

TE HĀ TĀPOI

THE LOVE OF TOURISM

YEAR 3: 2021 - 2022

SURVIVE AND REVIVE



TE MOANANUI Ā TOI | THE COASTAL BAY OF PLENTY

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.

TE MOANANUI Ā TOI | THE COASTAL BAY OF PLENTY – A PLACE FOR YOU.

Thank you to our funding partners



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Kia whakatōmuri te haere whakamua

I walk backwards into the future

This whakatauki touches on Māori perspectives of time – that the past, present and future are intertwined, and the past should inform the future.

The journey to becoming a destination management organisation began in 2018. This document looks at what has been accomplished and what still needs to be done. This perspective informs the way forward and areas of focus for the year ahead.

LOOKING BACK, FACING FORWARD

Looking forward towards the next 12 months, and to the years beyond, we feel a genuine sense of excitement. Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty (TBOP) is poised on the edge of some great leaps forward and the prospect of momentous, positive change for our people and this place in which we live.

That does not mean we have an easy task ahead or that we face the future with blind optimism. Rather, we have a plan that acknowledges where we've been, what we've learned, and is decisive about where we're heading.

An entirely new direction

Prior to 2018, TBOP operated as a promotional agency primarily concerned with attracting visitors and boosting visitor spending. But this approach was not sustainable. Some parts of the region were beginning to experience over-tourism, with its associated negative impact on the community, the environment and the experience visitors have while here. Conversations with our iwi, hapū and community helped us understand that residents would only willingly share the region if they felt confident their place was being properly cared for. It was clear we needed to listen and to work alongside them.

By June 2018, we had the funding needed to take our tourism responsibilities in an entirely new direction. Since that date, TBOP has aimed to focus solely on enabling the kind of tourism that helps the whole region flourish. It is now our job to manage the type and pace of tourism that occurs here, to ensure it brings genuine environmental, cultural, social, and economic benefits to our community. Internationally, this is known as regenerative tourism; it gives more than it takes, and it is set in our ten-year Visitor Economy Strategy 2018-2028.

We do not claim credit for this notion of properly caring for our place, the people who live and work here, and our manuhiri (visitors). While the concept may be new to our industry, we are merely incorporating the long-held wisdom of tangata whenua into our planning.

“ It's about sharing our love of this region, inviting visitors who will love it too, while preventing it from being loved to death. ”

— Kristin Dunne, TBOP Chief Executive (2015-2021)

Clocking up wins, counteracting challenges

In our destination management plan Te Hā Tāpoi | The Love of Tourism 2019-2022, our organisation gave itself two years to 'lay the foundations' for our bold plans. It made sense to gather and analyse information, improve resourcing and consult extensively to ensure all our future actions were the best ones. We were tracking nicely and we have some great wins to show for our efforts.

However, the last 18 months have thrown up unprecedented challenges and tourism locally has been doubly affected. On 9 December 2019, Whakaari | White Island erupted with tragic results. Four months later, New Zealand closed its international borders to combat the COVID-19 pandemic.

While we are truly hopeful about the future and thankful to see some successes emerge in 2021, we cannot afford to view the current COVID-influenced environment through rose-tinted glasses. It is tough out there. Tourism operators in this region and beyond are struggling - some have closed and some are in hibernation.

Sticking to the strategy, updating the plan

Thankfully, we can see a clear way through this bumpy patch, to brighter tourism times ahead. We know where we're heading, and we know how to get there.

The strategy we launched in 2018 is still a great strategy now. In fact, it has become even more relevant in this challenging environment. All that preparation and mahi (work) we have under our belts provides a solid platform for the future of our industry and our region.

Although the global pandemic has extended our timelines, it has not altered our course. As an organisation, we need to spend extra time helping businesses survive and revive rather than pushing into the 'building momentum' phase that we'd hope to reach by now. This change is reflected in our updated ten-year plan. It is essential we continue to work through our plan so our industry and wider community may thrive in the years to come.

Ten year strategic framework 2018 – 2028

Accelerate
2028+

Accelerate 2028+

Put all necessary measures in place to ensure that Te Moananui ā Toi | the Coastal Bay of Plenty is properly organised and resourced to take full ownership of the opportunity.

Build Momentum
2022–2028

Build Momentum 2022–2028

Align the right visitors with the right experiences at the right times, building demand during the shoulder and off-peak seasons.


Survive and Revive
2021–2022

Survive and Revive 2021–2022

Help the tourism industry to survive the challenges brought by the global pandemic, and prepare for the future.


Lay the
Foundations
2019–2021

Lay the Foundations

Delivery of the strategy with continuous development in destination management and marketing. 

Get Organised
2018–2019

Get Organised

Review and assess destination management framework with a view to continued improvements. 

FROM THE TŪMUAKI (CHIEF EXECUTIVE)

Te Hā Tāpoi | The Love of Tourism is a strategy that sets a clear pathway for the future and we have already ventured out on this journey at pace. At its most basic level, the regeneration concept seeks to leave a place better than we found it, and we aim to look back in thirty years and see this vision realised for Te Moananui ā Toi | the Coastal Bay of Plenty. As an organisation, we certainly cannot walk this path alone. We will only reach our destination if we continue to travel alongside our community, iwi and hapū, industry, and stakeholders.

We have already shown that Te Hā Tāpoi | The Love of Tourism is a vehicle for tourism transformation and that, when a destination is managed well, tourism can deliver benefits to the environment, regional economies, Māori, and to the community's social wellbeing.

I leave the organisation knowing we have laid the solid foundations needed to ensure this work can continue on behalf of the place we all love. The strategy could not be in better hands, thanks to a talented and resilient team that I have had the privilege to serve for the past five years.



We've moved from a stage of thought leadership into leadership in action – bringing regeneration and destination management to life. This Annual Plan document is testament to that shift and the many actions required in 2021-2022 to continue on with this journey. Our collective journey is a marathon, not a sprint. And we need to get it right because the work we are doing now will ultimately preserve the special qualities of our people and place for future generations.

Kristin Dunne, Tumuaki | Chief Executive (2015-2021)

FROM THE CHAIR OF THE BOARD

I applaud Kristin and the team of Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty in the development of our strategy Te Hā Tāpoi | The Love of Tourism. The vision, leadership and planning to date has prepared the organisation to move to the action phase of our strategy.

Never has our Te Hā Tāpoi | The Love of Tourism strategy been so relevant as it is now. Launched as the tourism industry faced one of its biggest ever challenges, it reminds us to stop focussing so much on short-term goals and look instead to the long-term future.

If anything, this time of uncertainty has cemented the need for destination management and our regenerative focus and philosophy in Te Hā Tāpoi | The Love of Tourism. We continue to develop our genuine commitment to becoming a regenerative place where we are led by our four DNA® pillars: Māori culture, natural environment, oceans and beaches, and horticultural provenance. This year (2021-2022) will be a year of action as we continue this journey.



At the same time, we are fully cognisant of the effects of the pandemic on our operators and industry stakeholders and are focussed on supporting the industry through these challenging times. That's why we are referring to this year as one of survival and revival of the industry.

Laurissa Cooney, Chair of the Board

TOURISM BAY OF PLENTY

Our Vision

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

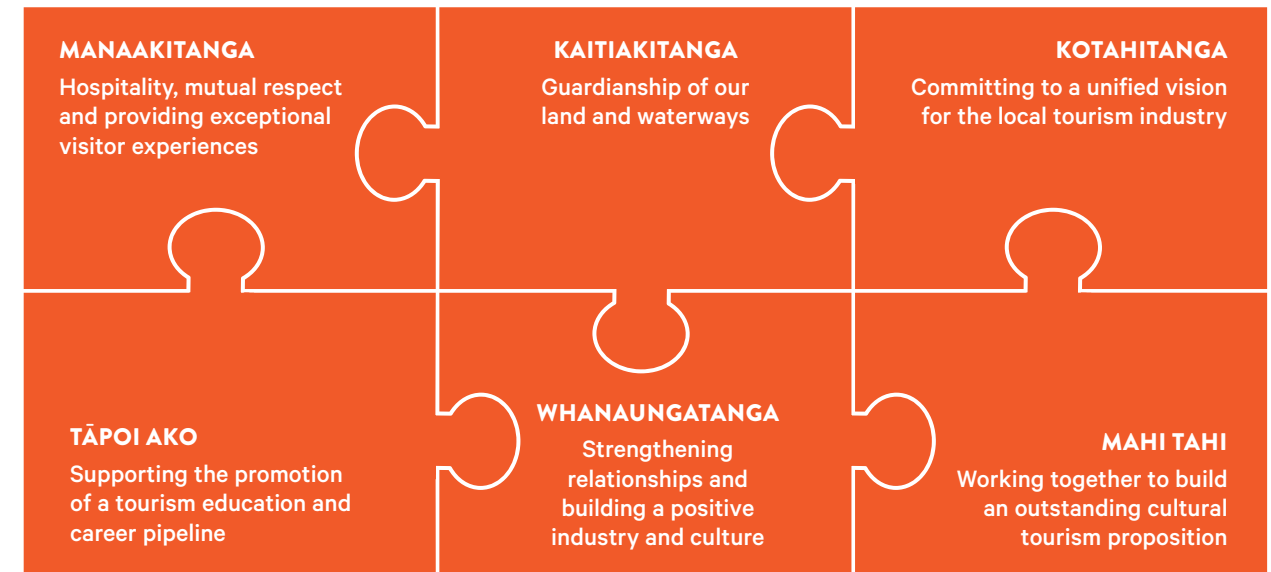
Our Purpose

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

Our Role

TBOP is a Destination Management Organisation (DMO). Our role is to provide leadership, promotion, advocacy, and co-ordination of tourism activities in the region. We do this on behalf of iwi and hapū, our wider community, our place, and our manuhiri (visitors).

