



## **Tourism West Coast Strategy 2010 – 2013**

### **Vision:**

That the regions visitor sector is a valued and leading contributor to the economic, social & environmental well being of our West Coast community.

### **Mission:**

To showcase to the world the unique and special place that the West Coast of the Southern Alps is by;

- ❖ **Increasing the yield from visitors to the West Coast of the Southern Alps**
- ❖ **Recognise, encourage & promote a “whole of the West Coast” approach to the inbound visitor market**
- ❖ **Champion a quality & unique West Coast visitor experience**
- ❖ **Developing long term loyal & proactive relationships**

## **Tourism West Coast Inc.**

### **3. Objectives**

The objectives of “Tourism West Coast Incorporated” are:

- 3.1 To raise awareness of the West Coast and its tourism offering via marketing, branding and promotional activities, which attract increasing numbers of quality, high-yield international and domestic visitors to the region.
- 3.2 To encourage a quality regional tourism experience that inspires visitors to the region to stay longer and spend more.
- 3.3 To enhance the West Coast visitor experience by
  - (a) fostering the co-operation of tourism and related operators;
  - (b) promoting the benefits of tourism to West Coast residents and contributing funding partners including territorial local authorities and the regional economic development agency;
  - (c) encouraging the development of quality product appropriate to the West Coast environment
- 3.4 To promote the principles and benefits of sustainability accruing from a quality tourism experience.

## S.W.O.T Analysis

Strengths	Weaknesses
Environment/landscape High volume of visitor numbers Brand/region recognition Partnerships with TLAs and DWC	Access to the region Seasonality Inequitable visitor flow through the region Size of the region Short average length of stay Infrastructure and services TWC resources (small rate payer base)
Opportunities	Threats
DoC partnership JV funding Joint venture public/private sector partnerships New product development/initiatives	Missed opportunities due to limited resources Growing strength of neighbouring regions TLA elections Political climate

### Purpose of this Strategic Plan;

is to provide clarity and a management frame work for the key areas that Tourism West Coast will be focusing its energies and resources on over the next 3 years.

Specifically, this plan will be the basis for:

- Providing the visitor industry and wider community with a sense of direction that will enable them to participate and leverage off the over arching strategies of Tourism West Coast
- Identifying new initiatives for implementation to achieve our vision
- The evaluation and prioritisation of Tourism West Coasts future visitor and key target markets
- Appropriate accountability structures including monitoring & measuring of our performance to our *Vision*
- Detailed annual business/marketing plans that will guide the activities of Tourism West Coast

## Increase yield from visitors to the West Coast of the Southern Alps

Strategic Element	Output	Measurement
<b>Increasing length of stay/increase in visitor numbers</b>	(i) Educate trade -ITOC members -Off shore (key markets; Australia, UK, USA) -I Sites (ii) Educate consumers -Domestic -International (iii) RWC 2011 project (see appendix 1)	➤ Increase in nights offered in itineraries ➤ Increase in visitor numbers ➤ Increase in average bed nights
<b>Experiences</b>	(i) Work with operators to develop packages and become trade ready (ii) Communication campaigns -Domestic -International (iii) Product development	➤ More West Coast product in brochures ➤ Increased web listings ➤ I-Site survey ➤ Media famils ➤ Upgraded and/or new product ➤ "Hot deals" offered
<b>Seasonality</b>	(i) Investigate and analyse opportunities to offset seasonal challenges	➤ More visitors during off season/shoulder seasons
<b>Repeat visitors</b>	(i) Specific marketing campaigns (niche groups) ie. Mountain biking, couples, families	➤ Bed nights ➤ Take up of deals
<b>Events</b>	(i) Assist with specific marketing (ii) Coordinate concurrent events (iii) Investigate and analyse event opportunities	➤ Increased patronage at events ➤ Increase in bed nights ➤ Stronger cohesive events sector
<b>Online strategy</b>	(i) Enhanced web presence (ii) Social media	➤ Redeveloped website easily navigated by visitors ➤ Use of various forms ie Facebook, Twitter (See appendix 2)

## Recognise, encourage and promote the “whole” of the West Coast approach

Strategic Element	Output	Measurement
<b>Regionally focused promotion</b>	(i) Consistent region wide representation by Tourism West Coast	➤ Famils log, editorials, collateral, Visitor Guides
	(ii) Brand strength and recognition	➤ Positive Industry and consumer awareness
	(iii) Cluster marketing	➤ Cluster groups identified and formulated
<b>Coordinate region wide participation</b>	(i) Marketing initiatives	➤ Participation by operators and promotion groups
	(ii) Networking opportunities	➤ Newsletter
	(iii) Communication	➤ Media releases ➤ Industry updates ➤ Strong WEB based industry networking & communication application
<b>Brand promotion and ownership</b>	(i) Visitor industry businesses encouraged to use “The West Coast of the Southern Alps” brand logo	➤ Logo on marketing collateral
	(ii) Other industry encouraged to use “The West Coast of the Southern Alps” brand logo	➤ Logo used
	(iii) Ensure brand integrity is maintained	➤ Audit of brand usage
<b>Major Regional Initiative (MRI) Projects</b>	(i) Liase with other agencies such as Department of Conservation, Development West Coast and Territory Local Authorities to advance progress on implementation of plans	➤ Successful implementation of plans (See appendix 3)

