



**MARKETING STANDING COMMITTEE MEETING  
HAWAII TOURISM AUTHORITY  
Monday, November 15, 2021  
VIRTUAL MEETING**

**MINUTES OF MARKETING STANDING COMMITTEE MEETING**

<b>COMMITTEE MEMBERS PRESENT:</b>	Daniel Chun (Chair), George Kam, Fred Atkins, Kyoko Kimura, Benjamin Rafter
<b>COMMITTEE MEMBER ABSENT:</b>	Sherry Menor-McNamara
<b>HTA STAFF PRESENT:</b>	John De Fries, Keith Regan, Kalani Ka'anā'anā, Maka Casson-Fisher
<b>GUESTS:</b>	Jennifer Chun
<b>LEGAL COUNSEL:</b>	Gregg Kinkley

**1. Call to Order and Pule**

Mr. Casson-Fisher, Brand Manager, called the meeting to order at 9:00 a.m. He provided instructions to the general public with regards to submitting testimony. Mr. Casson-Fisher confirmed the attendance of the Committee members by roll call. Chair Chun welcomed the members and handed the floor back to Mr. Casson-Fisher to open the meeting with a pule. Chair Chun thanked Mr. Casson-Fisher for the pule. Chair Chun welcomed the members. He mentioned that it was important to get through the meeting expeditiously.

**2. Approval of Minutes of the September 29, 2021, Marketing Standing Committee Meeting**

Chair Chun requested a motion. Mr. Kam made a motion, and the motion was seconded by Ms. Kimura. Mr. Casson-Fisher confirmed the votes through roll call, and it was unanimously approved.

**3. Presentation and Discussion and/or action on the Hawaiian Islands Rebranding Project**

Mr. Ka'anā'anā, Chief Brand Officer, spoke about the team and said they have been onboarding staff, including Eva and Todd. He mentioned there are some pending offers for senior brand manager and one of the brand manager positions. One is closing for

recruitment on the 19<sup>th</sup> of November, and they are looking through resumes for the vacant admin position. He mentioned that right now there is a team in place and the work will be effectuated by the team currently in place. He mentioned the first agenda item - rebranding. He stated that's it's been around 10 years since the last rebranding, and in consultation with GTL, Laura, and others it was decided that now might be a good time for rebranding. He mentioned that the pandemic gave an opportunity to pause and help us recognize the tectonic shift in thinking and awareness about different things.

He also spoke about the Regenerative Tourism Model with regards to how the Brand name and key messaging supports the model. He presented the current logos of the Hawai'i Islands. He stated that the Rebranding Project has seven pieces, the discovery and research phase, a competitive analysis, brand positioning and key messages, updating the logo and visual identity systems, developing the brand standard guidelines, the communications and brand audit and rollout of the new brand.

He stated that the proposed budget of \$1 million for the rebranding is conservative and to reach an estimate is difficult due to the new 103-D procurement guidelines. He mentioned the amount is an educated guess.

Mr. Ka'anā'anā estimated the rebranding to be completed within a year. He said if it's done by 2022, although it's ambitious he said that it's important. He stated that the branding and how they position themselves in the mind of future travelers supports local businesses, natural resource and DMAPS.

Mr. Atkins asked if there has been a study to see how many people know about the efforts and sustainable tourism that Hawaii is doing, specifically with the travelers that are looking to come to Hawaii and actually booking it and having knowledge about it before they fly.

Mr. Ka'anā'anā said there is a few different studies in various places. He mentioned the visitor stat survey that they do as well as a marketing effectiveness survey did in the past.

Ms. Chun stated that for specific campaign messaging, which will be looked at the marketing effectiveness study they are going to field in January. She mentioned they have put a pause on fielding the survey for almost two years now because it didn't make sense to field in 2020 at all, and thus far in 2021. Ms. Chun reported that the Marketing Effectiveness Study will resume in January of 2022.

Mr. Atkins mentioned it would be very valuable to what they're doing with study with a million dollars they're pending on it. It's important to get the message of what the visitors are thinking in regard to what the team is doing in rebranding Hawaiian.

Ms. Kimura wanted to confirm what is included in the RFP, and if it's the logo and timelines.

Mr. Ka'anā'anā showed the slide confirming it includes discovery and research, competitive analysis, brand positioning and key messages, logo and visual identity system update, brand standard guidelines, communications and brand audit and rollout plan.

Mr. Atkins said that Mr. Kam mentioned that it may cost more than a million at this time. He asked whether the amount covers the costs of all the collateral material and everything that will have to change when the logo is redone.

Chair Chun confirmed that there would be a separate budget for GMTs with regards to stationery rebranding. Chair Chun asked Mr. Ka'anā'anā if the budget committee is going to be recommending approval for the entire budget. Mr. Ka'anā'anā answered by saying they are supporting the staff's recommendations and that they're not taking formal action as he understands.

