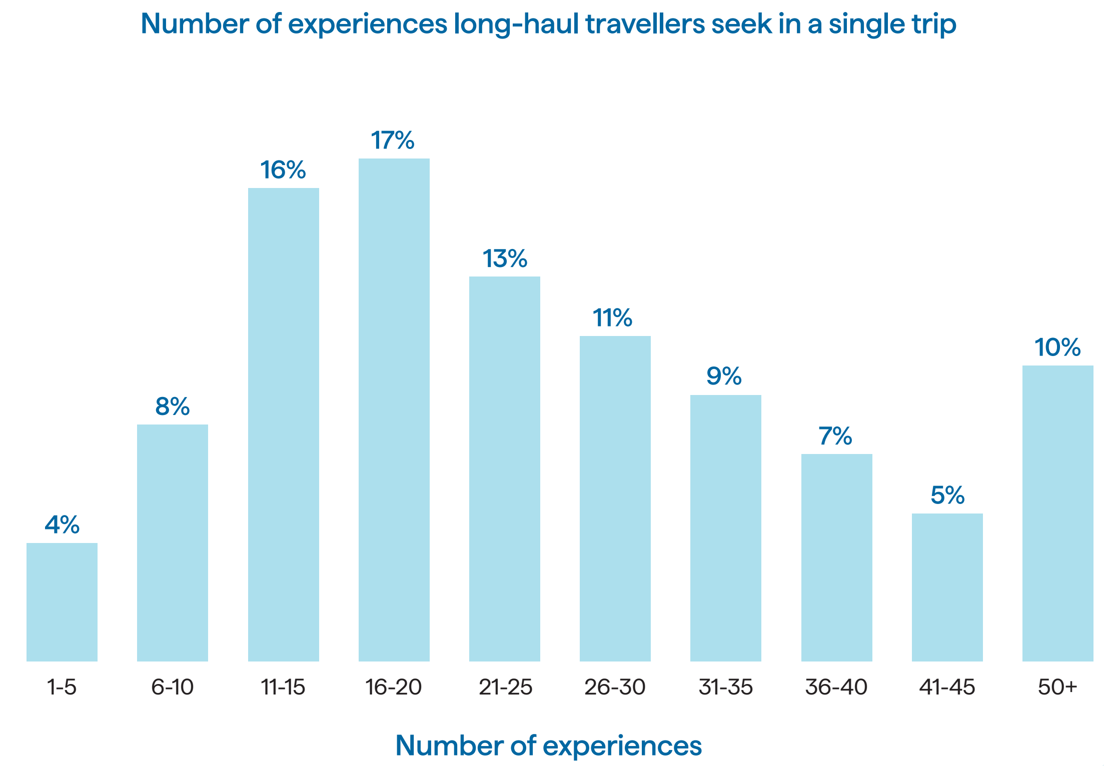


Figure 12. Number of experiences sought by long-haul travellers in a single trip

1 Department of Infrastructure, "New Australian content laws for streaming services," 28 November 2025
2 Tourism Australia, *Consumer Demand Project*, September 2025
3 Tourism Research Australia, *International Visitor Survey*, 2025

Source: Tourism Australia, Future of Demand, 2022, n=2,400

Force 4: The massive potential of major events

Springboards for visitation, yield and advocacy

The value of major events is clear

Major events, from the Olympics to Taylor Swift, deliver significant economic value and are highly contested. Their impact is usually measured through incremental visitation and expenditure, supported by handover moments, qualifying tournaments, selective partnerships and celebrity endorsements that build awareness for the host destination.

The 2024 Olympic Games illustrated this clearly. France welcomed 1.7 million international visitors from 222 countries, with large spikes from long-haul markets including Brazil, Japan, China and the USA. Combined with strong short-haul travel, this contributed to France's strongest-ever year of international visitation and expenditure.[1]

The long-term legacy is equally important

The benefits of major events extend well beyond the event window. They create periods where global attention is focused on the host country and lift consideration in the years that follow.

Research by Tourism Australia found that marketing activity during the 2023 FIFA Women's World Cup delivered strong reach and built brand equity across the consumer purchase funnel, strengthening awareness, consideration and preference for Australia.[2] This created momentum for Australia's destination brand that can be built on for future growth.

An exceptional pipeline of Green and Gold events

Australia has a once-in-a-generation line-up of major events in the lead-up to the 2032 Olympic and Paralympic Games. Together they create an unrivalled opportunity to elevate Australia as a tourism destination.

Key events include:

- 2026 AFC Women's Asian Cup
- 2027 Men's Rugby World Cup
- 2027 Netball World Cup
- 2028 T20 Men's Cricket World Cup
- 2028 Golf President's Cup
- 2029 World Masters Games
- 2029 Women's Rugby World Cup
- 2029 UCI Cycling Track Championships
- 2032 Olympic and Paralympic Games

Annual sporting events play a pivotal role – particularly for younger travellers

Annual competitions like the Australian Open, Formula One, Sydney Marathon and World Surfing League also play a pivotal role in attracting visitors. These world-class events create year-on-year momentum and build distinctive sporting cultures. They are becoming increasingly attractive to younger international travellers, supported by the cultural impact of series such as *Drive to Survive* and *Break Point*. Competition across the global sporting calendar is intensifying, particularly from the Middle East, evidence of the benefit of hosting sporting events to many countries around the world.

Cultural events strongly influence when visitors travel

Food and wine festivals and cultural events are important to the visitor economy and motivate consideration of Australia as a tourism destination. However, these events are generally smaller in scale and have historically been too fragmented and niche to be a primary travel driver.

In general, they influence when visitors travel, but not why they choose Australia. The exception is large, generation-defining cultural moments such as Taylor Swift's Era Tour, which generated around $558 million for the Australian economy.[3]

Business events drive high yield, advocacy and return visitation, whilst showcasing Australia's strengths

Business events represent a high-yield sector that is vital to the Australian visitor economy. Attendees include corporate travellers and international delegates: high-value visitors who spend, on average, twice as much as leisure tourists. Events drive essential mid-week and shoulder season demand. A critical component is incentive travel, which rewards top performers with a program of activity that includes unique Australian experiences. This type of travel not only provides immediate economic benefit but also converts global business people into passionate brand advocates, leading to a high rate of return as leisure visitors.

Beyond financial yield, association and corporate conferences serve as a critical platform for knowledge transfer, trade and investment. By attracting global leaders, experts and decision-makers to major conventions, Australia showcases its world-class expertise in key sectors like health, resources and energy, defence and space, agribusiness and food, technology and manufacturing, and infrastructure. These deepen international business relationships and position Australia as an innovation hub. Events are often secured through the coordinated efforts of Business Events Australia and the Australian Convention Bureaus, which provide the strategic funding, marketing and logistical support necessary to successfully bid for and win these prestigious global gatherings.


PAIR'D FOOD AND WINE FESTIVAL, MARGARET RIVER, WESTERN AUSTRALIA

1 Atout France, The 2024 Paris Games' Tourism Legacy, 2025
2 Tourism Australia, Critical Truth Major Events Research, 2023
3 Forbes Australia, "$558 million and counting: Swifties' bumper boost to Aussie economy," 19 February 2025

Force 5: The future of flight

Reducing perceived effort and cost

Aviation is the single most important driver of Australia's visitor economy

As an island nation, Australia relies on aviation for almost every international arrival. Growth in aviation capacity is correlated with growth in visitation; in short, aviation access drives demand.[1] For many travellers Australia is perceived as distant, comparatively expensive and carbon intensive, which heightens the importance of seat supply, routes and journey time. Journey length and convenience have a significant influence on conversion and competitiveness.

Aviation into Australia is vital, but so is aviation around the country. Internal flights enable dispersal around Australia but limited capacity, connectivity, low frequency and high costs limit Australia's competitiveness on the international stage.

Aviation developments are reducing Australia's distance barrier

Distance remains Australia's number one barrier.[2] Aviation developments are reducing this barrier by improving the three factors that shape long-haul decision making by consumers:

Time: through more direct flights and shorter overall journey times

Cost: through greater competition and more direct point-to-point access across Asia in particular

Carbon: through the gradual adoption of sustainable aviation fuels and more efficient aircraft (Figure 13).

These factors reduce the perceived effort and cost of travelling to Australia.

Future aircraft will unlock new opportunities

Long range narrowbody aircraft, ultra long range widebody aircraft, improved cabins and the use of sustainable aviation fuels will reshape global and Australian connectivity through the 2030s. These developments will open new city pairs, strengthen regional gateways and reduce frictions traditionally associated with travelling to Australia.

Geopolitical turmoil is a double-edged sword

Global conflicts, shifting foreign policies and rising political uncertainty have heightened perceptions of risk in international travel. Travellers avoid destinations they view as politically unstable or geopolitically sensitive, and gravitate towards places that feel safe and stable.[3] Australia benefits from this shift due to its reputation for stability and safety.

At the same time, heightened risk perceptions can also reduce consumers' willingness to undertake long-haul travel or unfamiliar journeys. During periods of uncertainty, many travellers choose to stay within culturally or politically familiar regions, which can act as a headwind for long-distance destinations such as Australia.

