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C U S T O M E R F R A M E

Palm Cove Sub-Region Identity

JANUARY 2022

C U S T O M E R F R A M E

putting the heart back into business



Introduction

In November 2021, Tourism Tropical North Queensland (TTNQ) + Tourism Palm Cove (TPC) expressed the desire to establish a clear Identity that could position + differentiate the sub-region of Palm Cove within the wider Cairns + Great Barrier Reef (CGBR) proposition. Conscious of being defined by the stalwarts of Cairns + Port Douglas, TTNQ's objective was to widen the appeal of the region as a whole + provide more reasons for people to come back.

As competition for visitor numbers, OVE's + destination awareness increases, regions are digging deep to distinguish themselves from their competitors, both domestic + overseas. By recognising + defining what makes each sub-region special, we are able to take the traditional tourism demographic approach + align customer types with sub-region identities.

This report outlines the strategic process + outcomes for the development of the Sub-Region Identity for Palm Cove, set within the context of the Cairns + Great Barrier Reef destination.

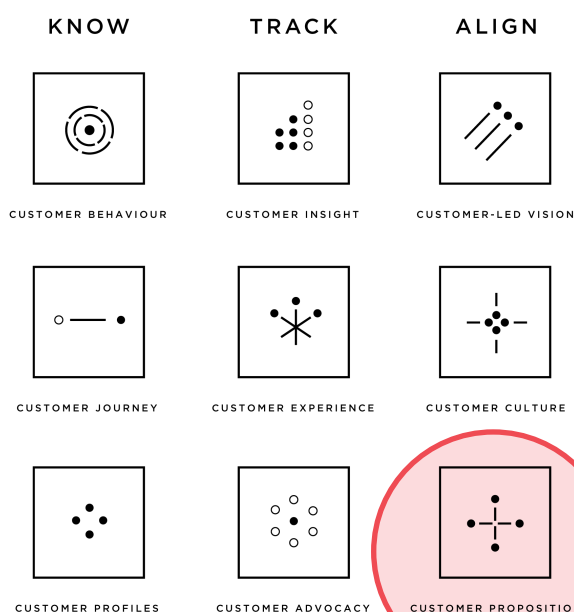


It's a little like introducing two strangers - the more they can get to know each other + what makes each other special, the more likely it is that they will connect. Beyond beaches + restaurants, sub-region identities get to the heart of a destination - the people, the place, the community. From transaction to experience.

Strategic Context:

Customer at the heart of everything you do

The Customer Strategy Framework™ is the primary lens used to reframe businesses + organisations to identify latent + hidden opportunities. It seeks to help the team to answer the following core strategic questions that underpin successful, sustainable organisations:



- Do you know what's important to your customers?
- Do you track your performance from their view?
- Do you align your business to the customer?

The Framework is built upon the nine customer competencies of market leading businesses, channelled through the three disciplines of KNOW, TRACK + ALIGN. Navigating the Framework by building knowledge, skills + application in each domain, you move your organisation further along the journey towards being truly customer-led.

For the purpose of this piece of work, our primary focus is on **Customer Proposition** within the ALIGN discipline. By defining unique + complementary sub-region identities, we can better connect with our key target audiences + drive greater visitation to the region as a whole.

What is an Identity?

According to dictionary.com, an Identity is defined as:

'The condition of being oneself or itself, + not another'.

'Condition or character as to who a person or what a thing is; the qualities, beliefs etc, that distinguish or identify a person or thing'.

INDIVIDUALS HAVE IDENTITIES, AS DO BUSINESSES + BRANDS

In recent years, destination identities have become more popular as regions **rally for audience connection** + preference. An Identity is linked to the way **the world perceives you** within the greater universe. It is how you perceive yourself, what you stand for, who you are + the reasons why one might want to get to know you better.

Visitors are the **ultimate reason** tourism exists – so it makes sense to have a tool that enables you to develop a clear + differentiable Identity for your destination or region. The Sub-Region Identity helps regions connect with what makes them special + unique, allowing them to better position themselves in the minds of the consumer. It helps **connect the emotional elements that drive customer choice**, with the region's why, beyond attractions + USPs.

WHY HAVE ONE?

A Sub-Region Identity provides a range of benefits:

- **Differentiates** you from your competitors, both in-destination + beyond
- Provides an **insight** into the region beyond brochure pics + beautiful beaches
- Allows the potential visitor to **connect** to a personality, not just a place
- Encourages local communities – from residents to businesses – to **embrace** an Identity that truly represents their values, personality + uniqueness
- Provides the **glue** that formalises the sub-region's place in the world, from what makes it special to how it should be marketed alongside sibling regions.