OUR GUIDING PRINCIPLES



OUR DESTINATION

Te Moananui ā Toi | The Coastal Bay of Plenty covers the territorial authorities of Tauranga City, Whakatāne District and Western Bay of Plenty District. This is the area we help to manage, our 'destination'. It runs from Waihi Beach to Ōhope Beach, and as far inland as the Kaimāi Mamaku Conservation Park, the Whirinaki Te Pua-a-Tāne Conservation Park and part of the Te Urewera.



Ōtanewainuku Forest

OUR JOURNEY TO DESTINATION MANAGEMENT

Where we've come from

Tourism has traditionally been a numbers game, focussed primarily on increasing visitor volumes for greater economic gain. Consequently, the environment and our local communities and cultures were starting to experience negative effects of tourism.

At the same time, we lacked a cohesive regional identity and that translated to inconsistent brand messaging and inauthentic storytelling. We weren't very good at reflecting what is truly great about this region, or what we wanted the world to know about us and our place.

Meanwhile, there was growing international awareness that tourism – when it's done well – could deliver net benefits to the environment, communities, culture, and the economy. In 2018, TBOP decided to embrace this concept and to make a shift towards effective destination management. In practice, this involves the management of all aspects of a destination that contribute to a visitor's experiences. It considers the perspectives, needs and expectations of visitors, tangata whenua, central and local government, local residents, the tourism industry, and the environment across the entire region of Te Moananui ā Toi | the Coastal Bay of Plenty. It requires destinations to plan for the future and considers the social, economic, cultural, and environmental risks and opportunities.

“ Tourism Bay of Plenty has shown real innovation and leadership in our industry. I was pleased to be involved back in 2017 in helping present the draft 10-year visitor strategy to councillors. The region's bold, regenerative approach to destination management is exactly what we need to see from every region. There is no doubt TBOP has been a leader in community, industry, and iwi engagement, which enables a broadly supported destination plan to 'come alive'. ”

— Chris Roberts, Chief Executive of Tourism Industry Aotearoa



Destination management components

The Ministry of Business, Innovation and Employment (MBIE) identifies 16 components of destination management. These can be grouped into key areas that TBOP has used to structure its priorities and activity.

For more information on what these components cover and how TBOP measures its performance and the region's progress in these areas, see pages 36 and 37.



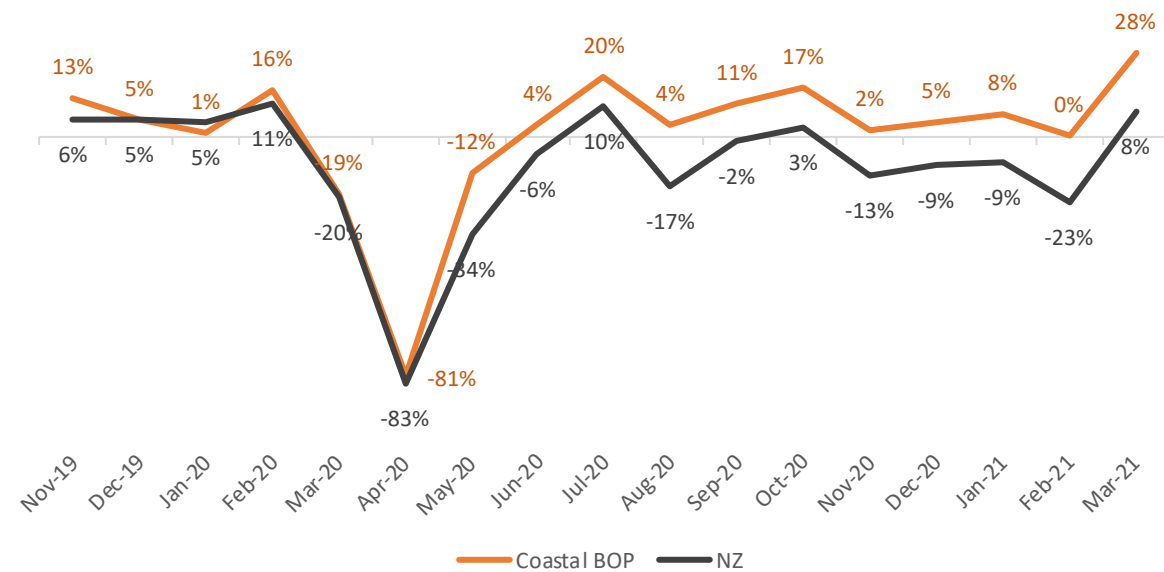
UNDERSTANDING THE CURRENT ENVIRONMENT

There is no question that COVID-19 has had a rapid, devastating effect on tourism in New Zealand and around the world.

In the past, Te Moananui ā Toi | the Coastal Bay of Plenty has primarily attracted domestic visitors. In the year leading up to COVID-19, this domestic market generated about 80% of total tourism expenditure in our region. The popularity of the region did not wane once Kiwis were able to travel domestically again following the initial lockdown. The domestic market has grown in the post-COVID environment and with the international market making up a smaller portion of the visitor economy here than in other regions, the impact of ongoing international border closures has had less impact.

This story of growth at the industry level unfortunately hides the impact these continued international border closures are having on some segments of the tourism industry. The retail and hospitality sectors are seeing the benefits of a larger domestic market. The other side of the story is the tourism transport operators, accommodation providers, and tour operators (especially those associated with the cruise industry) that are struggling in this environment.

IMPACT OF COVID-19: CHANGE IN VISITOR SPEND COMPARED TO THE SAME MONTH IN THE PREVIOUS YEAR



Source: MBIE Tourism Electronic Card Transactions, YE April 2021. Includes both domestic and international spend via electronic cards. May include some spend by repatriating New Zealanders following border closures in February 2020. These data should be considered indicative.

The tourism landscape remains uncertain for everyone. It is not clear how border re-openings or the return of the cruise sector – whenever they happen – will affect our region. Some factors are evident though. There is heightened interest in stricter health and safety standards, in value over volume (especially in hotspots such as Mount Maunganui, where volume was becoming a problem pre-COVID), and in more socially and environmentally conscious travel. This all points to the need for exceptional visitor experiences and staying true to our destination management plan.

Using government funds to accelerate activity

Health concerns aside, New Zealand tourism businesses were quick to feel the financial effects of COVID-19 when the virus halted global travel in March 2020. In the aftermath, the government established a \$20.2 million Strategic Tourism Assets Protection Programme (STAPP) fund to help bolster the nation's 31 regional tourism organisations. We submitted a successful application to this fund for some much-needed extra financial help.

Having a destination management plan meant TBOP was well-placed to seize and utilise the STAPP opportunity. Our organisation was able to immediately pour its energy – and our \$700,000 allocation – into building capability, fast-tracking some projects, and trialling others, developing products, and domestic marketing.

Some of the key projects we were able to undertake were:

- **The Sure to Make you Smile brand campaign** generated some much-needed video and still imagery assets that align to our Place DNA®. We collaborated with local iwi to ensure Te Ao Māori was authentically infused throughout. The domestic campaign ran from October to December 2020 and April to June 2021.
- **One-on-one digital marketing training for tourism operators**, where a specialist consultant made on-site visits to tourism businesses. Feedback was extremely positive, and all trainees were able to enhance their companies' online presence.
- **Developed a framework for one of the destination Place DNA® elements: horticultural provenance.** We then contracted a team leader, produced a marketing plan, trialled a joint venture with restaurants, and developed a regional food brand. The STAPP fund enabled this activity to be accelerated and has prompted us to plan for a similar approach in the next financial year for ocean and beach lovers.
- **Worked alongside neighbouring tourism regions** to develop and launch a campaign encouraging New Zealanders to explore the central North Island. The campaign website www.getoutmorenz.com was integral to the campaign's success.



LONG-TERM GOALS: PROGRESS AND NEXT STEPS

Long-term goals

Te Punga is the Māori word for our best-known constellation, the Southern Cross. Te Punga is visible in the Southern Hemisphere and has been used to guide travellers for centuries. TBOP uses the four stars of the constellation to guide its activity and ensure its always moving towards its four major long-term goals within Te Hā Tāpoi | The Love of Tourism. Collectively these will help our local community and environment thrive and will enable our place to be protected for future generations.

