

The Tourism Market of Australia – A Model of Managerial Performance in Running an Exotic Tourist Destination

Author: Mihai Daniela, University of Pitești, Pitești, Romania, dana_mihai2005@yahoo.com

The purpose of this paper is to illustrate the performance management that government decision-making bodies involve in organizing tourism in Australia. The proposed quantitative indicators evaluate the managerial performance in running this system: macroeconomic indicators of domestic and international tourist flows and their impact on the Australian economy.

The conclusion is that the national tourism development strategy adopted in Australia, through its objectives and identified strategic options, offers the potential to enhance the competitiveness of the tourism industry. The interim results of its implementation demonstrate its effectiveness: in Australia, tourism has become the real driver of socioeconomic progress, thus a model of performance management in running a potentially valuable tourist destinations.

Keywords: *tourist destination, tourist destination management, tourist flow, managerial performance indicators, strategy*

Introduction

At present, the tourism market is characterized by new trends: rapid changes in production and consumption of tourist services, greater competitiveness and emergence of new tourist destinations, means of transport faster and more accessible in terms of cost, new strategies and marketing tools, new information technologies, a new approach to quality.

The tourism industry is an important economic sector of Australia, contributing \$ 34 billion annually to GDP, 9% of exports and half a million

people. With an export value exceeding \$ 23 billion, tourism is the largest service export sector of Australia. Given Australia's geographical position, these indicators demonstrate the managerial performance and outstanding achievements of the tourism industry on a global tourism market characterized by a fierce competition.

Australia's competitive advantages that differentiate it from other tourist destinations in the world, include unique landscapes, nature trips, cultural heritage of indigenous people, sophisticated cities and regions, but also a friendly and tolerant people. However, the recipe for a successful and sustainable tourism requires more. Improving the quality of tourism products and services, tourism infrastructure, professional development of workers in tourism, are the elements that will maximize and sustain the economic value of Australia's natural advantages as a tourist destination.

This study is based on the research of the cited bibliographic sources and the interpretation of current information, taken from the websites of some reliable organizations (Tourism Australia, Australian Bureau of Statistics). Primary statistics were taken from Tourism Research Australia (TRA), Australian Bureau of Statistics (ABS), United Nations World Tourism Organization (UNWTO) and Tourism Satellite Account.

Australia is a member of the UNWTO, an organization whose Department of Statistics and Economic Quantification of Tourism's mission is:

- to enable comparison of international tourism statistics;
- to ensure sufficient credible data associated with tourism activities and industries that produce goods and services required by them;
- to ensure the legitimacy and credibility of Tourism Satellite Account (TSA) nationally;
- to support macroeconomic analyses in order to formulate policies and strategies in tourism.

In this study, based on a high volume of relevant statistical data, following the methodology described in section 2 and the theoretical concepts and approaches presented in section 3, we determined and interpreted dynamically (in section 4) the most representative indicators of tourist traffic. Their particularly favorable evolution reflects the managerial performance in running Australia's tourism industry at macroeconomic level. In Section 5, we quantified this performance through the effects of tourism on Australia's economy, showing GDP growth of tourism, the number of employees in tourism, and the export of products and travel services. The study concludes

with the presentation of some forecasts of Australian tourism by the year 2020, on account of the objectives outlined by the national development strategy and competitiveness increase of the tourism industry.

Research methodology

An important issue in measuring tourism phenomenon is collecting the information, how to register them and tools used for this purpose. Other studies in this field show that the basic tools for tourism research are direct, complete observations of the phenomenon, such as censuses, inventories and partial observations of nature surveys, conducted on samples with identical behavior at the assembly. They apply on key areas of tourism, namely customs, means of hosting tourists with the opportunity to achieve financial transactions.

The detailed investigation of the statistical sources provides most information that a prospective study requires, highlighting the most important laws, directions, guidelines and sizes on the tourism market.

Gathering references and statistics on tourism was performed considering the following aspects:

- bibliographical and statistical sources must inspire confidence (to provide truthful, objective and valid information), such as those provided by the UNWTO (World Tourism Organization), Government of Australia (Department of Resources, Energy and Tourism), Tourism Forecast Committee, Tourism Australia, or the works of some specialists in this field;
- the information were taken carefully, to avoid possible mistakes (of inattention, technical);
- we considered along the direct information about the phenomena investigated, some indirect information concerning related or interdependent issues;
- we consulted most recent statistical sources and selected the most valuable and representative information (based on the latest theoretical and practical concepts in the field);
- all information have been processed according to the stated purpose of this study.

Statistics are the starting point in documenting a paper of tourism prospect (especially a quantitative one) [1].

The statistical analysis of the regional tourism market is a method

aimed at the evolution of some indicators expressing the satisfied demand. Based on these indicators and using analytical techniques and processes, one may determine the main characteristics of tourism demand (volume, structure, distribution, density, development and territorial distribution of tourism demand trends and changes) and research the origin and destination of tourist demand, motivation of travel, the average overnight stay, or loyalty to a particular destination [1].

