

GAPDL Destination Rebrand and Marketing Strategy Brief



1. Project Overview

Gladstone Area Promotion and Development Limited (GAPDL) is seeking an experienced branding and design agency to lead the evolution of its destination identity and broader marketing approach. This engagement includes the refresh of the region's destination brand, the development of a supporting brand architecture, and the creation of a comprehensive three-year marketing strategy aligned with future tourism priorities and regional growth objectives.

The project centres on two distinct but interconnected brand pillars. The first is the corporate brand, with GAPDL continuing to operate as the organisation's legal and operational trading entity for governance, administration, reporting, and internal stakeholder purposes. The second is the Consumer / Destination Brand a refreshed outward facing tourism identity for the Gladstone Region, Southern Great Barrier Reef that will lead visitor marketing, destination promotion, and public engagement activities.

While GAPDL will remain the corporate entity, future facing communications and marketing activity will increasingly prioritise the destination brand. The intention is to progressively reduce the prominence of "GAPDL" in consumer facing communications so the destination identity becomes the primary brand recognised by visitors, industry stakeholders, and trade audiences.

The successful agency will be required to modernise and strengthen the existing destination brand while reviewing whether the current destination naming convention remains the strongest long term option for the region. The project also requires the development of a clear and scalable brand architecture that allows consumer and corporate applications to coexist seamlessly. The resulting identity system must be flexible enough to support both tourism promotion and professional organisational use.

This may include the development of a hero destination brand for visitors alongside a closely aligned corporate variation or endorsement for professional and stakeholder communications. Examples may include "Tourism Gladstone Region", "Visit Gladstone Region", or "Gladstone Region Tourism"; however, agencies are encouraged to provide strategically justified recommendations.

The selected approach should:

- Strengthen destination recognition
- Reduce confusion between corporate and consumer communications
- Provide a future ready platform with a minimum five year lifespan

In addition, GAPDL requires a comprehensive three-year marketing strategy aligned with the GAPDL Destination Management Plan (2026-2036) and GAPDL's Tourism Strategic Plan (2026–2036).

The strategy should provide a practical roadmap for brand rollout, audience development, campaign execution, trade and digital marketing activity, performance measurement, and long-term destination growth.

GAPDL invites agencies to respond with strong strategic thinking, creative capability, and a clearly articulated methodology for delivering both the destination rebrand and supporting marketing strategy.

2. About GAPDL

Gladstone Area Promotion and Development Limited (GAPDL) is the lead tourism organisation for the Gladstone Region, driving sustainable growth of the visitor economy through destination marketing, tourism development and visitor servicing.

As a not-for-profit organisation, GAPDL operates with a strong mandate to elevate the region's profile as part of the Southern Great Barrier Reef while delivering measurable tourism and community outcomes. The organisation is governed by an independent Board of Directors and supported through funding partnerships with local and state government.

GAPDL delivers impact through three integrated portfolios:

- Tourism Development,
- Marketing and Destination Promotion, and
- Visitor Services

Together, these functions position GAPDL as a central driver in shaping the Gladstone Region as a vibrant, competitive, and future ready destination.

Tourism Development supports the growth, capability, and sustainability of local tourism operators, products, and experiences.

Marketing and Destination Promotion positions the Gladstone Region in key domestic and trade markets through strategic campaigns, partnerships, and brand led storytelling.

While Visitor Services enhances the visitor experience through Visitor Information Centres, destination advocacy, and on ground engagement.

3. Brand Architecture

The rebrand must establish a clear and scalable relationship between two connected but distinct brand streams.

GAPDL will remain the organisation's legal and operational identity for governance, reporting, administration, funding agreements, and internal stakeholder communications. Importantly, this project is not intended to replace or rename GAPDL as an organisation. Rather, the objective is to shift public facing recognition toward a stronger and more contemporary destination identity that can lead tourism marketing and visitor engagement activities.

The Consumer / Destination Brand will become the lead public facing tourism brand across consumer marketing, visitor communications, campaigns, digital channels, and trade promotion. The identity should feel contemporary, recognisable, and adaptable across multiple applications and audiences.

The appointed agency is expected to provide strategic recommendations regarding:

- Destination naming considerations
- Brand hierarchy and endorsement structure
- Corporate versus consumer applications
- Transition planning and implementation
- Practical application across channels, collateral, and stakeholder communications

The final architecture should be simple, intuitive, and scalable. It should reduce stakeholder and consumer confusion, strengthen long-term destination equity, and allow seamless adaptation between tourism marketing and professional corporate communications.