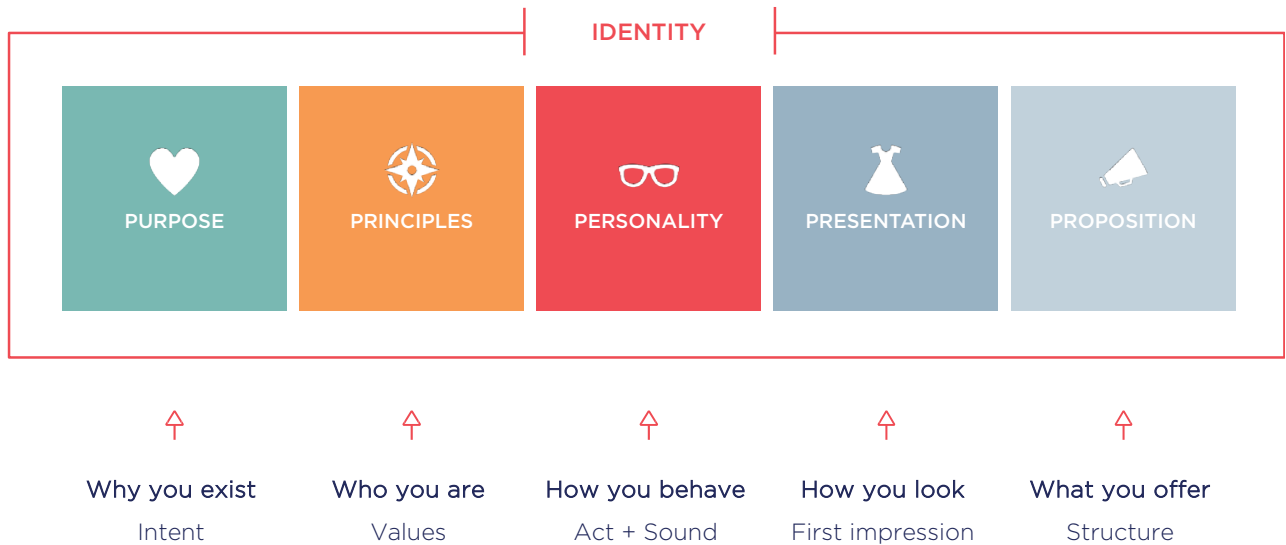
THE PROCESS

The Customer Frame team undertook a series of **three 2.5-hour active working sessions** with stakeholders from across the sub-region, using a range of tools + techniques to elicit engagement + outputs, for:

- Current state - What are the current customer perceptions of Palm Cove as part of the CGBR destination?
- Future needs – What are the needs of emerging customer profiles for the sub-region? What are the customer trends?
- Visioning – What position could Palm Cove own in the wider CGBR offering?
- Family Fit - How can Palm Cove complement the other sub-regions to create a complete customer experience that drives advocacy for the CGBR destination?
- Opportunities + Obstacles - What could hold us back? How can we clear the hurdles?

The Identity Workshops focused in on **the five critical elements of the region** that define its unique Identity. These core building blocks of the Identity Framework led to the creation of the unique **core Identity + summary statement** for Palm Cove.

The Identity Framework



PURPOSE

Your purpose is your why. Why do you get up in the morning? Why do you do what you do? Why does your business or brand exist? It is your intent: that is, what you want to give to the world, what you plan to be. Purpose is increasingly important today. People don't buy what you do, they buy why you do it. Connecting with potential customers at the purpose level can drive tangible competitive advantage, so long as the purpose is carried through to delivery.



The athletic brand, Nike, wants to inspire customers to overcome adversity + achieve their goals. In line with this purpose, the business has explored countless crucial topics, including feminism, racism, the power of dreams, + health.

Some examples of Purpose include:

- Dove wants to change society by celebrating the beauty of 'normal' women (Impacting society)
- Companies like BMW exist to epitomise feelings of luxury + achievement (Evoking pride)
- Airbnb tried to help people experience new things + open the door to new adventures (Inspiring exploration)
- FedEx offer confidence + simplicity to people trying to make everyday connections (Enabling connections)
- Coca-Cola find their inspiration in trying to influence moments of joy in day-to-day life (Eliciting happiness).



PRINCIPLES

Principles define who you are + what your values are. What do you stand for? What is important to you? What are the attributes of your business or brand? Principles are a key element in sourcing new staff or identifying new potential partnerships, as they ensure those that surround you run by a similar moral compass to your own.



Apple's principles have been summarised as (1) understand + serve the customer better than anyone else, (2) forget about everything else, + (3) make sure every little thing you do serves (1), always + everywhere.

PERSONALITY

Personality is all about how you behave. It is who you are in the world, how you act + sound. This crucial element essentially identifies how you show up to those around you. Are you likeable, warm, stand-offish, funny, quiet, off-the-wall, intelligent or just plain snobby? Beyond Purpose + Principles, Personality is what people connect to on face-value. It's how someone might describe you after meeting you, the words they'd use + the tone they'd set for who you are as a person.



The luxury brand Chanel's personality is instinctive, daring, creative, perfectionist, understated + sophisticated. Apple's personality is cool, simple + innovative, while Coca Cola's is happiness, moment of joy + sharing, innovative, communication + leader. Nike's personality is a sportive spirit, an athlete, all about lifestyle. They are full of energy, aggressive, youthful, competitive + brand conscious.

PRESENTATION

Presentation can be defined as 'the manner or style in which something is given, offered, or displayed'. Essentially, it is all about how you look – your clothing, your hairstyle, the accessories you wear. It is how you present yourself in the world, the distinguishing factors that make you, you. Presentation is the external packaging of the internal elements of Purpose, Principles, Personality + Proposition + is crucial in the formation of first impressions + customer connection.



Chanel presents as a modern, elegant woman, classic but stylish with a vintage elegance. She wears a chain of pearls + tweed jackets. Apple presents as a younger brand, fun, likes making the customer feel special + free thinking, while Coca Cola is empathic, social + punchy. Nike presents as an athlete, brand conscious + cool.

PROPOSITION

Your proposition is your offering, your promise to the world. It portrays to a potential customer, all that is different + special about you in a relevant, tangible way, that helps that customer choose you over others. It summarises the elements of your Identity in a way that relates to the customer needs, preferences + wants + how you fulfil them. It is crucial that your proposition is a promise you can authentically make - + keep - to your customers. Fall short here + you can lose valuable customer trust that may be hard to recover.

Dove don't just deliver luxury beauty products to the world, they focus on making 'normal' women feel extraordinary. Range Rover don't just produce cars, they help to feed the natural sense of adventure that humans have.

