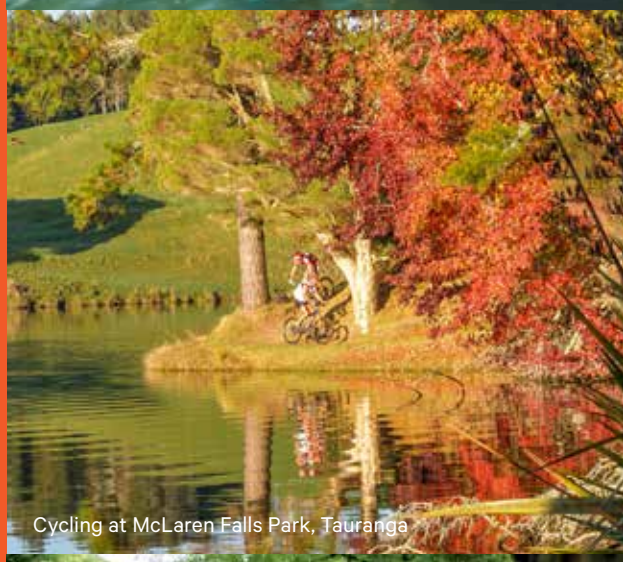
BAY OF PLENTY

TE HĀ TĀPOI

THE LOVE OF TOURISM

Stand-up paddleboarding at Pilot Bay, Mount Maunganui


Cycling at McLaren Falls Park, Tauranga

Hiking the Tuahu Kauri walking track, Katikati

Mātaatua Wharenui, Whakatāne

Tāpoi Te Moananui ā Toi
TOURISM BAY OF PLENTY

BAYOFPLENTYNZ.COM

2019-2022

KO MĀTOU WAAHI HE NGĀKAU PAI, HE TAKUTAI HAUMAKO RAWA, HE WAAHI PITO MATA.

HE WAAHI AWHINA O NGĀ 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.

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Environmental Regeneration

Our Place DNA™* and unique whakapapa

Community Inclusivity

Transformational Visitor Experiences

Diagram 1: Te Punga

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!

Sunset at Pāpāmoa Beach

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 āki 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.

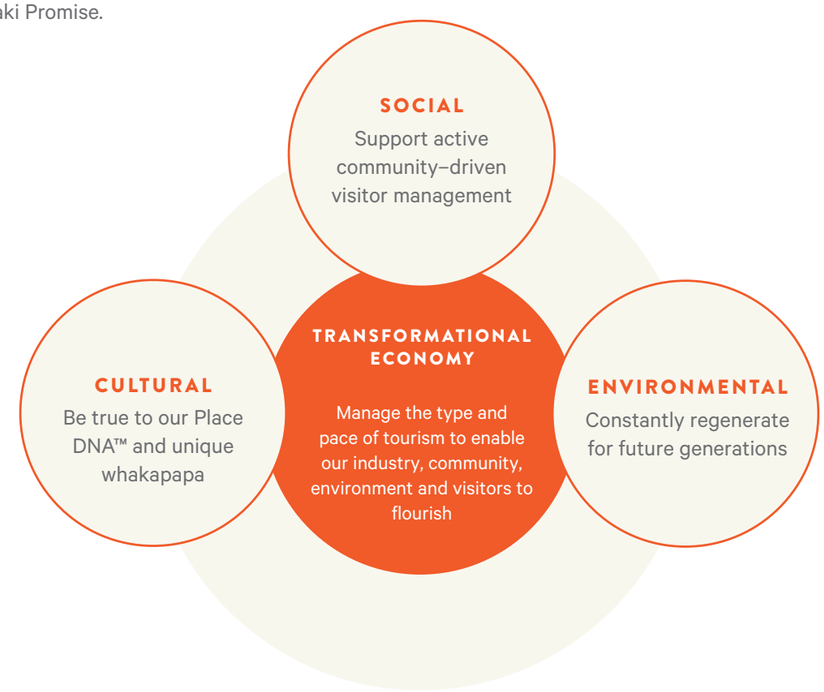


Diagram 2: Transformational Economy Factors

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 these to uncover what makes its residents and visitors who they authentically are today."
– Frank Cuypers, 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.

Kiwifruit orchard, Te Puke

★ Community Inclusivity

"Love of place unleashes the personal and political will needed to make profound change. It unites people across diverse ideological spectre 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.

Our Statement of Intent 2019-2022 can be found on www.bayofplentynz.com.

Diagram 3: TBOP's Role in Destination Management

TBOP's Visitor Economy Strategy 2018-2028, the Aotearoa New Zealand Government Tourism Strategy, the Tiaki Promise and TIA's Tourism Sustainability Commitment are all linked through the recognition of the need to protect Aotearoa now and for future generations.

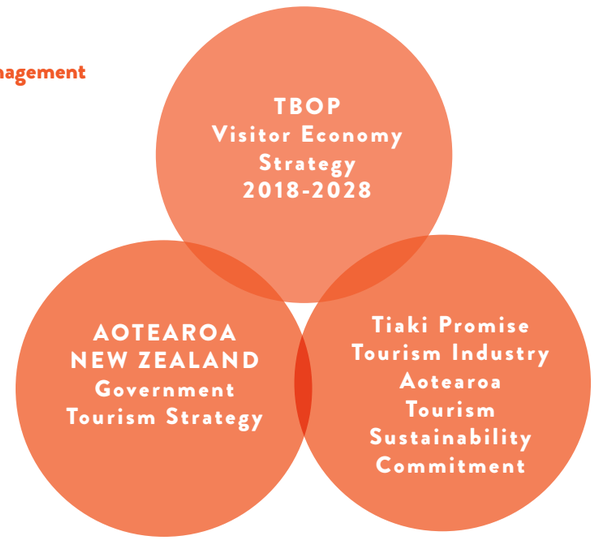


Diagram 4: TBOP's Strategic Alignment

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.

