

April 25, 2023

# Presentation on the Monitoring and Measurement of HTA Programs



# Resident Satisfaction

	2019 Fall	2020 Fall	2021 Spring	2021 Fall	2022 Spring	2022 Fall
"Agree tourism brings more benefits than problems"	58%	54%	53%	49%	54%	57%
"Agree tourism positive affects you/family"	41%	34%	33%	36%	36%	37%

# Visitor Satisfaction

	2019			2020			2021		
	US West	US East	Japan	US West	US East	Japan	US West	US East	Japan
Overall Hawai'i vacation rating	88.7%	91.1%	80.4%	81.7%	81.6%	78.5%	84.2%	85.4%	N/A
If exceeded expectations	44.2%	55.0%	43.9%	45.9%	50.0%	43.7%	44.7%	53.9%	N/A
Likely to recommend Hawai'i	91.1%	91.2%	77.3%	86.5%	85.1%	76.9%	87.1%	87.1%	N/A
Likely to revisit in next 5 years	83.0%	62.9%	62.9%	85.7%	71.1%	58.7%	81.6%	65.9%	N/A

# Visitor Spending

	2019	2020	2021	2022p
Maintain or increase - Average Daily Spending	\$196.1	N/A	\$201.0	\$226.2
Maintain or increase - Total Direct Spending	\$17.8 billion	N/A	\$13.2 billion	\$19.2 billion