Some examples of Propositions include:



Evernote: Remember everything






Spotify: Music for Everyone

Vimeo: Make Life Worth Watching

Salesforce: Connecting to your Customers in a Whole New Way

Revealing the Palm Cove Sub-Region Identity

The Identity is formed by making intentional choices + providing the specific detail across the five identity elements. When combined, they create the unique **identity core** that directs aligned operational + strategic decisions for the region.

| ID ELEMENT | PALM COVE | THE DETAIL |
|---|---|--|
|  PURPOSE | To create a sense of belonging | <ul style="list-style-type: none"> To disconnect from life for a while + reconnect with what truly matters To be a haven, a place of (re)discovery – of home, of self, of wonder To share the sense of what it feels like to live here, every day To protect our home, our environment, our way of life To be the place you never want to leave + always want to come back to To be the antidote for 'busy' |
|  PRINCIPLES | Generous, real + instantly familiar, we go the extra mile | <ul style="list-style-type: none"> We are human, we bring heart to all we do + to those we meet We are authentic, in everything we do + say, + everything we are We are tenacious, relentless in our pursuit of quality We are proud, we love our life + our home + we don't apologise for it We are grounded, present in the moment + confident in who we are We are open-minded, worldly + accepting, of all who come to our place We are personable, warm + friendly, even if we've only just met |
|  PERSONALITY | Confident + quirky, someone you want to know | <ul style="list-style-type: none"> Understated, with real presence + depth, + certainly nothing to prove Inquisitive spirit, quietly confident + knowledgeable but never boastful Instantly likeable, relaxed + easy to be around, a good conversationalist Cosmopolitan, intelligent + well-travelled, with a worldly perspective Warm + affable, with a calm energy + a captivating, quirky charm Confident, engaging + clever, we are both interesting + interested Wholesome + genuine, with strong convictions, yet never judgemental Gets under your skin + makes a lasting impression, a true friend for life |
|  PRESENTATION | Understated luxury | <ul style="list-style-type: none"> Understated style, every element is intentional, with an air of quality Well-groomed + dressed for the moment, but not 'too' polished On trend but not trendy, the brand names are always on the inside Polo shirts over t-shirts, Birkenstocks over thongs – it's that step up Fit + healthy, in mind + body, from a balanced, relaxed village lifestyle Carefree + friendly, with a quick smile + a warm hello for all who pass by An aura of authenticity, of calm, connection + gratitude Up with the times + technology, but not obsessed with it Eco conscious, always carrying a Keep Cup + a reusable tote bag |
|  PROPOSITION | Live, like you never left | <ul style="list-style-type: none"> Rediscover 'being' human + leave better than when you arrived Belong. Be yourself. Be everything or nothing at all. It's entirely up to you The idyllic seaside haven for those who wish to escape, to disconnect from 'busy-ness' + reconnect with their best life, if only for a while Live the dream, become part of our tribe + leave a little piece of your heart behind – we'll take good care of it until you return Postcard-perfect views, a vibrant village lifestyle + an air of exclusivity – come discover our unique island life, on the mainland Indulge in the finer things in life, be it fine food feasts, retail therapy, spa + wellness or nature's wonders, it's all on your doorstep Explore the region or stay beachside, you have nowhere else to be |



| | |
|---------------|------------------------------|
| IDENTITY CORE | - Sophisticated Simplicity - |
|---------------|------------------------------|

NOTE: the collaborative input from industry stakeholders to help create this unique Identity is captured + summarised in the Appendix.

So what? Now what?

In developing this new Sub-Region Identity for Palm Cove, we wanted to share some best practice, our observations + some recommendations for moving the region forward.



BEST PRACTICE – REGION IDENTITY

- **Climb on board** – collaboration + commitment are key elements to the success of a region's Identity. Engaging all businesses with the agreed Identity is essential if the region is to take its place in the world, become relevant + connect with potential visitors. This involves all businesses, from boutiques to chemists, hotels to cafes + restaurants.
- **Keep your eye on the prize** – concerted effort + impact take time. By gradually bringing on key industry players, momentum will grow + the majority will follow. One viewpoint is that those that get involved + support the initiative are the ones that directly benefit through referrals, partnerships + delivering the desired customer experience. Consistency is key.
- **No dust catchers or Kmart frames allowed** – you've waited quite some time to gain your own Identity within this big wide competitive tourism world. Don't waste it. Embrace it. Shout about it. Share it. Get local businesses together + bring this Identity to life. Make other sub-regions stand up + take notice + watch your engagement with your desired market grow.
- **Live it, breathe it, speak it** – go beyond region features + benefits (yawn!) + truly embrace what it means to be you. Shout it from the rooftops. Embrace this wonderful Identity, for it is truly you on a page. Once you feel comfortable in your new Identity shoes, let the world know who you are – be brave, be bold, be open + embrace the quirks, the history, the little things that make you, you. You'll be surprised by how keenly people connect.

RECOMMENDED NEXT STEPS

Following the development of the Palm Cove Sub-Region Identity, we believe it essential to align efforts of all key stakeholders to maximise adoption + awareness of this new, exciting Identity.

We suggest to:

1. **Share the Palm Cove Identity** with workshop attendees to close the loop + create a foundation group of advocates to rally industry support + drive the Identity forward
2. **Formalise the role + proposition** of Tourism Palm Cove using the new Identity as a catalyst to share the vision, enlist new members + reignite the collaboration needed for success
3. Develop a **region roll-out plan** to engage key stakeholders, both tourism + non-tourism, including Council, retail, food + beverage providers, marketers + community members
4. Hold an **industry launch event** with TTNQ to present the Identity, show the link with the broader CGBR strategy + existing plans, to maximise industry engagement + support
5. **Host industry brainstorm sessions** on how to apply the Identity to marketing, product development, service delivery + partnerships to create a solid action plan for implementation
6. Develop a **positioning map** that showcases Palm Cove against competitor destinations such as Noosa, Byron Bay, Kingscliff + Lorne, as well as in-region competitors like Port Douglas
7. Create a **brand link map** of where Palm Cove's new Identity sits within the broader Queensland + CGBR identities + brand stories
8. Integrate the Palm Cove Identity into the **Council Masterplan** for Palm Cove to ensure the personality + identity of the region is considered + protected in all future developments
9. Undertake an audit of the **current image library** to identify gaps in the visual story against the new Identity, + commission photo shoots to fill the gaps (experiential focus)
10. Explore in more detail, the **'hook' for Palm Cove** that supports the new Identity + helps set it apart from competitors, such a major event, key attraction or region feature of focus

Appendix

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Appendix One: Stakeholders Involved

