Doing Business Globally – Marketing "Brand Melbourne"

**Melbourne Business Luncheon
City of Melbourne's Business Week
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By
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The Federal election is over with the L-NP re-elected with an increased majority. The Morgan Poll was wrong in calling an election "too close to call" although right in predicting the vote for the major parties: L-NP & ALP. Polling during the two days before the Federal election **understated** the Family First vote and **overstated** the swing to the Greens; and significantly **understated** the preference allocation of Family First and Green voters to the L-NP! Details of how all the polls performed are on our web site http://www.roymorgan.com/news/polls/2004/3796/. (It is attached.)

What matters now is the future of "Brand Melbourne".

Today Melbourne is seen as Australia's cultural centre, sporting centre, legal centre, medical centre, education centre, union centre – but not Australia's financial or business centre. For many years, The Stock Exchange of Melbourne was the centre of Australian finance. As a young man, my father, Roy Morgan, from 1934 until 1940 worked for The Stock Exchange of Melbourne as "Reviewer of Balance Sheets for The Stock Exchange Official Record".

I question whether Melbourne as Australia's cultural centre is using its advantage to properly promote Melbourne. We, no doubt, have more galleries per head than any other city in Australia. However, the National Gallery of Victoria and the Ian Potter Gallery at Federation Square do little, if anything, to display Melbourne's heritage.

We have the Polly Woodside, Como House and the Old Melbourne Goal but what is not displayed fully are our creative arts – such as paintings, furniture, woodwork, pottery, needlework – nor do we use our icons – we have lost Barry Humphries, Phillip Adams and others!

Melbourne has a colourful history from a 'gold economy' to manufacturing, finance/banking and marketing/advertising. We were the creators of:
- Myer is Melbourne
- The Herald & Weekly Times – The Herald and The Sun
- Nicholas Aspro
- Kiwi boot polish
- Rosella soups
- Peters ice cream

- Vegemite
- Foster's, etc, etc

The Australian Car Industry, Holden/GM and Ford, was created in Melbourne. Today's Australian Mining Industry began with the Collins House Group (WL Baillieu, WS Robinson), BHP (Essington Lewis) followed by CRA, Woodside (Geoff Donaldson), plus others.

If we don't promote our heritage, who will?

But a lot has changed. As John Elliott, until recently my fellow Haoma Mining Director, says frequently, "*We can't live in the past – we must look to the future*". It was with his drive that The Committee for Melbourne, which I helped found, was instrumental in helping so much happen in Melbourne in such a short time – Docklands, Restoration of The Old Treasury, Citylink and the Burnley Tunnel, etc.

Now, let me disclose my interests. As mentioned, my father was a financial journalist. In 1941, at the instigation of Sir Keith Murdoch, he founded the Australian Gallup Poll which today is Roy Morgan Research – the only significant Australian–owned market research and information business. Roy Morgan Research today also has operations in the US, UK, Indonesia and New Zealand.

Roy Morgan was a Melbourne City Councillor for 15 years from 1959 – a boom period following the 1956 Olympics until he retired after losing an election in 1974 to my friend Gordon Moffatt. My fathers grandfather William Williams lived in East Melbourne and then South Yarra. My grandmother in the 1880s attended the Yarra Park School in East Melbourne at the corner of Punt Road and Wellington Parade. My father lived in East Melbourne for more than 30 years. I have lived in East Melbourne for nearly 50 years – our family is committed to Melbourne.

William Williams was one of Melbourne's first printers and newspaper publishers – publishing the Collingwood and Richmond Observer, Journal of Australasia, Australian Monthly Magazine, Advocate, New Idea Weekly Paper, Australian Tit-Bits, Hawk, etc. Today there are no significant newspapers, magazines or TV stations owned and run from Melbourne.

My grandmother on my mother's side was Italian who arrived in Australia as a small girl in the 1880s. At the turn of the 20th Century, her father (my great grandfather), Ludovico Porena, was co-founder of the Dante Alighieri Society in Melbourne. He was for a period the Honorary Italian Consul (see Alan Mayne's book, *Reluctant Italians?* and *Table Talk*).

A lot has happened since the Second World War when my Italian grandmother was required to report to the authorities as she was considered a potential 'alien' even though her two sons, my uncles, were in the Australian Armed Forces in active service in New Guinea!

After the 1850s gold rush, Melbourne became a dynamic multicultural society – Marvellous Melbourne. Today while being successful in attracting Australians to visit Melbourne, we have lost our way as an international destination. We need to create an international new image for "Brand Melbourne" with "New Age" export industries which can't be hindered by Governments (Federal or State) or Unions. Who to blame for our demise is the past and a moot point.

By "New Age" export industries I mean like finance, education and other "smart" industries based on technology, communications, information and R & D.

AND don't forget travel & tourism. Our potentially most valuable "New Age" industry, travel and tourism, can be driven by Melbourne's strengths in sports, the arts, and culture.

Travel and tourism will also fuel the development of other industries. In a global world, many businesses can operate from anywhere - the decision is increasingly a lifestyle decision of the critical senior executives. Melbourne has much more to offer.

But we have a job to single mindedly focus on creating a vibrant "Melbourne Hub" covering finance, technology, information, education, sports and culture. And a "University Hub" which will not only attract people for learning but also businesses – our "University Hub" needs to work with the business community and become commercial.

I said "smart" industries can operate from anywhere. Roy Morgan International is run from Melbourne - we interview all over the world from Collins Street, Melbourne.

We need to spend significantly more Melbourne money to market and promote "Brand Melbourne" internationally – there is no point waiting for grants from the Federal Government who up until now has shown little interest in "southern Australian tourism".

Promoting Melbourne is going to cost millions but the rewards are endless. And yes, we need more competition on the Pacific route with more direct flights to and from the US – Qantas and the Federal Government must be forced to stop limiting Melbourne's potential as a major worldwide attraction – there is Regent Street, the Champs Elysee, 5th Avenue, and Collins Street – the four great shopping streets of the world!

While we know Melbourne is the sporting capital of Australia, you wouldn't be aware more Americans watch Australian Rules Football than do Australians.

Almost seven and a half million Americans (7,496,000) watch Australian Rules Football at least occasionally on television. This means Australian Rules Football is viewed by more Americans than Australians (7,004,000)[1]. More Democrats than Republicans watch Australian rules, and yes, they are more likely to drink Fosters.

Some things are the same the world over – the trick is to know which ones.

The Federal Government's recent Tourism White Paper points out, "*As the global tourism market becomes increasingly competitive, quality research and statistics will be crucial in maintaining Australia's competitive edge. Over coming years, the tourism industry will need better information for investment decisions, developing niche markets and understanding consumer needs*".

"*Industry sustainability is derived from maintaining an appropriate balance between tourism numbers and yield. To date, the industry has tended to be more numbers focused to the detriment of maximizing yield. Effective niche marketing targets at high-yield markets will see to ensure the*

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[1] Source: Roy Morgan Single Source USA Mar 2002-Feb 2004, Australia Apr 2003-Mar 2004

industry gains optimal returns on tourism investment. By understanding the yield potential of different source markets and segments, the industry will know why and how to target them".

Most of us know that we can't equate a US dollar to an Australian dollar – any Australian travelling in the US does so at their peril.

Most also know that the US gallon is not the same as an Imperial gallon; a US ton is not the same as a tonne.

But how many Melbourne and Australian companies operating overseas are aware of the less obvious or less easily defined international differences that can distort their perspective markets? I would suggest few.

So let me show you some of our latest Roy Morgan International research findings – which include our first Indonesian results.