The last three years have been about laying the foundations to achieve these long-term outcomes and we have made significant progress in each area. These goals are not mutually exclusive, they work together. By showcasing the unique aspects of our region, incorporating regenerative principles, and being tangata whenua led, the destination will provide authentic and transformative visitor experiences.



Regeneration



Place DNA® and unique whakapapa



Community and tangata whenua led



Transformational visitor experiences



Regeneration

At its core, regeneration is about leaving our people and place better than we found them. To achieve lasting tourism value, the aim needs to be a net benefit across the environment, residents' quality of life, elevating Māori principles, and adding value to our economy.



Community and tangata whenua led

The region's community shares a deep love of this place and a desire to see it protected for future generations. For tourism to thrive here, it's important that tangata whenua and the wider community lead the managing of it. Locals will then be a key marketing channel, encouraging friends and whānau to visit.



Place DNA® and unique whakapapa

These elements collectively make the destination authentic, unique, and attractive to potential visitors. They provide a narrative that weaves together the stories of the region. The region's Place DNA® is grounded in extensive research, industry and community consultation, our history, and our whakapapa.



Transformational visitor experiences

Exceptional visitor experiences - ones that visitors will rave about - are those that are authentic and transformative. There is an emerging group of visitors who are more conscious about the impacts of travel and are looking for ways to engage with locals and the environment for more meaningful experiences that give back to the local people and place.



Regeneration

Embedding regenerative principles

CREATING A VISITOR INDUSTRY THAT IS BETTER FOR EVERYONE AND FOR OUR PLACE.

Sustainability is no longer good enough. We cannot merely aim to ‘do less harm’. We must ensure tourism activities have a positive impact on our environment. We call this regenerative tourism – it regenerates rather than simply sustains – and our guiding document Te Hā Tāpoi | The Love of Tourism makes it clear that this is the goal. At its most basic level, it’s about working with our people and communities to leave our place better than we found it.

The concept is not new, it is based on the idea that everyone is connected to the environment and must respect it - a belief embedded in Te Ao Māori. Engagement with the community, including tangata whenua, is a fundamental component of regenerative tourism.

TBOP is working to attract the right types of visitors – those who add economic, environmental, cultural, and social value to the community. We are particularly targeting eco-travellers.

Practical initiatives undertaken on the journey to regeneration include:

- **Developed a plan to embed regenerative thinking** more deeply across our organisation and the industry.
- **Engaged with international thought leaders** and instigated bringing regenerative tourism expert Anna Pollock onto the New Zealand Tourism Futures Taskforce.
- **Undertook a programme in regenerative tourism thinking**, led by international experts. More than 30 people from across the region completed the Back to Life course, including TBOP staff, operators, iwi, hapū and council representatives, members of the general public, and other stakeholders. TBOP was integral in initiating this project within New Zealand and helped encourage other regions to participate.
- **Working towards attaining a globally recognised ECO Destination Certification** for the region. This requires pulling together information about activities, policies, and initiatives across a broad spread of areas related to destination management. The application is assessed by a third party to measure progress, and the certification awarded once a certain level is achieved.
- **Measuring the impact of tourism**, both positive and negative, across the four well-beings: social, economic, environmental and cultural priorities.

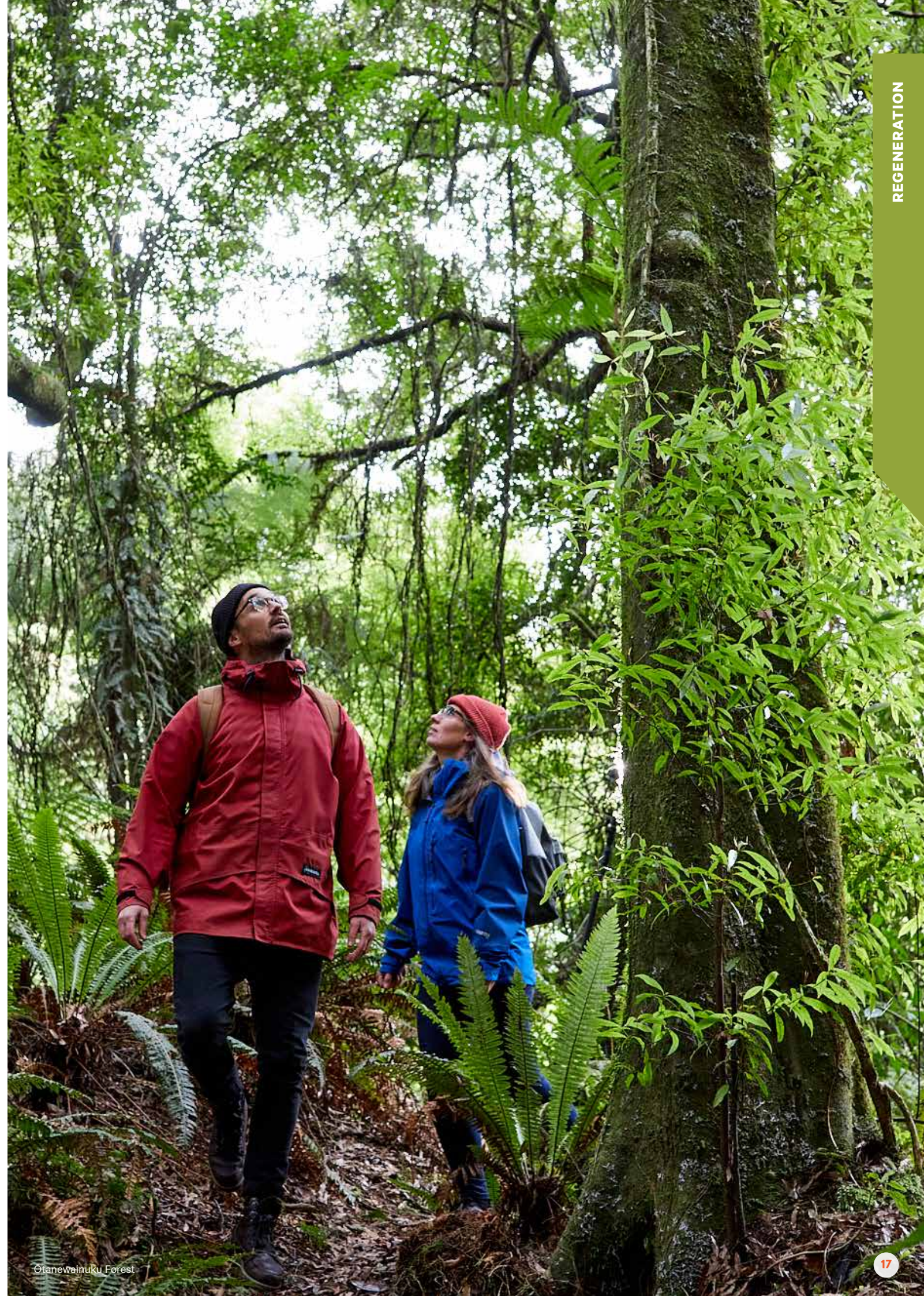
A sustainable destination

Te Moananui ā Toi | the Coastal Bay of Plenty has been named as:



This award recognises destinations that are making progress towards a more sustainable tourism industry.

Treehugger identified destinations leading the way in eco-friendly travel. Te Moananui ā Toi | The Coastal Bay of Plenty was selected based on its destination management plan, Te Hā Tāpoi | The Love of Tourism and its focus on creating a thriving, regenerative tourism industry.



The year ahead: continuing the regenerative journey

We are committed to ensuring both our organisation and our region continue the journey towards becoming wholly regenerative. That means focussing on how tourism can give back across the community and environment, while having a positive economic impact. These long-term goals involve many smaller steps that can be taken along the way.

In the next year, we will:

- **Advocate for regeneration/sustainability practices** with councils and other stakeholders.
- **Encourage operators to embed environmentally responsible practices into their businesses.** We will develop a programme that will include workshops and one-on-one sessions with a sustainability coach to provide practical help and advice.
- **Continue on the TBOP sustainability journey.** TBOP has a goal to become net carbon zero by 2025 and that means finding opportunities to reduce emissions as much as possible and offset or inset remaining emissions.
- **Identify regenerative opportunities** through engaging with local community groups and Back to Life participants. These will include opportunities for visitors to engage with and give back to the local people and place. TBOP will encourage these to be activated via partnerships with interested parties.

- **Implement the people and culture strategy.** TBOP needs to take a regenerative approach to leadership and governance and can only be effective in facilitating authentic regeneration across the destination and industry when these principles are embedded within the organisation.