# Program Logic Model



# 'Āina Aloha Economic Futures Scale

Pillar	Potential Measure of Success	Measures				
		Moves away from 'āina Aloha (1)	No movement (2)	Moving toward 'āina Aloha (3)	Practicing 'āina Aloha (4)	Leading 'āina Aloha (5)
Natural Resources	Supports the vibrancy and integrity of Hawai'i environments (land, water, ocean, sky, and native flora and fauna)	Produces environmental damage	Has no impact, or a net neutral impact, on Hawai'i's environments	Contributes in a demonstrable manner to the vibrancy and integrity of Hawai'i environments as a secondary or indirect focus of activities	Focuses on improving the fertility or integrity of the environment as a core activity	Focuses on improving the fertility or integrity of the environment as a core activity and supports others to engage in similar efforts
Hawaiian Culture	Supports Hawaiian cultural vitality and the application of 'ike kūpuna including the use of 'Ōlelo Hawai'i and symbiotic, ancestral relationships to 'āina	Diminishes Hawaiian cultural vitality, limits the use of 'Ōlelo Hawai'i, constrains relationships to 'āina, fails to recognize the value of 'ike kūpuna, or gives non-cultural practitioners authority to determine the cultural validity of assessments by cultural practitioners	Uses Hawaiian cultural symbols and some 'Ōlelo Hawai'i but does not incorporate Hawaiian values, 'ike kūpuna, or the relationships to 'āina	Applies Hawaiian cultural values in its operations, engages in periodic mālama 'āina activities, includes the use of 'Ōlelo Hawai'i, and recognizes the value of 'ike kūpuna	Incorporates 'Ike kūpuna and strategies and tactics, demonstrates a close relationship to 'āina, and creates opportunities that foster Hawaiian cultural vitality, including the use of 'Ōlelo Hawai'i	Incorporates 'Ike kūpuna and Hawaiian values in its core goals, engages 'Ōlelo Hawai'i as a key component of its work, strengthens community-level symbiotic relationships to 'āina, and assists other entities to achieve the same
Community	Positively impacts community well-being, equity, cohesion, capacity, and empowerment	Harms community well-being, creates community disempowerment, or undermines community self-determination	Does not impact, positively or negatively, community well-being	Improves community well-being, especially related to meeting basic needs, and contributes to building community cohesion and the capacity of individuals	Improves community well-being, especially related to meeting basic needs; directly strengthens community cohesion; and builds the capacity of individuals	Demonstrates community self-determination and improves long-term positive change in community conditions, especially related to meeting basic needs
Community	Improves the resilience and diversity of locally owned and resourced small businesses that align with 'Āina Aloha goals	Diminishes the ability of locally owned and resourced small businesses to achieve long-term economic viability, or creates barriers to opening new businesses for Hawai'i entrepreneurs	Maintains conditions resulting in high closer rates of Hawai'i small businesses, engagement in dominant industries and markets, and underrepresentation of various groups in the business sector	Procures a majority of goods and services from locally owned and resourced small businesses that align with 'Āina Aloha goals where those goods and services are available	Coordinates, promotes, or provides support for locally owned and resourced small businesses that align with 'Āina Aloha goals to enhance their long-term resilience	Expands markets for locally owned and resourced small businesses, or stimulates the birth and long-term resilience of locally owned and resourced businesses that align with 'Āina Aloha goals and that diversify the profile of owners and businesses in Hawai'i
Community	Increases hiring, career readiness, and leadership opportunities for target groups (in preferential order: Hawai'i residents, expatriate Native Hawaiians, and Hawai'i-born individuals who wish to return)	Hires non-Hawai'i residents for a majority of open positions or includes a majority of non-Hawai'i residents in the upper leadership of the organization	Does not provide a net gain in employment or career opportunities, or hires individuals in the target group only for lower-end positions but not for management or leadership roles	Hires individuals in the target group for 50% of positions, including some management or leadership positions, but does not provide training opportunities to ensure upward career ladders for its employees	Hires individuals in the target group for 80% of positions, including upper leadership positions, and provides training opportunities to ensure upward career ladders for its employees; or focuses on career readiness training for Hawai'i residents	Ensures that individuals in the target group are hired for 100% of positions, including upper leadership positions, and provides training opportunities to ensure upward career ladders for its employees; or focuses on career readiness training for Hawai'i residents related to land stewardship, food production, energy self-sufficiency, technology, education, or other sectors that would help to diversify Hawai'i's economy
Visitor Experience	Improves the resilience and diversity of locally owned and resourced small businesses that align with 'Āina Aloha goals	Diminishes the ability of locally owned and resourced small businesses to achieve long-term economic viability, or creates barriers to opening new businesses for Hawai'i entrepreneurs	Maintains conditions resulting in high closer rates of Hawai'i small businesses, engagement in dominant industries and markets, and underrepresentation of various groups in the business sector	Procures a majority of goods and services from locally owned and resourced small businesses that align with 'Āina Aloha goals where those goods and services are available	Coordinates, promotes, or provides support for locally owned and resourced small businesses that align with 'Āina Aloha goals to enhance their long-term resilience	Expands markets for locally owned and resourced small businesses, or stimulates the birth and long-term resilience of locally owned and resourced businesses that align with 'Āina Aloha goals and that diversify the profile of owners and businesses in Hawai'i
Visitor Experience	Contributes to building a circular economy to create regenerative outcomes for 'āina, natural resources, and communities	Takes finite natural resources to make products intended to have a limited lifecycle after which the products become waste that must be disposed, or perpetuates reliance on single-use products and imported items	Does not involve the use, creation, demolition, or disposal of items or structures, and does not involve the purchase of single-use items and imported items	Develops or provides alternatives to single-use products, or creates programs to help communities reduce their reliance on single-use products and imported items	Contributes to "return and renew" practices where products or structures can be disassembled at the end of their useful life cycle and reused, refurbished, or recycled, or scales up programs to help communities reduce their reliance on single-use products and imported items	Organizes networks that reuse or recycle each other's "waste" and/or designs products or structures that are long-lasting, easily repaired, and recyclable when no longer usable; or creates programs that shift communities' practices toward adopting circular economy principles, including reducing reliance on single-use products and imported items
Branding	Incorporates innovative approaches (involving methods, processes, technologies, relationships, and communications) that improve the well-being of communities and natural environments	Applies approaches that are inefficient, extractive, or that negatively affect the well-being of communities and natural environments	Does not create or apply innovative approaches or applies innovations that have no impact on the well-being of communities or natural environments	Introduces innovations that improve the well-being of communities and natural environments	Introduces innovations that improve the well-being, sustainability, and resilience of communities and natural environments	Introduces innovations that improve the well-being, sustainability, and resilience of communities and natural environments, and assists others to do the same
Branding (TBD)	Economic Impact - how visitor spending impacts tax revenue.	ROI is negative	ROI at rate of inflation	ROI 5 above rate of inflation	ROI 5 - 10	ROI 10+



# Goal To Be Achieved :

Potential Measure of Success	Measures				
	Moves away from 'āina Aloha (1)	No movement (2)	Moving toward 'āina Aloha (3)	Practicing 'āina Aloha (4)	Leading 'āina Aloha (5)
Supports the vibrancy and integrity of Hawai'i environments (land, water, ocean, sky, and native flora and fauna)	Produces environmental damage	Has no impact, or a net neutral impact, on Hawai'i's environments	Contributes in a demonstrable manner to the vibrancy and integrity of Hawai'i environments as a secondary or indirect <b>focus</b> of activities	Focuses on improving the fertility or integrity of the environment as a core activity	Focuses on improving the fertility or integrity of the environment as a core activity and supports others to engage in similar efforts



