



**HĀLĀWAI KŪMAU O KE KŌMIKE HOKONA KŪMAU  
KE'ENA KULEANA HO'OKIPA O HAWAI'I**

**REGULAR MARKETING STANDING COMMITTEE MEETING  
HAWAII TOURISM AUTHORITY**

*Po 'akolu, lā 26 o Iune 2019, 12:30 PM*  
Wednesday, June 26<sup>th</sup>, 2019, 12:30 PM

*Kikowaena Hālāwai O Hawai'i  
Lumi Papa Ho'okō A  
1801 Alaākea Kalākaua  
Honolulu, Hawai'i 96815*

Hawaii'i Convention Center  
Executive Board Room A  
1801 Kalākaua Avenue  
Honolulu, Hawai'i 96815

***Papa Kumumana'o***  
**AGENDA**

1. *Ho'omaka*  
Call to Order
2. *'Āpono I Ka Mo'ō'ōlelo Hālāwai 27 Malaki 2019*  
Approval of Minutes from the March 27, 2019 HTA Marketing Standing Committee Meeting
3. *Hō'ike No Ka Ho'āno Hou Iā GoHawaii.com*  
Update on Wrap of GoHawaii.com Redesign
4. *Hō'ike Ho'omōhala Hou No Hawai'i Mokupuni*  
Update on Hawaii Island Recovery
5. *Nā'ana I Ke Ka'akālai Hokona HTA 2020*  
Review of HTA 2020 Marketing Strategy
6. *Nā'ana I Ke Kuleana, Ka'inahana, Me Nā Kōmike O Ka 'Imi Noi Pāhana 'Āsia*  
Review of Asia (China, Korea, SE Asia, Taiwan) RFP's Scope, Process and Committees
7. *Nā'ana I Ke Kuleana 'Imi Noi Pāhana Hālāwai*  
Review of MCI RFP Scope
8. *Ho'oku'u*  
Adjournment

\*\*\* *'Aha Ho'okō: Ua hiki i ka Papa Alaka'i ke mālama i kekahi hālāwai kūhelu i kū i ka Hawai'i Revised Statutes (HRS) § 92-4. E mālama 'ia kēia hālāwai kūhelu nei ma lalo o ka § 92-5 (a)(4), § 92-5 (a)(8) and §201B-4(a)(2) no ka pono o ko ka Papa Alaka'i kūkā a ho'oholo 'ana i nā nīnūnē a nīnau i pili i ko ka Papa Alaka'i kuleana me ko ka Papa Alaka'i loio. He hālāwai kūhelu kēia i 'ole paulele 'ia ka 'ikepili a i mea ho'i e mālama kūpono ai ko Hawai'i 'ano, he wahi i kipa mau 'ia e nā malihini.*



Hawai'i Convention Center  
1801 Kalākāua Avenue, Honolulu, Hawai'i 96815  
**kelepona** tel 808 973 2255  
**kelepa'i** fax 808 973 2253  
**kahua pa'a** web [hawaii-tourismauthority.org](http://hawaii-tourismauthority.org)

**David Y. Ige**  
Governor

**Chris Tatum**  
President and Chief Executive Officer

\*\*\* Executive Session: The Board may conduct an executive session closed to the public pursuant to Hawai'i Revised Statutes (HRS) § 92-4. The executive session will be conducted pursuant to § 92-5 (a)(4), § 92-5 (a)(8) and §201B-4(a)(2) for the purpose of consulting with the board's attorney on questions and issues pertaining to the board's powers, duties, privileges, immunities, and liabilities; and to discuss information that must be kept confidential to protect Hawai'i's competitive advantage as a visitor destination.

*Kono 'ia ka lehulehu i ka hālāwai no ka ho'olohe a hāpai mana'o waha paha no nā kumuhana i helu 'ia ma ka papa kumumana'o. Inā hoihoi i ka hāpai mana'o kākau, hiki ke ho'ouna 'ia i ke Ke'ena Kuleana Ho'okipa O Hawai'i ma mua o ka hālāwai ma o ka leka uila iā Isabella@gohta.net; ma o ka leka i ka helu wahi o luna; a i 'ole ma o ke kelepa'i i ka helu o luna. Inā pono ke kōkua ma muli o kekahi kīnānā, e ho'omaopopo aku iā Isabella Dance (973-2254 a i 'ole isabella@gohta.net), he 'ekolu lā ma mua o ka hālāwai ka lohi loa.*

Members of the public are invited to attend the public meeting and provide oral testimony on any agenda item. Written testimony may also be provided on any agenda item by submitting the testimony prior to the meeting to the HTA by email to [isabella@gohta.net](mailto:isabella@gohta.net); by mail at the above address; or by facsimile transmission. Any person requiring an auxiliary aid/service or other accommodation due to a disability, please contact Isabella Dance (973-2254 or [isabella@gohta.net](mailto:isabella@gohta.net)) no later than 3 days prior to the meeting so arrangements can be made.

## Agenda item # 2:

Approval of minutes  
from the March 27<sup>th</sup>,  
2019 HTA Marketing  
Standing Committee  
Meeting



**MARKETING STANDING COMMITTEE MEETING  
HAWAII TOURISM AUTHORITY  
Wednesday, March 27, 2019  
Hawaii Convention Center  
1801 Kalākaua Avenue, Honolulu, Hawaii 96815**

**MINUTES OF MARKETING STANDING COMMITTEE MEETING**

<b>COMMITTEE MEMBERS PRESENT:</b>	Kelly Sanders (Chair), Fred Atkins, George Kam, Sherry Menor-McNamara
<b>COMMITTEE MEMBERS NOT PRESENT:</b>	Sean Dee, Kyoko Kimura
<b>BOARD MEMBER PRESENT:</b>	Rick Fried
<b>HTA STAFF PRESENT:</b>	Chris Tatum, Keith Regan, Karen Hughes, Ronald Rodriguez, Caroline Anderson, Laci Goshi, Jennifer Chun, Kalani Ka'anā'anā, Isabella Dance
<b>GUESTS:</b>	John Monahan, Eric Takahata, Ross Birch, Tom Mullen, Stephanie Donoho, Jay Talwar, Mitsue Varley, Jay Rubenstein, Brad Doell, Rob Pacheco, Teri Orton, Noelle Liew, David Baronfeld
<b>LEGAL COUNSEL:</b>	Gregg Kinkley

**1. Call to Order**

Presiding Officer Kelly Sanders called the meeting to order at 1:01 p.m.

**2. Approval of Minutes from the February 27, 2019 HTA Marketing Standing Committee Meeting.**

Mr. Sanders requested a motion to approve the minutes from the February 27, 2019 HTA Marketing Standing Committee Meeting. George Kam so moved, and Fred Atkins seconded the motion, which approved by all Committee members present.

### **3. Hawai'i Island Recovery Results - HTJ FY 2018 Emergency Marketing Fund**

Karen Hughes introduced Eric Takahata, Managing Director of Hawai'i Tourism Japan (HTJ), to present the results from the recovery funding that was taken from FY 2018. \$250,000 was released in May and \$450,000 was released in June. Mr. Takahata explained that the money was used in three phases. Phase one was damage control and involved immediately getting the right information to the media, the Japanese public, and potential travelers.

About \$250,000 was spent on phase two. Mr. Takahata said that phase two was still damage control but shifted messaging directly to consumers through customer resource management. HTJ created a hashtag campaign, and worked in sync with media including newspapers and major digital platforms. HTJ conducted a press tour, inviting members of the major media to visit so that they could see that Hawai'i Island is safe and stop reporting that toxic gases were being released. A press briefing and travel agent briefing were held to ensure that the proper information was disseminated. The events were well-attended by 26 major media outlets, resulting in approximately 2,162,143,252 impressions. Mr. Takahata stated that different members of the Hawai'i Island community were engaged to provide their perspective in video messaging that Hawai'i Island is safe to visit.

Mr. Takahata explained that phase two also included a full page ad in the major Japanese newspaper, Yomiuri Shimbun, and a promotional video that was available on YouTube. In television media, HTJ was able to move television shows that had planned to film in Oahu to Hawai'i Island. Towards the end of phase two, HTJ engaged more with the travel trade, and worked with Japan Airlines and Hawai'ian Airlines to do a press event at Tommy Bahama in Ginza.

About \$450,000 was spent on phase three. HTJ had already created a promotional video that was shot before the eruption, so when the eruption occurred, the video was expanded to more outlets and HTJ worked with travel trade to promote it. HTJ also created a 3D virtual reality tour using videos and special boxes that use the motion detection technology in phones to create a 360 degree experience. HTJ also worked with T Point Japan, a widely-used point card system, to set up a survey to educate survey-takers on Hawai'i. Mr. Takahata directed the committee to the meeting packet for more detailed statistics on HTJ's efforts.

Mr. Takahata said that wholesalers created Hawai'i Island-specific packages with special pricing. HTJ continued wholesaler education and consumer-direct information. In regards to results, Mr. Takahata said that there was a positive effect on Hawai'i Island numbers from April 2019 to June 2019, it is close to returning to 2018 numbers and closer to July and September it is anticipated that the booking pace will get higher. Chris Tatum pointed out that last year there were volcanoes erupting so there is an expectation that this year will be better than last year.

Mr. Atkins asked how the ideas for this effort came about and asked whether there was any feedback from HTJ's partners in Japan that they felt that HTA could have done better. Mr. Takahata stated that HTJ drove the ideas. He added that it was puzzling for the industry why the recovery is not happening quicker because HTJ is messaging and in lock step with the

industry, but the recovery lag time is frustrating. Mitsue Varley pointed out that during this same period, Japan also experienced natural disasters including a devastating hurricane comparable to Hurricane Katrina. Mr. Takahata added that the 6.5 earthquake in Hokkaido also had an effect.

Mr. Atkins noted that he did not see golf featured as one of the activities in the promotional videos, and that HTA spends a significant amount of sports marketing funding on golf. Ms. Varley responded that golf is a targeted market and for golf, HTJ works with golf membership tours. Mr. Atkins whether golf has diminished compared to other activities. Mr. Takahata said it has diminished because of the cost. Mr. Tatum said that HTA needs to feature phenomenal golf experiences on Hawai'i Island. Rick Fried asked whether over-saturation was an issue at golf courses on Hawai'i Island and Mr. Atkins said that some golf courses are struggling. Mr. Sanders asked Mr. Takahata to explain how HTA worked on the co-op marketing piece for the \$450,000. Mr. Takahata said that HTJ usually does a 3-to-1 template.

Mr. Fried noted that, for decades, there was a peaceful lava flow into the ocean but that he has heard that experts now say that may not occur for months and that another explosion may not occur for decades. Ross Birch stated that that is what has been predicted by volcanologists, and it may be many years before that kind of volcanic activity occurs again.

#### **4. Hawai'i Island Recover Results - HTUSA FY 2019 Emergency Marketing Fund**

Ms. Hughes stated that funding for Hawai'i Tourism USA came out of the 2019 fiscal year budget. She introduced John Monahan and Jay Talwar to present. HTUSA worked closely with the private business on Hawai'i Island to coordinate a shared hashtag social media promotion. The major hoteliers had the resources to provide photography and in August, HTUSA shot off-property activities to round out the perception of Hawai'i Island and highlight activities that you can only do on Hawai'i Island. In October, HTUSA supplemented its Hawai'i-rooted campaign with a Hawai'i Volcanoes National Park ranger who shared an engaging personal story for the campaign. In October, HTUSA had a large, well-coordinated event with Norwegian Cruise Line. In November, HTUSA worked with its industry partners on a conversion program which was developed with media which drove visitors to a shared landing page where properties could provide their best offers and engage with visitors directly. In December and January, public relations and social media continued. These campaigns continued through March 2019, and ended with the Hawai'i Island-rooted video to round out the story of Hawai'i Island.

Mr. Talwar played a video with the tag line that "There is Never a Better Time to Visit Hawai'i Island than Now". He said that HTUSA worked with Lonely Planet to create a digital program and articles that look like editorial. On the public relations side, in May the news outlets were primarily showing images of the small portion of the island affected by lava and HTUSA worked to counter that narrative. Mr. Talwar noted that there was greater traction with media when they engaged a subject-matter expert so HTUSA worked with a volcanologist to appear on television. Mr. Talwar discussed various news outlets that published stories promoting why now is the best time to visit Hawai'i Island.

In terms of metrics, Mr. Talwar said that they do not know how many rooms were booked because hotels do not share that type of information, but they do know that the promotion was able to direct more visitors to their sites. He then discussed the timeline of events, pointing out that, in addition to the volcanic eruption, there were also Hurricanes Hector, Lane and Olivia. Mr. Monahan noted that the hurricanes were the “icing on the cake” that took Hawai’i Island out of the booking cycle for FIT travelers and group business.

Mr. Monahan said that the first quarter will be difficult, based on his conversations with wholesalers. He noted that the wholesalers say that business increases after May 4<sup>th</sup>, 2019. In January, air seats hit more than 40% into Kona. On the Hilo side, there has been more hurt which is also lift related because of a reduction of seats.

Mr. Fried said that he had heard that Southwest Airlines was considering adding a flight to Hilo. Mr. Atkins asked if there had been a significant loss in air seats. Mr. Monahan said that there has been a bit of pull back but nothing significant. Airlines are demand driven. Mr. Atkins asked whether Airbnb occupancy was down similarly to hotels. Ross Birch responded that Airbnbs are aggressively pricing themselves to compete.

## **5. Hawai’i Island Recovery Efforts - Proposal for Continued Emergency Funding HTJ**

Ms. Hughes said that the booking pace is getting better but will still require a great deal of work to continue the momentum. She stated that Japan and the US represent the best opportunity to help recovery happen as soon as it can. Mr. Takahata presented on HTJ’s plan for continued recovery. He proposed funds be used to expand the reach of the Hawai’i Island rebranding campaign, since they will no longer be able to market the volcano.

Mr. Takahata discussed the Hakken campaign, which is based on the Japanese enthusiasm for numbers. Hakken Hawai’i means to discover Hawai’i, and the Hakken campaign promotes Hawai’i through numbers. The plan is to bias the Hakken campaign towards Hawai’i Island, and the rest towards the rest of the state of Hawai’i. The campaign will include outdoor signs, train signs, and taxis.

For Japan marketing, Mr. Takahata proposed spending \$600,000 on outdoor advertising, \$300,000 on digital marketing including YouTube, TVer, and TripAdvisor, and \$100,000 on public relations including TV tie-ups and regional newspaper promotion. The total request is for \$1 million. Ms. Hughes stated that HTJ is requesting \$1 million and HTUSA is requesting \$1.5 million, with \$500,000 to go towards creating new assets and content that will be utilized by both. Mr. Atkins asked where the funding would come from and Mr. Tatum responded that funds have been identified from the FY 2019 budget. The goal for the meeting was to support a recommendation that could then be presented for approval to the Board.

## **6. Hawai’i Island Recovery Efforts - Proposal for Continued Emergency Funding HTUSA**

Mr. Talwar began by discussing the overarching message that there are a lot of amazing things to do on Hawai’i Island. Beginning in April and into May, HTUSA plans to conduct its “Blue-

sky” asset development project, to develop photography and social assets that can be shared with all the global teams. Public relations and social media campaigns will continue throughout the calendar, including a top-tier social media influencer in June. In July, HTUSA will begin the paid native campaign, in which HTUSA partners with an editorial outlet, provides messaging and a story, and the editorial outlet produces content in their own style so that it will better connect with their audience. In September, HTUSA will conduct a sales blitz and conversion campaign in coordination with a bus tour. These programs will run through the end of the paid media calendar.

The target for the general marketing program is the “avid explorer,” people who exhibit behavior that suggest that they are looking to book trips in the short term, and expanding the audience to people who exhibit similar behavior and are engaging with similar destinations. Mr. Talwar played examples of content that is being created with third-party voice. The assets that HTUSA will be creating will focus less on the volcano and more on other Hawai’i Island activities. Mr. Talwar said that, in an effort to attract a higher-yielding visitor, HTUSA has partnered with Equinox gym. Equinox gym is a high-end gym with an upper demographic audience, that are adventure/exploration travelers.

Mr. Tatum said that, in regards to these two major markets, the goal is to combine what they are trying to accomplish, and share and utilize the best of both to go after these markets. The idea is to put \$2.5 million towards the effort of Hawai’i Island. He emphasized that, moving forward it is important to be aligned in how they are moving forward, because this is a rebranding and there needs to be the same message across markets. Mr. Sanders said that it is important to get the creative assets done for Hawai’i Island is critical and that needs to happen before going out to the other markets, to align brand messaging globally.

Mr. Atkins asked for Mr. Birch’s perspective, and Mr. Birch said that there are bigger issues than just bringing the numbers back, like what story they are going to tell and getting out the right message. Mr. Kam asked about the status of Hawai’i Island infrastructure. Mr. Birch responded that Hawai’i Island has changed its customer over the last three years, and is hoping that they can attract visitors that do not over-inundate areas. He added that he hopes that this lull will give the county and state an opportunity to build up some of their assets to have more accessibility. Mr. Atkins noted that he hopes that Hilo and the volcano are not underestimated, and said that he had received positive feedback about the area and the volcano from recent visitors.

Mr. Tatum said that, historically, they have probably not been as sensitive as they should have been to what was promoted, but by working with Mr. Birch and the market, they want to make sure that whatever is promoted is prepared for visitors. Kalani Ka’anā’anā noted that Rapid ‘Ōhi’a Death and biosecurity are also concerns, so if HTA is turning its direction mauka it should also be mindful of the environment. He added that it was also important to call Kīlauea by its name, because just calling it “the volcano” takes its mana away.

The visitors from Hawai’i Island, Jay Rubenstein, Rob Pacheco, Brad Doell, and Stephanie



Donoho, also provided input. They said that one thing that could be improved is sharing information with major stakeholders. There had been concern among stakeholders regarding the process so having better communication and flow through, especially up front, about what is happening will help the comfort level. Mr. Kam asked whether there were any reservations about what they had seen during the presentation and they responded that the volcano is still a very dynamic place, and should not be discounted. Ms. Donoho reiterated the importance of communication and information-sharing, and said that she would like to see the HTA fall meeting hosted on the Kohala Coast on Hawai'i Island.

One of the Hawai'i Island visitors asked whether there was a way to tap into mainstream television in the American market. Mr. Talwar responded that it would have to be a budget discussion. He noted that there has been a huge change in viewership habits, and a large part of the market has never been a cable television subscriber. Mr. Takahata said that Japan is headed in the same direction, but television still has a large reach. However, a lot of the focus is on digital media. He added that HTJ and HTUSA are working together to share creative assets.

Mr. Doell also noted that Mr. Takahata had discussed working with TripAdvisor and said that he was seeing a lot of activity from Expedia Japan. He asked whether HTJ had plans to work with Expedia Japan. Mr. Talwar responded that, in the US, Expedia is more commonly used at a particular phase in the cycle when properties are looking for short-term business. Ms. Varley said that Expedia Japan is more price-driven and do not have destination pages, so from a destination branding point of view there is not much of a platform. Mr. Takahata asked the visitors how their Rakuten business was and they responded that business from Rakuten is beginning to grow. Mr. Takahata said that they have been talking to Rakuten about doing a Hawai'i campaign.

Mr. Atkins noted the concerns about communication and asked if they could get feedback from stakeholders sooner than the fall meeting. Ms. Donoho said that they could help convene that. Mr. Talwar agreed but asked that such feedback not stall asset development. Mr. Tatum said that this will be an ongoing task and rebranding takes years. The funds are coming from the FY 2019 budget and the FY 2020 budget will also have funding. Mr. Monahan said that when they receive approval to run the program, they will present it to stakeholders on Hawai'i Island and there is still time to make adjustments.

Mr. Kelly requested a motion to recommend the plans at the next Board meeting. Mr. Atkins moved to approve the recommendation of \$2.5 million of funding, and Mr. Kam seconded the motion. The motion was unanimously approved by the committee.

## **7. Hawai'i Convention Center - 2019 US Conference of Mayors Marketing Flexibility Fund Update**

Mr. Sanders said that initially there was approved \$500,000 for the US Conference of Mayors, which was made up of \$275,000 to go towards the reception to be held at the Hawai'i

Convention Center, and \$225,000 to go towards destination support to be used externally. Mr. Sanders introduced Teri Orton to provide an update. Ms. Orton said that Mary Charles has been hired to conduct and plan the Mayors Conference. She said that, to date, \$174,389.29 has been spent out of the \$225,000 for destination support, and \$275,000 still remains for the in-house reception. Mr. Sanders asked whether it has been clearly communicated to Mary Charles how the Convention Center's give is structured. Ms. Orton responded that yes, and that they have been providing her a running balance every time she invoices the Convention Center. Ms. Orton added that Ms. Charles request the Board to approve use of the \$275,000 that was designated for the Convention Center reception for external support.

Mr. Atkins asked whether there was any information on whether the Mayor had been able to raise funds elsewhere and she responded that she did not know but that some of the money for external support has been used to put deposits on the other event venues. Mr. Sanders clarified that all the funding came from the Convention Center. Ms. Orton said that some of the funding was also used to put a deposit on a fund development consultant that has been hired to solicit corporate sponsorship and help fundraise for the remaining funding needed to put the Mayors Conference on. She added that a portion of the funding also went to pay for the speaker, Caroline Kennedy, who is charging \$150,000.

## **8. HTA Spring Tourism Update Feedback**

Ms. Hughes said that a survey has been distributed on March 21, regarding the HTA Spring Tourism Update, requesting feedback from everyone on the mailing list. Mr. Atkins asked how many people attended and Ms. Hughes responded that more than 600 attended. Mr. Atkins asked whether the Global Tourism Summit would be scaled back and Mr. Tatum responded in the affirmative, especially if they are planning on having it on Hawai'i Island. He said that HTA supports having the fall meeting on Hawai'i Island if HTA can get the same price as at the Convention Center.

Mr. Atkins noted that there was good attendance at the most recent update because there have been good speakers, and expressed his hope that they could continue to keep the numbers up. Mr. Tatum said that the update should not just be a data dump, but should be productive. He said that the event is an opportunity to talk to the market contractors and share the overall vision, and talk about what is actionable. He said that the other piece is providing feedback and sharing what HTA is doing in the community and perpetuating the Hawai'ian culture.

