



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

**David Y. Ige**  
*Governor*

**John De Fries**  
*President and Chief Executive Officer*

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

**BRANDING STANDING COMMITTEE  
HAWAI'I TOURISM AUTHORITY**

*Pō'aluā, 22 Pepeluali 2022, 2:30 p.m.*  
**Tuesday, February 22, 2022 at 2:30 p.m.**

*Hālāwai Kikoho'e*  
**VIRTUAL MEETING**

*Hiki i ka lehulehu ke hālāwai pū ma o ka ZOOM.*  
**Webinar will be live streaming via ZOOM.**

*E kāinoa mua no kēia hālāwai:*  
**Register in advance for this webinar:**

[https://us06web.zoom.us/webinar/register/WN\\_JxLbthnhR3uMI46WrT4P\\_Q](https://us06web.zoom.us/webinar/register/WN_JxLbthnhR3uMI46WrT4P_Q)

*Ma hope o ke kāinoa 'ana, e ho'ouna 'ia ka leka uila  
hō'ōia iā'oe me ka 'ikepili ho'oku'i hālāwai.*  
**After registering, you will receive a confirmation email  
containing information about joining the webinar.**

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

1. *Ho'omaka a Pule*  
Call to Order and Pule
2. *'Āpono i ka Mo'o'ōlelo Hālāwai*  
Approval of Minutes of the January 26, 2022 Branding Standing Committee Meeting
3. *Kūkākūkā no ke Ka'akālai Ha'awina Kālā i nā 'Oihana Hokona a me ke Alaka'ina no nā Limahana HTA*  
Discussion on HTA's Future Global Brand Marketing & Management Allocations Strategy and Guidance for Staff



4. *Hō'ike, Kūkākūkā, a me Ka Hana E Pili Pū ana i nā Lula Alowelo a Hokona GMT no ka Hapahā 'Elua o ka Makahiki 2022*  
Presentation, Discussion and/or Action on the GMT's Brand Marketing & Management Guidelines for Q2 2022
5. *Ka Hō'ike'ike, Ke Kūkākūkā, A Me Ka Hana E Pili Pū Ana I Ke 'Āpono 'Ana I Ka Papa Hana Hokona No Ka Ho'ōla Hou 'Ana I Ka 'Oihana Ho'okipa Malihini, Ma Ka 'Ao'ao Hokona Alowelo*  
Presentation, Discussion and/or Action on Approval of Tourism Recovery Marketing Plan's Brand Marketing section
6. *Ka Nūhou no nā Hana Alowelo a Hokona Hā'uki*  
Sports Brand Marketing & Management Updates
7. *Ka Nūhou no GoHawaii.com*  
Update on GoHawaii.com
  - a. *Ka Hopena o ko OMD/Socratic "Anamana'o Noi'i Me Ka 'Āpana Po'e Malihini E Kipa Ai lā Hawai'i, No GoHawaii.com"*  
Results of OMD/Socratic's "The Hawai'i Visitor Segmentation Research Study for GoHawaii.com"
  - b. *Ka Hopena O Ko HVCB Anamana'o Mai Nā Lālā O Ia 'Oihana No GoHawaii.com*  
Results of HVCB Membership Survey for GoHawaii.com
  - c. *Ka Nūhou No Ko GoHawaii.com KPI O Ka Makahiki 2021 Maiā Miles Partnership Mai 2021*  
2021 GoHawaii.com KPI and Performance Update by Miles Partnership
  - d. *Ke Kūkākūkā A Me Ka Hana E Pili Pū Ana I Ke 'Āpono 'Ana I Pū'ulu Kālā E Lako Kūmau 'Ia Ana No Ka Mālāma A Ho'oholo 'Ana iā GoHawaii.com*  
Discussion and Action for Approval of Ongoing Maintenance Cost for GoHawaii.com
8. *Hō'ike, Kūkākūkā, a Ho'oholo i ka 'Āpono 'ana i ka Hai 'ia o Kekahi Kanaka Mana'o A'oa'o no ka Pāhana Hawai'i Smart Destination*  
Presentation, Discussion and/or Action on Approval to Solicit a Consultant Related to the Hawai'i Smart Destination Initiative
9. *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.*

**\*\*\* 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 HRS § 92-5 (a) (2), § 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; to consider hiring and evaluation of officers or employees, where consideration of matters affecting privacy will be involved; and to discuss information that must be kept confidential to protect Hawai'i's competitive advantage as a visitor destination.

*Kono 'ia ka lehulehu e nānā mai i ka hālāwai a ho'ouna mai i ka 'ōlelo hō'ike kākau 'ia no kēlā me kēia kumuhana i helu 'ia ma ka papa kumumana'o. Hiki ke ho'ouna mai i nā 'ōlelo hō'ike kākau 'ia ma mua o ka hālāwai iā [carole@gohta.net](mailto:carole@gohta.net) a i 'ole ho'ouna i ka leka i Ke'ena Kuleana Ho'okipa O Hawai'i, 1801 Kalakaua Avenue, Honolulu, HI 96815 - Attn: Carole Hagihara-Loo. Inā pono ke kōkua ma muli o kekahi kīnānā, e ho'omaopopo aku iā Carole Hagihara-Loo (808-973-2289 a i 'ole [carole@gohta.net](mailto:carole@gohta.net)), he 'ekolu lā ma mua o ka hālāwai ka lohi loa.*

Members of the public are invited to view the public meeting and provide written testimony on any agenda item. Written testimony may be submitted prior to the meeting to the HTA by email to [carole@gohta.net](mailto:carole@gohta.net) or [by postal mail to the Hawai'i Tourism Authority, 1801 Kalākaua Avenue, Honolulu, HI 96815 - Attn: Carole Hagihara-Loo](#). Any person requiring an auxiliary aid/service or other accommodation due to a disability, please contact Carole Hagihara-Loo (808-973-2289 or [carole@gohta.net](mailto:carole@gohta.net)) no later than 3 days prior to the meeting so arrangements can be made.

*E like nō me ka 'ōlelo a ke Kānāwai 220, e mālama ana ke Ke'ena Kuleana Ho'okipa o Hawai'i i kekahi wahi e hiki ai ka po'e o ka lehulehu ke noho a komo pū ma nā hālāwai ma o ka ho'ohana 'ana i ka 'enehana pāpaho (ICT). Aia ana kēia 'enehana pāpaho ma ka papahale mua o ka lumi ho'okipa i mua o ke Ke'ena Kuleana Ho'okipa o Hawai'i ma ka Hale 'Aha. 'O 1801 Kalakaua Avenue, Honolulu, Hawaii, 96815 ka helu wahi.*

In accordance with Act 220, the Hawaii Tourism Authority will establish a remote viewing area for members of the public and board members to view and participate in meetings held using



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interactive conference technology (ICT). The ICT audiovisual connection will be located on the 1st Floor in the Lobby area fronting the Hawaii Tourism Authority at the Hawaii Convention Center at 1801 Kalakaua Avenue, Honolulu, Hawaii, 96815.



## **2**

Approval of Minutes of the January 26, 2022  
Branding Standing Committee Meeting



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**BRANDING STANDING COMMITTEE MEETING  
HAWAII TOURISM AUTHORITY  
Wednesday, January 26, 2022, at 2:30 p.m.**

**Virtual Meeting**

**MINUTES OF THE BRANDING STANDING COMMITTEE MEETING**

**MEMBERS PRESENT:**

Fred Atkins, Dylan Ching, David Arakawa,  
Keone Downing, Kyoko Kimura, Sherry  
Menor-McNamara, Ben Rafter, Sig Zane

**MEMBER NOT PRESENT:**

**HTA STAFF PRESENT:**

John De Fries, Kalani Ka'anā'anā, Maka  
Casson-Fisher, Ross Willkom

**GUESTS:**

Senator Glenn Wakai, Tom Kiely, Jay Talwar,  
Jack Zhang, Tony Shi

**LEGAL COUNSEL:**

Gregg Kinkley

**1. Call to Order and Pule**

Mr. Casson-Fisher did a roll call. Chair Atkins called the meeting to order at 2:33 pm. Mr. Casson-Fisher did the opening Pule. Chair Atkins asked if there were any legislators present. Mr. Ka'anā'anā said Senator Wakai was present on the attendance list. Chair Atkins thanked the Senator for joining.

**2. Approval of Minutes of the December 16, 2021, Marketing Standing Committee Meeting**

Chair Atkins said page 4, paragraph 4 - in a discussion about NCL and the benefits, since they stayed in Hawai'i for the seven-day cruise, some people come in early and enjoy 'Oahu. The way it read was they come in early and if they miss the ship then they get to spend time on 'Oahu. He said it must be cleared up that there is more "pre than post". He mentioned page 7, talking about the ships and GoHawai'i - if they can get it on the ships, they can look at other

ports of call and if they weren't doing a structured tour, they might be able to go out and find some Hawai'i products, but the way it read was the merchants, but it should be the passengers finding, so just changing word from "merchants" to "passengers". Ms. Kimura mentioned page one, item two, where they were going to pull the recording to check if it's a typo for the company GTL. She also said Oceania was spelt incorrectly somewhere. Chair Atkins asked for a motion to approve the minutes. Ms. Kimura approved the minutes as amended. Ms. Menor-McNamara seconded. Mr. Casson-Fisher did a roll call and the motion passed unanimously.

## **2. Sports Marketing Updates**

Chair Atkins mentioned the discussion in the last meeting about moving forward in deciding how to allot the \$1.5 million. There was talk about getting a consultant or doing a three- or five-year plan. He said when he was talking to Mr. Ka'anā'anā, and it was apparent that to follow the ARPA rules, the RFP needed to go out by the middle of February. It takes beyond 30 days for the vendors to apply; and HTA would also need to put together a selection committee.

He said in the meantime, he had a meeting with CEO Mr. De Fries and Mr. George Kam. Given the tight time frame, Mr. De Fries and Mr. George Kam agreed that Mr. Atkins talked to Tom Kiely who is well versed in sports marketing. Mr. Atkins then reached out to Mr. Kiely via Zoom meetings in which Mr. Ching, Mr. Ka'anā'anā, Mr. De Fries, and Mr. Willkom also attended. Mr. Kiely would honor the same pay grade the board members get. Mr. Atkins and Mr. Kiely had a number of meetings and conversations since.

Mr. Atkins then gave some background on Mr. Kiely: he was with the Fairmont Hotel, the Hyatt Hotel in Hawai'i and he went on his own to create Team Unlimited which did over 250 sports programs about Hawai'i that were on major ESPN and NBC channels. He also created XTERRA, a very successful program they have supported on Maui. He said they ended up creating a sports vehicle after the event. He said he has also done sports marketing consulting in Hawai'i, for Utah, Bahamas, New Zealand and many other countries. He said it was constructive after talking to them all and they wanted to bring it forward to everyone with what their goals are moving forward through the process of the ARPA funds. He said they've got goals and strategies that Mr. Kiely will be sharing with everyone.

### **A. Presentation & Discussion with Mr. Tom Kiely on Sports Marketing Goals**

Mr. Kiely said it was an honor to be invited to the meeting. He mentioned when him and Chair Atkins first spoke, he asked what the goals were of the committee. He said from those discussions he did some work and shared it back with the committee. He said for any start point of a plan there are two key elements: goals and strategy, and tactics flow afterwards. He said

what he finds in many organizations and companies that people start talking about tactics first before they define goals and strategies. He gave an analogy of goals and strategies for World War II.

He showed the first slide. He said he was invited by branding standing committee members to be involved in a number of meetings and then created some feedback for their thoughts and considerations. He mentioned the HTA branding goals: 1) extend the brand image and marketing of Hawai'i; 2) generate community benefits; and 3) generate economic benefits. He said within an organization anybody should be able to clearly say what the goals are. He said they are not easy to achieve but everyone can understand, recognize and buy into that, especially the element of merging together the community and economic benefits. He mentioned the strategy points once the goals are established as follows:

- Partner with sports/participation events that enhance the image, reputation, brand and culture of Hawai'i.
- Due to budget limitations, select those events and action steps that will produce the greatest impact.
- Mandate that event producers include a community benefits package as part of the HTA partnership.
- Pursue potential for selected events to be featured in the larger destination marketing plan through the HTA agency – HVCB.
- Target events that would have impact in Hawai'i's major source market areas.
- Target major championship events, e.g., Iron Man. Honolulu marathon.
- Consider "media only" sports related packages [non-events] featuring Hawai'i . [i.e. Netflix series, ESPN 30 for 30, major Meta campaign, digital marketing platform, etc.

He said goals and strategies must be kept tight and succinct so it can be understood where they want to go and the major forces taking them there. He said the next step that won't be discussed that day is to develop the tactical plan that should feed back to the strategy that feeds back to the goals, so that everything fits together. He read the conclusion:

"This working group feels that it is appropriate to provide direction and leadership to the HTA staff and then empower the staff to take on the initiatives which support the greater and more important elements of goal and strategy. The HTA staff will present its tactical plan to this committee and the committee may, from time to time, provide advice and recommendations."

Chair Atkins said it's critical to give the HTA staff the flexibility to take the direction, and he also believes what they've laid out will give them direction as well for RFP. He asked the committee if there were any questions, or if they think there is another strategy not listed there. He said Mr. Ching worked through the process with him and asked for his comments.

Mr. Ching said it was a good exercise for them to identify how important it was to find the goals and get into the tactics. He said keeping it simple was a goal he had and says they achieved that. He mentioned the strategies, and the wording can be debated, but he thinks it's a good start. He said from his personal perspective it was important for them to concentrate on community value as one of the main components especially when it comes to sports, as Hawai'i has a love for sports and it's difficult for them to get to major events or see some of the world class athletes. Sony Open is a great example. He said he thinks it's a value for them to put their time and attention into sports at the level they're at but can do more.

Chair Atkins asked Mr. Ka'anā'anā for input.

Mr. Ka'anā'anā said he thinks it restated their goals well. He said fundamentally it's important to understand that whatever they do moving forward, must complete the whole package. He said if they think about the goals expressed in the slide and if it doesn't hit all three, it will be difficult for them. He would advocate as they assess future sport properties that they ensure they have all three alignments.

Chair Atkins welcomed Mr. Willkom and asked for his input. Mr. Willkom seconded what Mr. Ka'anā'anā had said. He said the goals are vitally important to their message and mission. He thanked Chair Atkins, Mr. Ching and Mr. Kiely for their input and time.

Chair Atkins said one of their goals is to decide what they feel they need to move forward especially for the current year. He said they will have to be looking at 2023 shortly, so that was the reasoning they didn't come in with a big flashy presentation. He said 7 strategies with 3 goals is what they worked with. He said what he would like to do - the goal of the presentation is to let the board know they want to move forward and see if they like the strategy to give Mr. Ka'anā'anā and his staff the time get the RFP out, to get it done early, so they can sort through it and make the decisions to get the money spent in a timely manner, and give the events enough notice, and if they are awarded, they can use the money effectively through whichever platform, and then get a good return on investment of other goals.

Mr. Arakawa said we're competing with different areas and mentioned the Pro Bowl we lost to Florida. He asked what in our goals or strategy is similar or different from other venues we're competing with, and what is unique to Hawai'i with respect to our goals and strategies compared to other venues we're competing with.

Mr. Ching asked if his question is about goals or strategies, or both. Mr. Arakawa said it's about goals and strategies and asked if there are any other goals or strategies they should consider.

Mr. Ching said one thing they talked about at length was the third goal of economics and how some of the events are rich in value but may not always be measured in lots of dollars but have great community benefit. He said it's a different way of not just seeing dollars, but for the holistic approach it was important that the economics was called out. He said they had discussions on that verbiage whether it should be something more encompassing of value versus economics, but they felt there were a lot of stakeholders, and the economic word seems to be of higher value to some organizations, so they wanted to make sure they covered that goal.

Mr. Kiely said relative to other destinations, they would they have the same goals, and in many instances the primary goal would be to focus on economic return on investment. He said what makes Hawai'i different and better, is the brand imaging that the events will create and also the community benefits. He said when he did work in other destinations it was all about economics. He said with regards to strategies they will have similar strategies, but the ones they outlined are related to Hawai'i which is the most important thing. He said once they get into the next step in the process, tactics, that's where they will develop action plans that will separate Hawai'i from other countries. He said as the tactical plan rolls out, the answers will become clearer to the good questions.

Mr. Arakawa thanked him for the great answer.

Chair Atkins said other destinations marketing budgets, in regard to sports, is beyond what they have in their \$1.5 million and they had decided they could not fund Pro Bowl anymore as it was not a good ROI. He said they would have kept coming however, as the players loved coming, which is the difference. He said the money is the big one, but the difference is what Mr. Kiely mentioned. He said on their agenda they have the Dodgers and the Clippers visiting and he said they might have put feelers out, but the Clippers came to Hawai'i and liked it, regardless of whether Hawai'i could afford it or not (he mentioned that was for another agenda item). He said having the Clippers was a challenge with the current budget. He said he feels it's right not just to go after the bottom-line dollar. He said ROI is very important as well and is hoping the teams that visited Hawai'i, and enjoyed it, will come back.

Ms. Menor-McNamara asked Mr. Kiely what ROI looked like, and if there is a formula where they measure community or economic benefit and other aspects of the strategy.

Mr. Kiely said each organization will have different metrics that they measure. He said in the area of events they're talking about; he thinks the minimum return they want to look at is 10:1

or 20:1 benefit above and beyond the dollar spent. He said it's hard to evaluate the value of community benefits, and many other respects, but said the community benefits will be harder to put a value on.

Mr. Ka'anā'anā said they also conducted studies through YouGov where they survey residents and visitors who attended the event, and they ask questions whether HTA should continue to sponsor the event and other questions. He said Ms. Anderson is working with Ms. Chun to renew the contract to do those evaluations that are specific to them as a third party, so they get data on the ROI on each event.

Chair Atkins said, when looking at the third goal, and questioned how much it helped with branding or community as they have to go to the legislature every year to ask for money so they can fund the programs. He said in the RFP all three need an ROI, and if they don't touch on all then one of them must be through the roof for them to consider it.

Ms. Menor-McNamara asked if the Mālama campaign is something that's going to be incorporated in the proposals.

Mr. Ka'anā'anā said they haven't put together the RFP yet but the conversation at the meeting will help them do this. He said they can include it in the requirements in the RFP for the sporting events. He also said often times when they're given media space, they will use the current Mālama campaign to fill the assets they're given as part of the deal.

Chair Atkins referred to the PGA program and said there were a number of golfers, and they did various things on the island. He said they want the players to get into the community and a few players to get out and showcase the image of Hawai'i as they have lot of followers on social media. He said they need to ensure all three goals have a return on investment.

Mr. Ka'anā'anā asked Mr. Talwar to share the most recent PGA coverage as it will be helpful to illustrate that.

Chair Atkins said the PGA hit all three goals, but Mr. Talwar could show the coverage if they thought it would help.

Mr. Talwar said it was worth noting that it was a contract the HTA had with the PGA Tour, and he believed they've had it for about 18 years. He said they've been able to work with the tour as Chair Atkins mentioned in a lot of ways for community support. He said their corporate giving on an annual basis is more than what they pay them to have the events hosted in Hawai'i, and on top of that they have the media value which is great. He said what they've been able to do is work with the tour, and they've been great at finding the rising stars. He said they share experiences with them that are on brand message which has evolved over the last 18

years. He said earlier that month in Maui, at the Sentry Tournament of Champions they'd worked with the tour to get the players to bring the Mālama Hawai'i to life. He showed a short clip of what they aired.

Mr. Ka'anā'anā reiterated how they can incorporate those messages and how they can start to educate through that.

Mr. Arakawa mentioned the bullets under goals and strategy and suggested that a parenthesis after that includes emerging sports, not standard sports, that young people would like to do in Hawai'i.

Mr. Kiely said it was very insightful and encouraged that to go to the tactics section.

## **B. 2022 Community Enrichment Program Sports Awardee Update**

Chair Atkins said they'll go over their CEP programs as they cover a lot of those categories, and that year is a little different. He said in the past there were two tiers in sports, as they had encumbered monies and they had to get the CEP programs out, with HTA rollover money. He asked Mr. Ka'anā'anā to brief them on what were the level sports. He also mentioned the discussion between him and Mr. Ka'anā'anā - even if they kept the other one in CEP next year, that's for future discussions, but there needs to be in the two tiers that they're looking at, the ones that are more money intensive, with more ask and those are the ones that can go into a signature event, and they will be looked at in RFP.

Chair Atkins confirmed that with RFP anyone can come up with a proposal, and that's the time for them to find out if there's any exciting new things that meet their goals and strategies, which may start out as a second tier but has the potential of being first tier. He said it's not only as well as they do it, but how they help and support them through HTA and HVCB and grow them into a signature event. He asked if Mr. Ka'anā'anā had anything to add.

Mr. Ka'anā'anā moved onto the CEP update. He said HTA partnered with HVCB to implement the Community Enrichment Program. He said RFP was issued back in September and the proposals were received November 5th, then went through the evaluation committees.

He shared an update of the sports events that were funded through CEP. He spoke about the surfing & SUP events that were funded, as well as the fishing events. He said these events were distributed across the state on all islands. The slide showed the award amounts Moloka'i Holokai (Stand Up Paddleboard Race) \$36,000; Moloka'i 2 'Oahu Paddleboard World Championships \$40,000; Kauai & 'Oahu Boogie Boarding Events \$15,000; Duke's Oceanfest \$55,000; Hawai'i Adaptive Surfing Championships \$40,000; Total \$186,000.



He mentioned the long-standing event, Duke's Oceanfest that has been in their previously named signature events category, but because of all the changes that happened the previous year, they had to re-work the program, and signature events got rolled into the Community Enrichment program. He spoke about the canoe paddling races that are included, as well as marathon events. He said those are the Hawai'i authentic events, some are unique to Hawai'i and should be hosted and supported from Hawai'i. He mentioned Rodeo and football programs that are also funded out through CEP.

Mr. Kimura asked if those are outside the \$1.5 and Mr. Ka'anā'anā confirmed they've already been funded. Chair Atkins confirmed they were funded with the rollover HTA money at the end of the previous year.

Mr. Ka'anā'anā said those events all occur in calendar year 2022.

Mr. Casson-Fisher confirmed there were no questions from the public.

Chair Atkins asked for clarity on the RFP process and who participates in the process and asked if they make a final selection then it goes to award.

Mr. Ka'anā'anā said staff begin to draft an RFP and all the requirements, then select an evaluation committee, then the evaluation committee is brought in to assess what the staff drafted of the RFP and make amendments to the RFP itself. He said once the evaluation committee approves the RFP draft then it's issued on the state procurement website as well as the timeframe needed, then the applications are received, reviewed, vetted, and made sure to meet the minimum requirements. He said if any are deemed not to meet the requirements or received late, those are denied, then the committee takes into consideration the proposals that met the requirements, then make their award recommendations. He said if they're approved, award notices are posted. He said after that, they go through a protest period, and if that period is cleared, they move forward with contracting, announcements of contracting via HANDS (Hawaii Awards and Notices Data System), then issues notice to proceed.

Chair Atkins asked if the evaluation committee is HTA staff and Mr. Ka'anā'anā confirmed.

Chair Atkins asked once it goes to the review of the RFP's, who sits on that committee and Mr. Ka'anā'anā said the evaluation committee members are selected by staff and approved by the HOPA (the Head of the Purchasing Agency). Chair Atkins asked if anyone from the board or the public would be on the RFP selection and Mr. Ka'anā'anā said that it would need to be decided if it's the boards desire to give guidance, but he is happy to accept guidance. Chair Atkins reiterated that someone, such as Mr. Willkom should be on, as he has strong sport experience.

Mr. Ka'anā'anā gave more clarity and said statute requires a minimum of three HTA staff to be on the evaluation committee and then they would invite other members of the community and industry who have subject matter expertise to serve on the evaluation committee.

Chair Atkins made a motion to recommend to the board the goals and strategies that Mr. Kiely laid out, that gives them the flexibility to have staff move forward on creating the RFP that can go out to the public. Mr. Rafter gave a motion, Mr. Ching seconded. He asked Mr. Casson-Fisher to do a roll call and the motion was unanimously approved.

Mr. Casson-Fisher mentioned a question in the Q & A - is Hula such as Merrie Monarch included under CEP. Mr. Ka'anā'anā said it can fit under that and they have funded Hula events under CEP before, depending on the kind of program, and depending on if it's an event or program that goes over several months, and depending on what format it takes, it could apply to various funds under HTA.

#### **C. Presentation & Discussion on a Potential Opportunity with the LA Clippers**

#### **D. Presentation & Discussion on a Potential Opportunity with the LA Dodgers**

Chair Atkins went through the two combined proposals and said they must look at the goals and strategies they to see how they fit with the Clippers. He said it's not something he recommends for passage today; he said they're just reviewing it to see if it's something that they could go back and recommend to them to go through RFP. He said this doesn't happen within the fiscal year, ending June 30th, but is something that would happen in 2022/2023 fiscal year. He reiterated what Mr. Arakawa asked - having people ask them to present, and he says out of courtesy and respect they should take a look at them and see how they stack up with goals and strategies.

Ms. Kimura asked if this is proprietary information that competitors could possibly see, and then steal to get a competitive advantage. She reiterated that they're on Zoom and anyone can see the information.

Mr. Ching didn't know the answer so requested that someone else answer. Mr. Kiely said if he is with the LA Clippers or LA Dodgers or any sports team, this kind of proposal usually gets sent out to 20 different destinations, so it's not proprietary in terms of it being unique, and it's commonplace.

Mr. Ka'anā'anā said it is the staff, HVCB and sub-contractors' assessment of what they've proposed to them.

Chair Atkins asked Mr. Talwar to go ahead and present both proposals and then discuss them.

Mr. Talwar said they have worked with the Clippers before in Hawai'i, and the Dodgers is a new proposal, but they have not negotiated and it's what they have presented to them for a foot in the door, so there is room for participation to make decisions. He said how they look at the proposals is considering the Event Evaluation Criteria - Media value, Community Involvement and Economic Impact.

He said what they've done to date is look at that from their area of expertise which is media value, and the committee needs to look at the opportunities, particularly in the community involvement area to ascertain how they would value the community benefit for these. He said the economic impact can be looked at with a math exercise.

He said the Dodgers have asked for \$2.2 million over three years, starting at \$700,000 a year, escalating each year. He said they looked at the proposal they sent them, and without negotiation it doesn't have all the details they need on every element of the plan, but what they can look at and judge in terms of media value fits there. He said it's more about brand awareness in terms of the media opportunities they present. He said if they were a destination not on the map and weren't being considered but needed people to be more aware of them as a name, those opportunities fit better for the others than they do for them, adding a new dimension to the brand and changing perceptions of how to visit their home. He said it's a much more complicated messaging strategy they have in place than what the opportunities allow them to do.

He mentioned the audience the Dodgers have - there is some overlay with the Hawai'i target audience and the Hawai'i mindful traveler, but he said the real challenge was it doesn't allow them to present the messaging they need to share with future visitors to educate and shape their behavior when on their islands. He said the opportunity for the communities is to have a clinic for the Kids Clinic and a Meet & Greet with two current or former players, coaches or executives, and HTA would be responsible to cover those travel and accommodation costs. He mentioned the economic impact in the destination, since it would be done in Los Angeles at the stadium, is negligible, as they would pay for anyone from the Dodgers to go to Hawai'i.