ALIGNMENT WITH THE DESTINATION MANAGEMENT COMPONENTS



“ When we first started our business we had no idea what we were doing was called regenerative tourism. We just did what was naturally inside of us and called it real life tourism. What we do is not a song or a show or a dance. We share the realities of our place and people, and also share hope for the future. It’s the idea of unashamedly using tourism to make positive change, to show our visitors what it’s like to leave a positive footprint in our community. Tourism Bay of Plenty has been really supportive of our kaupapa and vision. Nationally, they are taking a leadership role in regenerative tourism; they are absolutely paddling in the right direction. ”

— Nadine ToeToe, Director Kohutapu Lodge & Tribal Tours



Waihi Beach



Community and tangata whenua led

Sincere engagement that guides our direction

Community and tangata whenua guiding our direction

For tourism to thrive in Te Moananui ā Toi | the Coastal Bay of Plenty it must be led by the community, with local iwi and hapū at the heart of that approach. It's therefore important for TBOP to be building and strengthening relationships with tangata whenua, those who operate and work in the industry, partner organisations, community groups, and the wider community across the whole region.

Enduring authentic Māori partnerships

Our destination management plan is based on the wisdom of tangata whenua. We have an ongoing commitment to a genuine partnership with iwi and hapū that ensures we honour Māori principles and values. This also helps us to translate these Māori principles and values into mainstream destination management, and make the concepts accessible to others.

Some of the practical ways we do this include:

- **A Māori economic development kaihautū | leader.** Our kaihautū works with iwi and hapū to create the kind of partnerships and opportunities that will lead to the development of authentic cultural visitor offerings. We know manuhiri (visitors) value this kind of experience.
- **Working with new and established Māori tourism businesses** to help them enter the market, improve capability, and collectively promote the region's stories. An incorporated society of Tauranga operators, Te Whānau Tāpoi Māori ō Tauranga Moana, was launched in April 2021. Additional roopū in other parts of the region are in development stages.
- **Helping to ensure tangata whenua are included in leadership conversations** to help manage the destination for the long-term. The strength of TBOP relationships with iwi and hapū was evident at the inaugural Leadership Advisory Group meeting, with representatives from Ngāti Ranginui and Ngāi Te Rangi contributing to the discussion.
- **Working with tangata whenua on the co-management of natural landmarks**, such as Mauao and Pāpāmoa Hills Regional Park.
- **Utilising a Māori cultural advisor** to guide all our marketing and communications, which ensures we are authentic in our storytelling.

The establishment of a leadership advisory group

Managing the destination effectively by implementing the plan, Te Hā Tāpoi | The Love of Tourism requires considerable stakeholder support, input, and leadership. To help achieve this, TBOP established a Leadership Advisory Group, chaired by Graeme Marshall. This cross-sector group of leaders will meet regularly to share ideas and updates across Te Moananui ā Toi | the Coastal Bay of Plenty to accelerate initiatives that will help the region become a flourishing destination.



Graeme Marshall, Chair of the Leadership Advisory Group

“ Prior to 2018, there were few established cultural tourism products in Tauranga Moana. To change things, TBOP needed to work on partnerships, making sure our organisation was talking to and listening to local iwi and hapū. Then we had to explore ways to tell their stories to manuhiri [visitors]. There was a lot of enthusiasm right from the start and now, after all the mahi, we have a list of cultural tourism operators ready to showcase Tauranga Moana with authentic, intimate cultural experiences. Now visitors can experience local stories with drama, betrayal, tragedy, and romance . We are working with other operators around the wider region now too. ”

— Simon Phillips, Māori Economic Development Kaihautū | Leader for Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty



The year ahead: continuing to build and strengthen iwi and hapū relationships

TBOP will continue to engage with iwi and hapū across the breadth of Te Moananui ā Toi | the Coastal Bay of Plenty to build new relationships and strengthen existing ones. Part of this will be encouraging and valuing continued engagement of iwi and hapū representatives in the Leadership Advisory Group. Additionally, in the year ahead we will:

- **Work with iwi and hapū to support them to showcase culturally significant sites** in their rohe (region). In many respects, our role will be one of connection and facilitation between the main parties. For example, connecting Ōhope Beach Top 10 Holiday Park owners with local hapū, Ngāti Hokopū, regarding the sharing of local stories and sites.
- **Support the Omanawa Falls experience development** by continuing to partner with Ngāti Ranginui hapū, Ngāti Hangarau, and other stakeholders.
- **Enhance the cultural tourism proposition** in Te Moananui ā Toi | the Coastal Bay of Plenty by continuing to help operators in Te Whānau Tāpoi Māori o Tauranga Moana and the established roopū (group) in Ruatāhuna to develop and enhance their offerings. Groups in the Western Bay of Plenty are in the early stages of development.

“ Kua tawhiti kē tō haerenga mai, kia kore e haere tonu. He tino nui rawa o ōu mahi, kia kore e mahi nui tonu.

You have come too far not to go further. You have done too much not to do more. ”

— Associate Minister of Tourism Peeni Henare

Mount Maunganui Main Beach



Bowentown Heads

ALIGNMENT WITH THE DESTINATION MANAGEMENT COMPONENTS



Wider community engagement

There is real understanding that tourism needs to give back to the community and the place we live, and that both need to thrive long-term. Our community reminds us that our ‘destination’ is a home. We can only share it with the community’s permission and the goal is to try to directly connect residents with visitors who share their passions. Our destination management plan was created with significant input from the communities amongst which we operate. As a result, the plan reflects a shared love of the region and the need to protect it for future generations.

Practical engagement initiatives undertaken to date include:

- **Engaging with the tourism industry.** Connecting more deeply with industry by inviting operators to provide feedback at regular breakfast meetings, six-monthly Tourism Connect workshops, and a monthly industry drop-in session. Also providing regular, relevant business information to operators.

- **Engaging with stakeholders.** TBOP undertakes extensive engagement with councils, other agencies, central government entities, industry, community groups, iwi and hapū, and more. This is to ensure the destination management strategy is co-created with our community and has the buy-in needed for execution of that strategy. One key initiative in this area is the Leadership Advisory Group that brings together a cross-sector group of leaders able to help manage the destination for the long-term.
- **Engaging with locals passionate about our destination's unique attributes.** Establishing a series of 'passion groups' that bring together community and business people who share an interest in one of the destination's unique attributes. The horticultural provenance group is one of these, where new tourism initiatives are emerging directly from the region's passionate food experts.
- **Engaging with all locals.** The 'No Place Like Home' campaign utilises social media, print, radio, and e-newsletters to build awareness of local tourism offerings for local residents and our role in managing them. It aims to create a sense of local pride and engagement. We measure residents' perceptions of tourism and use the insights to respond to concerns.

The year ahead: building and strengthening relationships

Destination management must be led by the community to ensure the destination truly and authentically represents and supports its residents. Tourism cannot survive without the backing of the local community. So we will continue the work we are currently undertaking and advance it by encouraging more two-way engagement and proactively inviting community participation.

Significant projects that will be accelerated in the year ahead are:

- **Progressing the Leadership Advisory Group.** This collection of community group, stakeholder organisation, iwi and hapū leaders will help guide management of the destination to ensure a better future for all.
- **Continuing to engage with stakeholders** across the region, including industry, iwi and hapū, councils, agencies, community groups, and more. Connection, two-way communication channels, and collaboration across our activity streams is crucial to the success of that activity.
- **Continuing the 'No Place Like Home' campaign** aimed at sharing knowledge of activities and experiences in the region with those who live here.
- **Implementing an ambassador programme** by engaging passionate locals to become hosts that share information, local stories, and history with visitors to the region. No-one can do a better job of sharing our love for Te Moananui ā Toi | the Coastal Bay of Plenty than those who live here. The programme will be open to any interested locals, with active initial recruitment of direct (tourism operators, accommodation providers, etc.) and indirect tourism businesses (taxi/Uber drivers, hospitality staff, etc.).
- **Continue to engage with and be led by passionate locals.** The horticultural provenance steering group will continue to lead activity related to the food space and an ocean and beaches group will be established.

Community led action

Omanawa Falls is a beloved and stunning waterfall in the Western Bay of Plenty. The site is a taonga (treasure) and wāhi tapu (sacred place) to local hapū, Ngāti Hangarau. Due to a series of health and safety issues the site is currently closed to the public as key stakeholders and the local community work together to develop a safe, accessible, and viable long-term plan for the area going forward.

TBOP is working alongside Tauranga City Council and Ngāti Hangarau to assist in the discussion and development of a proposal that mitigates the safety concerns whilst providing unique and culturally appropriate access to the falls and broader area.

“The falls and the wider Omanawa area are significant to us as Ngāti Hangarau, so working with organisations who respect the cultural and spiritual importance of the site is crucial. It feels as though we share similar aspirations and TBOP have encouraged us to keep our values at the heart of the project, whilst also delivering constructive input into the design considerations of the proposed visitor experience.”

— Tim O'Brien, Ngāti Hangarau project representative

“We feel part of the [tourism] community, that we actually have a voice, and we get listened to. We can give our ideas. At the start of Covid, we were a bit worried, but we ended up having quite a good season. All the other centres have been suffering but we've actually been doing pretty good and some of that is due to TBOP and the campaign they've been running to get people to come to the bay.”

— Guillaume Calmelet, Co-owner Skydive Tauranga



Place DNA® and unique whakapapa

Identifying and marketing our unique attributes

SHOWCASING WHAT MAKES OUR REGION SPECIAL.