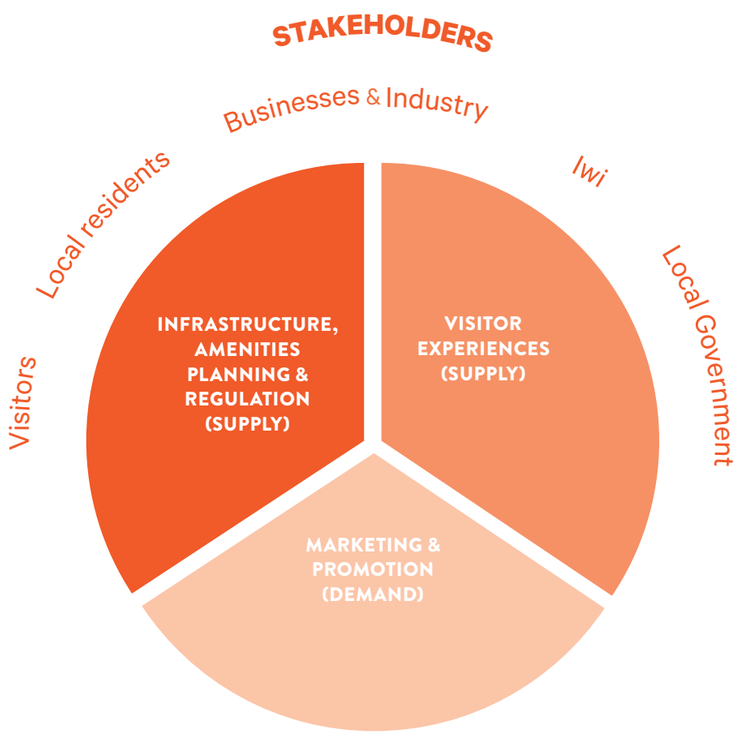


Diagram 5: A Holistic and Integrated Approach to Destination Management

Source: MBIE Tourism Economic Development

COMPONENTS OF DESTINATION MANAGEMENT

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

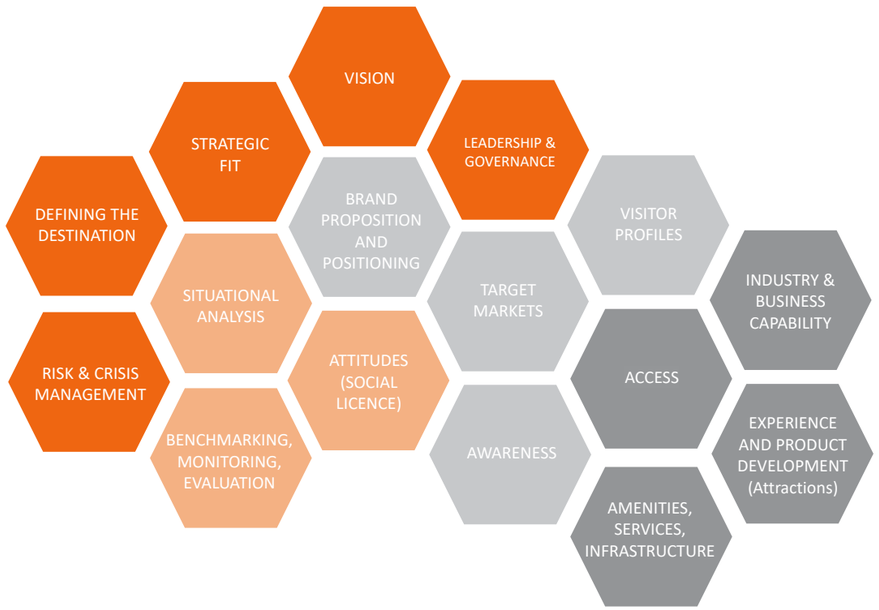


Diagram 6: The Components of Destination Management

Source: MBIE Tourism Economic Development

Mauao (Mount Maunganui) summit

STRATEGIC PRIORITIES

The Visitor Economy Strategy 2018-2028 identifies four strategic priorities that will collectively grow demand for the destination, whilst enhancing the visitor experience and increasing investment and supply. These priorities are based on a platform of destination management – to manage, develop and plan growth, whilst considering environmental, social and cultural interests.

The four strategic priorities are:

1. **Target the right visitors at the right time with the right messages**
2. **Connect with residents**
3. **Enhance the visitor experience**
4. **Grow capability and increase supply**

Success for us as a destination will be achieved when truly unique experiences align with Te Moananui ā Toi | the Coastal Bay of Plenty's capacity to deliver them. At that point, Te Moananui ā Toi | the Coastal Bay of Plenty will be recognised as a destination that travellers within our target markets must experience. To be able to understand how Te Moananui ā Toi | the Coastal Bay of Plenty is performing as a destination, a robust process of monitoring and evaluation will be undertaken.

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

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

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.

Diagram 7: Progress Across the Phases of the Visitor Economy Strategy 2018-2028

Whirinaki Te Pua-a-Tāne Conservation Park

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

Growing a sustainable visitor economy for the benefit of our community

GOVERNANCE BEST PRACTICE

SOCIAL

Support active community-driven visitor management

CULTURAL

Be true to our Place DNA™ and unique whakapapa

TRANSFORMATIONAL ECONOMY

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

ENVIRONMENTAL

Constantly regenerate for future generations

GOVERNANCE BEST PRACTICE

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 ā Toi | the Coastal Bay of Plenty's target markets.
- Increased average stay and expenditure by visitors within Te Moananui ā Toi | the Coastal Bay of Plenty's target markets.

CONNECT WITH RESIDENTS

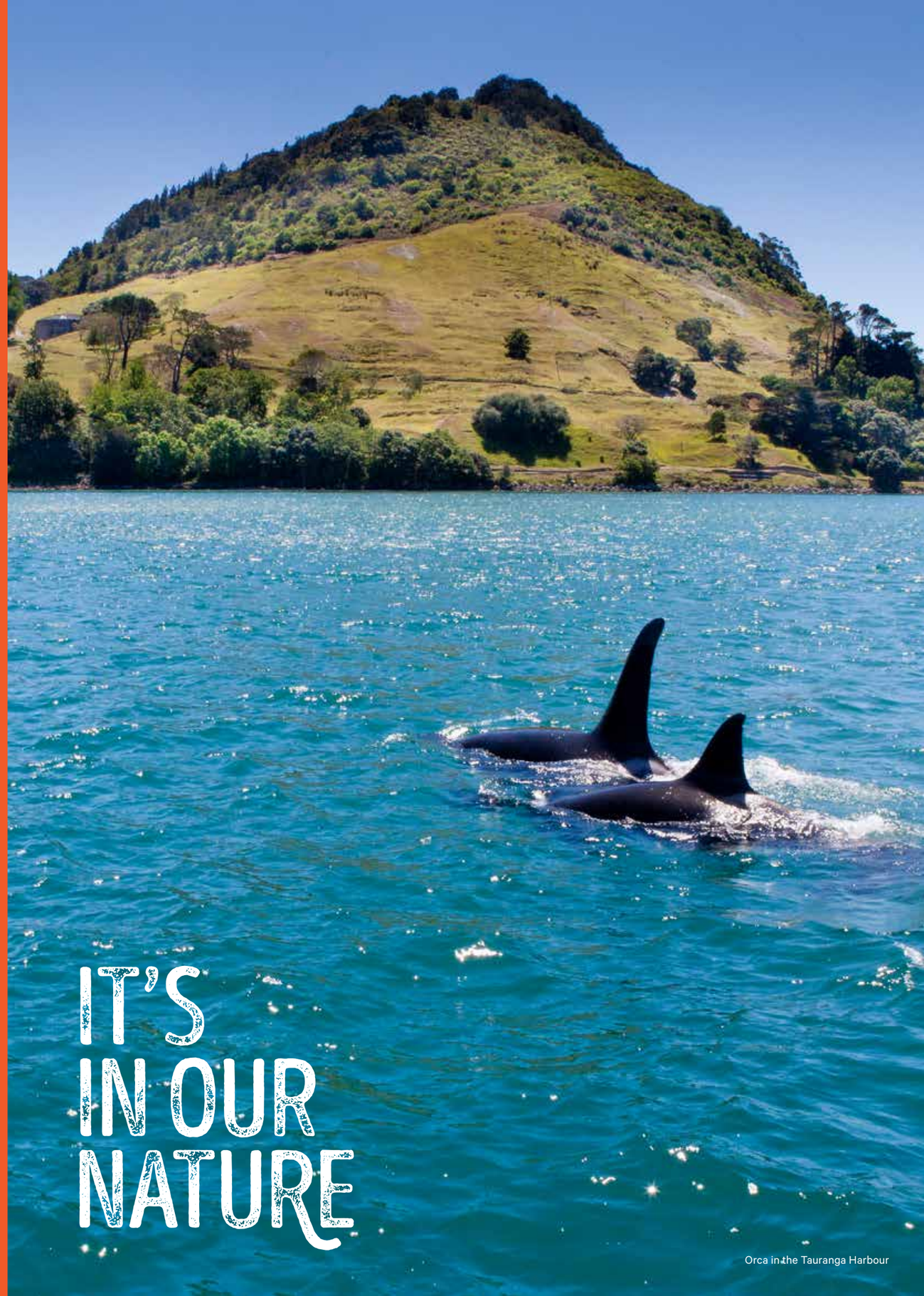
- Resident support, as measured through a resident Net Promoter Score.
- Resident engagement.