## **9. Adjournment**

Mr. Sanders asked for a motion to adjourn the meeting. Mr. Kam so moved, and Mr. Atkins seconded the motion, which approved by all Committee members present.

The meeting was adjourned at 3:09 p.m.

Respectfully submitted:

*Janjeera Hail*

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Janjeera S. Hail

Recorder

Agenda item # 3:

Update on Wrap of  
GoHawaii.com  
Redesign

DS

EXPERIENCES

CULTURE



PLANNING

SOCIAL

LANGU

Aloha



**Gohawaii.com**

**Redesign Project Update**

HTA Marketing Committee Meeting | June 26, 2019

SCROLL  
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CONTINUE



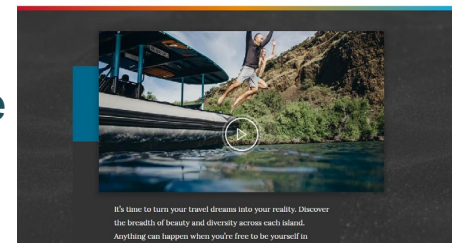
# Project Status

## Major accomplishments since the last Marketing Committee meeting

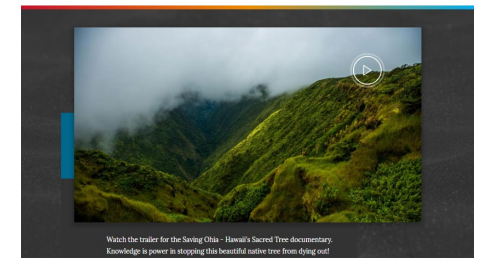
- New Hawaiian language pages with a glossary and pronunciation guide
- New LGBT content page
- *Hawai'i Rooted* campaign - Phase II
- Rapid 'Ōhi'a Death campaign
- New sports and cruise content page
- Link out to Pono pledge campaign for the Island of Hawai'i
- New personalization campaigns (pop-up content recommendations and article features on the homepage)



Video: LGBTQ - Go on and get inspired

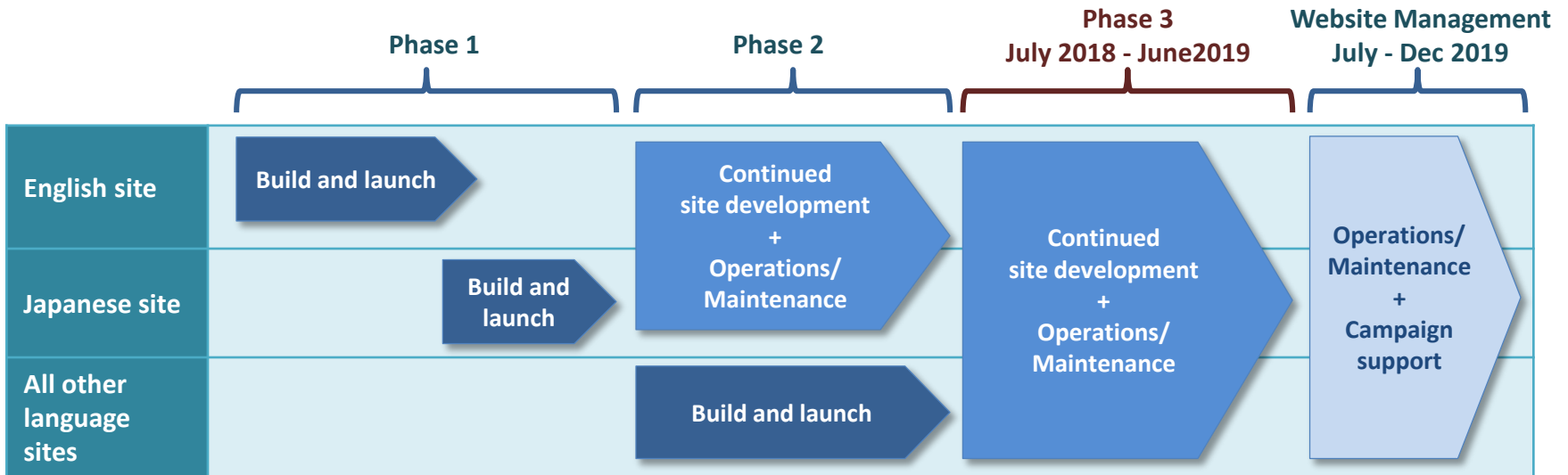


Video: Saving Ohia Documentary Trailer





# Project Scope Overview



## Work in progress

- Translations for international sites
- Culture section content updates
- New Images - replacements and additions
- New hero video replacements
- Newsletter sign-up functionality for other English markets
- Business listings usability updates
- Privacy policy reviews and updates

## July December 2019

- Operations and maintenance (incl. ongoing personalization campaigns)
- Continued SEO and SEM
- Campaign support as needed - all markets
- Process design and documentation for website management
- Information gathering for future strategic decisions



# Performance Review: YTD KPIs

Engagement KPIs	Benchmark	Pre-launch 2017	Year 1 2018	Aug '18 - May '19
Pages per session	>2	2.74	2.64	2.5
Average session duration	>02:30	02:43	02:55	02:39
Bounce rate (organic traffic only)	<60%	56%	53%	55%

Site Traffic	Benchmark	Pre-launch 2017	Year 1 2018	Aug '18 - May '19
# of sessions (organic search)	5,000,000 (based on Year 1 average) /12= 416,667	6,208,503/12 = 517,375	5,454,924/12 = 454,577	4,073,522 /9 = 452,614
# of users (unique visitors)	5,500,000 (based on Year 1 average) /12= 458,333	6,063,668/12 = 505,306	6,392,658/12 = 532,722	4,911,624 /9 = 545,736





# Looking Forward

## The role of gohawaii.com in the travel decision making process

### Research Objective

To update the inspiration, selection, planning, communication process for our contemporary travelers.

- What inspires travel decisions?
- Where do destination websites fit into our existing and desired customers' destination decision making journey?

#### Phase I

Gather and analyze existing research and insights; determine what additional research is needed to achieve the research objective.  
Target completion: End of June

#### Phase II

Original research  
Decision on method, scope, design and budget of additional research.  
Target completion: end of July

Research execution. Target: August-September  
Research results. Target completion: October

An underwater photograph with a teal and blue color palette. The water is clear, and light rays are visible. In the upper right, a person's arm and hand are visible near the surface, reaching towards the water. The overall mood is serene and aquatic.

Mahalo!

# Project Status

## Functionality Updates since the last Marketing Committee meeting

### Site/Functionality Development

- Island landing page map creation - ENG initially
- Newsletter sign-up functionality for the Korean site
- Business listings functionality updates: video play option
- Component updates and new component development (E-book pop-up for HTJ, hero carousel, promo banner variation)
- Events calendar updates: added search functionality and improved mobile usage
- Mega menu updates and integration of the new special alerts landing page

### Operations and Maintenance

- Style guide updates and additions
- New personalization campaigns (pop-up content recommendations and article features on the homepage)
- Referral tagging process rolled out to all markets and added to reporting

Agenda item # 4:

Update on Hawaii  
Island Recovery –  
HTUSA



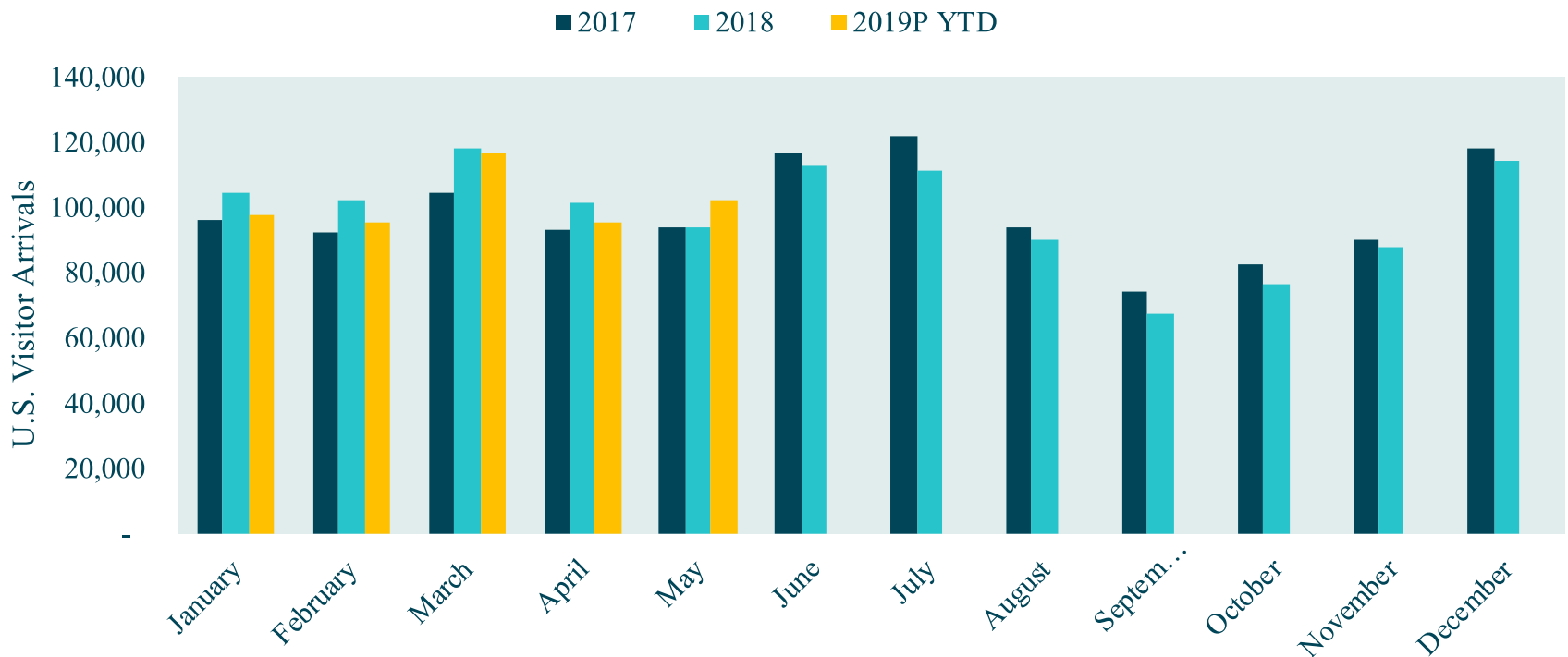
A small, vibrant green fern with several fronds is growing out of a dark, jagged volcanic rock. The background is a blurred expanse of similar dark rocks, creating a sense of a rugged, natural environment. The lighting is soft, highlighting the texture of the fern's leaves and the sharp edges of the rock.

# Island of Hawai'i Project Update

HTA Marketing Committee Meeting | June 26, 2019

# Total Visitation to Island of Hawai'i

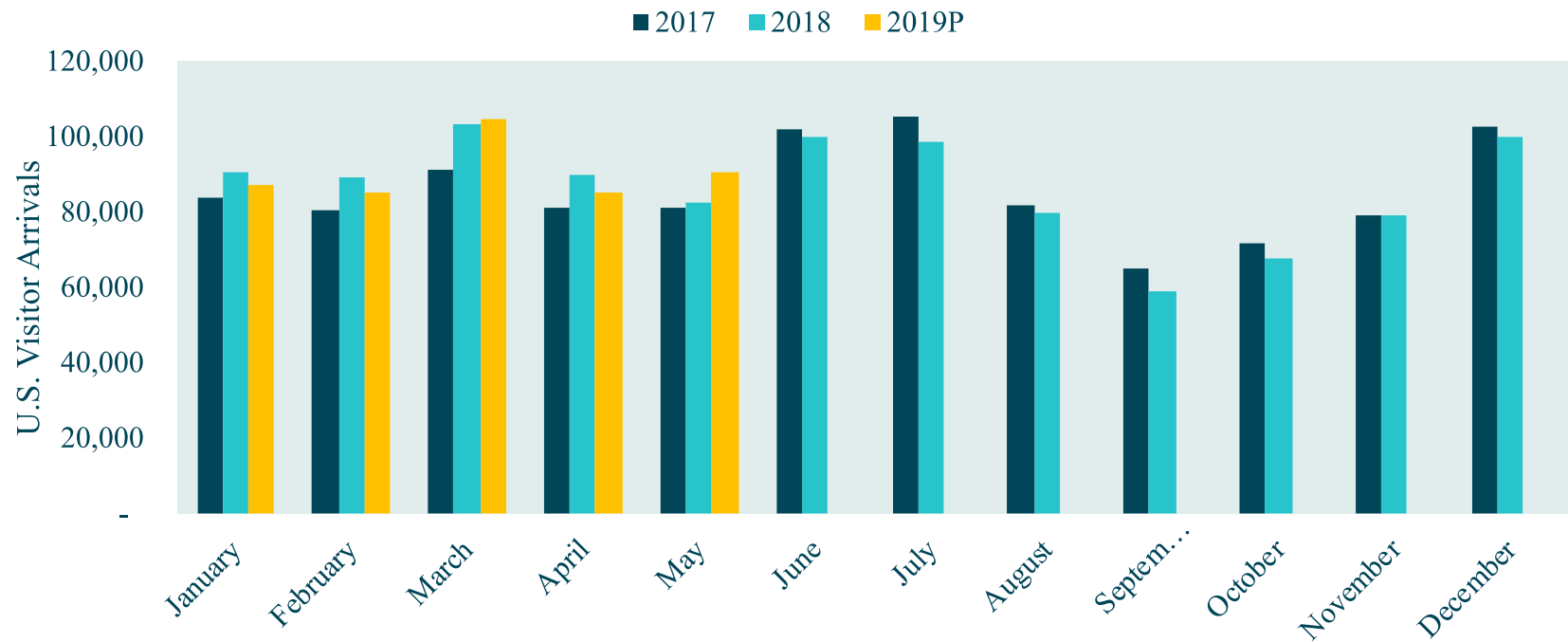
## Total U.S. Visitors



Source: HVCB analysis of HTA data, 2017-P2019

# Visitation to Island of Hawai'i — Kona

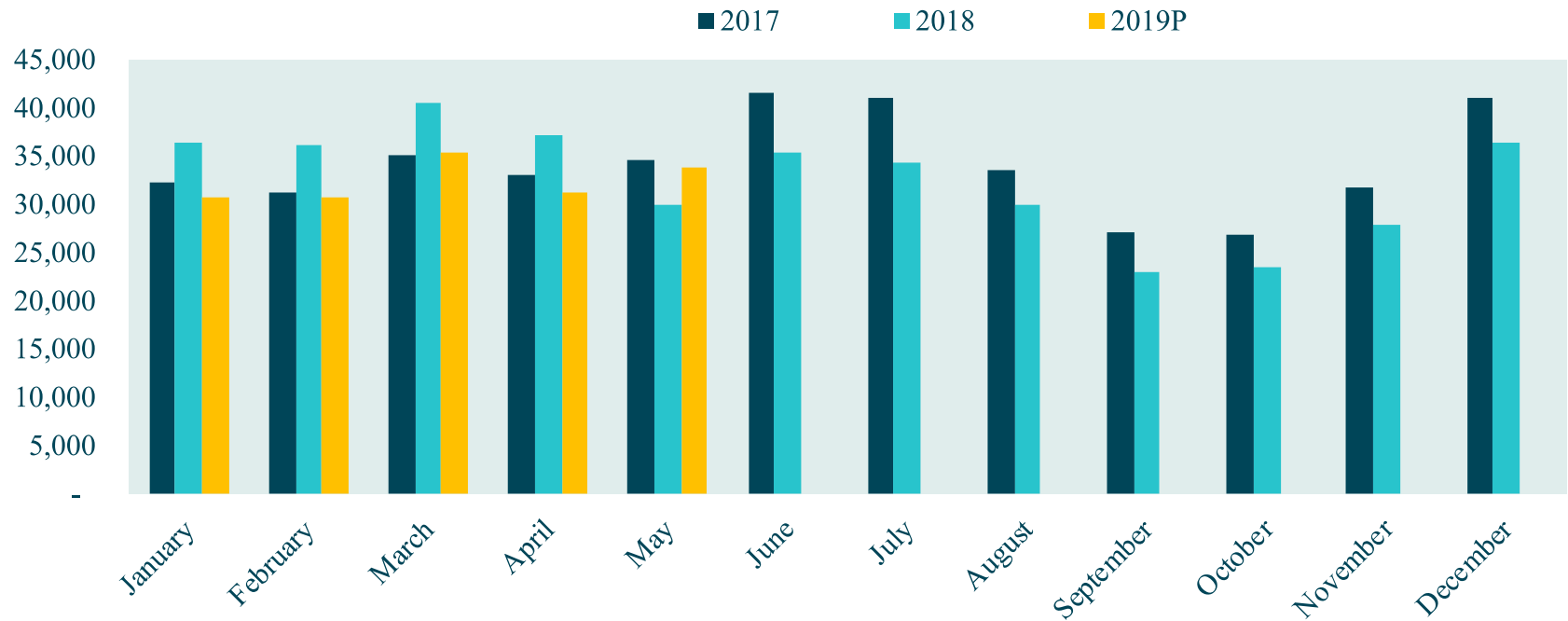
## U.S. Visitor Arrivals to Kona



Source: HVCB analysis of HTA data, 2017-P2019

# Visitation to Island of Hawai'i — Hilo

## U.S. Visitor Arrivals to Hilo



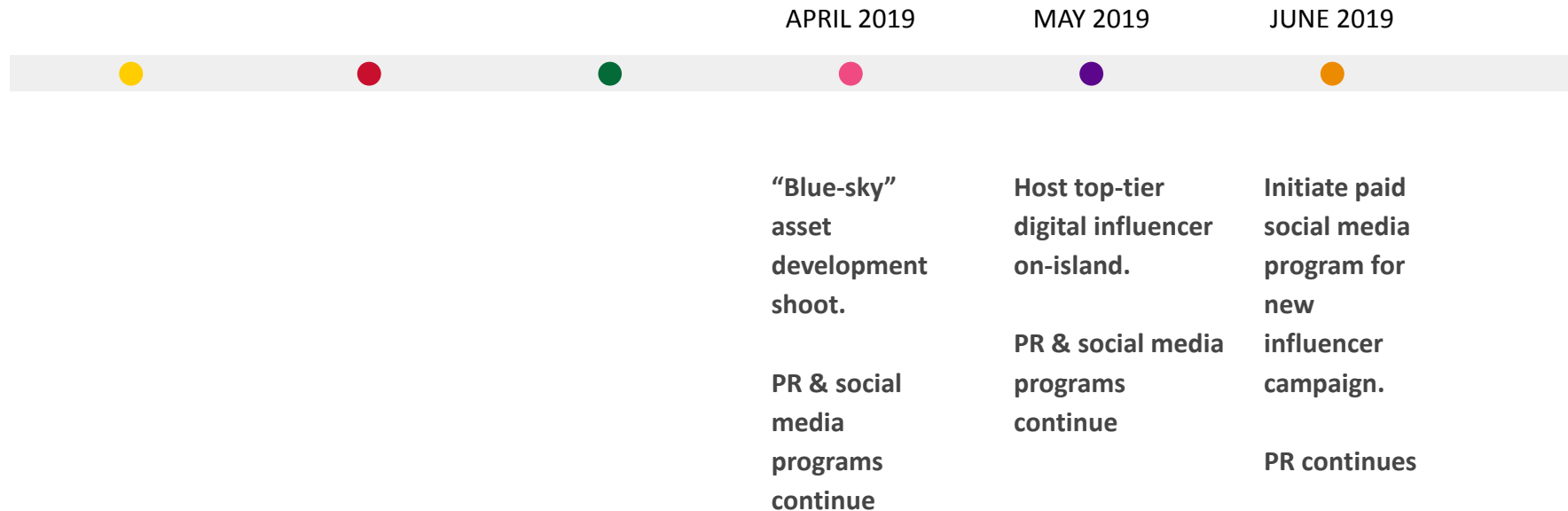
Source: HVCB analysis of HTA data, 2017-P2019





# Island of Hawaii

## 2019 Program Overview & Timeline





# Island of Hawaii

## 2019 Program Overview & Timeline

JULY 2019	AUGUST 2019	SEPT 2019	OCTOBER 2019	NOV 2019	DEC 2019
<p>Paid digital native campaign starts.</p> <p>Social Media &amp; PR programs continue</p>	<p>Paid digital native campaign continues.</p> <p>Social Media &amp; PR programs continue</p>	<p>USW Bus Tour hits the road.</p> <p>USW Cooperative Conversion Campaign begins.</p> <p>Digital native campaign begins.</p> <p>Equinox program begins.</p> <p>Social Media &amp; PR continue</p>	<p>Equinox, digital native media, cooperative conversion, and PR programs continue</p>	<p>Equinox, digital native media, cooperative conversion, and PR programs continue</p>	<p>Equinox, digital native media, cooperative conversion, and PR programs continue</p>

An underwater photograph with a teal and blue color palette. The water is clear, and light rays are visible. In the upper right, a person's arm and hand are visible near the water's surface, reaching down. The overall mood is serene and aquatic.

Mahalo!

