

NEW ZEALAND

BAY

OF PLENTY

VISITOR ECONOMY STRATEGY

2018-2028 Tourism Bay of Plenty



KO TE TOHU O TE RANGATIRA, HE MANAAKI
SHARING OUR LOVE OF THE BAY OF PLENTY WITH THE WORLD

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IT'S
IN OUR
NATURE



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
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A LANDING PLACE. A LAUNCH PAD.
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KRISTIN DUNNE

CHIEF EXECUTIVE OFFICER
TOURISM BAY OF PLENTY

A different perspective

Sometimes, all you need is a walk along the beach. I'd been writing a report—about tourism of course—and its economic benefits: already nearly a billion dollars a year for our region. But something was missing, so I took a break.

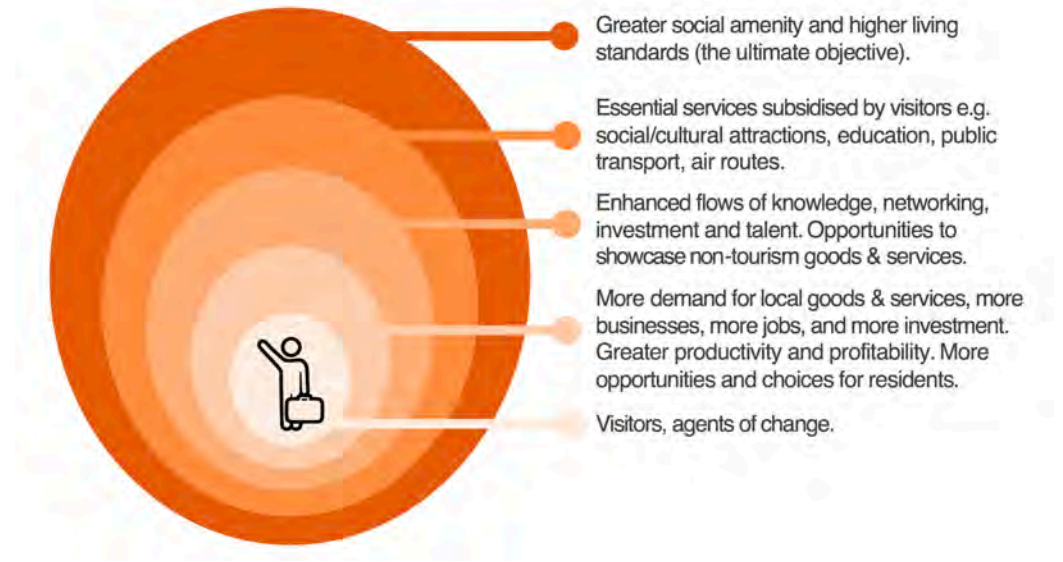
Away from the office, it occurred to me that most people feel little connection with tourism: most likely they think of tourism as a passing parade of strangers; something we accept, because of its economic benefit. Visitors, on the other hand, we enjoy. We love to see them come and we take pride in showing them everything the Bay of Plenty has to offer. Together, we create memories.

Getting out into our incredible nature helped me realise that our plan must offer as much to those of us who call the Bay of Plenty home as it offers those who come to visit. By changing the way we think about tourism—and by planning for it and managing it—the benefits to the community can be more than just economic, they can also be social, environmental and cultural.

Which, in turn, made something else clear: our plan has to be sustainable. We have a responsibility to balance hospitality with guardianship: manaaki with kaitiaki. It's amazing what you can learn from a walk along the beach.

THE POWER TO TRANSFORM

With the right strategic approach tourism has the potential to generate a much broader range of benefits, ultimately providing residents with greater social amenity and higher living standards.