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).



Orca in the Tauranga Harbour

LEADERSHIP AND GOVERNANCE

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.

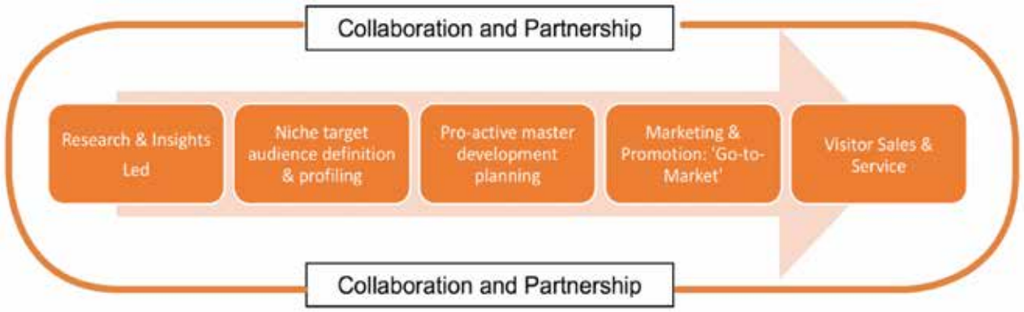


Diagram 8: TBOP's Business Model, underpinned by Partnerships & Collaboration

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.

Diagram 9: Industry Collaborators

Source: MBIE Tourism Economic Development

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.

Diagram 10: Community Engagement Measures

Source: Destination Next Futures Study, 2017

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.

A Māori pou on Ōhope Beach

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.

Developing Destination 2018

- Destination marketing plan in place.
- Markets and visitor segments being tested and explored.
- Medium awareness of the destination.
- Some concerns on transportation access.
- Mixed quality and quantity of facilities and products.
- Some improvements in visitor servicing needed.
- Business results lag behind some key competition.
- Need for more activities and events.
- Future business booking forecast is moderate.
- Destination organisation is developing its organisational capacity.

Established Destination 2028

- Long-term destination marketing plan.
- Diverse markets and customer segments.
- High awareness of the destination within markets.
- Convenient to get to and move around.
- Good scope of infrastructure and products.
- Ease of doing business.
- Long-term performance success.
- Range of activities and events.
- Foundation of business on the books into the future.
- Destination organisation is highly respected and accountable.

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.

Diagram 12: Strategic Model

Source: Destination Think!

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.

VISITOR EXPERIENCE PLAN

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.

Surfing at Ōhope Beach

Salisbury Wharf, Pilot Bay, Mount Maunganui

Night Walk with the Whakatāne Kiwi Trust, Ōhope

Cycling the Pākihi Track, Motu Trails, Ōpōtiki

A cruise ship passes Mauao (Mount Maunganui)

INTERNATIONAL VISITORS

- Surfers & Beach Lovers
- Outdoor Adventurers
- Eco-Travellers
- Cultural Explorers

DOMESTIC VISITORS

PRE TRIP

DREAMING, PLANNING & BOOKING

- i-SITE DIGITAL SERVICE
- DIGITAL STRATEGY
  - bayofplentynz.com
  - newzealand.com
  - Third party sites
- SOCIAL MEDIA STRATEGY
- DESTINATION MARKETING
  - Media coverage
  - Campaign exposure

DURING TRIP

PLANNING & BOOKING

- WELCOME & INFORMATION CENTRES

Face-to-face Services

- Tauranga
- Mount Maunganui
- Cruise
- Waihi Beach
- Katikati
- Te Puke
- Whakatāne

ENGAGEMENT & SHARING

- RESIDENTS "HOST" STRATEGY

A. Community comms + engagement
B. Educate + inform hosts
C. Change mindsets + behaviour
D. Engender civic pride

- EXTENDED HOSTS + UNMANNED INFORMATION
  - Accommodation
  - Transport
  - Operators
  - Airport
  - Shopping Precincts

Visitor Guide | Map | Toolkit
City & Way Finding Signage

POST TRIP

SHARING, MEMORIES MESSAGES

- SOCIAL MEDIA
  - Photos
  - Selfie Spots
  - Post Trip Interactivity
- MERCHANDISE

Diagram 13: Visitor Experience Plan

BRAND PROPOSITION & POSITIONING

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

Anzac Bay, Bowentown

TARGET MARKETS

Based on the Destination Think! Place DNA™ process, four target markets were identified to focus on. Each of these target markets was verified to ensure:

- **Alignment with Te Moananui ā Toi | the Coastal Bay of Plenty's Place DNA™**
- **Ample market size**
- **Te Moananui ā Toi | the Coastal Bay of Plenty's capacity to offer relevant experiences to this**
- **The presence of a foundation for building a competitive reputation.**

A focus on these target markets does not mean excluding welcoming others. Welcoming broader markets, like cruise passengers for example, provides the opportunity to sample the destination.