The tourism indicators capture and render synthetically and mathematically, information on different aspects of travel, useful information to measure the phenomenon and its effects, to anticipate trends and to substantiate evolution of development policy. These diverse indicators depend on the existence of some primary sources of data collection, as well as on appropriate methods and techniques [2].

Tourism flow is one the most important indicators of tourism [3]. Tourist flows are measured in *physical units* and value units. The physical units are represented by the number of tourists that can be recorded as arrivals and departures, either at the border or at the accommodation units [4]. The *value indicators* of tourist flows refer to the effect of tourism consumption and effort. The effect is measured by sales volume for domestic tourism, while the effort is measured by the total tourism consumption expenditure for domestic tourism [4]. From the category of value indicators, the most important are the volume of expenditure and the amount of tourism receipts. By combining the value and the physical indicators, other two indicators may be determined: average receipt/ expenditure per tourist and average receipt/ expenditure per tourist daily [3].

Seasonal tourism flow may be determined using several methods: seasonal indices, coefficients of traffic intensity, concentration ratio. The seasonal indices determined by use of simple arithmetic or mobile means, dynamic series based on the distribution on months or quarters of tourist arrivals, confirm the trend of tourism demand concentration. Seasonal indices are calculated on stages, as follows: determining the quarterly average, overall average determination, seasonal indices calculation, by reporting the monthly or quarterly average the general one [3].

In this study, after calculating the indicators quantifying tourism flow in from Australia, we applied the method of graphical modeling: to make suggestive diagrams for each calculated indicator using Microsoft Office Excel, then interpret graphs and draw conclusions on the managerial performances

the analyzed tourist destination is run.

Tourism destination management – a short literature review

A tourist destination is a city or town whose economy relies heavily on tourism income [5]. In another sense, a tourist destination is a physical space with variable dimensions (an entire state, such as Australia, a region such as the coasts of Spain, an island such as Bali, a city, a tourist village, or a tourist center like Disneyland) where tourists spend at least one night [6]. A tourist destination includes tourism products such as basic services, attractions and tourist resources. The management of a tourist destination depends on its spatial and administrative boundaries, while a tourist destination competitiveness depends on its image and perception.

According to UNWTO's specialists, the tourist destination is:

- the fundamental unit, the basis for all complex sides of tourism;
- the focal point to develop and deliver tourism products, to implement tourism policies;
- the basic unit of tourism analysis, offering a wide range of products, experiences and services under the brand of a destination;
- the junction of activities (products and services) connected horizontally, vertically or diagonally along the value chain served by public or private sector;
- a physical location, but also intangible (image, identity, personality).

The tourist offer (tourism products and services) focuses on the global tourism market in certain destinations, called tourism basins. These tourist destinations are located according to the concentration and specific of tourism resources, the level of technical equipment, the diversification and specialization of tourism offer. Their attractiveness is expressed by the volume of tourist flows and receipts [7].

There are more types of tourist destinations (basins of tourist offer):

- traditional tourist destinations: Europe, North America;
- new tourist destinations: Central America, East Asia, South Asia;
- exotic tourist destinations: Australia, New Zealand, Oceania islands states, Hawaii, Madagascar, Saudi Arabia, United Arab Emirates;
- pioneering destinations: arctic regions (Greenland, Patagonia, Northern Canada, Lapland, Northern Siberia), inaccessible tropical regions (Amazon, Congo, Zaire), desert areas with outstanding landscapes and

protected areas (Sahara, Kalahari, Atacama, Victoria, Great Sandy Desert).

Tourist destination management is a subject of particular importance as tourist destinations are in constant competition in providing quality experience of travel. The impact of tourism on host communities and environment are matters of prime importance.

To compete effectively, the tourist destinations should provide special experiences and comfort. The tourist's opinion on a certain tourist destination is influenced by a wide variety of public and private services, interactions with local people and their hospitality, environment quality. Therefore, tourism destination management calls these stakeholders to work towards the common goal of ensuring the viability and integrity of the respective destination now and in the future.

At present, there are many tourism management organizations located in tourist destinations (DMOs - Destination Management Organizations), playing the role of strategic leadership in developing, conducting and coordinating management activities in the context of a coherent strategy [6]. At first, the promotional activities attract tourists to a certain destination, but if the environmental quality meets their expectations, they will come back and will recommend the destination to others.

The basic components of a tourist destination

The tourist destinations include some key elements that are designed to attract tourists and to satisfy their motivations upon arrival. These basic elements can be divided into tourist attractions (representing often the tourist's initial motivation to visit a particular destination / "must sees" and "must dos") and other elements (public or private services and facilities offered to tourists, accessibility, human resources, image, price). The quality and the way in which these elements are provided are essential in travel decision making [6].

Analysis of economic indicators for Australian tourism

Relevant dynamics of Australian international tourism

International tourist arrivals grew by only 5.4% in 2010 compared to 2009 and were negative (-0.6%) in 2011 compared to 2010, mainly due to decrease in number of tourists from Japan (as a result of natural disasters here). The most important tourism markets of Australia are New Zealand, United Kingdom and China.