NATURAL  
RESOURCES  
PILLAR

Respect for Our Natural  
& Cultural Resources



*Goal: Dedicate resources to programs that enhance and support Hawai'i's natural resources and cultural sites to improve the quality of life for all of Hawai'i's residents and to enhance the visitor experience.*

- Overall Measure of Success: The visitor sector in Hawai'i supports the vibrancy and integrity of Hawai'i's environment (land, water, ocean, sky & native flora & fauna.) [ʻāina Aloha]
- Current Measure: Contributes in a demonstrable manner to the vibrancy & integrity of Hawai'i's environments as a secondary or indirect focus of activity. (Moving toward ʻāina Aloha , 3 of 5)

Long Term Outcomes	2020	2021	2022
Tourism helps fund the stewardship of Hawai'i's natural resources, parks & cultural sites. (Resident Sat. Survey, Top Box)			Spring 2022: 21% agreement
Visitors rate Hawai'i as environmentally friendly & sustainable. (VSAT Excellent)			Q1 2022 US West 79% US East 86% Canada 71%
Visitors rate Hawai'i high in having volunteer/give back opportunities. (VSAT Excellent)			Q1 2022 US West 52% US East 56% Canada 50%
Visitor industry businesses report improvements in energy use, water consumption & emissions. (New Visitor Industry Stakeholder Survey)			
Visitor industry stakeholders support and can see positive change their actions are making on the environment. (New Visitor Industry Stakeholder Survey)			



## NATURAL RESOURCES PILLAR

*Respect for Our Natural & Cultural Resources*



## NATURAL RESOURCES PILLAR

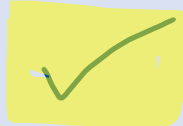
Respect for Our Natural & Cultural Resources

Program and Output	2019	2020	2021	2022
<p>a) Aloha `āina Program</p> <ul style="list-style-type: none"> <li># of programs supported by island</li> </ul>	Hawai'i: 7 Maui: 6 Moloka'i: 1 Lāna'i: 0 O'ahu: 9 Kaua'i: 1 Statewide 4	Hawai'i: 6 Maui: 9 Moloka'i: 2 Lāna'i: 0 O'ahu: 9 Kaua'i: 5 Statewide 3	N/A	Hawai'i: 6 Maui: 5 Moloka'i: 2 Lāna'i: 2 O'ahu: 5 Kaua'i: 2 Statewide: 2
<ul style="list-style-type: none"> <li>For each program: # of on-island &amp; off-island residents; # of out-of-state visitors</li> </ul>	N/A	N/A		N/A
<p>b) Sustainable Tourism Association of Hawai'i</p> <ul style="list-style-type: none"> <li># of entities certified</li> <li># of participants</li> </ul>	No contract	No certifications due to COVID (35 with existing certifications)	<ul style="list-style-type: none"> <li>43 certified</li> </ul>	<ul style="list-style-type: none"> <li>46 certified</li> </ul>
<p>c) Hawai'i Green Business Program</p> <ul style="list-style-type: none"> <li># of entities certified</li> <li># of participants</li> </ul>	<ul style="list-style-type: none"> <li>104 entities</li> <li>170 pax</li> </ul>	No contract	No contract	Currently recruiting 140 entities/businesses