Diagram 14: Our Target Markets & Place DNA™

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 satisfaction 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.

Hiking in the Whirinaki Te Pua-a-Tāne Conservation Park

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.

Te Moananui ā Toi | The Coastal Bay of Plenty Landscape

Resident Net Promoter Score
(July 2018 to March 2019)

The Resident Net Promoter Score measures the likelihood of Tauranga residents to promote Tauranga as a holiday destination. Scores range from -100 to +100.

Note: Western BOP and Whakatāne residents' likelihood to promote their respective districts as holiday destinations will be measured from July 2019.

Source: Tauranga City Council Perceptions Monitor

Tourism Sentiment Score™
(YE June 2018)

The Tourism Sentiment Score is an index ranging from -100 to +100 and measures overall perceptions of the tourism offering in Te Moananui ā Toi | the Coastal Bay of Plenty.

For comparison, the median score across our comparative destination group is **+53** (comprising Nelson, Northland, Coromandel, Bundaberg and Noosa).

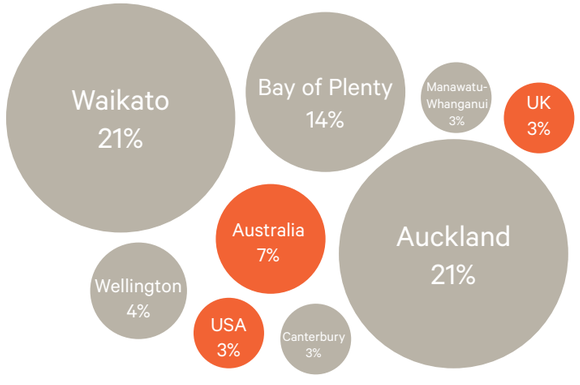
Source: Destination Think! Tourism Sentiment Index

Contribution of the industry to GDP (YE March 2018)

Tauranga & Western Bay of Plenty: 6.4% Whakatāne: 4.9%

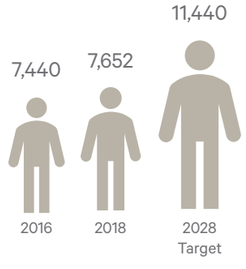
Source: Infometrics, Tauranga-Western Bay Sub-Region Economic Profiles; Real GDP (i.e., adjusted for the effects of inflation).

Our Largest Geographic Markets (YE April 2019)



Source: MBIE MRTEs YE April 2019

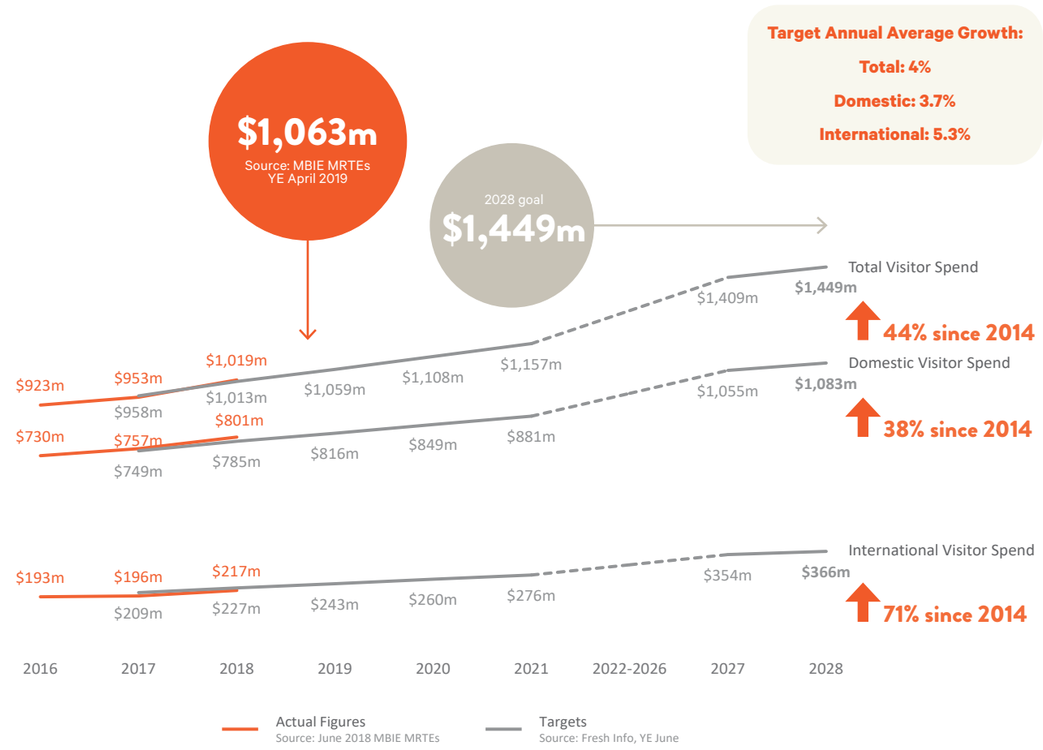
Jobs Provided By the Tourism Industry
(YE March 2018)



Source: Infometrics, Tauranga-Western Bay Sub-Region Economic Profiles

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

Bay of Plenty Cruise (YE June 2019)

Cruise Ship Expenditure Forecast:

$91m

Sources: Tourism Satellite Account, TBOP, Fresh Info

TBOP aims to annually increase cruise sector spend by **3.4%**

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

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 Iwi.**
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.**

Tauranga city at night

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.