Agenda item # 4:

Update on Hawaii  
Island Recovery – HTJ

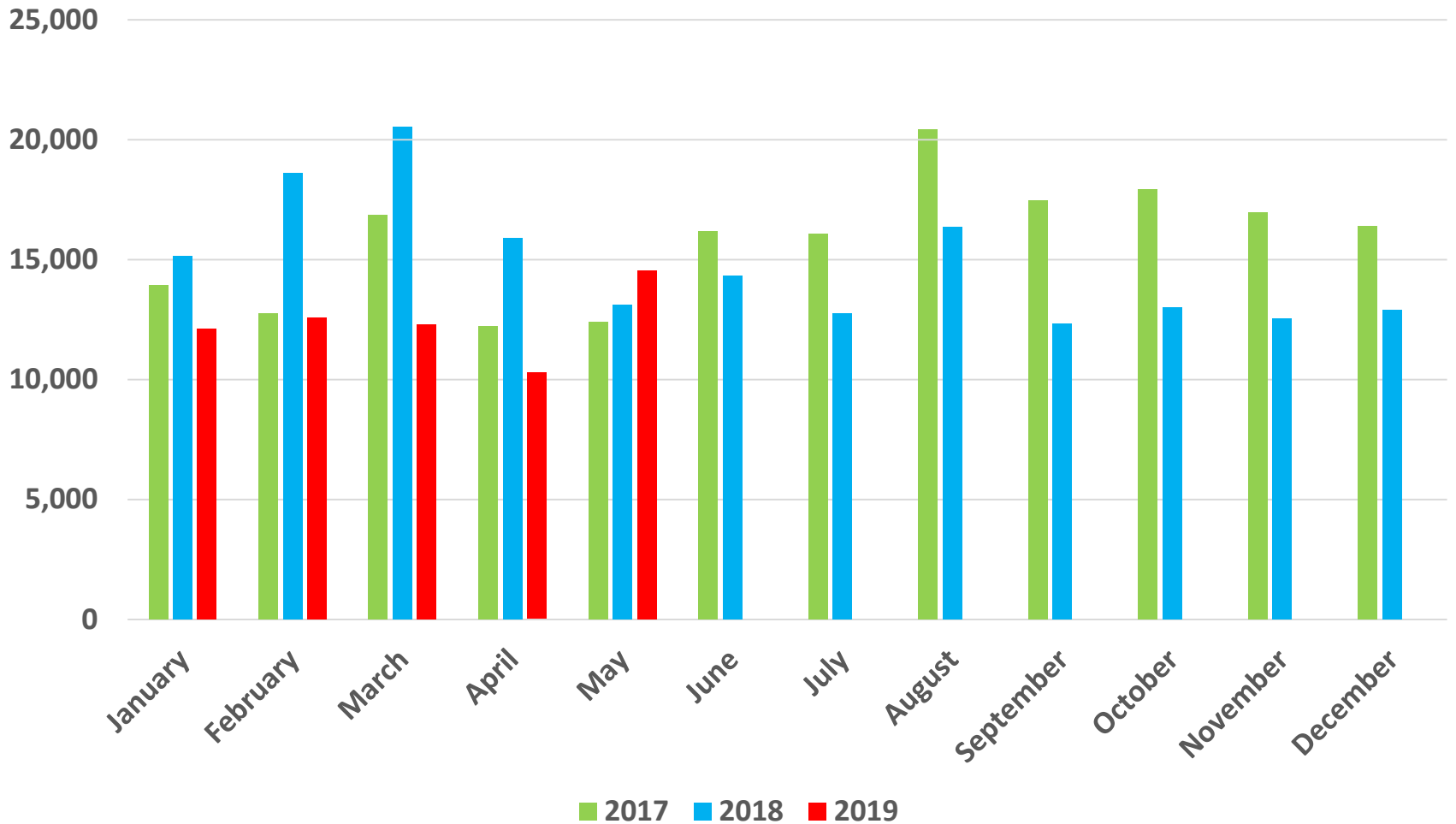


A close-up photograph of a small, vibrant green fern frond growing from a dark, jagged volcanic rock. The fern is the central focus, with its delicate, feathery leaves clearly visible. The background is a blurred expanse of similar dark volcanic rock, creating a sense of depth and texture. The lighting is natural, highlighting the green of the fern against the dark, textured rock.

# Island of Hawai'i Project Update

HTA Marketing Committee Meeting | June 26, 2019







# Island of Hawaii Monthly Arrivals





# Island of Hawaii

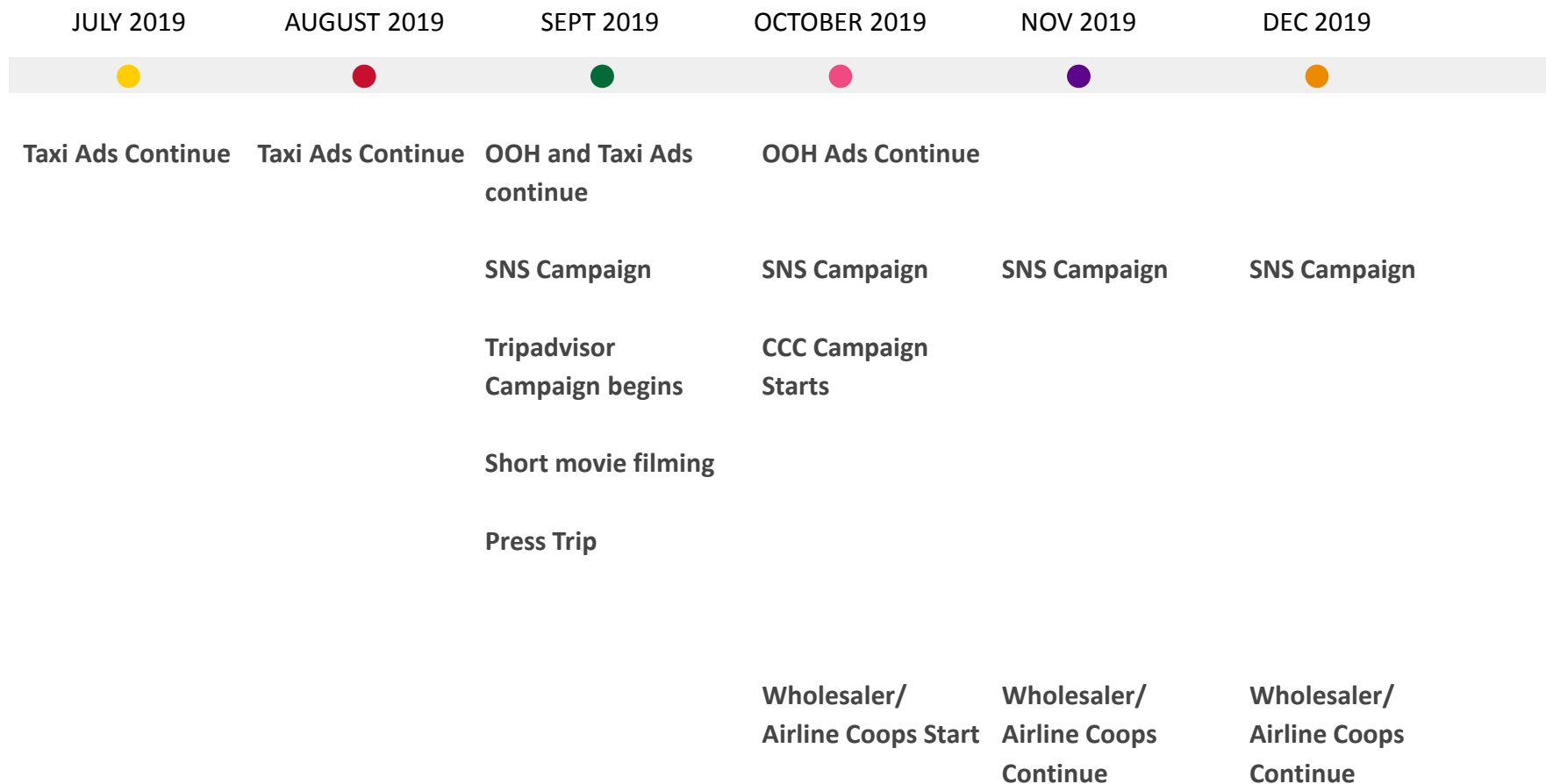
## 2019 Program Overview & Timeline

JANUARY 2019	FEBRUARY 2019	MARCH 2019	APRIL 2019	MAY 2019	JUNE 2019
					
Various SNS ads start	YouTube Ads start	Various SNS ads continue	OOH and Taxi Ads start	OOH and Taxi Ads continue	Taxi Ads continue
Enhanced TV exposure		Enhanced TV exposure TVer Ads VR Contents launched on 360ch.tv	Enhanced TV exposure	Enhanced TV exposure	Enhanced TV exposure
JTB Global Destination Campaign launches	Collaborative campaigns with stakeholders begin	Collaborative campaign with stakeholders continue			



# Island of Hawaii

## 2019 Program Overview & Timeline





An underwater photograph with a teal and blue color palette. The water is clear, and light rays are visible. In the upper right, a person's arm and hand are visible near the water's surface, reaching down. The overall mood is serene and aquatic.

Mahalo!

Agenda item # 5:

Review of HTA 2020  
Marketing Strategy

# 2020 Hawaii Tourism Authority Marketing Budget Plan DRAFT

## Overview

The role of this area is to manage development and execution of a global, coordinated destination branding effort. Working through major market contractors, HTA will coordinate development and implementation of sales and marketing initiatives that will sustain and enhance awareness of Hawai'i as an ideal destination for leisure and business travel, in order to attract high value visitors to the Hawaiian Islands. These programs fall under goal 2 of the HTA's Strategic Plan – ensure stable economic benefits.

## Objectives

- Drive destination brand awareness of the Hawaiian Islands in key source markets
- Increase per person-per day spend and visitor expenditures by attracting high-spending visitors and encouraging spending opportunities
- Develop plans according to research driven insight on consumer travel shopping and buying trends
- Ensure plans are developed in collaboration with the tourism industry
- Grow marketing spend efficiency and measure results
- Provide global marketing platforms that embrace diversity while preserving brand integrity and benefiting all MMA's
- Maintain the cultural integrity of the Hawaiian language, customs and practices, music, dance, cultural and historic sites in all marketing initiatives
- Increase awareness, familiarization, and understanding of the diversity of Hawaii's people, place and culture to consumers and trade
- Promote Hawaii as a Meetings, Conventions, and Incentives (MCI) destination with special focus on state-owned Hawaii Convention Center and citywide convention growth

## Major Market Management Execution Plan

### Program Overview

The major market management program aims to promote the destination through world-class branding. The HTA's ultimate marketing goal is to increase per person/per day and total expenditures throughout the state by deploying coordinated branding efforts across the globe in strategic major market areas. Major markets are selected based upon their potential to reach visitors who have the highest propensity to truly engage in all that Hawaii has to offer. The HTA has contracted nine marketing organizations to promote the Hawaiian Islands. Our current coverage in the major market areas are: United States, Canada, Japan, China, Hong Kong, Korea, Taiwan, Oceania (Australia and New Zealand), Europe (Germany, UK), and Southeast Asia (Malaysia, Singapore, Thailand, and Indonesia).

In 2019, Major Market RFP's will be issued for calendar year 2020 for China, Korea, Taiwan and SE Asia. RFP's will be re-developed with the help of an Asia market destination RFP expert. Significant research and best practice insight has been gathered through meetings with Brand USA and key local Hawai'i tourism industry Asia market stakeholders to inform the RFP objectives and scope. The objective is to find the best candidate in each market by clearly defining HTA's marketing objectives and contractor expectations while leaving room for applicants to describe unique ideas through their proposals.

## Strategies

The global marketing contractors will be directed to develop their brand marketing plans in a new updated clear and concise format using narrative to explain strategy and worksheets to provide detailed action plans. The ultimate role of the plan is to ensure that the Hawai'i brand story is told across the globe in a way that is coordinated globally, authentic, respectful of the Hawaiian culture and the environment and continues to inspire people to want to visit.

### Key directives:

- Employ branding that is consistent with established Hawaiian Islands and specific island brand positioning and coordinated globally
- Develop integrated plans utilizing current high value social and digital platforms
- Ensure travel industry collaboration
- Drive multi-island visitation with added focus on Hawai'i Island
- Develop responsible tourism initiatives in concert with HVCB developed pre and post arrival videos
- Strengthen marketing of unique visitor activities and experiences with a focus on events sponsored by HTA
- Utilize existing and in-market syndicated research to determine short and long-term travel trends, high-value segments, and insights on consumer travel destination shopping and buy trends.
- Develop research driven branding programs that target the next generation of travelers.
- Maintain and grow high-value airlift.
- Advocate for pre-clearance approval at the federal level for international markets.
- Market the Hawaiian Islands as a preferred destination for the corporate meetings, conventions and incentives (MCI) segment.
- Leverage marketplace relationships to open doors for the global MCI sales team in developing MICE business leads with a focus on city-wide business utilizing the HCC

### Asia Market RFP Timeline:

Date	Activity
Mid-June	Distribution of RFP
Mid-August	Proposal Submissions Due
October	Selection and Contract Execution

### Staff Leads

- Karen Hughes - Vice President, Marketing and Product Development
- Director of Marketing – Jadie Goo – China, Hong Kong, Taiwan, Southeast Asia
- Tourism Market Managers for respective markets:
  - Minami Aoki – Japan, Korea
  - Laci Goshi – Canada, Korea, Europe
  - Chris Sadayasu – Oceania, Sports Administration, Cruise

### Implementation (Procurement Process and Criteria)

VP of Marketing and Product Development work directly with the contractors to direct and approve the Annual Tourism Marketing Plan. Brand managers work directly with the contractor in their assigned market to monitor and measure delivery of the Annual Tourism Marketing Plan and achieve HTA approved KPIs. Throughout the year, the following activities take place:

- Constant engagement through email and phone communications with all contractors, and in-person meetings for United States and Japan that have offices in Hawai'i
- Market contractors' meetings held two (2) times a year in Hawai'i for planning and collaboration purposes to include international contractor stakeholder meetings
- Marketing advisory committee meetings held regularly in Hawai'i for planning and networking purposes United States and Japan as they have offices in Hawai'i
- VP Marketing and Product Development visitation to the markets
- Monthly, semiannual and year-end detailed reporting

### Contract and Contractor Leads

MMA	Contractor	Lead Contact	Contract Start Date	Contract End Date	Option Period
<b>United States</b>	HVCB	John Monahan	January 1, 2017	December 31, 2019	2, one-year options (2020, 2021)
<b>Canada</b>	VoX International	Lea-Ann Goltz	January 1, 2017	December 31, 2019	1, one-year option (2020)
<b>Japan</b>	A.Link	Eric Takahata	January 1, 2017	December 31, 2019	2, one-year options (2020, 2021)
<b>Oceania</b>	The Walshe Group	Giselle Radulovic & Darragh Walshe	January 1, 2016	December 31, 2019	1, one-year option (2020)
<b>Korea</b>	TBA	TBA	January 1, 2020	December 31, 2022	1, two-year option (2023-2024)
<b>China</b>	TBA	TBA	January 1, 2020	December 31, 2022	1, two-year option (2023-2024)
<b>Europe</b>	Hills Balfour LLC	Niamh Walsh	January 1, 2016	December 31, 2019	1, one-year option (2020)
<b>Taiwan</b>	TBA	TBA	January 1, 2020	December 31, 2022	1, two-year option (2023-2024)
<b>Southeast Asia</b>	TBA	TBA	January 1, 2020	December 31, 2022	1, two-year option (2023-2024)

Summary of Plans and KPI's by Market (full versions of the Tourism Marketing Plans by December, 2019)

Visitor Data

Visitor Arrivals by Market			
Rank	Market	2018P	Percent of Total Arrivals (Air and Cruise)
1	U.S. West	4,212,058	42.3%
2	U.S. East	2,156,793	21.7%
3	Japan	1,571,298	15.8%
4	Canada	533,879	5.4%
5	Oceania	409,133	4.1%
6	Korea	229,722	2.3%
7	Europe	144,182	1.4%
8	China	136,276	1.4%
9	Southeast Asia	58,046	0.6%
10	Taiwan	17,557	0.2%

Visitor Spending (\$millions) by Market			
Rank	Market	2018P	Percent of Total Spending (Air and Cruise)
1	U.S. West	\$ 6,636.8	37.2%
2	U.S. East	\$ 4,565.9	25.6%
3	Japan	\$ 2,310.1	13.0%
4	Canada	\$ 1,095.9	6.1%
5	Oceania	\$ 1,047.0	5.9%
6	*Korea	\$ 506.4	2.8%
7	*China	\$ 370.2	2.1%
8	Europe	\$ 322.9	1.8%
9	*Taiwan	\$ 41.0	0.2%
<i>Note: Visitor spending for Southeast Asia is not available</i>			

Personal Daily Spending by Market		
Rank	Market	2018P
1	China	\$ 355.7
2	Korea	\$ 295.5
3	Oceania	\$ 265.0
4	Taiwan	\$ 253.3
5	Japan	\$ 246.7
6	U.S. East	\$ 207.9
7	U.S. West	\$ 173.8
8	Europe	\$ 124.0
9	Canada	\$ 155.1
<i>Note: Visitor spending for Southeast Asia is not available</i>		

## 1. United States – Laci Goshi

### MARKET SITUATION

- Domestic air seats accounting for 71 percent of total seats to the state in 2019 with 9.8 million seats (+5.9% YOY).
- Slow GDP growth is forecasted for 2020, with consumer confidence projected to take a slight dip. The strength of the U.S. dollar is also forecasted to decline in 2020.
- Rising fuel costs are not expected to significantly hamper industry growth.
- Level of unemployment remains consistent with both recent historical norms as well as current expectations of the U.S. labor market.
- Hawai'i travel intentions among U.S. air leisure travelers remain strong.
- Among destinations that U.S. West residents are interested in visiting in the next two years, Hawai'i scores nearly double that of the second highest destination – Alaska (45% vs 28%). For U.S. East residents, 27 percent say they are considering Hawai'i in the next two years, ranking fourth after Florida, Caribbean, and Italy.
- For those planning to visit Hawai'i in the next year, U.S. West residents are much more likely to visit the Neighbor Islands.
- The media landscape for U.S. travelers continues its movement toward digital, mobile, and video. The influence of social media posts on destination selection is also growing while attention spans are shrinking.

### STRATEGIC MARKETING DIRECTION

- Maintain the strength of the U.S. visitor market for Hawai'i.
- Strengthen individual island brands and grow U.S. visitor arrivals to the Island of Hawai'i.
- Attract the high-value traveler to grow person per day spending.
- Build upon the *Hawai'i Rooted* and Kuleana campaigns' platforms as part of an overarching responsible tourism program in order to attract visitors that are aligned with our values and efforts.
- Continue to promote opportunities for voluntourism.

- Continue to shift marketing focus to the next generation of Avid Travelers and Avid Explorers.
- Elevate Hawai'i's value proposition through marketing messages.
- Showcase Hawai'i's unique culture and authentic island experiences.
- Generate awareness of the education and training platform for travel sellers.
- Create opportunities for the industry partners to participate in marketing program elements.
- Collect and analyze market intelligence.

## 2. Canada – Laci Goshi

### MARKET SITUATION

- There is some instability and uncertainty in the Canadian economy, contributing to reduced consumer confidence which impacts outbound travel. Economists are predicting the exchange rate to stay around \$0.75 with a move to \$0.77 by the end of 2020.
- With a slow start to 2019, Canadian GDP is forecasted to continue its decline thru 2020 to 1.3 percent.
- The Canadian unemployment rate is projected to increase to 6.7 percent in 2020.
- Compared to the previous year, overseas leisure trips have grown +2.2 percent while leisure travel to the U.S. increased +2.6 percent.
- While overall trip intentions remain steady, the share of outbound trip activity has increased.
- Of the Canadians that have travelled to Hawai'i, 63.9 percent are repeat visitors.
- Among destinations that Canadian residents are interested in visiting in the next two years, 32 percent say they are considering Hawai'i, ranking third after Europe and the Caribbean.
- Canada's population is expected to grow to 37.82 million by 2020 and will have a positive influence on outbound leisure travel.
- Canada's aging population will continue to be a positive contributor to growth in outbound leisure travel, driven by baby boomers (those born between 1946 and 1964).
- Millennials continue as a growing and important market sector.
- Canadian residents are most likely to rely on word of mouth, online search engines, travel review sites, online travel agencies, and destination websites for vacation inspiration. When it comes to planning and booking, online travel agencies, travel review sites, and online search engines rank among the top.

### STRATEGIC MARKETING DIRECTION

- Continue to create a sustainable Canada visitor market for Hawai'i.
- Continue to execute a responsible tourism program for the Canadian market to attract visitors that are aligned with our values and efforts.
- Continue to promote opportunities for voluntourism.
- Maintain air access to the Hawaiian Islands.
- Increase visitor expenditures by attracting high- value travelers, with a focus on the luxury, romance, golf, adventure, and multi-generational segments.
- Execute campaigns that reinforce the unique attributes of the destination with an emphasis on driving arrivals to the Island of Hawai'i.
- Maintain the Canadian landing page on the GoHawaii website and drive traffic to the destination's social media channels through an engaging digital strategy.
- Build the brand of the Hawaiian Islands and awareness of the diversity of Hawai'i's people, places, and culture, especially in the Ontario market.
- Generate positive media coverage across targeted print, broadcast, and online mediums.



- Heighten knowledge and awareness of the Hawaiian Islands with tour operators, retail agents, and meeting/incentive planners.
- Provide the industry with in-market opportunities to partner.

### 3. Japan – Minami Aoki

#### MARKET SITUATION

- Japan is the largest international market for Hawaii, consisting of approximately 16% of all travelers (9.96 million visitors in 2018).
- Japan's economy continues to recover at a moderate rate with unemployment rate at 2% with projected GDP growth at +1.0% in 2019 and +0.5% in 2020 according to the International Monetary Fund (IMF).
- Average consumption amongst Japanese households grew by 1.9% YOY in nominal terms to 329,271 yen for December 2018 providing grounds for steady economic growth.
- The effects of volatile policies by the current U.S. administration continue to be uncertain.
- Implementation of consumption tax increase from 8% to 10% scheduled for October 2019 is expected to affect consumer spending behaviors including travel.
- Due to emphasis placed by the Japanese government, the growth on total inbound travel to Japan remains strong. In anticipation of 2020 Tokyo Olympics game, inbound travel is expected to grow.
- The Japan National Tourism Organization announced that 2018 Japanese outbound travelers reached record levels of 18.95 million with favorable factors such as the extended Golden Week holidays that have not been achieved in over 50 years. (+5.5% YOY)
- Expansion of the international slots at Haneda Airport will influence airline's strategies. We anticipate a net increase in direct flights from Japan to Hawai'i.
- Honolulu Festival and Pan Pacific Festival maximize Japanese residents' participation and enrichments.
- Potential reduction in YOY Hawai'i destination marketing with ANA Flying Honu launch complete as well as JTB Global Destination Hawai'i campaign ending.