## Champion a quality and unique West Coast visitor experience

Strategic Element	Output	Measurement
<b>Foundation Story of the West Coast</b>	(i) Identify & work with stakeholders to consolidate and communicate the wider West Coast tourism offering; (Maori, mining, Pounamu, timber, our people, etc)	<ul style="list-style-type: none"> <li>➤ Collateral noting historical sites on the West Coast</li> <li>➤ Participation with council planning</li> <li>➤ Industry support</li> </ul>
<b>Service levels</b>	(i) Develop and strengthen partnerships with training providers (ii) Facilitate industry attendance at seminars/training opportunities	<ul style="list-style-type: none"> <li>➤ MOU established</li> <li>➤ Increased attendance at courses</li> </ul>
<b>Commitment to the provision of quality experiences</b>	(i) Encourage industry accreditation (ii) Tourism Awards (iii) Advocacy in relation to infrastructure (iv) Provide industry with information and opportunities that encourage and enable improvement	<ul style="list-style-type: none"> <li>➤ Increase in number of operators who have achieved accreditation</li> <li>➤ Number of entries, awards ceremony participation, sponsorship</li> <li>➤ Communication with relevant agencies ie TLAs, NZTA</li> <li>➤ Communication</li> </ul>
<b>Monitor visitor satisfaction</b>	(v) Develop regional survey (vi) Seasonal application of survey (vii) Collation of individual operator surveys	<ul style="list-style-type: none"> <li>➤ Survey document completed</li> <li>➤ Structured and implemented</li> <li>➤ % return of data</li> </ul>

## Developing long term loyal and proactive relationships

Strategic Element	Output	Measurement
<b>West Coast Visitor Operators</b>	(i) Provide opportunities for participation with Tourism West Coast	➤ Attendance/participation
	(ii) Information resource and assistance for tourism stakeholders	➤ Annual 360 degree feedback on TWC performance
<b>Tourism associations representation</b>	(i) RTONZ	➤ Representation
	(ii) TIANZ	➤ Support attendance/representation
	(iii) ITOC and other industry association	➤ Support attendance/representation
<b>Political support</b>	(i) Parliamentary representation	➤ MPs understand and advocate for the regional tourism industry
	(ii) TLAs	➤ Ongoing financial support
	(iii) NGOs eg. Iwi	➤ MOU developed detailing roles and responsibilities of each entity
	(iv) District Promotion Groups	➤ Integration of management plans to achieve cost savings and efficiencies eg. Websites, brochures (see appendix 4)
<b>Media</b>	(i) Engage with local and national media	<ul style="list-style-type: none"> <li>➤ Stories covered</li> <li>➤ Media releases</li> <li>➤ Independent media famils</li> </ul>
<b>Marketing Alliances</b>	(i) Strengthen partnerships with neighbouring RTOs	➤ Marketing and promotional opportunities are implemented and strengthened
	(ii) Identify opportunities for other JV marketing partnerships	

## Appendix:

➤ **Rugby World Cup 2011:** This represents a significant opportunity for the West Coast to effect lasting changes in the way in which it presents itself as a visitor destination. This is not limited to the physical environment but more importantly to how our community presents itself and how members of our community interact with our visitors. Activities that will address this opportunity come under all of the headings above. As a result of the allocation of additional funding from TWCs funding partners (DWC and the TLAs), a dedicated resource will be/has been established to focus on ensuring this opportunity is not missed. The following table details the action plan that will drive the activities of this additional resource.

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Element	Output	Measurement
<b>Key role</b>		
<b>Communication/PR</b>	Region awareness	Increased visitor numbers during event
	Liaison with stakeholders	Stakeholders regularly updated
		Initiating/facilitating community initiatives/events
<b>"Give it 100%" campaign</b>	Workshops with wider community groups	Community up take /interest
	Appearance of region/towns	Beautification projects, improved infrastructure services
	Supporting and initiating events Eg: NZ 2011 Regional Festival (already planned)	Buy in from community re- themed events/activities
<b>Service Levels - quality experience</b>	Workshops with employers and employees	-Training programmes implemented eg Kia Ora Mai, other relevant Training programmes
		- Improved customer/visitor satisfaction (surveys completed)
		Businesses accredited, eg Green Globe, Qualmark
<b>Economic benefits/initiatives</b>	Support businesses ROI	Increased visitor spend/length of stay
	Assisting with event analysis project	Completed report for stakeholders
<b>Secondary</b>		
<b>Marketing support to team</b>	West Coast Passport project	Voucher redemption by visitors
	West Coast RWC 2011 theme	Development of collateral ie uniform, banners
	Assisting with I-SITE training re RWC events/activities	Increased regional awareness / sales from I-SITEs

➤ **Online:**

- a. Tourism West Coast (TWC) is currently using Facebook/Twitter as an additional means to promote the West Coast. Social Media is an area of growing importance to enable relevant information to reach our target audience.
- b. As part of the redevelopment of the TWC website, emphasis will be placed on how to maximize the opportunities that Social Media represents. Specific actions will be detailed in the annual plans.

➤ **Major Regional Initiatives (MRI):**

- a. the MRI produced a number of destination management plans and other strategies to advance tourism on the West Coast. TWC was involved at both the Steering Committee and Project Management Team level. TWC will continue to work with other stakeholders such as the Department of Conservation, Development West Coast and the three TLAs to advance the implementation of these plans and strategies.
- b. One such plan that will deliver real benefits is the naming of State Highway 6. The goal of this is to develop the highway as a “Touring Route” enabling the linking into the Great New Zealand Touring Route marketing. The selected name will become the official name for the Highway. The process involves TWC taking the lead on identifying the name; it involves the TLAs and NZTA to approve the chosen name. It is anticipated that this will be achieved by the end of April 2010.
- c. Other plans include:
  - Signage strategy
  - I-Site review
  - Denniston redevelopment
  - Destination Management plans

- **District Promotion Groups:** TWC will work with the district promotion groups by actively presenting marketing initiatives that provide opportunities that they could not ordinarily take advantage of. TWC will also work to achieve the alignment of the district promotion groups plans with the TWC plans so a consistent message is delivered. TWC staff will attend district promotion group meetings on a regular basis.