OUR MISSION

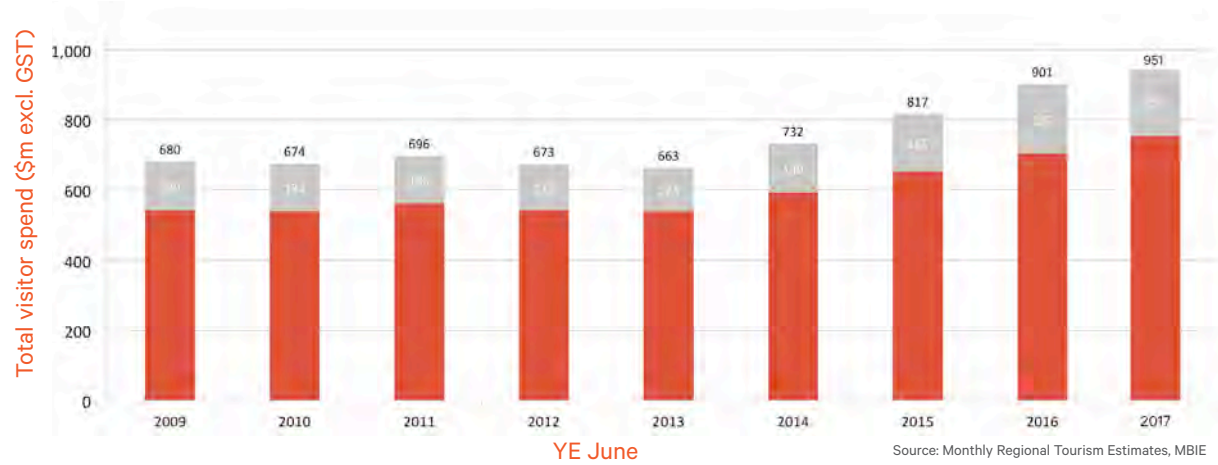
GROWING THE VISITOR ECONOMY FOR
THE BENEFIT OF OUR COMMUNITY

OUR GOAL

TO GROW VISITOR EXPENDITURE FROM
\$901 MILLION IN 2016 TO \$1.45 BILLION IN 2028

HISTORICAL TOURISM GROWTH

● Domestic ● International



In the Bay of Plenty, international visitors account for only 20% of the visitor economy. Nationally, the international visitor share is 40%. Source: Tourism Satellite Account 2016

Source: Tourism Satellite Account 2016



FRIENDS WE HAVEN'T MET

We don't get 'tourists' in coastal Bay of Plenty. Not what most people would think of as tourists, anyway. Typically, our visitors are New Zealanders and they are here staying with family or friends. The number of visitors from overseas is relatively low: proportionally, about half as many as for New Zealand overall¹. Collectively, while they're here, our visitors spend nearly a billion dollars a year: most of it shopping, or on food and drinks, creating direct employment for nearly 8,000 people². We also know that—no matter where they're from—our visitors don't think of themselves as tourists, but rather as 'temporary residents'. As the Irish poet, W.B. Yeats, put it, "There are no strangers here. Only friends we haven't met."

1. 80% of BoP visitors are domestic travellers and 60% of them stay with friends or relatives.
2. Fresh Information Ltd.

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NICOLAS CAFFARDO

GENERAL MANAGER, HOTEL ARMITAGE

A stronger voice

I'm a newcomer here, after several years in Wellington and in Auckland. It seems to me there's a new awareness of the potential for tourism in the Bay of Plenty: a willingness to build a stronger identity and to invest in events and infrastructure. What's needed, though, is greater synergy. We all have an interest in attracting more visitors, but we cater for different markets. When investment decisions are being made, let's ensure we're all be part of the conversation—have a stronger voice—to ensure the priorities are right.



OUR STRATEGY

SHARING BAY OF PLENTY WITH THE WORLD

Over the next ten years, our goal is to grow the visitor economy by 60%: an extra \$500 million per year, creating over 4,000 new jobs. To make that happen, we'll be attracting more overseas visitors, extending the visiting season and encouraging visitors to stay longer. However, all of that only makes sense if it benefits the community as a whole. We're moving from destination marketing to destination management: ensuring we preserve the region's unique identity and—through a process of co-creation—ensure that our visitor related development is coordinated with residents' interests. After all, this is Our Place we're sharing.