The Tourism Forecasting Committee of Australia provides annual

excess of 6 million international tourists in 2012, which would generate exports of 25 billion dollars.

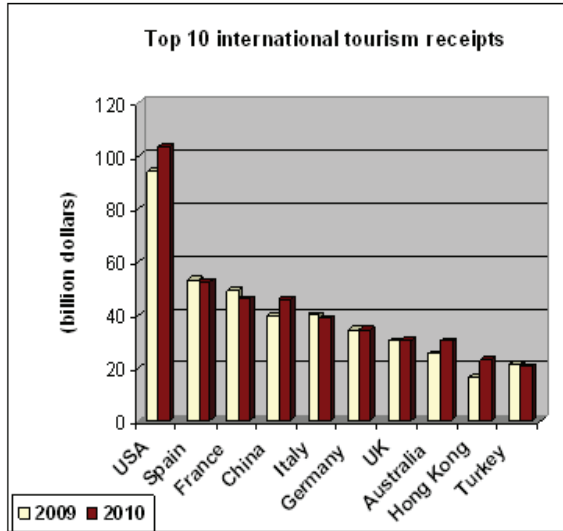
Australian domestic tourists’ spending continues to grow, but on a competitive global market, a robust economy and a strong Australian dollar imply an increase in the number of Australians spending their holidays abroad. Australian tourism industry contributes \$ 34 billion annually to GDP, 9% of the export value, with half a million employees. In a global market with fierce tourism competition, the tourism industry should impose more. Therefore, the Australian Government provides direct support for tourism of \$ 648.3 million over the next four years, including \$ 40 million T-QUAL in projects. Another \$ 34 million will be invested over the next four years to develop the growing demand on the Chinese market. As all levels of government support tourism industry, Australians want to show the world that “nothing compares to Australia”.

The international tourist arrivals recorded an upward trend over the past two years compared to 2008-2009: 5,885 thousand tourists in 2012 and 5,874 thousand tourists in 2011, Australia ranking 40 worldwide. In case of international tourism receipts, Australia ranks 8 and 3% of the world total, with \$ 30.1 million in 2010 and \$ 38.9 million in 2011. As shown in Table 1, unlike other countries in the top 10 receipts from international tourism [8], Australia has not dropped even during the economic crisis, recovering spectacularly in 2010, with a growth rate of 19%.

Table 1: Top 10 international tourism receipts

Country	billion USD		Change (%)	
	2009	2010	2009/ 2008	2010/ 2009
USA	94.2	103.5	-14.7	9.9
Spain	53.2	52.5	-13.7	-1.2
France	49.4	46.3	-12.7	-6.2
China	39.7	45.8	-2.9	15.5
Italy	40.2	38.8	-12	-3.6
Germany	34.6	34.7	-13.2	0.1
UK	30.1	30.4	-16.3	0.8
Australia	25.4	30.1	2.5	18.6
Hong Kong	16.4	23	7.5	39.5

Turkey	21.3	20.8	-3.2	-2.1
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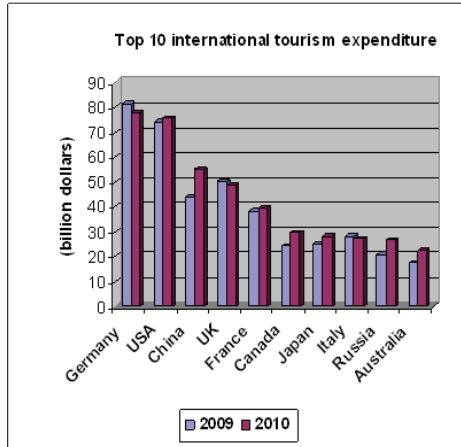


(Data source: Tourism Highlights, UNWTO, 2011)

In case of Australians' expenditure in the international travel, Australia has entered the top 10 (Table 2), with \$ 22.5 billion in 2010 (a fact influenced by the appreciation of the domestic currency).

Table 2: Top 10 international tourism expenditure

Country	2009	2010	Market share
Germany	81.2	77.7	8.5%
USA	74.1	75.5	8.2%
China	43.7	54.9	6.0%
UK	50.1	48.6	5.3%
France	38.5	39.4	4.3%
Canada	24.2	29.5	3.2%
Japan	25.1	27.9	3.0%
Italy	27.9	27.1	2.9%
Russia	20.9	26.5	2.9%
Australia	17.6	22.5	2.5%
World	851	919	100.0%



(Data source: Tourism Highlights, UNWTO, 2011)

Since 2001, the international tourist arrivals to Australia increased by an average of 2.2% yearly, while domestic tourism fell by 1.1% yearly [9]. Tourism activities take place in an environment sensitive to economic events or of other nature (Figure 2).