Global commercial active fleet by aircraft type (forecast)

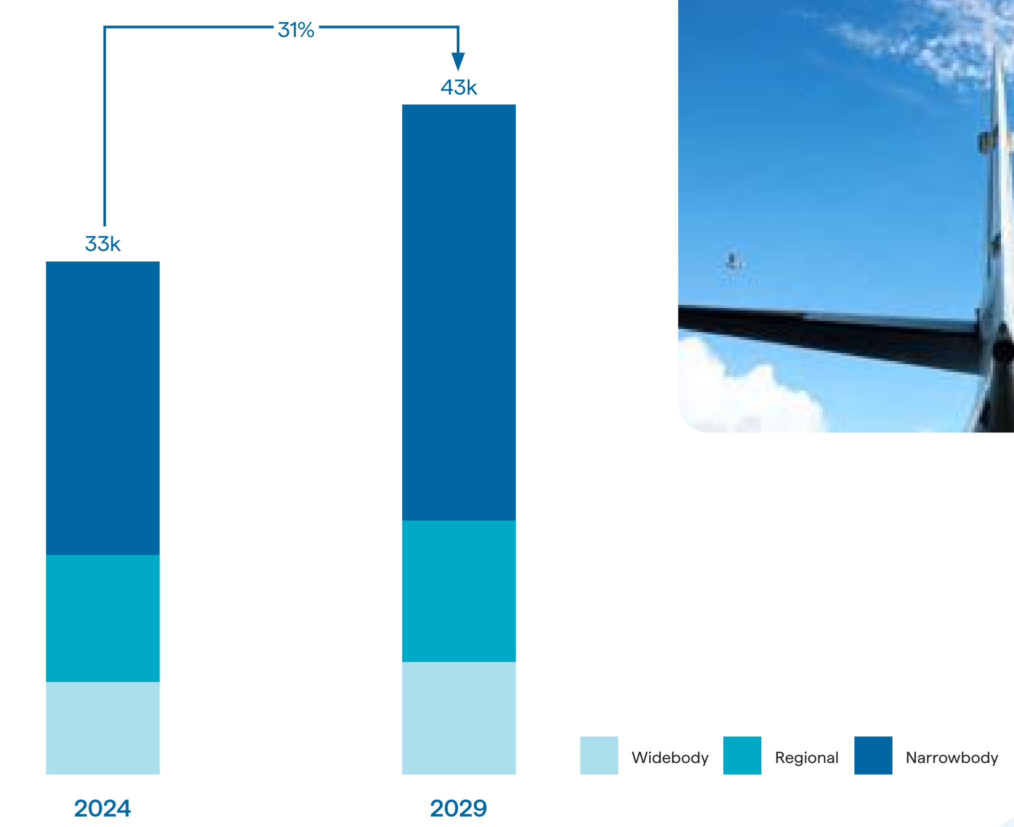


Figure 13. Forecast growth in global airline fleet by type[1]

[1] World Economic Forum, "If you build it, they will come: why infrastructure is crucial to tourism growth and competitiveness," 4 September 2019
[2] Tourism Australia, *Consumer Demand Project*, 2025
[3] Tourism Australia, *Consumer Demand Project*, 2025

Source: IATA Sustainability and Economics using Cirium

Force 6: The era of volatility

Geopolitical, economic and climate volatility is impacting traveller confidence and decision-making

The era of volatility

We are in an era of volatility, driven by compounding geopolitical, economic and climate pressures that emerged in the early 2020s and now define the operating environment.

Pandemic disruption, war in Europe, escalating tensions in the Middle East and rising protectionism have created a persistently unstable global environment. Growth remains fragile. If current World Bank forecasts hold, the first seven years of the 2020s will record the slowest global economic growth since the 1960s.[1]

At the same time, climate disruption is intensifying, with increasingly frequent and severe weather events adding further unpredictability. Together, these forces are reshaping traveller confidence, planning horizons and decision-making.

Drivers of volatility

Geopolitical instability: We live in a world of increasing conflicts with no clear resolution. These include powers pursuing strategic rivalries and protectionist policies and shifting global political alignments. Impacts include travel visas, with travel frictions having both positive and negative impacts on travel patterns.

Economic instability and cost-of-living pressures: Inflation remains stubbornly high, and fluctuating markets are squeezing household budgets. In 2025, the Global Economic Policy Uncertainty Index (Figure 14) reached its highest reading on record.

Climate volatility and extreme weather: Global temperatures have already crossed the 1.5°C threshold,[2] and severe weather events like bushfires, floods, storms, cyclones, are becoming more frequent and costly.

Multiple impacts on travel behaviour[3 4]

Shorter booking windows: Travellers are delaying commitment to retain flexibility and avoid locking in plans during volatile periods.

Greater risk aversion: Safety and political stability are now decisive factors, with travellers avoiding destinations affected by conflict, unrest or major climate events.

Heightened value-seeking: Cost-of-living pressures are driving trade-offs, with consumers increasingly choosing lower-cost carriers, cheaper accommodation, shorter trips and more affordable destinations.

Shift to shoulder seasons and less-visited places: Travellers are actively opting for shoulder seasons or less-crowded regions to reduce costs, avoid over-tourism, and mitigate climate-related risks.

Climate-informed choices: Extreme weather is shaping when and where people travel, with travellers avoiding periods or locations vulnerable to disruption.

Demand for flexibility: Cancellation, rebooking and low-risk policies are now expected as a hedge against ongoing geopolitical, economic and climate volatility.

Global volatility is driving uncertainty and impacting travel behaviour

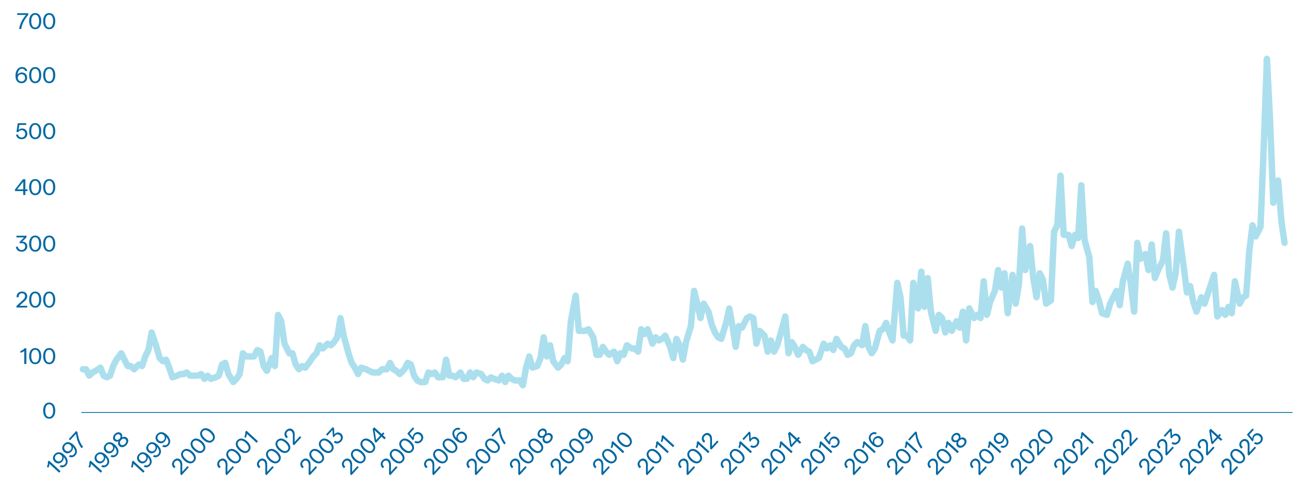


Figure 14. Global Economic Uncertainty Policy Index

[1] World Bank, *Global Economic Prospects*, June 2025
[2] World Meteorological Organization, "WMO confirms 2024 as warmest year on record at about 1.55°C above pre-industrial level," 10 January 2025
[3] Tourism Australia, *Consumer Demand Project*, 2025
[4] Tourism Australia, *Conversion Analysis*, 2025

Source: Chicago Board Options Exchange's CBOE Volatility Index (VIX)

Force 7: Multiple paths to purchase

Planning and booking behaviour is changing

How travellers plan and book is changing

The growth of new platforms, intermediaries and generative AI has changed the way travellers discover, research and purchase trips. People now move across many sources of inspiration and information before booking, creating more varied and less predictable planning paths.

The rise of the social-first consumer

Social platforms have replaced the traditional top-of-funnel search journey. A majority of travellers now use social media as a primary source of travel inspiration, moving between authentic, hyper-local content and niche storytelling at speed.[1] Destinations must meet travellers where inspiration happens and ensure inspiration can convert instantly to booking, or risk losing momentum.

Personalised offers are becoming the norm

Consumers now expect hyper-personalised, context-aware marketing that uses data such as behaviour, interests and channel usage to deliver relevant content at the right moment – for example, a notification about a local event when they arrive in a destination. These expectations strengthen the case for suppliers to invest in direct-to-consumer channels, where they can offer richer and more differentiated experiences.