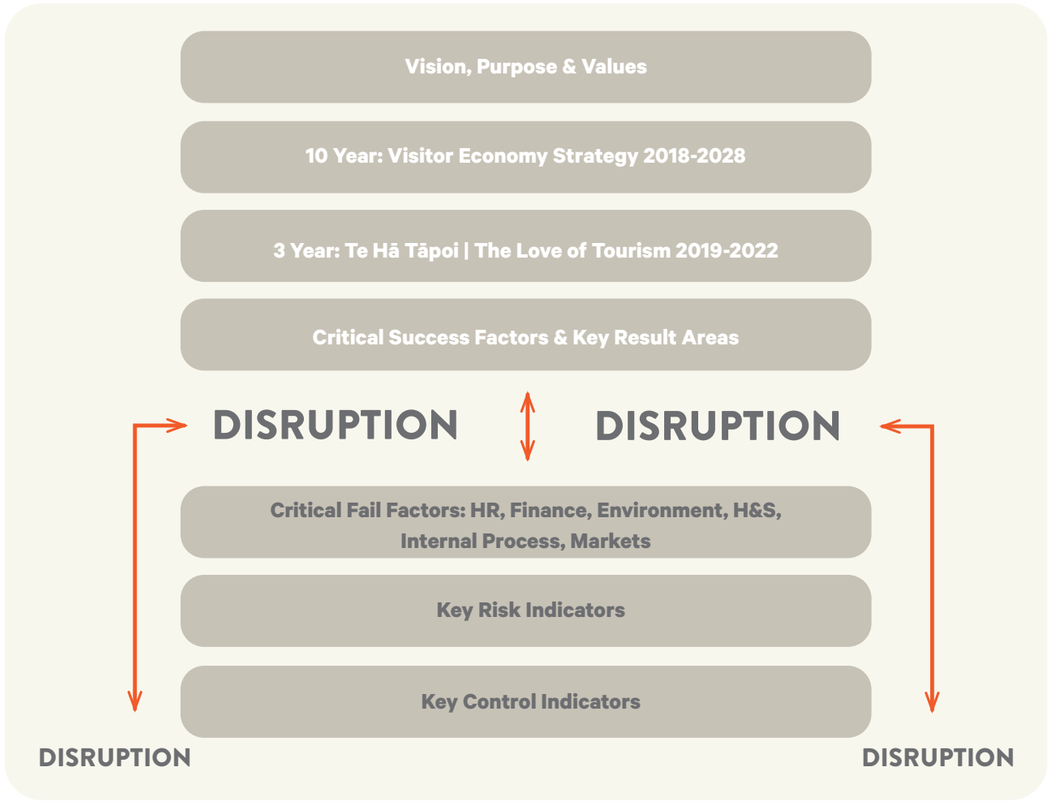


Diagram 15: TBOP's Keys to Success and Fail Factors

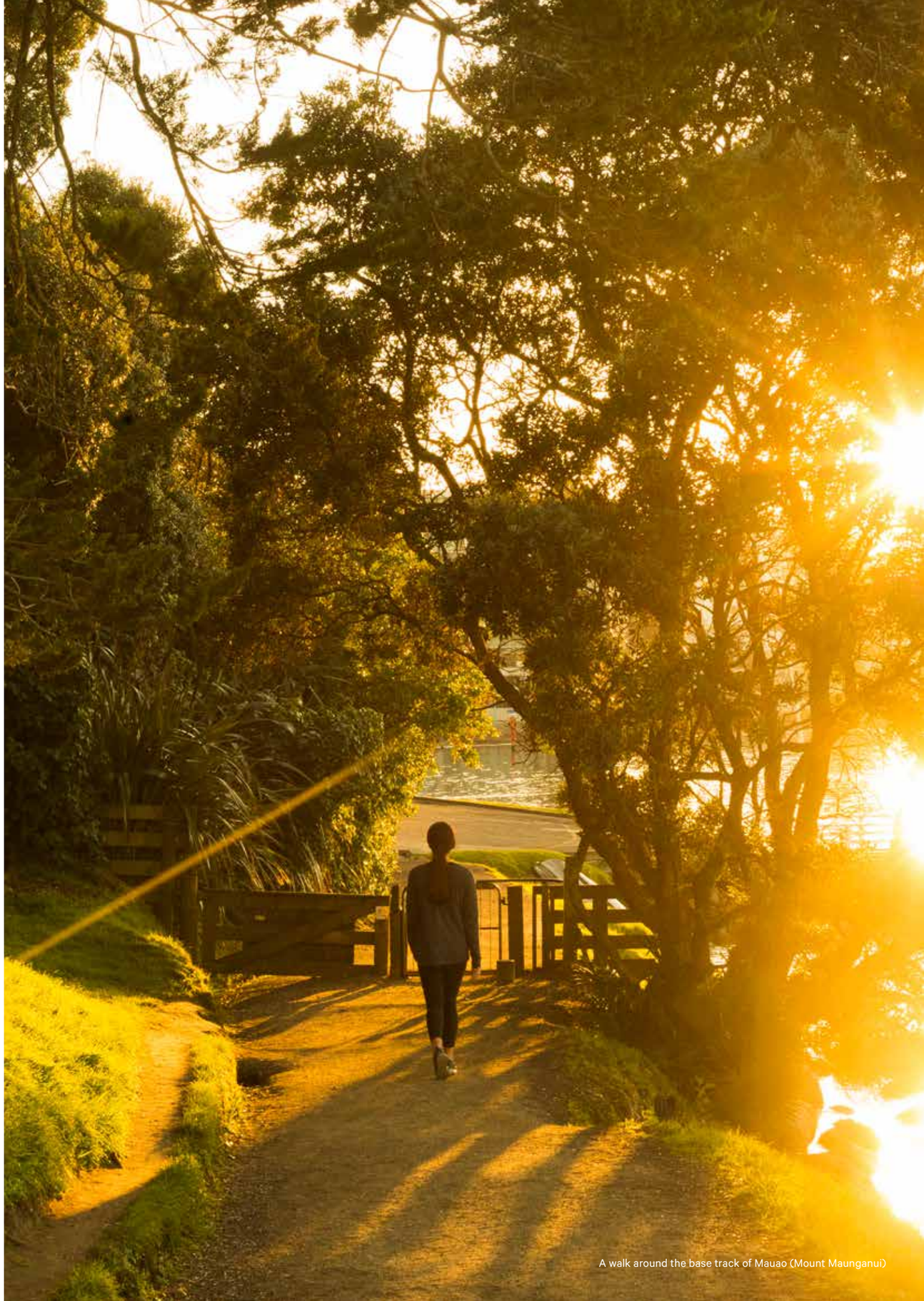
Critical Fail Factors: Progress against Te Hā Tāpoi | The Love of Tourism 2019-2022

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

Key Risk Indicators
Staff absentees (# 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

Critical Risk Description	Key Controls & Control Plans
Reduction in trading income (*i*-SITE, *i*-PORT bookings).	Monthly performance reporting against set KPIs, trading is diversified across multiple streams, applying to MBIE for funds.
Insufficient tourism product supply to meet demand.	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.
Quality of tourism operators to deliver transformational experiences.	Pillar 4 implementation including: Tiaki Promise, Tourism Industry Aotearoa Tourism Sustainability Commitment, and capability building programme with operators.
High rotation of stakeholders (TCC, Iwi, industry, community, other funders).	Pillar 2 implementation including: Leadership Advisory Group, Memorandum of Commitment with Iwi, Industry Advisory Group, Implementation of Stakeholder Engagement & Communications Plan, and Connect with Residents communications programme.
Public loss of support for tourism sector (social licence).	Pillar 2 implementation including: Measuring resident Net Promoter Score, Stakeholder Engagement & Communications Plan, Connect with Residents communications programme.
Inability to get attractiveness message to end users in target markets.	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.
Insufficent infrastructure to unlock Visitor Economy Strategy 2018-2028 targets (bed numbers, roading, operator capacity, etc.).	Pillar 4 implementation including: supporting the development of infrastructure at regional and local levels including Access, Amenities & Attractions.
Lack of insight to guide Visitor Economy Strategy 2018-2028 (insufficent data or actionable insights to make strategic decisions).	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.
Lack of revenue to service growth of TBOP (to drive objectives).	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.
Reduction in New Zealand's reputation as a tourism destination (environmental, cost, terror, political relationships between New Zealand and others such as China).	Alignment of messages with national and international agencies, maintain strength in domestic and Australian markets.
Funding to progress Te Tomokanga (Visitor Information Centre) build.	Lobby funding bodies and Government to support.
Iwi relationships do not develop to maximise opportunities to grow Māori oriented tourism offerings in the Coastal Bay of Plenty.	Adherence to Memorandum of Commitment, Iwi participation in Leadership Advisory Group, dedicated Kaihautū - Māori Economy resource to support Iwi relationships and Māori experiences development.