Chair Chun said what they could do as a committee is support staff action as well or recommend the approval of this particular item. He asked if everyone is okay with what he suggested to do that and in the board meeting mention they have had an opportunity to review this and give their input that they are supportive of that particular item. He mentioned that during the board meeting they will have a discussion and approval of the fiscal year 22 budget. He thinks their report is going to be after that happens. He suggested they don't take action yet and that this is one other opportunity for board members to be exposed to some of these items within the budget. He stated that at the board meeting during that particular discussion item they can raise any questions or comments at that time.

Mr. Atkins requested the Marketing Committee Report agenda item be moved up before the discussion about the budget because as a marketing committee their job is to give them their input. Mr. Ka'anā'anā mentioned he can move it up on the agenda

Mr. Ka'anā'anā reported that there are four phases, that first phase is community input review and leveraging the findings from the DBEDT's RSS qualitative research, phase two in Q2 moves to developing communication strategies and statements, phase three, which could start toward the middle or end of Q2 and go into Q3, is qualitative testing of that communication strategy and those statements and in the U.S. and other markets. Then they

would unveil the concept at the October 2022 Fall Tourism Update, phase four in Q4 would be developing a global branding structure, procedures, oversight, and updated brand guidelines, then a formal rollout in January of 2023. Mr. Kam said he is supportive of that and thanked him for clarifying.

Mr. Kinkley mentioned they should recommend approval to the board. He stated that communication to BRIC members can be done. He mentioned that there should be a formal motion approved.

Ms Kimura stated the Chair of the BRIC is Ben Rafter and he is attending this meeting.

Chair Chun asked for a motion to recommend approval to the full board. Mr. Kam made a motion, and the motion was seconded by Mr. Atkins. Mr. Casson-Fisher confirmed the votes through roll call, and it was unanimously approved.

#### **4. Presentation and Discussion and/or action on the Destination Management Technology Consulting Services Project**

Mr. Ka'anā'anā stated that the line item is proposed at \$700,000.

He reported that the intention is to bring in outside brainpower to help incorporate more technology and technology-based solutions to manage the tourism hotspots and destination management goals. He mentioned they don't have experts on the team and wants to make sure it's done the right way. He stated that there could be a proof of concept and an implementation plan within a year and a half to two years.

He stated that the consultant would help identify and implement seamless integration of the website and systems such as safe travels and the reservation system, starting with pre-travel planning, to create a seamless, paperless digital ecosystem that remains beyond the pandemic. He mentioned a QR code could be used to improve visitor arrival experience.

Mr. Atkins expressed his concern over the lack of understanding with regards to an RFP.

Mr. Ka'anā'anā stated that the consultant can envision the technological solutions that help address the DMAP's, improve resident sentiment and improve visitor satisfaction through creating a better experience.

Mr. Rafter expressed concern on how they are differentiating between things that HTA should be doing and things that the state should be doing. Mr. Ka'anā'anā mentioned that the opportunities for leadership that they have is to take on what the future of safe travels

look like. He mentioned that safe exists now and they've had over four million people go through safe travels to get to Hawai'i. He mentioned how they maintain something like that that allows them to get rid of the paper act form is a big question that he hears often and the request for a safety video. The other one he has heard from community is a pledge and the safe travels 2.0. Then he questioned how they could start to leverage all of the opportunity and create a regenerative tourism engine. He also mentioned the moonshot idea that integrates with all the other investments that they have made as a board, including the center for Hawaiian music and dance. He also mentioned the need to make sure that all this has the e-commerce platform to support local made products and value-added products, right, to put that all together and make a seamless digital ecosystem. He stated that he is hoping that this consultant can help them conceptualize and bring that to fruition.

Mr. Rafter stated that they are better off using their own team rather than a consultant. He mentioned that a lot of other things that should be covered by other agencies. He stated that it's been discussed all the fees that may or may not get proposed over the next year or two as they execute on their DMAP plans. He wondered if the first step, instead of approving a half million dollars for a singular or plural consultants and seems like a lot of money if it's singular, might be the layout in more detail for the board such as a timeline and deliverables they're trying to accomplish. He suggests that is something that can be done in house before they bring the consultant on.

Mr. Ka'anā'anā mentioned this is all to ensure they capture the work that's been put in and invested in to get their visitors to understand the travel requirements before they get there. He mentioned that the pandemic could happen again, and this will serve as a platform and a base for that. He stated it will also help set them up respond to a lot of the other DMAP actions that they've been hearing about, which includes safety video messaging, or a welcome video that's required for everyone to watch before they get there. He mentioned that airlines have had trouble, but this platform, as a safe travels evolution could serve that purpose as the funnel, by which they would watch the video, which could potentially sign a pledge that could be digital. Flight attendants would love this so there is no need for extra forms to be handed out. He also mentioned a QR code that could be used at airports at the turnstiles. He stated there is opportunity here for them to improve that visitor arrival experience also by delivering on some of what their community has been asking for. He did say it's a bit separate from the moonshot idea and the website, but they need to talk to each other, and they need to be seamless.