PALM COVE SUB-REGION IDENTITY

| ATTENDEE NAME | ATTENDEE BUSINESS |
|---------------------|--------------------------|
| Ian Stone | Palm Cove Weddings |
| Melissa Berta | Topical Style |
| Alvaro del Campo | Quickclips |
| Stacey Meizis | Elysium |
| Margaret Coop | Melaleuca |
| Steven Coop | Melaleuca |
| Ian Preston | Peppers |
| Gerhard Labuschagne | Sanctuary |
| Jessica James | Sea Temple |
| Jo Clayton | MoJoBI |
| Di Bailey | Palm Cove Spa and Beauty |
| Lani Strathearn | TTNQ |
| Georgie Sadler | TTNQ |
| Gary Kerr | Vital Leaders |
| Wayne Harris | Reef House |
| David Horbelt | Reef House |
| Courtney Williams | Biked |
| Alvaro del Campo | Quickclips |
| Dennis Olsson | Potent |
| Wayne Bounce | Tropic Apartments |
| Sueanne Carr | Customer Frame |
| Peter Turner | Customer Frame |

Appendix Two: Session notes

WHO ARE PALM COVE'S CUSTOMERS?

| | | | | |
|--|--|--|--|--|
| Spoil themselves Food, wine, cocktails, pools | 25-30 year old couples (pre-kids) | 25-35 year old couples with high disposable income (eg. Babymoon, honeymoon) | NOT Bali Bogans | Wedding Couples + Guests experiencing our region for the first time |
| Wedding Couples | The couple who have dreamed of the beach wedding + get married on the beach | Stressed professionals | Retirees | Wealthy Retirees |
| Adventure seeking + Experience + Story Telling 18-30 year olds | Palm Cove customers are in bed by 9pm | Families with young children | Single travellers wanting safe environment | The new 'to be' family looking for their last relaxation holiday before the baby comes |
| 'Local' (<100km) professional couples | Older couples | 'Locals' within 10km | Regional QLD/ NQ families | The Do Nothings |
| 50-60 year old couples, wealthy, southern states, city dwellers | Melbourne Professional families | Celebrating special occasions, couples | Families with young kids | Families looking for unique experiences |
| Generational stay | Locals from Cairns don't spend | Not those who like the cold/ can't stand the heat | No more Grey Nomads + pensioners including Caravaners | 30-35 year old couples + 2 infants |
| Overseas tourists not as important as domestic | Baby-mooners | Baby's first holiday | Young family, good income, well- travelled | Families |
| Families with teens | Wedding groups | Young families from Melbourne | Not those wanting to hit the town & party | Single traveller, nature in mind |
| Retired, Cashed Up | Wealthy 50++ couples, often semi- retired | The retired couple who love the beach + the tropics + like to enjoy their food + wine experiences in walking distance | New retirees, celebrating + spending | Newly retired |
| Retirees | Owners NSW, VIC | NSW - Sydney Wealthy, comfortable, family with money to spend | VIC - Melbourne Same as NSW | Honeymooners |
| Honeymooners | Honeymoon, younger beach style | Couples in love | Not schoolies | |

WHO DO WE WANT THEM TO BE?

| | | | | |
|---|--|---|------------------------------------|--|
| Young couples with babies | Family - young children | Baby-mooners | Baby-mooners | Everybody who is happy to spend in Palm Cove |
| The person who would holiday in Asia | Domestic tourists visiting all year in all seasons | Seniors | Cashed up retirees | Retired couples |
| Retired couples \$\$ | 25-35 year olds with high disposable income | Price | Wet season perception | Experience the region |
| Appreciate the destination | Quality over quantity | New Retirees celebrating + spending | Multi-generational families | Conferences |
| Couples + family Higher income | Socialite | Wealthy | Classy | Status symbol |
| Loyal Owners | Locals + tourism appreciation | "Retreaters" (Health/Spa) | Cairns Speak-easy | Affluent couples |
| A respectful, well educated, wealthy, relaxed, nature-loving, well-travelled person / couple / family | Easy travel to other places | Those who love to come regularly each year who love having the beach, to relax, food + drink within walking distance. Exclusive. Live like a local. | Those who love good coffee + food | Wedding couples and guests |
| Premium destination weddings | Honeymooners | Not teenagers - nothing to do | Please no more Luxury Escape deals | Conferences |

WHAT ARE THE GAPS?

| | | | | |
|---|--|--|---|---|
| Over time, the quality - customer service standards / products declined | Staff quality + shortages | Product availability - e.g. restaurants, car hire (can't get!) | Delivery doesn't meet expectations of Syd/Mel customers - need to level up! | Capacity issues |
| Services that meet the needs of future customers e.g. babies - change tables, babysitting, pram friendly Kids - playground (ours is old) | Infrastructure | Another public toilet on Esplanade (Southern End) | Amphitheatre on Esplanade - events, conference, weddings etc. | Lagoon - to season safe our destination |
| Signage for nice walks (eg. past Sea Temple south) | Disjoint between local businesses - get buy-in by everyone to move forward | Wet season!! | Body corporates challenges e.g. laneway | Support from council/TTNQ in past + getting restaurants to get involved |

WHO ARE OUR COMPETITORS?

| | | | | |
|-------------------------|--|--|-----------------------------------|---------------|
| Fiji – relaxed paradise | Fiji | Fiji | Gold Coast + Sunshine Coast | NZ |
| Noosa | Off-beat Aussie destinations - Tassie, foodie culture | Byron Bay | Asian Luxury Villa Holidays | Whitsundays |
| Whitsundays GBR | Whitsundays + other destinations in this region (Port Douglas) | Tropical overseas Destinations (Bali, Thailand, Fiji) – do we even want those customers? | Warm Climate places Bali Thailand | Port Douglas |
| Port Douglas | Port Douglas | Port Douglas | Thailand | Thailand |
| Bali | Bali | Bali | Noosa 20 years ago | Port Cairns x |
| Island Destinations | Hamilton Island | Zoom/Teams (Technology) | Consumer Goods (Discretionary) | |