Mr. Ka'anā'anā mentioned a concern he had with the proposal at present: the tier at participation gets watered down quickly, and said they've set it up as if not, then what? And then keep moving through the tiers. He said he had issues with the proposal drafted.

Chair Atkins asked if it's a Dodger Day with Hawai'i in the stadium and Mr. Talwar confirmed that. Chair Atkins asked what coverage Hawai'i would get during one game. Mr. Talwar said there would be other opportunities for messaging within the game, on the stadium, within the

stadium, but said the challenge is it doesn't give them the opportunity to talk about Mālama Hawai'i messaging but would be more logo placement type messaging.

Chair Atkins said his concern is the community where they have the option to bring current or former players, coaches or executives. He said they got burnt with LA Rams. He reiterated that he doesn't see a community benefit that's not locked in. He said looking at the three goals, before getting to strategy, they have to go back to the drawing board, as he said it doesn't meet their goals.

Mr. Talwar mentioned the Clippers and said they've been there before, and he started with the media pillar. He said it's a similar challenge with the messaging opportunities in their proposal. He said they're not a simple awareness issues but are a brand perception changing challenge and adding a new dimension to a brand as well-known as theirs takes time, focus and consistency of message. He said they didn't see that opportunity with what they proposed. He said they haven't negotiated with them. He said LA is a great market, so there is overlap and alignment with their target audience, but the challenges remain the same. He said what they're able to value in their proposal from the media falls short of the \$725,000 that they're asking for.

He mentioned the community pillar - different to what the Dodgers proposed. He said there was one or two pre-season games played on O'ahu, a training camp week for the community and they'd also invested in the community with a computer lab. He said there would also be economic impact with the team and crew coming out and they'll need to add a judgement factor on how many fans would come out. He said he would leave it to the committee to decide on the community benefit and judgement on economic impact.

Chair Atkins asked how many years they had the Clippers and Mr. Ka'anā'anā said he would look into it. Chair Atkins asked if they have ROI on it and how much it cost to put a computer lab in a school. Mr. Ka'anā'anā said he can pull the final contract evaluation in the prior agreement and distribute to members.

Ms. Menor-McNamara said it would be good to see if it reached the target audience they wanted. Chair Atkins said they had two games, but one couldn't come so they had an international team which wasn't well received, but he can't remember looking at the ROI on everything, so said it would be good to have the information.

Mr. Rafter asked if anyone watches pre-season games and Chair Atkins said that's what they need to find out, but he said this is the start, and if the committee doesn't want to go beyond that, then they'll let the board know. He said it won't be worthwhile but reiterated it's hard to judge without having previous data.

He said Mr. Rafter's question on viewership was a good question and they need to find the information. Mr. Rafter said with the Clippers it's easier to pull the information as they don't have information from the Dodgers. Chair Atkins mentioned Mr. Kiely's suggestion in that if it doesn't meet their criteria for \$725,000 package, they could reply and reiterate what they can spend and bring out some of the top players for community service on a good social media package for Hawai'i, get together with HVCB and do as they do with the golfers, at a reduced budget. He reiterated the locals love sport and tickets sell out quickly so said they should be more creative.

Mr. Ka'anā'anā said he had 2018 numbers - ROI for Clippers resulted in 6,911 for estimated attendance, 329 of that was continental U.S and overseas visitors to Hawai'i. He said the direct expenditure into Hawai'i as a result of the 2018 was \$821,065 - 75% of attendees likely to recommend the L.A. Clippers Hawai'i Classic on a 10-point scale, 72% of residents believed it was somewhat or very important to HTA to host the L.A Clippers Hawai'i Classic in any given year, and 76% of residents agreed that they were likely to return to a future L.A. Clippers game in Hawai'i. He said he would distribute the information and will get the 2019 ROI as well.

Mr. Arakawa mentioned Chair Atkins idea about bringing athletes from those teams to Hawai'i to do clinics and said it was a good idea, but said one thing they could do is make it a requirement of the contract to participate with their Mālama partners in their Mālama programs relating to regenerative tourism to the extent they can share that with the star athletes in the media around the world to help the brand and promote the Mālama program focus.

Mr. Ching said something is better than nothing, but in this case, there is much more to unearth, but having a game speaks to the community component. He said growing up in Hawai'i, a preseason game was as good as a regular game. He said they should build on Mr. Rafter's question - if people watch pre-season games. He said he didn't know the answer, but basketball is also an interesting sport season to watch. He said they don't have a venue big enough for baseball and football, and basketball is maybe the only team sport outside of golf that they can have an NBA tier visit there, so said basketball is an option to put forward.

Chair Atkins asked the committee if it's okay for him, Mr. Ching and Mr. Talwar to talk to the people putting forward the proposals, with Mr. Willkom, and give them their concerns to help them recraft something on their side, and if they can do that, they can apply for the RFP. Chair Atkins reiterated they can't do anything prior to the RFP, as that's the way it goes with ARPA - there is no sole sourcing. He said they can give an update to the board and let them know they'll do as such. He says Dodgers is a long shot and doesn't want to waste anyone's time on that. He said the Clippers might want to scale it down. He said it's only fair to let someone put a

proposal forward if the goals of the committee are understood and said it's up to the committee.

Mr. Kinkley said he sees a potential lurking procurement problem if other than passively receiving this from the teams, start having private meetings with them, it sounds like they're being coached on how to best respond to an RFP in the future.

Chair Atkins asked if he suggests that they tell them they're unable to move forward on it, and they'll get the criteria when the RFP comes out, and asked Mr. Kinkley if they must wait until that time.

Mr. Kinkley said it would be less efficient than what they were originally proposing, but it's clearer legally and the committee agreed.

Chair Atkins said his recommendation to the board on the two programs is that they'll need to go through the RFP process that will be coming out later in February.

#### **4. Update on HVCB & OMD/Socratic's Progress on the Hawai'i Visitor Segmentation Research Study for GoHawaii.com**

Chair Atkins said a study came in and HVCB is reviewing it and there is one other component before bringing it to the committee - they have a questionnaire going out to the HVCB members - a form asking what they like about the current website and what they don't like. He said he didn't want to get into a presentation without having 100% of the components ready so HVCB could give them a presentation. He said they feel if they can get the information out and back, they can have a presentation the following month.

#### **5. Presentation, Discussion and/or Action on Approval to Solicit a Consultant Related to the Hawai'i Smart Destination Initiative**

Mr. Ka'anā'anā said they're requesting the board to support them procuring a consultant with the intention to make sure they can understand the landscape they have and articulate and formulate the vision they have for Smart Destination Hawai'i, in terms of the digital infrastructure, and the same consultant would have to have the technical skills and experience to help them build a solid RFP.

He spoke about the slide regarding the program that is on hold for \$10 million. Mr. De Fries said the visual speaks for itself and said in the board meetings they've had various descriptions on

what it would look like and should consider it a starting point with some of the key components that will be addressed. He said some people with understanding on technology is not enough to provide the kind of detail and insight into the technological advancements.

Mr. Ka'anā'anā spoke about the slide showing the vision of Smart Destination Hawai'i . He said the consultant they want to bring on needs to have the technical expertise to help them, and the first step being the discovery phase - defining the scope and requirements they need, understanding the landscape they have and the tools and assets they have at their disposal, as well as helping them conduct stakeholder outreach so they can learn and listen.

He then spoke about the next step, design - how do they map out Smart Destination Hawai'i, taking it back to the board, then the final step being putting together the procurement, helping them to write the procurement, making sure they had all the right technical aspects that they need to include and to make sure they haven't missed anything.

There were no questions from the panelists or public. Chair Atkins asked Mr. Ka'anā'anā if they are looking for funding for exploratory on the whole concept and not just to craft an RFP, to see if it's realistic to move forward.

Mr. Ka'anā'anā said yes and that it's an intermediate step. He said they just need someone with technical expertise to help them understand what assets they already have, what they still need, and do the community stakeholder outreach, then put that into a plan to help them draft an RFP.

Chair Atkins asked what the amount is for the funds they're requesting. Mr. Ka'anā'anā said they don't have an amount, and said he is sensitive to that topic because of the boards feedback in prior meetings. He said he hasn't proposed an amount.

Chair Atkins said he would ask Mr. Kinkley because of the sensitivity, if they need to go into an executive session to talk about it the following day. He said he is not sure how the board can move forward and write a check to go ahead.

Mr. Kinkley said that with all the assumptions behind the question, the executive session is the only way to go forward for the one question.

Chair Atkins asked Mr. Ka'anā'anā if he wants to explain it the following day in the session and Mr. Ka'anā'anā said he would. Chair Atkins said if the board wants to move forward, they will go into an executive discussion prior to that for the amount to be clarified. Mr. Ka'anā'anā deferred to Greg but said his understanding is that if it were not noted with the asterisk on the agenda, they would not be able to enter into an executive session the following day.

Mr. Kinkley said he wanted to ask if anyone knows if they're expecting two thirds of the people entitled to vote at the meeting, as they'll need to amend the agenda and they'll need that to put it to an executive session. He said they can do it at any time before.

Chair Atkins said he would need to check who agreed to the next day's session. Mr. Rafter said he thought they had two thirds and said it's eight people.

Chair Atkins asked Mr. Ka'anā'anā if he wants to move on the meeting and he said it's their preference. He said in order for them to go back to the board, the committee asked them for a detailed plan and implementation of the Smart Destination Hawai'i program. He said the original ask was that they don't have the expertise or technical skills to put it together, but they do have a broad vision where they want to go, so they need the expertise and help to formulate the plan and take it back to the committee.

Chair Atkins said that in the presentation the next day he will ask Mr. Ka'anā'anā to review it and if they have quorum then it's good. He asked Mr. Kinkley if any legislators or tourism chairs are on Zoom, as he would like them to go to the executive session.

Mr. Kinkley said if Chair Atkins announced at the time that he is making a motion, and he has a rationale for it, that is legal. Mr. Kinkley said it's Chair Atkins judgement call, but the actual judgement is whether their presence is necessary to make a decision. Chair Atkins asked if they did that, they would ask them to confirm if they wanted to join or not and whether they're by themselves. Mr. Kinkley agreed that be correct, but also mentioned that it's important that the person who is running the meeting has prepared a device to sustain an executive session, separate from the Zoom link they have. Chair Atkins said there would not be a video, but Mr. Kinkley said that part of the meeting they should have video, but it would have to be a separate connection, not to the public.

Ms. Kimura suggested they can have a breakout room and only the people invited can go in there.

Mr. Ka'anā'anā said in a webinar format, the breakout rooms don't work, but they have done breakouts before something, but he'll check with Mr. Casson-Fisher and Mr. Regan to provide the necessary links to do the executive session if the board determines they would like to do so.

Chair Atkins said there is no motion needed on that and no further discussion.

## **6. Presentation, Discussion and/or Action on HTUSA's Brand Marketing and Management Plan for January to June 2022**



Chair Atkins said they've been given the contract up to another six months and Mr. Talwar will present the plan.

Mr. Ka'anā'anā said it's important to note the circumstances that Chair Atkins started to mention regarding the six-month extension of their previous contract which means a late start, so the timeline and cycle they'd usually use in anticipation of the next calendar year has been disrupted. He said it's also a 25% reduction in the budget for the six-month BMMP. He turned it over to Mr. Talwar.

Mr. Talwar reiterated what Mr. Ka'anā'anā said about the first six-month annual plan for Hawai'i Tourism United States, and said they are a little concerned given the timeline that they've been working with. He said they were able to work with the PGA Tour to help fill in the first two months with more media weight than they had done in the past in that period and using the Mālama Hawai'i messaging as conveyed by the PGA Tour professionals, has given them the media weight in that period. He said they also worked with their -media team to get stories placed to help with that.

He spoke about the agenda - market analysis, target audience, how they align with destination management and regenerative tourism, what the campaigns are that get them there. He said they also include a highlight on public relations, travel trade and the PGA Tour, and said they will close with the budget.

He said in terms of the market analysis, looking back at 2019 and the most recent data for 2021 which is November, in 2019 U.S air arrivals represented about two thirds of total arrivals and two thirds of total expenditures. He said looking where they are in 2021, arrivals are down 7.2%, relative to 2019, but expenditures are up 2.9%. He said the visitors are down in count but yielding greater. He said 2019 was the peak, and they were at \$187/\$188 PPPD and they're up to \$197 PPPD. He said part of what's allowed the behavioral shift is they've been targeting the Hawai'i target traveler and Avid Traveler, which has been an evolving target as they get to understand what destination needs are and who they want to invite to visit.

He said they always looked at the yield of the visitors and they continue to see the U.S MMA traveler PPPD spending increase going upwards from year to year. He showed a chart reflecting various years and data. He said long term focus, consistent messaging allowing them to have the investment, coming out of the financial crisis, the HTA board and staff work with the legislature to maintain funding in that environment and said the chart reflects the results. He said looking forward, it's challenging but the positive side is the U.S economy is strong, and they're seeing continued demand growth for services and supplies.

He said what they're seeing in terms of prognostications by economists is by the second half of 2022, supply should catch up with demand and inflations will flatten out. He mentioned domestic leisure travel spending growth and recovery - by the second quarter to 92% of 2019, but back to 2019 levels by the end of the year, so solid growth based on that economic outlook.

He said The DBEDT Quarterly Tourism Forecast (as of January 2022) estimates the U.S market will contribute \$13.60 billion in total expenditures, 7.68 million arrivals comprising of 70.07 million visitor days.

He said the unknowns come along with regard to COVID - the Omicron variant has been challenging and slowed down visitation and may continue to do so further if booster requirement. He said that might slow down the recovery. He said if another variant comes, they may benefit if international destinations are seen as more challenging for their visitors from the domestic market.

He mentioned their target audience and said the Hawai'i traveler has evolved over the years, and for over a year they have been targeting the mindful Hawai'i target traveler - someone who selects destinations and chooses to help perpetuate the natural beauty and the unique culture of the places they visit. He said historically they've always spoken to them before they made a destination decision. He said they see an expanded role for marketing working within destination management and that's also to educate the visitors on appropriate behavior when visiting.

He said the post destination decision making messaging is something new for them. He said they also talk to Hawai'i residents about how they are inviting guests to visit and all the great things HTA is doing through DMAP and the other programs in place.

He showed a summary sheet on the target audience. He said the predestination decision messaging is focused on those who are open to embrace the spirit of Hawai'i, those who understand that tourism should exist to benefit the local community.

He mentioned the media channels that are also noted in the spreadsheet. He said they're able to look at them through a variety of filters - they work with OMD, the largest buyer of media globally, and in the United States. He said they have sophisticated tools that help them to do buys that focus their dollars on those they want to invite. He said they also look at different targets with the signals they give them on other data and information they're consuming. He said they can track that beyond demographics and look at their desired travel experience based on what they're going for on the internet, through social and search. He said they also look at personality traits and their value system as they target those who would fit within their target.

He mentioned the tactics. He said something new for them that was started last year was messaging visitors post destination decision, and that's where they get into more education. He said Mālama Hawai'i has a point of education. He said they're focusing on enlightening them on the Hawai'i culture, giving travel tips for their safety and appropriate behavior and ensuring positive interactions with residents, communities and the environment.

He mentioned similar channels to reach the visitors, including their GoHawai'i app which allows them to carry it with them after their decision and are on their way, or are in Hawai'i. He said they use media and signaling through airline lodged in transportation booking data. He said once the visitors are en route or on the island the messaging becomes practical in terms of behaviors, so focused on positive interactions with residents, communities and the environment, having them understand what their values are so they can behave in a way that's appropriate.

He said together with social media they are looking at in-room media, in-flight, out of home, and on their website with the app, and they look at where they are based as they send the messaging, so they're able to target them finely. He said with regard to residents of Hawai'i, they share the actual steps that have been accomplished by DMAP programs and others, sharing there are ways they are working to manage the impacts of tourism to ensure a positive effect for a greater part of the community. He said they're also working with the island chapters executive directors and DMAP managers to understand community level media opportunities.

He spoke about how marketing helps with destination management & regenerative tourism. He said marketing, aligned with destination management and economic development, plays a more important role now than ever before in helping shape a bright future for residents, the tourism industry of Hawai'i and visitors. He said they believe there is a way they can work together to help affect change and behavior on the island, and the objective is to have marketing play a catalytic role in evolving tourism in Hawai'i so it has a positive impact for our communities, the natural environment, and the traveler.

He said in their strategy it's time to flip the tourism equation from residents as the denominator to residents as the numerator. He said tourism should be built for the benefit of the communities that are hosting. He said to achieve this, they must come together with a shared Kuleana and a singular message strategy that is more important than ever before.

He said what they've also been able to do, thanks to the partners and key stakeholders, is to get them all behind the messaging strategy. He said HTA is doing a great job with their programs.

He spoke about the new era of regenerative marketing and management for Hawai'i. He said it's how and when they message, and it starts with listening to the communities at the base of

everything, working with HTA, DMAP, community enrichment programs, and as they talk to potential visitors it's with the Mālama Hawai'i campaign.

He mentioned the major campaigns - Mālama Hawai'i. He said before creating the campaign they took it to the market and did research on a quantifiable and qualitative level, creating an understanding of the appetite for this type of vacation. They created the work and met with people who committed their lives to Mālama Hawai'i. He said the people spoke on the videos to share their experience, then did more research to make sure what they were communicating was being received by their target audience. He said they have many focus group videos, and the research is online, so interacting with the participants is easy. He showed a few videos of the positive reactions from various people.

He said originally one of the concerns was if people would want to participate and they found that they were eager to. He spoke about various components and said first and foremost it's consistent with Mālama Hawai'i - the campaign, and it continues, and he said hopefully it will continue beyond the next six months. He said there needs to be freshness added to it. He said as they learn how the marketplace evolves and how their communication is consumed and effecting perception of the brand, they will continue to make adjustments and as media habits change, they will follow suit.

He said one thing they want to do from the start is frame Hawai'i slightly differently from the perception of a sun, sand, surf vacation spot. He said they want the visitors to understand it's the home of many people, Kuleana for their home, the lands and the islands they live on, and the communities they're part of. He said often times visitors don't understand this. He said they will create a video showing this message and then break it down in pieces and share on social media with paid distribution.

He said as they start to get to the island they will work with the partners - they have amazing partnerships with industry partners who share their messaging.

He showed a slide of United Airlines Instagram page, which he said is their exact campaign and they work closely with them. He said Hawaiian airlines and Alaska airlines are also doing great work with them. He mentioned another way to intercept the visitors is at the airports and to give them the message as they get off their flight.

He said they have partners on the lodging side who have their videos playing in the properties, and they have put aside a budget to supplement that to make sure many visitors can see the Kuleana messages when arriving to their rooms. He said visitors explore once they've checked into their rooms so they've discovered a way with their agency partners on the Waze app, where messaging will be created and placed on there.

He said they're working together with the HTA staff to get the appropriate messaging finalized to be ready to go once the plan is approved. He said in terms of the benefits of tourism they want to make sure that it expands in a concentric circle as it goes out, to more people in the community.

He spoke about the great craft people in the destination who don't have means to figure out distribution and how to get their messaging and products out to a larger audience, so they're committed to working with them, with Pinterest and other tools to help them get their products out to visitors, both while they're in the destination then when they go back home - a reminder of their vacation.

He spoke about how to share how the DMAP programs and others are helping their quality of life. He said HTA started with the community, allowing the community to share what their issues are, funneling that up through DMAP steering committee, crafting anchor actions, hiring island chapter destination managers, and working through all those to flow into the marketing communications, allowing them to share accomplishments happening with hard work from the community level with residents throughout the state.

He spoke about Surfrider Foundation, asking visitors to help with plastic pollution, and bringing awareness. He said they create organic posts from that and boost it on paid social. He said they also use programmatic bid allowing them to reach a target audience they define, regardless of where they are on their mobile device on the web, for messaging to the right people at the right time.

He said they will also house it on their YouTube channel too. He mentioned another area they're working with their media team, making sure their news partners and media partners integrate the messaging into their editorial content through paid fashion.

He mentioned going back to the community - their team has met with the island chapter executive directors, DMAP managers and asked for all the different media that are within their communities that can't be bought, on a statewide basis, but important to the people in the communities. He said they have a strategy in place on the earned media side to work with them to take the organizations that are seeing good results out of DMAP and work with the editorial teams to get content in the different media closer to home.

He said, overall, in public relations, they have a coordinated statewide effort, with one team representing each island aligned with each island chapter for information. He said they're focused on Mālama Hawai'i and Kuleana thanks to DMAP process. He said the PR team is immersed in DMAP priorities, working with the DMAP managers making sure they understand

what is being accomplished and sharing what's newsworthy to get the right content to share with residents.

He said with regard to the overarching effort, they work with the paid media team to identify who they should be reaching as they don't have the media budget for advertising and earned media team targets those.

He mentioned another part of the organization - looking at visitors that purchase vacations through a travel consultant, the numbers are growing, and he said it's an important channel for them, so their team works closely with them to deliver messaging, information and helps them understand why they need to be targeting the mindful Hawai'i target traveler, and what's the benefit to them as an individual business person and the benefit to Hawai'i. He said it's in overlapping benefit and is a great fit.

He said the team has great salespeople, which are educators. He said they've had more webinars and participants in the last year than they had before. He said they'll be doing virtual until they can get back to in-person and updating all the content to be consistent with the Mālama Hawai'i messaging, and using the tools, including HDS data base to communicate all the important information about Hawai'i.

He spoke about the budget and said they're working with a reduced budget based on the 2021 level with the contract being carried forward for the first six months of 2022. He said they've put a good amount in the consumer direct marketing, and said public relations and promotions has a great return. He said the cost there is the time of staff as well as some participation costs for media as they enter the destination.

He mentioned trade marketing and said it not only has the educational component, but also has a cooperative marketing component allowing them to get a multiplier for their investment. He said they make sure they're completely aligned with the research HTA and DBEDT and already employing, and they're looking at contemporary research that's more messaging related and they invest in that. He then mentioned the staffing and office line item.

Mr. Talwar opened the floor for questions.

Ms. Kimura asked if they first had a plan for one year with \$22 million and if there was any critical program they had to cut with the reduction of the budget and duration.

Mr. Talwar said there are items and weight, so they continue to do some things but not with the same emphasis or dollar levels as they did before, which is the challenge. He said another area they were looking at to add insight and marketing efforts, is talking to potential visitors after they've made the destination decision to visit and said there is a way to work with credit

card companies to identify them and get the Kuleana messaging right away when they've booked their vacation.

Mr. Kimura asked what the timing is when they will know if HVCB can continue for another six months.

Mr. Ka'anā'anā said HVCB's contract ends June 30, 2022, and there is no ability to extend beyond that, so the next RFP will be the only opportunity for the next contract to be awarded. He said the bureau's extension that was granted was an emergency extension through six months. He said they plan to issue the next RFP soon, so that respondents have ample time to respond, then be awarded with the intent that the new vendor or contractor could begin work starting July 1.

Mr. Rafter asked why the budget would not be, at the very least half of the original 2022 budget. He said it was stated earlier that they load up on spend earlier in the year when people are making their travel decisions at a higher rate, especially considering the back half of the year seems to have some uncertainty - who or when.

Mr. Ka'anā'anā said \$8.5 million, which is the six-month extension is half of the contract amount. He said the 2021 contract amount was \$17 million.

Chair Atkins mentioned that the original RFP went out for \$22 million.

Mr. Ka'anā'anā clarified that the amount is the extension of the 2021 contract, \$17 million, for the six-month extension, and a supplemental \$18 million they're on for that contract. He said they took half the years amount because it made a 12-month contract into an 18-month contract.

Mr. Rafter asked what will be left for the second half, starting July 1.

Mr. Ka'anā'anā said \$14 million July 1 through December 31, 2022. He said the HTUSA's extension is a solid contract for six months, the longest SPO will grant them.

Chair Atkins asked Mr. Talwar to go back to the target market slide showing culture, escape, adventure and cuisine. He said what Mr. Talwar laid out was very powerful with the Mālama program, but he said what's not in the videos is touching on the desired traveler experience. He asked if they're planning on doing more videos for the six months, and asked if they could feed some of the messaging they're doing into the Mālama program as he wants them to understand the various cultures in Hawai'i.

Mr. Ka'anā'anā said the bureau provided the assets for the marketing to United that Chair Atkins was talking about.

Mr. Talwar confirmed that it's a partnership with United. He said they were open to understanding how the destination wanted to present itself.

Chair Atkins said he didn't see any of the adventure being showcased in any of the videos.

Mr. Talwar said that is one of the challenges - how do you affect consumer behavior. He said what they're trying to do in their messaging is convince someone to choose Hawai'i as their next destination - where does culture, volunteering, fine dining fit it. He questioned what to lead with and what would motivate them to dig in a little deeper. He said what they're doing doesn't close the sale - no price, distribution, inventory, but what they're trying to do is get them looking for a booking and committing to a visit. He said that's why they do the research projects after the creative to make sure the components they put in are there to get them sold. He said they're seeing great effect.

He said people of all ages and socio-economic circles are mindful, being environmentally aware and when they think of Hawai'i they think of an enriching experience. He said they want to add another dimension to motivate them to book, other than the adventure, escape, or cuisine aspect. He said they do have a lot of cuisine in their messaging as well as adventure, so he said it's a matter of balance and if they had a different budget, they would be able to create a lot more, but said they need to get most of the budget into the media and deliver in significant ways.

Chair Atkins said they need to make a recommendation to the board saying they feel the budget should be approved and then can move forward with what the program is that they shared.

Mr. Rafter said he understood the reasoning on the previous year's \$17 million and then \$8.5 but asked if they can increase it knowing they'll have \$13-\$14 million at the end of the year in what is a more uncertain situation. He asked if they can't increase it based on what was approved on previous years metrics.

Mr. Ka'anā'anā said he understood it that they wouldn't be able to amend the supplemental agreement for the six-month extension.

There were no questions from the community.

Chair Atkins asked for a motion. Ms. Kimura made a motion to recommend HVCB's plan for six months, to the board. Mr. Rafter seconded. Mr. Casson-Fisher did a roll call and five unanimously approved (Ms. Menor-McNamara had stepped away)



## **7. Presentation, Discussion and/or Action on the GMT's Marketing Guidelines**

Mr. Ka'anā'anā said they need clarity from the board - when a market has meaningful barriers to travel what are the activities GMT should be conducting. He said they need to know how they should strategically guide the GMTs - they need policy from the board in executing what they should be doing.

He said the board heard the BMMPs for 2022 and had some concerns especially around the expenditure funds. He asked what it is they should be doing during a 'red light', when there is a meaningful barrier to travel.

He spoke about a slide containing measure of success they feel are important, which are part of the KPIs, that are part of the BMMPs, where they feel they move forward even during a period when there is a meaningful barrier to travel.

He showed a slide with a list of activities that they felt as staff to recommend to the branding standing committee and to the full board the following day that they would allow the GMTs to do, and the activities they could undertake when there was a barrier to travel.

He mentioned a few - crisis communication; Government relations - important relationships to maintain; website development and maintenance; social media campaigns to educate visitors - organic and boosted posts; E-newsletter distribution; Direct consumer education, e.g. travel planners; media support - travel writers draft stories about Hawai'i; travel trade education; community/stakeholder relations and communication; digital asset development - photoshoots, video shoots; CRM database maintenance; planning and coordination with wholesalers, airlines and maintaining the relationships for future activities; market Insights; media clippings; admin costs - inclusive of salaries, office expenses, and retainer.