"Globalisation brings more problems than it solves" is a fairly widely held view – even in the US. The latest Roy Morgan International research[2] shows that a majority of Australians (60%) believe *"Globalisation brings more problems than it solves",* as do 57% in the UK, 54% in New Zealand and 50% in the US. But nothing prepared us for the overwhelming response from Indonesia – 92% of Indonesians believe *"Globalisation brings more problems than it solves".*
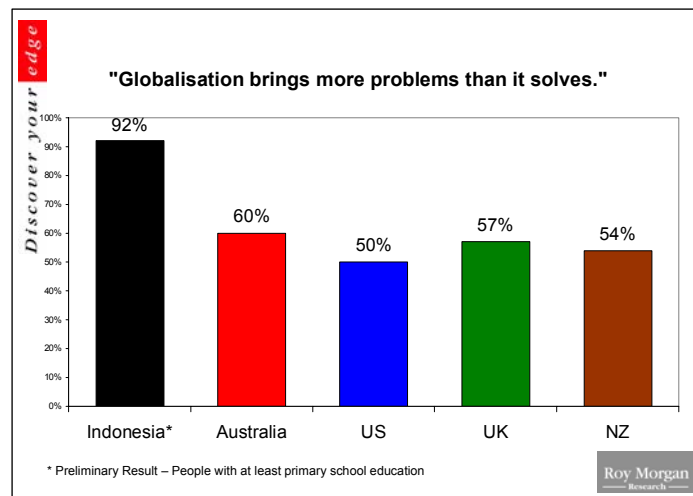

Yet at a more practical level, people across Australia, US, UK and NZ agree they "*enjoy food from all over the world".*

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[2] Roy Morgan International research is part of the continuous Roy Morgan Single Source Survey.
The data reported in this paper is based on surveying cross-sections of the population aged 14 years and over:
- In Australia: 27,659 interviews October 2003 - March 2004
- In USA: 2,499 interviews October 2003 – February 2004
- In UK: 1,570 interviews October 2003 – February 2004
- In NZ: 4,958 interviews October 2003 – February 2004
- In Indonesia: 1,973 interviews March 2004 – May 2004
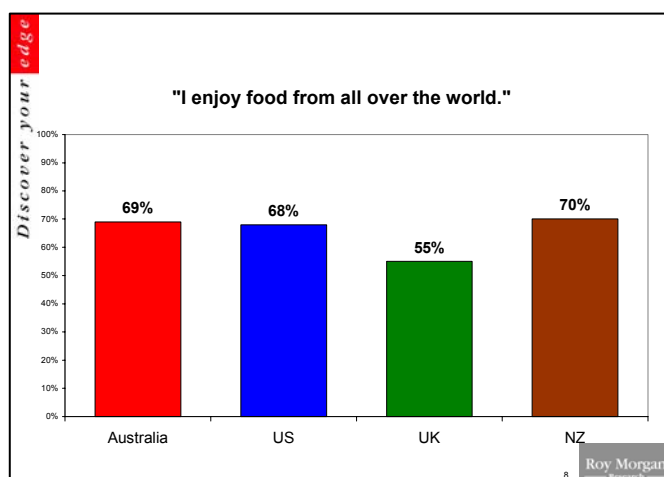
The environment as an issue evokes a strong response. There was overwhelming support in all four countries for the belief that "*if we don't act now we'll never control our environmental problem*".

Few, less than one-in-three, believe "*threats to the environment are exaggerated*".
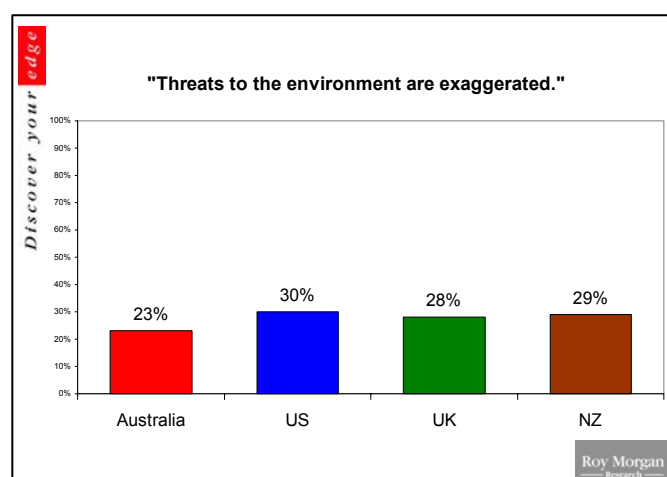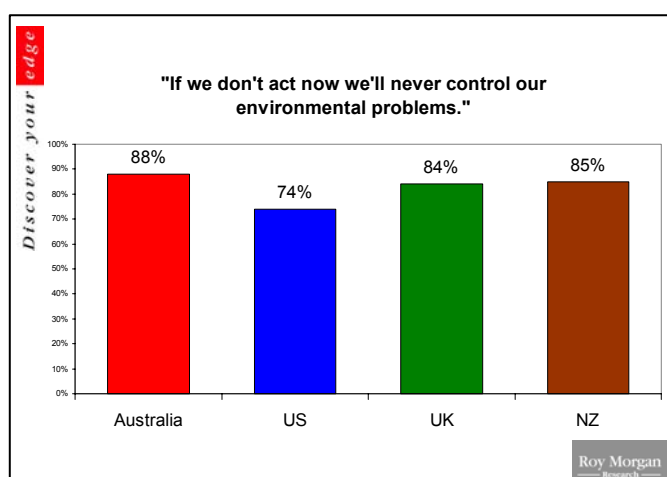
And while substantial majorities of people in all countries claimed to recycle, and even to be "*an environmentalist at heart*", most felt "*environmentally friendly products are overpriced*".
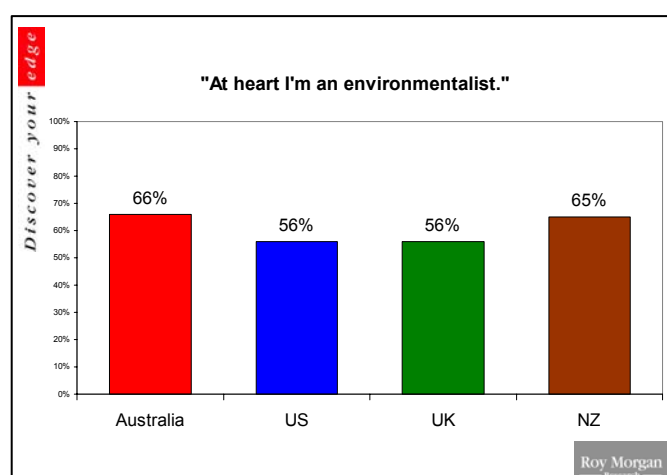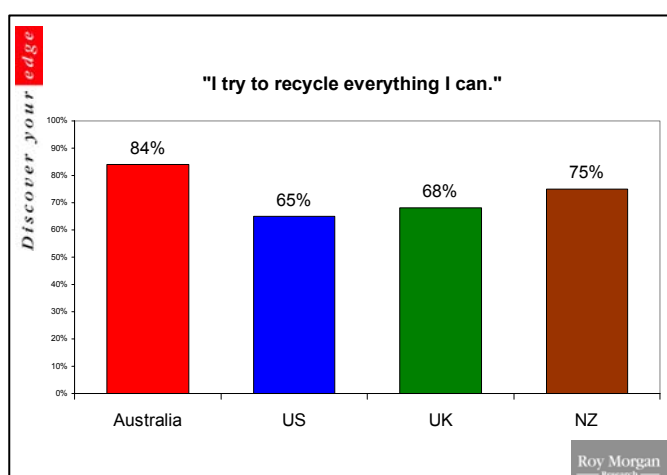
When it comes to church going, Americans are way out in front of those from other Western countries – 44% of Americans "*regularly go to church or their place of worship*". This is more than double Australia (18%), or UK (18%) and NZ (21%). But in Indonesia you may not be aware, that religion is significantly more important with 78% of Indonesians regularly going to their place of worship.
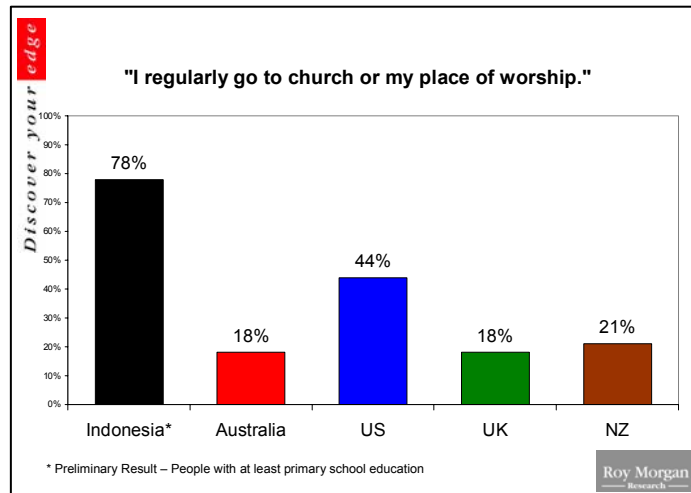
So let's look at some data that relates to travel and tourism – starting with a broad-brush picture.