Competitors we want to be like:

- Port Douglas
 - World's first eco-accredited, top 100 destination
 - They have a hook – what's ours?
- Noosa
 - Reputation, great marketing, celebrity pull, unique, exclusive, status, celebrity chefs
- Mediterranean Islands / Seaside
 - Restaurants spill out onto the streets (no cars)
- Degraes Street, Melbourne
 - Bustling laneway with tables on the street, village vibe, exciting, different types of food, welcome, locals + tourists
- Bali
 - Rebirth - restaurants, accommodation, beach clubs, so much high end
- Zamat, Switzerland
 - Exclusive, could be like them – there are synergies

WHAT MAKES PALM COVE SPECIAL?

| | | | | |
|--|---|---|--|---|
| Village feel | Not commercial | Village feel | Village atmosphere | Trees |
| Nature | Beach aspect | Tropical Environment | Nature – frogs, trees, tropical plants | Barefoot Luxury |
| Quality/ Range of Accom + F+B | Variety in accommodation + food | Steve + Margaret ☺ | Weather, hidden, activities options – relax, adventure | Village atmosphere |
| Land back vibe | Location Beach + rainforest | Healthy focus | Understand sophistication | Welcoming |
| How it makes you feel | How we make you feel | Covers every price point Families – retreats | Hidden Treasure – “you’re not here unless you’re here” – it disappears when you go out on a boat or when the lights go out at night (you don’t know it’s here) | Proximity to regional attractions |
| Beachfront! Natural environment, weather | Amazing restaurants | Restaurants | Restaurants | Peaceful |
| The way I feel when I’m here, like ‘I belong’ | Safe | People stop + say hi, stop for a chat | How Palm Cove makes people feel | Wonder why they have not been here before |
| Speakeasy | Hidden secret – exclusive – feel like away from the world | No nightclubs | Compact for easy walking | Walkable |
| Relaxed lifestyle with everything you want within walking distance | Everything in walking distance | Incredible choice + range | Human connection | People want to come back before the leave |
| The people, the industry | Stunning, yet down to earth, not up themselves! Not pretentious | Huge potential | Beach | Room to get so much better |
| Beachfront | Central to the region | Views | Waterfront | Beachfront all along |
| Beach frontage | Oceanfront esplanade | One of the most relaxed tree-laden seaside walks in the world | Rest, relaxation + down-time from busy life | |

PURPOSE - WHAT IS OUR INTENT FOR PALM COVE?

- Customer (look after)
- We want to be happy, keep customers happy
- Boutique tropical escapes - want to be somewhere else
- To help people feel like they have discovered
- To discover Palm Cove (excitement, purpose, ownership) (a sense of discovery)
- Make \$
- Lifestyle
- Sharing this feeling with the world
- To help people live their best lives
- To help people feel good about themselves
- To help people feel amazing
- To give them something to talk about
- To provide a memory
- To welcome you to the region
- Cocktails ☺
- To help people unwind
- To help them disconnect to reconnect
- To “discover home”, to feel at home, sense of “I’ve arrived”
- To show people our place – mountains, world-heritage, beaches beyond Palm Cove... (endless discovery journey)
- To share our world - immerse
- To surprise them
- “Discover yourself, discover us”
- To give them déjà-vous
- Feel like they belong (not a tourist)
- Get the place to yourself (no hustle & bustle, tours, etc)
- To feel like a friend/ family/ partner/ tribe
- Give them a gift
- Give 10 years back of their life
- To leave with...
- To give them their “happy place” - holiday house by the beach – live the dream (utopia)
- To reconnect with why they work hard in life (to come back here every year)
- Seaside, palm trees, sounds of local, smell restaurants, awaken/ rediscover your senses
- Extend quality of life – ecotourism (conservation), protect life, value life, celebrate life
- To serve, to calm, to calm the soul, to surprise, to delight, to escape, to relax, reconnect, rejuvenate, to showcase the environment, to provide a foodie experience, to help bond
- Leave with memories, stories, shopping, bliss, peaceful state, like they don’t leave/ take a piece

PRINCIPLES - WHAT DOES PALM COVE STAND FOR? WHAT ARE THEIR VALUES? WHAT'S IMPORTANT TO THEM?

- Human – we are who we are, in all our imperfections
- Caring
- Friendships
- Protection (Custodian) of Palm Cove
- Genuine
- Hospitable
- Pre-empting your needs
- Authentic
- Welcoming
- Honesty
- Generous
- Affable
- Consistent
- Enriching
- Personable
- Quality obsessed (relaxed)
- Go out of our way
- We care
- We are familiarity
- We're humble
- We own our mistakes
- Human connection / exp.
- Classy
- Unforgettable/ memorable
- Warm
- Value
- Fulfill a need didn't know they needed
- Not: rushed, pretentious. brash, abrupt, rude, cheap, tacky, average, cold

PERSONALITY - IF PALM COVE WAS A PERSON, WHO WOULD THEY BE? HOW WOULD THEY ACT / SOUND? HOW OUR NEW AUDIENCE WOULD DESCRIBE US:

- You don't want Palm Cove, you need Palm Cove
- Cosmopolitan
- Friendly
- Personable
- Familiar
- Pick up where we left off - like old friends
- Long-time best friend that's got your back
- Relaxed
- Chilled out
- Warm
- Nurturing (not maternal)
- Understated luxe (luxury)
- Relaxed
- Interesting
- Worldly
- Intelligent
- Eccentric/ Quirky (variety diversity)
- Surprising
- Interesting
- Cool
- Colourful (improvement without change)
- Understated (reveal, discover = our depth)
- Different
- Interested in you (listen)
- Non-intrusive
- Accepting
- About a good time, nothing to prove, comfortable, beyond proving myself
- Non judgemental
- Variety
- Bit out there
- Electric (not linen)
- Worldly
- Well-travelled
- Understated wealthy
- Not transactional
- Not common
- Humble
- Wholesome
- Genuine
- Unique
- Comfortable in own skin
- Not centre of attention - happy to be a part of the conversation
- Inspirational
- Aspirational
- Particular
- Alive
- Magic
- Adaptable - find what they need
- Grounded
- Anchor/ solid
- Confident
- No one expects anything from them - no pressure to do everything