We have identified those elements that make our region truly unique and attractive to residents as well as potential visitors. Our destination's taonga (treasures) are its natural environment, its oceans and beaches, its Māori culture, and its horticultural provenance. We call this our Place DNA®. This region's Place DNA® is grounded in extensive research as well as industry and community consultation with hundreds of stakeholders (this was conducted by international destination management experts, Destination Think!). It also looks to our history and our whakapapa, and it weaves together the stories of Te Moananui ā Toi | the Coastal Bay of Plenty.

Now that we understand this, far more emphasis is placed on directly connecting residents with visitors who share their interests and passions. Rather than identifying target markets based on demography or geography, we have identified target markets based on the shared passions between locals and visitors. These are:

- Surfers and beach lovers
- Outdoor adventurers
- Cultural explorers
- Eco-travellers

Destination management will only be successful, welcomed by residents, and appreciated by visitors, if it identifies and leverages the unique character and identity of our place. The region is now being marketed in a much more effective, authentic way to ensure we are attracting the right visitors at the right times.

To this end, we have developed:

- **A strong, consistent, and authentic brand story**, 'It's in Our Nature', that springs from extensive community consultation and guides our marketing campaigns and messaging. Through workshops with a wide range of stakeholders around the region we discovered our regional personality (spirited, forward-thinking, abundant with opportunities), our tone (conversational, upbeat, brave, and happy), and our regional brand story.



The Incubator Creative Hub, Tauranga

Mount Maunganui Main Beach



- **A brand campaign (Sure to Make You Smile)** that reinforces how happy people are when they're in the Bay of Plenty and showcases how the passions of the eco-traveller, outdoor adventurer, cultural explorer and surf and beach lover can come to life in Te Moananui ā Toi | the Coastal Bay of Plenty. Crucially, the storytelling also shows how interaction between visitors and locals are at the heart of the experience. The campaign includes videos, images, and media promotion aimed specifically at the identified target markets via targeted channels.
- **A new website** that focusses on telling the stories of the region and introducing visitors to themed itineraries based on passions. Digital content is shared at key times in the year to inspire visitation during shoulder and off-peak seasons.
- **New activities and associated marketing** aligned with the destination's unique attributes.
 - There has been a focus on the region's prowess in food production. A new activity showcasing restaurants and cafes in Mount Maunganui, Dine on a Lime is designed to engage both locals and visitors.
 - The newly launched collective of Tauranga Moana Māori cultural tourism operators, Te Whānau Tāpoi Māori o Tauranga Moana, is a vehicle to promote and share the region's stories together.
- **Strong strategic partnerships** with Air New Zealand, Tourism New Zealand and others. Marketing joint ventures with these agencies have proved effective in keeping our region top of mind in the domestic market.

The year ahead: elevating our Place DNA®

This is the year we bring the Place DNA® of Te Moananui ā Toi | the Coastal Bay of Plenty to life. We know what our region's unique attributes are and by focusing on these through true community-led engagement, we will drive visitor demand.

In the next year, we will:

- **Help to develop visitor experiences** that align with Place DNA®. Successes with our horticultural provenance project, Flavours of Plenty, and within the Māori cultural tourism space mean we can now expand a similar programme across oceans and beaches. We will follow the model used in the foodie space, by starting with the establishment of a steering group of community members passionate about the beach and ocean.

- **Evolve Tourism Bay of Plenty's brand campaign** 'Sure to Make You Smile' through the development of messaging and marketing activity that aligns with the campaign promise and allows the tourism operators of Te Moananui ā Toi | the Coastal Bay of Plenty to participate.
- **Pitch our offerings to the right people at the right time** by targeting our key markets and addressing seasonal need. Our focus will primarily lie with Australian and domestic visitors while other international borders remain closed.
- **Further develop the bayofplentynz.com website** to support the growth of our regional storytelling efforts and to offer more personalised customer service.
- **Target business events aligned to the destination's Place DNA®** by continuing to work alongside venues, accommodation, and activity providers, especially those that showcase the unique elements of the region.
- **Grow and elevate the reputation of Te Moananui ā Toi | the Coastal Bay of Plenty** through targeted storytelling, utilising strategic media partnerships and media familiarisations that reinforce the region's attributes. One such opportunity exists with Billabong Australia (surfwear brand) and TBOP will work hard to make the most of this.

ALIGNMENT WITH THE DESTINATION MANAGEMENT COMPONENTS



STORIES FROM OUR PLACE

“ Māori already know Tauranga Moana is a culturally rich place of discovery but this new collective, Te Whānau Tāpoi Māori o Tauranga Moana, will really help us authentically share and expand on that as tourism operators. We already have Māori tourism experiences where people can learn more about Tauranga via e-bike tour, stand-up paddleboard, healing retreat, Harley Davidson motorcycle and more. We have the coast, the islands, Mauao, incredible legends of bravery shown in the Māori Land Wars, and a strong tangata whenua presence. And we have the blessing of kaumātua to share our stories with manuhiri. With an unwavering commitment to kaitiakitanga (inherent in the Tiaki Promise), the kaupapa of Te Whānau Tāpoi Māori o Tauranga Moana is exactly what Aotearoa and Tauranga needs to authentically welcome manuhiri mai tāwāhi (international visitors) back to our shores in the post-Covid-19 environment. ”

— Reon Tuanau, Te Whānau Tāpoi Māori o Tauranga Moana spokesman, representing Māori tourism operators from the Tauranga area.

Successfully showcasing horticultural provenance

In the past year, TBOP has trialled the idea of concentrating efforts on the destination's Place DNA® elements to showcase the tourism possibilities in these areas. The trial focussed on horticultural provenance. TBOP has audited the region's provenance landscape, developed product ideas, and created a marketing plan and brand – Flavours of Plenty – to help relay the destination's food story. This activity was led by a steering group of locals passionate about the foodscape. The plan for the next financial year includes:

- Supporting key food-oriented events
- Creating a Flavours of Plenty festival
- Partnering with national media to market the destination's foodscape
- Supporting opportunities for product development

The success of this trial means we will roll out a similar programme across the DNA® element of oceans and beaches in the year ahead. To ensure this process is community-led, our first step will be to bring together passionate community members to form a steering committee.

A FOODIE DESTINATION

“ Our [foodie] group pulls together the region's most influential and passionate food ambassadors in order to celebrate the food we grow and serve here in an authentic, culturally-aware way. These people - restaurant owners and celebrity chefs, food tutors, brewers and members of companies like Zespri and Heilala Vanilla - are positioning the Bay as a unique foodie destination. We are already rolling out initiatives like New Zealand's first self-guided food tour on a scooter and the launch of a spring harvest festival to connect our community. Longer term aspirations include start up kitchens, a destination restaurant and more. We see so many possibilities and are excited to make them happen. ”

— Stacey Jones, Kitchen Takeover business owner and manager of the Horticultural Provenance group



Transformational visitor experiences

Creating transformational visitor experiences

GIVING VISITORS REASONS TO RAVE ABOUT OUR REGION.

Our focus is on helping to develop exceptional visitor experiences in our region, ones that visitors will rave about. So, we are working with existing tourism operators to help them build capability while encouraging new operators keen to provide authentic, transformative experiences. We also have our eye on an emerging group of visitors who are more conscious about the impacts of travel and are looking for ways to engage with locals and the environment. They seek meaningful experiences that give back in some way.

Activity to date includes:

- **Helping tourism operators to upskill** and enhance their respective offerings via workshops covering social media, health and safety, and export opportunities.
- **Working with potential and new operators to support product development.** One example is a collaboration with Lime Scooters to showcase Mount Maunganui foodie hotspots via a 'Dine on a Lime' touring route.
- **Profiling operators via storytelling** to help share the stories of our region. These stories are shared through various media channels and are helping to build awareness of our region and what there is to do and see here.

- **Identifying and understanding target markets for the destination.** By understanding the attributes that make the region globally unique, it was then possible to identify the markets that will authentically engage with the region. Instead of looking for markets based on demography or geography, markets were identified based on the passions they share with the local community. In partnership with Destination Think!, extensive research was completed to understand how our Place DNA® drives our target markets of:
 - Cultural explorers
 - Outdoor adventurers
 - Eco travellers
 - Surfers and beach lovers
- **Mapping the region's natural and built assets** to get an understanding of product location and category, alongside infrastructure, and natural assets. This allows us to see potential product clusters or available infrastructure.
- **Measuring visitor satisfaction** to understand perceptions of the region, the strengths we can leverage, and any opportunities to enhance the visitor experience.

The year ahead: enhancing the visitor experience

In this uncertain, ambiguous environment, the tourism industry must be prepared to fully harness every opportunity. That means advocating for necessary infrastructure development and helping operators to enhance their marketing, ensure their health and safety practices are up to scratch, and offer top-notch experiences.

