



Hawai'i, the visitor industry, and the Hawai'i Tourism Authority are all in a time of huliau (transformative change), in which an accelerated shift toward destination management is necessary in order for tourism to properly support the revitalization of our communities and economy in a more meaningful and reciprocal way.

— John De Fries, HTA President and CEO

Destination Management Support Plan

(Section 3.15)

The DMAPs developed by HTA together with our communities are the **piko of the pathway** towards a regenerative future for Hawai'i's visitor industry. The words may seem a small shift, but the change is **transformative for our communities**. Rather than Hawai'i's people and culture being the object of visitor desire, the DMAPs center the needs of kama'āina and local communities in driving the engagement. They invite engagement that is respectful, adds value to 'āina-based practices, and brings economic development opportunities to local businesses. It is that model that puts the **cultural and economic opportunities for Hawai'i and its residents at the center**, that Kilohana is excited and ready to pursue.

Strategies: Destination Management and Regenerative Tourism

Kilohana's overarching DMAP approaches involve these key features to establish and grow regenerative tourism across the pae 'āina. As with most missions, the long-term goal would be to work ourselves out of a role, as the connectivity between community, industry, kama'āina, malihini, government, and stakeholders would all be fully integrated and engrained. We will organize the hana to be done across three hale:

1. **'Āina and Cultural Stewardship Team** will focus on the community-based relationships, including messaging, input, and voluntourism activities and related capacity building
2. **Community-Based Economic Development Team** will focus on industry and workforce development, expanding opportunities for local business market participation, and increasing the overall economic indicator for the state through industry-generated wealth retention
3. **Pae'āina Integration Team** will support the integration of the destination management activities and the marketing components across all islands in coordination with regional leads and island chapters, work closely with HTA on DMAP execution, and support island-specific activities.

Kilohana Collective
seeks to grow
regenerative tourism
across the pae 'āina.

The chart below explains how the operations of the destination management focused activities will be organized into three complementary hale, the strategic focus for each, the related Key Brand Marketing and Management Performance Indicators, and the strategies. Where we believe additional measurements should be considered as goals of the contractor and to evaluate the success of the strategies, we have indicated those recommendations. Below the chart, we go into further depth into the strategies and tactics anticipated within each hale.

DESTINATION MANAGEMENT SUPPORT WORK PLAN

'Āina and Cultural Stewardship

Community-Based Economic Development

Pae'āina Integration Team

Strategic Focus

Support authentic experiences that support mālama 'āina while investing in meaningful and reciprocal relationships between malihini and kama'āina

Ignite opportunities for tourism to be truly regenerative, enhancing not only the land and culture, but also the economic opportunities of Hawai'i residents, businesses, and communities

Developing and growing the sustainability of Hawai'i, its communities, and residents while nurturing a reciprocal relationship with the industry and visitors

KPIs

Increase lifelong value

Increase resident sentiment

Increase resident sentiment

Increase resident sentiment

Increase average daily spending

Other suggested measurements:

Increase % of visitors that hear/see about safe and responsible travel

Increase visitor expenditures

- Increased agency coordination
- # of DMAPs implemented
- # of community groups actively engaging per island

Increase % voluntourism

Other suggested measurements:

Increase perception of uniqueness

- Increase industry impact indicator
- Increase daily spending after leave market

Increase consider to return

Strategies

Communication with visitors both pre-arrival and post-arrival

Investments and activities toward regenerative businesses, farms, and cottage industry consistent with community values

Close Coordination with HTA on DMAPs

Capacity building with community-based organizations to host and create volun-tourism opportunities

Developing a new generation of kama'āina and 'ōiwi leaders through career pathways into management, leadership, and ownership roles