Mr. Ching asked what the green light list is.

Mr. Ka'anā'anā said it's the full BMMP, and he said if they're in a green light period the plans that were presented last meeting would be allowed to move forward. He mentioned that there are things on the BMMP that are included on the red light list, so there is some overlap, but it's the frequency and depth of messaging they can do. He said they don't want to do large paid media buys during red light time - they will hold back on this and reserve cash.

Chair Atkins asked if the green light is North America and Mr. Ka'anā'anā confirmed.

Mr. Ka'anā'anā said they do large paid media buys but won't do that during red light. He said there are things they can do at a reduced level to help them to maintain their presence, but don't require the large influx of cash.

Chair Atkins gave an update on what Mr. Ka'anā'anā mentioned. He said most of the red light is barebones, green light is North America - he said they're going to recommend moving forward on the plans for the next six months.

Mr. Ka'anā'anā reiterated that the list of ongoing activities are things they're asking the committee to recommend to full board for approval.

Chair Atkins asked how a dollar value is put to each major market area.

Mr. Ka'anā'anā said it's for the members to have that discussion. He said he wanted to bring clarity to the activities he feels they should be doing, and then if the board can give guidance in terms of policy, and would it be 25%, 50%?

Chair Atkins said it would be a discussion for the committee to recommend. He said there will be a few countries that won't be coming back for a while so it's a broad stroke, and he is not sure if they should be giving 30% or 50% of their budget. He asked what they're going to be doing to keep the lights on and keep things moving forward, and he said he liked the social media that was spoken about and mentioned going into the other areas when locked down, and other than keeping awareness of mind, it will be a challenge.

Mr. Rafter said they know China and Japan won't have any relevance in the next six months.

Chair Atkins said it would make sense to have different thresholds for various countries depending on where they are, regarding COVID restrictions. He said they should not be spending a lot for when the countries with restrictions come back.

Mr. Ka'anā'anā said he understood the sensitivity around the topic. He said it's important to have a better discussion the next meeting about the visitor statistics that will be released the next day - he said they were embargoed but said it will give them a better view into the ROI on the activities they've undertaken.

He said it's important to understand the branding they're doing needs to be evergreen. He said there is a role for some level of ongoing presence and reiterated that the board needs to give them the policy direction and they'll be happy to make recommendations to them with the best information they have available to them and the best team experience to bring back to them for consideration.

Chair Atkins asked for clarification on the numbers that came out the previous day. Mr. Ka'anā'anā asked if they want them to bring a recommended funding level amount for each market and Mr. Ching said he would like that.

Chair Atkins asked if he is referring to per MMA and Mr. Ka'anā'anā confirmed and Chair Atkins said it would be helpful. He said they want to be prudent as they have no funding for the following year. He said they put in a placemark for \$60 million and said they're watching to see what's done. He said he understands both sides and said Mr. Ka'anā'anā is in the middle as he works with all the GMTs. He said he agreed with Mr. Ching, having more focus on what they want to do - increase it? He said it's a challenge to have a lot of ideas they want to do but not have the funding to do it.

Ms. Kimura reiterated that the only open market currently is the U.S. and the rest are closed for at least six months. She asked if they could use the excess budget for the U.S. for the six months, but Mr. Ka'anā'anā said they can't move money between contracts.

Ms. Kimura said nobody knew about Omicron before it arrived, so asked if it could be a force majeure.

Mr. Ka'anā'anā deferred to Mr. Kinkley.

Mr. Regan said it's more of an accounting issue than a procurement issue. He said they're under a new paradigm and are restricted in terms of how they can utilize the funds and move them between contracts. He said in the past it would have been easier as they were exempt from procurement, and they had their own special fund.

Mr. Ka'anā'anā said it's important to note there are meaningful barriers to travel but people are still visiting and spending. He said the next day after visitor statistics are released, they'll have a better picture of the impact for 2021 and will give the members additional insight into what the performance of each market has been.

Mr. Rafter said he's seen statistics on visitors, and they've discussed it in many meetings and it's not necessary to repeat the discussion.

Ms. Kimura used an example and said if Japan market opens in six months - they'll spend \$1 million in the first six months, then \$8 million later in the year, which is the same as what the U.S. is spending in six months.

Chair Atkins questioned if she thinks it's better to be prudent and not have the legislation say they just spent the money for the sake of spending and do what they need, and if they don't spend \$1.5 million in Japan, it goes back, and they maybe give them more than \$61 million.

Ms. Kimura asked what will happen to the money if the market doesn't open up for the rest of the year.

Chair Atkins said he agreed with Mr. Ka'anā'anā to keep relationships and commitments to their partners. He said Japan doesn't have to go to Hawai'i, they could go to other destinations and they've been loyal and one of the best markets for Waikīkī for many years, and to shut it off is not the right thing to do, but they have to have the red and green to give them enough to maintain relationships, keep minimum staff, keep offices in Japan going as maybe they'll be ready sooner than they thought.

Mr. Rafter said he agreed with Chair Atkins and Mr. Ka'anā'anā, and said they need to keep a base level going. He referred to Ms. Kimura's comment about the \$1 million/\$8 million - he said it's been about 2 years since they've had any real tourism from some of the markets. He said it's an awareness building effort. He said if it's closed towards the end of the year and looks like it won't be back at all in 2022, he said they should return it and working with the legislation to let them see they're doing the right thing and they should help them next year, as they need a good campaign to bring people back. He agreed there should be some base level of awareness.

Mr. Downing said he understood Mr. Ka'anā'anā's viewpoint and if the red light people need a certain amount to keep working then said the staff must go to the board to ask for a certain amount to get certain functions to take place, and not leave it to the board to decide on a percentage they should be giving the staff to work with. He said they should prioritize for the different areas and see what it would cost. He said the percentage could change for what they need at the time. He said they should tell the board what they need to keep operating so they have something to work from.

Chair Atkins said what he was asking for if they go in larger programs, media, do they have to give them the appropriate funding. He said he agreed with Mr. Rafter - if the \$8 million is justified to spend on marketing for a good reason, then he agreed to it. He said they have to take the heat for decisions, and he said he is okay with it.

Mr. Rafter was reminded that Canada is open.

Chair Atkins reiterated that he is always trying to be prudent about everything.

Mr. Ka'anā'anā clarified that red light means there are meaningful barriers to travel but they aren't impenetrable barriers, and they still have Japanese, Korean and Chinese visitors. He pointed out that there are flights from Australia, Canada and Japan so people are still travelling. He said although there is a red light, there are still people visiting and spending.

Chair Atkins asked what they are recommending from the presentation.

Mr. Ka'anā'anā said he would provide and circulate funding levels recommended by market to them for consideration for the full board meeting the following day.

Chair Atkins said they have approved the overall package and said Mr. Ka'anā'anā wanted to go beyond the green/red light which was discussed at the previous meeting, and he will share some of those in certain market areas that are important, that they go beyond a minimum - Canada might be one. He said that would be a fair discussion for the next day and asked if everyone agreed.

Mr. Casson-Fisher acknowledged that Mr. Jack Zhang from the public has comments.

Mr. Jack Zhang and Mr. Tony Shi representing the Chinese Chamber of Commerce in Hawai'i and Fujian Business Association, are speaking the importance of the Chinese market to Hawai'i. He said China ranked first in the world in terms of population and consumption level, especially on the high-end products. He said they're the number one outbound market and during the pandemic they have stopped for two years. He said they're hearing from China that the market will be open after the winter Olympics in China. He said during the pandemic, the cities of Honolulu and Fuzhou have become sister cities, and the chamber of commerce has successfully established economic, cultural and educational cooperation with China, including the promotion of Hawai'i coffee and agricultural products. He said they feel tourism is the key economic driver in Hawai'i and HTA should continue investing in development in the China market to ensure they can attract more high spending visitors.

Mr. Ka'anā'anā thanked Mr. Zhang and Mr. Shi for the testimony.

There were no further comments or testimony from the public.

Chair Atkins said this item does not need a vote as they've already voted on the whole package. He asked Mr. Ka'anā'anā to give more information prior to the vote of how much money is going to each of the market areas.

Mr. Ka'anā'anā said he will provide a recommended funding to them by market.

## **8. Discussion on HTA's Future Global Branding Allocations Strategy and Guidance for Staff**

Chair Atkins said this item will rollover to the next meeting.

## **9. Adjournment**

Chair Atkins asked for motion to adjourn. Mr. Rafter made a motion to adjourn, and Mr. Ching seconded. Chair Atkins adjourned the meeting at 5:16 pm.

Respectfully submitted,

*Sheillane Reyes*

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Sheillane Reyes

Recorder

### **3**

Discussion on HTA's Future Global Brand Marketing  
& Management Allocations Strategy and  
Guidance for Staff

# HTA's Future Global Brand Marketing & Management Allocations Strategy

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Kalani Ka'anā'anā



# Proposed Development of Market Allocation Platform

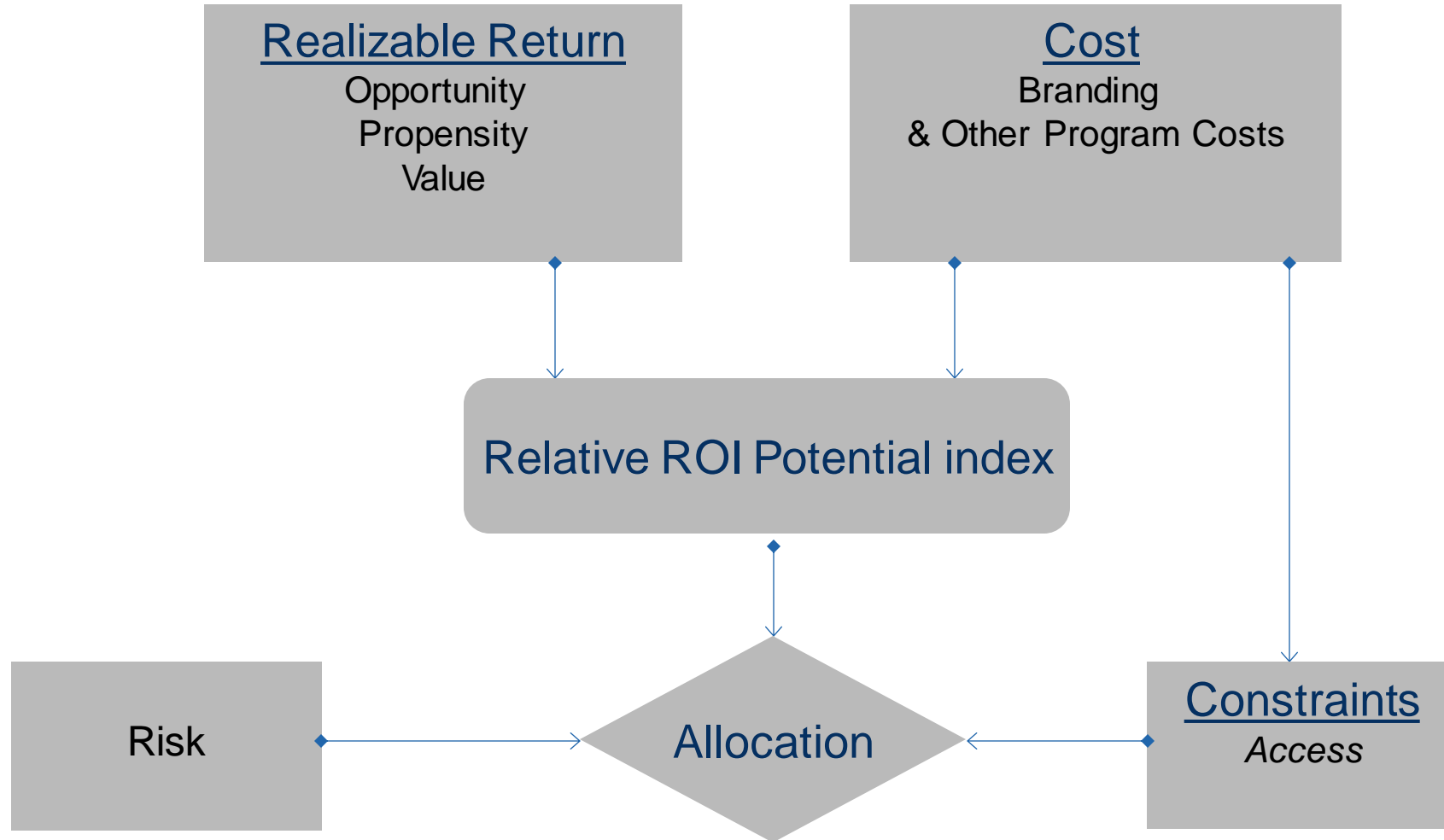
- A Market Allocation Platform (MAP) will score and rank origin markets across comparable metrics of opportunity, cost, and risk.
- A MAP uses these scores to suggest marketing budget allocation across markets.
- The Hawai'i MAP could include 16 origin markets.
- The model delivers flexibility in terms of:
  - Time horizon for the outlook
  - Risk tolerance
  - Origin markets for comparison

# Implementation

- Demand indicators are grouped into categories and weighted based on historic importance in determining market demand.
- The MAP scoring system ensures a comparable basis for assessing potential across all markets.
- Scores are all relative indices for easy benchmarking.

CATEGORY	COMPONENT
Opportunity	Travel Market Size
	Economy Size
	Market Growth
	Headroom
Propensity	Sentiment
	Alignment
Value	Purchasing Power
	Visitor Value
	Affordability
	Market Presence
Constraints	Risk
	Accessibility

# Framework



# MMA Budget Allocations

MMA Area	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
USA	24,937,000	24,937,000	22,680,000	22,480,000	23,980,000	22,525,000	14,605,000	22,500,000
Canada	-	-	2,300,000	2,300,000	800,000	800,000	400,000	800,000
Japan	8,000,000	8,000,000	8,450,000	8,000,000	9,000,000	10,000,000	4,500,000	9,000,000
Korea	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	300,000	1,400,000
Oceania	1,600,000	2,000,000	2,000,000	2,000,000	1,900,000	1,900,000	400,000	1,900,000
Europe	300,000	1,050,000	900,000	901,000	401,563	400,000	-	-
China	1,400,000	2,000,000	2,650,000	1,900,000	1,900,000	2,000,000	-	1,800,000
Taiwan	300,000	200,000	200,000	200,000	200,000	500,000	-	-
Southeast Asia	200,000	200,000	200,000.00	202,500.00	200,000.00	500,000		-
Total	38,137,000	39,787,000	40,780,000	39,383,500	39,781,563	40,025,000	20,205,000	37,400,000

# **4**

Presentation, Discussion and/or Action on the GMT's  
Brand Marketing & Management Guidelines for Q2 2022

**2022 Restricted Activities Branding Guidelines**

The purpose of these guidelines is to strategically guide the GMTs in executing brand marketing and management plans based on the changing market conditions and opportunities from each of the source markets while ensuring our resources are deployed effectively in alignment with HTA’s Strategic Plan.

**Abbreviated Measures of Success**

- Increase percentage for “visitors recall hearing or seeing information about safe and responsible travel” compared to the most recent study
- Improve Hawai’i’s ratings for “value” and “unique experiences” compared to the most recent study
- Improve score in perceptions of uniqueness of the destination for prospective visitors compared to the most recent study
- Increase percentage of consideration for visiting Hawai’i within the next 12 months compared to the most recent study

**Ongoing Activities**

- Crisis Communications (Translations)
  - COVID-19
  - Natural Disasters
- Government Relations
  - Embassy/Consulate
  - Sister City/State
  - National and Sub national agencies in market
  - Hawai’i government entities
- Website Development & Maintenance
- Social Media Campaigns
  - Organic
  - Paid/Boosted
  - Focused on Mālama Hawai’i and Kuleana Campaigns
- E-Newsletter Distribution
- Direct Consumer Education
  - General consumer inquiries
  - Travel Planner Fulfillment
  - Education focused on Mālama Hawai’i and Kuleana
- Media Support
  - Relations & Assistance
  - Press/Influencer Trips
  - Education focused on Mālama Hawai’i and Kuleana
- Travel Trade Education
  - General travel trade inquiries
  - Travel Planner Fulfillment
  - Training opportunities
  - Education focused on Mālama Hawai’i and Kuleana
- Community/Stakeholder Relations & Communication
- Digital Assets Development
  - Photoshoots
  - Video
  - Social assets
- CRM Database maintenance
- Planning & Coordination for branding campaigns, event marketing, future co-ops
  - Wholesalers
  - Airlines
  - Others
- Market Insights
- Media Clippings
- Admin Costs

**Budget**

MMA	Restricted 1 <sup>st</sup> Quarter Budget	Restricted 2 <sup>nd</sup> Quarter Budget	Remaining Budget to Fund Full BMMP	Current Phase
Japan	\$707,250	\$2,257,250	\$6,035,500	Red
Oceania	\$250,000	Green		
Korea	\$184,500	\$379,014	\$836,486	Red
China	\$250,000	\$433,750	\$1,116,250	Red



# **2022 Japan 2<sup>nd</sup> Quarter Major Activities**

**HTA Branding Standing Committee Meeting  
2.22.2022**

Eric Takahata  
Managing Director

A large, stylized sunburst or flower-like graphic in the top left corner, composed of many thin, light orange rays radiating from a central white circle.

# MARKET SITUATION

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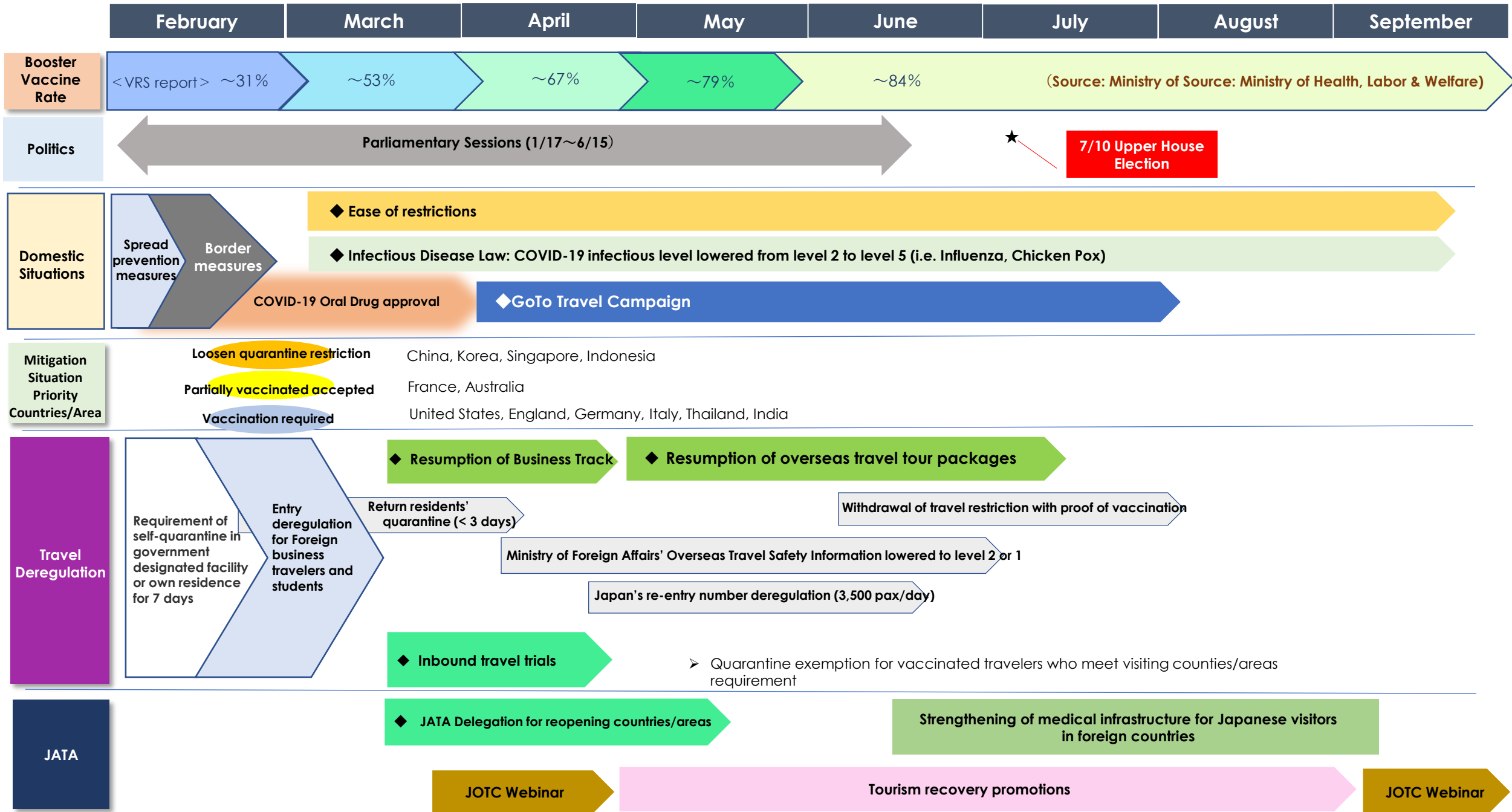




# JAPAN MARKET UPDATE

- Japan's Omicron numbers anticipated to **subside by mid-March**
- Japanese government plans to attain booster goal of **67% in April 2022**
- Japanese government subsidized “**Go To Travel**” **campaign** to begin in April, boosting domestic travel demand
- JATA along with all wholesalers preparing to **ramp up sales promotion activities** starting late April into May
- **JATA executive team FAM to Hawai'i** between April 3 and April 6. Hawai'i will be a first outbound destination targeted for tourism recovery by Japan.
- Prime Minister Kishida announced **easing of travel restrictions** including **reduced quarantine** from 7 days to 3 days for foreign entry to Japan and **increase daily entry capacity** from 3,500 pax to 5,000 pax starting **March 1, 2022**.

# JATA Roadmap for Outbound Travel Resumption (As of 2/2, 2022)





# **HTJ 2<sup>ND</sup> QUARTER MAJOR INITIATIVES**

---

# TRAVEL TRADE

- JATA FAM (4/3/22-4/6/22)
- Japan Summit (June)
- B2B Webinar series (April to June)
- Travel Trade Media tie-ups (April to June)
- Travel Trade FAMs (April to June)

Budget: \$500,000



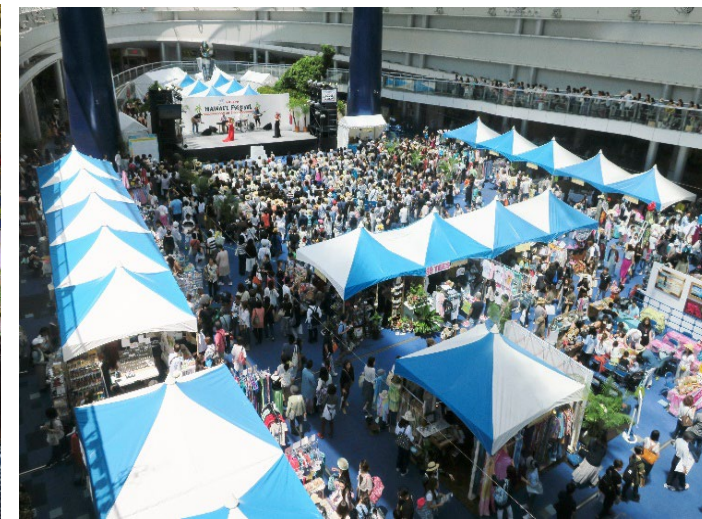


# EVENT MARKETING HŌKŪLE‘A PROJECT – SISTER CITY BLITZ

Budget: \$250,000



- Support Polynesian Voyaging Society's initiative through the screening of the documentary film, "Moananuiākea" in 4 sister cities in Japan from May to June
- Promote Made in Hawai'i products at Hawai'i consumer events (Tokyo, Nagoya, Osaka, Yokohama)

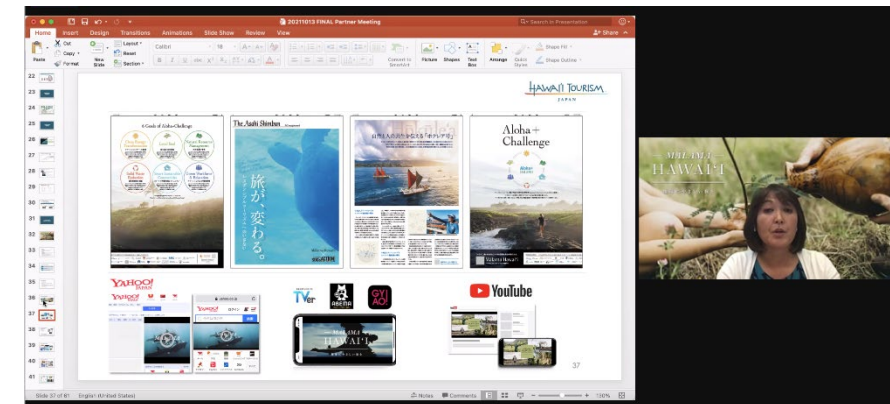




# MEDIA RELATIONS

Budget: \$200,000

- Focus on target media that features Mālama Hawai'i stories through TV tie-ups, radio, online media advertorials and editorial articles
- Conduct online webinars to target editors and freelance writers and conduct press tours





# MĀLAMA HAWAI'I CAMPAIGNS

Budget: \$500,000



Promote Mālama Hawai'i and Pono Traveler initiatives through advertising campaigns and conduct influencer campaigns to spread the Mālama Hawai'i message



Digital



Print Advertisement



Influencer campaign

# ALOHA PROGRAM

Hawaiian Culture Program

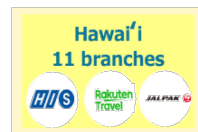


Budget: \$100,000



## #1: Advanced satellite office program

Total 393 branches



## #2: 'Ōlelo Hawai'i 10<sup>th</sup> anniversary





# BUDGET

## 2022 2nd Quarter Budget

	April	May	June	Total
<b>Monthly fixed amount</b>	235,750	235,750	235,750	707,250
<b>Advertising</b>	160,000	270,000	270,000	700,000
<b>PR &amp; Promotion</b>	0	150,000	100,000	250,000
<b>Travel Trade</b>	155,000	110,000	235,000	500,000
<b>Hawaiian Culture</b>	55,000	20,000	25,000	100,000
<b>Total</b>	605,750	785,750	865,750	2,257,250



# MAHALO

HAWAII TOURISM  
JAPAN

## **5**

### **Presentation, Discussion and/or Action on Approval of Tourism Recovery Marketing Plan's Brand Marketing Section**



# Tourism Recovery and Marketing Plan FY 2022 Budget

2/18/2022

*Information in this document, which is relative to our market activities, is **PROPRIETARY** and should be treated in a **CONFIDENTIAL** manner to protect Hawai'i's competitive advantage as a visitor destination.*

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# 1 HAWAI'I TOURISM AUTHORITY

## Who We Are, What We Do

The Hawai'i Tourism Authority (HTA) is the state's tourism agency responsible for setting tourism policy and direction; developing and implementing the state's tourism management strategy and Tourism Recovery and Marketing Plan; supporting programs and activities to sustain a healthy tourism economy, including programs that address the long-term sustainability of the destination; ensuring sufficient air and cruise access; the global promotion of leisure and business travel; the management of the Hawai'i Convention Center; and coordinating tourism-related research, planning, promotional, experiential and outreach activities across the state. The agency serves as a critical bridge linking government and private sectors, the visitor industry, and visitor and island communities. The HTA aims to contribute successfully to a quality visitor experience and enhanced quality of life for residents through tourism.