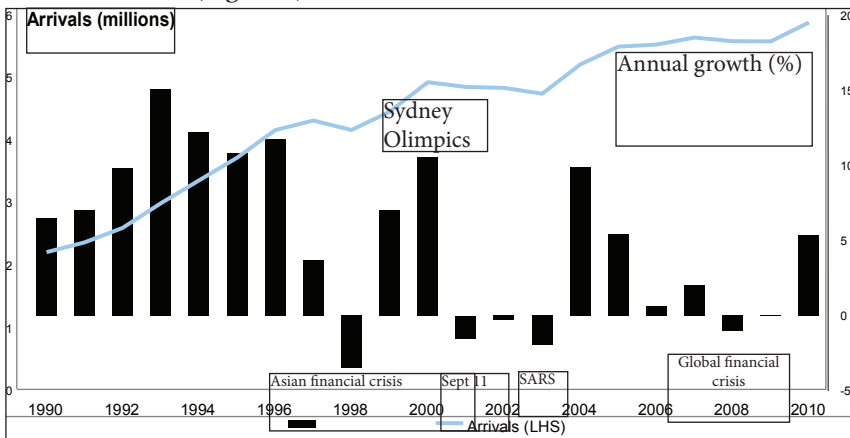


Figure 2: International tourist arrivals in Australia (1990-2010) and the events that influenced negatively their values (Source: Tourism Research Australia)

The international tourist arrivals have increased yearly since 1990, but there were some variations:

- Sydney Olympics in 2000 contributed 10.6% increase to the number

of international tourists;

- the values of this indicator decreased due to the event of September 11, 2001, pandemic acute respiratory syndrome (SARS, 2002-2003) or the financial collapse of Ansett Airlines (2001-2002);

- despite the global economic crisis and the H1N1 virus, arrivals fell by just 1% in 2008 and stood in 2009;

- the values of this indicator increased by 5.4% in 2010 and showed a slight decrease (-0.2%) in 2011, mainly due to lower tourist flow from Japan (natural disasters), an important market of Australia.

During the period 2001-2010 (Table 3), the annual growth rate of international tourist arrivals was 2.2% (Figure 3), and the annual growth rate of foreign tourist expenditure - total inbound economic value (TIEV) of 2.9%.

Table 3: International tourist arrivals and expenditure in Australia (TIEV), 2001-2010 - part I/part II

Indicators		2001	2002	2003	2004	2005	2006
Arrivals	Thousand	4,855.8	4,841.2	4,745.8	5,215.0	5,499.1	5,532.4
	Growth (%)	-1.5	-0.3	-2.0	9.9	5.4	0.6
TIEV	Billion \$	18.2	18.6	17.7	18.9	18.9	20.5
	Growth (%)	6	2.2	-5.1	7.2	-0.4	8.8
TIEV per tourist	\$	3,754	3,846	3,724	3,632	3,431	3,711
	Growth (%)	7.7	2.5	-3.2	-2.5	-5.5	8.2

Indicators		2007	2008	2009	2010	2011
Arrivals	Thousand	5,644.0	5,585.7	5,584.0	5,885.0	5,874.0
	Growth (%)	2	-1.0	0	5.4	-0.2
TIEV	Billion \$	21.4	22.8	22.9	23.6	-
	Growth (%)	4.5	6.5	0.3	2.9	-
TIEV per tourist	\$	3,800	4,088	4,102	4,005	-
	Growth (%)	2.4	7.6	0.3	-2.4	-

(Source: Tourism Research Australia)

In other words, TIEV per tourist increased annually by 0.7% during 2001-2010. A tourist spends \$ 4,005 on Australian tourism services. Arrivals grew by 5.4% in 2012, almost double the increase in expenditure (that was 2.9%). The weak global economy and the strong Australian dollar moderated TIEV increase since 2009.

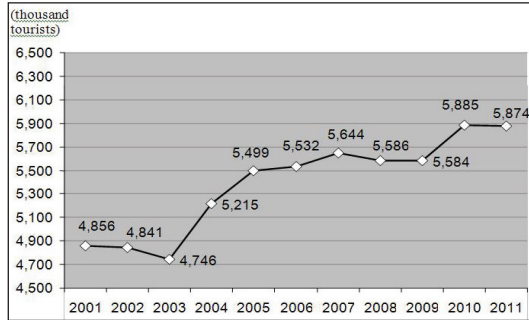
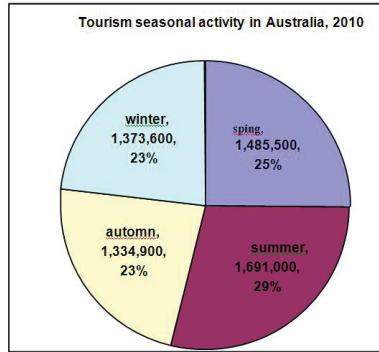


Figure 3: International tourist arrivals in Australia during the period 2001-2011.

Tourist seasonal activity is not pronounced in Australia, due to the climate that allows travel throughout the year. However, summer is the preferred season for tourists, with 29% of arrivals, then spring (25%), fall and winter (each 23%) [10], as shown in Table 4.