<b>Contribution to Strategic Plan</b>	Ho'oulu (grow the uniqueness and integrity of the Native Hawaiian culture and community through genuine experiences for both visitors and residents)				
<b>Goal to be Achieved</b>	(HC)'Āina Aloha Outcome: supports Hawaiian cultural vitality and the application of 'ike Kūpuna including the use of 'ōlelo Hawai'i and symbiotic, ancestral relationship to the 'āina.				
↑ Resulting in ↑					
<b>Long-term Outcomes</b>	(HC1)Resident Survey: Tourism contributes to the perpetuation of Hawaiian culture & language.	(HC2)VSAT: High rating for number of different/unique experiences.	(HC3)Visitors have increased participation "percent that participated in Activities - History, Culture & Fine Arts" & appreciation for Hawaiian Culture*	HC4)Resident Survey: Authentic presentation of Native Hawaiian language & culture is important.	
<b>Mid-term Outcomes</b>	HCA) Residents and visitors throughout the state learn about & experience more Hawaiian culture together.	HCB)Visitors leave with a greater appreciation & understanding of Hawaiian culture having had multiple experiences.		HCC) Travel Agents & Travel Media encourage visitors seeking authentic & unique experiences to visit Hawai'i.	HCD) Retain & sustain the integrity of the Hawaiian language, the foundation of Hawaiian culture.
<b>Short-term Outcomes</b>	HCa)Increase the number and resilience of organizations that help perpetuate authentic Native Hawaiian culture & values. Bridges between residents and visitors are created.	HCb)A growing number of visitor industry entities have a greater appreciation for Hawaiian culture. Growing number of Native Hawaiian entities providing cultural experiences.	HCC) Increased opportunities for visitors to experience Native Hawaiian culture.	HCD)Travel Agents/Travel Media gain a deeper appreciation for authentic Hawaiian culture & arts.	HCE)The visitor industry increases its use of accurate Hawaiian pronunciations & spelling in its activities.
↑ These programs produce these outcomes ↑					
<b>Programs (Inputs)</b>	a)Kukula Ola - Support for community-initiated projects that preserve the Native Hawaiian culture into the future.	b)Hawaiian Cultural Initiative - Strategic Partnerships - Connect the visitor industry with the cultural resources they need to authentically integrate and share Hawaiian culture, values history and 'ōlelo Hawai'i.	c)Ho'okipa Malihini - Support Hawaiian programs & cultural practitioners by enhancing more visitor experiences with authentic Hawaiian culture.	d)Market Support - Major Markets Travel Agents/Travel Media experience authentic Native Hawaiian culture during trade shows, missions, promotional events and other activities.	e)'ōlelo Hawai'i Support. Ensure that programs that work toward the revitalization & normalization of the Hawaiian Language are supported.
	f)Festival of Pacific Arts & Culture - Support the planning for FestPAC which is a showcase of arts and culture across the Pacific Islands to sustain traditional practices through ongoing cultural exchange.	g)Legacy Award Program - Program to recognize individuals, organizations and businesses who demonstrate a long term commitment toward the perpetuation of Hawaiian culture for the long term.			h)Ma'ema'e Program - Provide a toolkit for users to easily access to ensure marketing efforts among stakeholders continue to be shared in an authentic & appropriate manner.

# Goal to be Achieved:

Potential Measure of Success	Moves away from 'āina Aloha (1)	No movement (2)	Moving toward 'āina Aloha (3)	Practicing 'āina Aloha (4)	Leading 'āina Aloha (5)
Supports Hawaiian cultural vitality and the application of 'ike kūpuna including the use of 'ōlelo Hawai'i and symbiotic, ancestral relationships to 'āina	Diminishes Hawaiian cultural vitality, limits the use of 'ōlelo Hawai'i, constrains relationships to 'āina, fails to recognize the value of 'ike kūpuna, or gives non-cultural practitioners authority to determine the cultural validity of assessments by cultural practitioners	Uses Hawaiian cultural symbols and some 'ōlelo Hawai'i but does not incorporate Hawaiian values, 'ike kūpuna, or the importance of relationships to 'āina	Applies Hawaiian cultural values in its operations, engages in periodic mālama 'āina activities, includes the use of 'ōlelo Hawai'i, and recognizes the value of 'ike kūpuna 	Incorporates 'ike kūpuna in strategies and tactics, demonstrates a close relationship to 'āina, and creates opportunities that foster Hawaiian cultural vitality, including the use of 'ōlelo Hawai'i	Incorporates 'ike kūpuna and Hawaiian cultural vitality in its core goals, engages 'ōlelo Hawai'i as a key component of its work, strengthens community-level symbiotic relationships to 'āina, and assists other entities to achieve the same