## HTA Strategic Plan

The HTA Strategic Plan (HTASP) is the foundation for all of HTA's initiatives. The purpose of the HTASP is to guide the organization in addressing issues and creating opportunities that will move Hawai'i's visitor industry forward.

## Purpose of the Tourism Recovery and Marketing Plan

The HTA's Tourism Recovery and Marketing Plan describes the goals, strategies, actions and evaluation approach that HTA will undertake to achieve the objectives within the HTASP. This document frames our efforts for FY 2022 to address the needs of our industry and improve the continuity or flow of business to maintain our industry's standing as the foundational or initiating economic driver for the state while promoting and practicing destination management through responsible tourism.

According to the Hawai'i Revised Statutes (HRS) §201B-6, there are five (5) statutory requirements that comprise the HTA's Tourism Marketing Plan. According to the statute, the plan shall include:

1. Statewide Hawai'i brand management efforts and programs;
2. Targeted markets;
3. Efforts to enter into Hawai'i brand management projects that make effective use of cooperative programs;
4. Program performance goals and targets that can be monitored as market gauges and used as attributes to evaluate the authority's programs; and
5. The authority's guidance and direction for the development and coordination of promotional and marketing programs that build and promote the Hawai'i brand, which are implemented through contracts and agreements with destination marketing organizations or other qualified organizations, including:
  - a. Target markets and the results being sought;
  - b. Key performance indicators; and
  - c. Private sector collaborative or cooperative efforts that may be required.

To provide additional guidance to the HTA in the development of the Tourism Recovery and Marketing Plan, the statute states that "Hawai'i brand" means "the programs that collectively differentiate the Hawai'i experience from other destinations." The statute further states that "the authority shall develop measures of effectiveness to assess the overall benefits and effectiveness of the marketing plan and include documentation of the progress of the marketing plan towards achieving the authority's strategic plan goals." HTA's Tourism Recovery and Marketing Plan strives to meet these requirements by including detailed execution plans for brand marketing, including the individual Brand Management Plans by major market area, as well as HTA's community enrichment, Hawaiian culture, natural resources, communications, and planning programs.

## HTA Functions

One of the HTA's key functions is managing the Hawai'i brand, more specifically, managing the promotion of Hawai'i's brand, supporting and developing airlift to the state, and supporting programs to help deliver on the brand promise. The HTA works with its global contractors, visitor industry partners, travel trade members, and community stakeholders to position the Hawaiian Islands as a unique, world-class destination that is aligned with Hawai'i's distinctive products, activities, natural resources, Hawaiian culture and multi-cultures. In FY 2022, HTA will be organizing and placing more emphasis and investment on programs which focus on the management of the destination.

To better implement its strategies to achieve its goals, HTA programs are organized into four categories as shown in the chart below.

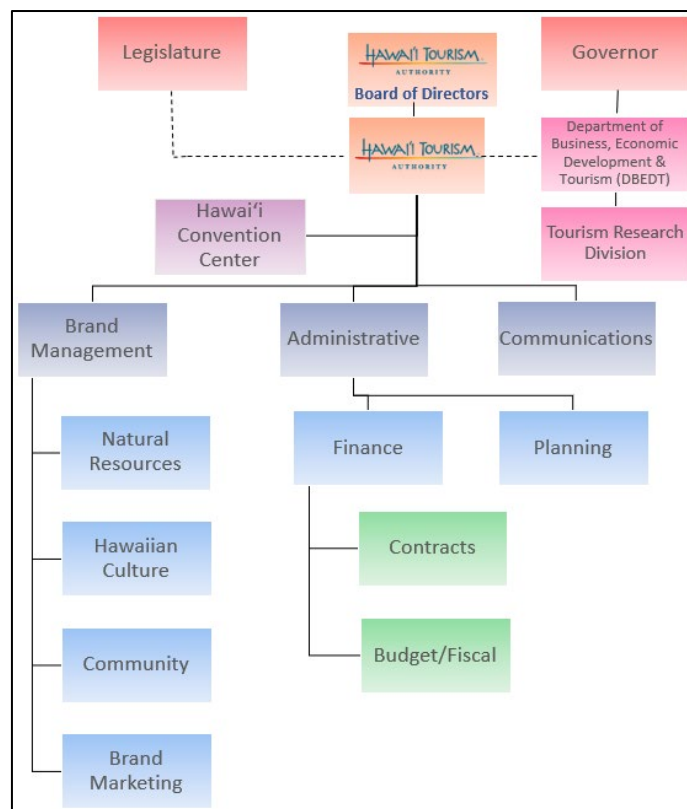


Figure 1: HTA Functional Structure



## From Recovery to Stabilization – Market Conditions

Tourism continues to remain the primary economic driver for the Hawai'i economy across all islands. The pandemic has had far-reaching impacts that will require significant resources and focus to return the overall economy of Hawai'i to a more stable position. While tourism has experienced a resurgence since the relaxing of travel restrictions in October 2020, the long-term outlook of travel remains questionable. The pre-pandemic mix of international and domestic travelers is no longer as virtually all travelers to Hawai'i are now originating from domestic markets. Driving this new paradigm are the restrictions on international travel to some of the more traditionally frequented destinations that Hawai'i once competed against for market share. Additionally, domestic travelers have expressed the strong desire to travel after living under the many protective measures that prevented leisure travel in 2020. As such, Hawai'i has become the destination of choice for domestic travelers seeking a vacation in a more tropical setting.

The pent-up demand for travel, while initially strong, has started to wane and is weakening as the season transitions from summer to fall. Traditional international competitor destinations have opened for business and are now providing domestic travelers with choices where, previously, there were few. Additionally, with the surge in COVID-19 Delta Variant cases throughout the United States, travelers are opting to postpone or cancel plans to travel including to Hawai'i. This may begin to erode the perceived recovery and prevent a move to stabilization of the industry.

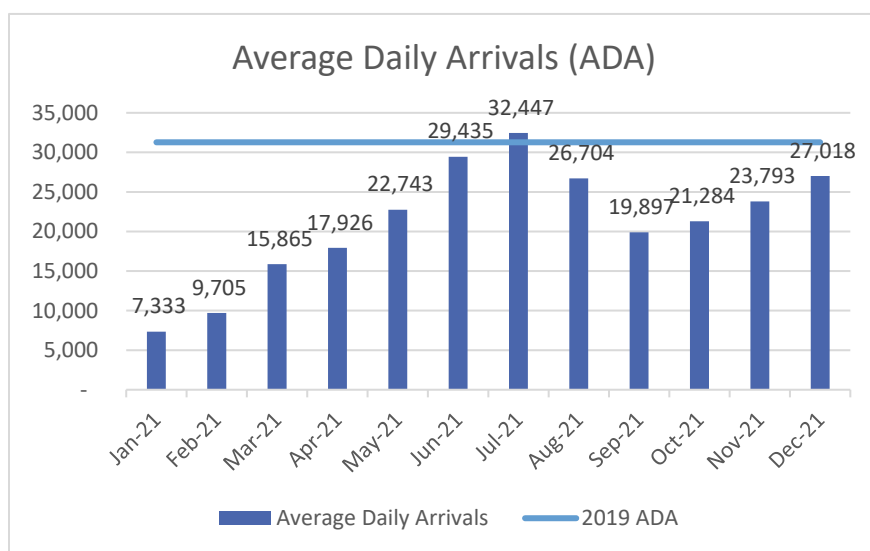


Figure 2: Average Daily Arrivals  
Source: DBEDT

Based on historical tracking information, industry recovery began in October 2020 with launch of the State of Hawai'i's Safe Travels program.

While recovery is evident, as reflected in Figure 1, overall arrivals continue to lag when compared to 2019 (Figure 2). We believe that the ever-changing nature of the pandemic due to emerging variants, rising case counts and vaccination efficacy will begin to erode the recovery that Hawai'i has experienced since October 2020.

Stabilization will be a challenge for Hawai'i until such time as COVID-19 case counts decrease, the efficacy of COVID-19 vaccines is improved, and the status of Hawai'i's healthcare system is normalized. Recently, the overtaking of Hawai'i's healthcare system has become a major concern and is expected to play a role in the instability of Hawai'i's recovery and road to the stabilization of our economy.

As we move forward, achieving the stabilization targets set forth in the plan will require significant resources and support. The HTA will focus its efforts on strategies that will move the visitor industry economy from a somewhat unstable recovery to a more sustainable stabilization future.

The Department of Business, Economic Development & Tourism (DBEDT) projects that Hawai'i's economic growth

rate, as measured by the real gross domestic product (GDP), will increase by 0.7% in 2021, 0.6% in 2022 and 1.1% in 2023. Hawai'i is expected to welcome 6.2 million in 2021, 8.3 million in 2022, and 9.4 million in 2023. Visitor arrivals will not reach the 2019 level until 2025, based on the assumptions. Visitor spending will decline more over the next few years due to decreases in daily spending

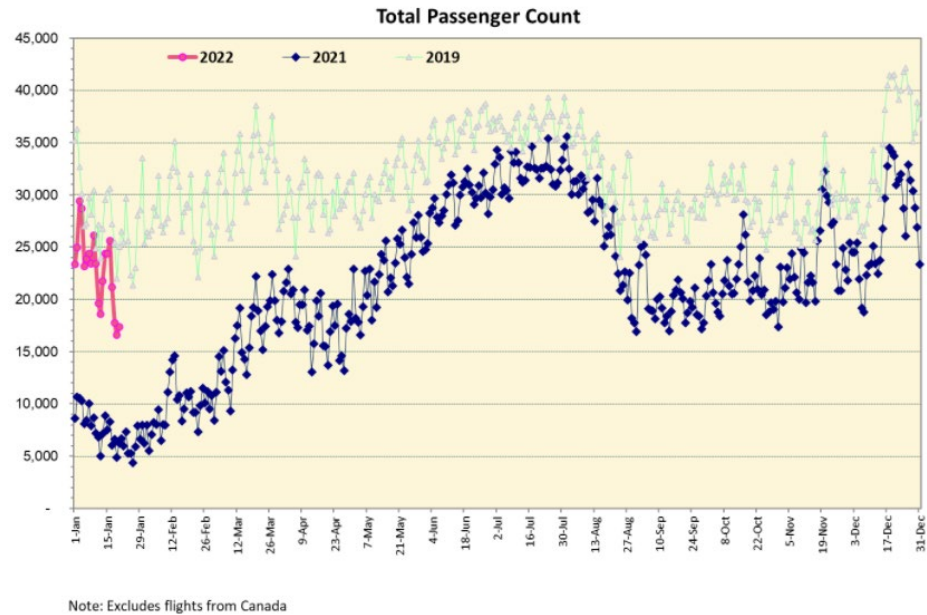


Figure 3: Total Passenger Count  
Source: DBEDT

## 2 TOURISM RECOVERY AND MARKETING PLAN EXECUTION OVERVIEW

### Key Priorities for 2022

There are six key priorities that HTA will focus on for 2022 to aid in the recovery of our visitor industry and building stronger and resilient communities.

1. Bring back leisure travel in a safe, sustainable, and regenerative manner.
  - Promote responsible, safe, and respectful travel to drive industry recovery.
    - Accommodations
    - Activities/Attractions
    - Restaurants
    - Ground Transportation
    - Airlift
  - Support of local businesses and other industries, like agriculture.
2. Recapture the meetings, conventions, and incentives (MCI) market to assist this segment with recovery and eventual stabilization to increase visitor spending.
3. Address priority hotspot areas to mitigate direct and indirect impacts.
  - Hotspots, defined as sites/areas that attract visitors due to its popularity, which may result in overcrowding, congestion, degradation of resources, safety hazards, and a negative experience for both residents and visitors, have also been identified.
  - Improve interagency (state, county, federal), visitor industry, and community coordination and collaboration.
4. Improve industry and visitor relationships with the community.
  - Create opportunities for communication, education, engagement, and collaboration between the HTA, community, visitor industry, and other sectors to improve community-industry and community-visitor relations.
5. Invest in targeted regenerative tourism products, services, and activities.
  - Invest in Hawai'i's tourism product and services to provide for regenerative tourism activities and high satisfaction experiences for residents and visitors alike. This includes but is not limited to programs that connect residents and visitors; voluntourism opportunities; tour guide certification and licensure programs; programs that highlight the uniqueness of the Hawaiian Islands, Hawaiian culture, and Hawai'i's multi-ethnic cultures; support for natural resources; and visitor safety programs.
6. Invest in authentic Hawaiian culture and 'ōlelo Hawai'i projects and programs which enhance the visitor experience, including training and education of visitor industry-related businesses.

### Evaluation of Programs within the Tourism Recovery and Marketing Plan

The process to develop meaningful measures started with clearly understanding the connection between the current Strategic Plan and Tourism Recovery and Marketing Plan. The Strategic Plan establishes the overarching vision and strategic direction for the organization. The four overarching top-level measures of success are resident satisfaction, visitor satisfaction average daily spending and total spending. The Tourism Recovery and Marketing Plan is the tactical action plan used to achieve the vision with clear actions and a set of measurements. It is incumbent on the HTA to utilize measures of

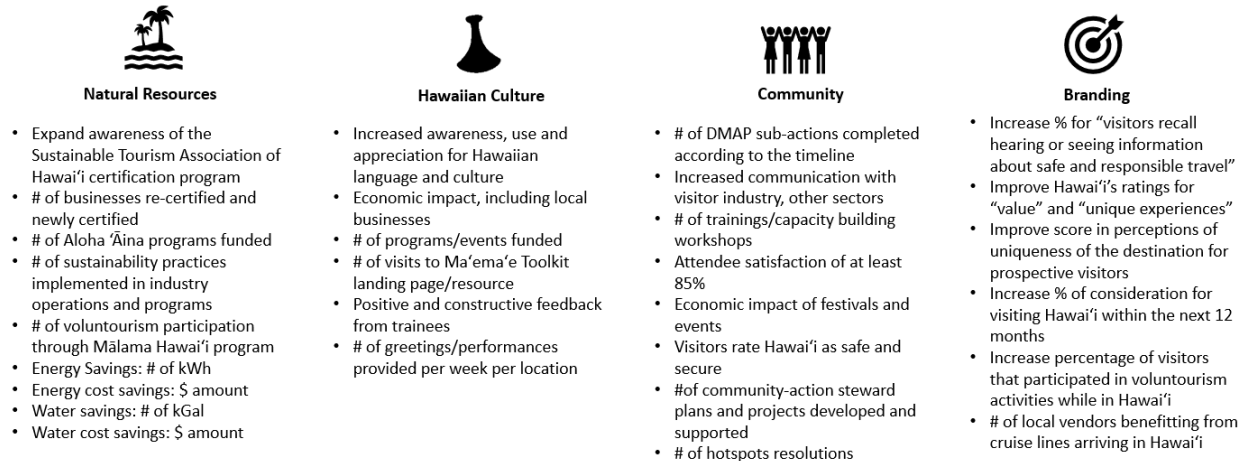
effectiveness that will assist in assessing the overall benefits and effectiveness of its programs. This is identified under each program in the TRMP. The HTA will communicate the results of its efforts on a regular basis to the HTA Board of Directors, State Legislature, Governor, and the public. In addition, there are a variety of other measures that HTA will use to gauge the performance of the visitor industry and health of the community.

The below illustrates HTA's strategic plan top line measures of success, examples of HTA programmatic measures, and indicators to gauge visitor industry performance.

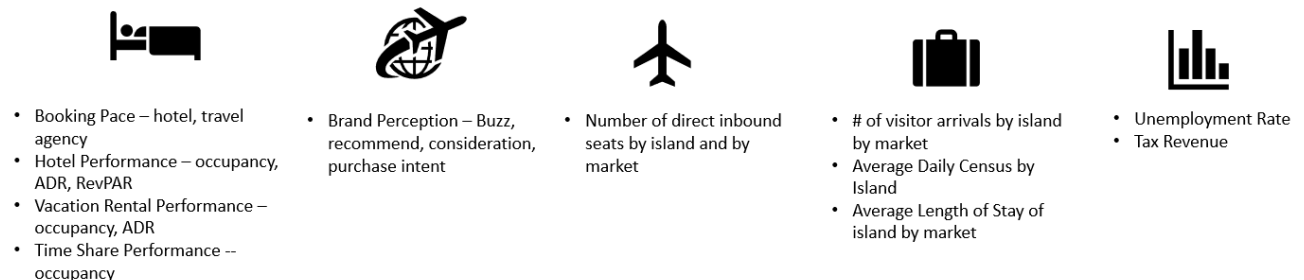
### Overarching Top-level Measures Of Success



### Programmatic Measures Of Success (examples – see program write-up for specific measures)



### Indicators to Gauge Visitor Industry Performance



### 3 BRAND MARKETING PILLAR

#### Pillar Overview

The goal of this pillar is to strengthen tourism’s contributions by taking the lead in protecting and enhancing Hawai’i’s globally competitive brand in a way that is coordinated, authentic, and market-appropriate; is focused on Hawai’i’s unique host and local cultures and natural environment; and supports Hawai’i’s economy through catalytic programs and projects. Our emphasis is on educating and attracting high value visitors.

#### Key Strategies

- Manage brand marketing programs so that they are aligned with HTA’s values and objectives.
- Evaluate performance of brand marketing and management programs against identified performance measures and the four HTA KPIs.
- Differentiate Hawai’i from its competition by focusing on our unique Hawaiian culture, authentic activities, natural environment, and attractions, by engaging Native Hawaiian organizations.
- Focus marketing on higher-spending, positive-impact prospects by developing data-driven plans based on a deep understanding of current visitors and the visitor of the future.
- Promote Responsible Tourism via post-arrival programs that promote visitor safety and responsible travel.
- Nurture partnerships with industry partners – especially airlines, wholesalers, hoteliers, cruise lines, MCI corporate end-users, meeting planners, A-list intermediaries, and others in the travel distribution system.
- Align branding and education programs with the responsible transition of Hawai’i’s tourism model to regenerative tourism.
- Use advances in technology to enhance marketing efficiency and effectiveness, reach intended audiences, and promote regenerative tourism.
- Facilitate communication to advance the goals of the various DMAPs and to improve resident sentiment.

#### Major Market Brand Marketing & Management

**Program Overview:** The major market brand marketing and management program aims to promote Hawai’i responsibly through market education and coordinated branding. HTA’s ultimate goal is to bring back leisure travel in a safe, sustainable, and regenerative manner.

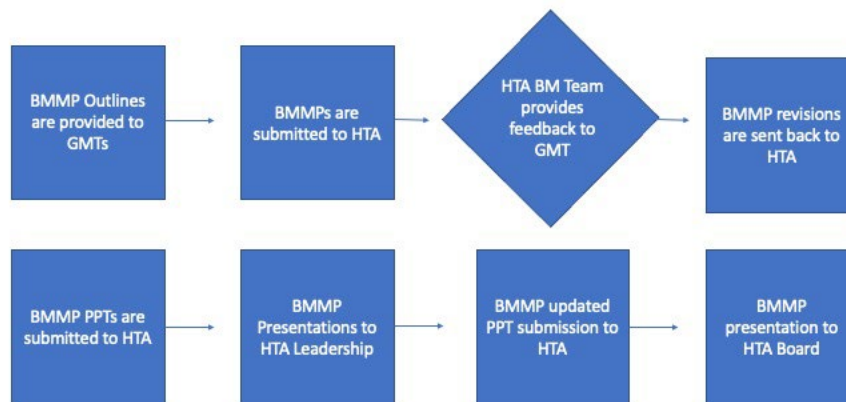
The major markets are selected based on their potential to reach mindful visitors who have the highest propensity to truly engage in all that Hawai’i has to offer. HTA has contracted with six marketing organizations to promote the Hawaiian Islands in the following Major Market Areas (MMAs): United States, Canada, Japan, Korea, Oceania (Australia and New Zealand) and China.

The global marketing contractors were directed to develop Brand Marketing and Management Plans (BMMPs) in a clear and concise format using narrative to explain the strategies and key campaign & programs and worksheets to establish performance measures and budget 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 consistent, authentic, respectful of the Hawaiian culture, the environment and community, and continues to inspire travelers to want to visit and contribute to Hawai’i and its people.

## Key Objectives

- Assist HTA in execution of Destination Management Action Plans and regenerative tourism initiatives.
- 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.
- Take advantage of local resources, as well as market insights and intelligence on trends, distribution dynamics, consumer insights, and competitive analysis. Target both current and next generation of mindful travelers.
- Focus brand marketing to target mindful travelers with emphasis on higher trip expenditures and increasing per person per day expenditures.
- Collaborate with the visitor industry to leverage resources and optimize results.
- Maintain the cultural integrity of the Hawaiian language, customs and practices, music, dance, cultural and historic sites, and imagery in all marketing initiatives while raising awareness and familiarization and appreciation of the diversity of Hawai‘i’s people, place and overall culture.
- Implement a responsible tourism branding communications program to educate visitors both pre-and post-arrival with specific information about safe and respectful/mindful travel.
- Develop airline relationships with the goal of monitoring and improving load factors and to support direct routes as directed
- Focus marketing and enhance tour product development to build a desire to visit during shoulder periods.
- Maintain a balance between travel trade and consumer promotions, backed by research regarding consumer destination travel shopping and buying trends.
- Assist HTA’s Global MCI contractor in securing MCI group business with special focus on the state-owned Hawai‘i Convention Center (HCC) and citywide convention growth.
- Support local businesses and promote Hawai‘i made products.
- Assist HTA and other designated entities in crisis management and communication related to the visitors and/or visitor industry.
- Ensure that initiatives are metrics driven.

**Implementation:** For 2022 brand marketing and management, only the USA MMA is funded through the FY 2022 budget via an RFP. Canada, Oceania, Japan, Korea, and China MMAs will continue to be funded through the FY 2021 budget via HTA procurement exemption as a result of the transition from the legislative session, veto, and subsequent veto override, as well as extensions and the COVID-19 pandemic. HTA took steps to ensure operations were not impacted by the transition and maintained within reason of environmental situations.



### ***BMMP Approval Process***

HTA's Chief Brand Officer directs and administers the individual MMA annual brand marketing and management plans. The BMMPs are approved by the HTA board of directors annually. Brand Managers work directly with the contractors in their assigned markets to monitor and evaluate the delivery of approved key performance indicators (KPIs) and performance measures against the annual plans. Throughout the year, the following activities take place:

- Constant engagement through email and phone communications, and virtual or in-person meetings with all contractors.
- GMT group meetings held twice a year for planning and collaboration purposes.
- Marketing advisory committee meetings held regularly in Hawai'i for planning and networking purposes with United States and Japan contractors.
- Annual visitation to the major markets by HTA's Chief Brand Officer and brand managers.
- Monthly, mid-year and year-end detailed reporting.
- HTA performance review covers the following topics:
  - KPIs and Performance Measures - review results against targets.
  - Campaigns and Programs - review the actual campaigns and programs conducted vs. the HTA-approved Brand Marketing and Management Plan.
  - Brand Integrity - review contractor's ability to maintain the brand integrity and cultural authenticity.
  - Communication - review contractor's communication with HTA and industry partners.
  - Financial Accountability - Review significant variances of budget vs. actual, if any.

***Below is a summary of the current market situation for each of the major markets. Full versions of the 2022 Brand Marketing and Management Plans was submitted to HTA in November 2021 and finalized & approved in December 2021/January 2022. All approved Brand Marketing and Management Plans will be added to this document as Appendix B by January 2022.***

### **3.1.1 United States**

(This program is currently funded through FY 2021 funds and HTA staff resources continue to be required to monitor contractor)

- The U.S. West and U.S. East are Hawai'i's two largest source markets for visitors. The U.S. West market includes visitors who travel to the Hawaiian Islands from the 12 U.S. states west of the Rockies, and U.S. East includes all other states.
- Domestic air seats accounted for 70% of total seats to Hawai'i in 2019 with 9.7 million seats. In 2020, the total number of domestic seats were 4.2 million, accounting for 80% of total seats to Hawai'i. For 2021, there are 10.4 million domestic air seats scheduled in total from the U.S. West and U.S. East.
- Of the U.S. visitors that traveled to Hawai'i in 2019, 73.3% were repeat visitors. There was a percentage increase in repeaters for 2020 at 76.2%. An increase in first timers is anticipated for 2021.
- The Congressional Budget Office (CBO) projects that the economy will continue to strengthen during the next five years, with real GDP expanding rapidly over the coming year, reaching its previous peak in mid-2021 and surpassing its potential level in early 2025.
- According to the CBO, labor market conditions will continue to improve as the economy expands, with many people rejoining the civilian labor force who had left it during the pandemic, restoring it to its pre-pandemic size in 2022.
- Inflation, as measured by the price index for personal consumption expenditures, will rise gradually over the next few years and above 2.0 percent after 2023, as the Federal Reserve maintains low interest rates and continues to purchase long-term securities.
- Destination Analysts indicate that the travel outlook is positive with 83.8% of American travelers currently having trip plans, 53.0% traveling at least once in the next three months, and nearly 70% having high degrees of excitement about a potential getaway they had not previously considered, as of November 2021.
- More than 50% of American adults plan to take a domestic vacation before the end of 2022, according to AAA.
- Travel will be used as a means to deeply connect with friends and family, traveling more sustainably and with a greater environmental consciousness, and a greater focus on outdoor activities, according to Destination Analysts.
- Personal safety considerations will continue to play a role in destination choice.

### **3.1.2 Canada**

(This program is currently funded through FY 2021 funds, but HTA staff resources are required to monitor contractor)

- Canada is the second largest international market and fourth largest source market overall for visitors to Hawai'i.



- Direct air service from Canada to Hawai'i in 2019 accounted for over 484,000 seats. In 2020, the number of seats dropped to almost 178,000. For 2021, there are nearly 155,000 air seats scheduled from Canada.
- Of the Canadians that have traveled to Hawai'i in 2020, 71.3 were repeat visitors. For 2021, the percentage of repeaters will likely decrease.
- In September 2021, the Canadian border reopened to fully vaccinated travelers from all countries. Fully vaccinated travelers no longer had to do on-arrival and day eight testing, but they are subject to random testing at the border.
- The Canadian economy will rebound strongly and grow by 6.1% in 2021 and 3.8% in 2022, due to reduced COVID-19 restrictions and increasing external demand.
- The loonie is forecasted to have an average value of USD \$0.83 in 2022, a slight increase over an average USD \$0.82 in 2021 and \$0.79 in 2020.
- As labor markets come back to pre-pandemic strength, slow growth in the size of the working-age population will hamper economic potential after 2023, even with full employment.
- 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; and when it comes to planning and booking, online travel agencies, travel review sites, and online search engines rank among the top and the use of travel agencies will be significantly increased.

