Stand-up paddleboarding at Pilot Bay, Mount Maunganui

Cycling at McLaren Falls Park, Tauranga

Hiking the Tuanu Kauri walking track, Katikati

Mātaatua Wharenui, Whakatāne
KO MĀTOU WAAHI HE NGĀKAAU PAI, HE TAKUTAI HAUMAKO RAWA, HE WAAHI PITO MĀTA.

HE WAAHI AWHINA ONGĀ AHUREA TUAKIRI KĀTOA, KO TE WAIRUA MĀHORAHORA O TE TANGATA HE ORITE KI TE PARITANGA HUANGĀ PAI O TE WHENUA.

HE WAAHI HURANGA – KO TĀ MĀTOU PŪMANAWATANGA, TE MOTUHAKETANGA ME TE WHAKAARO MURAMURA E HONOHONO ANA MĀTOU KI TE AO.

HE TAURANGA MAI. HE TAURANGA ATU.

TE MOANANUI Ā TOI – HE WAAHI MŌU.

OURS IS A PLACE OF POSITIVE ENERGY; A RICH COASTAL PARADISE BLESSED WITH RAW POTENTIAL.

WHERE CULTURES EMBRACE AND THE NATURAL GENEROSITY OF OUR PEOPLE IS AS ABUNDANT AS OUR FERTILE LAND AND OPEN SEAS.

A PLACE OF DISCOVERY – OUR INGENUITY, DETERMINATION AND BOLD THINKING CONNECT US TO THE WORLD.

A LANDING PLACE. A LAUNCH PAD

THE COASTAL BAY OF PLENTY – A PLACE FOR YOU.

Te Punga is the Māori word for our best-known constellation, the Southern Cross. This constellation is visible in the Southern Hemisphere’s sky and has been used to guide travellers for many centuries. In Māori culture, some believed Te Punga was an anchor of a great sky waka, or an opening in the sky that the winds blew. The constellation is displayed with pride on the Aotearoa New Zealand Flag. Te Punga is a guiding light and source of strength for many. Within Te Hā Tāpoi | the Love of Tourism 2019-2022, Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty (TBOP) uses Te Punga as its guiding light. These four stars direct TBOP in everything that it does.

*Place DNA™ is trademarked to Destination Think!"
**FOREWORD**

Te Moananui ā Toi | The Coastal Bay of Plenty is a significant landing place for our ancestors – both indigenous and European. And today settlers and voyagers are still arriving and still discovering; this may be self discovery of their deeper purpose and meaning or discovery of the life they want to truly live, within the safe embrace of our mountains and seas. Today’s voyagers are looking for more fulfilling, regenerative and meaningful experiences.

The original voyagers from Hawaiki travelled on the great Te Waka O Tamarereti and used Te Punga to navigate to Te Moananui ā Toi | the Coastal Bay of Plenty shores. We use Te Punga (The Anchor and Rope) of the great Te Waka O Tamarereti to demonstrate the key cruxis points of TBOP’s shared vision.

Just as the original voyager Kupe used Te Punga to provide direction through the seas, this plan provides direction for a co-created vision and co-created development plan with shared values and shared responsibility. The guiding principles Iwi and the people of Te Moananui ā Toi | the Coastal Bay of Plenty hold dear (see page 14) have formed the foundation of this plan.

Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty (TBOP) is focused on long-term tourism sustainability with the aspirational goal of environmental regeneration. To achieve lasting tourism value, TBOP needs to ensure that the right balance is achieved between the impact of tourism on the environment, respecting our residents’ quality of life, honouring our Māori culture, and adding value to our economy.

Tourism can create a transformative destination experience for visitors and establish a higher quality of life for residents. By striking a true balance between economic, social, environmental and cultural objectives, tourism can generate benefits that go far beyond economic value alone. TBOP’s role as a Destination Management Organisation (DMO) is to lead, advocate and coordinate a cohesive, collaborative and balanced approach to managing a destination.

**Ko te ākī o tiaki e mea nei me manaaki e tatou katoa ko Aotearoa, mō ngā uri o nāianei, ā haere ake nei. New Zealand is precious, and everyone who lives and travels here has a responsibility to look after it.**

Source: Tiaki Promise.

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**VISION**

Share our love of Te Moananui ā Toi | the Coastal Bay of Plenty with the world

“Tourism helps our region flourish. It regenerates (not extracts) helping make the region a better place over time. Visitors are welcomed, on our terms, and the experience transforms them as they respectfully and authentically share Te Moananui ā Toi | the Coastal Bay of Plenty. That unique visitor experience transforms their souls and they take a piece of Te Moananui ā Toi’s history and culture. They are left with an indelible impression of the people and place.” – Kristin Dunne, CEO, TBOP

★ Regeneration

“The word sustainability no longer inspires – and perhaps never did – as long as it’s framed largely as surviving instead of thriving, as doing ‘less bad’ instead achieving a world of flourishing.” – Dr Chris Laszlo

Most destinations seek growth in terms of visitor numbers with the delivery of social benefits like visitor spend, employment, tax income and foreign exchange. Tourism has become too dependent on the pursuit of growth, seeing its role to simply get bigger, albeit in a more sustainable way. Regeneration is more than just reducing one’s footprint and doing less harm; it is about leaving our place better than we have found it.

**Long Term Outcome 1:** In Te Moananui ā Toi | the Coastal Bay of Plenty, TBOP sees the opportunity to change the game by showing that tourism can be a regenerative force that enables all life to thrive. A place that not only sustains life, but also fosters new life in a constantly regenerating environment.

★ Our Place DNA™

“What gives a destination its soul or sense of place? DNA is a specific, distinctive feature that makes a destination or place unique. This could be anything from architecture, to the environment, to cultural practices or something in between. A destination’s DNA is the reasons for their existence, whether historic or economic, and you can use this to uncover what makes its residents and visitors who they authentically are today.” – Frank Gyepes, Destination Think!

Te Moananui ā Toi | the Coastal Bay of Plenty’s people are truly ‘of’ this place. Its people are in love with it and have a deep sense of caring and protection for it. Prior research has shown that love, tūrangawaewae and happiness are the essence of Te Moananui ā Toi | the Coastal Bay of Plenty. This Te Hā Tāpoi | The Love of Tourism 2019-2022 process has uncovered the globally unique components of Te Moananui ā Toi | the Coastal Bay of Plenty which must remain true.

**Long Term Outcome 2:** In Te Moananui ā Toi | the Coastal Bay of Plenty, TBOP presents ‘our truth’ with a unifying story that weaves together who the region really is by staying true to its Place DNA™. TBOP has a clear sense of what Te Moananui ā Toi | the Coastal Bay of Plenty stands for and the courage to uphold these values. Te Moananui ā Toi | the Coastal Bay of Plenty has a distinct personality and unwavering pride.