In the year ahead we will:

- **Offer programmes to help operators build capability** to help them survive these challenging times, appeal to New Zealanders, and be ready to welcome international visitors when the time is right. These will include:
 - Re-instating the digital capability building programme to businesses, in a one-on-one capacity, to advance use of social media, websites, and other digital channels.
 - Keeping abreast of and sharing health and safety updates or COVID-19 related market expectations (especially among international visitors).
 - Supporting new operators to become market-ready.
 - Running a programme that supports operators to embed sustainability principles into their businesses.
- **Progress key opportunities for development.** We have mapped the region's tourism products and its natural and built assets. Analysis will be undertaken to identify real prospects to create new product from existing natural or built infrastructure, or to add infrastructure to elevate existing product. From this project, we will identify key opportunities to progress.
- **Promote cycleways and walkways.** These have been identified as a key opportunity in the region, especially in the Western Bay of Plenty. We will market these via appropriate campaigns and marketing activities, while continuing to work with other community and council groups to support infrastructure development.

ALIGNMENT WITH THE DESTINATION MANAGEMENT COMPONENTS



Tuahu Kauri Track, Katikati



Whirinaki Te Pua-a-Tāne Conservation Park

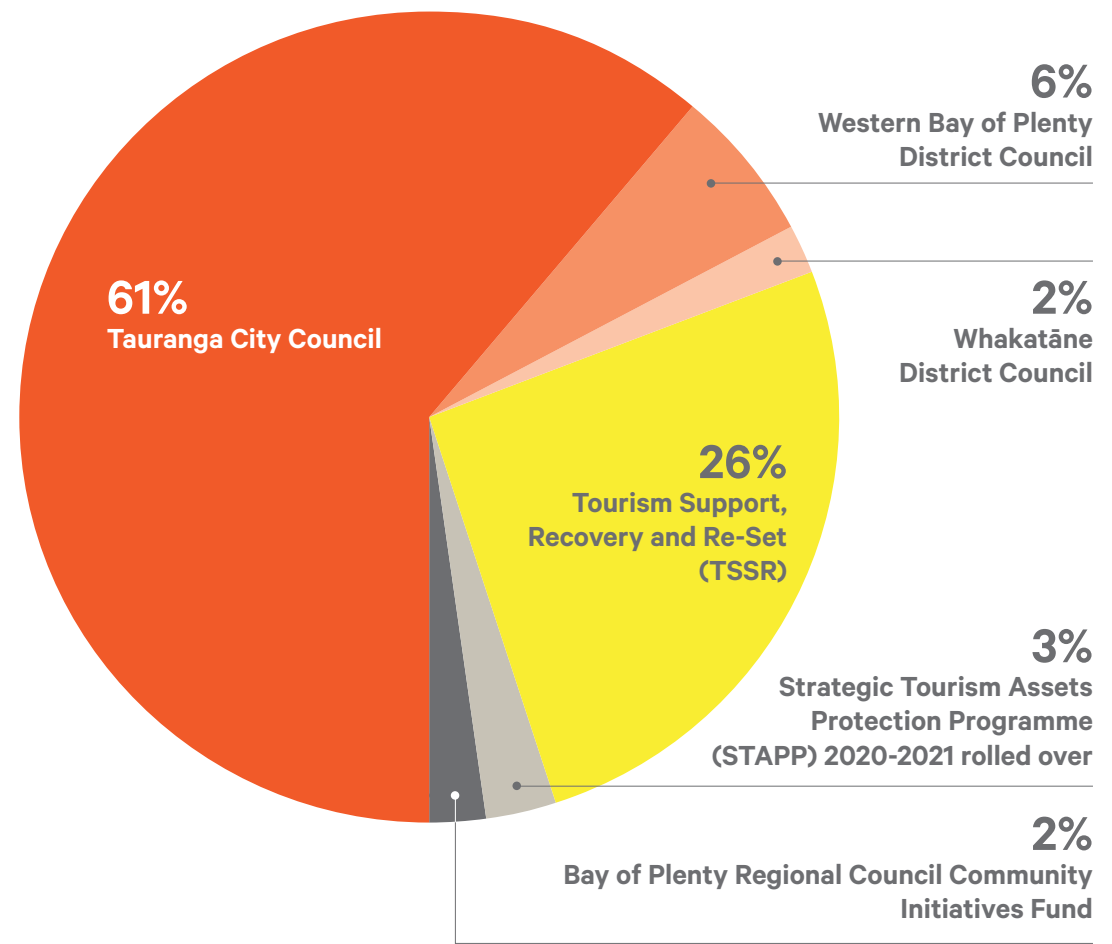
MEANINGFUL CULTURAL EXPERIENCES

“ There’s been a huge shift in the way Tourism Bay of Plenty thinks about Māori Tourism and I’ve noted a big effort that’s never been made before. In our business, we have developed our cultural content a lot more and I’ve used some of the Tourism Bay of Plenty forums and advice around social media and connecting more with other operators. Now, when visitors come to Tauranga Moana, they are welcomed by the people who are from here, they do get that cultural presence. People who come to us, they don’t realise the depth of the experience they’re going to get. The words I hear most often? They say they feel a lot more connected here, a lot more purposeful and just looked after well. Some are invigorated, some are moved spiritually. I have had people brought to tears. ”

— Porina McLeod, owner Mauao Adventures tourism operator

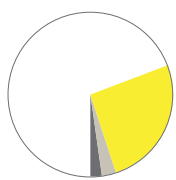
FUNDING FOR THE YEAR AHEAD

TBOP Funding, 2021-2022



Main funders

TBOP’s main funders are the three councils that manage the territorial authorities that comprise Te Moananui ā Toi | The Coastal Bay of Plenty: Tauranga City Council (principal funder), Western Bay of Plenty Council, and Whakatāne District Council.



Extra funding sources

HELP FROM THE GOVERNMENT

On 6 May 2021, the Government’s Tourism Support, Recovery and Re-set (TSRR) funding initiative was announced. Up to \$26 million is now available to the 31 Regional Tourism Organisations (RTOs) across New Zealand – a one-time boost for the 2021-2022 financial year. TBOP is eligible to receive up to \$1 million through this fund. If the application is successful, this will provide a quarter of our forecasted budget for the 2021-2022 financial year. It will allow TBOP to build on the success of the trials undertaken with the STAPP funding last year and advance other programmes. Ideally, we would use it to accelerate activity that aligns with the Place DNA® elements, to support operators, for marketing (both internationally and domestically), and to continue to be insights-led.

A LOW CARBON CIRCULAR ECONOMY INITIATIVE

TBOP has been allocated \$60,000 a year over the next three years to support a programme that contributes to the creation of a low carbon economy. Thanks to this funding from Bay of Plenty Regional Council | Toi Moana, TBOP will help tourism operators embed low carbon and sustainability practices into their organisations. We are exploring opportunities to work with other organisations, sectors, and community groups across the wider Bay of Plenty to boost the potential impact of the project.

Supporting regional events

In September 2020, the government announced further financial support in the form of a Regional Events Fund (REF). The REF is part of the Government's Tourism Recovery Package and is intended to support the visitor sector by stimulating domestic travel to events, to help replace some of the international visitor spend lost due to the COVID-19 pandemic and international border closures.

TBOP's successful application has resulted in a grant of \$865,000 that is allocated to:

- Tauranga City Council and Whakātane District Council to develop event strategies.
- A contestable events fund to support ticketed events, non-ticketed events, and business events.
- The possible development of a regional events portal.

Over \$500,000 is allocated to a contestable events fund over a four-year period. The main focus area of the contestable fund is strategic investment in events with the ability to drive significant inter and intra-regional visitation. Priority will also be given to those events that have the potential to deliver on at least one element of Te Moananui ā Toi | the Coastal Bay of Plenty's Place DNA® and that have robust sustainability plans demonstrating the importance of protecting our natural environment.



National Jazz Festival, Tauranga

CONSIDERING THE WIDER CONTEXT

It's important for TBOP to be conscious of what's happening in the macro environment – locally, regionally, nationally and globally. Destination Management Organisations have a part to play to advocate for the tourism industry, to bring the viewpoint of the visitor experience to policy and other decision making, and to be conscious of industry trends. This means constantly assessing the political, economic, social, technological, legal, and environmental landscape. Some (but not all) of the important considerations for TBOP and the activity we undertake in the year ahead, are:

DEPARTMENT OF CONSERVATION (DOC)

The DOC Heritage and Visitor Strategy | He Rautaki Taonga Tuku Iho, Manuhiri Tūārangi hoki provides a framework for DOC's decision making around visitor experiences on public conservation land. We are actively pursuing opportunities to collaborate with DOC on local projects.

CLIMATE CHANGE

TBOP will continue to advocate for stronger climate change policy locally and nationally. We must also lead the way in looking for opportunities to reduce carbon emissions associated with travel and to encourage more conscious travel.

ROADING AND ACCESS

Work on State Highway 2 (Te Puna to Ōmokoroa) has been deferred by government and this may impact the ease of visitor access in future. At the same time, consideration must be given to more eco-friendly travel options to and within the region.

HEALTH AND SAFETY

There may be changes to Health and Safety regulations for the tourism industry following the tragic Whakaari | White Island eruption and the resulting Worksafe review.