Table 4: Monthly and quarterly international tourist arrivals in Australia 2010

2010	Arrivals	Change (%)
January	456,000	-0.5
February	558,300	10.8
March	528,300	8.1
Quarter I	1,542,600	6.3
April	430,200	-5.6
May	376,400	0.4
June	405,400	11.1
Quarter II	1,212,000	1.4
July	514,800	11
August	453,400	8.8
September	474,900	8.3
Quarter III	1,443,100	9.4
October	493,500	1.6
November	517,100	6.6
December	676,700	4.4
Quarter IV	1,687,300	4.2
Total	5,885,000	5.4



(Data source: Australian Bureau of Statistics)

Analyzing monthly tourist flow in Australia (Figure 4), there is a uniform distribution with a peak in the winter months (December, February).

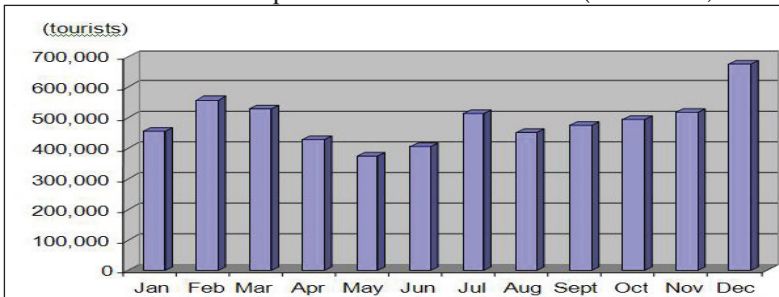


Figure 4: Monthly international tourist arrivals in Australia, 2010.

Analysis of domestic tourist flow analysis in Australia

The number of residents traveling in Australia fell by an average of 1.1% annually in the period 2001-2010 (Figure 5); thus overnight stays decreased by 1.2% annually over the same period. The average length of stay is 3.9 nights. Average tourist expenditure per resident increased in the period by 1.3% per year (Table 5).

Table 5: Evolution of main domestic tourism indicators in Australia, 2001-2010

Year	Australian visitors		Overnights		Resident expenditure on tourism	
	thousand	Average annual growth (%)	thousand	Average annual growth (%)	(billion dollars)	Average annual growth (%)

2001	74,585	1.1	289,644	-1.3	38.3	4.6
2002	75,339	1	298,658	3.1	39.9	4.4
2003	73,621	-2.3	294,112	-1.5	39.6	-0.9
2004	74,301	0.9	296,877	0.9	40	0.9
2005	69,924	-5.9	275,859	-7.1	39.3	-1.8
2006	73,564	5.2	285,661	3.6	41.7	6.2
2007	73,800	0.3	288,603	1	43.5	4.4
2008	70,491	-4.5	271,778	-5.8	44.6	2.5
2009	66,077	-6.3	256,680	-5.6	42.4	-5.1
2010	67,402	2	259,541	1.1	42.8	1.1

(Data source: Tourism Research Australia, Travel by Australians)

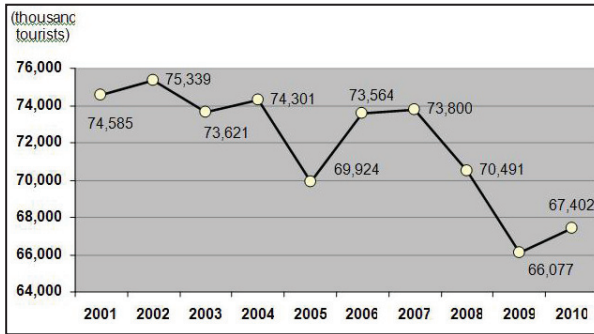


Figure 5: Domestic tourist flow in Australia, 2001-2010.

At regional level, the following issues are conclusive:

- the most wanted tourist destination for residents is the state of New South Wales, according to the number of trips and overnights. This state also collects most tourist expenses.
- South Australia registered a decrease of travelling residents, overnight stays and spending in 2010.
- Australian Capital Territory showed an increase by 18.4% of resident travels and by 16.2% of their overnight stays. A significant value of 35% was recorded for the growth rate of spending by residents. These growing values of the indicators for the capital territory are also due to the successful exhibition “Masterpieces from Paris” which was held at the National Gallery of Australia.

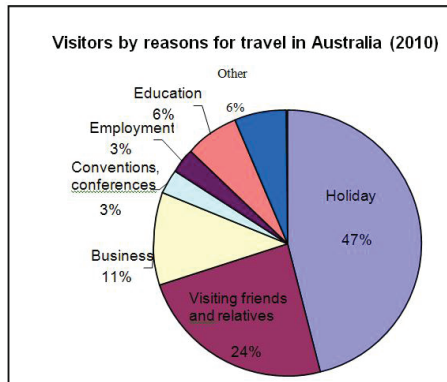
Reasons for travel to Australia (Table 6)

Almost half of international tourists visited Australia for holiday

leisure (47% or 2.7 million tourists), and nearly a quarter for visiting friends or relatives (24%).