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Diagram 2: Transformational Economy Factors

- **Social**
  - Support active community-driven visitor management

- **Cultural**
  - Be true to our Place DNA™ and unique whakapapa

- **Environmental**
  - Constantly regenerate for future generations

- **Transformational Economy**
  - Manage the type and pace of tourism to enable our industry, community, environment and visitors to flourish

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**TE HĀ TĀPOI - The Love of Tourism 2019-2022**

Kiwifruit orchard, Te Puke
“Love of place unleashes the personal and political will needed to make profound change. It unites people across diverse ideological spectres because place is what we all share: it is the commons that allow us to call ourselves a community.” – Pamela Mang

Te Moananui ā Toi | The Coastal Bay of Plenty is a place of change agents. The region has an incredibly active community who protect and enhance the place they love and all those that inhabit it. This plan reflects community-driven visitor management that depends on the active participation of the resident communities who already step up and serve, to achieve the goals within. TBOP relies on the community for a social licence to operate and in turn our residents will be the greatest marketing channel.

Long Term Outcome 3: In Te Moananui ā Toi | the Coastal Bay of Plenty, TBOP understands the type and pace of tourism that enables our industry, communities, environment and guests to flourish. As a community we will decide who the region will welcome and under what conditions and how many guests the region can serve with pride, dignity and passion without damaging the quality of our place.

Transformational Experiences

Transformational experiences are those that change attitude and behaviour. People do not want to feel targeted; they want to feel inspired. Visitors want to feel deeply connected and acknowledged. They want to experience our place almost as if they lived here. There is an emerging, more mindful, conscious traveller who is causing a shift in the industrial, neoclassical model. Still, these target markets cannot travel without restraint, and they will be asked to revere our place, as the residents of Te Moananui ā Toi | the Coastal Bay of Plenty do. Their experience in Te Moananui ā Toi | the Coastal Bay of Plenty will transform their relationship with planet earth.

We will attract the kind of visitor who will value the types of experiences on offer. We will pro-actively develop a range of experiences for both guests and residents to enjoy, that uphold Te Moananui ā Toi | the Coastal Bay of Plenty’s vision and values.

Long Term Outcome 4: In Te Moananui ā Toi | the Coastal Bay of Plenty we welcome and engage the right visitors at the right time in our natural and authentic way that is not artificially designed for tourists. We will focus on specific target markets based on eco-tourism for visitors who are seeking transformational experiences.

Defining the Destination

TBOP’s mandate is to promote the territories of Tauranga City, Western Bay of Plenty District and Whakatāne District. We refer to this collection of territories as Te Moananui ā Toi | the Coastal Bay of Plenty, stretching from Waihi Beach to Ōhope Beach, and as far inland as the Kaimai Range, the Whirinaki Te Pua-a-Tāne Conservation Park and part of Te Urewera. Te Moananui ā Toi | The Coastal Bay of Plenty boasts 125 kilometres of coastline including two marine reserves, twenty-four coastal islands and New Zealand’s best beaches. Deep in the central North Island, the region is also home to Whirinaki Te Pua-a-Tāne Conservation Park; 56,000-ha of old-growth native forest that acclaimed British botanist David Bellamy described as one of the great forests of the world.

Te Moananui ā Toi | the Coastal Bay of Plenty is bordered by the Coromandel Peninsula to the north, Waikato to the west, Rotorua and Hawke’s Bay to the south, and Tairawhiti (Eastland) to the east.

Although there is a defined boundary it is important to remember that visitors do not distinguish Te Moananui ā Toi | the Coastal Bay of Plenty from many of its neighbouring regions. Complementary experiences offered to target markets travelling through ours and neighbouring regions should be seen as an opportunity instead of a threat.

Strategic Fit

Our Mission
Growing a sustainable visitor economy for the benefit of our community.

Our Role
As per our Statement of Intent (2019-2022) TBOP’s role as a Destination Management Organisation (DMO) is to lead, advocate and coordinate a cohesive, collaborative and balanced approach to managing a destination.

DESTINATION MANAGEMENT: A HOLISTIC & INTEGRATED APPROACH

What is Destination Management?

Destination management is the coordinated management of all aspects of a destination that contribute to a visitor’s experience, taking into consideration the perspectives and expectations of:

- Local residents
- Iwi
- Visitors
- Industry businesses
- Te Taiao (the environment)
- Local Government.

Destination management creates sustainable growth to the benefit of the local community, and supports environmental, economic, social and cultural values. Collaboration is critical – no one agency can manage a destination on their own and it requires coordination and ownership of all stakeholders.

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STAKEHOLDERS

VISITOR EXPERIENCES (SUPPLY)

MARKETING & PROMOTION (DEMAND)

INFRASTRUCTURE, AMENITIES PLANNING & REGULATION (SUPPLY)

Iwi

Local residents

Businesses & Industry

Local Government

VISITOR

EXPERIENCES

(SUPPLY)

MARKETING

& PROMOTION

(DEMAND)

INFRASTRUCTURE,
AMENITIES
PLANNING &
REGULATION
(SUPPLY)

Diagram 5: A Holistic and Integrated Approach to Destination Management

Source: MBIE Tourism Economic Development

COMPONENTS OF DESTINATION MANAGEMENT

Destination Management requires multiple elements to be present, as illustrated below:

Diagram 6: The Components of Destination Management

Source: MBIE Tourism Economic Development
At the same time, to enable the planning of operations TBOP needs to achieve a greater understanding of infrastructure needs, the operating landscape and the impact of the tourism industry on the region in a more holistic way than has been done before. This means exploring methods to understand the environmental, social and cultural impact of tourism, as well as the economic value. Benchmarking, monitoring and evaluation activity will include:

- Measuring and managing capacity, including understanding demand and supply factors, and tracking visitation patterns;
- Developing tourism forecasts to understand the future picture and enable suitable planning; and
- Exploring new and more holistic ways of measuring the impact of tourism which encapsulate social and cultural impact.