The commercial impact is clear. Hotels capture significantly more value when bookings are made directly, averaging US$519 per booking in 2024 compared with US$320 via online travel agencies. This reflects travellers' greater willingness to purchase premium and ancillary services when the experience feels tailored and seamless.[2]

Booking sources are shifting

Travellers are no longer loyal to a single booking pathway. They move between travel agents, airline websites, online travel agencies, social platforms and even third parties who book on their behalf, while seeking recommendations from search engines and generative AI. Figure 15 reflects this diversification, showing a clear rise in direct airline bookings, continued use of online travel agents and an ongoing role for in-person agents. Booking journeys have become fluid, non-linear and spread across many platforms. This path to purchase also varies by market.

Agents are increasingly becoming 'omni-channel'

Shopfront travel agents will continue to play an important role for Australia, especially for travellers navigating our expansive destination, long-haul travel, luxury trips and other complex itineraries.

However, most traditional agents now operate as omni-channel businesses. This shift towards digital conversion, combined with the broader fragmentation of how travellers research and book, is changing how Tourism Australia works with the trade. Partnership marketing is increasingly happening through social channels, while AI trip planners and bots embedded in airline and distribution partner platforms influence what travellers see, consider and ultimately book.

For efficiency, some distributors prioritise high-volume, well-known attractions, neglecting the niche, remote, or deep-dive experiences critical for dispersal.

Training and support for agents is evolving too, with new AI-enabled learning tools making it easier to update product knowledge and stay across a fast-changing landscape.

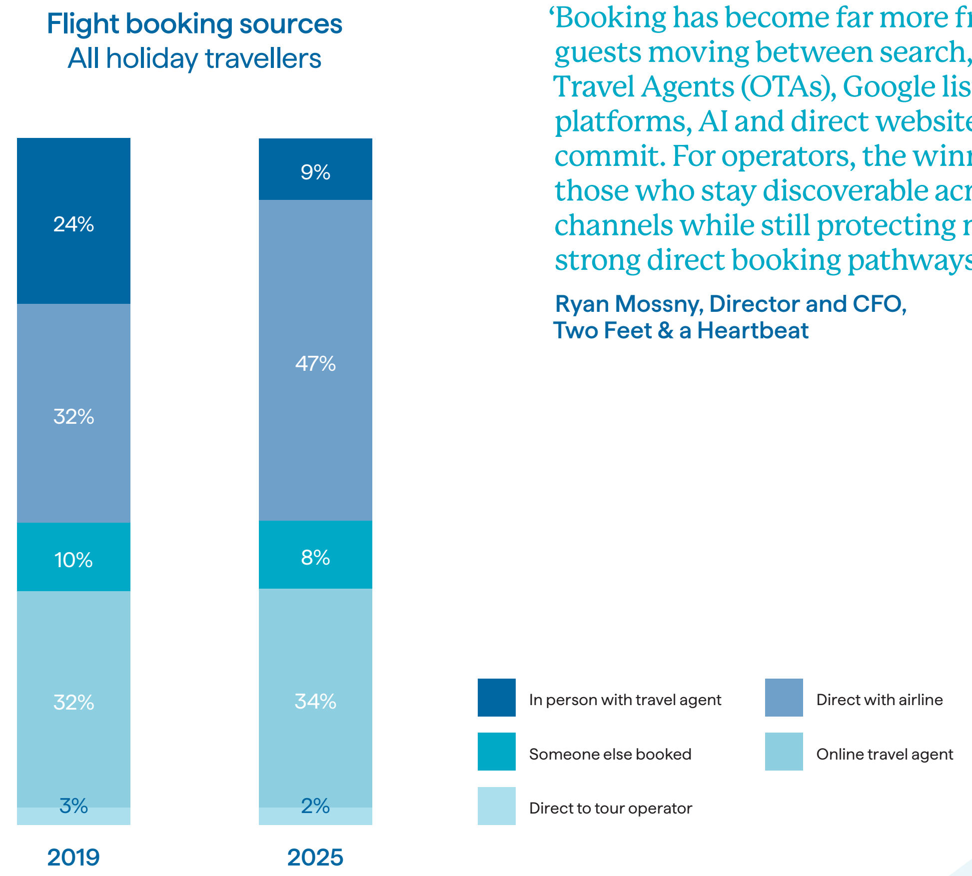


Figure 15. Flight booking sources across all holiday travellers[1]

> 'Booking has become far more fragmented, with guests moving between search, social, Online Travel Agents (OTAs), Google listings, review platforms, AI and direct websites before they commit. For operators, the winners will be those who stay discoverable across multiple channels while still protecting margin through strong direct booking pathways and clear value.'
>
> **Ryan Mossny, Director and CFO, Two Feet & a Heartbeat**

[1] Tourism Australia, *Consumer Demand Project*, March 2025
[2] SiteMinder, "Hotel Booking Trends: Australia," 2025

Force 8: Attention fragmentation

Content overwhelm and digital disruption reduces the time and focus available for destinations to make an impact

Relentless growth in content and creators

Digital content now appears at a scale that overwhelms people's ability to focus. Easy access to creation tools and the growth of the creator economy means millions of people and machines publish material across many platforms each day, with the overall volume increasing every year. The sheer amount of content available, whether written organically or by generative AI, leaves travellers exposed to far more material than they can absorb.

Algorithms shape rapid and fragmented attention

Most content is delivered through personalised feeds that refresh constantly. These systems are designed to optimise relevance, but they also reinforce fast-scrolling habits and keep users within narrow attention bubbles. They also lack the ability to identify 'AI slop', which is increasing its share of feeds. Longer daily screen times are filled with rapid, surface-level interactions, which makes it harder for destinations to capture and hold attention.

Attention is becoming shallow and fast paced

Travellers scroll through short clips, headlines and images at speed, often switching platforms in a matter of seconds. The average view time on short-form video is now measured in moments, not minutes. These quick interactions dominate the early stages of inspiration. People still seek out longer and more detailed information when they want reassurance or deeper understanding, but the pathway between those points is now filled with brief and lightweight touchpoints.

Fragmented attention has broken the traditional customer journey

The familiar progression from awareness to research to booking has weakened. Travellers move back and forth between search engines, generative AI, social platforms, review sites, creator content and direct recommendations. Figure 16 shows how widely this behaviour is distributed, contributing to a highly fragmented early inspiration stage. Travellers shift constantly between short-form discovery and deeper research, creating an unpredictable path made up of small bursts of attention rather than one coherent flow. This makes influence harder to sustain and requires more consistent content presence across channels.

Destinations now need continuous, multi-platform presence

A single national campaign or major media placement is no longer enough. Destinations need a continuous publishing approach that delivers helpful, inspiring and relevant content across the platforms people use daily. This includes using TikTok and Instagram for reach and authenticity, while ensuring more detailed information is available when travellers move into deeper consideration. With attention split across many channels, it is essential that content is easy to find whenever travellers are receptive.

Shared moments of scale still matter

Large cultural, sporting and live events continue to attract broad audiences and remain one of the few ways to reach many people at the same time. In an environment where attention is widely dispersed, these collective moments offer rare opportunities for strong impact and help destinations cut through the volume of content.

Digital media sources typically used for inspiration

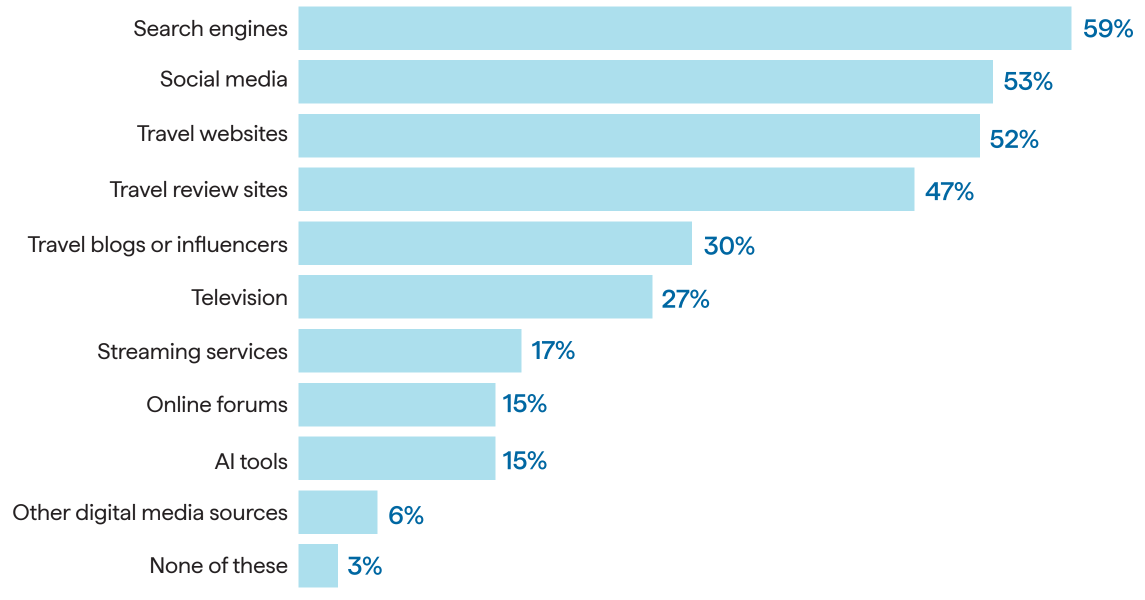


Figure 16. Digital media sources typically used for travel inspiration[1]

Force 9: Rise in travel for good

A growing demand for travel experiences that deliver positive social or environmental impact

A shift toward meaningful travel

Travel is increasingly valued for the meaning it delivers, particularly among younger generations. Travellers are looking for personal growth, authentic connection and memorable moments, with holidays doubling as a form of self-expression. Experiences are now valued over material consumption, and travellers are placing greater emotional and personal value on what a trip represents.