A walk around the base track of Mauao (Mount Maunganui)

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.

Strategic Priority	Success Characteristic	Performance Measures	Data Source	Baseline	2019-2020 Goal (June 2020)	2020-2021 Goal (June 2021)	2021-2022 Goal (June 2022)
ALL	Implement a Destination Management strategy ensuring the balance of economic growth with the social, cultural and environmental well-being of the community.	Visitor spend growth.	MBIE Regional Tourism Estimates.	$1,063 (to April 2019).	$1,108m (to June 2020).	$1,157m (to June 2021).	$1,207m (to June 2022).
		Implementation of VES 2018-2028.	TBOP Six Month and Annual Reports.	Year 1 of VES 2018-2028 completed.	Implement Year 2 of VES 2018-2028.	Implement Year 3 of VES 2018-2028.	Implement Year 4 of VES 2018-2028.
		Implementation of Te Hā Tāpoi | The Love of Tourism 2019-2022.	TBOP Six Month and Annual Reports.	Completed Te Hā Tāpoi | The Love of Tourism 2019-2022 identifying next steps.	Commence year 1 implementation.	Continue with year 2 implementation.	Continue with year 3 implementation.
		Support investigation of alternative funding mechanisms.	Report from investigation.	No current data.	Support investigation of alternative funding mechanisms.	Support investigation and implementation of alternative funding mechanisms.	Support investigation and implementation of alternative funding mechanisms.
		Develop methods for monitoring the impact of tourism on our place and people.	Results from implementation of methods.	Identification of gaps in currently available data.	Implement developed methods for monitoring the impact of tourism on our people and place and assess outcomes to determine remaining gaps in information.	Implement developed methods for monitoring the impact of tourism on our people and place and assess outcomes to determine remaining gaps in information.	Implement developed methods for monitoring the impact of tourism on our people place and assess outcomes to determine remaining gaps in information.
Connect with residents	Measure and maintain community social licence with measurement of resident satisfaction and likelihood to recommend the area to others to visit (Net Promoter Score).	TCC Residents' Survey scores.	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.	1. Score of 77% (2018). 2. Score of 72% (2018). 3. Score of +40 (2018).	1. Target score: 77%. 2. Target score: 72%. 3. Target score: +40.	1. Target score:78%. 2. Target score: 73%. 3. Target score: +41.	1. Target score: 79%. 2. Target score: 74%. 3. Target score: +42.
		Western Bay and Whakatāne residents' satisfaction (measures to be confirmed).	Councils' resident satisfaction surveys.	No current data.	Measures to be confirmed.	Measures to be confirmed.	Measures to be confirmed.
		Implement PR and communications initiatives.	Outcomes of research with residents.	No current data.	Continue to implement PR and communications initiatives.	Continue to implement PR and communications initiatives.	Continue to implement PR and communications initiatives.
		Further develop the Connect with Residents programme.	Programme implementation and outcomes.	No current data.	Review, refine and continue to implement the Connect with Residents programme.	Review, refine and continue to implement the Connect with Residents programme.	Review, refine and continue to implement the Connect with Residents programme.

Ōhope Beach

BENCHMARKING, MONITORING & EVALUATION

KRA 1: Continued

Enhance the visitor experience	Measure visitor satisfaction and likelihood to recommend the region to others and use feedback to inform activities to enhance the visitor experience.	Maintained or improved visitor satisfaction levels over time.	Destination Think! Tourism Sentiment Index.	Tourism Index Score: +55 YE June 2018.	Target Tourism Index Score: +55 or above.	Target Tourism Index Score: +56 or above.	Target Tourism Index Score: +56 or above.
			Explore additional methods to measure visitor satisfaction.	No current data.	Identify or create other potential methods to measure visitor satisfaction and develop baseline.	Continue to implement methods and/or track visitor satisfaction.	Continue to implement methods and/or track visitor satisfaction.
	Continue to improve the visitor experience by providing fit for purpose visitor information services, including the use of digital services.	Implement Visitor Experience Plan.	TBOP Six Month and Annual Reports.	No current data.	Commence Phase 1 implementation.	Continue with Phase 2 implementation.	Continue with Phase 3 implementation.
		Implement Visitor Information Services customer survey.	To be determined.	No current data.	Determine best approach and implement.	Continue to implement methods and/or track performance.	Continue to implement methods and/or track performance.
		Provide fit-for-purpose Visitor Information Services.	Visitor Information Services customer survey (when implemented) and TBOP Six Month and Annual Reports.	No current data.	Provide fit-for-purpose Visitor Information Services.	Provide fit-for-purpose Visitor Information Services.	Provide fit-for-purpose Visitor Information Services.
	Continue to improve visitor information services with development of a Mount Maunganui presence, an alternative Tauranga location, and using digital and unmanned services.	Funding for Te Tomokanga.	Funding avenues.	Te Tomokanga PGF funding application submitted December 2018.	Detailed design approved for build.	Commence build of Te Tomokanga.	Operate from Te Tomokanga.
		Relocate the Tauranga *i*-SITE.	To be determined.	No current data.	Tauranga *i*-SITE location secured.	Operate from Tauranga *i*-SITE.	Operate from Tauranga *i*-SITE.
		Assess need for other touchpoints.	To be determined.	No current data.	Identification of need for other visitor information services touchpoints.	Commence design and set up for other touchpoints.	Review and refine as necessary.
	Connect the destination experience with the region's Place DNA™ and target markets.	Implementation of Te Hā Tāpoi | The Love of Tourism 2019-2022.	TBOP Six Month and Annual Reports.	Completed Te Hā Tāpoi | The Love of Tourism 2019-2022 identifying next steps.	Commence year 1 implementation.	Continue with year 2 implementation.	Continue with year 3 implementation.
Grow capability and increase supply	Identify and promote tourism experiences and products which support Te Moananui ā Toi | the Coastal Bay of Plenty's Place DNA™.	Implementation of Te Hā Tāpoi | The Love of Tourism 2019-2022.	TBOP Six Month and Annual Reports.	Completed Te Hā Tāpoi | The Love of Tourism 2019-2022 identifying next steps.	Commence year 1 implementation.	Continue with year 2 implementation.	Continue with year 3 implementation.
	Collaborate with Māori to identify and promote tourism experiences that feature Māori culture and assist in the product development of indigenous cultural experiences, via an MOC with Iwi.	Hapū and Iwi relationships developed and a Memorandum of Commitment (MOC) with Iwi established.	Feedback from Hapū and Iwi.	Building relationships with Iwi.	MOC with Iwi upheld.	MOC with Iwi upheld.	MOC with Iwi upheld.
		New product development or enhancement of existing product/s.	New or enhanced product/s.	1 new product development.	1 new product development or enhancement of existing product.	1 new product development or enhancement of existing product.	1 new product development or enhancement of existing product.
	Establish and maintain passion groups for development to align experiences with target markets.	Development of passion groups throughout Te Moananui ā Toi | the Coastal Bay of Plenty.	Passion groups outcomes.	No current data.	3 passion proups meetings	3 passion groups meetings	3 passion groups meetings
	Provide leadership to Councils and the sector and support the tourism industry to be environmentally responsible to protect the sub-region for current and future generations.	Develop 'tourism with purpose' initiatives.	New or enhanced 'tourism with purpose' initiatives.	No current data.	Identify and support opportunities for new 'tourism with purpose' initiatives.	Identify and support opportunities for new 'tourism with purpose' initiatives.	Identify and support opportunities for new 'tourism with purpose' initiatives.
		Support implementation of and promote the TIA Tourism Sustainability Commitment within industry.	List of operators who have signed TIA Tourism Sustainability Commitment.	A total of 25 operators have signed the TIA Tourism Sustainability Commitment. as of September 2018.	Industry support the TIA Tourism Sustainability Commitment.	Industry support the TIA Tourism Sustainability Commitment.	Industry support the TIA Tourism Sustainability Commitment.
		Increased awareness of Tiaki Promise among visitors.	To be determined.	No current data.	Explore and implement opportunities to increase awareness of Tiaki Promise.	Review and refine strategies.	Review and refine strategies.
		Explore potential options for understanding and measuring environmental regeneration and implement any suitable options.	To be determined.	No current data.	Explore potential options for understanding and measuring environmental regeneration.	Implement suitable options or measures (if any).	Continue to implement suitable options or measures (if any).