4. Consumer / Destination Brand Scope

The Consumer / Destination Brand will serve as the primary public facing identity for the region. The brand should inspire visitation, build emotional connection, and clearly differentiate the Gladstone Region within Queensland's tourism landscape.

The identity should authentically position the region within the Southern Great Barrier Reef while reflecting the area's personality, experiences, and sense of place. It should feel clean, flexible, and enduring, while aligning with Tourism and Events Queensland masterbrand frameworks and relevant domestic tourism market insights.

All consumer marketing activity should direct audiences toward gladstoneregion.info as the region's central digital gateway for travel inspiration and trip planning.

4.1 Destination Brand Identity

The agency will be required to develop a cohesive destination identity system that captures the essence of the region and provides a strong foundation for future marketing activity.

This should include the development of:

- A destination logo suite,
- Logo / campaign tagline,
- Brand personality and values
- Tone of voice guidelines
- Target audience definition and persona development
- Corporate endorsement variation, and
- A clearly defined brand platform and positioning statement

It should also establish a strong narrative framework supported by brand personality traits, values, tone of voice guidance, and key messaging pillars that can be consistently applied across all communications.

4.2 Campaign & Advertising Applications

The refreshed brand should be translated into a flexible campaign system suitable for use across paid, owned, and earned media channels.

Deliverables should include:

- Outdoor advertising templates,
- Billboard formats,
- Digital display advertising assets,
- Social media advertising templates, and
- Overarching campaign creative frameworks

The agency should also provide photography and visual direction, motion and video style guidance, and an industry-ready campaign toolkit or fact sheet to support stakeholder participation and amplification.

Campaign creative should prioritise authentic destination storytelling and immersive visual narratives over heavily commercial or overly polished tourism advertising styles. Photography and motion direction should reflect natural environments, genuine experiences, relaxed pacing, and emotional connection to place

4.3 Digital Consumer Applications

The project should establish a consistent and engaging digital ecosystem across GAPDL's owned channels. This will include:

- Consumer and corporate EDM templates and naming conventions,
- Social media design systems,
- Profile and cover image templates, and
- Guidance around content themes, publishing cadence, and visual consistency
- Website and social media brand guidelines covering visual application, content styling, accessibility considerations and platform specific implementation standards
- AI assisted content guidance and prompt frameworks aligned with the destination brand tone of voice, messaging pillars, and audience personas to support consistent ongoing marketing, social media, campaign, and stakeholder communications

Recommendations should support ongoing channel management while ensuring the destination brand remains cohesive and recognisable across digital touchpoints.

4.4 Visitor Touchpoints & Point of Sale

The destination brand should extend beyond marketing and into the physical visitor experience. The agency will develop concepts and templates for:

- Point of sale collateral,
- Visitor Information Centre materials,
- Tourism operator promotional assets,
- Signage concepts, and
- Branded merchandise suitable for retail and promotional use

The agency should also consider the application of the refreshed destination brand across major long form visitor servicing and destination planning assets currently produced by GAPDL, including regional visitor guides, touring guides, visitor maps, and related printed collateral. While redesign of these publications is not required as part of this engagement, the proposed brand system should be flexible, scalable, and practical for future integration across these high volume visitor communication assets.

4.5 Industry Toolkit

The project should equip industry stakeholders with practical tools and guidance to support consistent adoption and amplification of the destination brand. This will include:

- Industry brand toolkit,
- Quick reference brand fact sheets,
- Co-branding guidelines,
- Operator participation assets, and
- Stakeholder endorsement guidance

4.6 Corporate & Operational Brand Applications

The refreshed brand should extend across GAPDL's operational and professional touchpoints to ensure consistency between destination marketing, stakeholder engagement, and internal business communications.

The agency will develop concepts, templates, and practical applications for organisational and staff facing brand assets, including:

- Business card designs
- Letterhead and document templates
- Presentation and PowerPoint templates
- Email signature systems
- Corporate stationery suite
- Internal and stakeholder communication templates
- Uniform concepts and apparel direction
- Staff name badge concepts
- Event and activation collateral
- Exhibition and trade show assets
- Branded promotional materials and merchandise
- Signage and office branding applications

Recommendations should ensure the system is practical, scalable, cost effective, and suitable for both tourism promotion and professional organisational use.

5. Three-Year Marketing Strategy

Building on the refreshed destination brand, GAPDL is seeking a comprehensive three year marketing strategy to guide destination promotion and visitor economy growth.