DESTINATION MANAGEMENT

Co-creating by residents, industry and visitors, so there is a net benefit to locals and visitors alike.

ENVIRONMENTAL

Environmentally responsible for current and future generations

SOCIAL

Partnership & collaboration locally, regionally & nationally

ECONOMIC

Grow visitor economy and increase visitor spend
Support tourism development and enable investment

CULTURAL

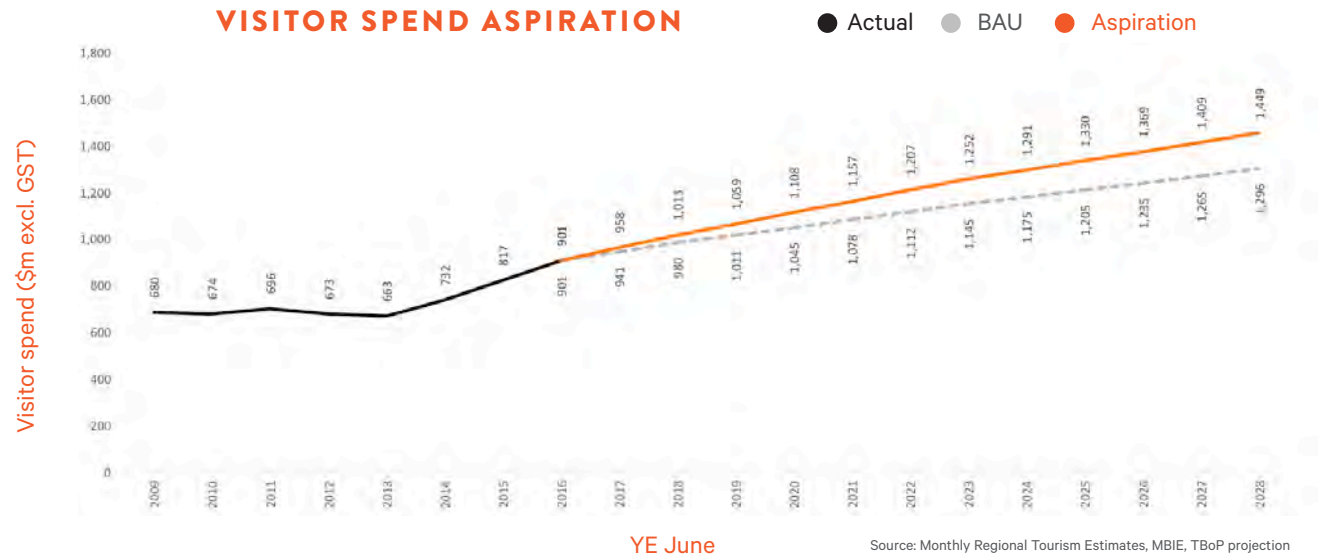
Support our unique cultural heritage



IAN COLLIER

REGIONAL AFFAIRS MANAGER - AIR NEW ZEALAND LIMITED

VISITOR SPEND ASPIRATION



Destination management

This is a great time for Coastal Bay of Plenty to be focussed on attracting more of New Zealand’s international visitors. They are arriving in record numbers—the forecast is 4.5 million by 2022—and Tourism New Zealand and Air New Zealand are committed to encouraging them to explore beyond the traditional tourism hot spots.

Coastal Bay of Plenty can take advantage. As this plan describes, the first requirement is delivering on a unique and compelling tourism proposition that captures the essence of the region. The second will be delivering a great experience, because it will be the feedback visitors pass on to family, friends and work colleagues that will encourage even more to come.



GREG MARETT

GENERAL MANAGER, AAT KINGS NZ

Natural Kiwi charm

I'll tell you what our guests tell us: they are looking for an emotional connection. Of course they expect so many breakfasts and so many dinners, air-conditioning and Wi-Fi, but they don't want to be part of a procession. They want to feel they saw our destination from the inside: authentic and natural. And that comes from the people they meet. You can't script it, but—as an industry—we can recruit for it and train for it. The way to provide a great visitor experience is to ensure our natural Kiwi charm comes across.

