



HTA Strategic Plan: 2012 – 2013

What We Do:

The Hawai'i Tourism Authority (HTA) is the official agency for tourism in the State of Hawai'i. Among its responsibilities, the HTA is charged with setting tourism policy and direction; developing and implementing the State's tourism strategic and marketing plan; managing programs and activities to sustain a healthy visitor industry; and coordinating tourism-related research, planning, promotional and outreach activities. HTA serves as a critical bridge linking government and private sectors, the visitor industry, visitors and island communities, and aims to contribute successfully to a good quality of life for residents through tourism.

Guiding Principle:

Inspired by our natural environment, world renown hospitality and aloha spirit, HTA will honor and perpetuate our Native Hawaiian and multi-cultural traditions and culture, and continue to support Hawai'i's island communities. We will invest in Hawai'i's people, place and culture to ensure our Hawaiian Islands remain a uniquely special place to live, work and visit.

HTA Strategic Plan Goal:

The goal of the HTA Strategic Plan (HTA Plan) is to optimize benefits for Hawai'i and integrate the interests of visitors, the community and the visitor industry.

Market Conditions (FY 12 will be capped at \$69 million)

2012: Transition to Recovery

2013: Recovery

2012 Targets (as of August 25, 2011):

- Expenditures: \$13.3 B
- Arrivals: 7.7 M
- PPPD: \$186

HTA Objectives:

Relating to what we do

1. To achieve or exceed visitor spending targets.
2. To achieve or exceed per person per day (PPPD) spending targets.
3. To achieve or exceed air seat targets.
4. To improve the quality of the Hawai'i experience.
5. To contribute to a good quality of life for Hawai'i residents.

Relating to who we are

To operate efficiently as the state's tourism agency and maximize the return on investment (ROI) of state tax collections.

HTA Strategies:

- **Marketing Programs.** Implement marketing programs across diverse major market areas to stimulate short-term visitor arrivals and expenditures.
- **Integrated Brand Management.** Utilize an integrated brand management approach to efficiently drive demand and deliver a unique and satisfying Hawai'i experience for both visitors and residents.
- **Access.** Ensure the availability of domestic and international air seats to Hawai'i.
- **Global Meeting Destination.** Elevate Meetings, Conventions and Incentives (MCI) efforts, with increased emphasis on international markets.
- **Knowledge-Based Agency.** Actualize and demonstrate HTA's transformation into a more knowledge-based and efficient state tourism agency which maximizes the ROI of state tax collections.

Brand Marketing Directives:

For Leisure Destination Markets

- Develop, deploy and manage an integrated marketing program to generate visitor expenditures and incremental visitation in the year/short-term.
- Achieve targets and key performance indicators (KPI).
- Target lifestyle market segments that have the greatest measurable ROI.
- Collaborate with Hawai'i's visitor industry to optimize results and leverage resources.
- Create programs that reinforce the unique attributes of the Hawaiian Islands.
- Increase awareness, familiarization and understanding of Hawai'i's people, place and culture.
- Continue to develop programs that distribute arrivals across all islands.
- Maintain and develop new air service to Hawai'i, especially from emerging markets.
- Stimulate and grow market share against competing destinations.
- Stimulate business during shoulder periods.

For Business Destination Markets

- Brand the Hawaiian Islands as a business destination.
- Identify viable market segments that can impact short term needs (2012 & 2013) and fill in the backlog years (2016, 2017, and 2018).
- Identify and understand competitive offerings in-market aimed at desired segments.
- Develop programs that stimulate interest and motivate industries to conversion.
- Prospect and secure quality MCI leads that will lead to high conversion.
- Develop programs for smaller companies outside hotels to access and sell products and services.
- Address historic shoulder periods through collaborative efforts.

Brand Experience Directives:

- Implement the HTA Brand Experience Plan
 - Cultivate programs which help to perpetuate and honor the Native Hawaiian culture.
 - Support quality signature experiences to highlight our unique Hawaiian Islands.
 - Promote brand experiences (pre and post).
 - Increase efforts in communications, community outreach and industry relations.
 - Utilize research to guide and refine brand experience work.
 - Ensure workforce delivers the brand experience.
 - Provide capacity building assistance for organizations providing brand experiences with potential for long-term sustainability.
 - Develop new experiences and products.

- Facilitate partnerships and packaging.
- Cultivate efforts which provide a safe visitor experience, demonstrate Hawai'i's aloha spirit, and enable HTA to lead Hawai'i's visitor industry.

Research Directives:

- Implement research programs to assess and evaluate marketing and brand experience ROI.
- Implement research programs to identify trends, new markets and other tourism related issues.
- Implement research for benchmarking and product planning and design.

HTA Organizational Directives:

- Improve HTA internal capacity.
- Upgrade internal infrastructure and capabilities to support contract and program management.
- Engage in partnerships to optimize resources and maximize results.
- Use communications and outreach programs to demonstrate HTA operating as a knowledge-based organization.
- Use research programs and information to drive HTA decision making, evaluate programs and guide visitor industry stakeholders.