To best support the destination, successful development will be measured by:

<table>
<thead>
<tr>
<th>STRATEGIC PRIORITY</th>
<th>SUCCESS CHARACTERISTIC</th>
<th>METHOD</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Target the right visitors at the right times with the right messages</strong></td>
<td>Increased sentiment scores for the target markets</td>
<td>Understanding and tracking visitor satisfaction levels among the target markets</td>
</tr>
<tr>
<td></td>
<td>Increased visitation within Te Moananui a Toi</td>
<td>the Coastal Bay of Plenty’s target markets</td>
</tr>
<tr>
<td></td>
<td>Increased average stay and expenditure by visitors within Te Moananui a Toi</td>
<td>the Coastal Bay of Plenty’s target markets</td>
</tr>
<tr>
<td><strong>Connect with Residents</strong></td>
<td>Resident support, as measured through a resident Net Promoter Score</td>
<td>Evaluating and monitoring residents’ satisfaction with, and perceptions of, tourism in the region in order to understand our social licence to operate</td>
</tr>
<tr>
<td></td>
<td>Resident engagement</td>
<td>Exploring methods to measure resident engagement with TBOP marketing and storytelling (i.e., social media, website and other channels)</td>
</tr>
<tr>
<td><strong>Enhance the visitor experience</strong></td>
<td>High visitor satisfaction, as measured through the visitor Net Promoter Score</td>
<td>Understanding and tracking visitor satisfaction levels (via the visitor Net Promoter Score), factors affecting perceptions and opportunities to enhance the visitor experience</td>
</tr>
<tr>
<td></td>
<td>Sustainability or regenerative environmental practices</td>
<td>Measuring visitor awareness of the Tiaki Promise, Exploring sustainability and regenerative measurement frameworks</td>
</tr>
<tr>
<td><strong>Grow capability and increase supply</strong></td>
<td>Increased industry capability (digital and experiential)</td>
<td>Tracking the number of new products or enhancements to existing products to ensure continual improvement of the region’s product offering</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Monitoring digital marketing to ensure continual improvement in this area</td>
</tr>
</tbody>
</table>

For success, it is critical that Te Moananui a Toi | the Coastal Bay of Plenty is properly organised and resourced to take full ownership of the opportunity. At that point, Te Moananui a Toi | the Coastal Bay of Plenty will be recognised as a destination that travellers within our target markets must experience.
Share our love of Te Moananui a Toi | the Coastal Bay of Plenty with the world

Growing a sustainable visitor economy for the benefit of our community

**TRANSFORMATIONAL ECONOMY**
Manage the type and pace of tourism to enable our industry, community, environment and visitors to flourish

**SOCIAL**
Support active community-driven visitor management

**CULTURAL**
Be true to our Place DNA™ and unique whakapapa

**ENVIRONMENTAL**
Constantly regenerate for future generations

**GOVERNANCE BEST PRACTICE**
Share our love of Te Moananui a Toi | the Coastal Bay of Plenty with the world

**OUR PLACE DNA™**
MĀORI CULTURE | NATURAL ENVIRONMENT | OCEANS & BEACHES | HORTICULTURAL PROVENANCE

**STRATEGIC PILLARS**

**TARGET THE RIGHT VISITORS AT THE RIGHT TIMES WITH THE RIGHT MESSAGES**
- Increased sentiment scores for the target markets.
- Increased visitation within Te Moananui a Toi | the Coastal Bay of Plenty’s target markets.
- Increased average stay and expenditure by visitors within Te Moananui a Toi | the Coastal Bay of Plenty’s target markets.

**CONNECT WITH RESIDENTS**
- Resident support, as measured through a resident Net Promoter Score.
- Resident engagement.

**ENHANCE THE VISITOR EXPERIENCE**
- High visitor satisfaction, as measured through the Net Promoter Score.

**GROW CAPABILITY AND INCREASE SUPPLY**
- Sustainability or regeneration environmental practices.
- Increased industry capability (digital and experiential).

**IT’S IN OUR NATURE**

Orca in the Tauranga Harbour

It's in our nature
TBOP is a Council Controlled Organisation of Tauranga City and Western Bay of Plenty District Councils. TBOP also has a Memorandum of Understanding with Whakatāne District Council. The TBOP Board of Trustees is appointed by the Councils to govern TBOP’s activities.

Partnerships & Collaboration

Destination management is not one organisation or individual’s responsibility. It is a shared responsibility and in order to succeed it requires a collaborative governance approach.

We must balance manaakitanga with kaitiakitanga and work in collaboration with our stakeholders to manage the industry sustainably while adhering to our guiding principles. Co-creation is the emerging trend in the tourism industry to ensure active involvement from multiple stakeholders and to more effectively solve challenges and build better visitor experiences.

The formation of a Leadership Advisory Group comprising industry leaders across the public and private sector will help guide the ongoing development and process and provide expert advice to aid the success of Te Hā Tāpoi | The Love of Tourism 2019-2022.

Community Engagement

The long term viability of a visitor economy is largely dependent upon the support of residents. Without engaged residents, a destination loses its vibrancy. A critical component of Te Hā Tāpoi | The Love of Tourism 2019-2022 is to ensure resident led development and visitor management through liaison and engagement with locals. The local community must be informed and involved to ensure they understand the value of the visitor economy and are ambassadors for Te Moananui ā Toi | the Coastal Bay of Plenty.

Iwi Partnerships

We recognise that Iwi (underpinned by Hapū) are central to the success of our regional tourism effort, as cultural tourism differentiates us from other countries that share similar land profiles. We are committed to building lasting relationships with Iwi. As a starting point and a symbol of our dedication, we will sign a Memorandum of Commitment with the three Tauranga Moana Iwi. It is our expectation that we build strong alliances with all 25 Iwi within Te Moananui ā Toi | the Coastal Bay of Plenty.
Our Guiding Principles

Our guiding principles are behaviours that will underpin all the activity in our Te Hā Tāpoi | The Love Of Tourism 2019-2022. Drawn from Tikanga Māori, they will guide the “way of doing things” for all those who have an interest in destination management in Te Moananui ā Toi | the Coastal Bay of Plenty.

Manaakitanga – Working together to establish a hosting standard that has no peer, but is also reflective of the community in Te Moananui ā Toi | the Coastal Bay of Plenty rohe.

Kaitiakitanga – Respecting and ensuring the health of the whenua me ngā arawai is fully considered when exploring new and existing tourism opportunities in Te Moananui ā Toi | the Coastal Bay of Plenty rohe.

Kotahitanga – Committing to a unified vision and governance approach to tourism in Te Moananui ā Toi | the Coastal Bay of Plenty rohe.

Tāpoi Ako – Supporting the promotion of a tourism education and career pipeline for rangatahi ki kaumātua in Te Moananui ā Toi | the Coastal Bay of Plenty rohe.

Whanaungatanga – Supporting and promoting a strong employee culture in the tourism sector in Te Moananui ā Toi | the Coastal Bay of Plenty rohe.

Mahi tahi - Working together to build an outstanding cultural tourism proposition that accurately represents Te Moananui ā Toi | the Coastal Bay of Plenty rohe.