Leveraging alternative funding opportunities in support of DMAP actions

Measure and improve volun-tourism impacts on both residents and visitors

Cultural enrichment and industry training

Working closely with Island Chapters

Mitigate negative market impacts while visitors are in Hawai'i

Regular communication with residents regarding initiatives

Support appropriate visitor flow through to each respective island



Destination Management: Empowering Capacity within Hawai'i Communities



KŪKULU
OLA



‘ĀINA-BASED
PROGRAMS



HTA SIGNATURE
EVENTS



HAWAIIAN TRADES
ACADEMY



KŪHANA
BUSINESS PROGRAM

‘Āina and Cultural Stewardship Team (2022: \$700,000 | 2023: \$1,200,000)

Strategic focus and KPIs

Support authentic experiences that support mālama ‘āina while investing in meaningful and reciprocal relationships between malihini and kama‘āina. These strategies seek to positively impact the following KPI:

- Increase lifelong value
- Increase resident sentiment
- Increase % of visitors that hear/see about
- safe and responsible travel
- Increase % voluntourism
- Increase perception of uniqueness
- Increase consider to return

Proposed Strategies and Tactics

Support mālama ‘āina and cultural engagement efforts

- Consult with communities to identify places that visitors would be welcomed to visit.
- For such identified areas, develop plans with communities to seek state or county support to build or improve the facilities associated with those areas, as needed.
- Support informational signage initiatives at key locations and hotspots, as identified in the DMAPs.

Manage incentive programs, including capacity building support, for community organizations to:

- Steward ‘āina and wahi kūpuna, including receiving training to grow community capacity, including working with HTA, if desired, to support DMAP initiatives around developing potential stewardship agreements for community-based organizations.
- Organize and host opportunities for community work days and voluntourism and track the engagement and satisfaction for both the community organization and visitor.

- Develop educational online content on the history, traditions, and places of their ahupua'a or moku.
- Design and implement gatherings open to residents and visitors that aim to share the traditions, practices, and history of a given area.
- Support community efforts to grow knowledge of and ability to share about their regions.

Increase integration with HTA's Kūkulu Ola program administered by Hawai'i Community Foundation, and the grantee and community programs supported by partnering on industry and FAM activities, featuring programs in messaging, and providing reciprocal support to increase capacity in a way that does not overlap with or compete with the purposes of the underlying grant.

Create and disseminate educational materials at a large scale

- Support pre-arrival and post-arrival messaging that directs visitors to appropriate destinations and mitigates potential negative engagement
- Enhance app capabilities to hold and share stories, mele, archival images, visitor guidance, etc., supported by content from invited schools, colleges, community organizations, businesses, respected individuals, etc.
- Use geolocation to enable place-based learning and also guide activities in-market.
- Partner with state and county offices to create signage with QR codes connecting items in the app.

Community-Based Economic Development Team (2022: \$600,000 | 2023: \$1,300,000)

Strategic focus and KPIs

Ignite opportunities for tourism to be truly regenerative, enhancing not only the land and culture, but also the economic opportunities of Hawai'i residents, businesses, and communities. These strategies seek to positively impact the following KPI:

- Increase resident sentiment
- Increase average daily spending
- Increase visitor expenditures

Kilohana also suggests considering the following measurements:

- Increase industry impact indicator
- Increase daily spending after leave market

Proposed Strategies and Tactics

Invest in Programs for Workforce Development and Career Pathways

- Collaborate with HTA on the results of its current workforce study to see how Kilohana Collective can be an effective partner in expanding opportunities.
- Partner with industry participants and trade associations to leverage CNHA's Trades Academy to develop workforce opportunities to support the flow for those interested into the industry.
- Build upon and expand awareness and participation in existing programs such as those with the Sustainable Tourism Association, International Festival & Events Association, AgriTourism partners, University of Hawai'i, NaHHA, etc.

- Work with industry partners to create mentorship and executive management training programs to support flow through career pathways.
- Partner with Hawai'i workforce development councils to leverage federal department of labor funding to support on-the-job-training opportunities for mentorship opportunities
- Partner with 'Aha Pūnana Leo, charter schools, Hawai'i high schools, University of Hawai'i system, and trade programs to connect youth to job opportunities and management training.
- Engage in policy level opportunities to support greater industry ownership to increase the economic industry impact indicators by maintaining wealth generated within Hawai'i.