### **3.1.3 Japan**

(This program is currently funded through FY 2021 funds, but HTA staff resources are required to monitor contractor)

- Japan is the largest international market for Hawai'i, consisting of approximately 15% of all travelers.
- Through the first nine months of 2021, there were 15,040 visitors from Japan compared to 286,802 visitors (-94.8%) in the first nine months of 2020, versus 1,173,477 visitors (-98.7%) in the first nine months of 2019. Total visitor spending was \$54.6 million, a 96.7 percent drop from \$1.65 billion in the first nine months of 2019. Comparative 2020 spending data was not available.
- For first nine months of 2021, there were 348 scheduled flights with 87,561 seats from Japan. In comparison, there were 1,721 flights with 467,002 seats in the first nine months of 2020, versus 5,836 flights with 1,498,414 seats in the first nine months of 2019.
- New Prime Minister Fumio Kishida formed a Cabinet to meet challenges including recovering an economy affected by the pandemic and prevention of COVID-19 spread. PM Kishida made first speech to transform the Japanese economy by implementing a "new model of capitalism," identifying growth and the distribution of wealth as "mutually necessary."
- With relaxation of COVID-19 regulation, slowly the government plans economic recovery by setting up ¥500 billion fund aimed at supporting firms developing vaccines for infectious diseases and new drugs and expands "university fund" by ¥600 billion to enhance research activities and make Japan a nation of science and technology.

- The number of new COVID-19 cases confirmed each day in Japan is continuing to fall, even after the full lifting of the government's state of emergency at the end of September, according to the health ministry advisory board. As of November 1, 77.6 % are vaccinated once, and 72.5% are fully vaccinated.
- Japan's Vaccine Certificate (VC) program for overseas travelers started from July 26 and as of mid-October, 51 countries/regions have accepted the Japan issued VC. Japan is planning to introduce online COVID-19 vaccination certificates from December.
- The Japan Government announced that as of October 1, self-quarantine for fully vaccinated travelers is reduced from 14 days to 10 days.
- According to Japan National Tourism Organization, Japanese outbound travel for September 2021 was 52,400 passengers, 97.0% down from 2019.

### **3.1.4 Oceania**

(This program is currently funded through FY 2021 funds, but HTA staff resources are required to monitor contractor)

- Through the first nine months of 2021, there were 563 visitors from Australia, compared to 41,238 visitors (-98.6%) in the first nine months of 2020, versus 219,205 visitors (-99.7%) in the first nine months of 2019. Visitors who came in the first nine months of 2021 arrived on domestic flights as direct flights from Australia continued to be suspended.
- Through the first nine months of 2021, there were 1,394 visitors from New Zealand, compared to 9,167 visitors (-84.8%) in the first nine months of 2020, versus 59,325 visitors (-97.7%) in the first nine months of 2019. Visitors who came in the first nine months of 2021 arrived on domestic flights as direct flights from New Zealand remained suspended.
- The market is readying itself for the re-opening of international travel, thanks to high-volume vaccination rates and a relaxing in government restrictions. The HTO office (and the wider industry) has noticed an increase in consumer excitement and inquiries around future travel opportunities.
- With the announcement of reopening plans by the Australian government, attention turned to both Qantas and Hawaiian Airlines around the return of flights to Honolulu. Both carriers have scheduled flights between Sydney and Honolulu commencing in the 2nd half of December. These have been scheduled for some time, but now is the first time they have caught the attention of local media. The next few weeks will provide more clarity and hopefully confirmation around restart details.
- The Australian government has given the greenlight for vaccinated Australians to travel overseas in November (once the 80% threshold has been reached). Qantas has announced the re-start to the key destinations of London and Los Angeles in November which will be the start of a more widespread rollout.
- The outlook has markedly improved with conditions relaxing around international travel along with a market ready to travel and with the propensity to travel. NZ/AUS still have Hawai'i's three key airline partners active in the market (Qantas, Hawaiian and Air NZ) along with a stable exchange rate that is higher than pre-Covid levels.
- After a recent dip, both local currencies have recovered to once again be above pre-Covid levels against the USD (AUD.75cents & NZD.72cents).

### 3.1.5 Korea

(This program is currently funded through FY 2021 funds, but HTA staff resources are required to monitor contractor)

- Through the first nine months of 2021, there were 5,597 visitors from Korea, compared to 46,540 visitors (-88.0%) in the first nine months of 2020, versus 165,690 visitors (-96.6%) in the first nine months of 2019. Total year to date visitor spending was \$27.1 million (497.9 million in 2019). Comparative 2020 spending data was not available.
- There were 74 scheduled flights and 20,572 seats from Korea during the first nine months of 2021, compared to 234 flights and 71,175 seats in the first nine months of 2020, versus 763 flights and 244,014 seats in the first nine months of 2019.
- Moody's, an international credit rating agency, raised Korea's real GDP growth forecast for this year from 3.5 percent to 4.0 percent. It mentioned that the production growth of Korea has already surpassed the pre-COVID-19 peak due to the strong exports and raised its forecast for 2022 economic growth from 3 percent to 3.2 percent as well.
- Korea's real GDP in the second quarter grew 0.8 percent compared with the previous quarter as consumption, which had been suppressed since the breakout of COVID-19, has recovered. Private and government consumption contributed significantly to GDP growth.
- South Korea's export prices rose in August, marking the ninth straight monthly gain amid a strong recovery in exports marking 35 percent on-year in August on the back of robust demand for chips and automobiles. Outbound shipments came to \$53.2 billion last month.
- As of November 1, 2021, 75.6% of Korean population are fully vaccinated. Koreans can get a Certificate of Immunization from Korea Disease Control and Prevention Agency. The certificate includes personal information (first & last name, gender, address, date of birth), vaccination series, vaccine product name, and date and location of vaccine inoculated. All information will be provided in English for overseas use.
- Korean Air plans to operate 3 weekly flights from Incheon to Honolulu starting November and 5 weekly flights from January 2022. Asiana Airlines is expected to return to service early next year. Hawaiian Airlines is maintaining its weekly 3 flights and planning 4 weekly flights from mid-January during the winter peak season.

### 3.1.6 China

(This program is currently funded through FY 2021 funds, but HTA staff resources are required to monitor contractor)

- Chinese visitor arrivals in 2019 totaled 92,082 generating over 242million in visitor expenditures with per person per day spending of \$329, the highest amongst all visitors to Hawai'i. In 2020, as China Eastern Airlines ceased its direct services to Honolulu coupled with the spread of COVID-19, visitor arrivals from China declined sharply to 10,736 in 2020 and 9,812 for the first nine months of 2021.
- Direct air service from China to Hawai'i in 2019 accounted for over 90,000 seats. In 2020 and 2021, there are no direct flights scheduled from China.
- Asia Development Bank projects PRC's economic growth to surge by 8.1% in 2021 from 2.3% in 2020, and increase by 5.5% in 2022. Powered by strong exports and gradual recovery in household consumption, the economy continues to come back robustly despite pandemic uncertainty, the

recovery will be driven by improvement in the job market, restored consumer confidence, and the release of pent-up household demand.

- RMB continues to appreciate due to pandemic and economic stimulus packages and the surplus US dollar in market. It indicates booming in the luxury shopping sector both domestic and overseas (cross-border e-commerce) which Chinese market is the driver of luxury goods consumption globally.
- Chinese market is on an upward flight path toward a new normalcy and prosperity, 80 percent of China's population have received the COVID-19 vaccines, with some observers suggesting that China has achieved herd immunity.
- Based on industry insights, Beijing Winter Olympics would be the trigger to open China's inbound cross-border travel which to lift the stringent quarantine restrictions and lead to open both inbound and outbound cross-border travels by the 2022 Labor Day Holiday, May 1. This means Chinese travelers would return to home country without quarantine which is the key indicator for planning overseas trips.
- China's domestic travel market trends indicate that Chinese travelers are gravitating toward outdoor experiences as well as luxury integrated offerings. And how consumers choose these offerings is also changing - social media channels are now key sources of inspiration for travel destinations.

**Staff:** Kalani Ka'anā'anā, Laci Goshi (USA, Canada), Jadie Goo (Japan, Korea, China), Maka Casson-Fisher (Oceania)

#### Contract and Contractor Leads

MMA	Contractor	Lead Contact	Contract Start Date	Contract End Date	Option Period
United States	Hawai'i Visitors & Convention Bureau	John Monahan	1/1/2022	6/29/2022	No options
Canada	VoX International	Susan Webb	1/1/2022	12/31/2022	No options
Japan	a.Link	Eric Takahata	1/1/2021	12/31/2022	No options
Oceania	The Walshe Group	Darragh Walshe	1/1/2021	12/31/2023	2, one-year options (2024-2025)
Korea	Aviareps	Irene Lee	1/1/2020	12/31/2022	2, one-year options (2023-2024)
China	ITRAVLOCAL	Dennis Suo	1/1/2021	12/31/2022	No options

**Measurements**

Measures	Source
Leisure: Consumer/Trade Ad Reach & Impressions; # of Consumer/Trade Shows and Participants; PR Values & Impressions; # of Media/Trade FAMs and Participants; # of Articles Generated from Press Trips; # of Trade Education Sessions & Participants; # of Industry Partner Meetings (include % comparisons)  Social Media: Impressions & Interactions Gained; Fan Growth; # of Posts	Contractor
DMAP: No. of DMAP Action Items Supported; No. of Initiatives to Promote Hawai'i Made Products; No. of Hawai'i Festivals & Events Promoted; No. of Voluntourism Programs Promoted	Contractor & Survey
<ul style="list-style-type: none"> <li>• Grow Average Daily Visitor Spending over 2021</li> <li>• Grow Total Visitor Expenditures (prioritizing average daily spend over increasing visitor arrivals) over 2021</li> <li>• Increase percentage for "visitors recall hearing or seeing information about safe and responsible travel" compared to the most recent study</li> <li>• Improve Hawai'i's ratings for "value" and "unique experiences" compared to the most recent study</li> <li>• Improve score in perceptions of uniqueness of the destination for prospective visitors compared to the most recent study</li> <li>• Increase percentage of consideration for visiting Hawai'i within the next 12 months compared to the most recent study</li> <li>• Increase percentage of visitors that participated in voluntourism activities while in Hawai'i (2022 will be the first year to establish a baseline.)</li> </ul>	Survey/Study

**Global Meetings, Conventions and Incentives (MCI)**

**Program Overview:** While Hawai'i's leisure market has typically been strong, when managed strategically, the MCI market can become a critical source of profitable "base" business booked years in advance. This base of business enables a higher yield of shorter-term leisure business. It can also help fill hotel occupancy gaps in future years by capitalizing on 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 connects East and West, helping organizations create events that are international, engaging and memorable business event experiences. As mentioned above in our larger brand marketing strategy, our location also contributes to a unique experience and the focus-group setting of these meetings, conventions and incentives allows us to further educate our markets about Hawaiian culture and our precious resources by immersing

attendees and stakeholders in these activities.

### Key Objectives

- Primary focus is on MCI sales and marketing in the United States, Japan, Canada, Oceania, Korea, and China. Secondary focus is on additional markets as identified by contractors.
- Assist HTA by engaging in the execution of DMAP and regenerative tourism initiatives.
- Drive destination brand awareness and promote the Hawaiian Islands as a preferred destination for MCI.
- Target appropriate vertical MCI segments with emphasis on high-profile global events that are aligned with Hawai'i's culture, natural resources and community:
  - earth, ocean and atmospheric sciences
  - indigenous knowledge and traditional practices
  - environmental and biodiversity conservation
  - health and wellness
  - conflict resolution, civility, compassion and peace
  - multicultural diversity and cross-cultural exchange
  - technology & engineering
  - finance & insurance
- Target appropriate associations, corporate end-users, third party/meeting planner organizations, and A-list intermediaries in key MMAs that have potential to use the Hawai'i Convention Center.
- Collaborate with the visitor industry both in Hawai'i and globally to leverage resources and optimize results.
- Work in coordination with HTA, HCC, HTA's GMTs, and Hawai'i's MCI tourism stakeholders to ensure effective marketing under the Meet Hawai'i brand.
- Focus marketing and booking business for the higher need periods (Years 2022-2023, and 2026 and beyond for the Hawai'i Convention Center) and traditional shoulder seasons of April, May, October, and November.
- Implement a regenerative tourism communications program to educate meeting planners and MCI groups both pre- and post-arrival with specific information about safe and respectful/mindful travel and encourage CSR opportunities.
- Focus brand marketing to target mindful groups with emphasis on higher trip expenditures and increasing per person per day expenditures.
- Maintain the cultural integrity of the Hawaiian language, customs and practices, music, dance, cultural and historic sites, and imagery in all marketing initiatives.
- Increase awareness, familiarization, and understanding of the diversity of Hawai'i's people, place, and culture.
- Support local businesses and promote Hawai'i-made products.
- Assist HTA and other designated entities in crisis management and communication related to the visitors and/or visitor industry.
- Ensure that initiatives are metrics driven.

**Implementation:** Legislation passed during the 2019 session now enables HTA to separate the Hawai'i Convention Center's sales and operations efforts from a sole provider. With support from the industry and key customers, HTA has restructured its approach to MCI by offering meeting planners a single point of contact for all of their MCI needs. Whether the meeting is taking place at a single property or at the Hawai'i Convention Center (citywide), a single-island or multi-island bid, or from single or multiple

gateways, this centralized resource under “Meet Hawai‘i” brand will provide a one-stop shop for planners.

HTA is issuing an RFP for a Global MCI contractor for a contract start date of January 1, 2022. Funding for this RFP consists of three budget line items in FY22: MCI Single Property (\$1.9mil), Convention Center Sales & Marketing Citywide (\$2.6mil), and MCI MFF (\$850,000), totaling \$5,350,000. The contractor will be responsible for administering the MFF that were previously committed by HTA for 2022 definite and tentative businesses on the books. In addition, the contractor will be able to request MFF support for new citywide MCI leads developed in 2022 for future years, based on pre-determined criteria, established by HTA. Each MFF request is subject to HTA’s prior approval.

Similar to the Major Market Brand Marketing and Management for Leisure, HTA’s Chief Brand Officer directs and approves the annual MCI marketing and management plan. HTA staff works directly with the contractor to monitor and evaluate the delivery of approved key performance indicators (KPIs) and performance measures against the annual plan. Throughout the year, the following activities take place:

- Constant engagement through email and phone communications, and virtual or in person meetings with contractor.
- MCI stakeholder meetings held regularly in Hawai‘i for planning and networking purposes.
- Participations in major MCI trade events.
- Monthly, mid-year and year-end detailed reporting.
- HTA performance review covers the following topics:
  - KPIs and Performance Measures - review results against targets.
  - Programs and Activities - review the actual programs and activities conducted vs. the HTA-approved MCI Marketing and Management Plan.
  - Brand Integrity - review contractor’s ability to maintain brand integrity and cultural authenticity.
  - Communication - review contractor’s communication with HTA and industry partners.
  - Financial Accountability - review significant variances of budget vs. actual if any.

**Staff:** Kalani Ka’anā’anā (overall and MCI MMF) and Laci Goshi (Meetings, Convention & Incentives – Single Property, Convention Center Sales & Marketing – City Wide),

**Contractor:** TBD

#### Measurements

Measures	Source
# MCI Trade Shows & Appointments; # of MCI FAMs & Participants; # of MCI Education Sessions & Participants; # of MCI Sales Calls; Paid & Earned Media Reach & Impressions (% comparison)	Contractor
DMAP: No. of DMAP Action Items Supported; No. of Initiatives to Promote Hawai‘i Made Products; No. of Hawai‘i Festivals & Events Promoted;	Contractor & Survey

No. of Voluntourism Programs Promoted; No of MCI Groups and Visitors Participated in CSR Opportunities	
Total Citywide MCI Tentative Room Nights; Total Citywide MCI Definite Room Nights; Total Single-Property MCI Tentative Room Nights; Total Single-Property MCI Definite Room Nights	Contractor

## Global Support Services (Global Digital Marketing Strategy & Global Market Shared Resources)

**Program Overview:** The Global Support Services contractor will provide project management development services related to the existing destination website maintenance, a database to connect community organizations and projects with travel and tourism companies, hosting, licensing, budget management, analytics, reporting, search engine optimization (SEO), ADA browser compliance, data protection/privacy, crisis management/communications and special alerts; social media content management, including analytics, reporting, crisis management/communications and special alerts; and intellectual property data bank (digital assets library) software maintenance, licensing, reporting, and consulting (maintaining assets developed by the HTA, Island Chapters and Global Marketing Team). The management of these shared resources will include communication and collaboration across the HTA, Island Chapters, Global Marketing Team, and other contractors.

**Global Digital Marketing Strategy:** Funds will be used to support the efforts of HTA's Global Marketing Team in digital marketing, including the continuous improvements, maintenance, and management 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, globally coordinated, and distributed via the Knowledge Bank. HTA will manage all global creative development through this central resource, while allowing for appropriate market specific adjustments.

**Global Market Shared Resources:** Staffing for management of online marketing & social media in support of HTA's Global Marketing Team. Funds used to maintain various websites including Sharing Aloha and media websites; renew subscriptions to digital tools including Sprout and Podio. Funds also maintain various websites including Sharing Aloha and media websites and renew subscriptions to digital tools including the Sprout and Podio social media management platforms.

**Implementation:** HTA is issuing an RFP for a Global Support Services contractor for 2022. Funding for this RFP consists of two budget line items in FY22: Global Digital Marketing Strategy (\$713,000) and Global Market Shared Resources (\$787,000), totaling \$1,500,000.

HTA's Chief Brand Officer directs and approves the annual support services management plan. A Brand Manager will work directly with the contractor to monitor and evaluate the delivery of approved key performance indicators (KPIs) and performance measures against the annual plan. Throughout the year, the following activities will take place:



- Constant engagement through email and phone communications, and virtual or in-person meetings with the contractor
- Monthly, mid-year and year-end detailed reporting
- HTA performance review covers the following topics:
  - KPIs and Performance Measures - review results against targets.
  - Programs and Activities - review the actual programs and activities conducted vs. the HTA-approved Global Support Services Management Plan.
  - Brand Integrity - review contractor's ability to maintain the brand integrity and cultural authenticity.
  - Communication - review contractor's communication with HTA and industry partners.
  - Financial Accountability - review significant variances of budget vs. actual, if any.

**Staff:** Kalani Ka'anā'anā and Brand Management Team

**Contractor:** TBD

#### Measurements

Measures	Source
# of unique users	Contractor
Pages per session	Contractor
# of sessions	Contractor
Average session duration	Contractor
# of page views	Contractor
# of staff assigned to the management of the Knowledge Bank, destination websites & social media platforms	Contractor
# of followers/fans	Contractor
# of impressions/interactions	Contractor
# of posts per channel	Contractor

#### GoHawaii.com

**Project Description:** GoHawaii.com is designed to be an advanced story-telling platform, capable of delivering immersive, sensory-rich multimedia content experiences that transcend words and encapsulate the vibrancy of Hawai'i across all types of digital devices. Funds will go towards building a brand-new destination website that is reflective of our Hawai'i brand. This includes the English, Japanese, Chinese, Korean, German, French, and Spanish sites in support of the Global Marketing Team. Funds also pay for hosting, licensing, analytics, SEO, ADA/browser compliance, and event listings support for the new destination website.

**Implementation:** HTA is issuing an RFP for a GoHawaii website developer for a contract in 2022. Special focus will be given to:

- Constantly evaluate the role of the DMO website in the consumer travel journey, from initial dreaming to sharing, and ensure our user experience and information architecture is getting

prospective travelers the content they need to choose Hawai'i as a destination and plan their trip as responsible travelers.

- Evaluate the role of GoHawaii.com in HTA's and the GMT's owned channel ecosystem, and ensure all channels are seemingly working together, with management by the Global Support Services contractor.
- **Feature local nonprofit organizations and responsible businesses that are aligned with HTA's regenerative tourism model.**

**Staff:** Kalani Ka'anā'anā, Laci Goshi

**Contractor:** TBD

#### Measurements

Measures	Source
# of unique users	Contractor
Pages per session	Contractor
# of sessions	Contractor
Average session duration	Contractor
# of page views	Contractor

### Marketing Opportunity Fund

**Program Overview:** HTA will utilize these funds in markets where there are opportunities to impact short-term needs due to unforeseen changes in market conditions, or to take advantage of new opportunities that create high-value or are advantageous to the State.

**Implementation:** For cumulative initiative expenditures greater than \$250,000, the HTA Branding Standing Committee and HTA CEO will need to approve funding for the initiative. For cumulative expenditures less than \$250,000, only the HTA CEO will need to approve the funding. Project proposals are required and subject to HTA's approval.

**Staff:** Kalani Ka'anā'anā and Brand Management Team

**Contractor:** Contractor will be determined with each project and based on the appropriate procurement for the situation.

#### Measurements

Measures	Source
All initiatives will have unique trackable measures to determine outcome and impact	HTA and Contractor

### Island Chapters Staffing & Administration

(This program is currently funded through FY 2021 funds)

**Program Overview:** A restored budget amount has been approved by the HTA Board for the Island Chapters' Staffing and Administration for Calendar Year 2022. The Island Chapters provide representation for each of the islands and work closely with HTA, its Global Marketing Team members

and the numerous tourism industry partners and community members to bring awareness to each island's unique concerns, accommodations, activities, and tours. The Island Chapters assist by developing approved familiarization trips and press trips, traveling to Major Market Areas to support approved trade shows and missions, and coordinating with local government officials and organizations for crisis management and environmental impact related to visitors and/or the visitor industry.

**Implementation:** The Island Chapters work in support of the HTA and its Global Marketing Team for Leisure and MCI marketing assistance with on-island execution and in-market programs and provide oversight of the island brands and island-specific visitor education, including the DMAPs. The Island Chapters are staffed by Hawai'i Visitors and Convention Bureau (HVCB) employees.

**Staff:** Kalani Ka'anā'anā, Laci Goshi

**Contractors:** Kaua'i Visitors Bureau, O'ahu Visitors Bureau, Maui Visitors & Convention Bureau, Island of Hawai'i Visitors Bureau

#### Measurements

Measures	Source
# of destination trainings/educational sessions	Contractor
# of staff assigned to Island Chapters administration	Contractor
# of FAM events attended	Contractor
# of huaka'i attended for cultural immersion	Contractor

#### Cruise Industry Consultant Services (Formerly Known As Cruise Infrastructure Improvements and Arrival Experience)

**Program Overview:** Cruise business has the potential to bring visitors to the Hawaiian Islands during off-peak seasons and are a good source of first-time visitors. For the local community, there is the additional positive economic impact of most ship supplies being sourced locally. The resumption of cruising in Hawai'i will start in January 2022. The program will include a FAM for cruise line executives.

**Implementation:** HTA will ensure that Hawai'i continues to foster positive relationships with key cruise lines to maintain this business and steer new interest to strategic ports during off-peak seasons. In addition, HTA continues to monitor arrival protocols implemented by each cruise line, which include safety and respectful travel to the Islands. HTA also works closely with DLNR, Department of Transportation – Harbors Division and the cruise lines to ensure that passengers are greeted with a seamless arrival experience. HTA staff will effectively manage this sector, working in concert with a seasoned cruise specialist contractor.

**Staff:** Laci Goshi

**Contractor:** Access Cruise, Inc.

#### Measurements

Measures	Source
# of cruise line meetings	Contractor

# of events/conferences participated in	Contractor
# of FAM participants	Contractor
# of local vendors benefitting from cruise lines arriving in Hawai'i	Contractor
% increase of cruise visitor spending (if this can indeed be measured)	Contractor

### Kuleana Messaging & Pono Travel Tips

**Program Overview:** The airing of kuleana messaging with pono travel tips at neighbor island airports (OGG, KOA, LIH, ITO) via Baggage Claim Carousel Digital Video Wall Circuits to educate and inform visitors and residents on how to travel responsibly throughout the Hawaiian Islands. Core messaging will include ocean and land safety, natural resources conservation, marine life protection, culture, voluntourism, and more. Messaging will also be provided via the in-room visitor channel at hotels statewide.

**Implementation:** This contract will be a sole source procurement due to DOT airport's existing agreement with Pacific Media Group.

**Staff:** 'Iwalani Kūali'i Kaho'ohanohano

**Contractor:** Pacific Media Group

#### Measurements

Measures	Source
# of spots per day per airport	Contractor
# of travelers passing through per airport	Contractor/DBEDT Research

### Rebranding of the Hawaiian Islands

**Program Overview:** Funding to support a full rebranding of the Hawaiian Islands. Inclusive of discovery and research, competitive analysis, brand positioning and key messages, logo and visual identity system update, brand standard guidelines, communications/brand audit, and rollout plan. The goal is to build a stronger brand and positioning for Hawai'i that is better aligned to current market conditions, resident sentiment and HTA's Strategic Plan.

**Implementation:** HTA will issue an RFP to seek a contractor who can provide expertise and services in destination branding/rebranding. The contractor will work closely with HTA, HTA's PR agency and creative agency, Global Marketing Team, Island Chapters, and other organizations and stakeholders as directed by the HTA in the development of the new brand for Hawai'i.

**Staff:** Kalani Ka'anā'anā and Brand Management Team

**Contractor:** TBD

#### Measurements

Measures	Source
Quality, consistency and timeliness of contract deliverables	Contractor KPIs

Maintain or improve the strength of Hawai'i's brand relative to its competitors via ratings on "value" and "unique experiences"      YouGov

## Destination Management Technology Consulting Services

**Program Overview:** A single strategic consulting service for implementing various technology solutions for Hawai'i as it pertains to providing a seamless and integrated travel experience for visitors- thus enabling better destination management.

**Implementation:** HTA will issue an RFP for a technology consultant for a CY2022 contract. The contractor will work closely with HTA, HTA's Smart Destination contractor, and other organizations and stakeholders as directed by the HTA in finding innovative and viable technology solutions.

**Staff:** Kalani Ka'anā'anā

**Contractor:** TBD

### Measurements

Measures	Source
Quality and timeliness of contract deliverables	Contractor
Number of visits to determined online destination(s)/app(s)	Contractor
Identified integrated stakeholder resources	Contractor
Increased ratings for visitor experience	MES/VSAT
Increased ratings for resident sentiment	Resident Sentiment Survey
Comprehensive roadmap and style guide for technology solution	Contractor

## Smart Destination

**Program Overview:** A suite of digital infrastructure to advance Hawai'i as a world-class destination through convenience and effective marketing strategy. Elements include development of a booking engine and related module infrastructure to support Hawai'i and Hawai'i-made products and activities, as well as unique Hawai'i content for the Hawaiian Islands. This new integrated digital eco-system will lead to a stronger brand positioning for Hawai'i, drive spending to Hawai'i-based businesses, which in turn would create a revenue stream to fund HTA and its operations and build up data and a more direct relationship with travelers.

**Implementation:** HTA will issue an RFP to seek a contractor who is capable of designing and building a forward-thinking and cutting edge digital eco-system for Hawai'i. The contractor will work closely with HTA, HTA's Destination Management Technology consultant, and other organizations and stakeholders as directed by the HTA.

**Staff:** Kalani Ka'anā'anā

**Contractor:** TBD

**Measurements**

Measures	Source
# of traffic to platform(s) and user trends	Contractor
Engagement in activities/businesses through platform	Contractor
Increase in spending at Hawai'i-based businesses	Contractor
Income generated from this platform to support HTA and its operations	Contractor

**Creative Agency**

**Program Overview:** A creative agency to support the HTAs efforts in developing creative assets as needed and directed by the HTA. Content will be created and distributed according to HTA's brand to ensure consistency and maintain brand integrity.