Table 6: Reasons for travel to Australia (2010)

Reason for travel	International tourist arrivals	Growth	Change
		(%)	(%)
Holiday	2,702,000	4.1	45.9
Visiting friends and relatives	1,416,400	2.7	24.1
Business	660,100	13.7	11.2
Conventions, conferences	173,500	19.5	2.9
Employment	182,700	4.8	3.1
Education	371,900	5.1	6.3
Other	378,800	6.8	6.4
Total	5,885,000	5.4	100



(Data source: Australian Bureau of Statistics)

Reasons for travel such as attending conventions and conferences, or business trips recorded values increased by 19.5% and 13.7% over the previous year. Holiday travels have grown slowly since 2001, by 0.9% yearly. The highest growth rate market is work-related (employment: 13.9% per year over the period 2001-2010).

Australia’s tourism market segmentation

In recent years, tourist arrivals from China and South Korea have

increased significantly, by 24% and 18%. This was due to favorable economic conditions in these markets and increased aircraft capacity. China has become the most valuable tourism market of Australia, surpassing the United Kingdom in 2010. Receipts from Chinese tourists have increased by 17.1% per year since 2001. In 2010, TIEV growth rate was 19.6% and exports were estimated at 3.1 billion dollars. As Table 7 shows, the second Australia’s tourism market is India, with an average annual growth rate of 14.9% from 2001 to present. New Zealand has become the largest tourism market of Australia since 1999, in terms of arrivals.

Table 7: Top 10 international tourist arrivals and their expenditure in Australia (2010)

Indicators	Total TIEV		Tourist arrivals		TIEV per tourist	
	(\$ billion)	Growth rate (%)	(thousand tourists)	Growth rate (%)	(\$)	Growth rate (%)
China	3.1	19.6	454	23.9	6,780	-3.4
UK	2.9	-3.1	647	-2.6	4,454	-0.6
New Zealand Zeelandă	2	10.9	1,162	4.6	1,742	6
USA	1.7	-8.9	472	-1.6	3,609	-7.4
Japan	1.2	2.4	398	12	3,016	-8.6
South Korea	1.1	6.7	214	18.2	5,261	-9.9
Singapore	1.1	14	308	7.9	3,444	5.6
Malaysia	1	6.9	237	12	4,066	-4.6
India	0.8	12.2	139	11.1	6,053	1
Germany	0.7	-11.1	160	-0.9	4,622	-10.5
Total	23.6	2.9	5,885	5.4	4,005	-2.4

(Data source: Australian Bureau of Statistics)

Tourist arrivals dropped on three markets: Germany, USA and UK. UK arrivals decreased by 2.6% due to its slow economic recovery, the effects of volcanic eruptions in Iceland in April 2010, and the strikes at British Airways in June 2010. Arrivals from Japan rose 12% in 2010, recovering after a decline in 2009 due to the H1N1 flu. But in 2011, the natural disasters in Japan led to a drastic decrease in the number of Japanese tourists (Figure 6).

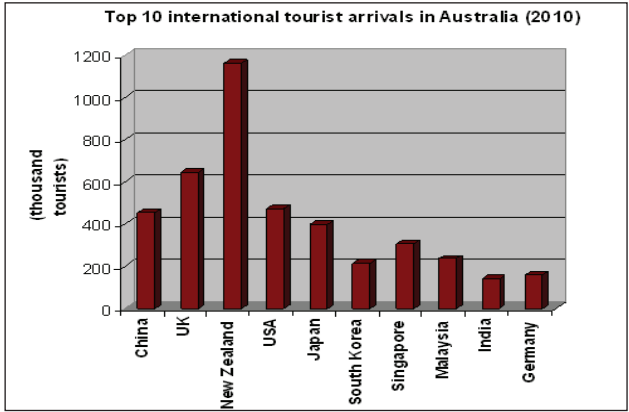


Figure 6: Top 10 international tourist arrivals in Australia.

TIEV in Japan has been declining by an average of 6% per year from 2001 to the present, Figure 7 shows.

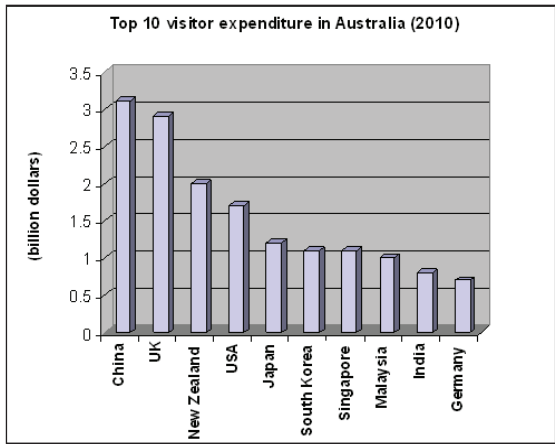


Figure 7: Top 10 visitor expenditure in Australia (2010).

Effects of tourism management performance on Australia's economy

Tourism contributes 2.6% (34.5 billion dollars) in gross domestic product of Australia. From total exports of goods and services in Australia, 8%

(23.6 billion dollars) result from tourism. Therefore tourism is Australia’s most important service exporter.

Tourism trade balance is the difference between the value of exports and imports in this sector. In 1999-2000, tourism trade balance recorded a surplus of 1.6 billion dollars, and at the Sydney Olympics reached \$ 3.6 billion. Since 2004-2005, the tourism trade balance was poor, but less than 1 billion dollars, until 2007-2008 when it suddenly rose to 4.2 billion dollars, then 5 billion dollars, 7.2 billion dollars in 2009-2010, and 7.2 billion dollars in 2010-2011. Tourism share in Australia’s economy has declined in recent years, although there have been increases in GDP from tourism, employment in tourism and export of tourist services (Table 8).