HAWAIIAN  
CULTURE  
PILLAR

Support Native Hawaiian  
Culture & Community



# COMMUNITY PILLAR

Ensure Tourism & Communities Enrich Each Other

<b>Contribution to Strategic Plan</b>	Generate clear community benefits and responsibly manage tourism-related impacts on residents.					
<b>Goals to be Achieved</b>	CO1) 'āina Aloha: Positively impacts community well-being, equity, cohesion, capacity, & empowerment.	CO2)'āina Aloha: Improve the resilience & diversity of locally owned & resourced small businesses that along with 'āina Aloha goals	CO3)Resident Survey: Residents agree that more effort is being made to balance economic benefits of tourism & QOL for residents (A) & Tourism has been mostly positive for you & your family.(B)	CO4)'āina Aloha: Increases hiring, career readiness, & leadership opportunities for Hawai'i residents.		
<span style="color: blue;">↑</span> <b>Resulting in</b> <span style="color: blue;">↑</span>						
<b>Long-term Outcomes</b>	C1) Resident Survey - Increasing awareness of Destination Management Plans (DMAP) (A). Increasing awareness of "Destination Management or Managed Tourism." (B)	C2)Resident Survey - Tourism creates job opportunities for residents. (A) Tourism supports our local business like retail, dining, etc. (B)	C3) % of visitors whose shopping activities include: Hawai'i made products, local shops/artisans.	C4)Resident Survey: Residents agree that "tourism is being better managed on my island." (A) "I have voice in my island's tourism development decisions (B)	C5)Percent of residents born & raised, and/or educated in Hawai'i in visitor industry management positions.*	
<b>Mid-term Outcomes</b>	CA)Greater resident participation in DMAP v2.	CB)Communities experiencing greater economic benefit from tourism due to more local businesses & non-profits.	CC) Resident Survey: Residents more aware of the programs that benefit their community.	CD) More local residents in higher level positions in the visitor industry.		
<b>Short-term Outcomes</b>	Ca)Increasing resident participation in community meetings & tourism planning efforts. Ongoing progress made on DMAP actions.	Cb) Increasing number of community-driven, local businesses & non-profits taking part in the visitor industry		Cd) More local students in college-level studies in visitor industry areas.		
<span style="color: blue;">↑</span> <b>These programs produce these outcomes</b> <span style="color: blue;">↑</span>						
<b>Programs</b>	<b>a)Community-Based Tourism Program</b> - Responsibly manage tourism-related impacts & issues in communities.	<b>b) Technical Assistance and Capacity Building</b> - Increase the number of community businesses and non-profits, and hiring of local residents. Focus initially on agritourism, voluntourism, & festivals/events activities & products. <b>Community Tourism Collaborative</b> - A planning collaborative with community organizations committed to improving a specific site or creating/enhancing a visitor experience.		<b>d)Workforce Development - Current:</b> Assess the employment needs in the visitor industry, then develop partnerships to provide workshops & trainings.	<b>e)Future WDP</b> - Develop programs to develop future leaders for the visitor industry. <b>Hoolina Scholarship Program</b> - Support qualified students from Hawai'i public high schools to pursue a degree in hospitality, tourism or culinary. <b>Climb HI LEI Program</b>	
	<b>f)Community Enrichment Program</b> - Support the development of community-based tourism products					

# Goal to be Achieved:

Pillar	Potential Measure of Success	Measures				
		Moves away from 'āina Aloha (1)	No movement (2)	Moving toward 'āina Aloha (3)	Practicing 'āina Aloha (4)	Leading 'āina Aloha (5)
Community	Positively impacts community well-being, equity, cohesion, capacity, and empowerment	Harms community well-being, creates community dissension, or undermines community self-determination	Does not impact, positively or negatively, community well-being	Improves community well-being, especially related to meeting basic needs; and contributes to building community cohesion and the capacity of individuals in the community ✓	Improves community well-being, especially related to meeting basic needs; directly strengthens community cohesion; and builds the capacity of individuals, 'ohana, and organizations	Demonstrates community self-determination and improves long term positive change in community conditions, especially related to meeting basic needs
Community	Improves the resilience and diversity of locally owned and resourced small businesses that align with 'Āina Aloha goals	Diminishes the ability of locally owned and resourced small businesses to achieve long-term economic viability, or creates barriers to opening new businesses for Hawai'i entrepreneurs	Maintains conditions resulting in high closer rates of Hawai'i small businesses, engagement in dominant industries and markets, and underrepresentation of various groups in the business sector	Procures a majority of goods and services from locally owned and resourced small businesses that align with 'Āina Aloha goals where those goods and services are available ✓	Coordinates, promotes, or provides support for locally owned and resourced small businesses that align with 'Āina Aloha goals to enhance their long-term resilience	Expands markets for locally owned and resourced small businesses, or stimulates the birth and long-term resilience of locally owned and resourced businesses that align with 'Āina Aloha goals and that diversify the profile of owners and businesses in Hawai'i
Community	Increases hiring, career readiness, and leadership opportunities for target groups (in preferential order: Hawai'i residents, expatriate Native Hawaiians, and Hawai'i-born individuals who wish to return)	Hires non-Hawai'i residents for a majority of open positions or includes a majority of non-Hawai'i residents in the upper leadership of the organization	Does not provide a net gain in employment or career opportunities, or hires individuals in the target group only for lower-end positions but not for management or leadership roles	Hires individuals in the target group for 50% of positions, including some management or leadership positions, but does not provide training opportunities to ensure upward career ladders for its employees ✓	Hires individuals in the target group for 80% of positions, including upper leadership positions, and provides training opportunities to ensure upward career ladders for its employees; or focuses on career readiness training for Hawai'i residents	Ensures that individuals in the target group are hired for 100% of positions, including upper leadership positions, and provides training opportunities to ensure upward career ladders for its employees; or focuses on career readiness training for Hawai'i residents related to land stewardship, food production, energy self-sufficiency, technology, education, or other sectors that would help to diversify Hawai'i's economy