#### STRATEGIC MARKETING DIRECTION

- Redevelopment of high spending travelers including wedding and romance markets.
- Cultivate first time travelers to Hawaii from secondary cities.
- Further expansion of the existing Aloha Program, the Hawai'i specialist certification program, to increase awareness and appreciation of Hawaiian culture.
- Focus on cultivating and maintaining demand for direct access to Kona, Hawai'i's secondary international port of entry.
- Further development of luxury market to increase visitor expenditures.
- Continue to attract millennials through collaboration with millennial targeted media, organization and the use of technology including virtual reality and social media.
- Leveraging the Kona flight to increase neighbor island distribution and assist with the infrastructure development including language support for the neighbor islands.
- Utilize the opportunities which the Airbus 380 brings to Hawai'i with its unprecedented scale I three aircrafts are in full operation (2020).
- Expansion of edu-tourism opportunities.
- Provide the industry with in-market opportunities to partner and increase opportunities for online training.

- Maintain flexible promotional campaigns for each airline with strong understand of their respective strategies.
- Develop creative strategies such as Hawai'i based venues to watch Olympics while in Hawai'i and seek short term MCI business through entertainment industry to minimize potential impact of 2020 Olympics.

#### 4. Oceania – Chris Sadayasu

##### MARKET SITUATION

- In 2018, the number of visitors from Oceania increased 3.5% over 2017 to approximately 409,000 with Total Visitor Spending of \$1.04 billion and an Average Daily Spend of \$262.50. This reflects record numbers out of this major market area, and particularly impressive given the decrease in value of the AU\$ and NZ\$ against the US\$ throughout the year.
- In 2018, air capacity from Oceania increased by 10.3% from 2017 to 533,000 seats. A re-alignment of schedules (particularly from Auckland) in 2019 is expected to result in a decline in overall seats (-5.5%) from Oceania to 502,489.
- The Australia and New Zealand currencies are expected to trend up against the US\$ which should stimulate outbound travel from both countries.
- Travel agents are a primary booking source for Australians and New Zealanders with approximately 60% using an agent to book one or more segments of their vacation.

##### STRATEGIC MARKETING DIRECTION

- Invest more with brand advertising and PR to ensure Hawai'i's brand, depth of experience and value reaches the consumer audience.
- Generate and broadcast multi-channel brand advertising initiatives targeting all potential travel consumers; Employ an "always on" consumer and trade engagement strategy.
- Tailor destination messages and showcase the experiential aspects of the Islands to stimulate and drive consumer demand with an emphasis on neighbor island trips.
- Increase presence at consumer expos and new promotions with travel and non-travel partners.
- Promote HTO's online NorthStar training program which was launched in June 2018 for the travel trade to become Hawai'i destination specialists.
- Further develop HTO's social media channels and continuously promote the gohawaii.com website.
- Continue and expand relationships with Hawaiian Airlines, Air New Zealand, Qantas Airways, and Jetstar Airways.
- Work with internal communication team to ensure local media coverage of community-based programs organized by HTO and its partners.
- Target audience: Avid Leisure traveler, Romance traveler, and Family traveler. Also targeting the mature travelers and millennial generation.
- Principle geographic targets include:
  - Australia:
    - New South Wales (Sydney)
    - Victoria (Melbourne)
    - Queensland (Brisbane and Gold Coast)
  - New Zealand
    - Auckland, Waikato, Bay of Plenty

- Central (including Wellington)
- Canterbury (including Christchurch)
- NEED COMMUNITY ENRICHMENT

## 5. Korea – Minami Aoki

### MARKET SITUATION

- Korea accounts for 2.3 % of total visitor arrivals for the Hawaiian Islands.
- The number of total Korean outbound travelers in 2018 was less than 23 million, a decrease of 12% YTD attributed to the decreased airline services. However, the Korea Tourism Organization (KTO) reported the number of Korean outbound travelers in January and February 2019 has surpassed 26 million a year-on-year increase of 13.3% because the growing number of LCCs has led to an increase of demand for air travel.
- The Korean female proportion of overseas travel has gradually increased since 2012 and ‘Active Seniors’ aged from 50 to 60 are the largest segment of outbound travel.
- As South Korea heads to becoming a "super-aged" society, more and more businesses are looking to cater to the needs of older citizens (“aging society” - a qualification earned when more than 7% of the population is over 65, if the over-65 population is over 20%, a nation earns the title of “super-aged society”).
- Hawai’i is ranked as the top destination for Korean honeymooners, followed by Phuket, Bali, Maldives, and Cancun.
- The trend towards ‘solo travel’ among South Koreans is expected to continue rising as products are released targeting single travelers.
- The International Monetary Fund (IMF) kept its growth outlook for South Korea for 2019 unchanged at 2.6 percent. However, for year 2020, the IMF forecast Korea’s economy to grow at the pace of 2.8 percent.
- Consumers now prefer toward non-packaged travel, online and mobile bookings, and online travel agencies and new travel start-ups. 59% of South Korea’s outbound travelers were FITs in the first half of 2018, according to a report, Travel Industry Lab and Consumer Insight, by Sejong University. Online travel agencies took as much as 70% share of international accommodation bookings.

### STRATEGIC MARKETING DIRECTION NEED MORE SPECIFICS HERE

- Increase visitor expenditures by attracting high-value travelers.
- Enhance digital branding initiatives to increase the use of social media platforms (Hawai’i Tourism Korea Facebook page, Instagram and Youtube) as important and strategic PR tools and collaborate with Korean digital influencers to raise the online profile and visibility of Hawai’i with a Six Islands-message.
- Collaborate with trade partners to develop Active Senior Aloha Packages (ASAP) in concert with Hawai’i’s high-end product offerings.
- Stimulate FIT target segments through the AirCarTel (Air+Rental car+ Hotel) products by increasing partnership with OTA’s airlines and rental car companies.
- Motivate single travelers (You Only Live Once or YOLO) through development of one-of-a-kind experiences including themed travel products.
- Expand neighbor islands promotions to develop various tour products that increase overnight stays.

- Emphasize cultural authenticity by integrating authentic cultural practices into Korea travel marketing promotions to perpetuate Hawai'i's unique heritage.
- Develop strategic marketing co-ops with key airlines to stimulate further growth in airlift and to operate seasonal charter flights.
- Heighten knowledge and awareness of the Hawaiian Islands with tour operators, retail agents, and meeting/incentive planners.
- Focus on responsible tourism promotion by developing pre-arrival informational campaign to educate potential visitors to Hawai'i about how to travel throughout the Hawaiian islands in a sensitive manner.
- Cultivate MCI business for the Hawaiian Islands by expanding incentive promotions and targeting core business segments which are insurance, sports, entertainments and finance.

## 6. China – Jadie Goo

### MARKET SITUATION

- The China economy grew 6.6 percent in 2018. For 2019, China sets its GDP at 6 - 6.5 percent to pursue quality growth amid mounting uncertainties in the international economic landscape.
- China's outbound travel recorded 140 million trips in 2018 (an increase of 13.5 percent YOY) and is expected to exceed 166 million in 2019.
- Total arrivals to U.S. in 2019 are expected to reach 3.3 million according to the U.S. Department of Commerce.
- The number of valid Chinese passports for international travel reached 130 million which is around 10 percent of the total population, illustrating high potential for growth.
- Over 70 countries offer Chinese citizens Visa-Waiver or Visa-On-Arrival to entice the Chinese market. USA has a bilateral tourism agreement with China that is similar to the "Approved Destination Status", visitors require a visa and can apply for a 10-year visa which allows for travel in and out of the U.S. for 10 years.
- Competition continues to intensify as countries and the continental U.S. destinations invest heavily in gaining access to the Chinese travel market. The overall increase in airlift from Tier 1 and Tier 2 China cities to continental U.S. resulted in affordable airfares, raising competition to the Hawaiian Islands.
- As part of the Chinese Government's Greater Bay Area Development Plan, the airports and air routes of 5 airports including Hong Kong, Macao, Shenzhen, Guangzhou and Zhuhai will be upgraded. Air routes between Guangzhou and North American will be developed to increase convenience for Southern Chinese travel into the U.S.
- Hawai'i's brand awareness has been growing in recent years with targeted marketing in China. In 2018, Hawai'i won 18 destination awards including the "China's Most Popular Family Island Destination" by Global Times, "Best MICE Island Destination" by China MICE Annual Meeting, "World's Top 20 safest Destination for Female" by People's Daily, "Chinese Luxury Traveler 2018-Ranked 2<sup>nd</sup>" by ILTM Hurun Report, and "Top Honeymoon Destination" by Ctrip.
- The Millennials FIT segment is growing with travelers seeking authentic local culture, food, thrilling activities and self-driving experiences. OTAs and other online booking sites are playing a greater role in targeting and gaining market share of these segments.

## STRATEGIC MARKETING DIRECTION

- Strategically target the high-value lifestyle segments and demographics for Hawai'i: Avid Leisure, Romance, Health & Wellness, Shopping, Family, Millennial, and Incentive Travel.
- Maintain and grow upscale air seat capacity out of China.
- Increase direct consumer brand awareness campaign to inspire visitation to the Hawaiian Islands.
- Continue relationship building and collaboration with travel trade to synergize promotional efforts.
- Continue to build network and relationships with Hawai'i stakeholders including local Chinese community to explore collaborative opportunities such as promoting Chinese cultural festivals and events in Hawai'i to Chinese visitors.
- Boost public relations and promotions with unique story angles year-round to keep Hawai'i top of mind among Chinese consumers.
- Deploy integrated digital and social media marketing to engage consumer.
- Promote Hawai'i as an ideal place for meetings, conventions and incentives.
- Position Hawai'i as a desired stand-alone vacation destination for Chinese travelers to drive spending, length of stay, and visitation to multi-islands.
- Continue to educate and share information on Responsible Travel with the consumer, media and travel trade to increase their understanding and appreciation of Hawai'i's people, place and culture.

## 7. Europe – Laci Goshi

### MARKET SITUATION

- GDP growth is projected to be steady through 2020 for Germany, Switzerland, France, and the U.K.
- For 2020, the German economy is expected to rebound with a growth rate of 1.8 percent. The U.K.'s projected GDP growth in 2020 is 1.6 percent with the unemployment rate holding steady at 3.8 percent.
- The European Union and the British government have decided to postpone Brexit until October 2019 at the latest. This date will be moved forward if the UK parliament approves the agreement earlier. Theresa May resigned as Prime Minister but will remain in power until a new leader is voted on.
- Despite the political uncertainty, Brexit has failed to impact UK travelers' desire to travel. On average, UK travelling households intend to go on approximately five holidays annually and spend more than previous years.
- U.S. Department of Commerce's National Travel and Tourism Office forecasts the following international travels to the U.S. in 2020: U.K. (+4.0%); Germany (+1.0%); France (+3.0%); Ireland (+5.0%); Switzerland (+3.0%) and Italy (+2.0%). The largest growth from Europe will come from the U.K., Germany, and France, respectively.
- Long-term potential of direct service from the Scandinavian market.
- Low-cost, long-haul and increased seat capacity out of the U.S. West and U.S. East will open seat availability for European visitors.
- Demand for multi-city holidays is on the rise with tour operators reporting that demand has doubled over the past two years.
- Responsible tourism has gone mainstream as 45% of consumers saying that sustainability is an important element when booking a holiday, up 6 percent from last year.

- Competition:
  - Currency strong in non-U.S. destinations
  - Asia boom continues
  - City-breaks are increasing
- Consumer priorities are:
  - Safety and security
  - Authentic cultural experiences
  - Value (but will pay for personalization)
- Resurgence of the trusted travel expert and demand for personal, tailored and expert travel advice; 69% of travelers prefer to return to travel companies that seek to personalize the user experience.
- Europeans are relying more and more on online search engines, travel review sites, and online travel agencies for planning and booking.

#### STRATEGIC MARKETING DIRECTION

- Target visitors from the UK and Germany, the top two source markets in the Europe MMA.
- Key focus is on leisure travel, with an emphasis on high-value travelers.
- Target audience is based on psychographic rather than geographic segmentation (Wander Lusters, Exclusivity Thrivers and Authentic Immersers). Experience seekers in all generational cohorts: Baby Boomers, Generation X, Millennials. Focus predominantly on couples (especially honeymooners), affluent families, and groups of friends.
- Continue to execute a responsible tourism program for the European market to attract visitors that are aligned with our values and efforts.
- Continue to promote opportunities for voluntourism.
- Multi-channel approach across trade, PR and social.
- Build the Hawaiian Islands brand and increase exposure of offerings through digital platforms, influencer outreach and partnerships.
- Encourage multi-island visitation highlighting ease of access and interisland connectivity.
- Expand destination training opportunities for increased product manager and travel agent education. Host key decision makers in-market to increase brand awareness and encourage product development.
- Work with tour operators and airlines to increase high-value traveler demand for the destination.
- Work with the airlines which demonstrate an interest in developing the Europe-Hawai'i market.
- Host key media in-market throughout the year to secure destination coverage.

#### 8. Taiwan – Jadie Goo

##### MARKET SITUATION

- Taiwanese government trimmed its GDP growth forecast for 2019 to 2.27 percent due to slowing global expansion and trade tensions between China and the U.S.
- Currency exchange rate fluctuations play an important role in Taiwanese consumers' decision-making in overseas travel destination and spending.
- Taiwanese government increased its efforts in promoting domestic tourism in 2019 by offering travel subsidies to both independent travelers and group travel.
- 2018 Taiwan total outbound reached 16.6 million, a 6.3% increase year over year. 91% of total outbound were to short haul Asia destinations.



- Forecast for the 2019 Taiwanese outbound to the U.S. will have a growth rate of 2% to reach 499,000 arrivals, according the U.S Department of Commerce.
- China Airlines increased its direct flight frequency to Hawai'i in May 2019, providing a total of three weekly flights between Taipei and Honolulu.
- Competition from other destinations remains strong: Thailand, Philippines, Vietnam and Hong Kong have seen substantial growths because of their affordable pricing and proximity to Taiwan. Visitors to New Zealand continue to grow significantly due to favorable currency exchange rate and increased air capacity between Taipei and Auckland.
- Taiwanese travelers are heavy social media users with 77% penetration rate for Facebook, followed by 75% for YouTube. In addition, social media is the most influential source of travel inspirations (56.4%) in Taiwan where influencers' photos and videos allow local consumers to virtually experience destinations.
- Technology continues to transform how the Taiwanese access, research and book travels: low-cost carriers and travel services sales on mobile gadgets continues to drive OTA growths. In addition, travel start-ups and online communities provide consumers with more resources and flexibility in FIT.

#### STRATEGIC MARKETING DIRECTION

- Strategically target the high-value lifestyle segments and demographics for Hawai'i: Avid Leisure, Outdoor Recreation, Shopping, Gastro Tourism, Romance, and Family.
- Sustain and grow upscale direct air services from Taiwan to Hawai'i.
- Create themed consumer awareness campaigns to keep Hawai'i top of mind.
- Develop cooperative marketing with airlines, tour operators and cross industry partners.
- Expand travel trade education to enhance destination knowledge of Hawai'i's people, place and culture.
- Continue to promote voluntourism and feature voluntourism activities in Hawai'i to Taiwanese visitors.
- Grow online and social media connectivity to create topics and exposure for Hawaiian Islands.
- Enhance Hawai'i's brand awareness using celebrity/ambassador influence.
- Position Hawai'i as a premium destination for both leisure and MCI.

## 9. Southeast Asia – Jadie Goo

#### MARKET SITUATION

- Southeast Asia consists of some of the fastest growing economies in the world due to rapid population growth, rising trade and investment, and the increasing complexity and international engagement of the major economies of the region.
- Malaysia: the third largest economy in Southeast Asia. Its economy is expected to grow 4.9 percent in 2019.
- Singapore: one of the wealthiest countries in the world. Its GDP growth is projected to remain steady at 2.3 percent in 2019-2020
- Thailand: driven by strong domestic demand, Thailand's GDP growth is expected to reach 3.5 percent, an improvement from the 2.9 percent average growth between 2011 and 2015.
- Indonesia: its economy is expected to expand by 4.5 percent from 2019 to 2022, roughly the same pace seen from previous years.



- Outbound travel in Southeast Asia (Malaysia, Singapore, Thailand, Indonesia) to Hawai'i has grown 33 percent year over year in 2018 totaling 58,064 visitations to the Hawaiian Islands. The rapidly expanding middle class in Southeast Asia has increased the propensity for outbound travel. In 2015, 210 million Southeast Asians were defined as middle class with the financial resources to vacation abroad. Nielsen Research projects that the middle-income population of Southeast Asia will more than double to 400 million by 2020, representing a massive growth potential for long haul travel.
- With growing economy and burgeoning middle class, Southeast Asia is home to a growing population of young, tech-savvy consumers who prefer to travel by themselves rather than in a large tour group, making OTAs and online bookings increasingly important. There are 84 percent of Internet users and 79 percent of active social media users in Singapore, followed by 80 percent of Internet users and 78 percent active social media users in Malaysia. These users utilize social media and the Internet to find travel inspiration and search for destination information.

#### STRATEGIC MARKETING DIRECTION

- Raise destination brand awareness and the perception of Hawai'i by showcasing the unique attributes of the Hawaiian Islands.
- Target the high spending travelers from Southeast Asian region such as honeymooners, families, and incentive groups.
- Educate and increase travel trade partners' knowledge of authentic Hawai'i to keep Hawai'i at the top of their mind.
- Collaborate with key tour operators and wholesalers to synergize promotional efforts and resources in promoting Hawai'i and developing multi-islands tour packages.
- Support airlines connecting Southeast Asia and Hawai'i and help maintain a sustainable load factor.
- Enhance the use of digital and social media channels to promote Hawai'i.
- Continue to highlight Hawaiian culture and responsible travel in all marketing programs and promote Hawai'i community-based events and programs to Southeast Asia visitors.
- Position Hawai'i as a first-class leisure and MCI destination in Southeast Asia.

### Marketing Opportunity Fund

**Project Description:** HTA will utilize these funds in markets where there are opportunities to impact short-term needs due to and unforeseen change in market conditions or to take advantage of new opportunities that create high value branding.

#### Implementation

- For cumulative initiative expenditures greater than \$250,000, both HTA Marketing Committee and CEO will approve or reject. For cumulative expenditures less than \$250,000, only HTA CEO will approve or reject.

**Staff Lead:** VP Marketing and Product Development

**Contractor:** Will be determined with each project

### Measurements

- All efforts will have goals set and a means to measure results with measurement based on project.

## Island-based International Marketing + Island Chapters Staffing & Admin

**Project Description and Implementation:** Funds will be used in a coordinated effort between HTA's International Global Marketing Teams and the Island Chapters for media and travel industry/MCI related individual island sales and marketing efforts.

### Contractors

- International Global Marketing Team and Island Chapters (Hawai'i Visitors and Convention Bureau)

### Measurements

Output Measures	Performance Measures	Productivity Measures
# of partners participating	International Media publishes positive articles about Hawai'i in a way that promotes cultural authenticity	
# of FAM tours	International Travel trade production to Hawaii remains relevant	
# of participants	International Travel trade promotes Hawai'i in a way that reflects cultural authenticity	
# of leads	MCI efforts bring in new international meetings	

## Global Meetings, Conventions and Incentives (MICE) Management

### Program Overview

While Hawai'i's leisure market has typically been strong, when managed strategically, the MCI (MICE) market can become a critical source of profitable "base" business booked years in advance. This base of business enables higher yielding of shorter-term leisure business. It can also help fill occupancy gaps in future years by searching for off peak opportunities. Additionally, to be competitive and thrive in the changing world of Business Tourism (MCI market), Hawai'i must capitalize on its strategic mid-Pacific location which conveniently allows us to connect East and West. In the current global economy, Hawai'i has the potential to be the "Geneva of the Pacific" helping organizations create events which are international, engaging and memorable business event experiences.

### Project Description and Implementation

A new State law allows for separation of sales and operations of the Hawai'i Convention Center. At the continued recommendation of the industry and key customers, HTA will take this opportunity to develop a GLOBAL MCI RFP or RFI (details still being formulated) that seeks to offer MCI customers a single point of contact for all of their Hawaii MCI needs be it single property or convention

center (citywide) business; single island or multi-island bids; from single or multiple gateways. By developing a truly global MICE organization, Hawai'i can harness the rapid expansion of global tourism through effective collaboration between each MMA led by a centralized MCI strategy and process.

**Global Objectives:**

- Leadership. Identify a strong leader who will be Hawai'i's "face of MCI" for the globe with a proven background in successful leadership of a global MCI organization
- Deployment. Deploy the right sales resources (people) against the right accounts and segments in each major MICE gateway GLOBALLY
- Target Audience. Identify appropriate industry segments that have a greatest propensity to consider Hawai'i. Identify specific targets for citywide business at the Hawai'i Convention Center
- Collaboration: Collaborate with key "market specific" hotel and DMC stakeholders, ELELE and other MMA MICE teams in developing GLOBAL MICE business
- New Leads: Develop strategies to find new business with a focus on shoulder seasons of April, May, October, November
- Conversion: Focus on plans to convert tentative to definite.
- Marketing: Develop marketing strategies that capture and amplify the positioning of the Meet Hawai'i brand through all available media and public relations means
- Sales Tools: Develop world-class sales tools to include destination training, Presentation assets, testimonials, bid books and partner coordinated/destination led site inspections
- Optimize Hawaii's strategic location: Find new and creative approaches to take full advantage of Hawai'i's unique East/West location and Meet Hawai'i positioning
- Market specific nuances: Identify and develop strategies to capture demand from top performing, market specific MICE segments (meetings, conventions, incentives); vertical markets (Automotive, Technology, Sciences, Financial, MLM, etc) and A-list intermediaries (wholesalers, corporations, incentive houses, associations, etc) in each MMA
- Technology: Ensure established technology to manage lead distribution, sales activity, CRM, and event management
- Education and Trade Shows: Develop sales missions, training seminars, and FAM trips to increase deep destination knowledge. Attend key proven trade shows to develop new business and training opportunities

**Timeline: TBD - Karen**

Start date	End Date	Activity

**Staff Lead:** VP Marketing and Product Development

**MICE Asia**

**Program Overview**

Asia remains a key opportunity, especially for trans-Asia MICE groups. Accordingly, the Global MCI RFP will call out Asia as an area of focus requiring a unique strategy for how the applicant would cultivate

more true corporate meetings, incentives and conventions from across the region. A heightened focus on conventions utilizing the HCC will be required.