LABOUR SHORTAGES

Across the country there is evidence of labour shortages in various sectors (i.e., hospitality) already. This may become more pronounced during busy seasons while the international borders remain closed and given competing demand for labour from other sectors.

SUSTAINABLE FUNDING OPTIONS

MBIE funding in the form of STAPP for 2020-2021 and TSRR for 2021-2022 will continue to enable TBOP (and other RTOs) to enhance and accelerate our activity over this timeframe. That said, consideration must be given to longer-term, sustainable funding sources.



Mount Maunganui Main Beach

ALIGNMENT TO DESTINATION MANAGEMENT COMPONENTS

TBOP's activity for the next year is focussed on making progress towards our long-term outcomes and ensuring the industry can survive and revive. We will do this by ensuring we are working across all aspects of destination management.

Our progress in each of the destination management areas has been evaluated using the below scale, enabling an understanding of potential risks and areas in need of focus.



BRAND AND REPUTATION



TBOP has a clear brand and positioning that captures the essence of the destination and was co-created with our community. We understand our personality, tone and brand story and will continue to share this with stakeholders.



Marketing and promotional activity is a core part of managing a destination effectively. TBOP aims to market to the right types of visitors at the right times to address seasonality and encourage regional dispersal.

PRODUCT AND INFRASTRUCTURE DEVELOPMENT AND MARKETING



TBOP has a clear understanding of our target markets and what our 'ideal visitor' looks like. Research will continue to help guide destination and product development to ensure our experience offerings align with the needs of our target markets.



Adequate and future-proofed infrastructure and services are essential for both supporting the local population and providing an attractive destination for visitors. TBOP is committed to working with councils and other stakeholders to bring the visitor lens to infrastructure planning.

INSIGHTS & MEASURING



TBOP is committed to being research and insights led and is working to address the significant gaps in the available data.



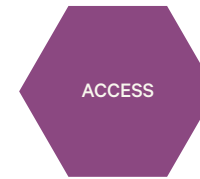
Successful destinations regularly review and revise their plans according to the changing visitor needs and external factors. TBOP uses a range of metrics across the four wellbeing areas and visitor satisfaction to measure progress towards the long-term goals. These are continuously refined.



Successful destinations provide visitor experiences that meet visitors' needs and expectations. TBOP will work to maintain and enhance existing products, while also identifying gaps and opportunities and seeking investment in new products and infrastructure.

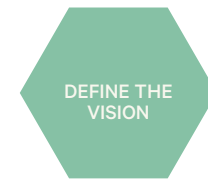


Investment in people and capability building is critical to lifting the productivity of the tourism sector. TBOP will continue to facilitate capability building opportunities for operators and connections with other services.



Access to and around the region is a key enabler, with more transport modes providing more options for visitors. Wayfinding and storytelling signage contribute to the quality of the visitor experience. TBOP is committed to working with relevant stakeholders to address gaps in these areas.

STRATEGY & GOVERNANCE



TBOP has a clearly defined long-term, aspirational vision. TBOP will continue to share this vision with our community to achieve understanding and engagement.



TBOP's strategic plan is cognisant of national and regional frameworks. There may be more opportunity to consider the policies and plans of our neighbouring regions and how these influence visitors' movements.



Leaders and champions are required across all aspects of destinations, and partnerships and collaboration are important for success. TBOP is committed to facilitating discussions and building destination management knowledge across all entities involved in supporting the destination.



The visitor experience depends on our beautiful landscapes and natural environment. TBOP is committed to understanding and actively managing any potential risks to our natural environment and cultural heritage. TBOP recognises that visitors are seeking experiences that enable them to act responsibly and minimise their impact.



There is a defined boundary for Te Moananui ā Toi | the Coastal Bay of Plenty, however visitors do not distinguish between ours and neighbouring regions. TBOP needs to further consider visitor movements and behaviour in and around the destination, as well as the links to neighbouring destinations.



Risk management is vital, given New Zealand's propensity to natural disasters. The region has experienced the impacts of the Whakaari | White Island eruption and the COVID-19 pandemic and TBOP will look to use the knowledge gained to finalise our Emergency Management Plan.



Our manaakitanga and our local residents' acceptance of visitors and willingness to host them is important to the success of the destination. TBOP will continue to share information that highlights the benefits visitors bring.



The Lady on the Rock, Whakatāne

WHAT NEXT?

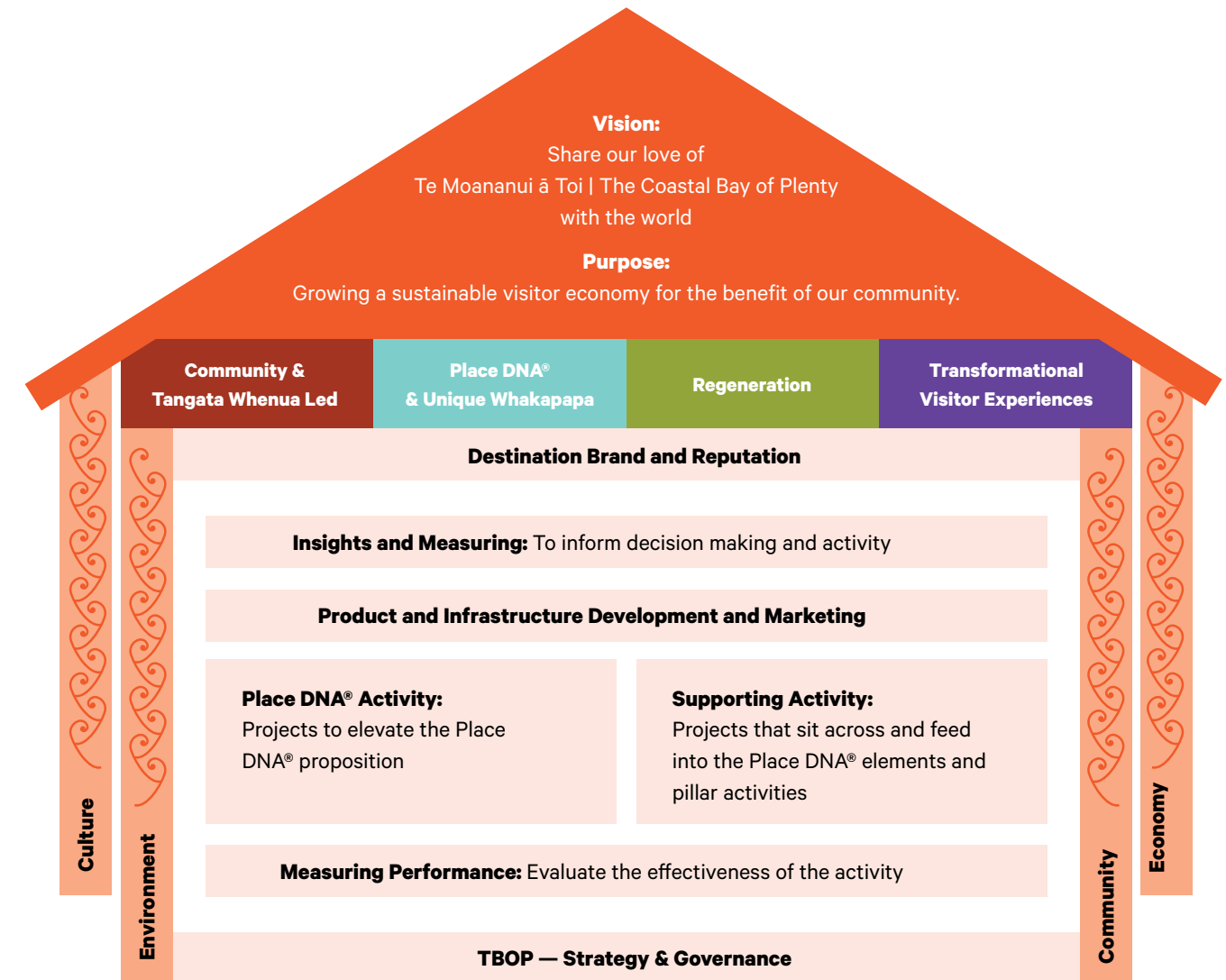
Over the next 12 months, we will continue with the everyday business of helping to manage this destination. However, no one in our industry expects a 'business as usual' year and we consequently have ambitious plans.

Survive and revive, so the industry can thrive

The next year will be one of action as we continue to support the tourism industry to survive in the challenging environment, and revive to meet demands of future visitors. We will concentrate on putting into practice many of the plans we have developed over the last few years to achieve tangible outcomes. And we will continue to work towards a healthy, regenerative tourism future for our community and industry.

Naturally, all our activity will aim to achieve net benefits for our region socially, culturally, environmentally, and economically. Our priorities are aligned with the MBIE Destination Management components to ensure we are always acting in the best interests of the destination.

The following provides a summary of TBOP's planned activity for the 2021-2022 financial year. The success of this activity will be measured by evaluating the economic, social, cultural, and environmental impact of the tourism sector in the region. More detail is available in TBOP's Statement of Intent 2021-2024.