Growing demand for positive social and environmental impact

There is rising demand for travel that delivers a positive social or environmental impact, not just personal enjoyment. Travellers want to contribute to the wellbeing of the people and places they visit. According to Booking.com, 83 per cent of respondents said sustainable travel is important, and 75 per cent want to travel more sustainably over the next year.[1]

Willingness to pay for responsible choices

A meaningful share of travellers are prepared to pay to travel responsibly. In a survey conducted as a part of Tourism Australia's brand tracking, 55 per cent of High Yielding Traveller respondents in 2025 said they are willing to pay more for sustainable tourism, up 6 per cent on 2024.[2]

A shift toward nature-based experiences

Tourism Research Australia documents a clear move toward experiences that connect people with the natural world. Demand for nature-based activities grew by 47 per cent among Australians between 2014 and 2023, signalling a strong preference for experiences that feel restorative, grounded and environmentally conscious.[3]

Increasingly purposeful business events travel

This pattern is especially evident in the Business Events sector, where incentive travel and corporate events increasingly align with environmental, social and governance goals. Corporations are selecting destinations and operators that can demonstrate measurable reductions in carbon emissions, support local economies and promote cultural preservation. Research shows that organisations tracking sustainability metrics for their events have already documented substantial reductions in event-related emissions, and corporate sustainability is becoming mandatory for event planning. As Booking Holdings CEO Glenn Fogel notes, "Travel can be a force for good in the world, and travellers themselves are proving to be today's real changemakers by adopting more responsible and sustainable habits."[4]

> 'The strong growth in visitation at the Nature Parks has been reinforced by an increasing global trend for nature-based authentic experiences.'
>
> **Mark Anderson, GM Tourism, Phillip Island Nature Parks**

[1] Booking.com, "Latest Booking.com Sustainable Travel Data Reveals Ongoing Challenges for Consumers & Highlights a Heightened Opportunity for Cross-Industry Collaboration," 22 April 2024
[2] Tourism Australia, Consumer Demand Project, Sustainability Module, 2025
[3] Tourism Research Australia, "Ther rise of nature based tourism in Australia," 22 July 2024
[4] Booking.com, "Cost vs Conscience: Booking.com Delves into the Dilemma Dividing Sustainable Travel in 2023," 17 April 2023

CENTRAL COAST, NEW SOUTH WALES

Force 10: Natural desire

Demand for authentic and regenerative nature experiences is becoming a major driver of interest in Australia

A global shift toward nature

Rapid global urbanisation has left people more connected digitally but increasingly disconnected from the natural world. This disconnection is driving a shift in travel behaviour, with holidays moving from passive consumption to experiences that offer restoration, authenticity and a sense of renewal.

A growing desire for authentic and regenerative experiences

Travellers are prioritising nature-centred experiences that provide clean space, intrinsic quality and relief from the stresses of city life. The ecotourism market reflects this shift, valued at over $240 billion in 2023 and projected to grow at more than 15 per cent annually by 2032.[1] Nature-based tourism is no longer a niche interest but a significant consumer priority.

Clear evidence of rising domestic demand

Tourism Research Australia reports that this shift is already visible within the domestic market. Demand for nature-based activities among Australians grew by 47 per cent leading up to 2023, with activities like bushwalking and visiting national parks showing more than 70 per cent growth.[2]

Australia's natural advantage

Australia offers a powerful antidote to the global nature disconnect by leveraging its unique wildlife, distinct ecosystems and deep First Nations cultural knowledge of Country. From the Outback to the Great Barrier Reef, the country provides restorative natural landscapes at scale.

Figure 17 reinforces this advantage, showing that international perceptions of Australia's natural appeal consistently outperform those of key competitors.

> 'We are thrilled to see extraordinary wildlife and regional landscapes featured in Tourism Australia campaigns, which supports the long-term future of our local tourism industry and keeps the region thriving.'
>
> **Catherine Basterfield, CEO**
> **Phillip Island Nature Parks**

Australia association – how travellers view Australia

Relative performance (to competitors)

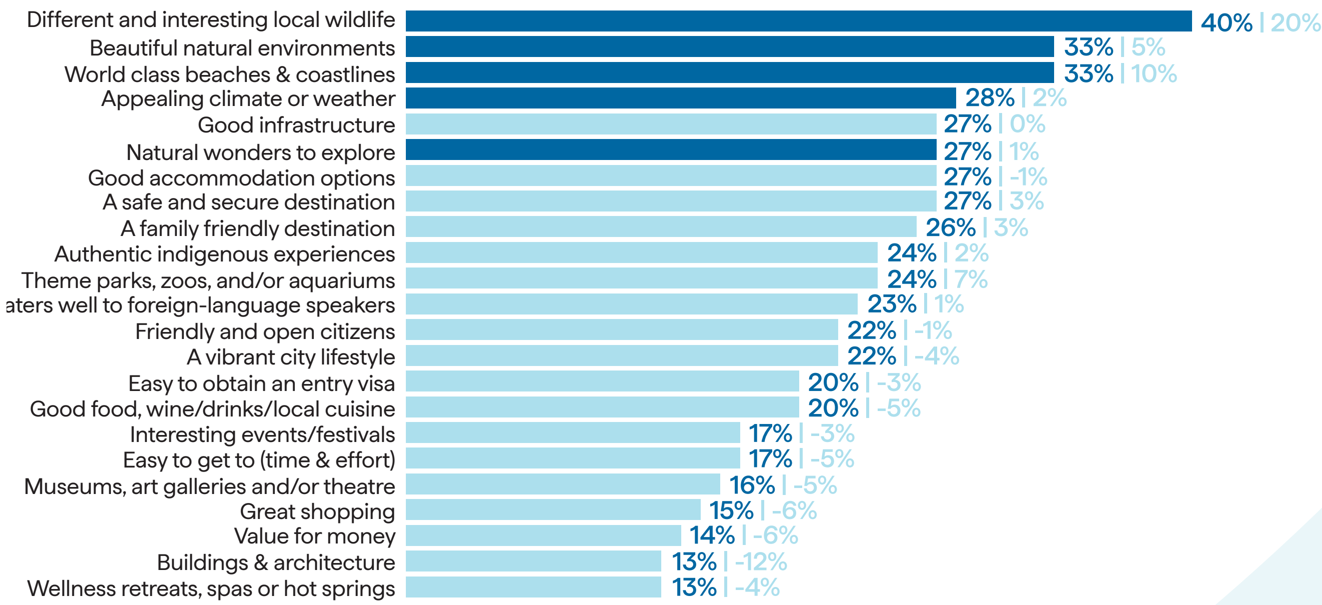


Figure 17. How travellers view Australia relative to competitors[1]

[1] Skyquest, *Global Ecotourism Market*, 2025
[2] Tourism Research Australia, "The rise of nature based tourism in Australia," 22 July 2024

FRANKLAND ISLANDS, QUEENSLAND

Strategic priorities

HOBART, TASMANIA

The breadth of our ongoing activities

Beyond the focus on emerging audiences, technologies and growth sectors, Tourism Australia continues to create and convert demand and support industry in the ways it always has.

Launching major brand campaigns, working with commercial partners, training the trade, running events and engaging our local industry remain the backbone of our efforts to drive a competitive and sustainable tourism industry.

The table on this page outlines the full suite of work undertaken by Tourism Australia. It is not exhaustive, but showcases the majority of activity delivered on behalf of the industry.

The four priorities outlined in this chapter sit within this broader body of work.