**Historic production - Hawai'i Convention Center**

A historical look at booking performance for the Hawai'i Convention Center is as follows:

Year	Future Room nights Booked	New Tentatives
2018	225,351	359,609
2017	166,565	692,213
2016	177,931	232,890
2015	199,639	416,764
2014	137,394	230,346

Note: Years 2016, 2017, 2018 definites include 10,155, 30,465 and 47,395 Room Nights respectively for Honolulu Marathon which will not be considered "citywide" production moving forward.

**Historic Production - Single Property Definite Room Nights**

MMA	2014	2015	2016	2017	2018
USA	152,569	227,141	195,629	158,482	217,132
Canada	19,210	4,942	1,432	1,580	3,973
China	12,629	14,454	300	10,757	10,733
Europe	-	-	12,944	410	613
Japan	54,239	47,505	46,724	46,732	52,645
Korea	15,892	21,137	14,304	22,728	19,948
Oceania	10,458	11,107	11,745	10,607	10,705
Other International	779	611	-	5,701	-
<b>Grand Total</b>	<b>265,776</b>	<b>326,897</b>	<b>283,078</b>	<b>256,997</b>	<b>315,749</b>

Note: International Contractor numbers represent leads and assistance with existing leads

**Staff Lead:** Vice President, Marketing & Product Development

**Cruise Infrastructure Improvements and Arrival Experience**

**Project Description:** HTA views cruise business as having the potential to bring visitors during off-peak dates and they are also a good source of first-time visitors. For the local community, there is a positive economic impact as most ship supplies are sourced locally.

**Implementation**

HTA will ensure that Hawaii continues to foster positive relationships with key cruise lines to maintain this business and steer new interest to strategic ports and off-peak seasons.

In addition, the HTA works closely with DLNR, DOT Harbors Division and the cruise lines to ensure that cruise passengers are greeted with a seamless arrival experience by ensuring appropriate coordination between local and state authorities and cruise lines. Working in concert with a seasoned cruise specialist contractor, HTA staff will ensure the effective management of this business and collaborate with HTA's Director of Hawaiian Cultural Affairs to also elevate the quality of the arrival experience.

**Staff Lead:** Tourism Brand Manager – Chris Sadayasu

**Contractor:** Access Cruise

## Integrated Global Digital Strategy

### Overview

The way people consume digital content continues to shift. Driven by mobile; real-time video and distributed content models that keep users in their social networks, the internet continues to rapidly change. Strategies focused on page views, unique visitors and homepage entry are less relevant today and will play an even smaller role two to three years from now. Hawai'i's visitors and potential visitors are discovering and deciding their travel plans across their social networks, engaging with live video casts and browsing related content throughout the day. They have access to infinite amounts of information and choices anytime, anywhere in any way, and this can be both helpful and overwhelming. The explosion of available resources – from travel bloggers to digital publications – can make the travel planning process easier, but also stall consumers during planning, from making a decision on their next travel destination. Further, consumers have come to expect contextual communications and experiences, and brands are being held accountable for personalization. As technology evolves, consumer expectations of relevancy and personalization from the content they are being served will only rise. Brands will need to become more adept at meeting demands along the consumer journey, regardless of time, place or device.

For Hawai'i to remain competitive and hold top of mind presence, a digital marketing strategy must address the fundamental shift mentioned above. It would be short-sighted to build on the belief that a brand can continue to effectively influence consumer choices by large scale, linear campaigns. An effective marketing strategy will:

- Cut through the clutter and deliver content and experiences that will speak to an increasingly sophisticated, mobile audience with a limited attention span
- Deliver more personalized, contextual forms of content and improve the infrastructure and capacity for communities to participate in an authentic manner.
- Partner with third parties (e.g. digital influencers) who have built-in, sizeable audiences that seek their expertise to tell the Hawaii brand story
- Include mobile platforms that improve the visitor experience pre- and post-arrival that also engages local stakeholders.
- Catalyze and empower stakeholder support by empowering organizations to share their stories.

A digital marketing strategy focused on authentic content creation, live video and mobile first is critical – especially as we look towards our emerging markets (attracting new visitors) and our next generation traveler. It is important that we create global platforms and success measures that can be customized but benefit multiple target markets.

HTA will work through the Global Marketing Shared Resources team to develop a comprehensive, integrated digital strategy that will consider all digital channels and their unique relevance in each MMA. The strategy will be informed by research and ensure collaboration with each MMA to maximize results through all global digital platforms.

## Global Marketing Shared Resources

**Project Description:** HTA will work toward a more globally aligned brand identity by fostering increased collaboration in development of creative content for all platforms in all MMA's.

### Implementation

As Hawai'i's largest source market, HVCB has the most seasoned creative resources, technology and process to develop, license, store and coordinate use of such assets. Accordingly, they will serve as a "brand central" resource for this purpose. Funds will be also be used to continue improvements and maintenance of the Knowledge Bank (the State's global still image and video library) by retaining software licensing and support agreements for editing, processing, maintenance and hosting. Required licensing (talent and stock photography) will be obtained and creative development of still photography and video will be curated, globally coordinated and distributed via the Knowledge Bank. In addition, updates of the "all-islands" and individual maps to be done for the GMTs that currently do not have their own collateral. Stationery and logos also to be created for use by GMTs as needed. Lastly, HTA will manage all global creative development through this central resource while allowing for appropriate market specific adjustments.

**Staff Lead:** VP Marketing and Product Development

**Contractors:** Hawai'i Visitors & Convention Bureau

### Measurements

Output Measures	Performance Measures
# of staff assigned to tourism research and management of the Knowledge Bank	Quality of reports and analysis
# of new still and video images in Knowledge Bank	Responsiveness of staff as measured by HTA and GMT associate input
	Appropriate creative adaptation to global markets
	Quality and alignment of global creative content

## Gohawaii.com

**Program Overview:** During the past fiscal year the team worked with contractor Miles Marketing on this dynamic new website. It is designed to be the travel industry's most advanced story-telling platform, capable of delivering immersive, sensory-rich multi-media content experiences that transcend words and encapsulate the vibrancy of Hawai'i across all types of digital devices. DMO websites remain an important resource throughout travelers' journeys– from the inspiration phase to finalizing essential details of their itineraries.

## Project Description and Implementation

The website will be included in the development of an integrated digital strategy with the Global Marketing Shared Resources team mentioned above. Special focus will be given to:

- Re-evaluate the role of the DMO website in the consumer travel journey, from initial dreaming to sharing, and ensure our UX and information architecture is getting prospective travelers the content they need to both choose Hawaii as a destination and plan their trip
- Identify the role of GoHawaii in our owned channel ecosystem and ensure all channels are seamlessly working together

**Staff Leads :** Vice President Marketing and Product Development

**Contractor:** Hawaii Visitors and Convention Bureau

## Global Digital Marketing Strategy

**Project Description:** Social media will also be included in an integrated digital strategy mentioned above. Funds will be used to implement a global social media program; maintain multiple websites (MeetHawaii, media and trade sites, and [sharingaloha.com](http://sharingaloha.com)); manage subscriptions to various digital tools/programs (Spredfast, Zeta, Dropbox, Podio, Apple Account, etc.); and develop digital assets as needed for new opportunities.

### Implementation

- Continue to refine the HTA's global social media strategy by developing and executing unique social programs across each MMA, that align with the HTA's existing social framework and brand guidelines. The overarching goal is to increase consumer engagement through smart targeting and paid media. This will include coordinating with the global contractors to ensure effective engagement with their respective communities, and providing ongoing oversight, guidance and technical support. The HTA staff will continue to work with a contractor with expertise in social media marketing to execute this program.
- Work with HVCB to develop relevant digital assets needed for new projects/new opportunities, with a focus on creating feed-stopping content that will inspire our audiences to travel to Hawai'i
- Ensure all programming is being developed with a considerate traveler in mind, who will respect Hawaii's people and land, and deliver messaging reflective of the *Kuleana* campaign pre and post-arrival
- Continue to work with HVCB's digital team to maintain and upgrade the various websites



**Staff Lead:** VP Marketing and Product Development

**Contractors**

- Hawaii Visitors and Convention Bureau
- Other-TBD

**Measurements**

The following analytics are measured and reported on a monthly basis:

Output Measures	Performance Measures	Productivity Measures
# of Followers/Fans	Impressions	Likelihood to visit Hawai'i
# of Posts Per Channel	Engagements	Awareness of Hawai'i and conviction to consider traveling to Hawai'i

DRAFT

# Agenda item # 6:

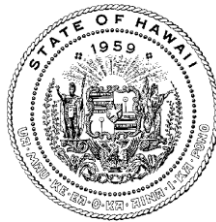
Review of Asia (China,  
Korea, SE Asia, Taiwan)

RFP's Scope, Process  
and Committees



**REQUEST FOR PROPOSALS  
HAWAII TOURISM INBOUND DESTINATION  
MARKETING MANAGEMENT SERVICES  
IN THE KOREA MAJOR MARKET AREA**

**RFP NO. 20-05**



Hawaii Tourism Authority  
1801 Kalākaua Avenue  
Hawaii Convention Center, First Level  
Honolulu, Hawaii 96815

Date of Issuance: June 17, 2019

Procurement Officer/Contract Manager:

Mr. Ronald D. Rodriguez

**DEADLINE FOR RECEIPT OF PROPOSALS:**

**Thursday, August 15, 2019 by 4:30 pm, HST**

**Submission of proposal will be accepted via eCivis Portal ONLY**

See Section 3 of RFP for submission details

**RFP 20-05**  
**MARKETING MANAGEMENT SERVICES**  
**IN THE KOREA MAJOR MARKET AREA**

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## SECTION 1 – INTRODUCTION

### 1.01 Introduction

The Hawai'i Tourism Authority, hereinafter referred to as the "Authority" or "HTA," is issuing this request for proposals (RFP) to seek inbound destination marketing management companies capable of providing a full range of comprehensive marketing management services for the Hawaiian Islands in the Korea market. The destination marketing management services being solicited include:

- Develop and deploy a brand management plan that will increase visitor expenditures for the Hawaiian Islands in alignment with HTA's strategic directives;
- Integrate activities with the travel trade (retail and wholesale) and consumers through multi-faceted, traditional and non-traditional means;
- Develop and facilitate partnerships or other relationships with Hawai'i's visitor industry and community stakeholders; and,
- Promote Hawai'i as a Meetings, Conventions, and Incentives (MCI) destination.

Hawai'i Tourism Authority is a government agency established by the State of Hawai'i in 1998, pursuant to Chapter 201B of the Hawai'i Revised Statutes, to strategically manage Hawai'i tourism in a sustainable manner consistent with economic goals, cultural values, preservation of natural resources, community desires and visitor industry needs. See EXHIBIT A: HTA Website References of this RFP for more information about HTA's mission and strategic plan.

As part of its marketing capacity, the Hawai'i Tourism Authority manages branding initiatives and activities through its contractors, who leverage HTA funds by way of sales, direct marketing, partnerships and other relationships.

### 1.02 Brand Management at Work

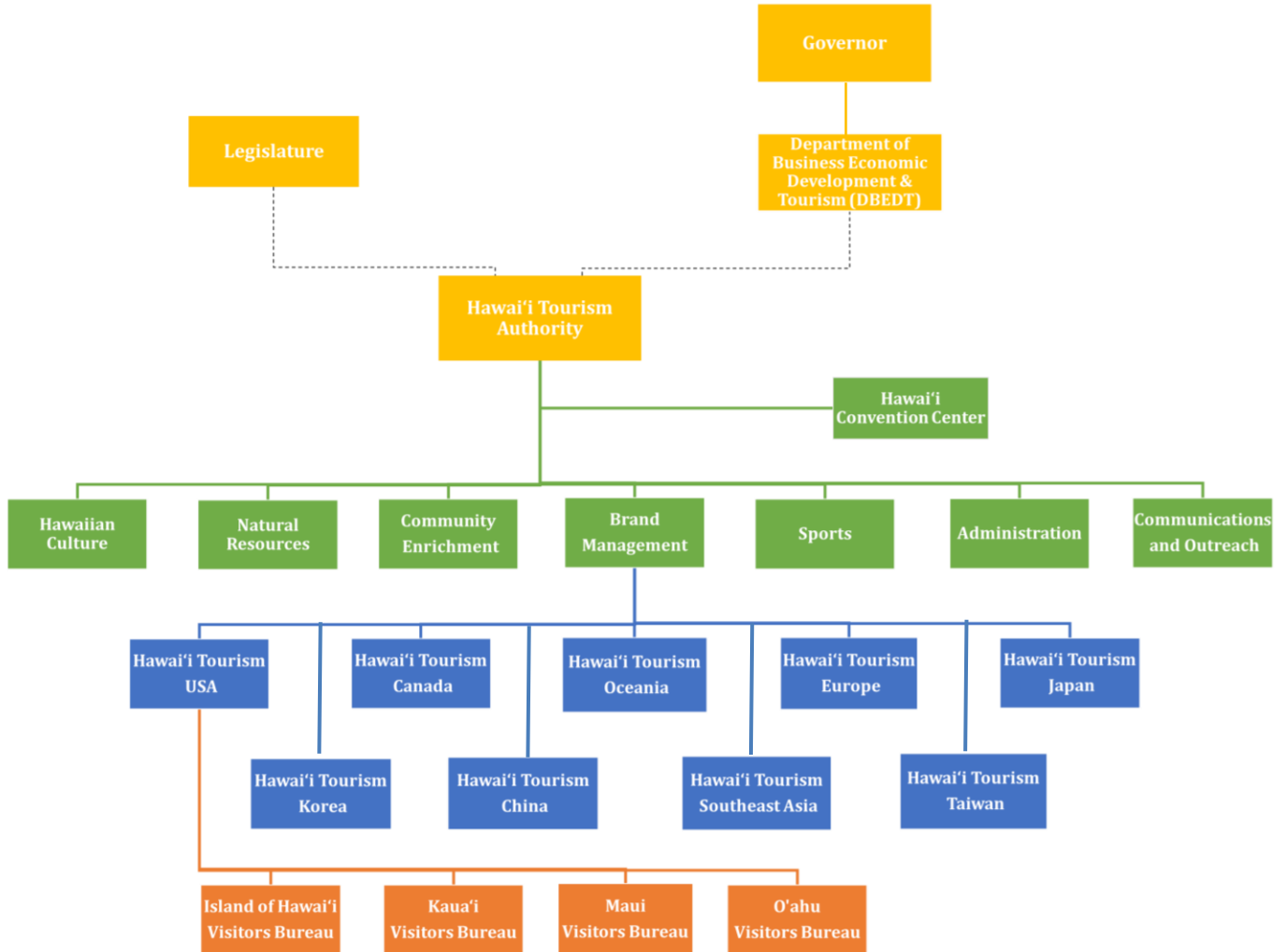
Brand management is one of the HTA's key strategic roles. Specifically, it involves the promotion of the Hawaiian Islands through HTA's support of programs and events that deliver on the brand promise. The HTA coordinates with its global marketing contractors, visitor industry partners, travel trade, MCI partners, and community stakeholders to ensure that marketing and communications tactics are in line with Hawai'i's unique and distinctive products, including natural resources, Hawaiian culture, and Hawai'i's multi-ethnic culture.

The HTA currently contracts with nine marketing organizations worldwide in the USA, Canada, Oceania, Europe, Japan, Korea, China, Taiwan, and Southeast Asia to promote Hawai'i in each **'Major Market Area'** (to be abbreviated as **MMA** in the rest of this document). With direct HTA oversight, the marketing contractors are responsible for developing strategic brand management plans for their respective major market area.

In addition, the HTA creates, manages and supports the development of unique tourism experiences such as community and cultural festivals, sporting events, natural resources, and community and cultural programs. The HTA also directly affects the visitor experience through its support of career development, visitor assistance programs, the integration of community and residents' considerations, and a deep respect for the Hawaiian host culture. All should be considered as RFP responses are developed.



### 1.03 Functional Organization Chart of the HTA



## 1.04 Hawai'i's Tourism Economy

As Hawai'i's main economic driver, tourism is expected to provide economic benefits for Hawai'i's people into the foreseeable future. In 2018, the industry sustained 217,000 jobs and generated more than \$17.8 billion in visitor spending and \$2.08 billion in tax revenues.

Tourism is the fabric that knits together jobs and income for residents, access to and from the rest of the world, and attributes of the islands - our culture, climate, natural resources, and a worldwide reputation for hospitality and aloha - that are prized by visitors and residents alike.

## 1.05 HTA Funding

The legislative act that created the HTA also established the Tourism Special Fund (TSF) which is the sole source of funding to support the Authority. The TSF receives its funding from the transient accommodations tax (TAT) assessed on hotels, condominiums, timeshares, vacation rentals, and other visitor accommodations. The fund was designated for use by the HTA to market, develop and support Hawai'i's economy.

Currently, the HTA budget is determined by the Hawai'i State Legislature and approved annually by the HTA's board of directors. The HTA also manages the Convention Center Enterprise Special Fund, which also is funded by a portion of TAT collections.

For additional information on Tourism Economic Impact, see EXHIBIT A: HTA Website References – HTA Economic Impact Fact Sheet.

## 1.06 HTA Visitor Data

### Korea Market

	2017	2018
<b>Total Expenditures (in Millions)</b>	<b>494.1</b>	<b>506.4</b>
<b>PPPD\$</b>	<b>262.0</b>	<b>295.5</b>
<b>Total Arrivals</b>	<b>261,039</b>	<b>229,722</b>
<b>- MCI Arrivals</b>	<b>6,928</b>	<b>6,381</b>
<b>LOS</b>	<b>7.22</b>	<b>7.46</b>
<b>Days</b>	<b>1,885,805</b>	<b>1,713,505</b>

### Terminology

- (a) **Total Expenditures** – the U.S. dollar amount spent in Hawai'i attributed to a visitor. Includes direct spending by visitors while in Hawai'i as well as any prepaid package purchased before arrival. Does not include transpacific air costs to and from Hawai'i, commissions paid to travel agents or portions of the package in another state or country.

- (b) Per Person Per Day Spending (PPPD\$)** – the average dollars (US) spent per day – per person – in Hawaii by visitors from the market.
- (c) Total Arrivals** – the total number of visitors that arrive from the market.  
**MCI Arrivals** – the number of visitors that arrive from the market to attend meetings, conventions, and incentives (MCI).
- (d) Length of Stay (LOS)** – the average number of days a visitor from the market stays in Hawai‘i.
- (e) Days** – the total visitor days from the market.

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## SECTION 2 – OVERVIEW AND TIMELINE

### 2.01 Scope of Work

The Hawai'i Tourism Authority (HTA) is soliciting proposals from qualified marketing organizations to provide Inbound Destination Marketing Management Services for the Hawaiian Islands.

### 2.02 Applicant Qualifications

This RFP is open to in-state and out-of-state applicants. Applicants must include evidence that they currently possess or have filed for a Certificate of Vendor Compliance (CVC). This is a requirement. See Section 3 of this RFP for CVC application details.

For a list of reasons why a proposal may be rejected, regardless of applicant eligibility, please see Section 3 of this RFP.

### 2.03 Registration

Interested applicants are encouraged to register for updates. This is done by creating an account and filling out "My Profile" on eCivis. See Section 3 of this RFP for eCivis instructions. HTA will not be accepting requests via other methods.

Those who have registered by the registration deadline will receive notice of changes and addendums directly to their email. Addendums will also be posted on the eCivis portal. All dates and times are in Hawai'i Standard Time.

Once registration is completed, the profile will be available for use by the applicant in future RFP applications.

### 2.04 Procurement Timeline

The Procurement Timeline represents the HTA's best estimates. Dates may be subject to change.

<b>RFP 20-05 Hawai'i Tourism Inbound Destination Marketing Management Services</b>	
<b>ACTIVITIES</b>	<b>SCHEDULED DATE</b>
Distribution of RFP	Monday, June 17, 2019
Deadline to submit written questions to HTA. Recommended due date to register on eCivis.	Friday, June 28, 2019
RFP Addendum - HTA to Issue Responses to Written Questions.	Week of July 1, 2019
Deadline for Applicants to Protest the Content of the RFP.	Within 5 calendar days of issuance of Addendum with an answer to questions
<b>Deadline to Submit Written Proposal</b>	<b>Thursday, August 15, 2019 (by 4:30 pm HST)</b>

Notice of Selection or Non-selection to Oral Presentation	Week of September 9, 2019
Oral Presentation	Week of September 23, 2019
Notice of Award Selection or Non-selection	Early October
Deadline for Applicant to Protest Non-Award	Within 5 business days of notice of non-award
Start of Initial Contract Period	January 1, 2020
End of Contract Performance	December 31, 2022
End of initial Contract Period	March 31, 2023

## 2.05 Websites

Exhibit A of this RFP includes a table of websites referenced throughout this RFP.

## 2.06 Agency Authorization

The HTA is authorized to execute contracts for a period of up to five years under 201B-3(a)(3) Hawai'i Revised Statutes (HRS), and to engage the services of qualified persons to implement the STATE's tourism marketing plan or portions thereof as determined by the Authority under 201B-3(a)(10) HRS. Under 201B-7(a)(1) HRS, HTA may enter into contracts and agreements for tourism promotion, marketing, and development.

HTA procurement is not subject to the Hawai'i Public Procurement Code codified under HRS Chapter 103D and the administrative rules promulgated there under ("Hawai'i Procurement Code"). However, the HTA may consider Hawai'i procurement practices as guidance.

## 2.07 RFP Point-of-Contact

Applicants to this RFP are to communicate only with the points of contact listed below. HTA is not responsible for misinformation or reliance from other sources. Email is the preferred mode of communication. Please include RFP number in the subject line of emails. Unless otherwise specified in a written Addendum to the RFP, the points-of-contact for this RFP are:

Ronald D. Rodriguez, Contract Specialist / Procurement Officer  
Evita Cabrera, Contract Specialist

Hawai'i Tourism Authority  
1801 Kalākaua Avenue  
Hawai'i Convention Center, First Level  
Honolulu, Hawai'i 96815

Email: [contracting@gohta.net](mailto:contracting@gohta.net)  
Phone: (808) 973-9449

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## SECTION 3 – PROPOSAL SUBMISSION REQUIREMENTS

This section outlines the procedural requirements for submission. Proposal contents will be covered in Section 4 and in the Appendices.