THE PLAN

OUR FOUR-PART DESTINATION MANAGEMENT PLAN

1. Attract the type of visitors we want, in the right numbers, to the right places, at the right times of year.
2. Involve locals. No one can do a better job of sharing our love for the Bay of Plenty than those who live here and are on board with the plan.
3. Do everything we can to make Bay of Plenty memorable. If our visitors have a good time—before, during and after being here—they’ll share their love of our place with the world.
4. Stay ahead of the curve: identify and agree the infrastructure and other investment needed, by when, to enable the region to cope with increasing visitor numbers.

TARGET RIGHT VISITORS AT RIGHT TIME

- International and Domestic Visitor Attraction Strategy
- Demand Generation Calendar

- 4% growth rate p.a.
- Visitor value (yield) at peak
- Visitor value and volume off peak
- ROI

CONNECT WITH RESIDENTS

- Social licence to grow tourism
- Involved and informed market
- Civic pride

- No Place Like Home Campaign delivery
- Residents Survey
- Website and social media engagement
- VFR market growth

ENHANCE THE VISITOR EXPERIENCE

- Destination management focus
- Develop visitor proposition
- Cultural and environmental sustainability
- Industry growth and skills development

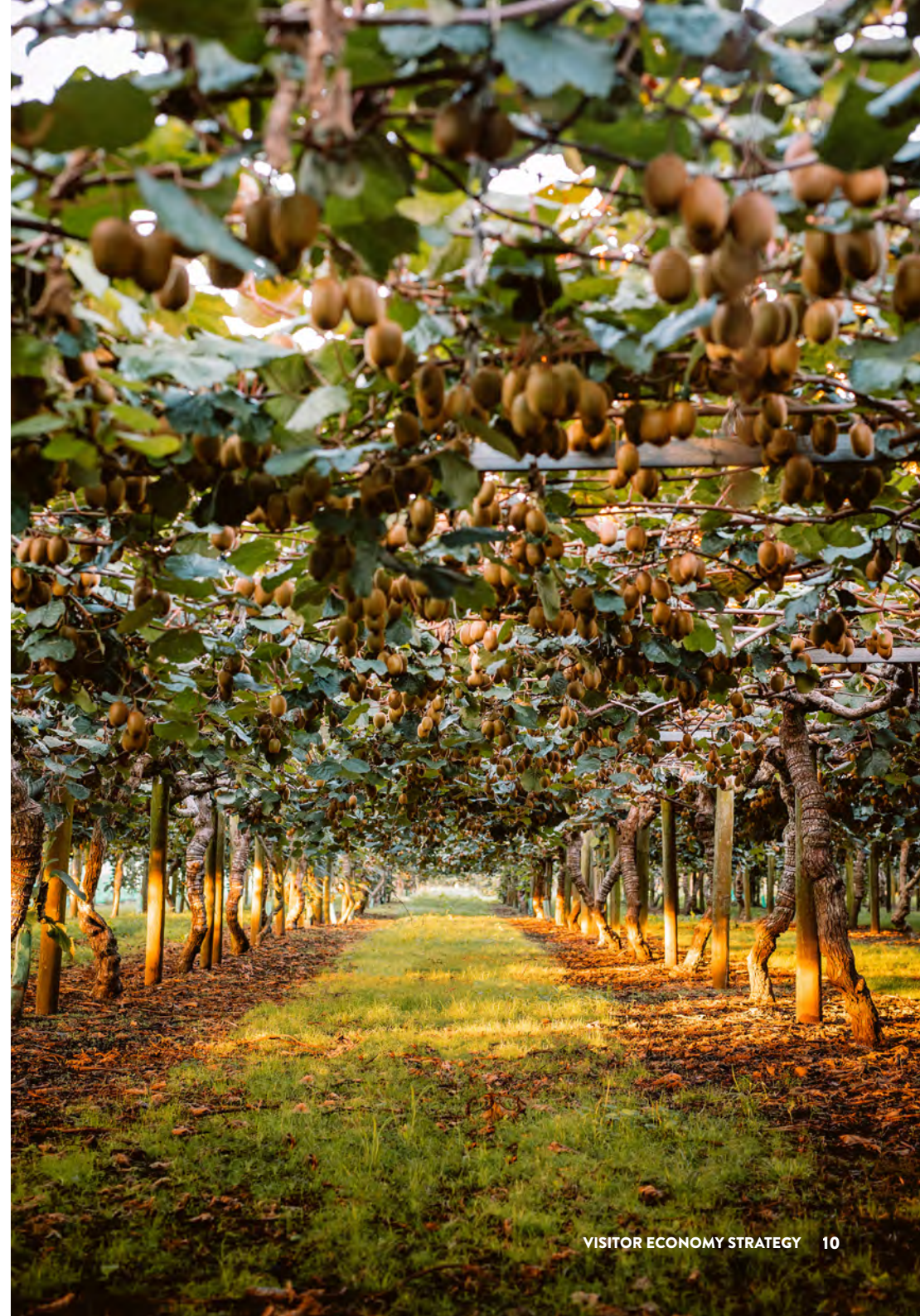
- Visitor Experience Survey
- Industry Engagement Survey
- Visitor Experience Plan delivery