Grow demand enabling a sustainable and competitive tourism industry		
Create demand	Grow Australia's desirability	• Deliver world leading marketing, representing Australia's tourism industry on the global stage • Broaden the world's understanding of Australia by leveraging our icons as well as identifying and promoting our emerging experiences, including First Nations experiences • Champion generative AI as part of the evolving customer journey, exploring ways for Australia to compete in this emerging space
	Appeal to high yield travellers	• Demonstrate the quality of Australia's tourism offering, appealing to high yielding audiences (holidaymakers, WHM, VFR, luxury, business events) • Ensure cut-through with media that communicates directly to travellers or indirectly through digital technology and remain competitive by adopting innovative but proven technologies and media channels
	Promote dispersal around Australia	• Appeal to markets and audiences that are more likely to disperse, and showcase experiences outside of Australia's major capital cities
Convert demand	Create strategic partnerships	• Prioritise partnerships that have the greatest potential to drive market share of high yield and high dispersing travellers (industry partnerships as well as STOs) • Drive Australia's share of the business events sector, including with competitive support • Leverage emerging sales channels and consumer behaviours such as social commerce
	Enhance Australia's positioning with distributors	• Create events at home and overseas for Leisure and Business Events distributors (buyers) and Australian industry (sellers) to do business (Australian Tourism Exchange, Marketplaces) • Educate trade on how to best sell Australia via training or experiencing the destination firsthand (Aussie Specialist Program, trade famils) • Explore new ways for travellers to buy Australia by leveraging emerging platforms
Support industry	Generate insight to aid Industry	• Undertake consumer demand tracking, traveller trends, and opportunity identification • Collate lead indicators to give a forward view on tourism opportunities, audiences and markets • Find new and better ways to demonstrate the value of tourism to industry, partners, economy, regions and communities
	Promote industry growth	• Create events to inform, inspire and connect the Australian tourism industry (e.g. Destination Australia) • Support collaboration between experiences and partner with industry to pool resources for greater marketing effect (e.g. Signature Experiences) • Advocate for tourism and sector development that satisfies emerging consumer travel behaviours, trends and technologies • Partner with Austrade and industry associations to grow the interests of the tourism industry
	Foster communication with the Industry	• Facilitate open and effective lines of communication connecting Tourism Australia and the Australian government with the Australian tourism industry (One Voice Program)

Table 4. Scope of activity undertaken by Tourism Australia to grow demand and enable a strong tourism industry

NOOSA HEADS, QUEENSLAND

Horizon One priorities

Four specific strategic priorities build on Tourism Australia's core functions – demand creation, demand conversion and industry support – and reflect the areas where additional focus is needed to help Australia stay competitive to 2035.

Priority 1: Marketing to humans and machines	Priority 2: Continue to showcase our unrivalled breadth	Priority 3: Capitalise on the major events runway	Priority 4: Define distinctive luxury positioning for Australia
AI, social platforms and new commerce models are reshaping how people discover, plan and book travel. Tourism Australia must connect emotionally with travellers while ensuring that machines, algorithms and AI systems recognise and recommend Australia as a top choice for holidays and business events.	Compared to Europe or Japan, Australia is still less known for the full breadth of its offering. We are famous for beaches and wildlife, but travellers now want multiple experiences in one trip and different ways of getting around. Tourism Australia's priority is to show the full Australian experience.	Australia is in the middle of a 'Green and Gold decade' of major sporting and cultural events, capped by the Olympics. Tourism Australia will use the global spotlight on Australia to showcase the country as a premier travel destination, not just a host of world-class events. This will include building a national platform for destination marketing for the Olympics to spread the benefits across all states and regions.	Global definitions of luxury are shifting away from traditional opulence to deep connection to nature and rare experiences. Australia is rich in these areas. Tourism Australia will focus on clarifying and elevating a distinctive form of Australian luxury, grounded in these strengths, to attract high-value visitors and to support premium operators across the country.
Forces influencing success			
Primary: Attention fragmentation Secondary: Multiple paths to purchase, the Asian Century continues	Primary: Breadth drives choice Secondary: High yield competition, the future of flight	Primary: Massive potential of major events	Primary: High yield competition Secondary: Natural desire, Breadth drives choice, the Asian Century continues

Table 5. The four strategic priorities guiding Horizon 1 - and the factors driving success

FREYCINET, TASMANIA

Priority 1: Marketing to Humans and Machines

Technology is radically shifting how travellers plan, book and engage with travel content

Background

We are living through one of the most disruptive and transformational periods in the history of marketing, media and commerce.

AI, social platforms, search and new types of online commerce are reshaping the way people discover, share, decide and book.

Inspiration can come from anywhere: a billboard, a TV show, a creator's video or search engine recommendations and AI summaries.

And travellers can shift instantly into booking mode, without ever visiting a tourism website.

Digital platforms increasingly determine what travellers see first – and what they never see at all. Search engines summarise answers, social platforms prioritise content based on behaviour, and AI assistants offer personalised recommendations in seconds.

What has not changed is the power of compelling storytelling. Whether through unforgettable advertising, creator advocacy or word-of-mouth moments, stories still shape desire and drive travel choice.

Opportunity

- **To lead globally in how destination marketing evolves in this new era:** blending human storytelling with digital intelligence.
- **To win the battle for both desirability and visibility:** connecting emotionally with travellers, whilst ensuring machines, algorithms and AI systems recommend Australia as a top travel choice.
- **To market Australia strategically and intelligently:** recognising that competition for attention is fierce and budgets are finite. Tourism Australia will focus on what works, testing new ideas carefully and avoiding passing fads.
- **To inspire, inform and ultimately upskill the industry in how to maximise use of technology** so operators have the tools and visibility needed to thrive in an increasingly digital marketplace.
- To improve the **Aussie Specialist Program:** online and in person, through the adoption of emerging technologies like generative AI to better showcase the country and its experiences.

Ambitions

Tourism Australia will:

1. **Keep Australia top of mind and first in feed,** making the brand highly desirable to travellers and highly visible to machines.
2. **Grow salience, consideration and conversion** across key markets and high value segments.
3. **Be recognised globally for creative leadership and the strategic use of technology.**
4. **Improve share of model from AI platforms,** increasing the proportion of trip summaries and recommendations that feature Australia.
5. **Share knowledge and tools to help Australia's tourism industry optimise its use of AI, social media and content optimisation** so industry can thrive in the new marketing landscape.

Tourism Australia will take different, but complementary, approaches for human and machine target audiences

Focus – Marketing to people

Tourism Australia will focus on developing emotional connections and cultural relevance by:

1. **Delivering best-in-class global communications** via our brand strategy *Genuine Connections*, our campaign *Come and say G'day*, and our global brand character Ruby the Souvenir Kangaroo.
2. **Building local relevance by collaborating with local talent and cultural partners** to tell authentic Australian stories that play to local drivers of destination choice.
3. **Strengthening our use of social media platforms** to better leverage the strengths of each channel to tell diverse, distinctive and culturally relevant stories.
4. **Promoting the breadth and depth of Australian experiences** to drive regional dispersal.
5. **Turning inspiration into action** through partnerships with airlines, OTAs, travel agents and retail media and trialling new booking channels like social and AI-enabled commerce.
6. **Targeting key segments and moments** (including business events, working holiday makers and sports travellers) to enhance visitation and yield.

Focus – Marketing to machines

Australia will focus on ensuring Australia shows up first and best in AI, search and social by:

1. **Optimising Australia's content for AI, search, and digital travel systems** through machine readable content, better tagging and connected APIs.
2. **Supporting operators and partners with practical tools and training** to help them succeed with AI and search-optimised content.
3. **Monitoring impact and success** including through share of model (the percentage of trip summaries or recommendations that AI is generating for travellers).
4. **Integrate AI responsibly across Tourism Australia operations** – improving effectiveness while protecting brand integrity.
5. **Developing strong AI and search partnerships** with digital partners and major travel platforms to ensure Australian content is visible, accurate and compelling.

Implications for industry

This means:

1. **Greater visibility for Australian destinations and experiences** in the digital spaces where travellers increasingly discover, plan and book their trips.
2. **Stronger emotional appeal and desirability for Australia** supported by global communications and locally relevant storytelling.
3. **Clear insight and support to navigate technological change,** helping operators stay competitive as digital behaviours evolve.
4. **Improved conversion and yield** through strong partnerships and smart targeting.

BUNDABERG, QUEENSLAND

Priority 2: Continue to showcase our unrivalled breadth

Broadening perceptions of Australia beyond 'beach and wildlife' will increase consideration, conversion and dispersal

Background

Australia is well known globally for a powerful but narrow set of associations: nature, beaches, wildlife, climate, safety and welcoming people. These remain strong advantages, but they do not reflect the full range of experiences available across culture, food, lifestyle, events and regional travel.

Travellers typically show interest in 11 to 35 different experiences when choosing a destination.[1] For long-haul destinations breadth matters even more: given Australia's relative distance and cost, travellers see variety as a proxy for value.

Other destinations, like Japan and the USA, benefit from clearer and broader mental movies, making it easier for travellers to imagine a varied trip.

Australia can be experienced in multiple ways including road trips, rail journeys, regional aviation, coastal travel, guided touring and walking trails. These enable varied and personalised trips.

This breadth of experiences and access options exists, but is not consistently understood by prospective travellers. Visitor feedback shows that the experience of travelling in Australia is broader and richer than expected, highlighting a clear perception gap.