### 3.01 Certificate of Vendor Compliance (CVC)

HTA is requiring all applicants to produce evidence that they currently possess, or have filed for, a Hawai'i State Certificate of Vendor Compliance (CVC). Per State law, once awarded, all contractors must have a "compliant" CVC as a precondition to signing a contract. Contract cannot be executed without a CVC.

This certificate requires approval from four different agencies: the Department of Labor, the Department of Commerce and Consumer Affairs (DCCA), the Internal Revenue Service (IRS), and the Hawai'i Department of Taxation (DOTAX). All approvals can be acquired through one convenient location at Hawai'i Compliance Express:

<https://vendors.ehawaii.gov/hce/splash/welcome.html>.

We recommend that applicants begin the process immediately to identify any possible challenges and to avoid any delays in processing. There is a \$12 annual fee for this service.

For those who are new to the system, ehawaii.gov has a YouTube channel with information on creating an eHawaii.gov account, vendor registration, and using Hawai'i Compliance Express. You can visit the YouTube channel at <https://www.youtube.com/user/eHawaiiGov1/videos>.

The name on the CVC is the name that will be used for contracting and payment purposes. There cannot be any variation in the name or tax ID. Government agencies are exempt from the CVC requirement.

### 3.02 Submission Method

HTA will accept submission via the eCivis online portal only. NO PAPER SUBMISSIONS. NO EMAILED SUBMISSIONS. NO FAX SUBMISSIONS.

1. Click on the link <http://bit.ly/HTAecivis>
2. Choose RFP 20-05 from the list. Click on it.
3. Click on the "Apply" button.
4. Click on "Create an account."
5. Fill in the basic information and click "Sign Up". You should receive a confirmation email.
6. Click on the link in the confirmation email.
7. Sign in. You will need to type in your login and password again.  
See the menu on the left-hand column. Click "My Profile". Fill out a profile. (No need to fill in the DUNS. For Congressional District type Hawai'i.)

*Warning: If you proceed to "My Application" before you fill in "My Profile," your application will not save and you will need to start over.*

Note: When logging back into the system you will be given a choice of "Portal" or "eCivis" login. Please choose the Portal login.

### 3.03 Submission of Questions

Applicants may submit written questions to **contracting@gohta.net** by the date specified in the timeline that appears in Section 2 of this RFP or as may be otherwise amended.

- (a) **Written Questions.** HTA welcomes written questions from applicants in order to ensure openness and transparency and improve understanding of the RFP. Applicants may submit written questions in electronic format to the email address of the HTA Procurement Officer identified in this RFP. To expedite responses, applicants are asked to submit questions in a Microsoft Word document. Each question should cite the section/paragraph number that is the source of the question. HTA will respond to written questions as discussed below.
- (b) **Deadline.** Deadline for submission of written questions is listed in the timeline in Section 2.
- (c) **Responses.** The HTA Procurement Officer will combine the questions from all applicants into a single list. Related questions may be combined and responded to as a single question. Questions will be published anonymously, along with HTA's answers, in an RFP Addendum. The HTA will act in good faith in providing responses but may decide, in its sole discretion, not to respond to some questions. HTA may also reword questions for relevance. The Addendum will be provided to all eCivis applicants and posted on HTA's website.

### 3.04 Submission Deadline and Confirmation of Receipt

The deadline for submission is listed in the Timeline in Section 2 of this RFP. The eCivis website will automatically confirm receipt of your proposal. The eCivis management system will discontinue acceptance of submissions at deadline. Applicants who wait until the last minute to submit their proposals do so at their own risk.

### 3.05 Multiple or Alternate Proposals Not Allowed

Multiple or alternate Proposals from the same applicant are not allowed. In the event alternate or multiple Proposals are submitted, all of the applicant's submissions may be rejected at the discretion of the HTA Procurement Officer.

### 3.06 Rejection of Proposals

- **Requirements must be met:** HTA reserves the right to consider as acceptable, responsible and responsive only those proposals submitted in accordance with the requirements set forth in this RFP.
- **Changing Terms:** Any proposal requiring any contract terms or conditions contradictory to those included in this RFP and any of its attachments—including the State's General Conditions as amended in this RFP—may be rejected in its entirety without further notice. The General Conditions are available for download from the eCivis portal. The amendments to the General Conditions are identified in the Exhibit to this RFP entitled "HTA Amendments to the General Conditions"
- **Reasons:** A proposal may be automatically rejected for the following reasons:
  - Failure to cooperate or deal in good faith;
  - Late proposals;
  - Lack of a Certificate of Vendor Compliance (CVC)
  - Failure to submit in accordance with the RFP requirements, or failure to supply an adequate response to the RFP;
  - Refusal to abide by the State of Hawai'i's General Conditions as amended in this RFP by the HTA;



- Lack of demonstrated experience or expertise;
- Inadequate accounting system or internal controls;
- Failure to meet the terms of agreement on any previous HTA contract;
- Failure to maintain standards of responsibility: Falsification of information. Suspension or debarment by STATE. Felony conviction related to procurement contracting with any unit of government. Failure to maintain necessary licensure or meet its tax or other obligations to a government agency.
- Waiver: HTA reserves the right to waive any or all informalities, irregularities, or deficiencies when it considers a waiver to be in the best interests of the STATE.

### 3.07 Public Records and Public Disclosure

- (a) RFP Submittals Become the Property of HTA. All Proposals and other materials submitted shall become the property of the HTA for the State's records.
- (b) Management Contract. All or part of the RFP and the selected applicant's response to the RFP may, by reference, become a part of the final Management Contract between the selected applicant and the Authority resulting from this solicitation process.
- (d) Public Disclosure. All documents submitted by the applicant and maintained by the HTA will be subject to public inspection and copying under the Hawai'i Uniform Information Practices Act provided in chapter 92F, Hawai'i Revised Statutes. Specific redactions may be executed as the law permits, but applicant should assume that any and all information will be subject to disclosure.

### 3.08 Conflicts of Interest Disclosure

Applicant will be required to fill out and sign a Conflicts of Interest Disclosures and Attestations Form which is available for download on the eCivis portal. See Section 4 for details.

### 3.09 Expenses

Each applicant is solely responsible for all expenses incurred for the preparation of the proposal and any expenses related to the evaluation process. This includes, but is not limited to, development and submission of the Proposal and subsequent responses to HTA requests for more information, and participation in any pre-award oral presentation, including travel and lodging expenses. An applicant shall not bill the HTA for any costs or expenses associated with its response to this RFP. Any incumbent under any HTA contract may not use HTA-funded resources to prepare its Proposal.

### 3.10 Disclaimer: Cancellation

HTA reserves the right to cancel all or any component of this RFP at any time. HTA assumes no responsibility and bears no liability for costs incurred by an applicant in the preparation and submittal of proposals in response to this RFP.

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## SECTION 4 – FIXED PRICE AND PROPOSAL STRUCTURE

### 4.01 Fixed Price

An Applicant shall submit a Fixed Price Proposal. This is a firm fixed price contract for no greater than USD \$1,400,000.00 for Calendar Year 2020.

### 4.02 Format

The applicant will be responsible for delivering all the work agreed to in the Proposal within the established budget. As used herein, "Proposal" means all the requested documents listed in Section 4.03, Submission Content, and any other information described in and submitted in response to this RFP.

- **Slide shows and PowerPoint Presentations will not be accepted.** The proposal should be compact and substantive. Proposals may include a web address that evaluators will have the option of reviewing. However, evaluators will not be required to review your website, so please do not omit essential information in reliance on website content. Video, audio or other similar multimedia materials will not be considered during evaluation of written proposals, although they may be accepted in Round 2 (oral presentations) of the procurement process.
- **The format must be U.S. standard 8 1/2 by 11 inches.** This is a U.S. buyer and therefore must be oriented to U.S. document sizes. Orientation should be primarily portraited, though landscape is welcome for data presentations as appropriate. No odd-sized pages allowed.
- **Page limit.** The complete proposal (all contents listed in Section 4.03) **must not exceed one hundred (100) pages.** Proposals that exceed 100 pages may be disqualified prior to evaluation.

### 4.03 Submission Content

All proposals shall include the following documents in the order listed in one (1) PDF file to be considered for funding under this program. Proposals that fail to submit any one of these documents may be considered non-responsive. Description of proposal elements appear below in subsequent sections.

- Cover Page
- Table of Contents
- Cover Letter
- Organizational Capacity
- Professional Experience
- Brand Management Plan - Leisure
- Brand Management Plan - MCI
- Client References
- Conflicts of Interest (downloadable form)
- Certificate of Vendor Compliance

#### 4.04 Cover Page

The cover page should include:

- RFP number and name: RFP 20-05 Hawai'i Tourism Inbound Destination Marketing Management Services in Korea.
- Applicant firm name and address.
- RFP contact information including name, title, email, phone.

#### 4.05 Table of Contents

Please present the materials in the order outlined in Section 4.03. Please include page numbers.

#### 4.06 Cover Letter

The cover letter is your opportunity to make a personal statement to the HTA and to the evaluation committee.

#### 4.07 Organizational Capacity

1) ORGANIZATION.

a) Personnel Management

- i) Organizational chart of proposed staffing, including position titles, names, lines of responsibility/supervision, and time allocation to HTA account.
- ii) Project Manager (“Key Point of Contact”) to be assigned to the HTA account. As part of this contract, HTA will require a 100% DEDICATED project manager (HTA’s Key Point of Contact). List detailed qualifications including experience, time with the agency, resume/bio demonstrating qualifications related to this RFP, and qualifications as it relates to Hawai'i branding and culture.
- iii) Additional Staffing. The applicant shall identify other key members who will be assigned to the HTA account. List detailed qualifications for each position (including experience, time with the agency, resume/bio demonstrating qualifications related to this RFP and qualifications as it relates to Hawai'i branding and culture), propose allocation of staff to key locations and key accounts and the planned geographic locations of staff. Describe proposed full organization capacity appropriate for the initial operations, full performance, and surge capability.

Although a contractor, as a legal entity, may represent a competing market within the MMA, a contractor’s project manager and staff shall be dedicated to providing services for Hawai'i and the HTA in the manner provided below:

<b>MMA</b>	<b>Project Manager  (“Key HTA Point of Contact”)</b>	<b>Staff</b>
Korea	Exclusive	Non - Exclusive

**NOTE:**

The contractor for this MMA will be required to be fully staffed and operational in order to begin the transition activities in 2019 and the implementation of the destination marketing management services in the Calendar Year 2020. Any activity

such as training and orientation that occurs prior to the execution of an agreement with the selected contractor shall be at the contractor's sole cost and expense.

Also, the contractor for this MMA is required to attend the 2019 HTA Fall Tourism Update in Hawai'i in late November. HTA will reimburse the airfare and accommodation costs for two people (Project Manager and one team member) to attend. Any additional members' travel costs are at contractor's own expense.

- iv) Supervision and Training. The applicant shall describe its ability to supervise, train and provide administrative direction relative to the delivery of the proposed services.
- b) Major Subcontractors. The applicant shall provide a list of each intended major subcontractor expected to work on this project.
  - i) Name, location, and contact information.
  - ii) The number of years this subcontractor has been used by your company.
  - iii) The goods or services that will be provided.
  - iv) Qualifications.
- 2) CAPACITY. Applicant's establishment, development, and accomplishments
  - a) Business entity.
    - i) Entity type. Years in business. Headquarter location and contact info.
    - ii) Branch offices and/or divisions. If an entity includes or previously included an office in Hawai'i, please provide details.
    - iii) Facilities, office space, and other physical assets available to the applicant to perform the work described in this RFP.
    - iv) Company history. Opportunity to provide more detailed experience and case studies as it relates to the scope of this RFP will come later in the "Experience" section of your proposal.
  - b) Accounting System. Describe how the applicant's accounting system will:
    - i) Accurately estimate and timely record actual expenditures for this contract;
    - ii) Accurately allocate and timely record all actual expenditures to the various budget categories defined in APPENDIX 3 Annual and Monthly Budget Plan Instructions and Worksheets;
    - iii) Accurately estimate and timely record actual expenditures of change orders and modifications; and,
    - iv) Make certain only expenses that are allowable and allocable are charged against any reimbursable expense, change order, or modification of the contract issued under this RFP.
  - c) Firewalls and other Protections
    - i) Applicant shall describe processes and procedures to provide an information barrier, such as a "white room" or other form of firewall, within contractor's company or entity to prohibit the disclosure of competitively sensitive information acquired or provided through the performance of this contract on behalf of Hawai'i and the HTA to any of the

contractor's clients or affiliates representing or associated with a competitor list agreed to by HTA.

- ii) Applicant shall describe specific directives and procedures for its employees and other personnel assigned to the HTA to prevent the respective team, group or individuals from using HTA information for the advantage of a competitor, either by exchanging information in either formal or informal settings with employees assigned to competing markets, or by independent use of information by those who may have other assignments outside of HTA.
- iii) Management and executive decisions must not disadvantage HTA against other clients. Hawai'i's best interests must be judged independent of other company interests or, if not, must be placed at the highest priority within the organization.

#### 4.08 Professional Experience

The applicant shall provide a complete description of its relevant experience in destination marketing described below:

- a) Describe the applicant's experience and past performance history in destination marketing services:
  - i) Within this MMA
  - ii) Within the Hawai'i tourism industry
  - iii) In general
- b) Creative Content: Provide at least three (3) examples of creative content prepared for clients by the Applicant. Examples must be reduced to 8 ½ x 11 form. The applicant may, in addition, reference web addresses; however, evaluators are not obligated to view websites.
- c) Case Studies: An applicant shall also provide no fewer than two (2) case studies representing the following areas:
  - i) Demonstrating your familiarity with both this MMA and with the Hawai'i's tourism industry.
  - ii) Demonstrating your familiarity with the Hawaiian Islands and Native Hawaiian culture and communities.
  - iii) Demonstrating experience in finding and using market research conducted within MMA.
  - iv) Demonstrating experience in creating integrated target marketing projects deployed within the MMA (include target market identification strategy, brand strategy, supporting online and offline activities, digital/social media strategy, trade collaboration, and travel industry marketing).
- d) Key Performance Indicators (KPIs): Describe a minimum of three (3) past work experiences that reflect the tracking of key performance indicators to targeted results, including the measurement methodology used.

#### 4.09 Brand Management Plan (BMP)

Applicant must present a comprehensive marketing plan, hereinafter referred to as a Brand Management Plan (BMP) for Calendar Year 2020. This plan will lay out all the strategies and activities that the contractor will accomplish during the contract period to drive brand awareness.

a) Brand Management Plan (BMP) – Leisure  
The contractor will be responsible for formulating and executing a Leisure BMP. The Leisure BMP will describe what will be created and executed with anticipated deliverables aimed at fulfilling Key Performance Indicators. The Brand Management Plan should be clear and concise in communicating initiatives and sought outcomes supporting the KPIs that have been set. **See APPENDIX 1 for details on BMP-Leisure.**

b) Brand Management Plan (BMP) – Meetings, Conventions, and Incentives (MCI)  
HTA will soon be issuing an RFP that will seek to create a combined single property and citywide Global Hawai'i MCI Sales and Marketing organization. This organization will offer Global MCI customers a single point of contact for all of their Hawai'i MCI needs be it single property or convention center business; single island or multi-island bids; from single or multiple gateways.

The contractor for this MMA will be responsible for formulating and executing an MCI BMP. The MCI BMP shall provide the framework and approach to support the above mentioned Global Hawai'i MCI Sales and Marketing Organization in increasing Meetings, Conventions & Incentives visitation and achieving Key Performance Indicators. The Brand Management Plan should be clear and concise in communicating initiatives and sought outcomes supporting the KPIs that have been set. **See APPENDIX 2 for details on BMP-MCI.**

HTA's key marketing objectives are as follows:

- a) Drive destination brand awareness. Build the brand of the Hawaiian Islands as well as the specific islands of O'ahu, Maui, Hawai'i Island, Kaua'i, Lāna'i, and Moloka'i.
- b) Create campaigns that reinforce the unique attributes of each of the Hawaiian Islands.
- c) Take advantage of local market insights and intelligence on trends, distribution dynamics, consumer insights, and competitive analysis. Target both current and next generation of Hawai'i travelers.
- d) Drive high-value visitation; increase Per Person Per Day Spend and Visitor Expenditures for the Hawaiian Islands. Focus marketing on market segments that have higher trip expenditures.
- e) Collaborate with Hawai'i's visitor industry to optimize results and leverage resources.
- f) Maintain the cultural integrity of the Hawaiian language, customs and practices, music, dance, cultural and historic sites, and imagery in all marketing initiatives.
- g) Increase awareness, familiarization, and understanding of the diversity of Hawai'i's people, place, and culture to consumer and trade.
- h) Maintain high-value air service to Hawai'i.
- i) Stimulate high-value market share against competing destinations.
- j) Focus marketing and enhance tour product development to build a desire to visit during shoulder seasons.
- k) Maintain a balance between travel trade and consumer promotions, backed up by research regarding consumer destination travel shopping and buying trends.

- l) Promote Hawai'i as a Meetings, Conventions, and Incentives (MCI) destination with special focus on the state-owned Hawai'i Convention Center (HCC) and citywide convention growth.
- m) Ensure that initiatives are metrics driven.

#### 4.10 Client References

The applicant shall provide three (3) references and related contact information of customers who have used or are currently using applicant's services in the area of destination marketing. For each reference include the following information:

- a) Client's name, address, phone number, email, main contact;
- b) Types of services provided;
- c) Total contract price (or subcontracted portion); and,
- d) Geographic coverage of services provided.

#### 4.11 Conflicts of Interest Disclosure and Attestation

Applicant will be required to fill out and sign a Conflicts of Interest Disclosures and Attestations Form which is available for download on the eCivis RFP online portal. HTA policies require the analysis and mitigation of Organizational Conflicts of Interest (OCI). The individual contractor's reputation for integrity is a critical asset in performing government contract work. The Procurement Officer will use your answers to this questionnaire to identify and further evaluate the impacts of potential conflicts of interest and your proposed mitigation plans.

The form consists of two sections.

- The first section asks yes/no questions designed to reveal any possible conflicts you may have. If you answer "yes" to any of these questions you will need to provide an attachment with additional information, including persons or entities involved, the nature of the activity, an estimate of the percentage of this contract that could be impacted by that activity, and any mitigation measures you have in place or plan to implement. Answering "yes" to any question will not automatically disqualify you. The explanations provided by you will allow HTA to evaluate the potential impacts of these conflicts and to analyze the respective mitigation plans. The Procurement Officer may consider applicant's candor, or lack thereof, in evaluating applicant's responsiveness and responsibility. Omission or misrepresentation may be grounds for disqualification.
- The second section is a list of affirmative statements that an authorized signer must initial agreement to and acknowledgment of.

#### 4.12 Certificate of Vendor Compliance (CVC) Required

The applicant must provide, as part of the application process, evidence that the applicant currently possesses, or has filed for, a Hawai'i State Certificate of Vendor Compliance (CVC). See Section 3 of this RFP for details.



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## **SECTION 5 – SCORING, EVALUATION CRITERIA AND CONTRACT AWARD**

### **5.01 Threshold Considerations**

In addition to meeting the requirements of the RFP, the proposal must pass a threshold judgment of whether it fills the needs of the service being solicited. If the proposal is evaluated to be unfit it may be put aside as nonresponsive. This judgment may be made by HTA prior to scoring, or it may be made during the scoring process by the evaluators themselves.

### **5.02 Evaluation Committee**

Proposals will be evaluated by a Committee whose members include HTA representatives and may include industry experts. All committee members may participate in decision-making on award recommendations provided they have no direct personal interest in the proposal in question. Evaluators sign an affidavit declaring that they will drop out of any evaluation that violates this requirement.

### **5.03 Procurement Officer**

The HTA's primary point-of-contact is the Procurement Officer identified in Section 2 of this RFP. The Procurement Officer serves as the arbitrator and referee for this RFP. The Procurement Officer does not serve as a voting member of the evaluation committee.

Your point-of-contact will change once the contract is executed. You will be assigned an HTA Tourism Market Manager upon award.

### **5.04 Violations**

Evaluation committee member identities are kept confidential during the RFP process. Applicants are forbidden from contacting any member of the Evaluation Committee regarding this RFP during the RFP process. Applicants will not be penalized for inadvertent communication with committee members. However, applicants may be disqualified if they seek the identities of the committee members, or knowingly seek out or contact committee members for advice or favor.

Applicants should only communicate with, and rely on information from, the point-of-contact identified in Section 2 of this RFP. HTA is not responsible for misinformation provided by anyone other than the Procurement Officer.

### **5.05 Proposal Evaluation Criteria and Scoring Guidelines**

Written proposals will be reviewed, evaluated and scored by an evaluation committee based on five scoring criteria, each criterion is designated a scoring range. The evaluators are free to score anywhere within the scoring range. There is no separate weighting.

The evaluation committee has the option of selecting finalists to give oral presentations. In the event of an oral presentation round, the evaluators will fill out fresh scoresheets for the finalists. This will be the same scoresheet as in the first round.