**Implementation:** HTA will issue an RFP for a creative content development contractor for a Calendar Year 2022 contract. Creative assets would include items like collateral and PowerPoint decks for consistent branding throughout our platforms and partners.

**Staff:** 'Iwalani Kūali'i Kaho'ohanohano

**Contractor:** TBD

**Measurements**

Measures	Source
# of creative assets developed	Contractor

**HTUSA & HTJ Campaign Effectiveness Study**

**Program Overview:** Studies to evaluate campaign effectiveness for the USA and Japan major market areas, including visitor education, incremental trips generated, visitor spending per trip, incremental spending generated, and the taxes generated on spending.

**Implementation:** HTA will issue an RFP for a research contractor for a Calendar Year 2022 contract. The contractor will work closely with HTA, HTUSA, HTJ, and HTA/DBEDT's Research team in the development and implementation of the studies.

**Staff:** Kalani Ka'anā'anā, Jadie Goo

**Contractor:** TBD

**Measurements**

Measures	Source
Quality and Timeliness of Contract Deliverables	Contractor
# of requests met	Contractor

## 4 NATURAL RESOURCES PILLAR

**Pillar Overview:** The goal of this pillar is to remind us of our kuleana to the ‘āina as more than a destination. The reciprocal nature of our relationship to land is that we care for our natural resources and in return the land will care for us. We continue to dedicate resources to programs that enhance and support Hawai‘i’s natural resources and cultural sites to improve the quality of life for all of Hawai‘i’s residents, which also enhance the visitor experience.

### Strategies

- Over the next five years, we are focusing more attention toward improving and enhancing visitor-impacted infrastructure and natural resources, such as forests, parks, trails, beaches and reefs- most of which hold cultural significance. Included in this focus is our Destination Management Action Plans (DMAPs), which involve each county and input from community.
- As we invest in the uniqueness and biodiversity of our islands, we are supporting sustainable management, responsible tourism and educational outreach in areas with high visitor traffic.
- Recognizing the impacts of climate change and sea level rise, we will be coordinating and collaborating with qualified organizations to provide direction, support and leadership in areas where tourism can have a positive impact - those organizations and ideas that are aligned with the United Nations Sustainable Development Goals.
- We will also continue to encourage visitors to support local businesses by buying locally made products and/or food grown on the land to reduce dependence on imports and increase local economic activity.

**Staff:** Brand Management Team

### Aloha ‘Āina Program

**(This program is currently funded through FY 2021 funds)**

**Program Description:** HTA supports community-based programs that are leading efforts to protect, enhance and maintain Hawai‘i’s unique and fragile environment. Programs are selected through an RFP process administered by the Hawai‘i Community Foundation.

### Implementation

- Set the overall direction and criteria to procure the RFP and select and contract with the Aloha ‘Āina awardees via Hawai‘i Community Foundation.
- Provide Aloha ‘Āina informational briefings and contractor workshops to provide capacity-building and support opportunities promoting program sustainability.
- Maintain communications and engagement with Aloha ‘Āina awardees, including site visits and meetings.
- Evaluate Aloha ‘Āina projects through progress and annual reports.
- Maintain an advisory committee of community and knowledge experts to review proposals and provide advice for the program.

**Staff:** Maka Casson-Fisher

**Contractors:** Hawai'i Community Foundation

#### Measurements

Measures	Source
# of programs funded	Contractor
# of islands served	Contractor
% of requests met	Contractor
Success rate	Contractor

### Sustainable Tourism Association of Hawai'i (STAH)

**Program Description:** HTA seeks to support the development of a sustainable tourism certification program for tour operators. Businesses will be evaluated on whether they fit the Global Tourism Sustainable Council's criteria of what makes a sustainable tourism company. This program supports the Natural Resources pillar overall goal, to enhance and respect Hawai'i's natural and cultural resources.

#### Implementation

- Work with STAH to assure that the certification process meets the environmental initiatives of HTA's Strategic Plan.
- Develop additional video curriculum that can be shared digitally.
- Conduct workshops that increase the skill and proficiency of certified operators in continuing to improve their operations and practices.
- Conduct educational outreach/partnership development.

**Staff:** Irina De La Torre, Brand Manager

**Contractor:** Hawai'i Ecotourism Association dba Sustainable Tourism Association of Hawai'i

#### Measurements

Measures	Source
# of businesses re-certified	STAH
# of businesses newly certified	
# of tour operator trainings	STAH
Expand public awareness of STAH and sustainable tourism initiatives	STAH

### Hawai'i Green Business Program (HGBP)

**Program Description:** HTA seeks to support Hawai'i Green Business Program's efforts that will help to encourage energy and resource efficiency in addition to sustainable and regenerative practices in hotels, businesses, and events. Businesses will be evaluated on whether they fit criteria that would make them a sustainable company. This program supports the Natural Resources pillar overall goal, to enhance and respect Hawai'i's Natural Resources.



**Implementation**

- Work with Hawai'i Green Business Program to assure that the criteria meet the environmental initiatives of HTA's Strategic Plan.
- Recognize businesses that are committed to implementing energy and resource efficiency practices.

**Staff:** Irina De La Torre, Brand Manager

**Contractor:** Hawai'i Green Business Program, Hawai'i State Energy Office

**Measurements**

Measures	Source
# of hotels, businesses, and events recognized/awarded by HGBP	HGBP
Energy savings: # of kWh	HGBP
Energy cost savings: \$ amount	HGBP
Water savings: # of kGal	HGBP
Water cost savings: \$ amount	HGBP

**Hawai'i Green Growth (HGG) Local2030 Hub**

**Program Description:** HTA supports the United Nations 17 Sustainable Development Goals (SDGs), and the UN 2030 Agenda for Sustainable Development. The Aloha+ Challenge is Hawai'i's locally and culturally driven framework to achieve the United Nations' Sustainable Development Goals (SDGs) and is measured on an open-data dashboard to track progress. This unprecedented initiative positioned Hawai'i as a leader on the SDGs regionally and globally and led to the United Nations recognition of the HGG Local2030 Hub to scale Hawai'i's model to address global sustainability challenges. Hawai'i is in the position to be an industry leader with the tourism sector charting a path toward achieving statewide sustainability goals and positioning Hawai'i at the cutting edge.

**Implementation**

- HGG Hawai'i Local2030 Hub will help address sustainable tourism in three key areas to build a foundation for long-term impact and position Hawai'i globally.
  - (1) Convene industry stakeholders to integrate sustainability across the sector using the shared goals, measures, and actions through the Aloha+ Challenge.
  - (2) Implement and highlight tangible sustainability practices into industry operations and programs across the tourism sector.
  - (3) Attract and host major international meetings and conferences, building on Hawai'i's role as a UN Local2030 Hub for local solutions to global sustainability challenges.
- If HTA is unable to contract with HGG, then HTA will issue an RFP to implement the Natural Resources brand pillar similar in scope to NaHHA and the Hawaiian Culture brand pillar.

**Staff:** Irina De La Torre, Brand Manager

**Contractor:** Hawai'i Green Growth Local2030 Hub

## Measurements

Measures	Source
# of participating stakeholder groups	HGG
# of sustainability practices implemented in industry operations and programs	HGG
# of meetings and conferences hosted	HGG

## Kūlāiwi Series

**Program Description:** A seven-part video series that will feature programs that HTA supports on Kauaʻi, Oʻahu, Maui, Lānaʻi, Molokaʻi and Hawaiʻi Island to connect people (malihini and kamaʻāina) to place through those who live into their kuleana of mālama and aloha ʻāina. Each chapter will follow a host in their hometown and while at work as they show our viewers the importance of giving back through voluntourism and supporting local, indirectly showing their mahalo to HTA's support and leadership in managing tourism. On that note, this series also aims to introduce our ʻohana HTA to our extended ʻohana in the community by placing them in their home community, their kūlāiwi - beginning with leadership.

**Implementation:** HTA will issue an RFP to seek a contractor that can create the video series and supporting assets to share it through multiple media channels. The contractor will work closely with HTA in the development of the series. The intent is to start with our DMAPs or Kūkulu Ola and Aloha ʻĀina programs that mālama our natural resources. Eventually it can highlight certification and training opportunities and even branch off into other areas that fall under other pillars, while maintaining the natural resources foundation and its importance to the masters in these areas.

**Staff:** ʻIwalani Kūaliʻi Kahoʻohanohano

**Contractor:** TBD

## Measurements

Measures	Source
Quality and Timeliness of Contract Deliverables	Contractor
# of views (returning and unique)	Website/landing page/Social Media/airline IFEs
Comments	Social Media
# of voluntourism participation through Mālama Hawaiʻi program	Mālama Hawaiʻi/DMAPs (data from TBD-16 + 17 under Planning)
Impact on participating programs.	Kūkulu Ola/Aloha ʻĀina awardee deliverables/DMAPs (data from TBD-18 under Planning)

## Channel Manager (Formerly Universal Reservation System)

(This program is currently funded through FY 2021 funds)

**Program Description:** HTA has determined that implementing a centralized, statewide channel manager for reservations at various state and county attractions is an important layer to managing Hawai'i's precious natural resources. The online reservations site will focus on the user experience by centralizing reservations for state and county attractions available throughout the state; while also providing educational, cultural, and safety information for visitors and residents. This program supports the Natural Resources pillar overall goal, to enhance and respect Hawai'i's natural and cultural resources.

### Implementation:

- No FY 2022 funds are designated for this program. Should funds become available, funds may be re-allocated to this program.
- HTA has contracted with HVCB to support a manager-level position to oversee the market research, procurement, and development of a robust Channel Manager (Universal Reservations System) for statewide leisure activities.

**Staff:** Kalani Ka'anā'anā & Dede Howa, Brand Manager

**Contractor:** HVCB

### Measurements

Output Measures	Source
Completion of Phase 1- Discovery	Contractor
Completion of Phase 2- RFP Creation	Contractor
Completion of Phase 3- RFP Process	Contractor
Completion of Phase 4- Contracting	Contractor
Completion of Phase 5- System Development	Contractor

## Tour Guide Certification and Licensure

(This program is currently funded through FY 2021 funds)

**Program Description:** In partnership with the Native Hawaiian Hospitality Association (NaHHA) and the University of Hawai'i at Mānoa School of Travel Industry Management (TIM), HTA has contracted these two organizations to complete a comprehensive study to better understand current tour guide certification and licensure programs that exist in Hawai'i, while exploring industry best practices globally for possible implementation throughout the state. This program supports the Natural Resources pillar overall goal, to enhance and respect Hawai'i's natural and cultural resources.

### Implementation:

- No FY2022 funds are designated for this program. However, HTA staff resources are required to monitor contractor.

**Staff:** Maka Casson-Fisher

**Contractors:** Native Hawaiian Hospitality Association (NaHHA) and University of Hawai‘i at Mānoa School of Travel Industry Management (TIM)

**Measurements**

Output Measures	Source
Survey results of best practices by country	Contractor
Focus group results from industry stakeholders	Contractor
Suggestions for future certification and licensure curriculum/program	Contractor

## 5 HAWAIIAN CULTURE PILLAR

### Pillar Overview

A Hawaiian proverb “Ho’okahi wale nō lā o ka malihini,” or “A guest for only a day,” implies that guests become contributing members of the community with shared kuleana of protecting all that is Hawai’i. This is fulfilled with aloha - feelings of affection, compassion, mercy, sympathy, kindness, grace and charity – a sense of mālama. The goal of this pillar is to ho’oulu (grow) the uniqueness and integrity of Native Hawaiian culture and community through genuine experiences, support for those upholding kuleana and a stronger connection between visitors, residents, and place.

### Strategies

- Over the next five years, we are increasing our attention to improving and enhancing the authenticity of Hawai’i by reinforcing the values embedded in its host culture and supporting Hawaiian programs and cultural practitioners, craftsmen, musicians, linguists and artists preserving and perpetuating Hawaiian culture.

Strengthen the relationship and trust between the visitor industry and the Hawaiian community by investing in community, including continued interaction with other Native Hawaiian-serving organizations and support for Native Hawaiian festivals and events and training opportunities that directly and indirectly involve the tourism industry.

### Staff: Brand Management

### Kūkulu Ola Program

**(This program is currently funded through FY 2021 funds)**

**Program Description:** The Kūkulu Ola Program is a community-based initiative that helps to perpetuate the Hawaiian culture and Hawaiian values that are important to our way of life in Hawai’i for the long term. These programs are selected and supported through an RFP process.

### Implementation

- Set the overall direction and criteria to procure the RFP; select and contract with the Kūkulu Ola awardees via Hawai’i Community Foundation.
- Provide Kūkulu Ola informational briefings and contractor workshops to provide capacity-building and support opportunities.
- Maintain updates from Kūkulu Ola awardees to ensure ongoing communication and engagement, including site visits and meetings.
- Evaluate Kūkulu Ola projects through progress and final reports.
- Maintain an advisory committee of community and cultural knowledge experts to review proposals and provide advice to the program.
- Preference provided to those programs/events that have not received four years of consecutive funding.

**Staff:** Maka Casson-Fisher

**Contractor:** Hawai’i Community Foundation

**Measurements**

Measures	Source
# of programs funded	Contractor
# of Islands served	Contractor
% of Funding Requests Met	Contractor
Success rate	Contractor

**Hawaiian Cultural Initiative – Strategic Partnerships**

**Program Description:** This effort looks at identifying strategic programs and partnerships with organizations and agencies that offer Hawaiian cultural initiatives and resources that can be leveraged to increase the impact of HTA’s programs and in turn, the long-term perpetuation of the Hawaiian culture. These entities include those that can help to bridge the visitor industry and the Hawaiian community through existing and fostered relationships in the field and community.

**Implementation**

- Identify priority initiatives and participants.
- Develop dialogue and engage with identified organizations.
- Allocate funds to participating organizations to support a common project.
- Continue to engage with the industry and Hawaiian community throughout the year.

**Staff:** Maka Casson-Fisher

**Contractors**

- Native Hawaiian Hospitality Association (NaHHA)
- Various sponsorships of Hawaiian community organizations and programs

**Measurements**

Measures	Source
Community impact with current practice/efforts	Contractor
# of which are based in Hawai‘i	Contractor

**Center for Hawaiian Music & Dance**

**Program Description:** In accordance with Hawai‘i Revised Statute (HRS) 201B, HTA has initiated the planning process for the development of a Center for Hawaiian Music and Dance (CHMD) to promote and market the State of Hawai‘i as a visitor destination in a way that highlights its host culture’s rich history. Although planning has taken a pause since 2016 and budget has been reduced due to the COVID-19 pandemic, the CHMD remains a project we explore. What we’ve gained from the pandemic is an audience that is accustomed to virtual spaces. With that, we are now looking to develop a space for

our Hawaiian music, dance, related histories and cultural storytelling online. This would complement a “bricks and mortar” concept as originally envisioned. The physical location and concept is in the planning process as well and will serve as both a museum and a center where practitioners can meet, practice and perform.

### Implementation

- Conduct an RFP for the development, construction and management of the center’s virtual and physical spaces
- Allocate funds to initiate the implementation of this program in accordance with the law and legislative commitments, which will include communicating with the Hawai’i State Legislature throughout the year
- Contractor will need to keep community engaged with the center’s existence and services

**Staff:** Kalani Ka’anā’anā

**Contractor:** TBD

### Measurements

Measures	Source
Published RFP	HTA
Completed concept and timeline for the CHMD	Contractor
Awarding of contract to develop the center	HTA
Proven to be experienced in managing and operating facilities and programs that focus on the preservation and perpetuation of Hawaiian culture and arts with an emphasis on ‘ōlelo Hawai’i, music and hula	Contractor
Proven to be conversant in best and innovative practices in the museum field	Contractor

### Ma’ema’e Program

**Program Description:** With these funds we aim to modernize the Ma’ema’e Program and its supporting toolkit so that it is sustainable, engaging, interactive, useful, and accessible to our markets and those promoting Hawai’i, including Media and travel trade. These resources are used to share Hawai’i accurately, appropriately, and consistently in alignment with our brand identity.

### Implementation

- Inclusive of its resources is the Ma’ema’e Toolkit and request for support forms, which will evolve to meet the demand of modern technology – pulling resources together to inform a growing audience on multiple platforms, including those within the Global Support Program.
- Procure services of cultural trainers and organizations for content development/updates
- Evaluate effectiveness and benefits of the training and its platforms/strategies and adjust based on engagement and feedback

**Staff:** Kalani Ka'anā'anā, 'Iwalani Kūali'i Kaho'ohanohano, Maka Casson-Fisher

**Contractor:** TBD

#### Measurements

Measures	Source
# of visits to Ma'ema'e Toolkit landing page/resource	Website Metrics
# of training for each demographic/market	Contractor
# of promotions of training opportunities and resources	Contractor
Positive and constructive feedback from trainees	Contractor

#### Market Support

**Program Description:** Provide accurate and appropriate cultural representation and awareness in major markets during trade shows, missions, promotional events and other activities that showcase Hawai'i to returning and prospective visitors. This program is dependent upon travel guidelines and budget availability but is key in our strategy to incorporate authentic Hawaiian culture and cultural practitioners in all that we do. With our new Strategic Plan guiding our collective journey into the future, it is important to ensure that along with Hawaiian culture, the unique values embedded in it, like ho'okipa, is not only shared but truly experienced so that the sense of mālama and kuleana is instilled upon arrival and long after departure.

#### Implementation

- Identify appropriate vendors based on each market's needs
- Procure services of cultural practitioners for in-market support via RFQ
- Update request process to track impact accurately and efficiently on resources and recipients

**Staff:** 'Iwalani Kūali'i Kaho'ohanohano

**Contractor:** HTA Staff and Training Budget with Native Hawaiian Hospitality Association (NaHHA)

#### Measurements

Measures	Source
# of events supported by this program	Contractor
Comments and constructive feedback for services rendered	Contractor
Positive feedback on updated request process	HTA and GMTs



## Hawai'i Tourism Authority Legacy Program

**Program Description:** The HTA Legacy Program seeks to identify, recognize and honor individuals, organizations, and businesses that have dedicated themselves to the perpetuation of the Hawaiian culture and by doing so, have built a "legacy of aloha". Program honorees will have worked to strengthen the relationship between the visitor industry and Hawai'i's diverse community, while nurturing the Hawaiian culture and creating resident and visitor experiences that are respectful and authentic, setting an example for the rest of us and providing mentorship opportunities. The awards program has been held annually at the HTA Global Tourism Summit, the last one being held in 2020.

### Implementation

- Facilitate the implementation of the planning stage of this program
- Work with community organizations and industry to select awardees to be recognized and how
- Procure items as needed to conduct the Legacy Awards Program

**Staff:** Kalani Ka'anā'anā and Brand Management Team

**Contractors:** Native Hawaiian Hospitality Association & TBD

### Measurements

Measures	Source
Examples of Hawaiian language and/or culture perpetuation	Contractor
# of awardees to date and their legacy of aloha	Contractor
# of attendees to track impact	Contractor

## Hawaiian Culture Opportunity Fund

**Program Description:** HTA will utilize these funds in markets where there are opportunities to impact short-term needs due to unforeseen changes in market conditions, or to take advantage of new opportunities that create high-value branding. These needs have included educational, economic, and entertaining opportunities, like supporting our Hawaiian designers to attend invite-only events like the New York Fashion Week

**Implementation:** For cumulative initiative expenditures greater than \$250,000, the HTA Marketing Committee and HTA CEO will need to approve funding for the initiative. For cumulative expenditures less than \$250,000, only the HTA CEO will need to approve the funding. Project proposals are required and subject to HTA's approval.

**Staff:** Kalani Ka'anā'anā, 'Iwalani Kūali'i Kaho'ohanohano, Maka Casson-Fisher

**Contractor:** TBD

## Measurements

Measures	Source
All initiatives will have trackable measures to determine outcome and impact	HTA and Contractor

## ‘Ōlelo Hawai‘i – He Aupuni Palapala, Phase II

**Program Description:** In accordance with Hawai‘i Revised Statute (HRS) 201B, HTA shall be responsible for ensuring that programs that work toward the revitalization and normalization of the Hawaiian Language as a foundation of the Hawaiian culture and that which draws visitors to Hawai‘i are supported. This includes the everyday use of ‘ōlelo Hawai‘i, preservation of Hawaiian language resources (past and present), as well as the encouragement of appropriate and correct use of ‘ōlelo Hawai‘i.

As the largest repository of nūpepa Hawai‘i (Hawaiian language newspapers), Bishop Museum understands the need to safeguard resources that are dangerously close to deterioration. The images of nūpepa Hawai‘i currently accessible online were digitized from images taken nearly four decades ago. Additionally, many of the newspapers were photographed tightly bound, obscuring essential text. The goal of this multi-year project is to digitize all Hawaiian language newspapers (in all repositories and personal collections) for free online access. Under the guidance of trained paper conservators, these bound volumes will be unbound for preservation and imaging. With more than 40 years of technological advances made and the unbinding of the nūpepa, this project will create an entirely new image repository leading to a greater understanding of Hawai‘i.

### Implementation:

- Preservation of language resources (past & present)
- Scans of the Hawaiian language newspapers (in all repositories and personal collections) before they disintegrate
- Prioritize nūpepa that were not previously captured via microfilm
- Partner with Awaiaulu to perpetuate the Hawaiian knowledge by illuminating the historical trove of Hawaiian writings and by generating scholars who can comprehend that unique cache as it is rediscovered and reintegrated into the present.
- Encourage appropriate use of ‘ōlelo Hawai‘i inspire stronger inclusion of ‘ōlelo Hawai‘i in the industry and across HTA programs

**Staff:** Kalani Ka‘anā‘anā, Maka Casson-Fisher

**Contractor:** Bishop Museum

## Measurements

Measures	Source
Community feedback/impact	Community Surveys
Maintained or increased proportion of total budget for HTA cultural programs each year, specifically those focused on 'ōlelo preservation or education	Contractor
# of product outputs	Contractor
# of products used/shared and demographics for reach	Contractor
increased awareness, use and appreciation for Hawaiian language and culture	Contractor

## Festival of Pacific Arts & Culture

**Program Description:** To support the planning for the 2024 Festival of Pacific Arts and Culture (FestPAC), this is inclusive of providing administrative support to the FestPAC Commission meetings; to include planning, execution, and meeting management and support along with website domain costs, web server and other associated costs. FestPAC is the world's largest celebration of indigenous Pacific Islanders. The South Pacific Commission (now The Pacific Community – SPC) launched this dynamic showcase of arts and culture in 1972 to halt the erosion of traditional practices through ongoing cultural exchange. The next FestPAC, the 13th Festival of Pacific Arts and Culture, will convene in Hawai'i in June 2024.

### Implementation

- Identify FestPAC needs
- Procure services for FestPAC support
- Evaluate effectiveness and benefits of supporting FestPAC 2024

**Staff:** Kalani Ka'anā'anā, Maka Casson-Fisher

**Contractor:** Native Hawaiian Hospitality Association (NaHHA)

## Measurements

Measures	Source
Increased awareness and appreciation for the Hawaiian culture	Contractor
Economic impact, including local businesses	Contractor
# of community organizations integrated	Contractor

## Kāhea Greetings Program

(This program is currently funded through FY 2021 funds, however, HTA staff resources are required to monitor contractor)

**Project Description:** The Kāhea Greetings Program showcases Hawai'i's Aloha Spirit and contributes toward ensuring a positive first and last impression of the Hawaiian Islands for visitors arriving by airport and cruise ship. This includes hosting Hawaiian entertainment, cultural demonstrations and other

activities at the major airports and cruise ship ports statewide. This program supports HTA's overall goal for the Hawaiian Culture pillar, to support Native Hawaiian culture and community through genuine experiences for both visitors and residents.

#### **Implementation**

- Contracted through June 2022 to implement greetings at HNL, ITO, KOA, OGG, LIH airports.
- Contracted through December 2022 to implement cruise ship greetings at Hilo pier, Kailua-Kona pier, and Nāwiliwili harbor.

**Staff:** 'Iwalani Kūali'i Kaho'ohanohano

**Contractors:** Department of Transportation, Airports Division; Destination Hilo, Destination Kona Coast, & Kaua'i Office of Economic Development

#### **Measurements**

Measures	Source
# of greetings/performances provided per week per location	Contractor
High appreciation for Hawaiian Culture from visitors	Contractor

## 6 COMMUNITY PILLAR

### Pillar Overview

What's good for community is good for tourism. Effective and transparent communication with residents about tourism, its contributions and how it impacts their community is important. The purpose of the Community pillar is to:

- Address safety issues and concerns for residents and visitors
- Address and mitigate community concerns
- Support programs and initiatives that create economic benefits for communities
- Promote opportunities for resident and visitor interaction
- Invest in the development and training of community organizations
- Elevate the communities' awareness and appreciation for the visitor industry
- Support projects that address current and future visitor industry workforce needs

### Strategies

In order to enhance the quality of life for Hawai'i's communities, HTA will work to:

- Support projects that are valued by the community and are in alignment with the destination's brand and image
- Strengthen the relationships between communities and the visitor industry
- Improve communication strategies to educate the resident and visitor of the projects HTA invests in
- Create opportunities for economic development and entrepreneurship in communities
- Form partnerships to build a strong workforce for the visitor industry

### Community-Based Tourism Program

**(This program is currently funded through FY 2021 funds, but HTA staff resources are required to monitor contractor)**

**Project Description:** The Community-Based Tourism program is designed to empower communities to define and set the direction for tourism development. Through this community-driven effort, HTA will work with communities statewide that have identified tourism as a primary economic development strategy and are willing to work collaboratively. HTA will help facilitate the process, be the catalyst to bring the community and visitor industry together, expand the communities' knowledge of the intricacies of the visitor industry, and ensure that the appropriate stakeholders (e.g. other community members or organizations, local and state government entities, visitor industry sectors) are brought into the dialogue with the communities as they plan their work.

### Implementation

- Destination Management Action Plans for each island.

**Staff:** Planning Team

**Contractors:** HVCB and its Island Chapters

## Measurements

Measures	Source
Increased partnerships and synergies between tourism and other sectors, like agriculture, entrepreneurs	Contractor and HTA staff
Improvement in resident sentiment study: <ul style="list-style-type: none"> <li>“I feel like I have a voice in my island's tourism development decisions”</li> <li>“Tourism presents Native Hawaiian language and culture in an authentic manner”</li> <li>“Provides opportunities for residents to be involved”</li> <li>“Tourism is consistent with community values on this island”</li> </ul>	Resident Sentiment Study
Number of sub-actions completed according to the timeline	HTA Staff
Increased communication with visitor industry, other sectors	HTA Staff
Number of geographic locations/areas identified for mitigation	HTA Staff

## Community Enrichment Program (CEP)

**(This program is currently funded through FY 2021 funds, however, HTA staff resources are required to monitor contractor)**

**Program Description:** This initiative fosters community-based tourism projects and resident-visitor interaction in the areas of agriculture tourism, education tourism, culture tourism, culinary, health & wellness, nature tourism, sports, techno tourism, and voluntourism throughout the Hawaiian Islands. Funding to support these projects and events are determined through an RFP process. The CEP program supports HTA’s overall goal for the Community pillar, to ensure tourism and communities enrich each other.