A majority in all countries say, *"I prefer to holiday where I can see nature or be in a natural setting"* and *"I'd like to holiday where I can experience the local culture"*.
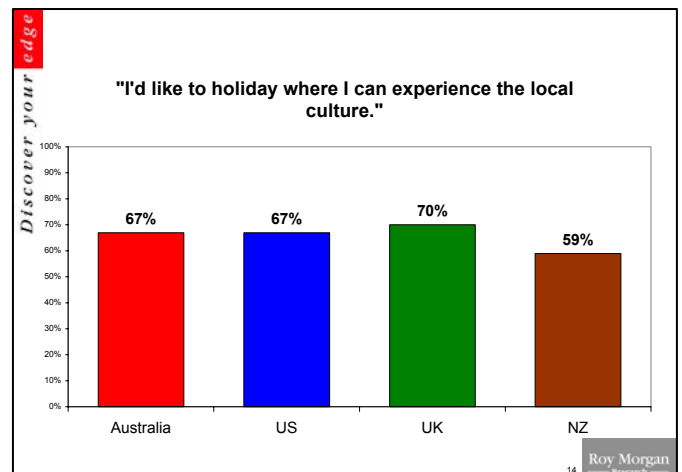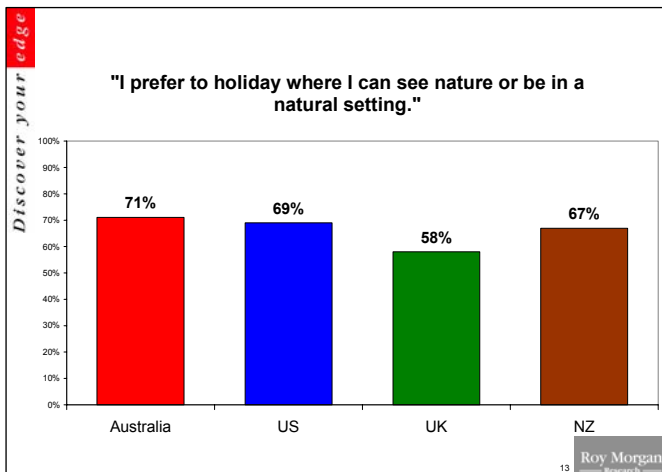
We also do international travel and tourism research. For instance the New Zealand Tourism **100% Pure**, which won highly regarded international marketing awards, was all based on Roy Morgan data. Data from all over the world.

Tourism Victoria's successful **Jigsaw** campaign was also based on Roy Morgan data. That was Australian data, focussed on getting Australians to travel to Victoria, and stay longer.

Just a few weeks ago Michele Levine presented a paper to the National Tourism Futures Conference on how to use our international data to market "Brand Australia" internationally. Today I will address "Brand Melbourne".

Our international tourism & travel data is important not only as an example of a Melbourne based international business, it highlights the enormous opportunity that exists for "Brand Melbourne".

There are literally millions of people around the world who represent our potential visitors, new citizens, business people and new age industry leaders.

Now we have a better understanding of some international attitudes (there are more), marketing of 'Brand Melbourne' can be more accurately targeted.