We partner with Hawai'i workforce development councils to **leverage federal department of labor funding** to support on-the-job-training opportunities for mentorship opportunities.

Strengthen 'Āina Aloha Economic Futures (AAEF) and Aloha+ aligned businesses through CNHA Business Development Programs

- Manage incentive programs for AAEF-aligned businesses.
 - Supporting new and existing farms that employ organic and sustainable practices, agri-tourism, and internship-to-employment training programs for community members.
 - Improving businesses' online and/or storefront marketing.
 - Starting up or ramping up cottage industries.
- Leverage the CNHA KūHana business program to provide technical assistance and access to credit to local small businesses interested in engaging in the visitor industry.
- Assist AAEF in implementing plans to offer qualifying businesses AAEF seals of support.
- Partner with mission-aligned visitor sustainability, agri-tourism, and other trade associations to help resource capacity building opportunities (e.g. reservation solutions), technical assistance, and training (e.g. getting PUC licensure) that can be leveraged to support more local industry partners.
- Assist businesses to access training opportunities offered by Pae 'Āina Integration for all regions.
- Integrate cultural enrichment and industry training.

Support HTA events: Collaborate with HTA to provide regional support of HTA signature and sponsored events. This includes creating microsites dedicated to targeting travelers interested in major categories of events that HTA already sponsors and supports, such as Pride Festival, Arts & Culture, and Sports.

Create regional Pop-up Mākeke

- Recruit local vendors, crafters, and artisans in a region.
- Contract musicians, hālau hula, school groups to share cultural performances, demonstrations, etc.
- Secure locations for mākeke.
- Set a reliable mākeke schedule.
- Manage mākeke with circular economy principles in mind.
- Implement mākeke promotions for local audiences.

Hold monthly island kanikapila events for both visitors and kama'āina to enjoy.

- Rotated around the islands in different regions each month.
- To increase participation and learning through this activity, words, 'ukulele chords, translations, and related mo'olelo for songs could be gathered and posted online for easy access.

Pae 'Āina Integration Team (2022: \$800,000 | 2023: \$1,150,000)

Strategic Focus

Develop and grow the sustainability of Hawai'i, its communities, and residents while nurturing a reciprocal relationship with the industry and visitors. These strategies seek to positively impact the following KPI:

- Increase resident sentiment
- Other suggested measurements:
 - Increased agency coordination
 - # of DMAPs implemented
 - # of community groups actively engaging per island

Proposed Strategies and Tactics

Coordinate pae 'āina wide support for regional initiatives

- Support messaging and initiatives that provide appropriate flow-through to all islands
- Seek earned media to spotlight regional activities. In collaboration with community partners, create and disseminate via visitor industry channels short videos demonstrating how and why "mindful travelers" are appreciated in Hawai'i. This can also include integrating messages from the DMAP such as promoting Maui's sunscreen laws.
- Support HTA on industry-wide opportunities to partner with Hawai'i initiatives such as agriculture and food security, regulation and enforcement of land use for appropriate accommodations, exploring reservation systems and other managed access opportunities at natural resource and cultural sites, support of buy local and green energy initiatives, etc.

Advance pae 'āina efforts intended for all regions

- Create language opportunities to normalize and educate visitors on 'Ōlelo Hawai'i, Pidgin, local language and cultural norms, values, and principles.
- Facilitate regular virtual and occasional in-person gatherings of regional managers to support one another and increase their capacities to succeed.
- Support safety of our visitors, our communities, and our 'āina. Kilohana is prepared to partner with HTA around ocean, road, hiking, and natural resource safety. Additionally, partners are excited to enhance the travel app in ways that can create geofencing, safety warnings, and steering visitors to appropriate areas.
- Work closely with HTA to establish timelines and strategies for DMAP implementation and participate in a meeting tempo to keep coordinated in efforts at HTA's direction

Creative Content

Our array of Hawai'i-based partners like 'Ōiwi TV, 'Ulu'Ulu, Rock Salt Media, and our many local producers would provide supplemental asset support. Is it also Kilohana's intention to work collaboratively with HTA to develop content to enhance the branding and marketing goals and objectives of HTA.