**Implementation:** Funding to support these projects and events are determined through an RFP process.

**Staff:** Dede Howa

**Contractors:** Various: 86 community organizations have been awarded for projects in CY2022. 13 Statewide projects; 21 O’ahu projects; 19 Maui Nui projects; 15 Hawaii island projects; and 18 Kauai projects.

## Measurements

Output Measures	Source
# of out-of-state visitors participating	Contractor
# of residents participating	Contractor
Attendee satisfaction of at least 85%	Contractor
# of new projects funded	Contractor
# of projects/events funded by island	Contractor

## Community Product Capacity Building

**Program Description:** A training and capacity building program with an immediate focus on organizations and individuals in the areas of agritourism and voluntourism activities and products, market/tourism readiness, and festivals and events management. The program will invest in new and enhanced products and outcomes that align with our Strategic Plan for tourism in Hawai'i, namely capacity building and training opportunities that address the DMAPs and continue to grow our Mālama Hawai'i efforts.

**Implementation:** The HTA will procure service providers for training and capacity building opportunities based on the needs of the types of programs being supported. Training will focus on successfully building exiting and new agriculture and volunteer opportunities in our tourism industry. One example is our 2020 Agritourism Summer Webinar, which hosted 300 participants. However, the success of these programs does not solely lie in the outward facing opportunities that would engage visitors. To ensure that these programs become self-sustaining, there is also a need to continue to provide training opportunities for back-of-house operations. This kind of support has proven its value in past events like the webinars we held for nonprofits with Hawai'i Alliance for Nonprofit Organizations that covered the topics of fundraising and fiscal management for 250 participants.

**Staff:** Irina De La Torre

**Contractors:** TBD – Various

### Measurements

Measures	Source
# of trainings/capacity building workshops	Contractor
# of sustainable programs coming out of these trainings	Contractor
# of participants these programs host in each agritourism and voluntourism	Contractor
DMAP action items addressed	Contractor

## Workforce Development Program

**Program Overview:** Pursuant to HRS 201B-3 (a) (22) HTA will address the industry's evolving needs in workforce training by working with educational institutions to make training available for the current workforce to help enhance overall skills and quality of service. Sustaining tourism's success also depends on Hawai'i's youth helping to carry the industry forward and becoming the next generation of leaders. Encouraging Hawai'i's high school and college-age students to choose tourism as their career is another important part of HTA's career development initiative.

A needs assessment will be conducted in Q1 of 2022 (utilizing FY 2020 funds) with the visitor industry to assess the type of training and job skills they are looking for in their current and future employees.

### 6.1.1 Current Workforce Development

**Program Description:** HTA works with training providers to provide information and training to enhance the visitor industry's knowledge, skills and service level to deliver Hawaiian hospitality. HTA also supports HOST Sector Partnership efforts and engage in an open dialogue with industry stakeholders and educational institutions to address workforce development needs.

**Implementation:** Based on the needs assessment findings, HTA will develop partnerships with organizations and institutions through an RFP process to provide workshops and trainings to further develop and enhance Hawai'i's visitor industry workforce.

**Staff:** Jadie Goo

**Contractor:** TBD

#### Measurements

Measures	Source
# of workshops/training programs	Contractor
# of participants	Contractor
Comprehensive update on trends, needs and solutions	Contractor

### 6.1.2 Future Workforce Development

**Program Description:** HTA supports ClimbHI's LEI (Leadership, Exploration, Inspiration) Program targeted at high school students. This program provides Hawai'i youth with learning and networking opportunities, and partners with educational organizations and industry businesses to attract and inspire high school students to pursue a future career in hospitality and tourism.

**Implementation:** HTA staff will work closely with ClimbHI to plan, develop, and execute a 2022 LEI program. In addition, HTA staff serves on school/program boards, conducts guest lectures/presentations, connects schools/students with industry partners for projects, and assists with site visits.

**Staff:** Irina De La Torre, Brand Manager

**Contractor:** ClimbHI

#### Measurements

Measures	Source
# of schools participated	Contractor
# of students participated	Contractor
# of industry businesses participated	Contractor

**Program Description:** Hawai'i Tourism Ho'oilina Scholarships are awarded to college-bound public Hawaii high school seniors based on demonstrated academic achievement, leadership skills and an expressed interest in pursuing a hospitality, tourism or culinary education and career; or community college students who are Hawaii residents, graduated from a Hawaii public high school, completed their



associates degree in hospitality, tourism, or culinary, and are transferring into the junior academic school year. The purpose of this scholarship is to support kids raised in Hawaii to have an executive management level career in our visitor industry. (This program is currently funded through FY 2019 and FY 2020 funds, however, HTA staff resources are required to monitor contractor)

**Implementation:** HTA staff will work closely with Hawai'i Lodging & Tourism Association, University of Hawai'i at Mānoa, University of Hawai'i at West O'ahu to manage the Ho'olina Scholarship.

**Staff:** Dede Howa, Brand Manager

**Contractors:** Hawai'i Lodging & Tourism Association, University of Hawai'i at Mānoa, University of Hawai'i at West O'ahu

#### Measurements

Measures	Source
# of students awarded	Contractor
# of students who graduated	Contractor

## Public Affairs Program

### Overall Goals:

- Inform residents, lawmakers, community and visitors about the actions underway by HTA and its strategic partners to manage tourism and its impacts in Hawai'i.
- Ensure timely communication of important information related to COVID-19 and other emergency and disaster situations.
- Improve resident understanding of the positive impact of tourism on Hawai'i's communities.

### Key Objectives:

- Improve HTA's Resident Sentiment Survey measures on "Tourism is good for me and my family." and "Tourism brings more benefits than problems."
- Communicate updates from state and county leadership regarding COVID-19 measures and other emergency and disaster situations.
- Encourage kama'āina to engage in HTA and community efforts to manage tourism through initiatives in the Destination Management Action Plans and others.

**Staff Lead:** T. Ilihia Gionson, Public Affairs Officer

### Target Audiences:

- Hawai'i residents
- Hawai'i state legislators, other elected leaders and government officials

### Core Messages:

- HTA works closely with communities to ensure the balance of tourism's economic benefits with community and environmental well-being.

- HTA works alongside its partners in the legislature, as well as the visitor industry, to ensure the agency's mission is being fulfilled with the state's best interests in mind.

#### **Key Measures of Success:**

- Improved resident sentiment toward tourism as measured by HTA's Resident Sentiment Survey.
- Increased engagement on HTA's Facebook and Instagram pages.
- Increased traffic to HTA's website.

#### **Focus #1: Perpetuation Of Hawaiian Culture**

HTA will communicate how it helps to perpetuate Hawaiian culture through partnerships, social media, public relations and communication support for funding recipients of its Kūkulu Ola programs.

##### **Social Media**

- Utilize HTA's Facebook, Instagram and Twitter accounts to share information about the Kūkulu Ola programs being funded by HTA.
- Use #HawaiiTourism and @HawaiiHTA on HTA's posts and encourage organizers and participants of Kūkulu Ola programs to do the same and share HTA's posts.

##### **Public Relations**

- Pitch stories about select HTA-sponsored Kūkulu Ola programs to local print, online and broadcast media.

##### **Communications Support**

- Encourage funding recipients to share the message of how HTA supports their programs and strengthens the perpetuation and understanding of the Hawaiian culture.

#### **Focus #2: Preservation Of Natural Resources**

HTA will communicate how it helps to preserve Hawai'i's natural resources and protect wildlife through partnerships, social media, public relations and communication support for funding recipients of its Aloha 'Āina programs.

##### **Social Media**

- Utilize HTA's Facebook, Instagram and Twitter accounts to share information about the purpose and results of the Aloha 'Āina programs being funded by HTA.
- Use #HawaiiTourism and @HawaiiHTA on HTA's posts and encourage organizers and participants of Aloha 'Āina programs to do the same and share HTA's posts.

##### **Public Relations**

- Pitch stories about select HTA-sponsored Aloha 'Āina programs to local print, online and broadcast media.
- Collaborate with partners, such as DLNR, to convey the value of tourism to the target audiences through earned media coverage.

##### **Communications Support**

- Encourage funding recipients to share the message of how HTA supports their programs and improves the quality and sustainability of Hawai'i's environment.

### **Focus #3: Community**

HTA will engage with residents, lawmakers, visitor industry stakeholders and the media about its Destination Management Action Plans and the resultant partnerships and actions.

#### **Partnerships**

- Collaborate with the counties to communicate with residents and get their input regarding what they feel is important as Hawai'i rebuilds tourism.

#### **Outreach**

- Utilize HTA's social media, website and email distribution lists to engage the public and share updates regarding HTA's community-based tourism program.
- Communicate updates with local print, online and broadcast media.

### **Focus #4: Branding/Industry Relations**

HTA will communicate to visitor industry stakeholders, the media and the general public the breadth and depth of tourism's benefits to communities across the state.

#### **Communications Outreach**

- Distribute HTA's research findings, including monthly visitor statistics results, monthly hotel performance reports, quarterly timeshare reports, and annual resident sentiment survey results to visitor industry stakeholders and the media.
- Incorporate core messages, when appropriate, in press releases, media opportunities and speaking points, along with how the visitor industry helps to generate tax revenues that fund community-based programs.
- Ensure that HTA's website, [HawaiiTourismAuthority.org](http://HawaiiTourismAuthority.org), continues to serve as the leading resource for information about Hawai'i's visitor industry.

## **Safety & Security Program**

**Program Overview:** HTA is committed to assisting lead agencies and organizations responsible for ensuring that Hawai'i continues to be a safe and secure visitor destination. Under HRS 237D-6.5 (b)(2), HTA, at a minimum, is required to spend 0.5 percent of the Tourism Special Fund on safety and security initiatives.

**Strategies:** In order to maintain and enhance Hawai'i's brand as a safe and desirable destination, HTA will implement the following strategies:

- Support programs that assist visitors in need and demonstrate our aloha spirit.
- Support preventative-focused projects and programs designed to inform and educate visitors.
- Serve as one of the lead agencies to Hawai'i's visitor industry during times of crisis.

**Staff:** Ross Wilson, Brand Manager

### 6.1.3 Visitor Assistance Program

**Project Description:** HTA's Visitor Assistance Program (VAP) provides support, resources and guidance to visitors who are victims of crime and other adversities while traveling in Hawai'i. Services include providing phone cards, transportation, meals, hospital visits and moral support, replacing lost IDs, assisting with hotel and airline bookings, and more.

#### Implementation

- Actively support and fund Visitor Assistance Programs throughout the State of Hawai'i that provide crisis services to Hawai'i's visitors.
- Engage VAP providers to continuously improve program delivery, effectiveness and efficiency.
- Promote and encourage greater support for VAPs from the industry and local communities.

#### Contracts and Contractor Leads

- VASH – O'ahu, Jessica Lani Rich
- VASH – Maui, Janet Kuwahara
- VASH – Kaua'i, Daphne Therese
- VASH – Hawai'i Island, Rachelle Hennings

#### Measurements

Output Measures	Performance Measures
# of visitors aided per year (per VASH Office)	Contractor
Visitors rate Hawai'i as safe and secure	Contractor
Amount of cash and in-kind support from the industry and local communities	Contractor

### Sports Program

**Program Overview:** HTA is committed to developing its support for collegiate and professional sporting teams seeking to hold tournaments, exhibitions, and other activities in Hawai'i, which can attract visitors to our islands and support our local economy. As part of this program, HTA requires all its sporting events to include a community engagement component as part of their proposal. Community engagement may involve activities, such as youth clinics, coaches' clinics and other activities designed to provide Hawai'i's youth with access to resources and guidance not normally available to them.

#### Strategies

- Support programs that provide an economic and community benefit to our community throughout the State of Hawai'i.
- Support programs that are meaningful and are aligned with Hawai'i's brand.

**Implementation:** Aside from PGA Tour events, which has been identified for funding utilizing FY22 budget, there will be an RFP to seek sporting events that meet HTA's sports marketing criteria. All proposals received will be thoroughly evaluated by HTA and HTA's strategic partners – the Hawai'i Lodging and Tourism Association (HLTA) and the Hawai'i Visitors and Convention Bureau (HVCB) – to determine the economic and community benefit prior to receiving HTA's support.

**Staff:** Ross Willkom, Brand Manager

**Contractor:** Various

**Measurements**

Measures	Source
Event attendance	Contractor
Community involvement, impact & charitable donations	Contractor
Marketing Value	Contractor
Economic impact	Contractor
Tax Revenue generated by visitor spending	Contractor

## 7 PLANNING SECTION

**Overview:** The purpose of the Planning Section is to strategically plan for the near, mid and long-term health and vitality of our visitor industry and manage destination issues that affect communities and the visitor experience. This includes the development, monitoring and oversight of various plans for the HTA including but not limited to the Strategic Plan, the Destination Management Action Plans (DMAPs), and the Tourism Recovery and Marketing Plan. The planning section will also engage with community and other government agencies to address hotspot issues as identified in the DMAPs.

### Objectives

- Improve processes to be forward-looking and action-oriented.
- Increase understanding of programs' performance and impact.
- Provide meaningful information to decision makers and the public to reach informative decisions.
- Empower community organizations to plan and manage impacts from tourism.
- Provide resources to communities to design visitor experiences/tourism products in their communities.
- Drive development of tourism policy.

### Strategies

- Strengthen HTA's community relations by monitoring and strategically responding to communities' needs and core issues related to tourism.
- Secure the latest tourism industry trends and information affecting Hawai'i as a visitor destination.
- Convene and collaborate with stakeholders for input and to address issues and create new tourism products/visitor experiences.
- Expand research and resources that will help analyze and determine short, mid- and long-term travel trends.
- Institute an ongoing program monitoring and evaluation system for all programs to include measures of effectiveness of the Tourism Marketing Plan and progress of achieving strategic plan goals and fulfillment of DMAPs' actions.

**Staff:** Caroline Anderson, Director of Planning; Michele Shiowaki, Administrative Assistant

### Hotspot Mitigation

**Project Description:** Planning, facilitation, and mitigation of hotspots/issues as identified in the DMAPs.

**Implementation:** Review DMAP hotspots with respective County, Island Chapter, and other state government agencies and prioritize top 1-3 hotspots by island that need HTA support and appropriate action. Issue RFPs accordingly.

**Contractors:** TBD

**Measurements**

Measures	Source
No. of hotspots to be worked on by island	HTA Staff
No. of hotspot resolutions	HTA Staff

**Community Engagement**

**Project Description:** Engagement meetings/forums focused on tourism development decisions, including industry and community input and feedback on identified topics. Includes development of materials to communicate information.

**Implementation:** Through an RFP, hire facilitation services to assist HTA with the community meetings/forums. Depending on the COVID-19 mandates, seeking to do in-person meetings, especially on the smaller, rural islands like Moloka'i and Lāna'i. The meetings/forums will take place in first half 2022 for all islands.

**Contractors:** TBD

**Measurements**

Measures	Source
No. of community engagement meetings/forums per island	HTA Staff
Participant satisfaction	Meeting/Forum Evaluation Survey
Participants strongly rate these statements: <ul style="list-style-type: none"> <li>“I feel like I have a voice in my island's tourism development decisions”</li> <li>“Provides opportunities for residents to be involved”</li> <li>“Tourism is consistent with community values on this island”</li> </ul>	Meeting/Forum Evaluation Survey

**Program Evaluation**

**Project Description:** The Program Evaluation consists of various data collection and research projects that support the effective management of HTA programs. This includes events evaluation, development of measures, dashboards and key performance indicators tracking of HTA's programs outcomes and results.

**Implementation**

- Establish a long-term program that will support measurement monitoring process through an integrated management system at the HTA program level to sharing it out on HTA's website via dashboards.

**Contractors:** TBD

**Measurements**

Measures	Source
No. of DMAP Progress Reports created by island	HTA Staff
No. of events evaluated	Contractor

One Annual Report to the Legislature	HTA Staff
Increased staff capacity in tracking KPIs/measures	HTA Staff

## Planning Tools & Assessments

**Project Description:** Destination assessment to aid in destination analysis relative to other competitive destinations. Funds will also be used for tools and resources, such as infographics to easily communicate information for the public. The program also includes studies that assess Hawai'i's visitor industry contribution to other industries (i.e., Agriculture) to demonstrate the visitor industry's support for helping in diversification of Hawai'i's economy and further build programs and activities.

**Implementation:** Seeking to partner with DNext for destination analysis and resilience studies. Also anticipating to partner with DBEDT-READ and Dept. of Agriculture to work on a study to determine visitor industry (hotel and restaurant) contribution in purchasing of locally grown agriculture, which will require an RFP for this study. Will also seek quotes for a company to develop infographics.

**Contractors:** DNext and other contractors

### Measurements

Measures	Source
No. of studies conducted	HTA Staff
No. of projects/activities created from the studies	HTA staff

## Community Tourism Collaborative

**Project Description:** A planning collaborative with community organizations who are interested and committed to improving a specific site or want to create/enhance the visitor experience. HTA will provide planning assistance, training, and resources to help communities create a shared vision and a prioritized action plan for destination management or a tourism product.

**Implementation:** Issue an RFP or small purchase to hire trainers and facilitators to lead the workshops. Issue press release, social media posts and conduct community outreach to share out the Community Tourism Collaborative and seek participation. Conduct workshops in latter part of 2<sup>nd</sup> quarter 2022 which may run through 3<sup>rd</sup> quarter 2022. Creation of community action steward plans and new/enhanced visitor experiences thereafter.

**Contractors:** TBD

### Measurements

Measures	Source
No. of projects identified for implementation	HTA Staff
No. of community action steward plans developed	HTA Staff
No. of community action stewardship projects supported	HTA Staff
No. of participants by island	HTA Staff
No. of jobs created	Contractor(s)
Participants strongly rate these statements:	Evaluation survey conducted either by Contractor or Staff



<ul style="list-style-type: none"> <li>• “I feel like I have a voice in my island's tourism development decisions”</li> <li>• “Tourism presents Native Hawaiian language and culture in an authentic manner”</li> <li>• “Provides opportunities for residents to be involved”</li> <li>• “Tourism is consistent with community values on this island”</li> </ul>	
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## Accommodations – Infrastructure Research

**Project Overview:** Infrastructure Research includes information on industries that support the visitor experience, which include accommodations.

### Implementation

- Monitor hotel performance statistics, including occupancy and revenue by contracting with the leading company in hotel performance data.

**Contractor:** STR (Smith Travel Research)

**7**

Update on [GoHawaii.com](http://GoHawaii.com)

FEBRUARY 22, 2022



**Gohawaii.com**

*The*  
**HAWAIIAN**  
ISLANDS

# Agenda

## Gohawaii.com

- I. Industry Partner Research  
HVCB
- II. Current Performance  
Miles Partnership
- III. Consumer Research  
OMD/Socratic
- IV. Development Options  
HTUSA





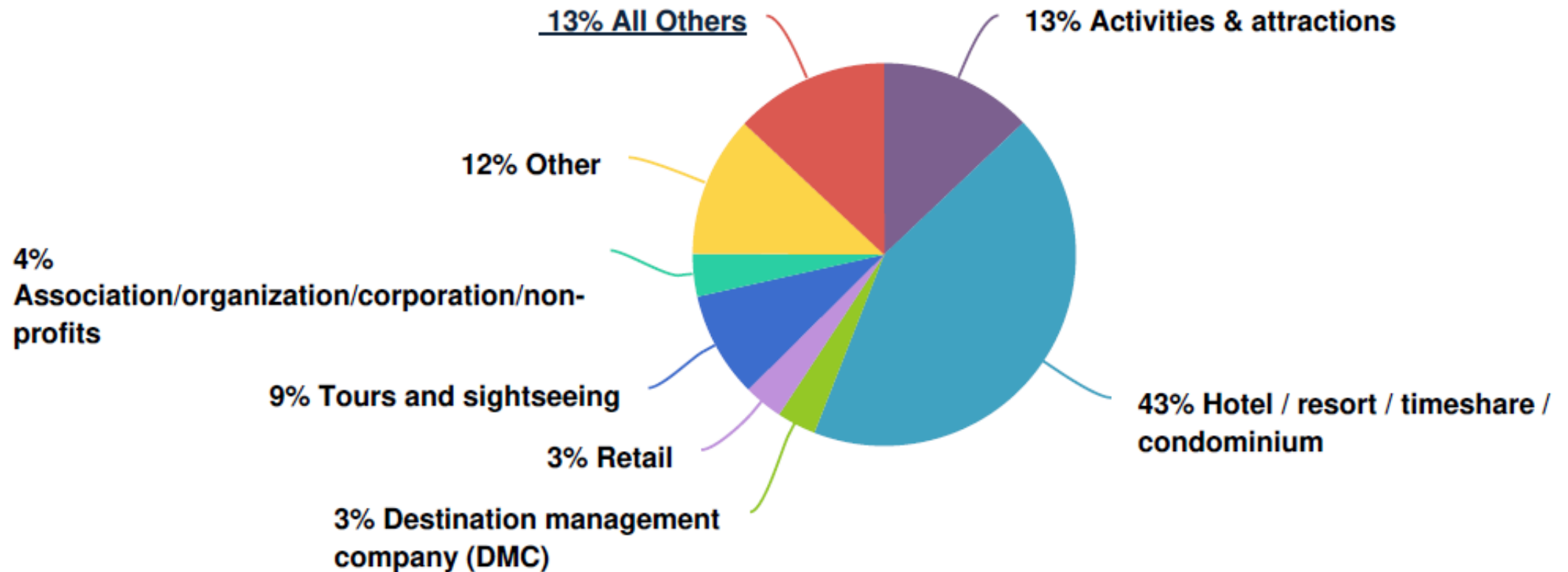


**Gohawaii.com**  
**Industry Partners Research**  
**HVCB**

*The*  
**HAWAIIAN**  
ISLANDS

## INDUSTRY PARTNERS RESEARCH

- Online survey of 918 partners who have listings on gohawaii.com
- Fielded January 31 – February 10, 2022
- 316 responses



## INDUSTRY PARTNER SURVEY: TOPLINE

- Generally positive about gohawaii overall
  - Represents Hawai'i appropriately and persuasively (80% positive/very positive)
  - Overall look and feel of the website (78%)
  - Access to island-specific information (77%)
  - Authentic Hawai'i culture (72%)
  - Alert banner (COVID or weather event) (71%)
  - Information on Mālama Hawai'i opportunities (71%)
- Most negative about
  - Traffic generated from their gohawaii listing (24% somewhat/very dissatisfied)
  - Visibility of their listing (18% negative/very negative)
  - Satisfaction with their gohawaii.com listing (13% somewhat/very dissatisfied)



# Gohawaii.com – Current Performance

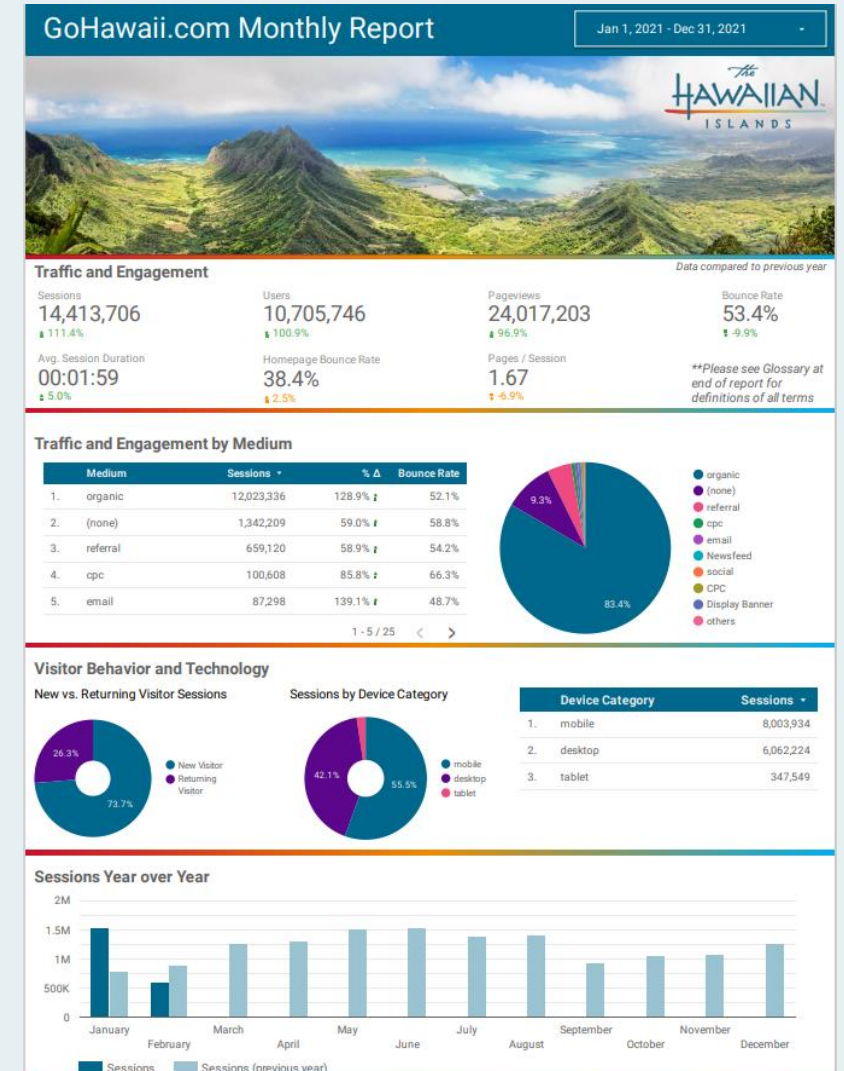
Miles Partnership





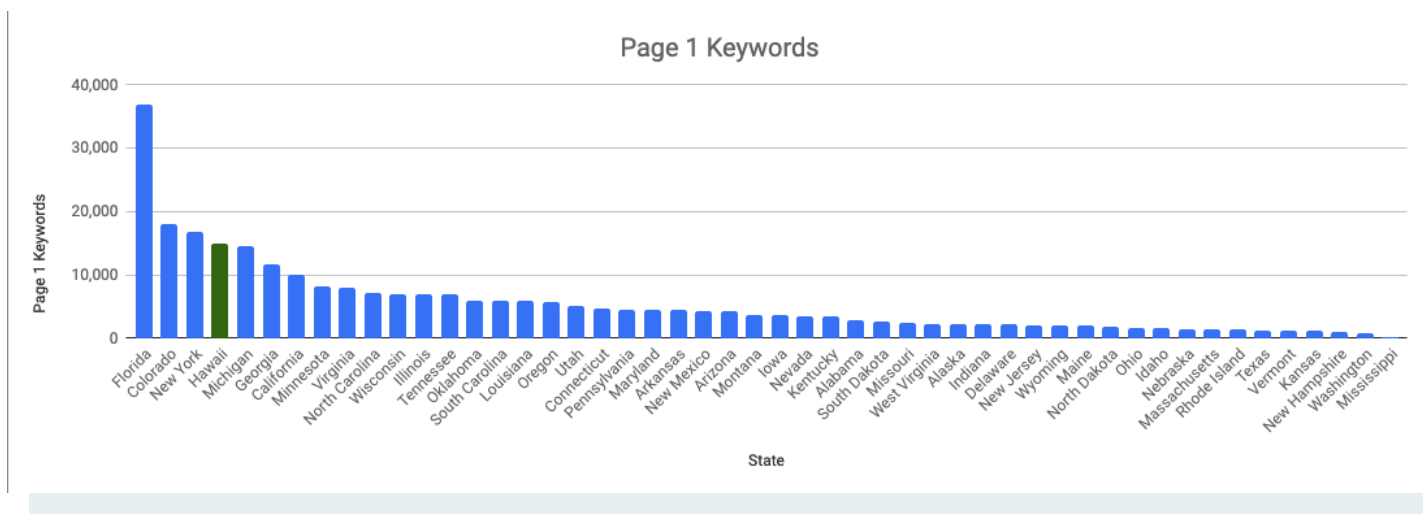
# 2021

- **Visitor Sessions: 14.4 million**  
YOY increase of 111% - much of this traffic is from the Travel Requirements page, but still up overall 33% excluding that traffic
- **Users: 10.7 million**  
YOY increase of 101%
- **Page Views: 24 million**  
YOY increase of over 97%  
Users are coming into the site via the Travel Requirements page, but then branching off to start their vacation planning
- **Organic Traffic: 12 million**  
YOY increase of 129%. Of the 13.8 million overall site sessions, 12 million (over 83%) makes up organic traffic—meaning visitors using search engines at astronomical rates