Looking at domestic and overseas tourism in Australia, NZ, USA and UK. Domestic holiday travel is higher in Australia and NZ than in the US or the UK. Overseas holiday travel is highest in the UK – not surprising given their geographic proximity to overseas destinations and a very competitive airline market.
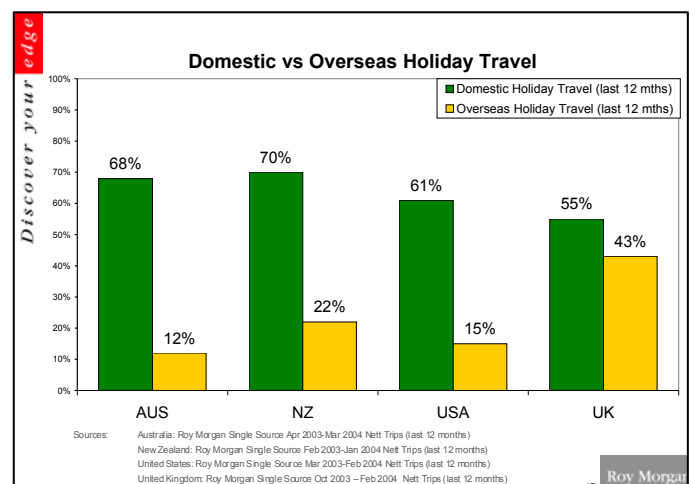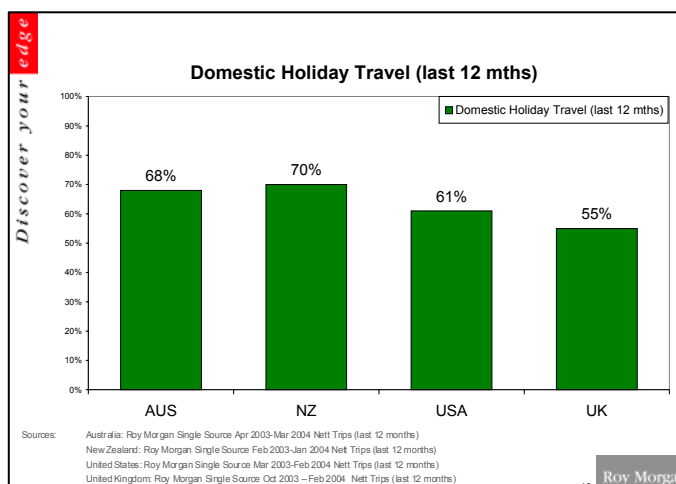
So where does Melbourne sit in the scheme of domestic travel? More Australians would like to travel to Melbourne for a holiday of one or more nights than any other capital city, people are wanting to come to "Brand Melbourne". Our Victorian Government has done a first class job marketing Melbourne as Australia's main destination. But what about internationally?
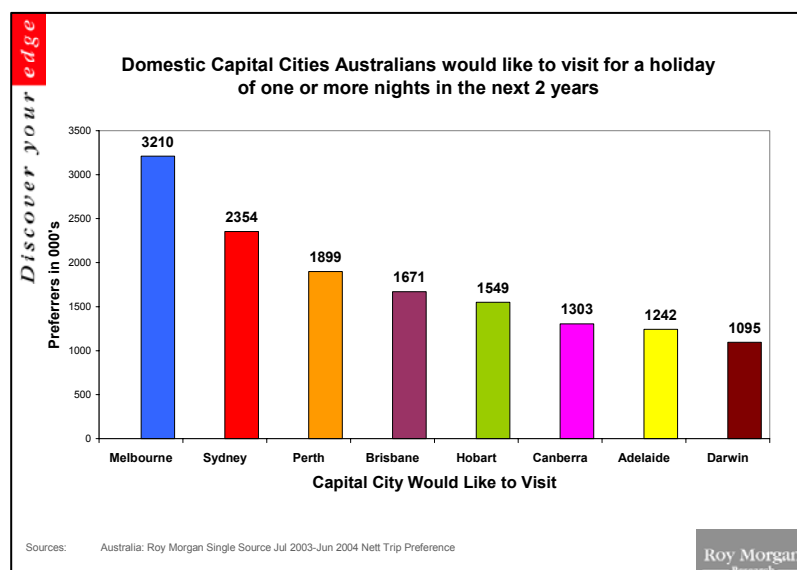
The picture of Australians' overseas holiday travel intention would be familiar to everyone in the travel industry – the 2000 Sydney Olympic's Peak, September 11, Bali, SARS, and Iraq – there are lots of bumps but a fundamental resilience. Today, intention to travel is as high as at the Olympic's Peak.
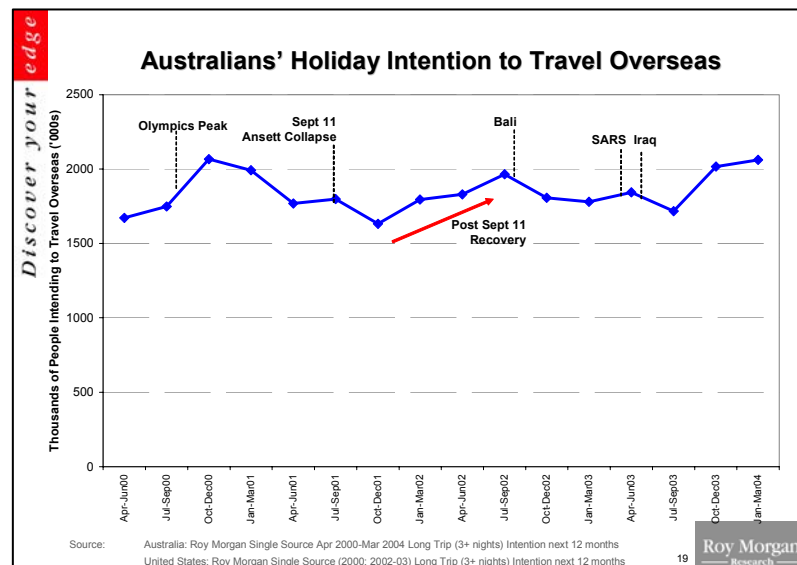
And what about the US? When we talk to people in the US, they tell us that Americans don't want to go up in planes – they are all wanting to stay close to home. Our data – Roy Morgan Single Source (using the same questions as in Australia) – tells a different story.

In the year 2000, 12% of Americans were intending to travel overseas in the next 12 months. In the 12 months to February 2003, the figure was 13.5% – if anything, a marginal increase!!

Whether we put this down to 'pent-up' demand, or high 'consumer confidence' in the US, the reality is Americans are looking to be on the move again. Is our potential market really that big?

Are there really millions of people wanting to travel overseas, possibly to Australia?

In short, yes. An estimated 35 million Americans travelled overseas for a holiday in the last 12 months and an estimated 45 million people intend to travel overseas in the next 12 months. An estimated 21 million people from the UK travelled overseas in the last 12 months and an estimated 19 million people intend to travel overseas in the next 12 months. An estimated 689,000 New Zealanders travelled overseas in the last 12 months and an estimated 711,000 people intend to travel overseas for a holiday in the next 12 months.

The market for 'Brand Australia' is there – so what of our product – **'Brand Melbourne'**? 'Brand Melbourne' is not doing well!

In 2002, 1,163,000 international visitors visited Melbourne while more than double visited Sydney, and more than double visited Brisbane, Gold Coast, or Tropical North Queensland combined.

Top 20 Regions Visited by International Visitors to Australia in 2002

Number of people in 000's

Region	Number
Sydney	2468
Melbourne	1163
Gold Coast	786
Tropical North Queensland	781
Brisbane	719
Perth	542
Adelaide	278
Petermann NT	240
Whitsundays	210
Sunshine Coast	205
Hervey Bay/Maryborough	191
Northern Rivers NSW	190
Alice Springs	185
Canberra	175
Darwin	158
Western Vic	148

Source: International Visitor Survey 2002

Regions Visited by International Visitors

Roy Morgan Research

The people who run Melbourne Tourism don't speak to us at Roy Morgan Research. We are not even on their tender list, which includes mainly Sydney-run international market research companies! Hopefully from today things will change – they need to.

If we look at the top 10 preferred destinations – for Americans and New Zealanders, Australia is top; for people in the UK, Australia is second only to the US.
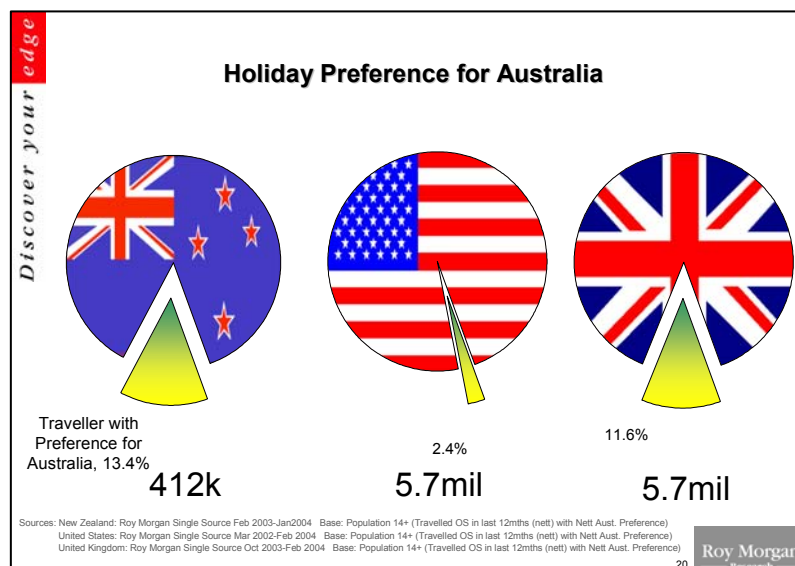
Top 10 Preferred Destinations

Top 10 Preferred International Destinations				
Rank	USA (14+)	UK (14+)	NZ (14+)	AUST (14+)
1	Australia	US	Australia	UK
2	UK	Australia	UK	US
3	Italy	NZ	US	Canada
4	France	Canada	Europe (unspec.)	NZ
5	Germany	Spain	Canada	Europe (unspec.)
6	Europe (unspec.)	Italy	Italy	Italy
7	Ireland	France	France	France
8	Spain	South Africa	Fiji	Ireland
9	NZ	India	Greece	Greece
10	Japan	China	Ireland	Germany

Source: Roy Morgan Research International Travel & Tourism Study Nov/Dec 2003 (Places would like to visit)
Australia: n=1,032, New Zealand: n=2,315, United States: n=2,022 United Kingdom: n=2,185

Roy Morgan

As you can see, 'Brand Australia' is doing well.