GROW CAPABILITY AND INCREASE SUPPLY

- Infrastructure requirements to meet demand and grow sustainably
- Investment attraction and new product development

- Visitor Information Centre delivery
- Regional Growth Study
- Industry Engagement Survey

Insights and Measurement





COLLEEN TE ARIHI

NGĀI TE RANGI. TRUSTEE, TOURISM BAY OF PLENTY

Where the stories begin

Kia uru atu ki nga manuhiri mai i nga tahatika me nga motu katoa o Aotearoa. A ani ia ratou ki te torotoro i to tatou taone nui, Te Moana a Toitehuatahi. Kia kite i tenei waahanga nui: he nui ki nga mea whakamiharo taiao, he nui ki te hitori. Whakamahia ratou kia noho tonu me te torotoro i to rohe, no te mea ko te waaahi tenei: kei hea nga korero e timata. A ka haere tonu to maatau.

Let us welcome visitors from across the seas and throughout Aotearoa. Invite them to explore our bountiful bay, Te Moana a Toitehuatahi. To experience this place of plenty: abundant with natural wonders, rich with history. Inspire them to stay a while and explore our region, because this is the landing place: where the stories begin. And our journey continues.

THE BRAND STORY

Ask international visitors why they came to New Zealand and the answers will vary, but the message will be consistent: because of what they've seen and what they've heard. If we're to encourage more international visitors to include the Bay of Plenty in their stay, we need our own compelling story. We're lucky to live in place very different to where most people in the world are from. We're surrounded by the natural world and happier and healthier for it. And of course, we're Kiwis: we're easy-going and easy to know. Our story is about where we are, who we are, and what we care about. Our story is in our nature.

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The generosity of spirit of our people – ‘It’s in our nature to be kind, welcoming and hospitable.’

IN YOUR NATURE

The feeling you get when you come here and the choices you can make - ‘It’s in my nature to .. relax, explore, be active ...’