Strategy and governance

To be effective, TBOP must ensure it helps to progress the destination management plan and strategy.

ACTIVITY PLANNED FOR 2021-2022

Goal	Destination Management Component	Review Timing
Enhance TBOP's reputation through leadership and implementation of the destination management plan Te Hā Tāpoi The Love of Tourism.	<ul style="list-style-type: none"> Define the Vision Leadership and structures 	Continuous
Update and implement stakeholder engagement plans.	<ul style="list-style-type: none"> Leadership and structures Attitudes (social licence) 	Aug-21
Continue on the journey to embed regeneration principles in TBOP, including implementing the plan for TBOP to become a net carbon zero organisation by 2025.	<ul style="list-style-type: none"> Define the vision Environmental stewardship 	Aug-21
Continue on the journey to becoming a regenerative tourism industry.	<ul style="list-style-type: none"> Define the vision Environmental stewardship 	Continuous
Execute governance activity.	<ul style="list-style-type: none"> Strategic fit Leadership and structures 	Continuous
Risk and crisis management.	<ul style="list-style-type: none"> Risk and crisis management 	Continuous
TBOP staff to attend and participate in relevant industry conferences, workshops, training, and memberships.	<ul style="list-style-type: none"> Strategic fit Leadership and structures 	Continuous

Insights and measuring

All future decision-making must be based on facts and solid information, so we will continue to gather data and insight and look for ways to monitor and understand the impacts of tourism. We also will measure the effects of our efforts, to understand what is going well and where changes can be made.

Goal	Destination Management Component	Review Timing
Understand perceptions of and satisfaction with visits to Te Moananui ā Toi the Coastal Bay of Plenty.	<ul style="list-style-type: none"> Data, research, and analysis Measuring success 	Aug-21
Measure the impact of tourism on residents and the environment.	<ul style="list-style-type: none"> Data, research, and analysis Measuring success Attitudes (social licence) 	Aug-21
Understand visitation levels and patterns.	<ul style="list-style-type: none"> Data, research, and analysis Measuring success 	Jul-21
Measure and understand the contribution of the business events sector.	<ul style="list-style-type: none"> Data, research, and analysis Measuring success 	Jun-22
Use insights to inform activity and share insights with stakeholders.	<ul style="list-style-type: none"> Data, research, and analysis Measuring success 	Continuous
Understand perceptions of Tāpoi Te Moananui ā Toi Tourism Bay of Plenty among key stakeholders.	<ul style="list-style-type: none"> Data, research, and analysis Measuring success 	Sep-21

Destination brand and reputation

This includes activity that helps shape and share the destination brand story and builds a positive reputation. The brand story tells a unified, authentic story of our region. It has been created with huge input from stakeholders and the community and will be shared widely to help with consistent, authentic messaging.

Goal	Destination Management Component	Review Timing
Embed the brand story across Te Moananui ā Toi the Coastal Bay of Plenty.	<ul style="list-style-type: none"> Brand positioning 	Jul-21
Continue to implement and evolve the 'Sure to Make You Smile' brand campaign.	<ul style="list-style-type: none"> Brand positioning 	Sep-21
Implement activity to raise awareness of the region as an attractive destination.	<ul style="list-style-type: none"> Marketing and promotion Brand positioning 	Continuous
Market activities (free and paid) to raise awareness of things to do. This includes promoting walkways and cycleways in the Western Bay of Plenty District.	<ul style="list-style-type: none"> Marketing and promotion 	Continuous
Support local events that drive visitation (in partnership with Tauranga City Council events team).	<ul style="list-style-type: none"> Marketing and promotion 	Continuous



Whakatāne Harbour

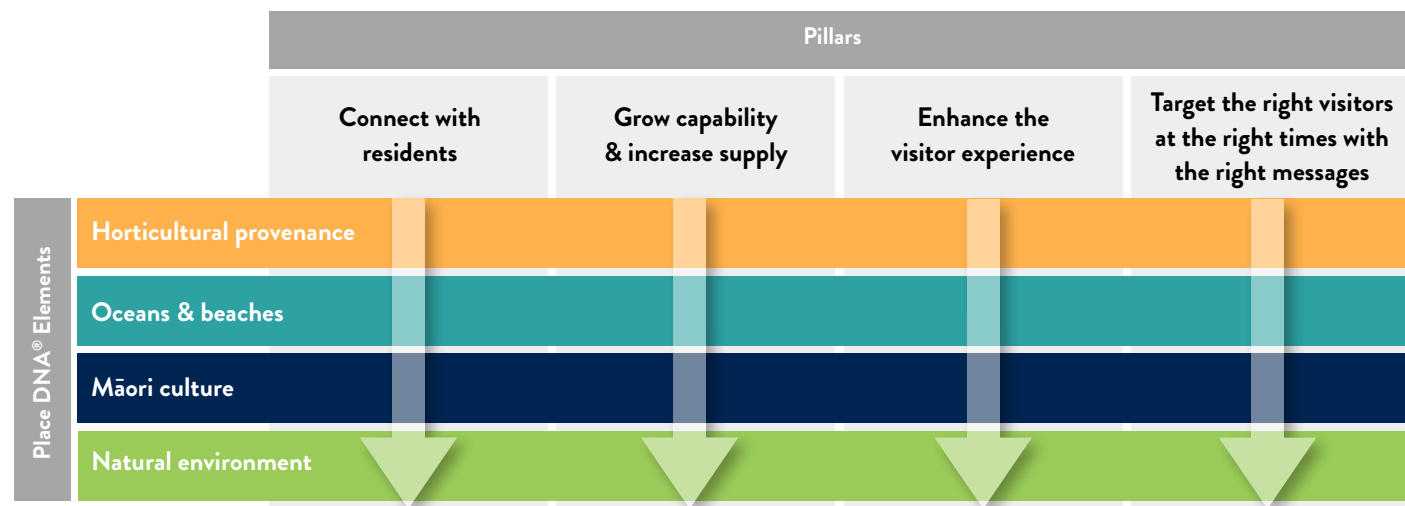
Product and infrastructure development and marketing

ELEVATING THE PLACE DNA®

TBOP will focus on activity that aligns with – and helps to enhance and promote – the truly unique aspects of our destination. All work to date tells us we will attract the right people (our target markets) to the region at the right times by focussing on our Māori culture, our oceans and beaches, our horticultural provenance, and our natural environment.

Our activity will be structured by the four strategic priorities that have guided our endeavours since 2018. These will collectively grow demand for the destination and its unique proposition, whilst enhancing the visitor experience and increasing investment and supply. These priorities are:

- Connect with residents
- Enhance the visitor experience
- Grow capability and increase supply
- Target the right visitors at the right times with the right messages



Pillar	Goal	Destination Management Component	Review Timing
Connect with residents	Establish/continue with passion groups and develop marketing plans for each Place DNA® element.	<ul style="list-style-type: none"> Target markets Experience and product development Marketing and promotion 	Oct-21
	Continue No Place Like Home campaign to engage with locals.	<ul style="list-style-type: none"> Attitudes (social licence) 	Oct-21
Grow capability and increase supply	Encourage the development of new product, experiences and investments, including walkways and cycleways.	<ul style="list-style-type: none"> Experience and product development Amenities, services and infrastructure Access 	Continuous
	Support, advocate for, and promote services and infrastructure to align with the Place DNA®.	<ul style="list-style-type: none"> Amenities, services and infrastructure 	Continuous
	Establish/continue with industry cluster groups aligned with the Place DNA® elements.	<ul style="list-style-type: none"> Experience and product development Capability and development 	Sep-21
Enhance the visitor experience	Help inform visitors by developing and/or advocating for information services and storytelling.	<ul style="list-style-type: none"> Access Amenities, services and infrastructure 	Sep-21
Target the right visitors at the right times with the right messages	Implement marketing activity aligned with the Place DNA® elements and aimed at the target markets.	<ul style="list-style-type: none"> Target markets 	Continuous
	Implement the Regional Events Fund plan.	<ul style="list-style-type: none"> Experience and product development Target markets 	Continuous

SUPPORTING ACTIVITY

We will be implementing projects that will support the activity aligned with the destination Place DNA®. This includes developing the business events sector, providing visitor information services, and helping operators to build capability.

Goal	Destination Management Component	Review Timing
Provide visitor information services via i-SITE (including opportunities for satellites) and online chat	<ul style="list-style-type: none"> Amenities, services and infrastructure 	Continuous
Help operators build capability in key areas.	<ul style="list-style-type: none"> Capability and development 	Aug-21
Identify, support, and advocate for needed infrastructure development.	<ul style="list-style-type: none"> Amenities, services and infrastructure 	Continuous
Establish and manage the ambassador programme and use ambassadors at events to share information.	<ul style="list-style-type: none"> Attitudes (social licence) 	Continuous
Implement business events marketing and strategy.	<ul style="list-style-type: none"> Marketing and promotion 	Continuous
Review cruise sector model (timeframe for return of cruise sector is unknown).	<ul style="list-style-type: none"> Capability and development 	December



Mataatua: The House That Came Home, Whakatāne