Focusing conservatively only on overseas travellers (those who've travelled overseas for a holiday in the last 12 months), an estimated 5.7 million American overseas travellers would like to come to Australia, 5.7 million UK overseas travellers would like to come to Australia and 412,000 New Zealand overseas travellers would like to come to Australia. Yes, there are millions wanting to come.

Holiday Preference for Australia

Traveller with Preference for Australia, 13.4%

412k

2.4%

5.7mil

11.6%

5.7mil

Sources: New Zealand: Roy Morgan Single Source Feb 2003-Jan2004 Base: Population 14+ (Travelled OS in last 12mths (nett) with Nett Aust. Preference)
United States: Roy Morgan Single Source Mar 2002-Feb 2004 Base: Population 14+ (Travelled OS in last 12mths (nett) with Nett Aust. Preference)
United Kingdom: Roy Morgan Single Source Oct 2003-Feb 2004 Base: Population 14+ (Travelled OS in last 12mths (nett) with Nett Aust. Preference)

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It is really back to a very traditional communications and marketing game – albeit on a larger stage.

Those of you who have worked with Roy Morgan data in Australia will already be thinking about the questions – what we need to know about our target (potential customers):

> *Who are they?*
> *Where are they?*
> *What is our competition?*
> *How do we reach them?*
> *How do we move them?*

As an example, let's take the US.

Who are they?
If we were to draw a pen portrait of the target – American overseas holiday travellers who would like to come to Australia – she would, more likely than the average American, be
- female (59% vs 51% in the US population);
- under 35 (53% vs 37%);
- with a degree or diploma (49% vs 29%) in a professional or semi-professional occupation (20% vs 13%)
- in the top socio-economic grouping (45% vs 20%),
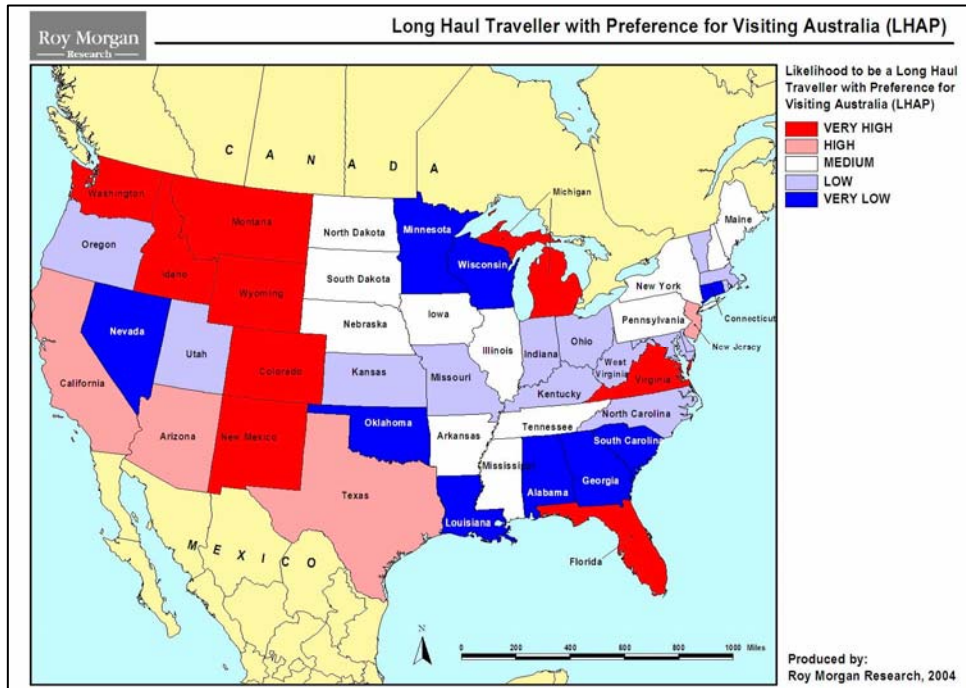- and Socially Aware[3] (16% vs 10%) or Young Optimism[4] (17% vs 5%).

Where are they?
A very rough cut of the Roy Morgan Single Source data shows: States with more than their fair share of our target include Florida, Michigan, Washington, Virginia, Montana, Idaho, Wyoming, Colorado and New Mexico (the regions with a high propensity are shaded in red).

Of course given where the population is, the biggest numbers of overseas travellers who would like to come to Australia are still California (an estimated 938,000), Florida (668,000), Texas (531,000), Washington (393,000), and Michigan (365,000).

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[3] Developed in conjunction with Colin Benjamin of The Horizons Network.
[4] Developed in conjunction with Colin Benjamin of The Horizons Network.

Long Haul Traveller with Preference for Visiting Australia (LHAP)
Produced by: Roy Morgan Research, 2004

What is our competition?

Australia's competition, in the American market, at least for the hearts of the American people, is the UK, followed by Italy, France, Germany, and other European destinations, Ireland, Spain, NZ and Japan (see previous Top 10 Preferred Destinations chart).

How do we reach them?

Analysis of the media habits of US overseas travellers who would like to come to Australia shows they are

- Relatively heavy Internet users (56% have used the Internet 8 or more times in the last week) and
- Heavy cinema attendees (67% have visited the cinema two or more times in the last three months).
- They are marginally more likely than the average American to read newspapers and magazines, they are average to light TV viewers, and relatively light radio users.

An example of a more detailed analysis of television, magazines and newspapers – still at a very simplistic level – is shown in the chart below.

Newspaper, TV & Magazine Titles
US Australian Preferrers
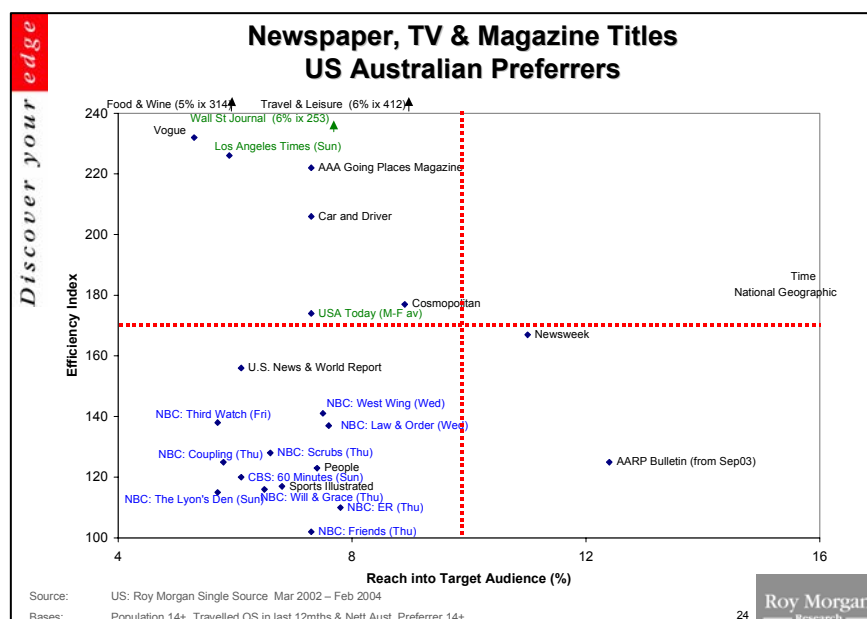
National daily newspapers are in green, TV in blue and magazines in black. The media of most interest are those with a high reach and high efficiency (an index over 100 compared to the population 14+) – the top right hand corner.

Time magazine with 16% (or over 900,000 of our target) reading an average issue and both titles have an efficiency index of 185 (compared to the average US population 14 years and over) is a good media choice.