Destination Development

Tourism success comes from being unique and compelling. In order for the destination to create value for residents and visitors simultaneously, Te Moananui ā Toi | the Coastal Bay of Plenty must understand both residents’ and visitors’ perspectives. Destination development begins with research and planning. We have first focused on discovering the region’s Place DNA™, so that TBOP can focus on building a unique destination experience that is remarkable for visitors, supported by residents and impossible for competitive destinations to replicate. From here, TBOP can align existing products, whilst identifying key opportunities for further investment. Partnering with councils, Iwi, local businesses, investors and residents TBOP leads, advocates and co-ordinates the creation of exceptional year-round experiences for the region’s visitors and residents alike.

Diagram 11: Moving from a Developed Destination to an Established Destination

Source: Destination Next Futures Study, 2017

Destination Marketing - Telling our Story

Destination marketing has changed. Traditional advertising methods are losing their effectiveness. A mediocre experience cannot be salvaged through clever advertising. Instead, a cohesive destination story combined with remarkable experiences and told to the right markets will lead to genuine word-of-mouth promotion and social sharing. Building Te Moananui ā Toi | the Coastal Bay of Plenty brand requires telling authentic stories of the region and creating an emotional connection with our visitors. We champion authentic, rich storytelling in collaboration with Iwi.

Visitor Sales & Service

The human connection to the region will be through local people and the experience of being part of the community – albeit short-term. TBOP’s Visitor Information Centres are often the first local face and conversation point for visitors, and this means they are also influencing their first impressions. The Visitor Experience Plan (Diagram 10) outlines the key areas where TBOP can influence the visitor experience. All of TBOP’s visitor touch-points will be places where TBOP can share the region’s unique stories and demonstrate manaakitanga to deliver the best visitor experience with friendly, expert local knowledge.

Diagram 12: Strategic Model

Source: Destination Think!
Destination management requires an integrated visitor information and servicing plan. The Visitor Experience Plan delivers information through multiple channels and ‘touchpoints’ at the right time and place for the visitor as they dream, research, select, plan, book, travel to and through a destination, return home and share their experiences.

**Diagram 13: Visitor Experience Plan**
Understanding which Te Moananui ā Toi | the Coastal Bay of Plenty stories to tell starts with understanding its identity. Which characteristics make the region what it truly is? As with any destination, Te Moananui ā Toi | the Coastal Bay of Plenty evokes a distinct sense of place, made up of a complex blend of ingredients. The elements that form its identity include the geography, economy, culture, history, climate and people. Its people especially, namely its residents, help reveal the region’s character as they experience it. These things all help define a destination’s Place DNA™.

To ensure that destination management is successful, welcomed by residents and appreciated by visitors, this plan identifies and leverages Te Moananui ā Toi | the Coastal Bay of Plenty’s Place DNA™. Built upon its identity of what both residents and visitors say our Place DNA™ is, the destination can move forward in a way that strengthens its competitiveness and still maintains community support.

What makes Te Moananui ā Toi | the Coastal Bay of Plenty unique?

The components of its Place DNA™ make Te Moananui ā Toi | the Coastal Bay of Plenty unlike any other. Much of that unique identity lies within its rich history; one that gave birth to natural and historical landmarks, a strong local culture and thriving horticultural provenance.

Its monuments include Whakatāne; the landing place of the Mātaatua waka, and Mount Maunganui, one of the first places the Māori people settled in the 12th century. The preservation of these areas fosters an environment where culture can thrive, earning the appreciation and respect of generations to come.

Te Moananui ā Toi | the Coastal Bay of Plenty was home to the first missionaries and was one of the first trading sites between settlers and Māori. No stranger to newcomers, Te Moananui ā Toi | the Coastal Bay of Plenty has learnt to embrace change and flourish in the face of new possibilities, exemplified by the success of its horticultural provenance.

In many ways, Te Moananui ā Toi | the Coastal Bay of Plenty has a unique ability to connect the future with the past. Rare animals, like the last dinosaur (the tuatara), relate people with the origin of species and a vibrant Māori culture opens a doorway to vital ancestry.

Our Place DNA™ Themes:

- Oceans & Beaches
- Horticultural Provenance
- Natural Environment
- Māori Culture

“Every place on earth expresses nature’s beauty, power and complexity in a unique way due to its location in relation to the sun, its unique geology, hydrology, history, and the culture of its peoples. As indigenous peoples know, each place has a unique song, signature, personality or essence that is sacred, that can be experienced and exists to be celebrated and revered.” – Anna Pollock
Visitor Profiles

Now that Te Moananui ā Toi | the Coastal Bay of Plenty’s target markets have been confirmed, more work is needed to better understand these markets. TBOP has commissioned Destination Think! to move forward with the next phase of work – passionography research. This will involve an in-depth exploration of the four target markets to discover each market’s interests and passions (as well as what they’re not interested in), information sources and online communities, potential influencers, motivators to travel to certain destinations and more. The results of this research will be used to inform our strategic decision making and marketing communications.

TBOP will form passion groups for each target market which will consist of representatives of each market and key stakeholders. These passion groups will serve as a link between TBOP, local businesses, governments, iwi, passionate enthusiasts and other stakeholders.

Led by TBOP, the passion groups will guide development and direct the specific plans for each target market. TBOP will appoint an experience manager who fully understands the target market and can apply their knowledge to the development of the target market. This approach will ensure seamless collaboration between stakeholders.

At the same time, TBOP will need to understand visitor experiences and visitation patterns to assess how our destination is performing. Results will feed back into TBOP’s marketing and development actions to ensure the region is providing the type of visitor experience that is authentic and aligned with our Place DNA™ while also satisfying (or, better yet, delighting) our visitors.

In order to fully understand Te Moananui ā Toi | the Coastal Bay of Plenty’s visitor profiles and wider operational landscape, TBOP must also become familiar with competitor destinations. Being informed about our competitor destinations’ offerings, visitor profiles and other activity will allow TBOP to better predict and respond to market changes and potential challenges.

Surfers & Beach Lovers

Surfers & Beach Lovers is the most specific target market identified for Te Moananui ā Toi | the Coastal Bay of Plenty. They represent the beach culture present in the Bay. Surfers & Beach Lovers have a great love for sports and often participate in other activities such as running and cycling. They like to find the right balance between work and play. They are often eco-conscious and not materialistic; although they appreciate well made, quality products.

Surfers tend to be males and aged 25 to 39. They are mostly middle class and educated, with an annual income of around $65,000 for New Zealanders and $80,000 for those outside of New Zealand. In Europe, surfers are over represented in managerial, professional and business ownership roles.

Cultural Explorers

Cultural Explorers are travellers who are interested in having an in-depth experience. They like to take their time in order to immerse themselves into the destination in all its aspects. This often starts before the trip, in the planning phase. They want to learn about the local culture and customs, religion, history, heritage, arts scene, food, industry and more. They would rather go where the locals go than where the tourists go. Experiences designed for cultural explorers should also appeal to locals. They are frequent travellers and environmentally conscious. Cultural explorers are generally both genders and of middle age (35 to 55), although there is a secondary market comprised of those aged 56+. The Chinese cultural explorer market is slightly different as it skews females aged 56+.