The evaluation criteria and scoring guidelines are as follows:



<b>EVALUATION OF PROPOSAL</b>	Scoring Range Maximum
<p><b>OVERALL CAPABILITIES OF FIRM</b> The evaluation will include an assessment of the history of your company, your experience as it relates to the requirements of this RFP, evidence of past performance and related items</p>	20
<p><b>BRAND MANAGEMENT PLAN (BMP)</b> The evaluation will include an assessment of the quality of proposed strategies, creativity, vision and marketing knowledge as demonstrated through the content of the BMP, in addition to ROI measurement systems, and related items</p>	30
<p><b>FAMILIARITY WITH HAWAI'I BRAND &amp; PRODUCT</b> The evaluation will include an assessment of your understanding of the Hawaiian Islands, the native Hawaiian culture, Hawai'i's multi-culture, and the HTA organization; how you integrate this knowledge into your proposal, cultural fit and related items. Note: this is not a separate section of the proposal, but is an analysis of your whole presentation.</p>	20
<p><b>QUALIFICATIONS OF PERSONNEL</b> The evaluation will include an assessment of the qualifications, experience, and specific knowledge of your managerial team, staff and subcontractors as it relates to the requirements of this RFP and related items, and the overall percentage of staff time dedicated to Hawai'i.</p>	20
<p><b>COST-EFFECTIVENESS</b> The evaluation will include an assessment of the maximum services provided in relation to the fees charged and the budget ratio of programs to administrative fee (staffing, office, profit/retainer) to ensure that it is reasonable and appropriate.</p>	10
<b>TOTAL SCORE</b>	<b>100</b>

### 5.06 Evaluation and Award Process

Submittals shall not be examined for evaluation purposes until the submittal deadline. Deadlines will be enforced even-handedly. The RFP evaluation process will consist of at least two rounds.

Round 1: Proposals will first be evaluated by the Procurement Officer to have met the threshold considerations outlined in Section 5. Members of the Evaluation Committee will then score the proposals using the scoring criteria described in this Section 5 of the RFP. Applicants will be ranked based on scores.

Round 2: A limited number of finalists will be selected by the evaluation committee based on the average score of the first-round proposals. In the second round, the evaluation committee may request "Additional Information," which may consist of any combination of question and answer sessions, oral presentations, requests for clarification, best and final offers (BAFO), or anything else that the evaluation committee may find useful in coming to a decision. Tentative dates for oral presentations/interviews are listed in the timeline found in Section 2. The evaluation committee reserves the right, but is not required, to perform reference checks. At the end of the second round, evaluators will turn in fresh score sheets. The new scores will reflect the applicants' overall performances in the first and second round.

The contract will be awarded based on what is deemed best for the HTA and the State of Hawai'i. The evaluation committee, based on the aforementioned process as well as on the outcome of any post-award negotiations, will make a recommendation to the President and CEO acting in his capacity as the Head of Purchasing Agency (HOPA) for his approval. Once that selection is made, a contract will be written and executed based on the process outlined in Section 6 of this RFP.

The evaluation committee reserves the right to dispense with a second round and to base its recommendation solely on the first - round proposals.

### 5.07 Award Letter and Post Selection

The awardee will receive a letter informing them of their selection, outlining the next steps in the contract execution process, introducing them to the managers they will be working with once the contract is executed, and advising them of any documents that are due (e.g. Updated or Revised Work Plan, Certificate of Vendor Compliance).

### 5.08 Debriefing

Non-awardees will receive a debriefing letter that documents the selection process that took place for this RFP, and that provides protest policies and procedures.

### 5.09 Protest

(a) Raising Concerns. Interested parties who have concerns regarding a solicitation, specifications, award or other decision of the procurement officer should first discuss the concern with the HTA procurement officer within the protest time periods provided for in this RFP.

(b) Protests. If the procurement officer does not resolve the concern to the satisfaction of the interested party, the interested party may formally protest to the HTA's President and Chief Executive Officer. There are two types of protest:

1. Protest of the contents of the RFP.
2. Protest of non-award.

Any protest of non-award must document evidence of procurement impropriety by HTA to be considered.

(c) Timeliness. Interested parties must file any protest regarding the terms of the RFP, the service specifications or documents referenced in the RFP in writing prior to the deadline for protests of the content of the RFP listed in the procurement timeline or as otherwise amended by HTA. A

protest may be delivered via email or via a reliable delivery service, but the protest must actually be received by HTA by the deadline:

Chief Administrative Officer: Keith Regan

Procurement Officer: Ronald D. Rodriguez

Mailing Address: Hawai'i Tourism Authority, Hawai'i Convention Center, Level One,  
1801 Kalākaua Avenue Honolulu, Hawai'i 96815

Email Addresses: HTA Contracts Office – [contracting@gohta.net](mailto:contracting@gohta.net)

Keith Regan – [keith@gohta.net](mailto:keith@gohta.net)

Ronald D. Rodriguez – [ronald@gohta.net](mailto:ronald@gohta.net)

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## SECTION 6 – CONTRACTING PROCESS AND PERFORMANCE

### 6.01 Contract Execution Process

The contract execution process consists of the following steps:

1. HTA received the contractor's current Certificate of Vendor Compliance, as well as any other documents or information that may be required by HTA and as may have been outlined in the Award Letter.
2. A PDF of the contract is emailed to the Contractor along with instructions. If the contractor agrees with the terms, the contractor prints, signs, fills out, and notarizes the contract as instructed and mails the *original* back to HTA's Contract Specialist.
3. HTA signs the contract. The contract is sent to the Hawai'i attorney general's office for approval.
4. Deputy attorney general approves the contract for form and signs. The contract is returned to HTA.
5. HTA makes copies of the contract and distributes as follows: HTA program manager, Contractor, Hawaii Department of Accounting and General Services (DAGS).
6. DAGS approves the contract. Once it is approved by DAGS, the contractor can start submitting invoices and deliverables as outlined in the contract's Payment Schedule.

### 6.02 Contractor Name

The contract will be between the State and the Contractor. The STATE requires exact concurrence in all official documentation regarding the identity of the contractor. This means that the name on the W9, the articles of incorporation, the certificate of vendor compliance, and on any invoices for payment, must be identical. There can be no variation in punctuation, entity type, dbas, or tax ID numbers. (See Section 3 for information on the certificate of vendor compliance.)

### 6.03 Fixed Price

This contract is a fixed price contract. The contractor will be responsible for completing all the work agreed to in the Proposal and Contract within the budget agreed to in the Proposal and the contract unless otherwise agreed to by the HTA. See Section 4 for information on the fixed price.

### 6.04 General Conditions

The Hawai'i State General Conditions, as amended for this contract by the HTA, will be incorporated into the contract. The HTA reserves the right to reject, without further notice, submittals that do not include an agreement to accept these amended conditions in their entirety. The General Conditions are available for download from the eCivis portal. The amendments to the General Conditions are identified in the Exhibit to this RFP entitled "HTA Amendments to the General Conditions"

This is a contract with a government agency. As such, customary rules of commercial contracting generally do not apply. Applicants are encouraged to seek advice from experts familiar with government contracts.

## 6.05 Unauthorized Work

Unless otherwise agreed, a contractor may not perform any work prior to the execution of a written contract by the HTA and a contractor. Contractor may engage in preparation and planning, but all unauthorized work performed by the contractor prior to the execution of a written contract shall be at the contractor's sole cost and expense.

## 6.06 Payment

The contract will have a "not to exceed" amount. The STATE has allocated a maximum amount of funds for this contract. It is expected that the contractor will be able to achieve all the goals set out in the Proposal without the need for any additional monies and will be responsible for delivering and completing all work agreed to within the proposed budget.

The contractor will be put on a payment schedule and each payment will have associated deliverables tied to it. The contractor will be required to submit an invoice along with any related deliverables in order to receive payment. *There is often a delay between services and payment, so the contractor agrees to utilize its own financial resources to fund at least two months of the services described in its Brand Management Plan and Budget.* Form A "Conflicts of Interest Disclosures and Attestations" includes a statement that applicant will need to sign confirming the availability, and agreeing to use, of these financial resources.

Official invoice date is the date that the invoice and all deliverables are received and accepted by the HTA. Invoice must include the name of the CONTRACTOR exactly as it appears on the contract. Invoice must also include the HTA contract number as well as a contractor-generated invoice number. All required deliverables must be received along with, or prior to, receipt of invoice. Invoices must be either unsigned or signed by Contractor in blue ink. Invoices submitted prior to receipt of the necessary deliverables will not be accepted and will have to be resubmitted. Fiscal year ends June 30 and entails the temporary shutdown of fiscal processes. Invoices received at the change of fiscal, between June 15 and July 31, may be subject to delays in processing. See your market manager for details.

## 6.07 Contract End Date and Time of Performance

Reports are based on calendar year figures with the final calendar year being 2022. Contract performance should end December 31, 2022, but the contract end date will be extended to March 31, 2023, to allow time to create and compile required reports and other deliverables.

## 6.08 Multi-year Contract

Sufficient funds to pay for the initial contract year are available. The contractor acknowledges and agrees that, for subsequent years, the availability of funds from the Tourism Special Fund established under the laws of the State of Hawai'i for any fiscal year (July 1 to June 30), shall initially be subject to the passage of a budget appropriation of public funds by the Legislature, and subsequently to the approval of an allotment of the budgeted funds by the Governor, through the Director of Finance, State of Hawai'i.

Each calendar year of the contract is funded by a separate and respective fiscal year in the manner described above. It is understood that the head of purchasing must notify contractor on a timely basis if funds are not available for continuation of the contract for each succeeding fiscal period and

that, in the event of a cancellation, contractor will be reimbursed the unamortized, reasonably incurred, nonrecurring costs.

Absent any substantial changes to scope, the price for subsequent years should correspond to the contracted amount in the initial contract year.

## 6.09 Evaluation of Contract Performance

Success of the Hawai'i Tourism Authority and its contractor marketing efforts will be measured by

- Growth in PPPD spending
- Growth in total expenditures
- Improvement of local residents' sentiment as measured by an improved response to the question "tourism brings more benefits than problems". (see EXHIBIT A: HTA Website References – HTA Resident Sentiment Survey)

The HTA will review the monthly, mid-year, and year-end performance reports provided by the contractor for the MMA.

Each Performance Review will cover the following topics:

- (a) Review of decreases and increases in KPI results against targets.
- (b) Campaigns and Activities - the actual campaigns conducted, and activities performed versus the HTA-approved Brand Management Plan.
- (c) Brand Integrity - Evaluation of contractor's ability to maintain the brand integrity and cultural integrity of the Native Hawaiian culture and Hawai'i's multi-ethnic culture through its activities in promoting the Hawaiian Islands.
- (d) Budget Variances - Evaluation of significant changes of each main budget category (e.g. Advertising, Public Relations & Promotions, Trade Marketing, Research, Hawaiian Culture Integration, Staffing & Office, Contractor Profit/Retainer) and any major shifts between subcategories under each main budget category (e.g. Media Costs, Production Costs under Advertising).

The contractor will be evaluated on the quality of proposed annual Brand Management Plans (BMP), the effectiveness of approved BMP execution, timeliness of deliveries, accuracy of forms and expenditure reports, responsiveness to HTA requests and good communication in general.

Meetings either in person or via teleconference will be required as deemed necessary by HTA.

## EXHIBITS

### EXHIBIT A: HTA Website References

The following is a list of websites referenced throughout this RFP.

Item	Website
HTA RFP Website	<a href="http://www.hawaii tourism authority.org/RFPs">http://www.hawaii tourism authority.org/RFPs</a>
RFP Registration, Application, Forms, Submission	<a href="https://bit.ly/31c2oZh">https://bit.ly/31c2oZh</a>
Hawai'i Tourism Authority Website	<a href="http://www.hawaii tourism authority.org">www.hawaii tourism authority.org</a>
HTA Economic Impact Fact Sheet	<a href="https://bit.ly/2wG5czL">https://bit.ly/2wG5czL</a>
HTA Programs	<a href="http://www.hawaii tourism authority.org/programs/">http://www.hawaii tourism authority.org/programs/</a>
HTA Resource & Style Guide	<a href="https://bit.ly/2QQLCKI">https://bit.ly/2QQLCKI</a>
Ma'ema'e Toolkit	<a href="https://bit.ly/2MrqonN">https://bit.ly/2MrqonN</a>
Business Tool Kit	<a href="http://www.hawaii tourism authority.org/tool-kit/">http://www.hawaii tourism authority.org/tool-kit/</a>
HTA Research	<a href="https://www.hawaii tourism authority.org/research/">https://www.hawaii tourism authority.org/research/</a>
Hawai'i Compliance Express (Certificate of Vendor Compliance)	<a href="https://vendors.ehawaii.gov">https://vendors.ehawaii.gov</a>
eHawaii.gov YouTube Channel	<a href="https://www.youtube.com/user/eHawaii gov1/videos">https://www.youtube.com/user/eHawaii gov1/videos</a>
Hawai'i State General Conditions	<a href="https://bit.ly/2WLAAMa">https://bit.ly/2WLAAMa</a>
Chapter 201B HRS. HTA's inception statute.	<a href="https://bit.ly/2Wozk28">https://bit.ly/2Wozk28</a>
HTA Five-Year Strategic Plan	<a href="https://bit.ly/31bah0Z">https://bit.ly/31bah0Z</a>
HTA Brand Assets (photos, videos, b-rolls)	<a href="http://www.barberstock.com/hawaii">www.barberstock.com/hawaii</a>
Consumer Website	<a href="http://www.gohawaii.com">www.gohawaii.com</a>
Travel Trade Website	<a href="https://agents.gohawaii.com/">https://agents.gohawaii.com/</a>
Media Website	<a href="http://media.gohawaii.com/statewide/">http://media.gohawaii.com/statewide/</a>
MCI Website	<a href="https://www.meethawaii.com/">https://www.meethawaii.com/</a>
HTA Resident Sentiment Survey	<a href="https://bit.ly/2Qsb9D1">https://bit.ly/2Qsb9D1</a>

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## EXHIBIT B: HTA Amendments to the State's General Conditions

As part of the proposal, applicants are required to accept the State's General Conditions as amended in the RFP by the HTA." (See Form A, Conflicts of Interest Disclosure and Attestations.) **The State's General Conditions are available for download on the eCivis RFP portal at <https://bit.ly/2WLAAMa>.** The HTA amendments to the General Conditions, for this contract, are as follows:

1. Coordination of Services by the State. Paragraph No. 1 of the attached General Conditions is amended to read as follows:
  - a. The President and Chief Executive Officer of the Hawai'i Tourism Authority is the head of the purchasing agency ("HOPA"). A designee assigned by the HOPA will coordinate the services to be provided by the CONTRACTOR in order to complete the performance required in the Contract.
  - b. The CONTRACTOR will maintain communications with the assigned designee at all stages of the CONTRACTOR'S work, and submit to HOPA for resolution any questions which may arise as to the performance of this Contract.
  
2. Hawai'i Compliance Express. Paragraph No. 2i of the attached General Conditions is further clarified as follows: The current "designated certification process" is Hawai'i Compliance Express. In lieu of presenting the separate certificates from the Department of Taxation, Labor and Industrial Relations, and Commerce and Consumer Affairs, as outlined in Paragraphs 2e, 2g, and 2h, the CONTRACTOR shall obtain and provide the HTA with a current Certificate of Vendor Compliance from the Hawai'i Compliance Express that is current within six months of the start of the contract prior to commencing any performance under this Contract. The CONTRACTOR shall also be solely responsible for meeting all requirements necessary to obtain the Certificate of Vendor Compliance as required for final payment under section 103-53, Hawai'i Revised Statutes (HRS), as amended, and Paragraph 17 of these General Conditions.
  
3. Conflicts of Interest. Paragraph No. 5 of the attached General Conditions is further clarified as follows: CONTRACTOR acknowledges and agrees that it has represented to HTA, and HTA has justifiably relied upon such representation, that CONTRACTOR is duly authorized, by law and in equity, to conduct the PROJECT described in the PROPOSAL under the trade name or other name commonly understood for the PROJECT. CONTRACTOR shall avoid all conflict of interests that will not prevent and deter fraud, waste, and abuse, or will not provide increased economy to maximize, to the fullest extent practicable, the purchasing value of public funds. Any credible and reliable proof of such conflict of interest shall be cause to terminate this Contract and withhold any payment to CONTRACTOR.
  
4. Limited License to Use Intellectual Property. The STATE hereby grants to the CONTRACTOR, a non-exclusive limited license during the time of performance for this Contract only, to use any designated intellectual property, including any domain name, trade name, service mark, tag line, or logo (hereinafter referred to cumulatively as "Licensed Property"), which is owned, copyrighted, registered, patented, or reserved by the HTA, for the purpose of promoting and marketing Hawai'i as a visitor destination and in a manner consistent with the "Hawai'i Tourism Authority Five-Year Strategic Plan 2016," incorporated herein by reference, and with any other brand management plans. The CONTRACTOR covenants and agrees that its use of the Licensed



Property shall be of high standards and of high quality, style, and appearance and that CONTRACTOR shall, at all times, maintain, increase, or enhance the goodwill associated with the Licensed Property. The CONTRACTOR shall not authorize, assign or grant any interest in the Licensed Property without the STATE's prior written consent.

5. Conflict Resolution. Notwithstanding any provisions or representations to the contrary, any conflict among the various provisions of this Contract shall be resolved by allowing the various provisions in the following documents, in order of priority, to control:

- (1) Hawai'i State law; then
- (2) HTA regulations, policies or procedures; then
- (3) The Executed Agreement, including the contractor's final proposal, with any modifications, amendments or other properly documented changes; then
- (4) The RFP as amended; then
- (5) The course of conduct, then
- (6) The course of dealing, then
- (7) General principles of government contracting; then
- (8) Tourism industry practices.

6. Execution in Counterparts. This Contract may be executed in one (1) or more counterparts, each of which shall be deemed an original, but all of which shall constitute the same instrument.

7. Travel Protocol. As a State agency, HTA is required to follow an ethics code that informs our travel policy. See HTA's travel policy, attached as the Exhibit entitled "HTA Travel Protocol." HTA reserves the right to review contractors travel policy and if elements fall outside of the attached policy, contractor must work with HTA to ensure that all travel related to HTA work does not violate State ethics laws.

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## EXHIBIT C: HTA Travel Protocol

As a State agency, HTA is required to follow an ethics code that informs our travel policy. HTA reserves the right to review contractors travel policy. If elements of the contractor's policy fall outside of the following protocol, HTA will require contractor to take measures to ensure that all travel related to HTA work does not violate State ethics laws.

### Business Travel

- HTA and Contractor Staff Travel
  - HTA meetings – HTA staff makes arrangements if pre/post FAMs are involved. Otherwise, contractors make own arrangements with O'ahu hotels at prevailing "industry rate". In conjunction with pre/post FAMs, HTA staff works with Island Chapters to negotiate group rate with hotels. Never ask for upgrades. Use lowest public rates for air to get to Hawaii. Never ask for or accept air upgrades. Work with Market Manager to book State negotiated inter-island air.
  - Contractor Educational FAM – HTA staff works with Island Chapters to negotiate group rates with Neighbor Island Hotels. Never ask for upgrades. HTA staff to book State negotiated inter-island air.
  - Escorting FAM – Use negotiated FAM rate for both hotel and air. If air or hotel is complimentary for customers, ask for industry rate for yourself. Never ask for upgrades. Never accept air upgrades.
  - Industry meetings – Make own arrangements. Ask for prevailing "industry rate". Use lowest public rates for air. Never ask for or accept air upgrades.
- Leisure Customer Travel
  - HTA meetings – Ask customers to work directly with airlines and hotels if they are coming to Hawai'i for a HTA meeting. Can make introductions if appropriate.
  - Solo FAM – Ask customer to work directly with airlines and hotels. Can make introductions if appropriate.
  - Organized FAM – OK to negotiate air and hotel group rates with hotels and airlines for customers based upon business potential.
- MCI Customer Travel
  - Solo Travel/Site – OK to negotiate air and hotel industry rate for customer based upon potential group business. Engage Island Chapters and/or HCC where appropriate.
  - Organized FAM – OK to negotiate air and hotel group rates for customers based upon potential group business. Engage Island Chapters and/or HCC where appropriate.
  - Team Business Travel/Site – OK to negotiate air and hotel group rates for customers based upon potential group business. Engage Island Chapters and/or HCC where appropriate.

- Media Travel
  - Solo Travel to cover a story – OK to introduce to Island Chapters for vetting and introduction to hotels and/or airlines for industry rate based upon media potential.
  - Organized FAM – OK to negotiate air and hotel group rates based upon media potential.
  - Engage Island Chapters and HTA PR agency where appropriate.

### **Personal Travel**

Do not get involved with anyone, even customers, asking for favors. OK to make appropriate introductions for key customers. Do not ask for or accept personal favors of any kind for your own travel.

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## APPENDICES

### APPENDIX 1: Brand Management Plan (BMP) Outline - Leisure

The Brand Management Plan (BMP) – Leisure shall describe marketing strategies and implementation plan aimed at fulfilling HTA Marketing Objectives (See Section 4 of the RFP) and projected Key Performance Indicators (KPIs). The BMP should be clear and concise in communicating strategies, actions and projected outcomes.