US overseas travellers with a preference to visit Australia are more likely to read the magazine *Travel & Leisure* with an efficiency index of 412 but only reaches 365,000 (6%) of our target – so the reach is not particularly "broad".

Of course this is only part of the picture and many other factors go into choosing a "best fit" media strategy. Price, content, message and other media information are all taken into account when agencies undertake media planning.

How do we move them? What are the barriers?

Many travellers who have an inclination or are attracted to Australia as a holiday destination don't get around to visiting.

Of the 5.7 million American travellers who would like to visit Australia, only 10.6% (602,000) have a trip to Australia planned over the next 12 months.
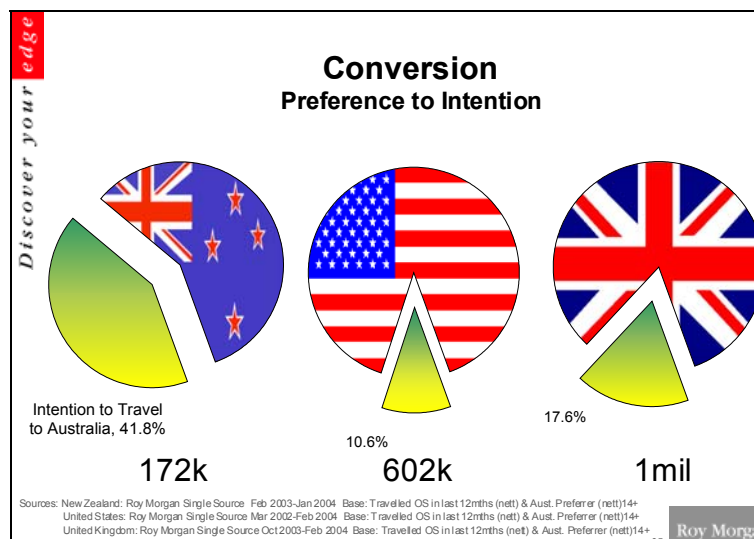
Converting preference or desire to intention, then ultimately, to travel to Australia is the key challenge.

Competition is coming from both domestic and international holiday destinations. Domestically, 90% of American travellers who would like to visit Australia, actually plan to travel within the USA in the next 12 months. Our target, as well as wanting to visit Australia, would also like to visit Italy, the Caribbean, France, NZ, and England, as shown below.

The Competition

Rank	USA (14+)	UK (14+)	NZ (14+)
Top 5 Competitive Destinations for Australian Preferrers			
1	Italy	US	England
2	Caribbean	France	US
3	England	Caribbean	Fiji
4	NZ	NZ	Italy
5	France	Italy	France

Sources: New Zealand: Roy Morgan Research Feb 2003-Jan 2004 Base: Travelled OS in last 12mths (nett) & Aust. Preferrer (nett)1
United States: Roy Morgan Research Mar 2002-Feb 2004 Base: Travelled OS in last 12mths (nett) & Aust. Preferrer (nett)14+
United Kingdom: Roy Morgan Research Oct 2003-Feb 2004 Base: Travelled OS in last 12mths (nett) & Aust. Preferrer (nett)14+

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The real barrier? – Australia is perceived as too expensive.

In a special Roy Morgan International Tourism and Travel Study conducted in late 2003, a series of questions were asked to understand why people aren't actually travelling to countries that they've expressed a desire to visit.

Australia was perceived as "too expensive" to travel to by people living in the UK and USA. Indeed, Australia tops the list among Americans and those in the UK as the place they would like to visit but it is "too expensive".

Which countries would you like to visit but are too expensive

Rank	USA (14+)	UK (14+)	NZ (14+)	AUST (14+)
Top 10 countries would like to visit but believe they are too expensive to travel to				
1	**Australia**	**Australia**	UK	US
2	France	US	US	UK
3	UK	**NZ**	Canada	Japan
4	Japan	Japan	Japan	France
5	Italy	Canada	France	Canada
6	Germany	China	**Australia**	Italy
7	**NZ**	France	Italy	Switzerland
8	China	Italy	Switzerland	Germany
9	Swizterland	Switzweland	Germany	**NZ**
10	Ireland	Germany	China	China

Source: Roy Morgan Research International Trave & Tourism Study Nov/Dec 2003

Roy Morgan

This is a dangerous perception for Australia – and note it is "perception" because NZ doesn't share the same fate. However, reduced airfares from more competition across the Pacific would make a huge difference.

Apart from the barriers, what else do we know about our target – the more we know the more likely we can "push the right buttons".

With the wealth of data available from Roy Morgan Single Source, we are spoilt for choice. But for example, in the US, those overseas travellers who would like to visit Australia are more likely than the average Americans to be relatively affluent, employed in professional occupations, and agree *"It doesn't feel like a holiday unless I've left the country"*. Their attitudes are reflective of the international citizen they see themselves as – being more likely to say, *"I enjoy food from all over the world"* (90% vs 66%) and to consider themselves *"a bit of an intellectual"* (70% vs 48%).

Our target actively engage with experiences of many kinds. They are also more likely to support the statements *"I believe in taking risks"* (72% vs 46%) and *"I look for new experiences every day"* (57% vs 47%). People and the social side are important as well. *"It is important to have a full social life"* (64% vs 42%) and they say *"I live a full and busy life"* (81% vs 73%).
They are more likely to be vegetarian (13% vs 8%), into organic foods (30% vs 19%) and against genetically modified food (53% vs 46%); more likely to be interested in experiencing local culture (86% vs 67%), environmentalism (65% vs 56%), ecotourism (30% vs 16%).

These views and attitudes provide both a richer picture of the target; and a series of potential hooks and product development possibilities.

Shaping 'Brand Melbourne' requires much more digging than this into the psyche of the global market. But the picture is emerging of a brand and market that can fit well.

Beyond 'Brand Australia' to 'Brand Melbourne'

Getting more practical – there are a multitude of products that can make up 'Brand Melbourne' – which have their own markets and market strategies. One comes to mind that serve as good examples –Melbourne's **Australian Open** (tennis).

Australia is recognized as a world leader in staging major events. In particular, major sporting events – Melbourne Cup, AFL Grand Final, Grand Prix, Australian Open (tennis), etc. In 2002, the Melbourne 'Australian Open' attracted over 518,000 spectators (Tourism White Paper). Let's say we are interested in developing a holiday package around Melbourne's Australian Open, and communicating this to those who are most likely to be interested in and attracted to what we have to offer.

Determining how to communicate with them is as simple as defining the target (more fine-tuned now to focus on those who express an interest in holidaying in Australia and sporting activities such as tennis and similar sports), analysing the media consumption habits, and identifying appropriate media strategies for communicating a particular message about the brand attributes and image, and more specifically, a call to action such as a holiday package.

Focusing as an example this time on the New Zealand market and identifying those with a preference to travel to Australia AND who have an interest in tennis (play tennis, watch tennis on TV or are a spectator of tennis) – delivers an estimated 155,000 in the target audience. With the critical "hooks" from Roy Morgan Single Source, we are able to leverage their propensity to come to our event.

An analysis of the media habits of those with a preference for both travel to Australia and an interest in tennis identifies that they are more likely to be: heavy Internet users (39% have used the

Internet 8+ times in the last week); heavy cinema goers (48% have visited the cinema 2 or more times in the last three months); heavy newspaper readers (37% read 7+ issues in one week); heavy magazine readers (48% read 5+ issues); medium TV watchers; and light radio listeners.

Having identified that our target is more likely to be heavy magazine readers we then delve further into types of magazines and further again to find out which particular titles would be the most efficient at reaching our target. This would typically be magazines with high reach and higher than average proportion of their readers amongst our target.