Opportunity

- To **close the perception gap** between what travellers expect and what they experience when they visit.
- To **increase consideration and funnel conversion** by making the full breadth of experiences and travel modes clearer to prospective travellers.
- To **unlock greater yield, dispersal and length of stay** by encouraging travellers to build broader itineraries from the outset.
- To **broaden Australia's relevance** across more trip types, segments and motivations.
- To promote **tourism operators who put people and planet first,** ensuring sites are preserved for future generations of visitors and locals.
- **To work with industry partners to ensure journeys to and around Australia are accessible** for travellers with varying needs and featuring talent with accessibility needs across campaigns, further showcasing a wide range of Australian experiences.
- To **strengthen Australia's competitive position** as a destination offering both iconic strengths and deeper diversity.
- To stimulate **growth in aviation capacity** and competition to drive greater incremental visitation and value for Australia.

Ambitions

Tourism Australia will:

1. **Showcase and celebrate the breadth of experiences and ways to travel** in Australia so prospective visitors can form a more complete picture of an Australian trip.
2. **Present this breadth simply and compellingly** so Australia becomes easier to imagine and choose.
3. **Tailor breadth messages to the motivations of specific segments, audiences and markets.**
4. **Work with partners to develop, refine and refresh this broader story** so it remains relevant and accurate.
5. **Align partners around this broader story** to create a consistent and coherent understanding of Australia's full breadth of experiences on offer.

[1] Tourism Australia, *Future of Demand*, 2022

Tourism Australia will work with industry to celebrate our many experiences and the many ways to experience them

Focus

Tourism Australia will focus on:

- **Continuing to show a broad range of experiences in our campaigns,** including food and wine, Indigenous experiences, events and regional experiences.
- **Making breadth simple to understand and easy to navigate by providing clear itineraries,** routes and combinations that help travellers shape richer trips.
- **Showcasing the breadth of journey types across Australia,** including aviation, road, rail and cruise.
- **Tailoring storytelling to the motivations of specific segments, audiences and markets.**
- **Working with partners to identify high-potential sectors,** including premium, cultural, Indigenous, adventure, agritourism and wellness experiences.
- **Supporting international distribution development** for emerging sectors, including Indigenous and agritourism.
- **Providing inspiration and thought leadership to the industry on how to create better social media content** to promote the experiences on offer.
- **Showcasing the breadth and depth of business events product** across Australia including cultural, Indigenous, wellness and sustainable experiences.

Implications for industry

This means:

1. **Broader relevance** to varied traveller motivations and trip styles.
2. **Higher yield** through richer and more varied trip planning.
3. **Stronger dispersal opportunities** through road, rail and regional aviation.
4. **Greater prominence and demand for Indigenous operators and experiences.**
5. **Greater demand for mixed-mode and mixed-experience itineraries.**

'Being a small business, we don't have the personnel and funds to attend events and sales trips. To be in [Discover Aboriginal Experiences] has helped to maintain and strengthen our relationship and awareness in the international travel market. Personally, it makes me feel really proud to think that I'm part of that group. To be considered a leader in Aboriginal tourism in Australia.'

Juan Walker, Owner, Walkabout Cultural Adventures

HAMILTON ISLAND RACE WEEK, QUEENSLAND

Priority 3: Capitalise on major events

Australia is experiencing a once-in-a lifetime streak of major events that provide a springboard for increased tourism

Background

Australia is in the middle of a spectacular 'Green and Gold decade' of not just sporting, but cultural and business events.

This includes an unprecedented series of global events that both capitalise on the rise of sports tourism and reinforce Australia's growing sports diplomacy strategy. The line-up includes the 2027 Men's and Women's Rugby World Cup, 2028 Cricket World Cup, and the 2032 Olympic and Paralympic Games.

It will be underpinned by other major sporting, cultural and business events like Vivid Sydney, the Sydney Gay and Lesbian Mardi Gras, and the Australian Open and F1 Grand Prix.

Research from previous host nations of major events demonstrates a huge surge in global interest.

However, this is often temporary and local, fading fast post-event and concentrated on the host cities – to the detriment of regional and non-event areas.

Events are best divided into three types:

1. **Mega impact events:** reaching 100 million + people, globally, with 50,000+ projected international visitors – often multistate e.g. *Olympics, Rugby World Cups, T20 World Cup*
2. **Major impact events:** reaching 20 million + globally, with 20,000+ projected international visitors e.g. *VIVID Sydney, Australian Open, F1 Grand Prix*
3. **Medium impact/local events:** reaching under 20 million globally, primarily impacting domestic tourism e.g. *Yirramboi, Dark Mofo, WomAdelaide, the Sydney to Hobart.*

Opportunity

To use these events as a springboard to convert global interest into demand by building on the precedent set by previous major and mega events such as 2023 FIFA Women's World Cup and WorldPride 2023:

- Linking the global coverage created to uniquely Australian travel experiences.
- Creating a unified national narrative that uses events as an entry point to sell the entire Australian experience.
- Expanding and extending media reach and presence for Australian tourism beyond the events themselves.
- Ensuring benefits flow across every state and territory and beyond the host cities to regional areas.
- Taking the opportunity presented by hosting a Paralympics to make Australia a more accessible tourism destination.
- Aligning business events with major events for incentives and conferences to showcase Australia and the country's delivery credentials – before, during and after the events themselves.

Ambitions

Tourism Australia will:

1. Build and sustain destination demand amongst key high yield travel target audiences
2. Ensure global media coverage heavily features locations and experiences beyond the event city
3. Create a unified, distinctive, national narrative, working closely with the STOs to ensure the incredible breadth of Australia's tourism experiences is showcased.

Focus

Tourism Australia will focus on audiences, markets and events that will generate maximum return on investment:

1. **Capitalising on the global spotlight of major events to inspire future holidays to Australia**
2. **Prioritising mega and major impact events**

   These deliver the reach and international visitation needed to justify national, coordinated marketing spend.

   Tourism Australia will continue to support medium impact and local events, as appropriate, through social and owned channels to ensure they have a global platform.
3. **Prioritising core markets with strong event interest and high outbound travel potential**

   These include markets with strong sporting interest and high outbound travel propensity such as India, the USA, China and the UK, where coordinated brand activity can convert global event coverage into bookings.
4. **Targeting specific high-yield traveller segments**

   In particular, those interested in sports, culture and business innovation.
5. **Partnering with state bodies, broadcasters and talent to maximise visibility and demand.**

Implications for industry

This means:

1. **Increased global visibility** for Australian destinations as major events place Australia in the international spotlight.
2. **Greater demand from high-value travellers,** driven by targeted campaigns in markets with strong event interest.
3. **Greater prominence for uniquely Australian experiences,** as we use event attention to elevate the diversity of Australia's offering.
4. **Stronger regional dispersal,** as we work to ensure benefits extend beyond host cities into surrounding regions and other states and territories.

'From Brisbane 2032 to NRL Magic Round and the British Irish Lions, major events are not just dates in a diary – they are the engine rooms of our visitor economy, filling our hotels, restaurants and venues and creating jobs right across the city.'

Anthony Ryan, Chief Executive Officer, Brisbane Economic Development Agency

The 2032 Olympics and Paralympics: Australia's most powerful tourism platform

Background

The 2032 Olympics and Paralympics will command sustained global attention, reaching billions of viewers and keeping Australia in the international spotlight for years, not just weeks.

Experience from events such as the Ashes (cricket) and British and Irish Lions (rugby union) tours in 2025/2026 shows that major sporting moments in Australia do more than fill stadiums. They trigger waves of incremental visitation, some directly tied to the event, but much of it driven by the broader interest, visibility and momentum those events create for Australia as a destination.

Beyond the massive global attention, two things make the Games unique:

- International coverage will extend well beyond sport, creating opportunities to showcase Australian culture, lifestyle, food and wine, nature and creativity.
- The Games will be held, almost exclusively, in a single state, meaning international attention will naturally gravitate to Brisbane and Queensland unless a broader national picture is presented.

Opportunity

The Games provide a unique, high-attention platform to:

1. **Convert global awareness into future demand,** by showcasing Australia's diverse experiences at the moment the world is watching.
2. **Position Australia nationally,** ensuring the benefits extend beyond Brisbane and Queensland and are shared across regions, states and territories.
3. **Create long-term uplift,** with Tourism Australia building on the heightened visibility of 2032 by upweighting campaigns in the years following the Games.

Ambitions

Tourism Australia will:

1. **Lift Australia's brand and strengthen consideration** across key international markets i.e. by using the Games as a springboard.
2. **Use Games-time interest to broaden demand for Australia's diverse experiences,** not just the host city.
3. **Convert heightened awareness into sustained tourism growth** in the years after 2032.
4. **Ensure tourism benefits are shared nationally** across states, territories and regional Australia.