The BMP shall include the following components:

#### NARRATIVE

- A. Overview/Market Analysis. A clear and concise overview of the current market conditions, competition, economic indicators, consumer as well as travel industry trends that are occurring in your market. As a result of all these variables, a summation of how you view the market potential specific to Hawai'i. Include research-driven insight into consumer destination travel shopping and buying behaviors that informs your plans.
- B. Assumptions. Describe any market conditions that would affect visitation to Hawai'i and your ability to implement the plan for your market. Identify market specific distribution channel assumptions based upon known consumer practices.
- C. Target Audience. Identify specific geographic region and target lifestyle segments applicable to your market that will have the greatest return on marketing investments and why.
- D. Strategies. Identify and describe your marketing strategies (not tactics) in the following categories:
  1. Consumer strategy(s). Align with the target audience through promotions, public relations, and advertising (if applicable) to build brand awareness for the destination.
    - a. Island distribution strategy(s). Drive multi-island visitation with added focus on Hawai'i Island by developing initiatives and activities that are unique to each island and reinforce each island's brand position (APPENDIX 1, Attachment 1)
  2. Trade Marketing strategy(s).
    - a. Identify key travel trade targets, sales, and advertising strategies and rationale.
    - b. Educational strategy(s) to educate and train the trade (tour operators and retail agents, etc.) about Hawai'i, each individual island's unique brand and the Hawaiian culture.
    - c. Airline strategy(s) to stabilize airlift from the MMA. Include actions that will orchestrate the development of airline relationships with the goal of monitoring load factors, and the development of activities to support high-value routes.
    - d. Cooperative Program strategy(s) to include advertising and promotional programs with key industry organizations and distribution partners as market specific channel distribution warrants.
  3. Public Relations & Promotions strategy(s). This strategy shall include but is not limited to the identification of potential story angles against market niches; support needed to

- achieve stories; identification of unconventional means to gain exposure; target publications that align with the targeted lifestyle segments for the MMA; and, identification of media vehicles from traditional print to social media.
4. Industry collaboration strategy(s). Define an ongoing strategy to connect with both Hawai'i and in-market industry partners to ensure the development of a collaborative marketing plan. The plan should include ongoing input strategies that serve to consistently align with stakeholder marketing efforts.
  5. Research strategy(s). The HTA or its research contractors will perform primary and overall strategic research activities. The contractor will be able to draw on existing research (See Exhibit A: HTA Website References – HTA Research) and participate in planning for future research projects. The contractor may only be compensated for contractor-initiated research if it is not redundant of existing research and after prior approval of HTA. Identify all forms of research used and future needs to inform the development of initiatives as well as to measure BMP strategies.
  6. Gohawaii.com Strategy(s). Gohawaii.com serves as the central website for Hawai'i travel inspiration and information for the consumer audience. The HTA, through its web contractor manages Gohawaii.com which is made up of a main English language site and additional sites in German, Spanish, French, Japanese, Korean and Simplified Chinese. The web contractor is responsible for the development, creation, analysis, maintenance and optimization of the website(s), including text, video, music, audio, images, and other digital content, that is hosted on a web server and accessible via the Internet. The HTA maintains sole ownership of the database of consumer or customer information acquired through the website. Describe steps you will take and resources you will engage to provide HTA's website contractor with guidance and insight for your market specific site. Please describe strategies for using this medium to influence travel decisions specific to your market's user habits and culture. (Note: Contractor shall not develop a duplicative website and will work through the HTA Gohawaii.com contractor in directing and updating content on the existing website.)
  7. Digital Marketing Strategy(s). Currently, the HTA, through its social media contractor, supports channels on Facebook, Instagram, Wechat, Weibo and more. HTA uses Khoros as its central content management system for social (scheduling, publishing, social interaction management, usage-rights management, etc.) and all marketing contractors are required to utilize this system. Hawai'i content such as photography, videos, stories, etc. are made available for all markets and usage of these assets in development of their social media content is left up to the discretion of the individual market. In addition to the core Hawai'i content that HTA provides, please describe ideas specific to your market to include (but not limited to) social media content strategy, paid media strategy, and influencer marketing strategy. (Note: Contractor shall not develop a duplicative social media profile and will work with the HTA Social Media contractor in maintaining branded communications through social media channels.)
  8. Responsible Tourism. Responsible Tourism is "an active awareness about the effects travel can have on places, both positive and negative." HTA seeks to develop responsible travelers – considering who and how they interact with the residents, the impact their movement throughout the destination has on the environment, and selecting accommodations, transportation, and activities in a manner that helps preserve the destination and benefits the people who live there. Describe your strategy to educate

visitors about how to travel throughout the Hawaiian Islands in a sensitive manner. Note: HTA, through its contractor HTUSA, is developing pre-arrival (Hawai'i Rooted campaign) and post-arrival assets (Kuleana campaign) that can be used by all contractors in this effort. (EXHIBIT A: HTA Website References – HTA Brand Assets)

- E. Action Plan Integration. Briefly describe overall action plan, key campaigns and how the various elements are integrated.
- F. Key Performance Indicators (KPIs). Describe the measurement methodology used to develop each of the key performance indicators.

## **CREATIVE CONTENT**

The HTA seeks to globally align the Hawai'i brand positioning by centralizing its creative assets. Currently, the HTA works with a creative content contractor for the purpose of intellectual property data bank management meaning and including the creation (coordinated with each MMA), purchase, cataloging, tracking, licensure, protection, and management of intellectual property owned by the State or HTA and used to market Hawai'i as a visitor destination. This management includes, without limitation, trademarks, service marks, logos, slogans, trade names, websites and domain names, images, art work, film, digital footage, customer database, and other intellectual property.

The HTA's data bank contractor or HTA staff will manage the data bank a.k.a. the "Knowledge Bank". All MMAs will utilize the Knowledge Bank in performance of destination marketing activities and work in coordination with the creative content contractor in development of all assets. For the purposes of this RFP and utilizing the Knowledge Bank plus other available assets, please develop and provide samples (up to 4) of the creative assets that best convey the concepts of your strategy. Demonstrate the ability to maintain the cultural integrity of Hawaiian language, customs, and imagery and increase awareness, familiarization, and understanding of Hawai'i's people, place and culture. Creative content shall reinforce the Hawaiian Islands and each island's brand position (APPENDIX 1, Attachment 1) and utilize the HTA Resource and Style Guide (EXHIBIT A).

## **LEISURE SCHEDULES**

Schedule Worksheets include the following:

1. Industry Educational Training including workshop presentations, seminars, webinars.
2. FAM trips for travel agent, wholesaler, media which details the dates and islands visiting.
3. Media schedule (advertising) for print, broadcast, co-op, social media, and e-marketing.
4. Trade Show participation in trade and consumer shows and events.
5. Editorial calendar showing how stories will be timed in the market.

The electronic copy of the Leisure Schedule Worksheets in Excel is available for download on the eCivis portal.

## **LEISURE KEY PERFORMANCE INDICATORS (KPIs)**

Applicants will be responsible for developing semi-annual and annual Leisure measure of success (KPI targets) using a KPI worksheet.

The electronic copy of the Leisure & MCI KPI Worksheet in Excel is available for download on the eCivis portal.

**BUDGET PLAN** (see APPENDIX 3: Annual and Monthly Budget Plan Instructions and Worksheets)

As part of the BMP, applicants will be responsible for creating one budget covering both Leisure and MCI using the Annual and Monthly Budget Plan Worksheets. Each proposed budget will be rolled up into one total budget amount not to exceed the dollar amount allocated for the market.

An Applicant shall submit a Fixed Price Proposal. This is a firm fixed price contract for no greater than USD \$1,400,000.00 for Calendar Year 2020. This price is inclusive of all aspects of the contract, including both Leisure and MCI BMP.

Contractor will be responsible for staying within the budget presented in the proposal and outlined in the contract. It is expected that the contractor will be able to achieve all the goals set out in the proposal without the need for any additional monies and will be responsible for delivering and completing all work agreed to within the proposed budget.

**MULTI-YEAR BUDGET**

Sufficient funds to pay for the initial contract year are available. Each calendar year of the contract is funded by a separate and respective fiscal year and is subject to the availability of funds as appropriated by the State legislature and approved by the HTA Board of Directors. See Section 6 of the RFP for details.

Absent any substantial changes to scope, the price for subsequent years should correspond to the contracted amount in the initial contract year.

# Attachment 1: The Hawaiian Islands and Island Brand Identities

## What Do We Promise to our Visitors?

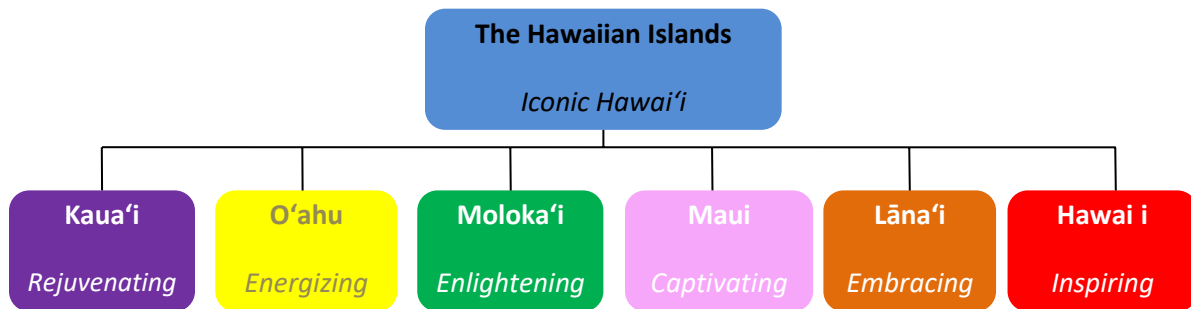
*The Hawaiian Islands have played the role of the idyllic Pacific Islands in the hearts, minds, and dreams of travelers for centuries. We are a unique collection of Islands, each offering a unique experience. We are the most exotic destination in the United States and a unique cultural and geographic environment that exists nowhere else on earth. We provide a safe and diverse environment for travelers to create their own adventures. We are viewed as lush, luxurious and welcoming – a “dream vacation” for many people.*

We discovered that when a traveler learns that Hawai‘i offers unique experiences on each island, it made them even more interested in visiting. The brand messages for each island are identified in the following pages.

### Statewide Brand Explained

The **Hawaiian Islands brand structure** focuses on the **unique FEEL** of each Island experience, allowing us to promote a wide range of products on each Island and appeal to both the rational and emotional needs of our target consumers.

**Diagram 1: Hawaiian Island Brand Structure**



### Island-level

Communications will focus on presenting distinctive experiences within the overall emotional context of the Island. These words in the chart provide a central focus for each brand but will not be used as taglines or explicit messages in marketing communications.

### Visitor Profile:

The Hawaiian Islands visitor seeks experiences that are “foreign yet familiar” – a safe adventure in an exotic locale that is different enough to be interesting, familiar enough to be easy to navigate. We enjoy strong repeat visitation, but some of those who have visited only once feel a sense of “been there, done that,” and need to discover the variety of experiences that The Hawaiian Islands have to offer. The ideal visitor to The Hawaiian Islands embraces the spirit of Aloha and enjoys independent travel. The Hawaiian Islands have long been a “dream” destination for them – and if they knew The Hawaiian Islands offered a range of unique Island experiences, they’d be more likely to visit!



## **Kaua'i's Brand Explained**

*Deep within every human being, buried all too often beneath layers of modern life, is a primal connection with nature. It is on Kaua'i that this connection reawakens. Take a step in any direction and plunge into a world of infinite greens and blues, a world that restores your inner equilibrium and reassures you that the Pacific island of your dreams does indeed exist. Peaceful, lush and naturally spectacular, this is Kaua'i.*

### **Visitor Profile:**

The Kaua'i visitor is attracted to nature and the peaceful, immersive environment it offers. They travel to escape the busyness of their life at home and have little interest in urban experiences or crowds. They tend to be less active, preferring to spend prolonged periods immersing themselves in a single experience rather than sampling a lot of variety. Relaxing on vacation is their number one priority and they don't want to feel pressured to "see all the sights."

## **O'ahu's Brand Explained**

*From its famous surf culture to the vibrant nightlife of Waikiki, The Island of O'ahu pulses with the beat of contemporary Hawaiian culture. We are an Island playground for active travelers. We are a unique fusion of city and country, American and Polynesian, modern and historic. Travelers leave our Island more energized than when they arrived. We are for people who want to be active on vacation, sample many things, and enjoy an urban environment and unique culture.*

### **Visitor Profile:**

The active and social O'ahu visitor is attracted to urban experiences full of energy and variety. They don't come on vacation to escape – they travel to engage and relax by being active. They make a list of all the iconic attractions and activities they want to experience and will be disappointed if they aren't able to complete their wish-list. They appreciate nature's beauty but aren't avid outdoor enthusiasts. They experience nature as a backdrop to their adventures and would rather enjoy a beautiful view than actually trek into the forest. Shopping and nightlife are an important part of their vacation and they enjoy festivals and events.

## **Moloka'i's Brand Pillars**

*Quiet open roads; still practice Hawaiian living; "talk story" with locals; no traffic, congestion or pollution; stay open to the unexpected; rich in Hawaiian culture and history.*

## **Maui's Brand Explained**

*With its close proximity and leisurely pace, you never have to travel too far or plan in advance to discover pleasant surprises in Maui. We are an Island of spontaneous moments. We're big enough to provide lots of options, small enough to take the work out of choosing. We offer endless opportunities for spur of the moment fun. You can be as relaxed or as active as you choose on Maui. We are for people who want to have fun but don't want to be on a schedule.*

### **Visitor Profile:**

The Maui visitor seeks variety, choice, and spontaneous adventures. They want to know lots of options are available but want to have the freedom to be as active or relaxed as they choose, all on the spur of the moment. They want to sample different experiences without diving too deeply into or committing too much time to anyone. They enjoy nature but want to experience it in a passive,

civilized way rather than wandering too far off the beaten path. Soft adventure is what interests them, from lying on the beach to wandering through shops and discovering local artisans. Most of all, they believe enjoying a vacation shouldn't feel like work – too much planning turns them off.

### **Lāna'i Brand Pillars**

*Solitude; serenity; pampered; peaceful and quiet; relaxed, but not bored; active, but not overdone.*

### **Hawai'i Island's Brand Explained**

*From deep beneath the earth's crust to high in the heavens above, Hawai'i, the Big Island, has inspired awe in everyone from ancient civilizations to curious schoolchildren. We are active volcanoes, star-filled nights, diverse climates and ancient civilization. We offer unique access to nature at its most powerful and raw. We are for people who want to explore and experience wonder. We inspire awe in travelers and give them bragging rights to last a lifetime.*

#### **Visitor Profile:**

The Hawai'i Island visitor is active and adventurous with an insatiable curiosity. They seek unique and unusual adventures that they can't get anywhere else and like the idea of having "trips" within their vacation. They have an interest in history and culture and are attracted to natural wonders. They enjoy road trips and don't mind committing a significant amount of time to tour – after all, "getting there" is half the fun. You can find them lounging on the beach, but it's just a rest stop on their way to the next great adventure.

## APPENDIX 2: Brand Management Plan (BMP) Outline - MCI

The Brand Management Plan – MCI shall provide the framework and approach to supporting HTA’s Global MCI Sales and Marketing organization to increase Meetings, Conventions & Incentives (MCI) leads. Provide strategies on how you will work in coordination with HTA’s Global MCI Sales and Marketing organization and utilize your market expertise to promote the Hawaiian Islands as a preferred destination for MCI with a heightened focus on business that has potential to use the Hawai’i Convention Center.

The BMP shall include the following components:

### **NARRATIVE**

- A. **Overview.** Provide an overview of current market conditions, competition and trends in the MCI industry that are occurring in your market. As a result of all these variables, provide a summation of how you view the MCI market’s potential specific to Hawai’i.
- B. **Assumptions.** Identify factors and/or variables that will ensure the success or failure of driving MCI leads from your market. Identify variables that may affect the success of execution and outcome.
- C. **Target Audience.** Identify appropriate vertical MCI segments and/or third party/meeting planner organizations that have a greater propensity to consider Hawai’i and why. Identify the top 20 targets - corporations, associations, or third-party/meeting planner customers. Identify specific targets for citywide business at the Hawai’i Convention Center.
- D. **Strategies.** Identify and describe your strategies in the following areas:
  1. **Develop new leads.** What methods will you use to develop new leads? Include a plan for trade shows, sales calls, site inspections, FAMs, and sales team deployment, if any.
  2. **Accelerate conversion from tentative to definite.** How will you support the closing of tentative business? Identify roles and responsibilities, and stakeholder partnership strategies that will help achieve conversion.
  3. **Describe partnership development strategies with both Hawai’i based and in-market industry partners,** such as hotels, DMCs, meeting planners and incentive houses to reach target vertical market segments.
  4. **Higher-need period leads.** How will you identify and bring in business leads for the higher need periods (years 2021 and 2024 for the Hawai’i Convention Center) and shoulder seasons of April, May, October, and November?
  5. **How will you support education and training meeting planners and third-party planners about Hawai’i and its MCI attributes?**
  6. **Describe any plans for advertising in your MMA.** Meethawaii.com serves as the central website for the Hawai’i MCI market. The HTA, through its web contractor manages Meethawaii.com. The web contractor is responsible for the development, creation, analysis, maintenance and optimization of the website, including text, video, music, audio, images, and other digital content, that is hosted on a web server and accessible via the Internet. The HTA maintains sole ownership of the database of consumer or customer information acquired through the website. Describe your strategy(s) to collaborate with HTA’s Global MCI Sales and Marketing organization to stimulate demand through

marketing, including how you will use Meethawaii.com and social media to influence MCI customers. Provide examples of messaging that is aligned with established Meet Hawai'i brand positioning.

7. Public Relations. Identify target MCI media in your market that align with targeted MCI segments in your MMA as well as potential business story angles. Identify support needed to achieve publicity and unconventional means to gain exposure including social media. Identify opportunities to collaborate with the Global MCI Sales and Marketing organization and/or other HTA MCI contractors to leverage ideas and assets.
8. Airlift. How will you develop airline relationships to establish site inspection seats, corporate group rates and confirmation of seat blocks from your market?

## **MCI SCHEDULES**

Schedule Worksheets include the following:

1. Implementation of industry educational events, workshop presentations, and seminars.
2. FAM trips for meeting planner, corporate, travel agent, media which details the dates and islands visiting.
3. Media schedules (advertising) for print, broadcast, co-op, appropriate social media, and e-marketing.
4. MCI Trade Show Participation.
5. Editorial calendar showing story angles and timing.

The electronic copy of the MCI Schedule Worksheets in Excel is available for download on the eCivis portal.

## **MCI KEY PERFORMANCE INDICATORS (KPIs)**

Applicants will be responsible for developing semi-annual and annual MCI measures of success (KPI targets) using the KPI Worksheet.

Definitions:

- MCI: Meeting, convention and incentive groups that primarily bring off-shore (out-of-state) attendees, requiring those attendees to stay in visitor accommodations. An MCI group is an association or corporate meeting or convention that requires meeting space. An incentive group may or may not require meeting space. *MCI does NOT include bookings that draw mainly local attendance and/or are public/consumer-facing/ticketed events such as expos, sporting events, etc.*
- MCI Definite Room Night: Room nights resulting from an MCI lead sourced and sent to the convention center and /or hotels by an HTA contractor for which a signed contract or license agreement with the convention center and/or a signed contract with a hotel has been executed.
- MCI Tentative Room Night: Room nights associated with groups that have indicated interest in holding an MCI piece of business in Hawai'i and a lead has been sourced and sent to the convention center and/or the hotels by an HTA contractor. Citywide leads are considered tentative when space is blocked at the convention center.

- Citywide Group: A group that books Hawai'i Convention Center for meeting space, and which needs two or more hotels and has a minimum of 1,000 out-of-town attendees.
- Single Property Group (non-Citywide): A group needing a minimum of 10 hotel rooms.

The electronic copy of the Leisure & MCI KPI Worksheet in Excel is available for download on the eCivis portal.

NOTE: The applicant shall submit only one combined Leisure and MCI KPI Worksheet.

**BUDGET PLAN** (See APPENDIX 3: Annual and Monthly Budget Plan Instructions and Worksheets)

As part of the BMP, applicants will be responsible for creating one budget covering both Leisure and MCI using the Annual and Monthly Budget Plan Worksheets. Each proposed budget will be rolled up into one total budget amount not to exceed the dollar amount allocated for the market.

An Applicant shall submit a Fixed Price Proposal. This is a firm fixed price contract for no greater than USD \$1,400,000.00 for Calendar Year 2020. This price is inclusive of all aspects of the contract, including both Leisure and MCI BMP.

Contractor will be responsible for staying within the budget presented in the proposal and outlined in the contract. It is expected that the contractor will be able to achieve all the goals set out in the proposal without the need for any additional monies and will be responsible for delivering and completing all work agreed to within the proposed budget.

**MULTI-YEAR BUDGET**

Sufficient funds to pay for the initial contract year are available. Each calendar year of the contract is funded by a separate and respective fiscal year and is subject to the availability of funds as appropriated by the State legislature and approved by the HTA Board of Directors. See Section 6 of the RFP for details.

Absent any substantial changes to scope, the price for subsequent years should correspond to the contracted amount in the initial contract year.

## APPENDIX 3: Annual and Monthly Budget Plan Instructions and Worksheets

(The electronic copy of Budget Plan Worksheets in Excel is available for download on the eCivis portal)

- 1) **The contractor will be responsible for one combined Leisure and MCI budget.** The Budget Plan gives the HTA staff and the Evaluation Committee insight on how you intend to organize and manage the work under this contract and form part of the baseline for evaluation of the selected applicant during contract performance.
- 2) **Budget Organization.** The applicant's entire scope of work under this RFP shall be known as the "project." The applicant shall breakdown the project into "campaigns". The number and content of the campaigns are at the applicant's discretion. Campaigns should be organized in the manner the applicant determines is most appropriate to organize the work under the project. For example, campaigns could be based on geography, market segments [Leisure, MCI, etc.], workflow, target audiences, or other groupings that the applicant chooses. PLEASE LABEL CAMPAIGN TABS. (i.e. Campaign A: "Leisure - Australia", Campaign B: "Leisure -New Zealand", Campaign C: "MCI- Australia", Campaign D: "MCI-New Zealand", or Campaign A: "Honeymoon", Campaign B: "Adventure Traveler", etc.)
- 3) **Budget Categories.** The HTA has established the following seven (7) main budget categories upon which an applicant will be evaluated and will be required to report as a contractor:
  - a) Advertising;
  - b) Public Relations and Promotions;
  - c) Trade Marketing;
  - d) Research;
  - e) Hawaiian Culture Integration
  - f) Staffing & Office; and,
  - g) Contractor Profit/Retainer.
- 4) **Annual and Monthly Budget.**
  - a) The applicant shall submit annual and monthly budget plans. Campaign level worksheets will include only Advertising, Public Relations, Travel Trade, Research, and Hawaiian Culture Integration. Staffing & Office and Contractor Profit shall be separated from campaign budgets and reported on a single tab marked "Administrative".
  - b) The HTA Budget Worksheets have been pre-formatted in Excel to provide a **Budget Plan Summary** tab, **Summary of Campaigns** tab, **Summary of Budget Categories** tab, several **Campaign** tabs, and **Administrative** tab that applicants must use in presenting their budget breakdown. The individual campaign tabs should add up to the **Budget Plan Summary** tab, **Summary of Campaigns** tab, and **Summary of Budget Categories** tab. It is the responsibility of the applicant to ensure the accuracy of submitted budget plans, including, but not limited to additionally inserted campaign tabs and the project as a whole.
  - c) Note that the applicant, if selected, shall track and report actual results to the HTA in a manner consistent with budget plans described in this RFP or in a format to be prescribed by the HTA.