The strategy should translate the new brand platform into a clear implementation roadmap aligned with GAPDL's Destination Management Plan, Tourism Strategic Plan, and relevant Tourism and Events Queensland strategies and digital frameworks. The approach should be insight led, measurable, adaptable, and designed to support long term destination growth.

The strategy should address three interconnected streams: consumer marketing, trade marketing, and digital marketing.

5.1 Consumer Marketing (Phase 1: Domestic Focus)

The consumer marketing strategy should outline a targeted domestic leisure marketing approach, identifying priority audience segments, geographic target markets, seasonal opportunities, and campaign priorities. It should establish clear messaging hierarchies, campaign frameworks, media and channel strategies, and visitation conversion pathways designed to increase awareness, consideration, and visitation outcomes.

5.2 Trade Marketing (Domestic & International)

The trade marketing component should outline an approach for engaging travel trade partners, wholesalers, distribution partners, and tourism packaging opportunities.

This should include:

- Trade positioning
- Partnership opportunities
- International market readiness considerations
- Trade collateral recommendations

5.3 Digital Marketing Ecosystem

The strategy should define an integrated digital ecosystem supporting the visitor journey from inspiration through to booking and advocacy.

Recommendations should include website strategy for gladstoneregion.info, SEO and content marketing, paid digital activity, social media strategy, email marketing and CRM considerations, data reporting frameworks, and customer journey mapping.

6. Brand Personality & Tone of Voice

The refreshed destination brand should feel authentic, relaxed, welcoming, quietly confident, adventurous, and optimistic.

The Gladstone Region offers a more personal and uncrowded Great Barrier Reef experience one grounded in discovery, nature, and genuine connection to place. The brand should not feel overly polished or corporate. Instead, it should communicate confidence through authenticity, warmth, and emotional connection. Visually, the

destination brand should feel natural, clean, calm, contemporary, and emotionally immersive. The creative direction should lean toward organic textures, open space, natural light, authentic human connection, and slow paced storytelling rather than high energy tourism advertising. The identity should evoke a sense of ease, discovery, warmth, and environmental connection, reflecting the region's relaxed subtropical lifestyle and uncrowded visitor experience.

The Gladstone Region is a natural wonder waiting to be explored. From pristine reefs and national parks to coral cays and abundant wildlife, the region offers a globally distinctive reef-to-ranges landscape. Its sub tropical climate, warm waters, and diverse ecosystems make it a place to unwind, slow down, and reconnect with nature and your family. The working port, energy, and industrial heritage provide a subtle contrast, adding authenticity and showing how people and nature coexist, but the destination itself is what sells the dream, and experiences are the tools that bring it to life.

7. Target Audiences

The appointed agency will be expected to develop refined audience personas and segmentation; however, indicative target markets include drive audiences from Bundaberg, Capricorn Coast, Emerald, Mackay, Brisbane, and the Sunshine Coast, as well as interstate visitors from New South Wales and Victoria.

Priority audience segments include:

- Families seeking nature based holidays
- Couples
- Grey nomads and caravanners
- Event and festival travellers
- Eco and adventure travellers

8. Competitive & Regional Context

As part of the discovery phase, the appointed agency should undertake a competitive destination audit to identify opportunities for differentiation within Queensland's tourism landscape.

Key competitor destinations include Bundaberg Region, Capricorn Coast, Fraser Coast, Tropical North Queensland, The Whitsundays, and the Sunshine Coast. While many of these destinations share reef and coastal attributes, the Gladstone Region brand should move beyond functional similarities to establish a distinct and emotionally resonant market position.

Strategic destination directions

- **Sell the Destination First** – Highlight Gladstone’s natural beauty and reef-to-ranges ecosystems.
- **Nature-Led Experiences** – Eco-tourism, reef and forest excursions, wildlife encounters, education and wellness offerings.
- **Precinct-Based Targeting** – Discovery Coast, Gladstone City, Boyne Valley, Boyne Island/Tannum Sands, Southern Great Barrier Reef Islands.
- **Responsible Growth** – Low-impact accommodation, conservation and visitor education.
- **Industrial Heritage Storytelling** – Port, energy, and manufacturing narratives subtly integrated.
- **Marketing & Brand Leadership** – Social first content and trade/consumer campaigns to differentiate the region, with a focus on slow travel, nature immersion and family connections.