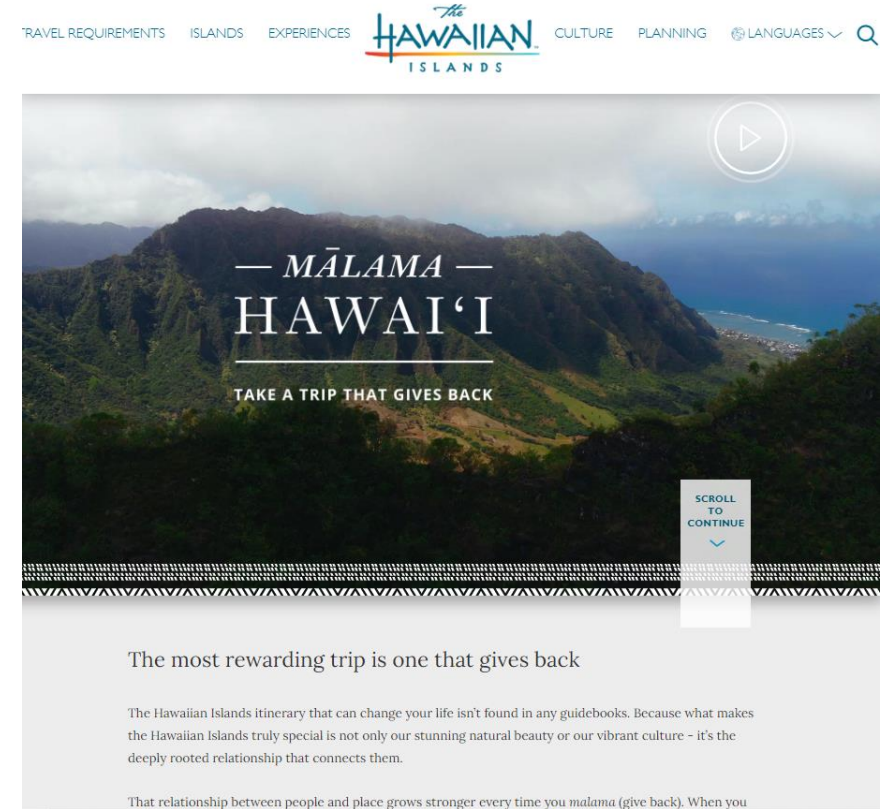
# Site DMO Comparison

- Traffic by DMO – gohawaii.com - top 2-3 each month in the U.S.
  - Engagement per session is about average with DMO's in the top 10 space. We see an opportunity to have higher engagement/longer sessions per visit with UI revisions. i.e.. Trip planning itinerary content, personalization.
  - SEO Keyword Ranking #4 amongst other states (does not include international).
  - Over 80% higher return website visit during trip planning process than other DMO sites.
- Hawaii trips have many facets and islands, so returning to continue to plan trip and understand islands/offering versus their trip experience desires likely lends itself to the increase



# Perspective Moving Forward

- The current Gohawaii.com site was built in 2016-2017. At that time, Hawaiian culture (traditional and modern) was built into every facet of the site from design to functionality. This included content, cultural patterns, language guides, videos, island chants and more.
- The role of HTA has evolved from tourism marketing to tourism management. While Mālama Hawai'i and Kuleana videos and content have been added to gohawaii.com, the same approach of weaving in Mālama Hawai'i at the foundation of the site needs to be accepted, rather than simply creating more landing pages of copy and videos.
- Technology has progressed in the six years since gohawaii.com was launched. As such, platform upgrades would allow optimization of:
  - Core Web Vitals
    - Site Speed
    - Site Security
    - Mobile Compatibility
  - ADA/Accessibility Compliance
- Moving forward, all backend and front-end integrations can be built with scalability for the future in mind. These are building blocks that can continue to evolve Gohawaii.com.
- Tourism Management: Current and new efforts toward local tourism management (reservations, crowd/traffic control, etc.) will be possible in the future with new proposed revisions to the site from frontend to backend (under the hood).







# Gohawaii.com – Consumer Research

OMD/Socratic



# Background

- Hawai'i Tourism Authority manages and hosts a website that provides information and inspiration for visitors from the U.S., Japan and beyond.
- The purpose of the quantitative phase is to develop a foundational understanding of who is likely to visit the website, the reasons why, and the content that will drive interest so that the right messages can be developed for the website. Key output from this phase is a segmentation model that defines the groups of unique website visitors, their relative sizes in the population, and their interests / reasons for visiting the website.

# Objectives



Who are the distinct visitor types that are likely to use the website prior to visiting Hawai'i?



What are they looking to do during their visit to Hawai'i?



What content and topic areas must be included within the website? And what would be most effective in piquing their interest?



Where does the website fit within the overall decision process prior to visiting Hawai'i?

# Methodology

- 22-minute online & mobile survey via Socratic Technologies
- 2,052 respondents surveyed
- US (n=1,006)
- Japan (n=1,046)
- Fielded: November 15th to December 6th, 2021

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All respondents were screened to ensure they meet the following criteria:

- ✓ US/ Japan residents aged 25-64 years who have never lived in Hawai'i
- ✓ Critical industry restriction & income restrictions.
- ✓ Must have taken a domestic flight for pleasure in past 3 years or international flight for pleasure in past 5 years
- ✓ Visited Hawai'i in past 5 years or plan to in the next 2 years.





# Key Takeaways

**Travelers want their vacation to be relaxing. People want to travel to create lasting memories, and to unplug from everyday routine.**

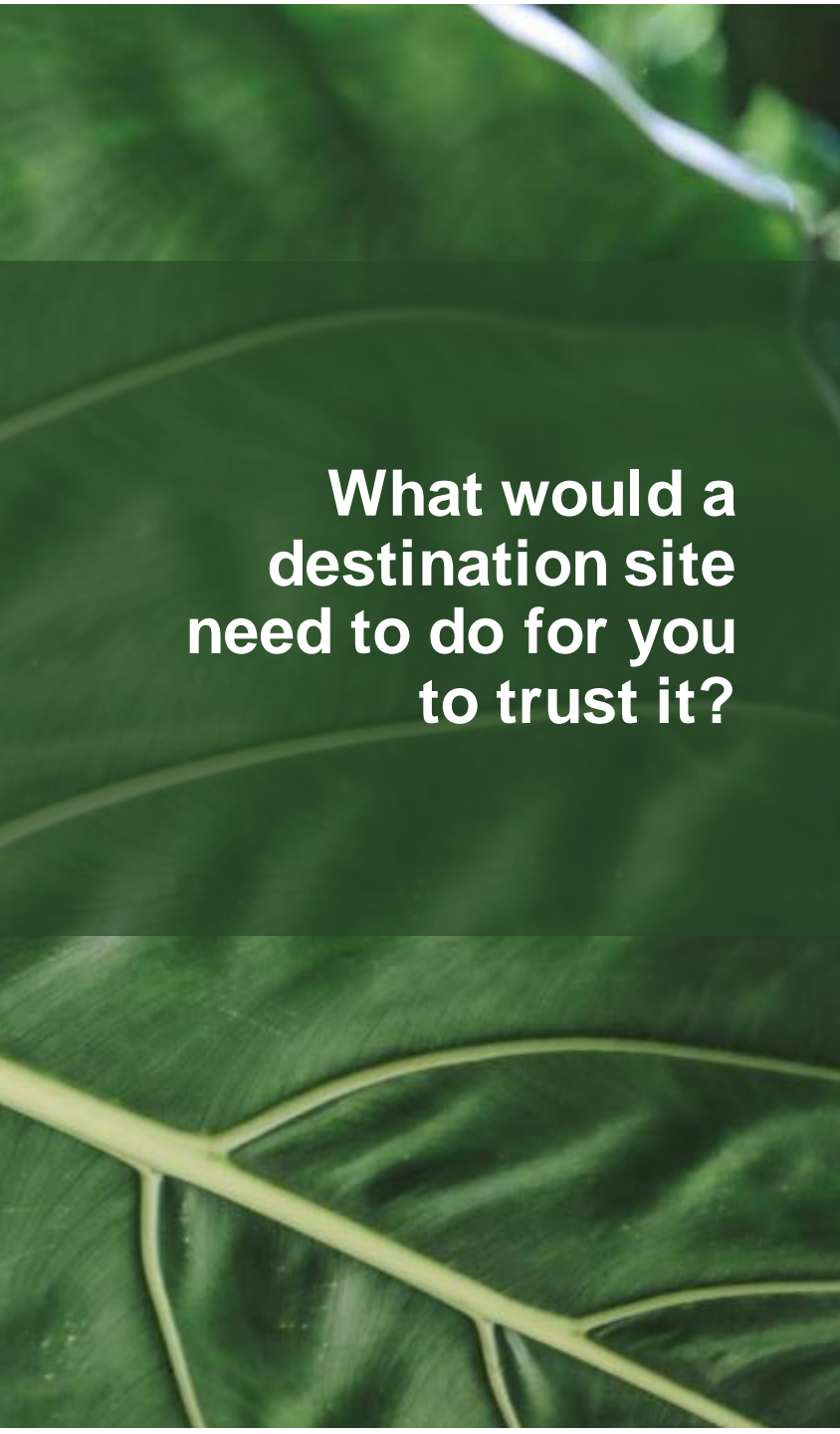
- The vacation planning process is fun and exciting for most. The planning process itself is a form of escape from everyday life.
- Beaches, sightseeing, dining/fine dining, shopping, relaxing are the top activities travelers like to participate in overall.

**Personal safety and comfort are top things travelers keep in mind when planning vacations.**

- Value for the money and COVID protocols are notably more important to Japanese travelers, while US travelers are more likely to focus on issues like weather, activities and food/dining options.

**Level of excitement for a vacation in Hawai'i is high with 8 in 10 very excited overall.**

- Previous experience, perceptions of a dream destination and recommendation from friends/family are most influential in considering Hawai'i as a vacation destination.



## What would a destination site need to do for you to trust it?

**Travelers are willing to use an official site but express some skepticism.** Many expect the sites to be biased. Qualitative research shows having a commercial element on the website erodes trust and leaves consumers skeptical

- ✓ I feel the official websites only have information from those providers which pay to list their services on the website. (Family, \$100k+)
- ✓ I expect them to offer a more propagandistic spin, but they can be good for identifying some must-see attractions. (Family, \$100k+)
- ✓ Because I believe they are designed to present their destination in the best possible light rather than a third party which might be less 'biased' (Family, \$150k+)
- ✓ Like I said before I don't trust that it isn't run by a bunch of people "in the business" of attracting tourists to substandard accommodations, eating establishments, Luaus, activities. (Family, \$150k+)
- ✓ To come across as unbiased the best thing for me is to do like Amazon does and have customer reviews. Being able to see those one-star reviews is helpful as an example. (Family, \$150k+)
- ✓ They need to be transparent about who is sponsoring the website? Is it objective or biased? I would check the website's reviews. (Family, \$150k+)
- ✓ Not be supported by one particular company. Be supported by a general travel fund. (Family, \$150k+)

**An official destination site can build credibility by disclosing funding sources and editorial biases/guidelines.**

A close-up photograph of several large, vibrant green leaves with prominent veins, filling the left side of the slide. The leaves are slightly out of focus, creating a soft, natural background.

## Recommended Actions

**HTA should consider the following recommendations when redesigning the official Hawai'i destination website:**

- The anticipation and excitement provided by planning the vacation is an essential part of the escape a vacation provides. Facilitate that with extensive photo galleries and vivid descriptions of the attractions and amenities they will enjoy when they arrive.
- Potential travelers to Hawai'i have one very specific need that they expect the official destination website to meet -- to decide which island (or islands) best match their ideal set of activities and desires. Ensure that the site provides clear direction on the features and attractions of each island.





**Recognize that although there are wide commonalities between U.S. and Japanese travelers, there are also some significant differences.**

**For US travelers:**

- US travelers are more adventurous and less risk averse. Include information on the unique experiences, food and culture they will encounter in Hawai'i.
- Beaches are, by a wide margin, the number one activity that US travelers plan to participate in during their visit. Ensure the site emphasizes the variety of types of beaches, physical activity levels and amenities to help them plan the best beach visits.
- US travelers are more open to voluntourism activities than Japanese travelers.

# Recommended Actions



## For Japanese travelers:

- Japanese travelers are less adventurous and more risk averse. Provide additional reassurance about safety (including a section on COVID protocols, at least in the short term).
- Sightseeing and fine dining are the only activities more than half of Japanese travelers are likely to participate in. Shopping is third, with beaches coming in fourth. The focus on those activities is very different than US travelers and should be reflected in the site.
- Japanese travelers are also over 2X more likely to say they are interested in stargazing during their vacation.
- However, relatively few Japanese travelers are adventurous eaters; reassure them that they will find delicious food they are familiar with in addition to new taste experiences.
- Japanese travelers are also more likely to be focused on value. Demonstrate the value of a Hawaiian vacation with information on unique sightseeing, nature and cultural experiences available in Hawai'i.



A tropical landscape featuring a waterfall cascading over dark rocks into a pool. The scene is framed by large, vibrant green leaves in the foreground, with a hand visible on the left side. The background is a dense forest of lush green trees.

# Gohawaii.com – Development Options

HTUSA

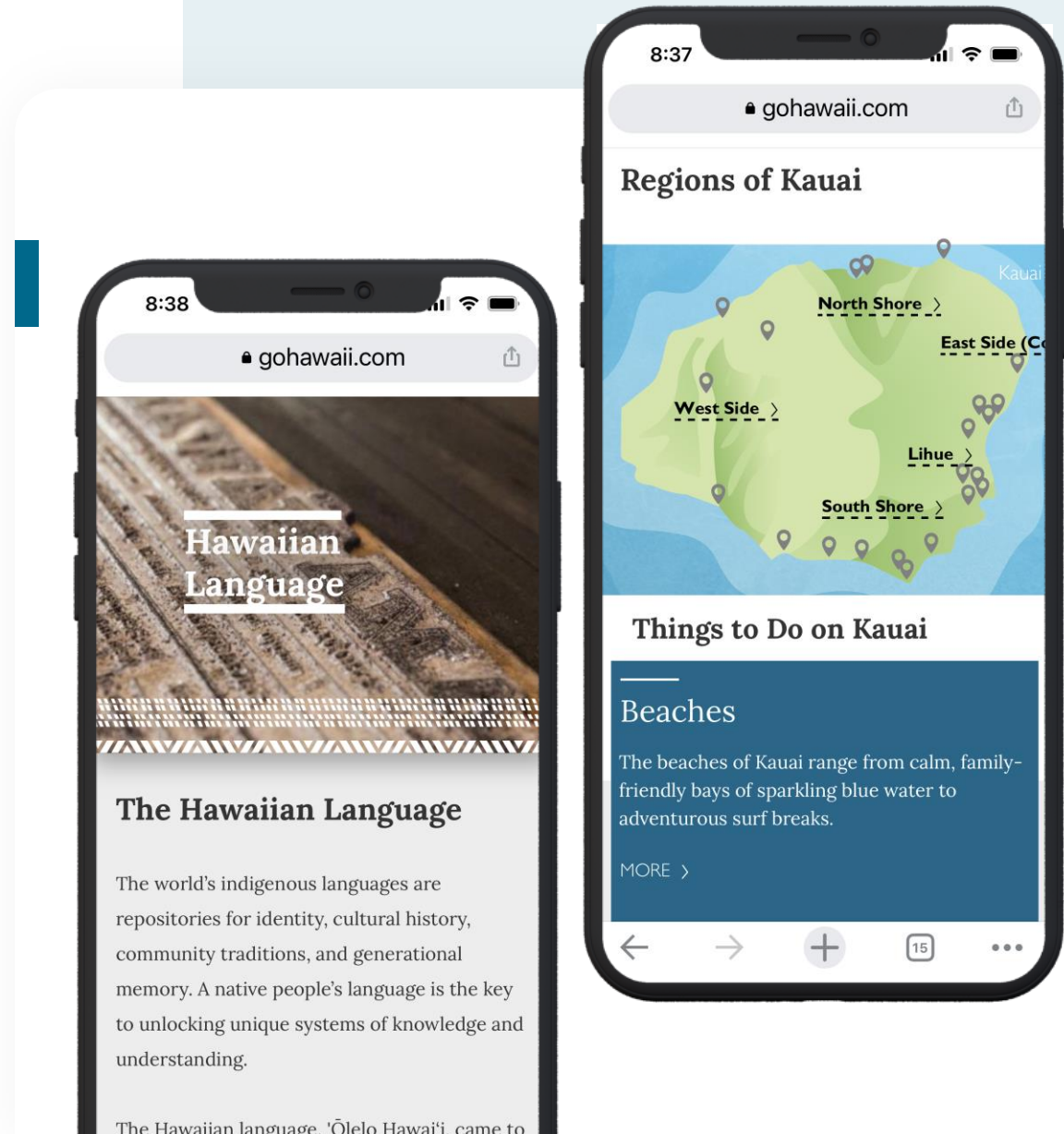
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GOHAWAII.COM

# Development Path

1. On Going Maintenance
2. Recommendation - Optimization & Upgrades

Platform Upgrade  
Look & Feel Update  
SEO/SEM Audit  
Personalization  
Content Updates  
All Island Photo Shoot





## ON GOING MAINTENANCE

- Hosting and Server Maintenance
  - All languages except China - website hosting through Acquia. Includes server maintenance.
  - Chinese site - Hosting fee through Acquia via Cloudflare for in-market hosting.
- Site Maintenance/Development Requests - Up to 30 hours per month for maintenance & hosting requests from HTA on Gohawaii.com, including Wrike tool.
- Analytics and Reporting - Up to 2 hours per month for English site.
- ADA & Browser Compliance - Annual license for Site improve auditing tool plus 10 hours monthly for working towards increasing accessibility score for Gohawaii.com.
- Event Listings Support - Sub-contracted services to Net-Results for events/calendar management
- New Content/Functionality Development, GMT Campaign Support, Personalization of Additional Language Sites (requires new scope/approval from HTUSA)
- Account Management - Up to 38 hours per month for client services and resource management as well as documentation and communication.
- Versions include the main English language site as well as Japanese, German, Spanish, Simplified and Traditional Chinese, Korean and French versions.

### Monthly Fees

Gohawaii.com: \$25,833.33

**Total Jan-Jun 2022: \$155,000**

## RECOMMENDATION – OPTIMIZATION AND UPGRADES

### 1. Platform Upgrade

The existing gohawaii.com launched in 2017. Since then, new technology has been developed. Using our existing contractor, we can upgrade our backend software which will streamline development and make the user experience faster, keep the site running as efficiently as possible and keep the site more secure overall. Scope includes builds for Japanese, Korean, Chinese, German, Spanish and French.

### 2. Visual Update

Utilize updated Mālama Hawai'i brand guidelines to update the templates of the current gohawaii.com. Includes updated color palettes, fonts, imagery and integrating social media content and UGC into the site.

## RECOMMENDATION – OPTIMIZATION AND UPGRADES

### 3. SEO/SEM Audit & Optimization

- Updating Meta Tagging + CMS config: Aligning as needed new meta titles, descriptions, H1 tags and H2 subheads for key content/opportunity pages of the site that is unique to each page and that focuses on the target keywords for that page
- Existing Content: Revise existing content and better integrate the targeted keywords. Create text links within site content that enforce targeted keywords and connect relevant content
- New Content: Develop SEO-friendly copy and meta data for new content that aligns with top keywords of opportunity.

### 4. Personalization

Reinstate personalization for a more relevant visitor experience based on their navigational habits. In the past personalization on Gohawaii.com has garnered over 25% additional conversion based on goals. Personalization would be aligned with research findings and honed-in by each visitor's path in their trip planning journey.

## RECOMMENDATION – OPTIMIZATION AND UPGRADES

### 5. Content Updates

- Mālama Hawai'i – invoke the spirit of Mālama Hawai'i throughout the site using video, still photography and copy updates
- Trip Planning – create contemporary content to take advantage of the excitement of trip planning
- Island Selection – provide

### 6. 6 Islands Photo Shoot

- 6 Islands
- Contemporary Feel
- Mālama Hawai'i POV
- Able to use in Knowledge Bank, future campaigns, etc.



## RECOMMENDATION – OPTIMIZATION AND UPGRADES BUDGET RECAP

Description	Budget
Platform Upgrade	234,000
Visual Update	227,000
SEO/SEM Audit & Optimization	23,920
Personalization	43,200
Content Updates	200,000
6 Islands Photo Shoot	600,000
<b>TOTAL:</b>	<b>\$1,328,120</b>

Description	Budget
Existing Site – Monthly Maintenance \$25,833.33/month	155,000 Jan-Jun 2022



# Mahalo

*The*  
**HAWAIIAN**  
ISLANDS

## **8**

Presentation, Discussion and/or Action on Approval to Solicit a  
Consultant Related to the Hawai'i Smart Destination Initiative



# SMART DESTINATION HAWAII CONSULTING





## SUMMARY

We are seeking strategic consulting services to conduct a landscape analysis and help us articulate our vision for the Smart Destination Hawai'i digital infrastructure. The consultant will also help us develop the RFP to build the system.

**Smart Destination Hawai'i** will unify travel-related interactions with government and local businesses in a cohesive interface for visitors and kama'āina.



# SMART DESTINATION HAWAII

*AN ENGINE FOR REGENERATIVE TOURISM*

## ENTRY PROTOCOL

- ❖ Health requirements
- ❖ Biosecurity education and declaration

## VISITOR EDUCATION

- ❖ Safety & security
- ❖ Trip planning & inspiration
- ❖ Cultural & community content

## HAWAII MARKETPLACE

- ❖ Marketplace for locally-made products
- ❖ Global platform for micro & small businesses
- ❖ Builds upon Hawaii's strong brand

## BOOKING & RESERVATIONS

- ❖ Reservations for parks, trails, and other identified hotspots
- ❖ Improve relationship with visitors through first-party data and communications
- ❖ Partner with industry to reduce economic leakage, keep visitor spending in Hawaii

# APPROACH

## Discovery

- ❖ Define scope and specific requirements based on existing system(s)
- ❖ Conduct stakeholder outreach

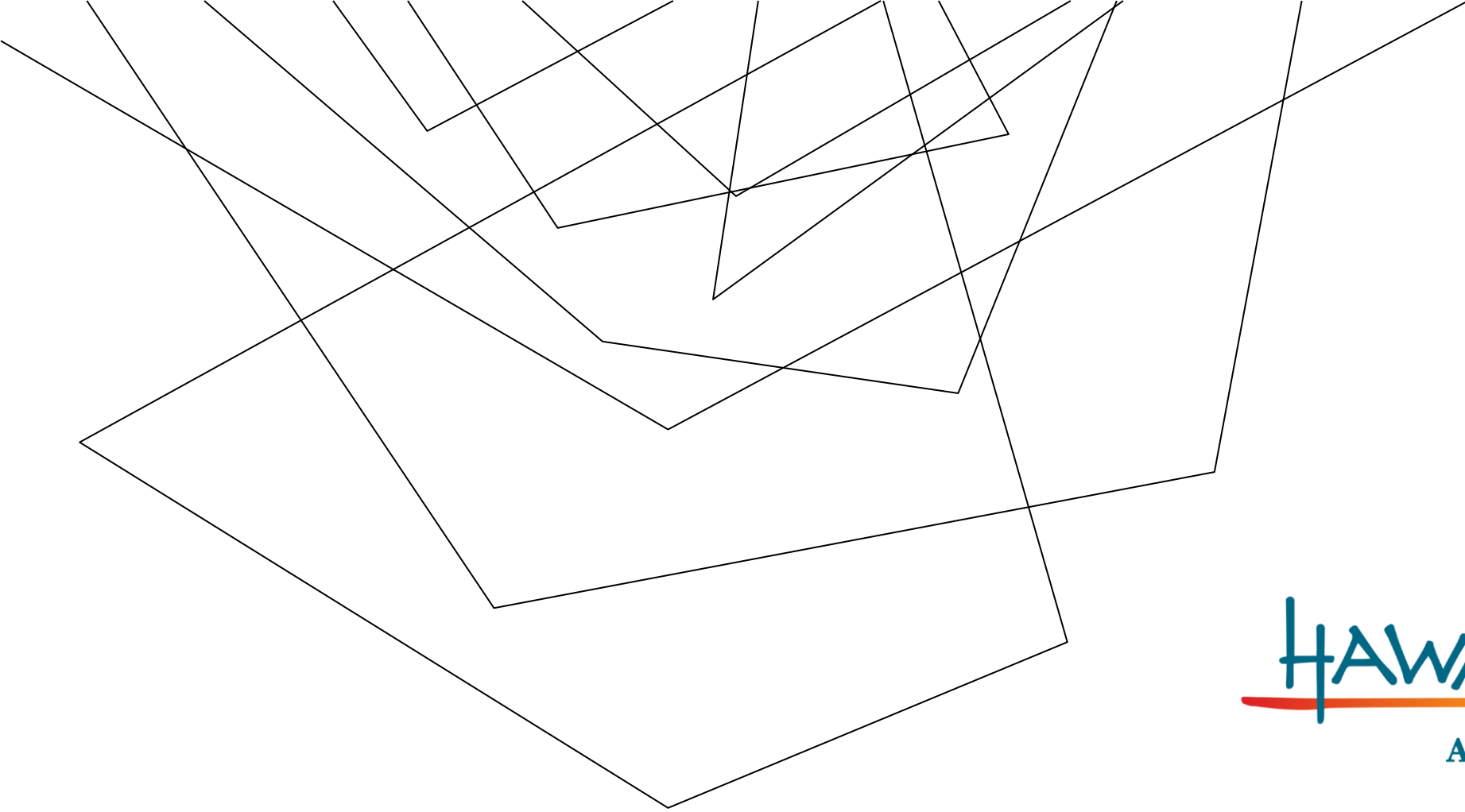
## Design

- ❖ Map out Smart Destination Hawai'i: its platform, features, timeline and KPIs

## Procurement

- ❖ Incorporate discoveries from step 1 and draft into RFP guidelines and requirements.
- ❖ Vendor Presentations
- ❖ Evaluation process and decide on best contractor
- ❖ Negotiate, finalize and sign contract





MAHALO