Outdoor Adventurers

Outdoor Adventurers are exactly that - people who like to enjoy the outdoors. They are adventurous, environmentally conscious and often have a love for sports. Outdoor adventurers like to challenge themselves but are also interested in the natural surroundings they experience. They are interested in wildlife, flora and fauna; both on land and water.

Eco-Travellers

Eco-tourism appeals to a diverse set of travellers, ranging in all ages and interests including the other markets identified above. Eco-travellers are interested in social, economic and environmental sustainability. Most eco-travellers seek authentic local experiences that include opportunities to give back to the host communities they visit. Eco-travellers often participate in ‘tourism with purpose’ activities. The carbon footprint and the negative impact of travel is a critical consideration for this group. The goal is to exclusively welcome eco-travellers. This transition will take time and commitment from many people. Having this end-goal in mind, this ambition can drive the development of the destination.
SITUATIONAL ANALYSIS

Te Moananui ā Toi | The Coastal Bay of Plenty has experienced significant growth in the visitor economy over the past six years and this growth is forecast to continue. TBOP moved to an approach of destination management to ensure this growth is sustainable, that it benefits the local community, and supports environmental, economic, social and cultural values. It’s therefore crucial that we understand the impact tourism is having on our people and place. While we can currently measure some aspects of the tourism eco-system, there are considerable gaps in the information available. We will be working to fill these gaps over the next three years and to use the information and insights gathered to lead our direction and decision-making.

Visitor Spend Tracking and Aspirations (YE June)

Tourism makes a significant contribution to the local economy. As such, TBOP’s long-term economic goal is to sustainably grow the visitor economy to $1,449m by 2028. Our focus is, and will continue to be, on targeting higher value visitors over higher volume.

The National Landscape (YE March 2018)

- Tourism provides 20.6% of New Zealand’s total exports.
- Tourism contributes 6.1% to GDP.
- Tourism directly employs 216,000 people.

Source: Tourism Industry Aotearoa

The Global Landscape (2017-2018)

- 1.3 billion overseas trips undertaken globally in 2017 and growth is forecast to continue in the first half of 2018.
- Tourism contributes 10.4% to global GDP.
- Tourism employs 313 million people globally, accounting for 10% of global employment.
- Around a quarter of all new jobs globally in the next ten years will be in tourism.

Source: Tourism Industry Aotearoa; Tourism Summit Aotearoa Scorecard 2018

Bay of Plenty Cruise (YE June 2019)

Cruise Ship Expenditure Forecast: $91m

Source: Tourism Satellite Account, TBOP, Fresh Info
RECOMMENDED ACTIONS
These actions are non-exhaustive and will continually be validated over time.

TARGET THE RIGHT VISITORS AT THE RIGHT TIMES WITH THE RIGHT MESSAGES
1. Understand current visitation patterns and profiles.
2. Collaborate with strategic partners to drive visitation during off-peak seasons.
3. Utilise passionography to redefine marketing plans and activities.
4. Develop regional brand stories and story themes based on our Place DNA™.
5. Identify storytellers and influencers.
6. Assess the trade model to best align to target markets.
7. Develop a new website with online visitor sales and service capability.

CONNECT WITH RESIDENTS
1. Measure the resident Net Promoter Score.
2. Form and engage a Leadership Advisory Group.
3. Co-manage the Memorandum of Commitment with hwi.
4. Manage the Industry Advisory Group and host industry networking forums.
5. Implement the Stakeholder Engagement & Communications Plan.
6. Partner with Destination Think! to further develop the Connect with Residents programme.
7. Implement PR and communications initiatives.

ENHANCE THE VISITOR EXPERIENCE
1. Understand and measure visitor satisfaction.
2. Relocate the Tauranga i-SITE.
3. Implement the Visitor Experience Plan.
4. Seek funding for Te Tomokanga.
5. Implement digital service delivery and other satellite opportunities.
6. Connect the destination experience with the region’s Place DNA™ and target markets.
7. Support the industry to understand the importance and value of i-SITEs.

GROW CAPABILITY & INCREASE SUPPLY
1. Develop a methodology for monitoring the impact of tourism on our people and place.
2. Map the region’s natural and built assets to identify experience gaps and opportunities.
3. Support the development of infrastructure to manage visitor growth.
4. Proactively identify and support the development of new products and experiences.
5. Develop passion groups representing target markets.
6. Help support industry capability and sustainability.
7. Develop ‘tourism with purpose’ initiatives.
RISK AND CRISIS MANAGEMENT

In developing a culture of risk management, TBOP has developed an Enterprise Risk Management policy and framework. Tourism is an unpredictable market prone to disruption. TBOP must manage its critical fail factors, key risks, and key controls as well as crisis planning.

To enable this, TBOP:
- Has implemented a systematic process to assist in the identification, assessment, treatment and monitoring of risks;
- Provides the necessary tools and resources to senior management and employees to support the effective management of risks; and
- Reviews and communicates risk management best practice on a regular basis.

TBOP’s Crisis Management Plan guides its response and activation when faced with a crisis situation. The three different categories of crisis considered are:
1. A Civil Defence event
2. An impact on the tourism industry and visitors
3. A reputational or business crisis.

Diagram 15: TBOP’s Keys to Success and Fail Factors

Critical Fail Factors: Progress against Te Hā Tāpoi | The Love of Tourism 2019-2022

<table>
<thead>
<tr>
<th>Critical Fail Factors</th>
<th>This Period</th>
<th>Commentary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Defining the Destination</td>
<td></td>
<td>Linkages to neighbouring regions. National, regional considerations.</td>
</tr>
<tr>
<td>Vision</td>
<td></td>
<td>Clear, long-term vision aligned to community aspirations. Management system.</td>
</tr>
<tr>
<td>Situational Analysis</td>
<td></td>
<td>Data and insights led. Product audit of natural and built assets. Visitor demand and supply.</td>
</tr>
<tr>
<td>Strategic Fit</td>
<td></td>
<td>National, regional, local strategies and regulatory frameworks.</td>
</tr>
<tr>
<td>Brand Proposition &amp; Positioning</td>
<td></td>
<td>Competitive proposition and storytelling to provide point of difference.</td>
</tr>
<tr>
<td>Target Markets</td>
<td></td>
<td>Right market, right product, right time. Alignment to brand and experience offering.</td>
</tr>
<tr>
<td>Experience &amp; Product Development (Attractions)</td>
<td></td>
<td>Hero and supporting experiences. Research, feasibility, investment attraction.</td>
</tr>
<tr>
<td>Access</td>
<td></td>
<td>Roads, rail, airport, port, visitor flows, volumes, dispersal. Digital connectivity.</td>
</tr>
<tr>
<td>Attitudes (Social Licence)</td>
<td></td>
<td>Internal, external, visitor demand - right visitors, right message.</td>
</tr>
<tr>
<td>Amenities, Services, Infrastructure</td>
<td></td>
<td>Enables to manage current and support future growth. Capacity, planning, investment.</td>
</tr>
<tr>
<td>Industry &amp; Business Capability</td>
<td></td>
<td>Capability, skills and training, labour supply.</td>
</tr>
<tr>
<td>Leadership &amp; Governance</td>
<td></td>
<td>Destination management, governance, iwi, stakeholders, delivery of plan.</td>
</tr>
<tr>
<td>Benchmarking, Monitoring, Evaluation</td>
<td></td>
<td>Performance targets, KPIs, monitoring systems, process reviewing and reporting.</td>
</tr>
</tbody>
</table>