New areas of focus and action for the destination - our unique natural assets and heritage

- **Reef-to-Ranges Coverage** – 14 distinct ecosystems (7 marine, 7 terrestrial) spanning Agnes Water to the Southern Great Barrier Reef, supporting biodiversity, coral health and rare species.
- **Iconic Coral Cays & Pisonia Forests** – Lady Musgrave Island (navigable lagoon), Heron Island (75% of the world’s pisonia forest), Pancake Creek (one of only two in-estuary coral reefs worldwide).
- **Marine Megafauna & Resilient Coral** – warm and cool water currents create exceptional biodiversity, offering year-round observation and diving experiences.
- **Subtropical Climate** – minimal wet season, lower humidity, warm waters supporting comfortable year-round visitation.
- **Industrial Heritage:** Working port, energy and manufacturing sites provide subtle storytelling opportunities, showing how people and nature coexist sustainably.

9. Deliverables Summary

Agencies may propose a phased delivery approach; however, the expected scope includes the development of a destination logo suite, campaign tagline, colour palette,

typography system, brand platform, audience personas, and comprehensive brand guidelines. The key deliverables are listed below, however are not limited to these.

CATEGORY	DELIVERABLE	DESCRIPTION / PURPOSE
BRAND STRATEGY & ARCHITECTURE	Destination Brand Refresh	Modernised tourism destination identity for the Gladstone Region / Southern Great Barrier Reef
	Brand Architecture Framework	Defines relationship between GAPDL corporate identity and consumer-facing destination brand
	Destination Naming Recommendation	Strategic recommendation on long-term destination naming convention
	Brand Hierarchy & Endorsement Structure	Clarifies how corporate and consumer brands coexist
	Transition & Implementation Plan	Rollout roadmap for migrating toward destination-led communications
	Brand Positioning Statement	Core strategic positioning for the destination
	Brand Platform	Foundational strategic messaging and identity framework
	Brand Narrative Framework	Storytelling structure and key communication themes
DESTINATION BRAND IDENTITY	Destination Logo Suite	Primary, secondary, and responsive logo variations
	Campaign / Brand Tagline	Destination-facing slogan or campaign line
	Brand Personality Framework	Defined personality traits and emotional positioning
	Brand Values	Core destination values
	Tone of Voice Guidelines	Writing and communication style guide

	Key Messaging Pillars	Consistent communication themes across campaigns
	Audience Personas & Segmentation	Visitor audience profiles and targeting framework
	Corporate Endorsement Variation	Corporate-compatible brand application
	Brand Guidelines	Full visual and verbal identity standards
CAMPAIGN & ADVERTISING APPLICATIONS	Campaign Creative Framework	Overarching creative system for campaigns
	Outdoor Advertising Templates	Large-format outdoor advertising designs
	Billboard Templates	Standard billboard layouts and applications
	Digital Display Advertising Assets	Banner ads, display ads, HTML5/static ad assets
	Social Media Advertising Templates	Paid social ad templates for Meta, TikTok, etc.
	Photography Direction	Visual style and image treatment guidance
	Motion & Video Style Guide	Video storytelling and animation direction
	Industry Campaign Toolkit / Fact Sheet	Easy-to-use campaign participation materials
DIGITAL CONSUMER APPLICATIONS	Consumer EDM Templates	Visitor-facing email marketing templates
	Corporate EDM Templates	Stakeholder/internal communication templates
	Naming Convention Guidelines	Digital and communication naming standards
	Social Media Design System	Branded social layout system and post templates

	Social Profile Templates	Profile image, highlight, and cover image assets
	Content Theme Recommendations	Recommended social and digital content pillars
	Publishing Cadence Guidance	Suggested content frequency and scheduling
	Visual Consistency Guidelines	Cross-channel visual alignment standards
	Website Brand Guidelines	Guidance for applying the destination brand across website
	Social Media Brand Guidelines	Platform specific standards for visual identity, content formatting, tone of voice, templates, and campaign consistency across social channels
	AI Content Prompt Framework	Brand aligned AI prompting guidance and communication frameworks supporting consistent tone of voice, messaging, and ongoing marketing content creation
VISITOR TOUCHPOINTS & POS	Point of Sale Collateral Templates	Brochures, flyers, rack cards, retail collateral
	Visitor Information Centre Materials	VIC signage and printed materials
	Tourism Operator Promotional Assets	Co-branded operator marketing materials
	Signage Concepts	Destination and wayfinding signage concepts
	Branded Merchandise Concepts	Promotional and retail merchandise designs
	Visitor Publication Compatibility Considerations	Brand system suitability for future application across regional visitor guides, touring collateral, maps and destination publications
INDUSTRY TOOLKIT	Industry Brand Toolkit	Practical stakeholder adoption guide