Surfing at Matakana Island, Tauranga

BENCHMARKING, MONITORING & EVALUATION

KRA 2: Attracts Businesses, People and Visitors

- Grow the tourism industry and increase visitor spend in Te Moananui ā 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 Moananui ā Toi | the Coastal Bay of Plenty and enable investment.

Strategic Priority	Success Characteristic	Performance Measures	Data Source	Baseline	2019-2020 Goal (June 2020)	2020-2021 Goal (June 2021)	2021-2022 Goal (June 2022)
ALL	Domestic market: Increasing domestic visitor spend.	Increase domestic visitor spend by an average of 3.7% per annum.	MBIE Monthly Regional Tourism Estimates for domestic visitors.	$834m (to April 2019).	Increase by 3.7% per annum.	Increase by 3.7% per annum.	Increase by 3.7% per annum.
	International market: Increasing international visitor spend.	Increase international visitor spend by an average of 5.3% per annum.	MBIE Monthly Regional Tourism Estimates for international visitors.	$230m (to April 2019).	Increase by 5.3% per annum.	Increase by 5.3% per annum.	Increase by 5.3% per annum.
	Cruise market: Increase the cruise sector spend.	Increase cruise sector spend by an average of 3.4% per annum.	MBIE Tourism Satellite Account.	$66m (to June 2018).	Increase by 3.4% per annum.	Increase by 3.4% per annum.	Increase by 3.4% per annum.
Target the right visitors at the right times with the right messages	Collaborate with strategic partners to drive visitation during off-peak seasons.	Develop methods to understand current visitation patterns and profiles.	Identifying or developing methods to understand current visitation patterns and profiles.	No current data.	Identify or develop methods to understand and track visitation patterns and profiles.	Review and refine methods and monitor.	Review and refine methods and monitor.
		Understand optimum visitor levels.	Creation of calendar of visitation patterns.	No current data.	Create calendar of visitation patterns.	Keep calendar of visitor patterns up to date.	Keep calendar of visitor patterns up to date.
			Identifying or developing methods to understand optimum visitor levels.	No current data.	Identify or develop methods to understand optimum visitor levels.	Review and refine methods and track.	Review and refine methods and track.
		Utilise passionography to redefine marketing plans and activities.	Activation of campaigns using market propositions.	No current data.	Utilise passionography to redefine marketing plans and activities.	Continue implementation of marketing strategies.	Continue implementation of marketing strategies.
		Develop regional brand stories and story themes based on our Place DNA™, and identify storytellers and influencers to help share those stories.	Activation of campaigns using story themes.	No current data.	Undertake Brand Storybook research, and develop story theme, and identify storytellers and influencers.	Continue implementation of story theme strategies.	Continue implementation of story theme strategies.
		Develop a new website with online visitor sales & services capability.	New website developed.	No current data.	Develop new website with online visitor sales & services capability.	Review and refine website as needed.	Review and refine website as needed.
		Assess the trade model to best align to target markets.	Changes to trade model and feedback from trade partners.	Current trade model.	Review and refine trade model to ensure it continues to align with target markets.	Review and refine trade model to ensure it continues to align with target markets.	Review and refine trade model to ensure it continues to align with target markets.
		Support of Major Events Strategy and other initiatives during shoulder seasons.	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.	Bi-annual meetings between TCC Major Events and TBOP Go-to-Market team identifying key events for collaborative marketing.
Grow capability and increase supply	Implement VES 2018-2028 and Te Hā Tāpoi | The Love of Tourism 2019-2028 to grow the visitor economy and enable public and private investment decisions.	Implementation of VES 2018-2028 and Te Hā Tāpoi | The Love of Tourism 2019-2022.	TBOP Six Month and Annual Reports.	Completed Te Hā Tāpoi | The Love of Tourism 2019-2022 identifying next steps.	Implement year 2 of VES and year 1 of Te Hā Tāpoi | The Love of Tourism 2019-2022.	Continue with next year of implementation.	Continue with next year of implementation.
		Participation in BOC RGS Implementation Committee.	Participation in BOC RGS Implementation Committee.	Previous participation.	Participate in BOC RGS Implementation Committee.	Participate in BOC RGS Implementation Committee.	Participate in BOC RGS Implementation Committee.
	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.	Tourism opportunities identified.	To be determined.	No current data.	Identify opportunities and connect with applicable council staff members.	Continue to work with council staff.	Continue to work with council staff.
		New or revamped public buildings and spaces are designed and planned through a destination management lens.	To be determined.	No current data.	Identify opportunities and connect with applicable council staff members.	Continue to work with council staff.	Continue to work with council staff.
	Advocate for and facilitate opportunities for investment in tourism that will increase the number of new tourism experiences.	Gaps and opportunities identified.	Track progress of opportunities identified and actioned.	No current data.	Actions taken to advocate for and facilitate any identified opportunities (if applicable).	Actions taken to advocate for and facilitate any identified opportunities (if applicable).	Actions taken to advocate for and facilitate any identified opportunities (if applicable).
	Assist existing, new and potential tourism operators with mentoring and support to develop capability and sustainability.	Growth in number of export-ready operators.	Track number of export-ready operators	At least 15 export-ready operators in the region (January 2019).	2 new export-ready operators.	2 new export-ready operators.	2 new export-ready operators.
		Tourism operators supported to maintain Qualmark status.	Qualmark.	58 Qualmark operators (January 2019).	Host 1 Qualmark workshop for operators.	Host 1 Qualmark workshop for operators.	Host 1 Qualmark workshop for operators.
		Tourism operators supported to develop capability.	Number of tourism operators being assisted with mentoring and support.	No current data.	Organise 3 x industry capability building workshops.	Organise 3 x industry capability building workshops.	Organise 3 x industry capability building workshops.
	Identify and support the development of infrastructure to manage visitor growth, via mapping the region's natural and built assets to identify infrastructure and experience gaps and opportunities.	Map regional infrastructure and experiences to identify gaps.	Identified infrastructure needs and experience gaps (if any) and support of development.	No current data.	Map of regional infrastructure and experiences developed, and gaps identified.	Keep map current and advocate for development where needed.	Keep map current and advocate for development where needed.