Key Risk Indicators
- Staff absences (# days, excluding annual leave).
- Organisational policy compliance (Yes/No).
- Financial Management Policy compliance (Yes/No).
- Regulatory compliance (ACC, PAYE, GST) (Yes/No).
- Stakeholder Engagement & Communications Plan Status.
- Safe365 Health & Safety Capability Indicator.
- Financial Performance vs Budget Status.
- Complaints received & status (ongoing/resolved).
- Employee Engagement Survey results.
- Insurance Policies Current (Property, PL, PI).
# Critical Risks, Key Controls & Control Plans

<table>
<thead>
<tr>
<th>Critical Risk Description</th>
<th>Key Controls &amp; Control Plans</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduction in trading income (i-SITE, i-PORT bookings)</td>
<td>Monthly performance reporting against set KPIs, trading is diversified across multiple streams, applying to MBIE for funds.</td>
</tr>
<tr>
<td>Insufficient tourism product supply to meet demand.</td>
<td>Pillar 4 implementation including: Place DNA™ aligned mapping of natural and built assets, capacity research for infrastructure needs, support of new product development via new roles: Head of Destination Development, Kaihautū - Māori Economy, and Product Developer.</td>
</tr>
<tr>
<td>Quality of tourism operators to deliver transformational experiences.</td>
<td>Pillar 4 implementation including: Tiaki Promise, Tourism Industry Aotearoa Tourism Sustainability Commitment, and capability building programme with operators.</td>
</tr>
<tr>
<td>High rotation of stakeholders (TCC, iwi, industry, community, other funders).</td>
<td>Pillar 2 implementation including: Leadership Advisory Group, Memorandum of Commitment with iwi, Industry Advisory Group, Implementation of Stakeholder Engagement &amp; Communications Plan, and Connect with Residents communications programme.</td>
</tr>
<tr>
<td>Public loss of support for tourism sector (social licence).</td>
<td>Pillar 2 implementation including: Measuring resident Net Promoter Score, Stakeholder Engagement &amp; Communications Plan, Connect with Residents communications programme.</td>
</tr>
<tr>
<td>Inability to get attractiveness message to end users in target markets.</td>
<td>Pillar 1 implementation to target the right visitors at the right times with the right messages, based on insights from Place DNA™, Passionography and Passion Groups.</td>
</tr>
<tr>
<td>Insufficient infrastructure to unlock Visitor Economy Strategy 2018-2028 targets (bed numbers, roading, operator capacity, etc.).</td>
<td>Pillar 4 implementation including: supporting the development of infrastructure at regional and local levels including Access, Amenities &amp; Attractions.</td>
</tr>
<tr>
<td>Lack of insight to guide Visitor Economy Strategy 2018-2028 (insufficient data or actionable insights to make strategic decisions).</td>
<td>Implementation of an insights led strategy, research accounts for 18% of TBOP’s operating expenses, dedicated Marketing Research Analyst resource, lobby Government agencies for required new data sources.</td>
</tr>
<tr>
<td>Lack of revenue to service growth of TBOP (to drive objectives).</td>
<td>Funding included in TCC’s Long-Term Plan for the next 2-3 years, alternative funding mechanisms to be investigated, application to MBIE to support Destination Management plan.</td>
</tr>
<tr>
<td>Reduction in New Zealand’s reputation as a tourism destination (environmental, cost, terror, political relationships between New Zealand and others such as China).</td>
<td>Alignment of messages with national and international agencies, maintain strength in domestic and Australian markets.</td>
</tr>
<tr>
<td>Funding to progress Te Tomokanga (Visitor Information Centre) build.</td>
<td>Lobby funding bodies and Government to support.</td>
</tr>
<tr>
<td>Iwi relationships do not develop to maximise opportunities to grow Māori oriented tourism offerings in the Coastal Bay of Plenty.</td>
<td>Adherence to Memorandum of Commitment, iwi participation in Leadership Advisory Group, dedicated Kaihautū - Māori Economy resource to support iwi relationships and Māori experiences development.</td>
</tr>
</tbody>
</table>
BENCHMARKING, MONITORING & EVALUATION

KRA 1: Protects and Enhances the Natural Environment
The visitor economy enhances the quality of life, by providing an enhanced visitor experience and increased amenity for visitors and residents alike.