Alignment with AAEF and the Aloha+ Challenge

Alongside HTA's DMAPs, aligned guidance offered by the 'Āina Aloha Economic Futures (the AAEF declaration, Huliau Action Agenda, and Assessment Tool) and the Aloha+ Challenge Goals form the philosophical and high-level strategic foundation of Kilohana's BMMP. We strongly believe, as articulated in the AAEF Huliau Action Agenda, that an ideal future state involves the growth of reciprocal relationships, with the tourist industry and visitors on one side of the relationship and Hawai'i, its communities, and local residents on the other side of this mutually nurturing relationship. Kilohana also adopts AAEF's recognition that such reciprocal relationships require:

- Local communities that are resourced so that they can fulfill their kuleana to their 'āina and each other as they step into assuming the kuleana of mea ho'okipa (hosts)
- Malihini who are enabled and encouraged to engage in a reciprocal relationship with Hawai'i and mea ho'okipa and to embrace the kuleana to mālama Hawai'i and its people

CNHA has staff members and partners that served as co-convenors of AAEF, and Kilohana team members have experience in applying the AAEF assessment tool to help with government allocation decisions for federal relief funding during 2020. We are encouraged by the inclusion of this framework and look forward to applying it towards this critical huliau moment. Kilohana further incorporates the Aloha+ Challenge complementary goals that seek to achieve increased local food production, strengthened natural resource management, decreased waste reduction, increased efforts to achieve sustainable communities, and the growth of a green workforce and green education.

Close Coordination with HTA on DMAPs

The community-informed HTA DMAPs offer rich and specific guidance for the pathway. The strategies and tactics proposed are intended to be both a plan for execution and a demonstration of Kilohana's understanding of the themes, values, and salient actions that the DMAPs represent as a whole. Rather than offering HTA a proposal that simply indicates that Kilohana will complete all the tasks outlined in the DMAPs, we felt it was important to provide HTA a proposal illustrating how the DMAPs could inform and direct a strategically and tactically cohesive approach to move the DMAP actions forward. Many of the specific actions noted in the DMAPs are addressed in the strategic and tactical plans outlined. In addition, CNHA affirms that it has also reviewed the DMAPs for which the visitor bureaus are indicated as lead or support. CNHA is prepared to offer staff to support actions that will be led by the island chapters, as appropriate. CNHA further affirms that it will work collaboratively to support all aspects of the DMAP plan, and develop strategies to implement the outlined kuleana assigned to island chapters and any US MMA contractor.

Localized Implementation

A key feature of CNHA's approach to setting up Kilohana to fulfill the BMMP includes the incorporation of regional managers to implement the plan. Potentially, 4 regional managers focused on community based

economic development and another 4 regional managers focused on 'āina and cultural stewardship, both teams managed by a respective director and supported by a Pae 'Āina Integration Team. CNHA's exploration of its model involving regional managers seeks to ensure that communities hold primary agency in guiding the development and implementation of plans in ways that are appropriate for their specific areas and communities.

CNHA is eager to explore how this model could interface with or incorporate the current model and functions of Island Chapters, if there might be opportunities to do so. Island Chapters' crucial functions related to marketing, coordination of on-island activities, trades, addressing consumer inquiries, and implementation of DMAP actions on each island would also be integrated with Kilohana's marketing plans.

Global Impact

With Hawai'i's globally established brand, we have a tremendous opportunity to engage in high-level discussions, drive outcomes in tourism in the Pacific Region, position the Hawai'i Tourism Authority as a key component on global tourism issues in the Pacific Region, and build relationships to further develop goals in Hawai'i and in the Pacific. The United Nations World Tourism Organization (UNWTO), a body that reports directly to the United Nations' Secretary General, has a global grasp of advances and challenges in tourism and the growing chorus of destinations seeking sustainability and impact analyses of their individual destinations and regions.