## COMMUNITY PILLAR

Ensure Tourism & Communities Enrich Each Other



# BRAND MARKETING PILLAR

Strengthen Tourism's  
Contributions

<b>Contribution to Strategic Plan</b>	Strengthen tourism's overall contribution to Hawai'i by protecting & enhancing Hawai'i's globally competitive brand in a way that is coordinated, authentic, & market appropriate. Educate & attract mindful visitors with emphasis on lifetime value & positive impact.			
<b>Goals to be Achieved</b>	B1) HTA Monthly Visitor Statistics Maintain or increase average PPPD spending. Maintain or increase total direct spending.	B2) DBEDT READ Monthly Visitor Statistics: improve or maintain the positive economic impact of the visitor industry.	B3) Meet or exceed advance goals in Citywide MCI tentative & definitive room nights.	B4) 'āina Aloha - Incorporate innovative approaches (processes, technologies & communications) that improve the well-being of communities & natural resources.
<b>Resulting in</b>				
<b>Long-term Outcomes</b>	BM1) VSAT: % of visitor who recall seeing or hearing information about safe & responsible travel to Hawai'i.	BM2) VSAT: Increase percentage of visitors considering a return visit to Hawai'i. MES % of US MMA planning to visit Hawai'i in the next 12 months.	BM3) New VSAT question: % of visitors to Hawai'i that accessed the website for information	BM4) YouGov - % of Avid Travelers \$100K+ whose most recent destination was Hawai'i.
<b>Mid-term Outcomes</b>	BMA) Potential visitors that are attracted to Hawai'i's responsible travel are avid travelers, more likely to be higher spending visitors.	BMB) MCI is booking more events that align with Hawai'i's focus on regenerative tourism and the strengths of our location.	BMC) Campaigns are rated highly on building awareness of Hawai'i with mindful and high spending travelers, educating potential visitors, increasing likelihood to travel.	
<b>Short-term Outcomes</b>	(BMA) Potential visitors understand & are attracted to Hawai'i's commitment to natural and cultural resources, and regenerative travel.	BMb) MCI marketing is actively pursuing events and segments that align with Hawai'i's strength in location, culture, natural resources & community.	BMc) Website & social media attracts growing number of users, sessions.	BMd) Marketing partners given meaningful feedback on effectiveness of campaigns that they use to improve their campaign content.
<b>These programs produce these outcomes</b>				
<b>Programs (Inputs)</b>	a) Major Market Brand Marketing & Management - Promote Hawai'i responsibly through market education & coordinated branding efforts to bring back travel in a safe, sustainable, respectful & regenerative manner.	b) Global Meetings, Conventions & Incentives (MCI) - Capitalize on our strategic mid-Pacific location to attract international meeting, conventions and incentives. Target appropriate high profile events and MCI segments that align with Hawai'i's culture, natural resources & community.	c) Global Support Services Management - Develop & maintain the global shared resources.	d) HTUSA & HTJ Campaign Effectiveness Studies - Research to evaluate campaign effectiveness.
	f) Cruise Consultant Services - Work to maintain a positive relationship with the cruise industry & promote purchase of local products.	g) Island Destination Marketing & Management - Brings awareness of each islands unique concerns, accommodations, activities & tours to the other brand marketing team members. Advocates for their island and participates in trade shows & mission. Coordinates with local government in crisis situations.	h) Creative Agency - an updated creative suite of digital assets & resources to further communicate HTA's brand and position on important issues.	