<table>
<thead>
<tr>
<th>Strategic Priority</th>
<th>Success Characteristic</th>
<th>Performance Measures</th>
<th>Data Source</th>
<th>Baseline</th>
<th>2019-2020 Goal (June 2020)</th>
<th>2020-2021 Goal (June 2021)</th>
<th>2021-2022 Goal (June 2022)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Implementation of Te Hā Tāpoi</td>
<td>TBOP Six Month and Annual Reports.</td>
<td>Completed Te Hā Tāpoi</td>
<td>Continue with year 1 implementation</td>
<td>Continue with year 2 implementation</td>
<td>Continue with year 3 implementation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Support investigation of alternative funding mechanisms.</td>
<td>Report from investigation</td>
<td>No current data</td>
<td>Support investigation and implementation of alternative funding mechanisms.</td>
<td>Support investigation and implementation of alternative funding mechanisms.</td>
<td>Support investigation and implementation of alternative funding mechanisms.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Develop methods for monitoring the impact of tourism on our place and people.</td>
<td>Results from implementation of methods</td>
<td>Identification of gaps in currently available data</td>
<td>Implement developed methods for monitoring the impact of tourism on our place and people and assess outcomes to determine remaining gaps in information</td>
<td>Implement developed methods for monitoring the impact of tourism on our place and people and assess outcomes to determine remaining gaps in information</td>
<td>Implement developed methods for monitoring the impact of tourism on our place and people and assess outcomes to determine remaining gaps in information</td>
</tr>
<tr>
<td>Connect with residents</td>
<td>Measure and maintain community social licence with measurement of resident satisfaction and likelihood to recommend the area to others to visit (Net Promoter Score).</td>
<td>TCC Residents’ Survey scores.</td>
<td>TCC Residents’ Survey: 1. Tauranga is a quality destination for visitors and businesses. 2. The tourism sector has a positive impact on the community. 3. Likelihood to recommend Tauranga as a holiday destination to friends and family.</td>
<td>1. Score of 77% (2018). 2. Score of 72% (2018). 3. Score of +45 (2018).</td>
<td>1. Target score 77%. 2. Target score 75%. 3. Target score +40.</td>
<td>1. Target score 78%. 2. Target score 73%. 3. Target score +41.</td>
<td>1. Target score 79%. 2. Target score 74%. 3. Target score +42.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Western Bay and Whakatāne residents’ satisfaction (measures to be confirmed).</td>
<td>Councils’ resident satisfaction surveys</td>
<td>No current data</td>
<td>Measures to be confirmed.</td>
<td>Measures to be confirmed.</td>
<td>Measures to be confirmed.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Implement PR and communications initiatives.</td>
<td>Outcomes of research with residents</td>
<td>No current data</td>
<td>Continue to implement PR and communications initiatives.</td>
<td>Continue to implement PR and communications initiatives.</td>
<td>Continue to implement PR and communications initiatives.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Further develop the Connect with Residents programmes.</td>
<td>Programme implementation and outcomes.</td>
<td>No current data</td>
<td>Review, refine and continue to implement the Connect with Residents programmes.</td>
<td>Review, refine and continue to implement the Connect with Residents programmes.</td>
<td>Review, refine and continue to implement the Connect with Residents programmes.</td>
</tr>
</tbody>
</table>
BENCHMARKING, MONITORING & EVALUATION

KRA 1: Continued

<table>
<thead>
<tr>
<th>Measure</th>
<th>Destination (third) Tourism Sentiment Index</th>
<th>Tourism Index Score: +55 YE June 2018.</th>
<th>Target Tourism Index Score: +56 or above.</th>
<th>Target Tourism Index Score: +56 or above.</th>
<th>Target Tourism Index Score: +56 or above.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure</td>
<td>Visitor Experience Plan.</td>
<td>TBOP Six Month and Annual Reports.</td>
<td>No current data.</td>
<td>Continue to implement methods and/or track visitor satisfaction.</td>
<td>Continue to implement methods and/or track visitor satisfaction.</td>
</tr>
<tr>
<td>Continue to improve the visitor experience by providing fit for purpose visitor information services, including the use of digital services, location, and using digital and unmanned services.</td>
<td>Identify or create other potential methods to measure visitor satisfaction and develop baseline.</td>
<td>Continue to implement methods and/or track visitor satisfaction.</td>
<td>Continue to implement methods and/or track visitor satisfaction.</td>
<td>Continue to implement methods and/or track visitor satisfaction.</td>
<td>Continue to implement methods and/or track visitor satisfaction.</td>
</tr>
<tr>
<td>Enhance the visitor experience.</td>
<td>Provide fit-for-purpose Visitor Information Services.</td>
<td>No current data.</td>
<td>Completion of Phase 1 implementation.</td>
<td>Continue with Phase 2 implementation.</td>
<td>Continue with Phase 3 implementation.</td>
</tr>
<tr>
<td>Continue to improve visitor information services with development of a Mount Maunganui presence, an alternative Te Panganui presence, and using digital and unmanned services.</td>
<td>Determine best approach and implement.</td>
<td>Continue to implement methods and/or track performance.</td>
<td>Continue to implement methods and/or track performance.</td>
<td>Continue to implement methods and/or track performance.</td>
<td>Continue to implement methods and/or track performance.</td>
</tr>
<tr>
<td>Continue to improve the visitor experience by providing fit for purpose visitor information services, including the use of digital services, location, and using digital and unmanned services.</td>
<td>To be determined.</td>
<td>No current data.</td>
<td>Continue with Phase 2 implementation.</td>
<td>Continue with Phase 3 implementation.</td>
<td>Continue with Phase 3 implementation.</td>
</tr>
<tr>
<td>Connect the destination experience with the region’s Place DNA® and target markets.</td>
<td>To be determined. No current data.</td>
<td>Continue with year 2 implementation.</td>
<td>Continue with year 2 implementation.</td>
<td>Continue with year 2 implementation.</td>
<td>Continue with year 3 implementation.</td>
</tr>
<tr>
<td>Grow capability and increase supply.</td>
<td>To be determined. No current data.</td>
<td>Target Tourism Index Score: +56 or above.</td>
<td>To be determined. No current data.</td>
<td>Target Tourism Index Score: +56 or above.</td>
<td>Target Tourism Index Score: +56 or above.</td>
</tr>
<tr>
<td>New product development or enhancement of existing products.</td>
<td>New or enhanced product/s. 1 new product development.</td>
<td>New product development or enhancement of existing product.</td>
<td>New product development or enhancement of existing product.</td>
<td>New product development or enhancement of existing product.</td>
<td>New product development or enhancement of existing product.</td>
</tr>
<tr>
<td>Develop and maintain passion groups for development to align experiences with target markets.</td>
<td>Development of passion groups throughout Te Moananui ā Toi</td>
<td>the Coastal Bay of Plenty.</td>
<td>Passion groups outcomes.</td>
<td>No current data.</td>
<td>3 passion groups meetings.</td>
</tr>
<tr>
<td>Provide leadership to industry and support the tourism industry to be environmentally responsible to protect the sub-region for current and future generations.</td>
<td>New or enhanced ‘tourism with purpose’ initiatives.</td>
<td>No current data.</td>
<td>Identify and support opportunities for new ‘tourism with purpose’ initiatives.</td>
<td>Identify and support opportunities for new ‘tourism with purpose’ initiatives.</td>
<td>Identify and support opportunities for new ‘tourism with purpose’ initiatives.</td>
</tr>
<tr>
<td>Support implementation of and promote the TIA Tourism Sustainability Commitment within industry.</td>
<td>A total of 35 operators have signed the TIA Tourism Sustainability Commitment as of September 2018.</td>
<td>Industry support the TIA Tourism Sustainability Commitment.</td>
<td>Industry support the TIA Tourism Sustainability Commitment.</td>
<td>Industry support the TIA Tourism Sustainability Commitment.</td>
<td>Industry support the TIA Tourism Sustainability Commitment.</td>
</tr>
<tr>
<td>Explore potential options for understanding and measuring environmental regeneration and implement any suitable options.</td>
<td>To be determined.</td>
<td>Explore potential options for understanding and measuring environmental regeneration.</td>
<td>Implement suitable options or measures (if any).</td>
<td>Continue to implement suitable options or measures (if any).</td>
<td>Continue to implement suitable options or measures (if any).</td>
</tr>
</tbody>
</table>
### BENCHMARKING, MONITORING & EVALUATION

#### KRA 2: Attracts Businesses, People and Visitors

- Grow the tourism industry and increase visitor spend in Te Moanaui à Toi | the Coastal Bay of Plenty.
- Attract visitors and new investment and create employment opportunities, contributing to a higher standard of living for all.
- Support the development of tourism in Te Moanaui à Toi | the Coastal Bay of Plenty and enable investment.