PROPOSITION - WHAT DOES PALM COVE OFFER THAT REFLECTS THE ABOVE?

| Product (What) | Market (Who) | Service (How) | Outcome (Feeling) |
|------------------------------------|--|--|---|
| Holiday, exclusive | Financially comfortable | High standards but relaxed attitude | Satisfaction |
| Food | Stressed | Caring attitude | Rebook |
| GBR | Couples Romantic | High touch | Feel good |
| Variety | Cashed Up Retirees | Genuine | Want to return |
| Nature/ wildlife | Young families with young children | Consistent | Memories |
| Relaxation | Barefoot travellers | Know the trends/ On-trend | Tell everyone! |
| Safe | Syd/ Mel Professionals | Human | Happy/ relaxed |
| Experience | Weddings | Personable | Stories - unique |
| Contained | NZ | Friendly | Contentment |
| The beach (80%) | Conferences | Welcoming | Feel better than when I came |
| Memories | Retreats | Manage expectations | Recharged |
| Island alternative | Internationals (F.I.T) | Open communication | Rejuvenated |
| Unique | Baby-mooners | Transparency | Alive |
| Shopping | Locals - 2h radius, Townsville, drive market, regional | Accommodating | Energised - re-energised |
| Sunrisees + Moonrises | [Mindset] | If we can, we will | Glad I chose PC |
| Wellness / Spas | Busy parents who need a break + kids are kept happy + safe (like Fiji) - want their problems solved for them | Pre-emptive - be ahead of the customer + their needs | At peace |
| Accommodation variety | | Do it with a smile | Relaxed |
| Adventure | | Energetic (calm energy) | Connected/ reconnected with self & others |
| Self-contained apartments | | Expert | Sense of belonging |
| Privacy | | Open | Reconnect with my purpose/ my goals |
| Low key | | Authentic (no B.S, fake) | Personal growth |
| Esplanade | | Collaborative | Reassess priorities |
| Serenity/ tranquillity/ relaxation | | Under promise/ overdeliver | Redefine/ rediscover |
| Village feel | | | Joy |
| Hub | | | |
| 5+ night stays | | | |
| Lifestyle | | | |
| Ease of access / easy | | | |
| Options/ choice | | | |
| Tropical | | | |
| Cocktails | | | |
| Sleep + early nights | | | |

PRESENTATION - IF PALM COVE WAS A PERSON, HOW WOULD THEY LOOK? HOW WOULD THEY PRESENT TO THE OUTSIDE WORLD?

ONE

- Activewear - relaxing in the morning
- Smart casual - all day / night in resort wear
- Dress up for the moment - high heels at dinner, collared shirt + dress shorts for men
- Higher end brands (not Kmart but not Gucci)
- Wear shorts over pants
- Birkenstocks over thongs
- It's hat's + sunnies
- Maui Jim over Oakley
- Lived-in look
- Minimal Make-up (back to nature)
- Big bag with a towel + sunscreen
- We are a male + female couple

TWO

- Make-up
- Accessories
- Upmarket dress / slacks
- Beaded sandals
- Dogs
- Day - Brand T-shirts, thongs, Birkenstocks, Sunhats, sunnies - Classy but casual
- Night - guy would wear Cotton/ Linen, thongs, slip on shoes; Lady would wear a Kaftan, likely a Camilla for the evening
- A male + female couple

THREE

- Female/ neutral
- Classy/ casual
- Flowing, loose light clothing
- Quality accessories but not loud
- Bright colourful clothes (tropical beach vibes)
- Flat shoes/ sunnies/ hats
- Chilled, understated, relaxed
- Sun kissed/ no make up

WHAT ARE THE OBSTACLES + CHALLENGES THAT FACE US BRINGING THIS TO A REALITY?

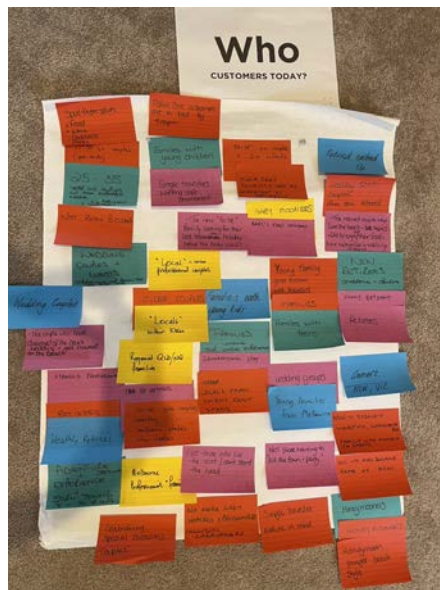
- Funding for updating/ maintenance - physical environment (eg. Accommodation, marina)
- Previous Palm Cove development plan was focused on maintaining the village atmosphere – it was intentional in its design. There's no development plan specific to PC now so the character of PC is now under risk (+ has eroded over time with new developments)
- Disconnect within community/ region (one voice – stronger)
- Industry coordination + collaboration
- Council – treat PC as a suburb of Cairns – bus service regularity/ access
- Quarterly planning session with Council + TTNQ (opportunity)
- Superficial engagement with councillors currently
- Markets - location + timing – Port Douglas in the morning, perhaps put PC in the afternoon (change timing) to attract more visitors
- Customer service standards
- Staff challenges – peak periods, busy, staff vs customer expectations
- Changing management of larger properties – impact on the small businesses -> connection, community, welcome (TPC role)
- RTO (TTNQ) is the LTO for PC
- LTO communication – it is a voluntary group, time poor, no marketing plan (PD has LTO + Council funding, as a comparison)
- People in the room are generally the most active – communication with industry is key
- Engagement across industry/region with those who aren't here is a challenge (opportunity with TTNQ involvement to bring a level of 'real' + weight to the conversations)
- The PC industry list doesn't reach everyone – gap. Need to recruit/ take part in sharing info within the industry
- Tourism Palm Cove proposition – why be a member / involved? What's the vision? Why be a part of it? Needs to be defined / balanced. TTNQ TPC plan currently in development
- History is holding us back from future collaborations – need to reset the scene + tell new stories – rewrite our PC story
- Huge opportunity – launch the Identity in line with the 10-year plan / vision / new content / famil updates / TTNQ update + the Identity to help tell a new story + start new energy – by having an open conversation / presenting the plan for the future
- Body corporates + committees – engagement is needed