Kilohana would engage this organization as an Affiliate Member, and we would seek Hawai'i Tourism Authority's place as an intergovernmental agency Affiliate Member. Ensuring both HTA's place and Kilohana position to engage other affiliate member organizations, the various governing boards and targeted issues will allow us to have a macro-view of our impact with an ability to provide localized solutions in concert with the UN's Sustainable Development Goals. These kinds of solutions-based practices further solidify the commitment to ensuring Kilohana's role in the industry and elevating regenerative tourism from discussion to practice to solution.

Major Campaigns and Programs

2022 Campaign: Hawai'i Market Resident (2022: \$1,000,000)

Aloha Is: For the resident call to action, "Everywhere We Go, We Bring Aloha." This call reinforces the opportunity for Hawai'i's kuleana to lead the world that HTA has spoken of.

Hawai'i residents/Community is one of HTA's Pillars. As such, a dedicated Hawai'i in-market campaign is important to keep local residents informed about the tourism industry and what it contributes to our communities.



"Aloha is generational. The people here make this place unique and beautiful."

– Kaipo Kūkahiko

The objective of the campaign is to connect and build trust with local residents. The strategy is to present Aloha as the common denominator between residents and mindful travelers. The campaign will feature residents sharing their stories about how Aloha is in their lives and how they express it; as well as visitors telling their stories about how Aloha touches their lives when they are in Hawai'i, and how it is a part of them when they return home. The juxtaposition of residents and visitors sharing their stories starts to send a message that people who visit Hawai'i can and must care about Hawai'i as much as the people who live here. We want to create a new kind of conversation among ourselves, and between residents and mindful travelers.

The Hawai'i in-market media objectives are to maximize reach and frequency in the statewide, as well as create and maintain top of mind awareness of the shift in focus to a shared regenerative tourism vision. The media strategy is to create a targeted multi-layered communications plan that includes media that are part of the audience's lifestyle, and is trackable and measurable. Tactics include digital display, TV and cable, Advance TV (CTV, OTT, streaming), radio, streaming audio and social media.

Pre/Post-Arrival Program: U.S. Mindful Traveler (2022: \$500,000 | 2023: \$500,000)

This is a critical part of our marketing strategy. Plans involve using Airport signage, geofencing with Facebook (Meta), Snapchat, Digital Display at all airports and key hotel/resort areas to implement a post-arrival tourism communications program to encourage respectful and supportive behavior. We will seek to develop pre-arrival communications partnerships with airlines, hotels, ground transportation, and experience companies with responsible, environmental, and cultural messaging.

We are dedicated to helping visitors learn more about Native Hawaiian culture and truly want to enrich their experience with our Aloha. We want to help them understand where to go and not go to keep them safe. We want to share 'āina-based education and practices to protect and preserve our natural resources so that visitors will aloha 'āina -- we will focus our messages around the protection of Hawai'i's environment, the health of our ocean, fresh water, and land-based ecosystems, and biosecurity. Our messages will also include a QR Code which will give visitors the opportunity to download the goHawaii.

Performance Measure Methodology

The key target audience for this campaign is all visitors to the state of Hawaii. Our goal is to educate and ensure that every visitor understands their responsibility when coming here to our home. Key performance indicators to determine success of the Pre-arrival and post-arrival campaign include:

- Increased % of visitors, who recall hearing or seeing information about safe and responsible travel
- Improvement in Hawai'i's ratings for "value" and "unique experiences"
- Improvement in perceptions of the uniqueness of the destination for prospective visitors
- Increased percentage of visitors that participated in voluntourism activities while in Hawai'i
- Improved awareness from visitors on proper behavior and local etiquette
- Increased attendance/participation in sustainable tourism activities
- New downloads of goHawaii App
- Number of impressions served with Geo-Fence campaign
- Number of interactions on social media

- Improved resident sentiment