# Goal to be Achieved:

Potential Measure of Success	Measures				
	Moves away from 'āina Aloha (1)	No movement (2)	Moving toward 'āina Aloha (3)	Practicing 'āina Aloha (4)	Leading 'āina Aloha (5)
Incorporates innovative approaches (involving methods, processes, technologies, relationships, and communications) that improve the well-being of communities and natural environments	Applies approaches that are inefficient, extractive, or that negatively affect the well-being of communities and natural environments	Does not create or apply innovative approaches or applies innovations that have no impact on the well-being of communities or natural environments	Introduces innovations that improve the well-being of communities and natural environments	Introduces innovations that improve the well-being, sustainability, and resilience of communities and natural environments	Introduces innovations that improve the well-being, sustainability, and resilience of communities and natural environments, and assists others to do the same



Overall Measures of Success:



BRAND  
MARKETING  
PILLAR

Strengthen Tourism's  
Contributions





# Visitor Experience

<b>Contribution to Strategic Plan</b>	Hawai'i provides a unique, memorable & enriching visitor experience.					
<b>Goals to be Achieved</b>	V1) VSAT: % Excellent on "number of different & unique experiences."	V2)VSAT: % Excellent on "environmentally friendly, sustainable."	V3)VSAT: % Excellent on "offering a variety of experiences."	v4) 'āina Aloha. Contributes to building a circular economy to create regenerative outcomes for 'āina, natural resources, and communities	V5) 'āina Aloha Incorporates innovative approaches (involving methods, processes, technologies, relationships, and communications) that improve the well-being of communities and natural environments	
<b>Resulting in</b>						
<b>Long-Term Outcomes</b>	VE1) Percent of tour guides that have been certified. (TBD) VSAT: rating on tour guide experiences.* (TBD)	VE2)Dest. Next: % of target market visitors that come to Hawai'i for events & programs. MES % of visitors saying their reason for returning to Hawai'i is "to participate in an event or festival."	VE3)VSAT: Number & type of activities that visitors participate.	VE4)Trend of satisfaction levels from events. MES % who respond that Reason for returning to Hawai'i is to participate in an event or festival.	VE5)Resident Survey - reduce % of resident top box that said "visitors need to be educated about protecting Hawai'i's natural environment & cultural resources.	VE6)VSAT: Visitors rate Hawai'i as safe & secure.
<b>Mid-term Outcomes</b>	VEA)Majority of tour guides are certified and provide visitors with meaningful, authentic experiences.	VEB) More high spending visitors coming to Hawai'i for specific events.	VED) Increasing number of visitors & residents participating in voluntourism activities	VEE) Residents recognize that visitors are behaving more respectfully while on vacation.	VEF) When challenges happen during vacations to Hawai'i, visitors appreciate the assistance VASH provides	
<b>Short-term Outcomes</b>	VEa) Program design and process is completed.	VEb)Increasing number of visitors & residents attending events and being satisfied with events.	VEcd)Bridging local residents and visitor interactions by engaging in events.	VEe) Visitors are more conscious of behaving respectfully while on vacation in Hawai'i.	VEf) Visitors in need are referred to VASH.	
<b>These programs produce these outcomes</b>						
<b>Programs (Inputs)</b>	a)Tour Guide Certification - Evaluate global best practices for tour guide certification programs. Develop guidelines for certification & training curriculum	b) Hawaiian Cultural Festivals & Events - Support larger festivals & events that perpetuate & recognize the history, uniqueness & integrity of Hawaiian culture and its significance in the Hawaiian islands.	c) Signature Events - Support major events that have broad appeal & align with Hawai'i's destination image & brand.	d) Community Enrichment Program - Support the development of community-based tourism products	e) Pono Travel Education Program - Airport messages reminding travelers to visit Hawai'i responsibly, respectfully & mindfully.	f) Visitor Assistance Program - Provide support, resources & guidance to visitors who are victims of crimes & other adversities' while traveling in Hawai'i.
	g)Tourism Excellence Accreditation Program - a quality assurance program for the visitor industry to develop and maintain service and safety standards.	h) Sports Program - Support for amateur, collegiate & professional sports programs & events that extend the brand image of, & attract visitors to our island				