Mr. Atkins mentioned the challenge for him regarding the 700 000 is that it just seems like one part is saying to go to the hotspots, and yet they spent a year with DMAP getting all the county input on hotspots and on Hawaii. He mentioned that if the consultant comes over and wants to listen to everybody in the community about hotspots, it will be like overlapping. He mentioned that what he saw in the entire budget seems there is a lot of duplication. He says he is not against it, but just that he requires more time to understand it. He mentioned there is ten million dollars in moonshot and there is two million dollars in Go Hawaii and adding 700 000 on top of that. He mentioned that discussions with the state need to be undertaken so they can know exactly what they are allowed to do. He mentioned that he thinks they are a bit ahead of themselves.

Chair Chun mentioned they do have a few tools at their disposal, such as how many people are at a particular point at what time of the day, but then once they get the data, he questioned what they do with it and how are they managing the data. He mentioned that this is probably the gap they need to fill.

Mr. Ka'anā'anā mentioned that he thinks the consultant with fresh eyes and broader experience and knowledge is going to actually help them all through this process to get clarity on what can and should be done so that all of this serves the end goal of two things - How do they improve resident sentiment and improve visitor satisfaction by making it a better experience?

Chair Chun stated that this new system would provide a golden opportunity for new revenue because capturing data is valuable.

Mr. De Fries reported that they have formalized the advisory group and completed the budget briefing with all twelve board members by close of business today which could help support the approval of the consultant.

Mr. Rafter mentioned that he thinks the idea of using safe travels to monetize and communicate with their guests, as well as demand-based pricing as a way to generate revenue, is moving them in the right direction, but until all of the other departments are on board and they have a pathway set by DLNR, he stated that he thinks the consultant money is wasted. He suggested getting everything in place first, and better off using someone in their team to carve the pathway.

Ms. Kimura reiterated that the safe travel is not working currently, and somebody has to fix it. She mentioned that the buy in should be funded by department agencies so that if their money is at stake their buy in is real if they are funding it.

Mr. Atkins mentioned that this is not HTA money, it is ARPA money, and they are trying to determine how long they have the money for, the statute says 2024. He stated that there is no need to rush it and that he would be supportive of taking the issue to BRIC and recommending its good qualities but emphasizing it needs to be scrubbed. He stated that there are committees that include key people outside of HTA that are consultants, and they are very experienced. He recommended putting the idea of earmarking funds for a consultant forward to BRIC and put a placeholder on it. Mr. Atkins requested that at the next day's BRIC meeting that Mike McCartney joins to give them clarification on some of the areas and answer some of their questions as well as answering the questions on how long they have to spend the ARPA money.

Mr. Ka'anā'anā requested a budget re-allocation. He also mentioned. He also says they need to find out what needs to be put in place for them to utilize whatever it is that they design and develop.

Chair Chun requested a motion to move forward on that particular item within the budget, with the understanding that it is earmarked, and the due diligence will happen, connecting and creating buy-in with all the other state entities will happen before any type of spending happens. Mr. Kam made a motion, and the motion was seconded by Mr. Rafter. Mr. Casson-Fisher confirmed the votes through roll call, and it was unanimously approved.

## **5. Presentation and Discussion and/or action on the Local Business Support Project**

Mr. Ka'anā'anā reported that the proposed budget line item is \$400,000 - \$500,000. He stated that two outcomes they are seeking with the visitor audience is increased awareness of local businesses, where they exist and what they are, and increased spending amongst visitors at those tourism related businesses.

He reported that driving visitor spending would help address two of HTA's main KPI's which are per person, per day spend and total expenditures, and then directing the flow of that spending at businesses who benefit most, that are headquartered in Hawai'i and pay taxes, to keep that money in the economy longer.

Mr. Ka'anā'anā stated that they have been engaged with feedback from other projects, and they have been in touch with DBEDT, and they have been reviewing surveys with regards to local businesses.

He reported that social is the primary source of traditional advertising they will be using, and Mr. Atkins encouraged this.

Chair Chun asked how much money they have put together in the most current year that was successful to doing this. Mr. Ka'anā'anā mentioned that he thinks the most they've put together and aggregate that is aligned with this intention of supporting local businesses is probably around \$350,000.

Ms. Kimura asked how they are going to encourage some of the methodologies.