	Quick Reference Brand Fact Sheets	Simplified brand usage summaries
	Co-branding Guidelines	Rules for partner and stakeholder brand integration
	Operator Participation Assets	Editable assets for tourism operators
	Stakeholder Endorsement Guidance	Guidance for aligned communications and advocacy
THREE-YEAR MARKETING STRATEGY	Comprehensive 3-Year Marketing Strategy	Long-term strategic marketing roadmap
	Destination Marketing Implementation Plan	Rollout and execution timeline
	Consumer Marketing Strategy	Domestic leisure audience strategy
	Audience & Geographic Market Prioritisation	Priority segments and regional target markets
	Seasonal Campaign Planning	Campaign timing and seasonal opportunities
	Media & Channel Strategy	Paid, owned, and earned channel recommendations
	Conversion Pathway Framework	Visitor journey and booking pathway strategy
	Trade Marketing Strategy	Travel trade and distribution engagement plan
	Trade Positioning Framework	Tourism trade market positioning
	Partnership Strategy	Trade and campaign partnership opportunities
	International Market Readiness Recommendations	Future international market preparation

	Trade Collateral Recommendations	Trade-ready marketing material guidance
	Digital Marketing Ecosystem Strategy	Integrated digital experience framework
	Website Strategy for gladstoneregion.info	Website role, UX and content recommendations
	SEO Strategy	Organic search visibility recommendations
	Content Marketing Strategy	Editorial and storytelling framework
	Paid Digital Marketing Strategy	Digital advertising recommendations
	Social Media Strategy	Organic and paid social direction
	Email Marketing & CRM Recommendations	Lifecycle and database marketing recommendations
	Data Reporting Framework	KPI tracking and reporting structure
	Customer Journey Mapping	End-to-end visitor experience mapping
RESEARCH & DISCOVERY	Competitive Destination Audit	Benchmarking against Queensland tourism competitors
	Destination Differentiation Analysis	Identification of unique positioning opportunities
	TEQ Alignment Review	Alignment with Tourism & Events Queensland frameworks
	Tourism Market Insight Integration	Use of relevant tourism research and audience insights
IMPLEMENTATION & GOVERNANCE	Brand Rollout Recommendations	Practical deployment guidance
	Cross-Channel Application Guidance	Consistent implementation across touchpoints

	Stakeholder Communication Recommendations	Internal and industry rollout communications
	Future Scalability Framework	Flexible system supporting minimum 5-year lifespan
	Editable Working Files & Asset Handover	Delivery of packaged editable source files, templates, and final brand assets for ongoing GAPDL management and future adaptation
	Corporate Stationery Suite	Business cards, letterheads, document templates, presentation templates, and email signatures
	Uniform & Apparel Concepts	Staff uniform direction and branded apparel concepts
	Operational Brand Applications	Practical branded assets including signage, event collateral, and internal communication materials

10. Submission Requirements

GAPDL is seeking responses that demonstrate strategic understanding of the brief, strong creative capability, and relevant destination branding experience.

Submissions should include:

- Strategic response to the brief
- Proposed creative direction or concept territory
- Relevant case studies and credentials
- Proposed methodology and consultation process
- Phased project timeline
- Detailed itemised quotation

All final approved creative assets, brand systems, design source files, templates, editable artwork, and associated working files developed as part of this engagement will become the property of GAPDL upon final payment. Agencies should outline any third party licensing requirements, software dependencies, or exclusions within their submission. Deliverables should include editable packaged source files where applicable (e.g. Adobe Creative Suite files, Canva files, motion graphics project files, presentation templates, digital design systems, and brand assets).

Agencies are also welcome to include optional draft visual territories, mood boards, or indicative 'look and feel' concepts as part of their submission to help demonstrate creative alignment with the project vision. This is not a mandatory requirement and concepts will be considered indicative only.

Responses will be assessed on strategic thinking, creative capability, tourism and destination branding experience, project management approach, value for money, and understanding of regional tourism dynamics.

11. Appendix

The following supporting documents and reference materials will be provided to assist agencies in developing their strategic response, creative approach, and methodology for the project.

These documents are intended to provide additional context regarding the region's long term tourism direction, market positioning, organisational priorities, digital strategy considerations, and current destination brand performance. For access to these documents, along with examples of branding that align with our preferred direction and style, please contact Nicola Smith, nicola.smith@gapdl.com.au

Appendices include:

- Destination Management Plan (2026–2036)
- GAPDL Tourism Strategic Plan (2026–2036)
- Tourism and Events Queensland Digital Strategy Scope and relevant framework documents
- KANTAR Regional Brand Performance and consumer perception research