# Goal to be Achieved:

Pillar	Potential Measure of Success	Moves away from 'āina Aloha (1)	No movement (2)	Moving toward 'āina Aloha (3)	Practicing 'āina Aloha (4)	Leading 'āina Aloha (5)
Visitor Experience	Improves the resilience and diversity of locally owned and resourced small businesses that align with 'Āina Aloha goals	Diminishes the ability of locally owned and resourced small businesses to achieve long-term economic viability, or creates barriers to opening new businesses for Hawai'i entrepreneurs	Maintains conditions resulting in high closer rates of Hawai'i small businesses, engagement in dominant industries and markets, and underrepresentation of various groups in the business sector	Procures a majority of goods and services from locally owned and resourced small businesses that align with 'Āina Aloha goals where those goods and services are available 	Coordinates, promotes, or provides support for locally owned and resourced small businesses that align with 'Āina Aloha goals to enhance their long-term resilience	Expands markets for locally owned and resourced small businesses, or stimulates the birth and long-term resilience of locally owned and resourced businesses that align with 'Āina Aloha goals and that diversify the profile of owners and businesses in Hawai'i
Visitor Experience	Contributes to building a circular economy to create regenerative outcomes for 'āina, natural resources, and communities	Takes finite natural resources to make products intended to have a limited lifecycle after which the products become waste that must be disposed, or perpetuates reliance on single-use products and imported items	Does not involve the use, creation, demolition, or disposal of items or structures, and does not involve the purchase of single-use items and imported items	Develops or provides alternatives to single-use products, or creates programs to help communities reduce their reliance on single-use products and imported items 	Contributes to "return and renew" practices where products or structures can be disassembled at the end of their useful life cycle and reused, refurbished, or recycled; or scales up programs to help communities reduce their reliance on single-use products and imported items	Organizes networks that reuse or recycle each other's "waste" and/or designs products or structures that are long-lasting, easily repaired, and recyclable when no longer usable; or creates programs that shift communities' practices toward adopting circular economy principles, including reducing reliance on single-use products and imported items

Visitor Experience





# Stakeholder Engagement

<b>Contribution to Strategic Plan</b>	Provide the communications & experiences that convey the Leadership actions HTA is undertaking to support the community & the visitor industry.				
<b>Goals to be Achieved</b>	S1) High level stakeholder ratings of HTA as a leader in the visitor industry (TBD)	S2) High level of stakeholder support for HTA. (TBD)	S3) HTA is achieving its measures of success for every Pillar. (TBD)	S4) VSAT: Excellent rating of "how would you rate your experience?"	S5) Resident Survey: Favorable rating on "tourism is good for me and my family."
Resulting in					
<b>Long-term Outcomes</b>	SE1) Level of stakeholder awareness of what HTA is doing and has accomplished. (TBD)		SE2) VSAT: Visitors rate Hawai'i as safe & secure.	SE3) Resident Survey: Residents agree that "tourism is being better managed on my island (A)." "I have voice in my island's tourism development decisions(B)"	
<b>Mid-term Outcomes</b>	SEA) Visitor industry stakeholders understand & support the direction HTA is heading.	SEB) Stakeholders understand & support the programs that HTA is implementing. Resident Survey "More effort is being made to balance economic benefits of tourism & QOL for residents. (A)" Awareness of DMAP.(B)	SEC) Visitors and residents feel safe in Hawai'i visitor destinations.	SED) HTA Tourism Plans are coordinated and focused on achieving long-term outcomes and measures of success.	SEE) HTA Tourism Plans updated as needed to adjust to changing market conditions.
<b>Short-term Outcomes</b>	SEa) Stakeholders value the insights HTA provides on the visitor industry locally, nationally & globally.	SEb) Stakeholders & residents are aware of the programs that HTA is implementing and the resulting positive outcomes.	SEc) Visitor destination areas are improving in safety	SEd) Stakeholders including residents believe HTA plans are well thought out and based on data.	SEe) Evaluation metrics for plans are collected, shared & used to improve plans in the future.
These programs produce these outcomes					
<b>Programs (Inputs)</b>	<b>a) HTA Tourism Update/Tourism Conference</b> - Bring together industry partners, community members, thought leaders, visionaries, suppliers, operators, policy makers & the media in a format that fosters networking & sharing. Provide the latest plans and insights about the industry. <b>Tourism Authority Legacy Program</b> - Recognize individuals, organizations & businesses who demonstrate long term commitment to the industry and the community.	<b>b) Public Affairs Industry Relations</b> - Inform residents, lawmakers, community & visitors about the actions underway by HTA & its strategic partners to manage tourism & its impacts in Hawai'i. <b>Four Focus Areas:</b> <b>#1: Perpetuation of Hawaiian Culture</b> <b>#2: Preservation of Natural Resources</b> <b>#3: Community</b> <b>#4: Branding/Industry Relations</b>	<b>c) Crisis Mitigation Safety &amp; Security Program</b> - Assist lead agencies & organizations to ensure that Hawai'i continues to be a safe & secure destination.	<b>d) Planning</b> - strategically plan for the near, mid & long-term health & vitality of the visitor industry & manage destination issues that affect communities.	<b>e) Planning: Community Tourism Collective</b> - A planning collaborative with community organizations committed to improving a specific site or creating/enhancing a visitor experience. (Also in Community) <b>Program Evaluation</b> - Provide quantitative feedback to track the success of programs in achieving their short & long-term KPIs.

# Tracking of Measures and Milestones