Table 8: Tourism direct contribution to Australia’s economy (1997-1998 until 2010-2011)

Direct contribution to the economy ¹	1997-1998	2010-2011	Growth rate 2009-2010	AAGR ² (%)
Consumption of tourism goods and services (\$ mil.)	59,472	95,653	2.1	3.7
Tourism gross value added at basic prices (\$ mil.)	18,560	31,495	2.2	4.2
plus Net taxes on tourism products (\$ mil.)	-218	3,100	5.4	n.a.
equals Tourism gross domestic product (\$ mil.)	18,342	34,595	2.5	5.0
Tourism employment (persons)	415,900	513,700	2.7	1.6
Tourism exports (\$ mil.)	13,408	23,681	4.5	4.5
Tourism imports (\$ mil.)	11,729	30,901	11.0	7.7
Tourism balance of trade (\$ mil.)	1,679	-7,220	39.9	n.a.
Tourism’s share of total gross domestic product (%)	3.1	2.5	-0.1	n.a.
Tourism’s share of total employment (%)	4.9	4.5	0.0	n.a.
Tourism’s share of total exports (%)	11.6	8.0	-1.0	n.a.

(Data source: Australian Bureau of Statistics, Tourism Satellite Account, 2010-11.)

- Notes: 1. Dollars in nominal terms.
2. Average annual growth rate for the period 1997-1998 to 2010-2011.

Australian tourism direct employment number is 513,700, which represents 4.9% of the total number of employees in Australia. Regarding the distribution of employees in tourism activities, the highest shares come from catering (cafes, restaurants, fast foods with 25%), trade (19%), accommodation

(14%) and transport services (12 %), and shares below 10% for others (Table 9).

Table 9: Employees in tourism by activity (2009-2010)

Tourism industry	Employees (thousand)	Share (%)
Total	500.5	100.0
Accommodation	71.5	14.3
Cafe, restaurants, fast-foods	128.2	25.6
Clubs, pubs and bars	26.2	5.2
Railway transport	4.4	0.9
Road transport and car rental services	20.2	4.0
Air transport, sea transport, others	35.0	7.0
Travel agencies and tour operators	31.9	6.4
Cultural services	9.1	1.8
Casinos and other gambling establishments	2.4	0.5
Sports and leisure activities	18.8	3.8
Retail	95.9	19.2
Education	32.8	6.6
Others	24.1	4.8

(Data source: Australian Bureau of Statistics, Tourism Satellite Account)

The Australian tourist destinations with highest tourism receipts (over \$ 1 billion) both internationally and domestically are: Sydney, Melbourne, Perth, Brisbane, Gold Coast Sunshine Coast, Mid North Coast (Table 10).

Table 10: Australia's most important tourism destinations, domestic and international, by revenue (2010)

Top 20 Australian tourism regions – international			Top 20 Australian tourism regions - domestic		
Rank	Tourism region	Expenditure (\$ millions)	Rank	Tourism region	Expenditure (\$ millions)
1	Sydney (NSW)	5,542	1	Melbourne (Vic.)	4,660
2	Melbourne (Vic.)	3,653	2	Sydney (NSW)	4,614
3	Experienc Perth (WA)	1,678	3	Gold Coast (Qld)	2,862

4	Brisbane (Qld)	1,362	4	Brisbane (Qld)	2,518
5	Gold Coast (Qld)	955	5	Experience Perth (WA)	1,803
6	Tropical North Queensland (Qld)	795	6	Sunshine Coast (Qld)	1,590
7	Adelaide (SA)	638	7	Mid North Coast (NSW)	1,530
8	Canberra (ACT)	284	8	Adelaide (SA)	1,524
9	Sunshine Coast (Qld)	240	9	Tropical North Queensland (Qld)	1,440
10	Hunter (NSW)	177	10	South Coast (NSW)	1,268
11	Hobart and Surrounds (Tas.)	164	11	Canberra (ACT)	1,087
12	South Coast (NSW)	158	12	Northern Rivers (NSW)	846
13	Northern Rivers (NSW)	150	13	Hunter (NSW)	807
14	Darwin (NT)	140	14	Australia's South West (WA)	793
15	Petermann (NT)	134	15	Hobart and Surrounds (Tas.)	663
16	Whitsundays (Qld)	132	16	Western (Vic.)	645
17	Northern (Qld)	118	17	Central NSW (NSW)	603
18	Australia's South West (WA)	89	18	Darwin (NT)	574
19	Australia's North West (WA)	77	19	Whitsundays (Qld)	558
20	Geelong (Vic.)	59	20	High Country (Vic.)	548

(Data source: Australian Bureau of Statistics, Tourism Satellite Account)

Forecasts on Australian tourism by 2020

The Tourism Forecasting Committee of Australia shows that both international tourist arrivals (3.6% per year until 2020), and residents travels abroad (at least 1% by 2020) will increase [11]. Receipts from international tourism (TIEV) will increase by a percentage similar to arrivals (3.7% per year until 2020), but those from domestic tourism will increase slightly (by 0.3% yearly), reflecting the outlook on domestic tourism (Table 11).