BENCHMARKING, MONITORING & EVALUATION

KRA 3: Is Well Planned, with a Variety of Successful and Thriving Compact Centres

Collaborate with residents, Councils, and other agencies.

Strategic Priority	Success Characteristic	Performance Measures	Data Source	Baseline	2019-2020 Goal (June 2020)	2020-2021 Goal (June 2021)	2021-2022 Goal (June 2022)
Insights and leadership	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.	Implementation of VES 2018-2028.	TBOP Six Month and Annual Reports.	Year 1 of VES 2018-2028 completed.	Implementation of Year 2 of VES 2018-2028.	Implementation of Year 3 of VES 2018-2028.	Implementation of Year 4 of VES 2018-2028.
		Form and engage a Leadership Advisory Group.	To be determined.	No current data.	Continue to engage with leaders as needed.	Continue to enage with leaders as needed.	Continue to enage with leaders as needed.
		Implementation of Te Hā Tāpoi | The Love of Tourism 2019-2022.	TBOP Six Month and Annual Reports.	Completed Te Hā Tāpoi | The Love of Tourism 2019-2022 identifying next steps.	Commence year 1 implementation.	Continue with year 2 implementation.	Continue with year 3 implementation.
	TBOP will provide research insights to forecast the visitor economy and provide demand management of infrastructure and city services.	Tourism forecasts and other capacity measures.	Tourism forecasts and other capacity measures.	2018-2028 forecasts.	Updated forecasts and development of measures.	Continued implementation of research and insights projects.	Continued implementation of research and insights projects.
		Councils' feedback.	To be determined.	No current data.	Participation in annual planning with Councils.	Participation in annual planning with Councils.	Participation in annual planning with Councils.
	Share insights with tourism stakeholders to help with their decision making.	Sharing of useful insights with tourism stakeholders.	Industry Engagement Survey.	No current data.	Continue to share useful insights.	Continue to share useful insights.	Continue to share useful insights.
Partnerships & Collaboration	Develop and maintain partnerships with other organisations and stakeholders (including but not limited to Iwi, EDAs and neighbouring RTOs) to identify and leverage opportunities.	Implement Stakeholder Engagement & Communications Plan.	Councils' feedback – TBOP Six Month and Annual Reports.	Stakeholder Engagement & Communications Plan completed.	Year 1 implementation of plan.	Year 2 implementation of plan.	Year 3 implementation of plan.
		Work with the Industry Advisory Group (IAG) to understand current landscape, capacity, gaps and opportunities.	Industry Engagement Survey.	No current data.	2 x meetings of IAG per year.	2 x meetings of IAG per year.	2 x meetings of IAG per year.
			Track progress of opportunities identified and actioned.	No current data.	Actions taken to progress any identified opportunities (if applicable).	Actions taken to progress any identified opportunities (if applicable).	Actions taken to progress any identified opportunities (if applicable).
		Provide opportunity for industry stakeholders to build networks.	Hosting of events.	No current data.	3 x networking events per year.	3 x networking events per year.	3 x networking events per year.
Governance best practice	Prudent management of TBOP including risk and financial control, and compliance to regulatory and Code of Conduct frameworks.	Manage P&L to budget.	Auditors' Report.	Auditor's Report 2018-2019: Achieved.	Manage P&L to budget.	Manage P&L to budget.	Manage P&L to budget.
		Code of Conduct compliance.	TBOP Six Month and Annual Reports.	TBOP Six Month and Annual Reports: Achieved.	Code of Conduct compliance.	Code of Conduct compliance.	Code of Conduct compliance.
		Compliance and regulatory obligations met.	Councils' feedback.	TBOP Six Month and Annual Reports: Achieved.	Compliance and regulatory obligations met.	Compliance and regulatory obligations met.	Compliance and regulatory obligations met.
		Enterprise Risk Management Policy adherence.	Board confirmation.	TBOP Six Month and Annual Reports: Achieved.	Enterprise Risk Management Policy adherence.	Enterprise Risk Management Policy adherence.	Enterprise Risk Management Policy adherence.
		Maintain good working relationships with Council staff and elected members, observing the 'no surprises' principle.	Councils' feedback.	TBOP Six Month and Annual Reports: Achieved.	No surprises principle maintained.	No surprises principle maintained.	No surprises principle maintained.
		Aim for best effort cost recovery through revenue growth opportunities and cost management strategies.	TBOP Six Month and Annual Reports.	TBOP Six Month and Annual Reports: Achieved.	Aim for best effort cost recovery through revenue growth opportunities and cost management strategies.	Aim for best effort cost recovery through revenue growth opportunities and cost management strategies.	Aim for best effort cost recovery through revenue growth opportunities and cost management strategies.

A kiwifruit orchard in Paengaroa

Mauao (Mount Maunganui) walking track

Receiving a moko (traditional Māori tattoo design)

Waiatiu Falls Track,
Whirinaki Te Pua-a-Tāne Conservation Park

Mount Maunganui Main Beach

BAY OF PLENTY

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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.