Focus

Tourism Australia will adopt a six-pronged approach to Olympic and Paralympic marketing efforts:

1. **Celebrate the entire Australian offering through the lens of the Games:** showcasing Australia's unique offering beyond Queensland and Brisbane alone.
2. **Capitalising on the 'handover' moment from the Los Angeles Games in 2028,** ensuring that we use this important pre-game moment as a springboard for destination marketing.
3. **Highlighting major cultural events:** using the global spotlight to promote events like Vivid Sydney, Dark Mofo and Indigenous festivals, showing visitors that Australia offers rich cultural and creative experiences alongside world-class sport.
4. **Leveraging business events to drive visitation:** working with Austrade to convert Games-time business visitors into future leisure travellers through targeted 'Why invest and travel' familiarisation activity.
5. **Create a lasting legacy by driving demand beyond the Games themselves** through marketing and events.
6. **Engage with Australian Olympic Committee, Tourism and Events Queensland and all other STOs** to ensure the entire Australian offering is showcased.

Implications for industry

This means:

1. **Unrivalled global visibility for Australia,** as the Games places the country on the world stage for an extended period.
2. **Greater interest in a wider range of Australian experiences,** as Tourism Australia ensures Games attention elevates destinations beyond Brisbane.
3. **Sustained demand uplift,** driven by post-Games legacy campaigns and long-term conversion activity.
4. **More equitable national benefits,** as Tourism Australia works with every STO to distribute interest and visitation.

NINGALOO, WESTERN AUSTRALIA

Priority 4: Define a distinctive luxury positioning for Australia

Changing global expectations of luxury create an opportunity for Australia to define a distinctive, national luxury position

Background

Global definitions of luxury are shifting away from traditional opulence towards experiences that offer deep connection to nature, rarity, craftsmanship, cultural depth and personal meaning.

Australia is naturally aligned to this shift. Our landscapes, wildlife, First Nations cultures, food and wine, coastal and outback journeys and high-end lodges already deliver experiences that feel exclusive, immersive and restorative rather than showy.

Attracting high yield travellers who stay longer, spend more and disperse further is essential to growing the visitor economy, particularly for smaller regional operators.

Today, however, Australian luxury marketing is fragmented. Individual operators and regions promote their own offers in isolation, without the scale, coherence or clear narrative needed for Australia to stand out as a luxury destination in global markets.

Opportunity

- To work with government and industry to **articulate a single, unified, globally recognised definition of Australian luxury** that:
  - Clearly differentiates Australia from traditional luxury competitors
  - Harnesses Australia's natural strengths in emerging 'new luxury' expectations
  - Resonates with high net worth and other high-value travellers
  - Creates the critical mass and cohesion needed to compete effectively in global markets
- To **deepen understanding of the global luxury traveller:** the size of the audience and its key segments as well as Tourism Australia's current and potential share.

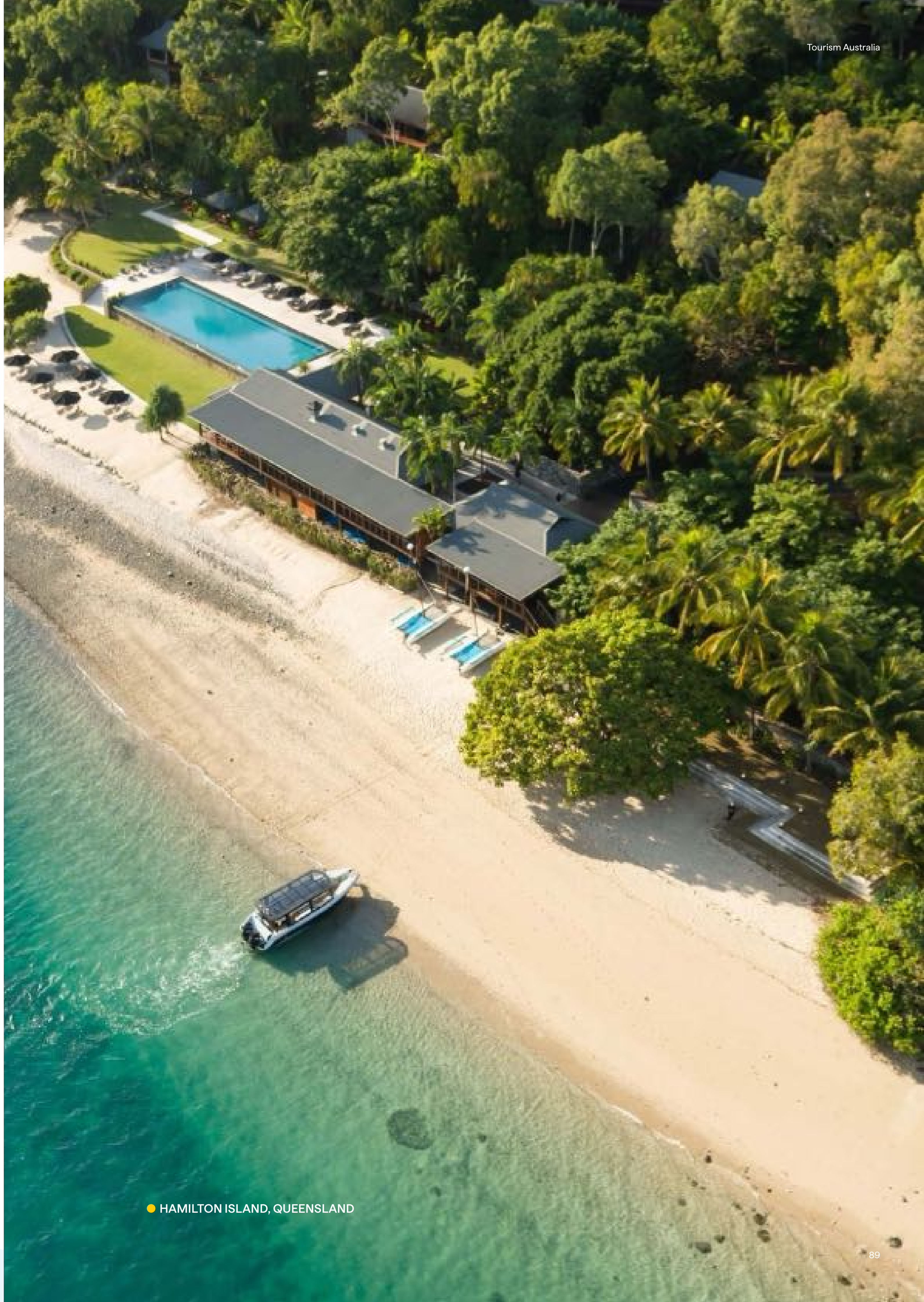
Ambition

Tourism Australia will:

1. **Conduct research to quantify the size of the luxury traveller audience,** its key segments and Australia's current and potential share of this audience.
2. **Clearly define a globally recognised expression of Australian luxury** formally agreed by all STOs and key government partners.
3. **Encourage higher daily expenditure from high-value travellers.**
4. **Encourage greater regional dispersal,** with more luxury visitors choosing to stay for longer in regional and remote destinations.

'The luxury market not only attracts high yield consumers but also sets trends that influence the broader travel sector. It represents a space of innovation and investment – one that generates momentum and meaningful impact across the industry.'

Michael Londregan, Senior Vice President Global Markets, Virtuoso



HAMILTON ISLAND, QUEENSLAND

MORNINGTON PENINSULA, VICTORIA

Tourism Australia will work with industry to create a unified luxury positioning and pipeline of experiences

Focus

Tourism Australia will:

1. **Conduct market sizing and market share research to understand 'size of prize', key segments and share.**
2. **Act as the strategic nucleus for unified luxury positioning,** working with STOs, operators and government partners, and distributing a national Australian luxury positioning toolkit to ensure consistent global messaging.
3. **Prioritise key high-value segments and geographies,** especially the 'experience connoisseur' and the 'sustainable luxury seeker', as well as global markets with strong appetite for premium nature, culture, food and drink, including the USA, UK/Europe, China and Hong Kong and high-growth Asian markets.
4. **Showcase new luxury experiences targeting premium travellers** to ensure a strong pipeline of experiences.
5. **Strengthen premium distribution and trade partnerships,** expanding engagement with luxury travel advisors, premium consortia, airlines, Australian-based DMC (destination management companies) and specialist tour operators to drive extended, higher-spend itineraries into regional and remote Australia.
6. **Facilitate industry collaboration** including supporting cross-selling and itinerary creation and advocating for improved regional air access and connectivity.
7. **Increase immersion in Australian luxury for top-tier travel advisers** by hosting exclusive luxury familiarisation trips.

Implications for industry

This means:

1. **A clearer, unified understanding of what Australian luxury stands for** and a toolkit to its deployment.
2. **More support** to develop and elevate luxury experiences.
3. **Stronger demand** from high-value segments and markets.
4. **Improved access** to premium distribution channels.
5. **Greater opportunity** for collaboration and cross-selling across the luxury ecosystem.
6. **Improved access and infrastructure** over the long term.

'We're operating in an increasingly competitive global market, and destination positioning has never mattered more.
High-value travellers are seeking more than just beautiful places, they're looking for depth, meaning and access. Australia has an extraordinary story to tell, but we need to tell it well, and consistently, if we want to remain front of mind for the world's most discerning guests.'

Drew Kluska, Founder and Managing Director, The Tailor

Ongoing monitoring and industry engagement

How we will measure success

The *Tourism 2035* strategy outlines the targets and strategic choices designed to drive success for both our organisation and the wider industry.