<table>
<thead>
<tr>
<th>Strategic Priority</th>
<th>Success Characteristic</th>
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</tr>
</thead>
<tbody>
<tr>
<td>ALL</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Domestic market: Increasing domestic visitor speed.</td>
<td>Increase domestic visitor speed by an average of 3.7% per annum.</td>
<td>MBIE Monthly Regional Tourism Estimates for domestic visitors.</td>
<td>$836m (to Apr 2010).</td>
<td>Increase by 3.7% per annum.</td>
<td>Increase by 3.7% per annum.</td>
<td>Increase by 3.7% per annum.</td>
<td></td>
</tr>
<tr>
<td>International market: Increasing international visitor speed.</td>
<td>Increase international visitor speed by an average of 5.3% per annum.</td>
<td>MBIE Monthly Regional Tourism Estimates for international visitors.</td>
<td>$220m (to Apr 2010).</td>
<td>Increase by 5.3% per annum.</td>
<td>Increase by 5.3% per annum.</td>
<td>Increase by 5.3% per annum.</td>
<td></td>
</tr>
<tr>
<td>Cruise market: Increase the cruise sector spend.</td>
<td>Increase cruise sector spend by an average of 3.4% per annum.</td>
<td>MBIE Tourism Satellite Account.</td>
<td>$65m (to June 2018).</td>
<td>Increase by 3.4% per annum.</td>
<td>Increase by 3.4% per annum.</td>
<td>Increase by 3.4% per annum.</td>
<td></td>
</tr>
</tbody>
</table>

Target the right visitors at the right times with the right messages

- Collaborate with strategic partners to drive visitation during off-peak seasons.

Grow capability and increase supply

- Identify opportunties and connect with applicable council staff members.
- Continue to work with council staff.
- Continue implementation of marketing strategies.
- Continue implementation of story themes strategies.

Implement VES 2019-2020 and Te Ha Tāpoi | The Love of Tourism 2019-2028 to grow the visitor economy and enable public and private investment decisions.

- Bi-annual meetings between TCC Major Events and TBOP Go-to-Market team identifying key events for collaborative marketing.
- Bi-annual meetings between TCC Major Events and TBOP Go-to-Market team identifying key events for collaborative marketing.
- Bi-annual meetings between TCC Major Events and TBOP Go-to-Market team identifying key events for collaborative marketing.
- Bi-annual meetings between TCC Major Events and TBOP Go-to-Market team identifying key events for collaborative marketing.

Work with council staff to advocate for enablement of tourism product opportunities and to ensure public buildings and spaces are designed and planned through a destination management lens.

- To be determined.
- To be determined.
- To be determined.
- To be determined.

Advocate for and facilitate opportunities for investment in tourism that will increase the number of new tourism experiences.

- Track progress of opportunities identified and actioned.
- Track progress of opportunities identified and actioned.
- Track progress of opportunities identified and actioned.
- Track progress of opportunities identified and actioned.

Grow capability and increase supply

- Identify and support the development of infrastructure to manage visitor growth, including mapping the region’s natural and built assets to identify infrastructure and experience gaps and opportunities.
- Map regional infrastructure and experiences identified and support of development.
- Map regional infrastructure and experiences developed, and gaps identified.
- Map regional infrastructure and experiences developed, and gaps identified.

### TE HĀ TĀPOI - The Love of Tourism 2019-2028

- Assist existing and new potential tourism operators with mentoring and support to develop capability and sustainability.
- Tourism operators supported to maintain Qualmark status.
- Number of tourism operators being assisted with mentoring and support.
- Tourism operators supported to develop capability.
- Map regional infrastructure and experiences identified and support of development.
- Identified infrastructure needs and experience gaps (if any) and support of development.
- Organise 3 x industry capability building workshops.
- Organise 3 x industry capability building workshops.
- Organise 3 x industry capability building workshops.
- Organise 3 x industry capability building workshops.
## Insights and Leadership

- **Strategic Priority**: Provide leadership for tourism and support sustainable economic growth with effective leadership and implementation of the VES 2018-2028 and Te Hā Tāpoi | The Love of Tourism 2019-2022.
- **Performance Measures**:
  - Implementation of VES 2018-2028.
  - Form and engage a Leadership Advisory Group.
- **Data Source**: TBOP Six Month and Annual Reports.
- **Baseline**: Year 1 of VES 2018-2028 completed.
- **2020-2021 Goal (June 2021)**: Implementation of Year 3 of VES 2018-2028.
- **2021-2022 Goal (June 2022)**: Implementation of Year 4 of VES 2018-2028.

## Partnerships & Collaboration

- **Strategic Priority**: Develop and maintain partnerships with other organizations and stakeholders (including but not limited to Iwi, EDAs and neighbouring RTOs) to identify and leverage opportunities.
- **Performance Measures**:
  - Share insights with tourism stakeholders to help with their decision making.
  - Tourism forecasts and other capacity measures.
  - Council/feedback.
  - Share insights with tourism stakeholders to build networks.
- **Data Source**: Industry Engagement Survey.
- **Baseline**: To be determined.
- **2019-2020 Goal (June 2020)**: Participation in annual planning with Councils.
- **2020-2021 Goal (June 2021)**: Participation in annual planning with Councils.
- **2021-2022 Goal (June 2022)**: Participation in annual planning with Councils.

## Governance best practice

- **Strategic Priority**: Prouctive management of TBOP including risk and financial control and compliance to regulatory and Code of Conduct frameworks.
- **Performance Measures**:
  - Manage P&L to budget.
  - Enterprise Risk Management Policy adherence.
  - Monitor good working relationships with Council staff and elected members, observing the ‘no surprises’ principle.
  - Aim for best effort cost recovery through revenue growth opportunities and cost management strategies.
- **Data Source**: Auditors’ Report.
- **Baseline**: Achieved.
- **2019-2020 Goal (June 2020)**: Achieved.
- **2020-2021 Goal (June 2021)**: Achieved.
- **2021-2022 Goal (June 2022)**: Achieved.
We acknowledge and thank our partners Destination Think! for their expertise in the co-creation of Te Hā Tāpoi | the Love of Tourism 2019-2022.