Appendix Three: Reference Images

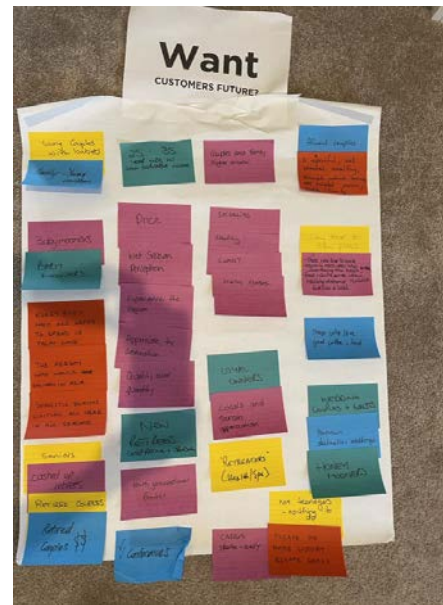
SESSION + GROUP IMAGES



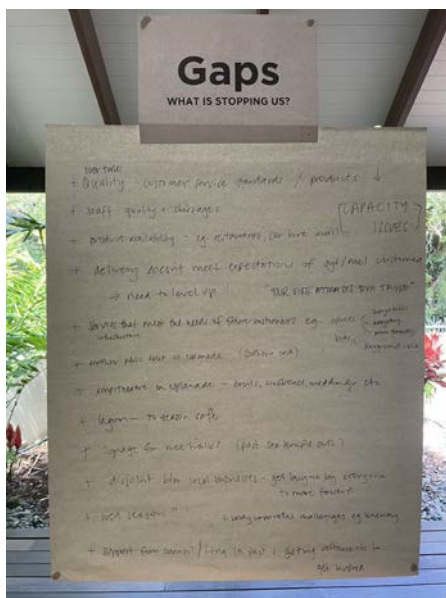
WHO ARE PALM COVE'S CUSTOMERS?



WHO DO WE WANT THEM TO BE?



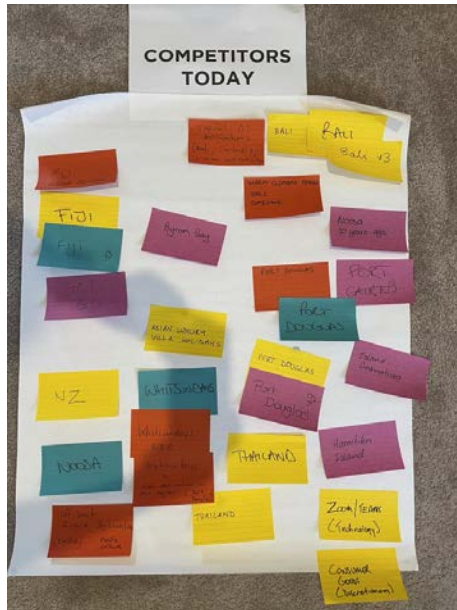
WHAT ARE THE GAPS?



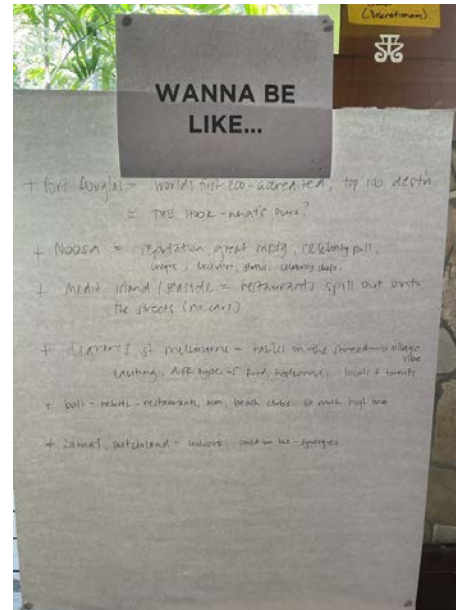
WHAT MAKES PALM COVE SPECIAL?



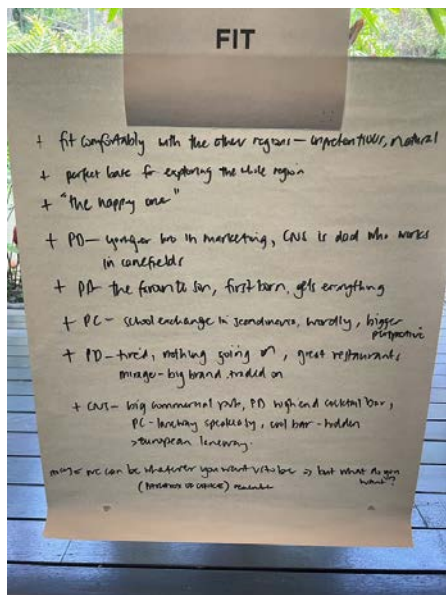
WHO ARE OUR COMPETITORS? WHY?