Mr. Ka'anā'anā mentioned the main thing is a traditional campaign where they try do social things that make sense. He mentioned that it's quite frankly just a marketing campaign with the main audience being visitors, with the goal of spending a greater awareness of local businesses and increasing spend.

Mr. Atkins mentioned that the \$500,000 should be part of the new Go Hawaii.

Chair Chun requested a motion to recommend approval to the full board of the local business support project. Mr. Kam made a motion, and the motion was seconded by Mr. Atkins with a condition that they know what the benefits of the \$500,000 will be and how it's going to benefit. He wants to make sure they're on track as it's a lot of money and needs to be used properly to filter down to the people that need their help.

Mr. Rafter voted against the motion and made clear his opinion on the importance of communication between departments as well as the need to have more dedication and building plans and working with the other departments before they started approving budget items. He stated that laying out the path is important.

Mr. Kam asked if Mr. Rafter if he would agree if it was a placeholder as they all agree to the benefits, but he agreed that they need to make sure that there is a pathway forward. He said he gave conditional support like Mr. Rafter.

Mr. Rafter would support it if it were worded that way, and the interaction with other departments is critically important. He agreed that if it's meant as a placeholder and some objectives are satisfied, then he would vote for it.

Mr. Ka'anā'anā expressed his inability, due to 103-D, to provide specifics. He emphasized the importance of consistency with regards to branding.

Mr. Kinkley confirmed that these funds will be earmarked and that it will be reported to the board.

Mr. Casson-Fisher confirmed the votes through roll call, and it was unanimously approved.

## **6. Presentation and Discussion and/or action on the Smart Destination Hawai'i Project**

Mr. Ka'anā'anā reported that, with \$10 million, they want to create a website and it would include planning, design, and implementation. He stated that the website would integrate with the app and everything they have been talking about. He mentioned that they would create this regenerative tourism engine with modules that support Hawai'i made products, the channel manager for the reservations, potentially a booking engine, and then all the unique content that we can bring to it.

He stated that the first level is Trusted Visitor Education, how they share the travel requirements and lastly, how they start to create revenues so that it can be self-funding over time. He mentioned a Marketplace being a method option. He reported that one method is a Booking Platform where they could encourage convenience for potential travelers to Hawai'i, improve the relationship and own that relationship with their first party data and communication tools.

Mr. Atkins asked about whether big cities like Vegas or San Francisco have ever gone into trying to monetize their websites, and if they have, how they did, or if Hawai'i would be the first ones in the country to do something like this.

Mr. Ka'anā'anā reported that Vegas and a few other destinations have tried it and it is difficult. He said that the other part of it is how they create this as a public private partnership. He reported that there is the customer service side of it and managing the backend, not just the infrastructure of the website or the platform, and they were talking about a two-to-three-year timeline for this project.

He hypothetically asked how they make it convenient for a visitor and funnel them to this one digital ecosystem so that it's seamless and connected, how they keep connecting with them, keep them engaged with Hawai'i as a destination, but also by extension leveraging all of their small businesses and products to do that and how they start to be mindful about, as third-party cookies get phased out over time, how they capitalize on the data that comes with first party data?

Mr. Rafter requested the writing out of a short business plan of how it is going to be self-sustainable and inclusive of technologies, and what will happen to what is currently in place. Mr. Kam encouraged Mr. Rafter and Mr. Ka'anā'anā working together on this.

Mr. Atkins expressed his concern on duplication within the budget. He recommended the key stakeholders getting together to talk about this.

Mr. Ka'anā'anā stated that \$10 million is their best estimate and he sees synergies rather than duplication.

Chair Chun stated that he would like to express at the board meeting what the discussion was about that they are in support of the direction and that they want to leave the amount allocated in the budget right now for future discussion.

Chair Chun requested a motion that this is going to be earmarked and that it's going to be the intention that they set aside in the budget this money, and then go through all the buying processes. Mr. Kam made a motion, and the motion was seconded by Ms. Kimura.

Mr. Ka'anā'anā stated that, as it stands with regards to ARPA funds, everything needs to be encumbered and spent by June 30, 2022, however, today they got the form to request an extension and their intention is to submit for an extension.

Mr. Kam confirmed that they already have the HTUSA approved from the RFP, then they are going out for Calendar Year January 1, 2022, to December 31, 2022.

Mr. Ka'anā'anā stated that they submitted a Tourism Recovery and Marketing Plan that has gone through an approval process and has resulted in being allocated a large amount. He stated that there is then a process that needs to go to B&F to approve pieces of the \$60 million.

Mr. Casson-Fisher confirmed the votes through roll call, and it was unanimously approved.

## **7. Adjournment**

The meeting was adjourned at 11:21 a.m.

Respectfully submitted,

  
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Sheillane Reyes, Recorder