Table 11: Forecasts for the main tourism indicators (Australia, 2011-2020)

Anul	Domestic tourism forecast		Forecasted revenue from domestic and international tourism	
	No. tourists	Overnights	TIEV (real)	TDEV (real)
	(thousands)	(millions)	(\$ billions)	(\$ billions)

2011	67,770	260.7	24.6	70.2
2012	68,277	262.2	25.8	70.6
2013	68,652	263.3	27.1	71
2014	68,932	264.1	28.2	71.3
2015	69,183	264.8	29.1	71.5
2016	69,421	265.4	30.2	71.7
2017	69,653	266.0	31.1	72
2018	69,874	266.6	32.1	72.2
2019	70,088	267.1	33.1	72.4
2020	70,312	267.7	34.1	72.6
Average multi-annual growth rate forecast 2010–2020	0.6	0.3	3.7	0.3

(Data source: Tourism Forecasting Committee, Forecast 2011 Issue 1)

Australia's tourism market forecasts (Table 12) show that the most valuable market remains China, with a TIEV yearly growth rate of 6.7% until 2020. India, currently situated in 9th place, will climb up to the 5th place ranking in 2020. Indonesia will climb four places in the rankings, to no. 9, while Japan will drop five positions to 10th place.

Table 12: Forecasts on tourism market in Australia

Ranking 2020	Tourism market	TIEV in 2020 (\$B)	Ranking 2010
1	China	6.0	1
2	UK	3.3	2
3	USA	2.2	4
4	New Zealand	2.1	3
5	India	1.6	9
6	South Korea	1.6	6
7	Malaysia	1.4	8
8	Singapore	1.3	7
9	Indonesia	1.2	13
10	Japan	1.1	5

(Data source: Tourism Forecasting Committee, Forecast 2011 Issue 1.)

National strategy for development and increase of competitiveness in the tourism industry of Australia (“Tourism 2020”) requires focused efforts in this tourist destination’s management on six strategic areas [12]:

- increased demand from the Asian market;
- development of competitive digital capabilities;
- encouraging investment and implementation of reforms;
- ensuring the carrying capacity of the environment;
- increased participation of local people as a labor force in tourism;
- increasing adaptability, productivity and quality of the tourism

industry.

According to the strategy adopted, the main objectives to be achieved by 2020 are:

- achieving 115-140 billion dollars from revenues in tourism;
- maintaining or increasing market share in key markets;
- employment growth in tourism;
- increasing accommodation capacity;
- increasing international and domestic aviation capacity;
- improving industry’s quality and productivity.

For the managers involved in managing tourism industry on macroeconomic levels, these objectives should be indicators of their performance management.

Conclusions

It is known that successful management of a tourist destination is based on an effective partnership between various public and private organizations that will ensure guests with a quality travel experience. Such teamwork and strong leadership are vital ingredients for success in any tourist destination. The Australian government offers a direct and substantial support (hundreds million dollars) for tourism development. Tourism industry has a strong support on all government levels, Australians wishing to show the world that “nothing compares to Australia”. Domestically, Australia has benefited from the economic stimulus package offered by the Commonwealth Government in response to the global financial crisis.

Current characteristics of the tourism industry in Australia can be summarized as:

- the existence of 36,000 unfilled jobs in the tourism industry and

another 56,000 to 152,000 jobs needed to harness its full potential;

- 40,000-70,000 in hotel accommodation for full potential exploitation;
- aircraft transportation capacity needs an increase of 40-50% for international flights and 23-30% for internal;
- only one third of Australia's tourism operators have online booking and payment systems of tourist packages.

In these circumstances, acting in a global tourism market with fierce competition, Australia's tourism industry has grown to 34 billion dollars yearly contribution to GDP, providing over 9% of its exports and concentrating more than half a million employees.

The Tourism Forecasting Committee of Australia foresees an yearly excess of 6 million international tourists in 2012, which would generate exports worth 25 billion dollars. Tourism Australia's marketing strategy [13] refers to the concentration of most marketing resources on markets with highest tourism potential by 2020. Tourism Australia aims at those emerging markets with the highest growth potential and also at the rest of the world markets.

An interesting way to expand the study is represented by the similar approach of management performance in administering other areas with great tourism potential - for example, all countries included in the "Top 10 tourism revenues" - and based on comparative analysis, identification of the factors that differentiate the trend of these tourism markets (other registering a negative growth rate since 2010, except for Hong Kong). Identifying those factors and quantifying their various possible adjustments effects could be of real interest to the governments of those countries, equivalent to revealing the secret recipe of management performance in tourism. Scientific curiosity compels us to resume this analysis several years from now, to at least verify if the objectives set in the *National strategy for development and increased competitiveness of the tourism industry in Australia* ("Tourism 2020") have been achieved.

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