As seen earlier the chart shows those in the top right hand corner have a high reach and efficiency (an index over 100 compared to the population 14+). The analysis shows that Sky Watch, AA Directions, NZ House and Garden and NZ Women's Day are the better magazine choices for this target group. For example 22.3% or 35,000 of our target read an average issue of NZ Woman's Day.
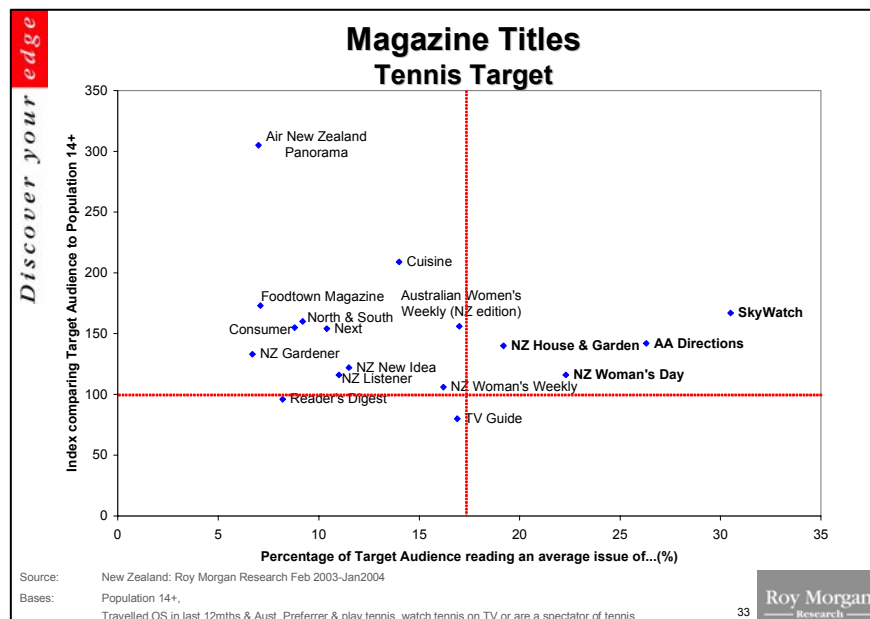
Having identified the magazines that are potentially the most effective at reaching our target audience we utilise the ASTEROID MediaPLANNER tool, which a client's media agency would use, to arrive at the optimum advertising schedule, in terms of reach, average frequency and/or cost efficiency, using these magazines. This example only highlights magazines, but newspapers, TV, can all be put into the mix to get the most effective outcome for your dollar.

An experienced media buyer and planner will make judgement on the best media placement taking into account many factors in addition to "the numbers" (audience size) such as advertising objectives, environment, price, availability etc. There may also be special TV, and Internet, cinema opportunities that can then be built into the plan.

This is, of course, only part of the picture, and many other factors are taken into account, including other media information, when deciding on an overall "best-fit" media strategy.

Traditional **below the line activities** are also worth considering and the map below pinpoints exactly where our target is located – i.e., areas that have more than their fair share.
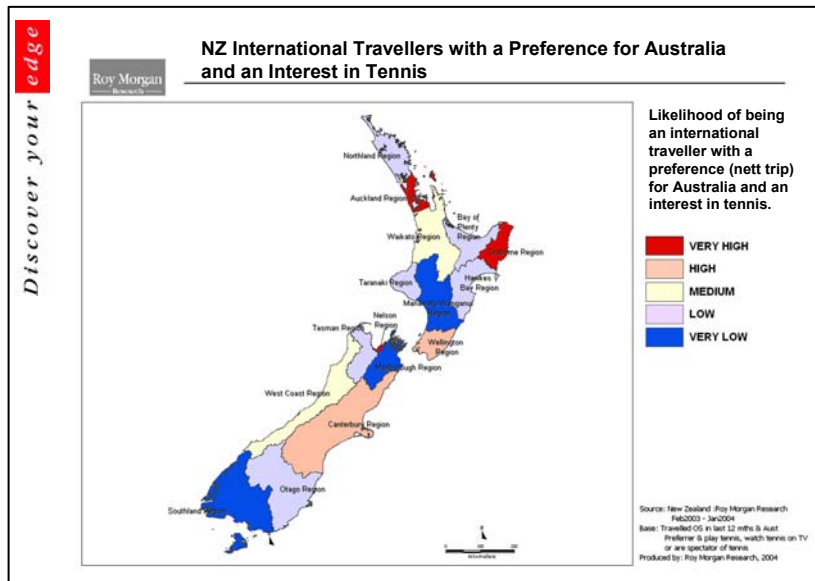
Using Roy Morgan Single Source (NZ) data and applying predictive modelling using census data, more fine-tuning is possible to identify the areas that are most likely to include those in our target group.
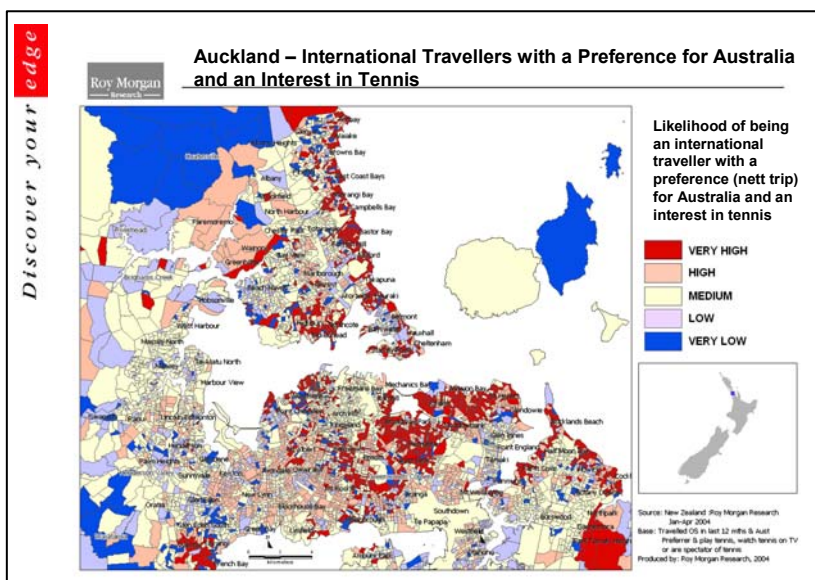
Those with a preference to travel to Australia AND have some interest in tennis are more likely to come from Auckland, Gisborne and Nelson regions – the regions with a high propensity are shaded in red. It is possible to drill down even further to look more closely at the Auckland regions and using meshblock information, identify areas direct marketing efforts will be most effectively directed.

Measuring 'Brand Melbourne' success

There are many ways to track and measure success, dependent on the ultimate aim of the program. The key to measuring success is setting your targets and measuring the response.

The final measure of the success of the campaign or strategy is in dollars, visitors and visitor nights. However, to know how it's going along the way – it's back to basics – awareness; interest/preference; intention – behaviour; segmentation to focus on high value targets (defined in whatever way the strategy determines); metrics of the critical determinants, eg number of nights per visitor, dollars per visitor, number of destinations visited within Australia; and satisfaction (to drive repeat visitation and word-of-mouth).

Let's look at 'Brand Melbourne'. The new campaign presents a new image of Melbourne's cosmopolitan culture and diversity to reposition Melbourne in the eyes of the world. The signature line is: "Brand Melbourne**. Our history gives us a different culture**."

How will this tagline perform upon entry in different markets? Its performance can be measured in terms of awareness: "Do people recall the line?" and image change: "Does the perception of Melbourne change with exposure to the line?" However, the critical measures of success will relate to whether it is able to move the right people.