IN OUR NATURAL PLAYGROUND

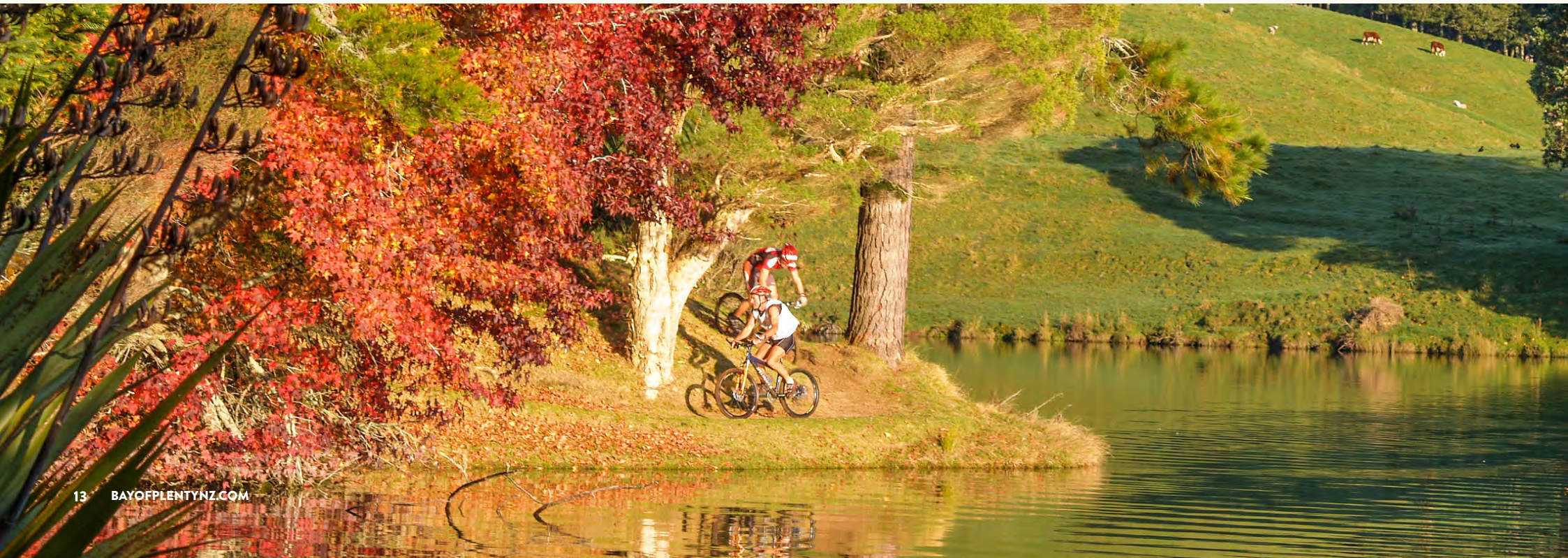
All against the background beauty of our extensive natural surroundings.



DESTINATION MANAGEMENT SUCCESS CHARACTERISTICS

UNLOCKING VISITOR SPENDING IN THE COASTAL BAY OF PLENTY REQUIRES PLANNING FOR THESE FUNDAMENTAL SUCCESS CHARACTERISTICS:

1. Ease of access
2. Awareness - an informed market
3. A unique & diverse offering
4. High value visitors throughout the year
5. Sustainable and productive resource use
6. Robust tourism related infrastructure
7. A great visitor experience
8. Authentic cultural experiences and support for Māori economic aspiration
9. Dispersal of visitors across region
10. Employment opportunities and career development pathways in Tourism





GEOFF HAMILTON

CHIEF EXECUTIVE OFFICER,
NGĀTI AWA GROUP HOLDINGS LIMITED

It's in our nature

Isn't it so often true that whatever we're looking for is right in front of us? Everything we need to grow visitor numbers to Coastal Bay of Plenty is here. Those who will come are FIT travellers with time on their hands looking for authentic visitor experiences: travellers interested in the natural world, and in the local people, cultures, and stories of the places they are visiting.

White Island—Te Puia o Whakaari—will become our drawcard, one of many unique ecotourism experiences that encourage visitors to stay another day. Just as Kaikoura discovered its whales and established itself as a 'must-go' destination, so will Coastal Bay of Plenty through unique, genuine natural visitor experiences.

"The best place to hide something is out in the open," wrote Robert Anton Wilson, "Nobody thinks to look there." It seems to me everything we need is already here.





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