The metrics detailed here bridge the gap between high-level national goals and specific departmental KPIs. These measures allow Tourism Australia to track performance, identify areas for improvement, and maintain focus on our key priorities.

Importantly, these indicators reflect a triple bottom line approach. While our core mission remains driving global demand, we are equally committed to the long-term health of Australia's culture and environment.

These metrics will form the basis of reporting for Tourism Australia's annual Corporate Plans in the future.

A broader focus that retains sight of our core purpose

Economic

Expenditure / visitation

Total visitor expenditure
International leisure expenditure
International business events expenditure
Bid Fund ROI
International visitor numbers
First-time visitors

Brand health

Brand awareness
Brand consideration for leisure and business events

Satisfaction

Industry net promoter score
Event participant satisfaction

Social

Dispersal

International leisure and business events dispersal into regional Australia

First Nations

Demand for First Nations experiences

Environmental

Sustainability

Demand for sustainable Australian experiences

Environmental

Environmental reporting
Key TA events carbon neutral

Figure 18. Performance tracking metrics to guide ongoing learning and strategic recalibration

Tourism Australia will continue to engage and align with industry

How we will engage

Tourism Australia will use the following touchpoints to help industry engage with and apply *Tourism 2035* and to collect insights to build strategic development. The following list will be the primary opportunities for engagement:

- Industry briefings
- CEO boardroom events/lunches
- Webinars
- LinkedIn updates
- *Essentials* newsletters
- Destination Australia conferences
- Regional Tourism Organisation Forums
- STO 'One Voice' collaboration
- Regular engagement with key industry bodies e.g. ATEC, ATIC

'Tourism Australia plays a critical leadership role in building global demand for Australia and creating the conditions for a strong, sustainable tourism export sector. Through world-class destination marketing, market intelligence and trade partnerships, Tourism Australia helps our Australian tourism exporters compete internationally, drive dispersal into regions, and convert interest into bookings.'

Peter Shelley, Managing Director
Australian Tourism Export Council (ATEC)

When we will engage

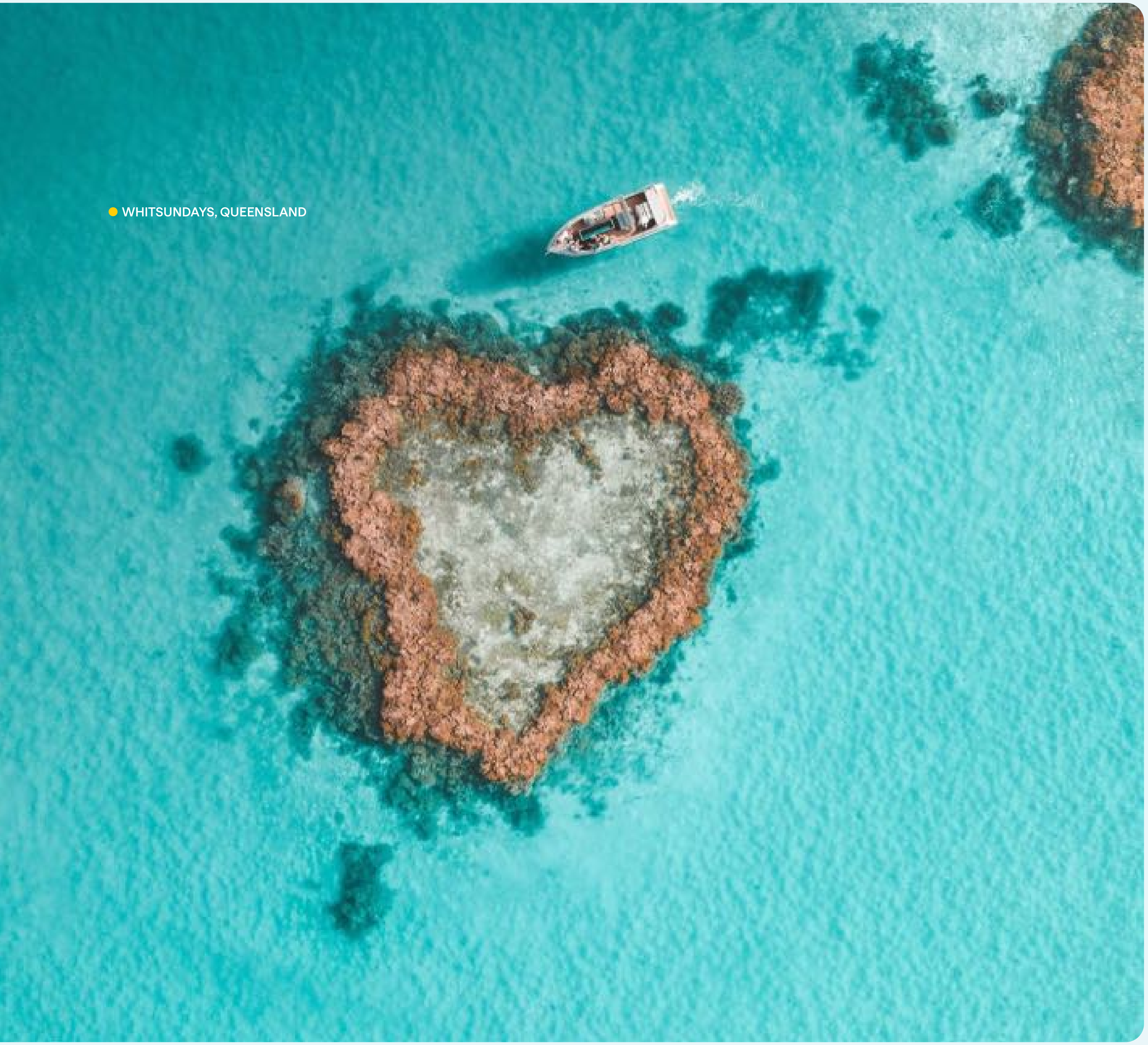
Tourism Australia will rework the trends, targets, and strategic priorities at the end of each of the three horizons:

1. Horizon One – 2028 (update)
2. Horizon Two – 2031 (update)
3. Horizon Three – 2035 (review)

These updates will be presented to industry and published updates on the corporate website: tourism.australia.com.

Australian tourism ecosystem

Glossary



Term	Meaning
ATE	Australian Tourism Exchange, Tourism Australia's annual flagship trade event connecting Australian tourism operators with international buyers.
Business Events	A specific tourism sector involving incentive trips (rewarding employees), associations (professional groups), and large-scale congresses or conventions.
CAGR	Compound Annual Growth Rate. A business metric used to show the average yearly growth rate of tourism expenditure over a set period of time (e.g., 2025–2030).
DAE	Discover Aboriginal Experiences. A collective of specialised, Aboriginal-owned or led tourism businesses that offer authentic cultural experiences.
Dispersal	The strategic effort to encourage tourists to travel beyond major capital cities and visit regional, remote, or rural areas of Australia.
DMC	Destination Management Company. Professional service companies with local knowledge that provide logistical services for travel, such as transportation, hotel bookings, and activities.
EAV	Equivalent Advertising Value. A metric used to calculate the financial value of "free" media coverage (like a news story or social media mention) compared to what it would cost to buy an equivalent advertisement.
FIT	Free Independent Travel. Travellers who plan their own trips and travel alone or in small private groups, rather than as part of a large, pre-packaged tour group.
Full Funnel Marketing	A strategy that covers every stage of the customer journey: from Brand awareness (top-funnel), to Consideration (mid-funnel), to the final Booking/Purchase (lower-funnel).
HYTs	High Yielding Travellers. Visitors who spend significantly more money per trip or per night than the average tourist, providing a higher economic return.
Inbound	Refers to international visitors coming into Australia from other countries.
KDPs	Key Distribution Partners. Major travel companies, such as large online travel agencies or global wholesalers, that help sell Australian tourism products to consumers.
OTA	Online Travel Agent, a digital platform that sells travel products such as flights, accommodation and experiences directly to consumers.
Outbound	Refers to Australians travelling overseas.
PGPA	*Public Governance, Performance and Accountability Act*, the legislation governing how Tourism Australia manages public funds and reports performance
RAP	Reconciliation Action Plan, Tourism Australia's framework for advancing reconciliation with Aboriginal and Torres Strait Islander peoples.
ROI	Return on Investment, a measure of the economic value generated relative to marketing or industry investment.
STOs	State Tourism Organisations. Government bodies responsible for tourism in specific states or territories (e.g., Tourism WA, Tourism Queensland).
TA	Tourism Australia, the Australian Government agency responsible for international tourism marketing and business events promotion.
T35	*Tourism 2035*, Tourism Australia's long-term strategic framework for driving sustainable, high-value tourism growth.
VFR	Visiting friends and relatives. A category of travel where the primary purpose is to visit people known to the traveller; this often involves different spending patterns than pure holiday travel.
WHM	Working holiday maker, a visa category allowing young international visitors to travel and work in Australia for an extended period.

WINEGLASS BAY, TASMANIA