Ultimately, the measure of success is not simply an increase in visitors, but an increase in the right visitors with the right value contribution. And one last thought to leave you with, but in the words of Andrew McEvoy from Tourism Australia, *"Our business is a simple one. We use Roy Morgan Single Source so we can find the people we want to market to."*

Tourism Victoria has done a good job domestically but Melbourne is not visible globally.

Up until now this was due to the "old style" approach to marketing whereby the States did little international marketing themselves instead combining dollars into the pool that marketed Australia.

In theory Melbourne got its fair share of marketing "voice" and theoretically it also got its fair share of visitors. Rubbish!

There is no evidence to suggest that either of these are true, add to that the lack of direct flights into Melbourne from the US, and out of Melbourne to the US, and it is obvious Melbourne must take charge of its own destiny.

Today with more money, our money and more precise marketing of "Brand Melbourne" we don't have to wait for our fair share of the "Australian pie" we must go out and get it ourselves.

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Galaxy Poll Most Accurate – Morgan Poll Accurate on Major Parties, but Overestimated Greens and the Flow of Preferences to Labor

by Gary Morgan and Michele Levine

The most accurate poll in the 2004 Federal election was the telephone Galaxy Poll conducted October 5/6. Their average error for the major parties was (0.6) and for all parties (0.4). They predicted the significant swing to the L-NP.

The telephone Morgan Poll was equally accurate in predicting the swing to the L-NP and the vote for the major parties (the average error of 0.6). Although the telephone Morgan Poll accurately recorded a 16% vote for the non-major parties as a whole (the actual other vote was 15.3%), it did not accurately represent the breakdown of the 'other' vote – specifically the Morgan Poll over-estimated the Green vote at 9.5% (actually received only 7%) and underestimated the vote for the new conservative Family First Party, which actually received 2% of the vote ahead of Australian Democrats and One Nation (1.2% and 1.1%).

While Newspoll, like the telephone Morgan Poll, wrongly said the election would be close (Newspoll a small L-NP win, Morgan Poll "too close to call"), Newspoll was less accurate than the Morgan Poll in predicting the major parties (average error, 1.1 for Newspoll) but more accurate when the minor party errors were taken into account (Newspoll's average error for all parties was 0.6).

We have always been of the view that face-to-face polling is the more stable and accurate polling method, however, face-to-face polling cannot be conducted during the days before the election.

The last pre-election face-to-face poll is conducted the weekend before the election, and we have seen once again that a lot can happen in a week, and the vote can change.

- Tasmanian CFMEU divided the union movement by supporting the Howard L-NP Government on their policy for continued logging of Tasmanian old growth forests. This polarised the electorate.

- Green's leader Bob Brown came out strongly and emotionally in support of the ALP against the L-NP, not only in relation to the logging of old growth forests in Tasmania – but in relation to many other issues. The electorate was further polarised.

Thus, Bob Brown opened the door for the Liberals to attack the Greens' proposed 'loopy laws' and the ALP/Greens preference deal that could have handed Government to Labor.

It also created what would be called in normal marketing a "market gap" – the Greens no longer represented an 'anti-major party' vote (the Family First Party was ready in the wings to fill that gap – and did).

This means we must use telephone polls or another alternative, to conduct interviews during the week before the election (The Bulletin/Channel 9 showed that Internet polling is still not reliable).

Although television advertising came to a halt on the Wednesday before the election, newspaper advertising continued, and telemarketing began (in another first for Australia, the Prime Minister, in the days before the election, undertook a major telemarketing exercise), and 'point-of-sale' (voting booth) advertising was in full force, as it was at the 2001 Federal election.

It was always going to be difficult to measure and understand the electorate in the lead-up to this election – with many difficult issues pulling segments of the electorate in different directions and strong anti-major party feelings on such issues as the War in Iraq, treatment of asylum seekers and Tasmanian old growth forests.

We were concerned that the electorate's stated support for the Greens was higher than would be reflected in the actual vote. It appeared as if the Greens had become 'code' for 'not ALP or L-NP'.

But the real 'sleeper' was the Family First Party. This church-based party was a well kept secret – right up until a week before the election.

Family First did not build awareness, interest in its policies or support for its position. Rather, all effort was directed toward exhaustive and active manning of the polling booths. Family First picked up 2% of the national vote and more than 4% in some seats – higher than the Australian Democrats and One Nation.

It should also be noted that both the Morgan Poll and ACNeilsen predicted a week before the Senate election, a 12% vote for the Greens in the Senate – they in fact only received 7.5%, and Family First is likely to gain a Victorian Senator and 1.8% of the national vote. It now looks as though the L-NP can control the Senate with them - thanks to the Victorian ALP preferencing Family First before the Victorian Greens!

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FEDERAL VOTING INTENTION

Primary Vote Predictions

	Oct 9 2004 Federal election Result*	Oct 7/8 Telephone Morgan Poll %	error	Oct 2/3 Face-to-Face Morgan Poll %	error	Oct 6/7 Telephone Newspoll %	error	Oct 5/7 Telephone ACNielsen %	error	Oct 5/6 Telephone Galaxy %	error	Oct 3 ANU Channel 9/ Bulletin %	error
Sample Size		(1,311)		(1,019)		(2,500)		(1,397)		(1,200)		(5,141)	
L-NP	46.4	45.5	**-0.9**	41.5	**-4.9**	45	**-1.4**	49	**+2.6**	46	**-0.4**	40	**-6.4**
ALP	38.3	38.5	**+0.2**	40.5	**+2.2**	39	**+0.7**	37	**-1.3**	39	**+0.7**	42	**+3.7**
Total Other	15.3	16	**+0.7**	18	**+2.7**	16	**+0.7**	14	**-1.3**	15	**-0.3**	17.5	**+2.2**
The Greens	7.0	9.5	**+2.5**	9	**+2**	7	**-**	7	**-**	7	**-**	7	**-**
Aust Dem	1.2	1	**-0.2**	2	**+0.8**	1	**-0.2**	1	**-0.2**	1	**-0.2**	1.5	**+0.3**
One Nation	1.1	1	**-0.1**	1	**-0.1**	1	**-0.1**	1	**-0.1**	NR	**-**	NR	**-**
Family First	2.0	NR	**-**	NR	**-**	NR	**-**	NR	**-**	NR	**-**	NR	**-**
Ind/Other	4.0	4.5	**-1.5**	6	**-**	7	**+1.0**	5	**-1.0**	7	**+1.0**	9	**+3.0**
Av. error on major parties (L-NP, ALP)			**0.6**		**3.6**		**1.1**		**2.0**		**0.6**		**5.1**
Av. error on all parties			**0.9**		**1.7**		**0.6**		**0.9**		**0.4**		**2.2**

*Australian Electoral Commission 12.00pm October 10, 2004.

Two Party Preferred Predictions

	Oct 9 2004 Federal election Result*	Oct 7/8 Telephone Morgan Poll		Oct 2/3 Face-to-Face Morgan Poll #		Oct 6/7 Telephone Newspoll		Oct 5/7 Telephone ACNielsen		Oct 5/6 Telephone Galaxy		Oct 3 ANU Channel 9/ Bulletin	
	%	%	error	%	error	%	error	%	error	%	error	%	error
L-NP	52.5	49	-3.5	48.5	-4.5	50	-2.5	54	+1.5	52	-0.5	47	-5.5
ALP	47.5	51	+3.5	51.5	+4.5	50	+2.5	46	-1.5	48	+0.5	53	+5.5
L-NP Lead	**+5**	**-2**		**-3**		**-**		**+8**		**+4**		**-10**	
Avg Error			**3.5**		**4.5**		**2.5**		**1.5**		**0.5**		**5.5**

*Australian Electoral Commission 12.00pm October 10, 2004.