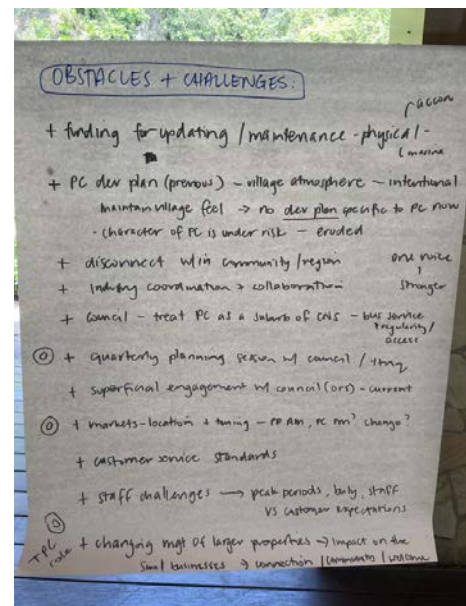
WANT TO BE LIKE



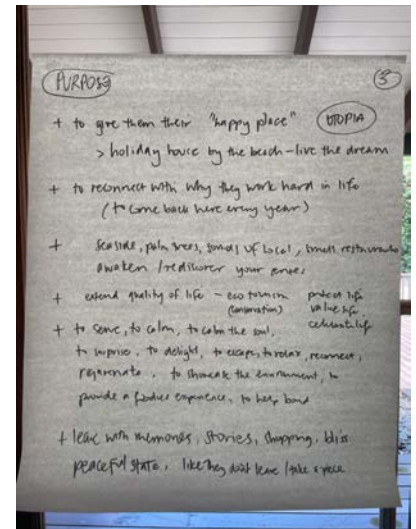
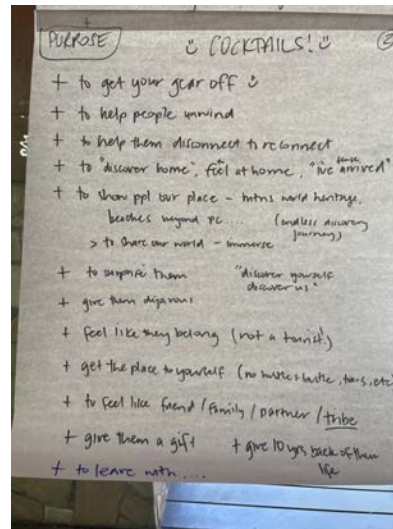
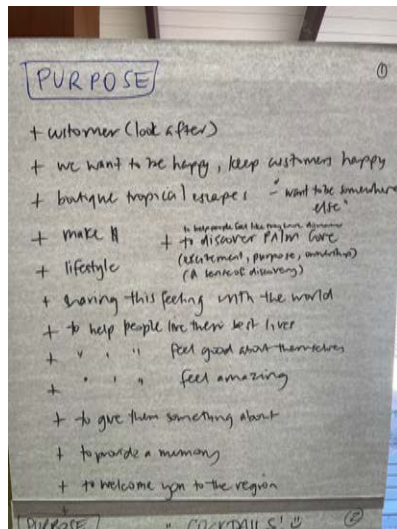
HOW DO WE FIT WITH THE REGION?



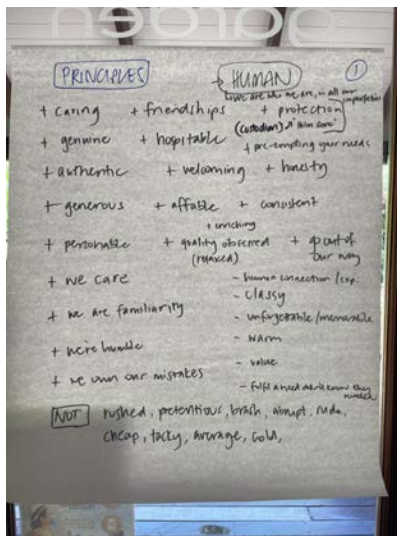
OBSTACLES + CHALLENGES



PURPOSE



PRINCIPLES



PERSONALITY



PROPOSITION

| WHAT PRODUCT | WHO MARKET | HOW SERVICE | OUTCOME PRICE/VALUE |
|--|---|---|--|
| <p>Holiday, Exclusive Food, GBR Variety, Nature/wildlife Relaxation, Safe Experience, contained The Beach (80%) Memories, Island alternative unique Shopping, Snorkels Wellness/spas, massages Accommodation variety Adventure, self-contained apartments, privacy, Lowkey, Esplanade Serenity/tranquility / relaxation Village feel, hub, ^{best stays} Lifestyle, Ease of access Options/choice, easy Tropical, sleep + early nights Cocktails</p> | <p>Stressed ^{Financially comfortable} Couples Romantic Cashed up retirees Young families w/ young children Barefoot travellers Syd/mel professionals Weddings N2 Conferences Retreats Internationals (F.I.T) Baby boomers Locals ^{2h radius} ^{consultative} ^{drive market} [mindset] regional + Baby parents who need a break + kids are Kert happy/safe (facilitate this) (PFI) (solve my problem)</p> | <p>High standards but relaxed ^{attitude} High touch Caring Genuine attitude Consistent Know the trends / on-trend Human Friendly Personable Welcoming Manage expectations Open communication Transparency Accommodating If we can, we will. Pre-emptive > be ahead of the their needs customer Do it with a smile Energetic (calm energy) Expert Open Authentic (no B.S, fake) Collaborative Underpromise/overdeliver</p> | <p>Satisfaction (Rebook) Feel good Want to return Memories Tch everyone! Happy/relaxed Stories - unique Contentment Feel better than when I came recharged Rejuvenated. Active Energetic - re-energised Glad I chose PC At peace Relaxed Connected / reconnected Sense of belonging ^{what} ^{others} Reconnect w/ purpose / ^{my} ^{goals} Personal growth Reassess priorities Redefine / realise our Joy</p> |

NOTES

"You don't have to leave PC" (sand +
do)
Looking for unique (Syd/mel)
(midlife affluent)
What's the local's experience of PC?
"Collaborators" (staff)
Life / self

One thing
- talk more
- communication
collab
on same page
looking forward to future
hope
communication + take first, bring together
glad plan forming
people feel the way we feel when we come here
collab
confidence

C U S T O M E R F R A M E

putting the heart back into business

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