

Destination Marlborough Annual Plan 2019-20

Activity and Service Levels prepared for
Destination Marlborough Board and Marlborough District Council

GROW THE VISITOR ECONOMY TO HELP MAKE MARLBOROUGH A BETTER PLACE TO LIVE

The benefits of a vibrant and buoyant Marlborough Visitor Economy extend beyond those visitors who experience it. The range and service levels of tourism activities and products in the region are available for all Marlburians to share and experience. A successful Marlborough visitor destination is key to fostering pride and enjoyment for residents, and for those that visit it encourages investment, migration, and opportunities for job growth resulting in an increased standard of living for all.

Destination Marlborough's marketing priorities are:

1. Position Marlborough as a compelling place to visit
2. Encourage managed growth of visitor spend
3. Prioritise effort on smoothing seasonality

Destination Marlborough's role is to encourage visitation and increase overnight stay and spend targeting domestic and international visitors, travel trade, media, influencers, and the Business Events sector.

Ongoing Activity

Domestic Marketing campaigns will continue to focus on shoulder season travel from Auckland and Wellington. Tactical campaigns in Nelson/Tasman and Christchurch will continue throughout the year, particularly targeting key Marlborough events. Investment in Tourism New Zealand led shoulder campaigns in Australia will continue as these are seeing good results and are increasing brand awareness.

Digital marketing activity will continue to focus on extending reach and shares of Marlborough messaging by leveraging key social influencers and user generated content through paid and unpaid channels.

Media channels will be leveraged to increase exposure of Marlborough to key offshore and onshore markets. Maintaining and building on partnerships with TNZ and Air NZ will continue to increase Marlborough media coverage and to support of major Marlborough events.

Trade marketing will continue to focus in key markets, Inbound Tour Operators key decisions makers and in New Zealand trade channels. Strategic relationships with TNZ, Air NZ, Airports, Top of The South and International Marketing Alliances will continue to be nurtured and increased activity will be undertaken in premium sector and aligned emerging markets.

Business Events attraction strategy will continue to build momentum promoting Marlborough as a conference and incentive destination, leading regional bids and generating targeted leads and referrals for venue and service providers.

The Picton, Blenheim and Havelock i-SITE Visitor Information Centre's continue to play a pivotal role influencing visitor spend and regional spread. The Centre's also provide a key role in supporting Marlborough's Emergency Management response, in delivering coordination for cruise visits over spring, summer, and autumn, and be the living embodiment of Manaakitanga to our visitors.

Destination Marlborough will undertake small but significant destination management activity by assisting Marlborough operators to be export ready and social media savvy through product development workshops and capability building; support the Film and Screen office through Screen Wellington; manage The Marlborough Story and development of the live/work/play platform of marlboroughnz.com.

Destination Marlborough will continue to be a place of work that fosters a culture of engagement and capability building of our people. It is a place where we celebrate the diversity of our Destination Marlborough whānau and where we ensure the safety and wellness of our staff, our customers and those we host in the region.

New Activity

Investigation into new opportunities in emerging markets with IMA region Nelson/Tasman.

Work with MBIE and relevant agencies to prepare Destination Marlborough for any destination management requirements as a result of the release of the New Zealand-Aotearoa Government Tourism Strategy – Enriching New Zealand through sustainable Tourism Growth.

Activity and Service Levels

PROJECTS	DESCRIPTION	IMPACT	MEASUREABLES 19/20
Brand Management	Manage the delivery and ownership of the 'Brilliant Every Day' consumer visitor brand identity for Marlborough.	Consistency, equity, awareness, and longevity of brand.	Brilliant Every Day consistent through all channels.
Domestic Destination Marketing	Research and undertake domestic shoulder campaigns in Auckland and Wellington. Tactical social campaigns in Christchurch and Nelson/Tasman. Leverage key major events and support where applicable.	Increased length of stay, visitation, spend, and jobs.	Two domestic campaigns delivered with campaign KPI's met or exceeded.
International Destination Marketing	Undertake measurable consumer marketing campaign in Australia with TNZ, SOUTH, WREDA, Airline and key trade partners.	Increased length of stay, visitation, spend, and jobs.	One JV Australia campaign delivered with campaign KPI's met or exceeded.
Media	Undertake targeted domestic media activity in partnership with events, key stakeholders and in line with campaign activity. Undertake media activity in key markets of Australia, North America, UK/Europe and China in partnership with TNZ, and others.	Increased awareness, length of stay, visitation, spend.	Minimum of 50 media outlets visit the region.
Trade Marketing	Deliver a trade engagement programme in conjunction with the Trade Marketing Team partners to increase night stay and inclusions in travel seller itineraries.	Increased length of stay, visitation, spend, and jobs.	150 qualified travel sellers famil region.



<p>Trade Marketing (cont'd)</p>	<p>Educate international travel sellers on the Marlborough proposition to increase knowledge of region and confidence to sell.</p> <p>Tier One markets: Australia, North America, UK/Europe</p> <p>Tier Two markets: China, South/South East Asia</p> <p>Work with key partners and airlines to cost effectively extend reach and encourage TOTs route development in travel itineraries and increased length of stay in programmes.</p> <p>Leverage relationships to influence Super Yacht opportunities and premium product inclusions for Marlborough Sounds through Americas Cup 2021.</p>		<p>1000 wholesale and frontline travel sellers trained.</p>
<p>Business Event Attraction and Leverage</p>	<p>Grow the value and volume of business events in Marlborough.</p> <p>Continue key stakeholder partnerships with CINZ and Tourism New Zealand to facilitate international conference and incentive enquiries and bids.</p> <p>Increase and broaden activity into the incentive market in New Zealand and Australia.</p> <p>Target key influencers in Marlborough's industry strengths e.g viticulture, aquaculture, forestry, to encourage industry investment and knowledge transfer.</p>	<p>Increased number and value of business events.</p> <p>Increased investment in Marlborough industry.</p>	<p>Minimum 40 business event planners hosted.</p> <p>Minimum of 20 regional conference bids compiled and submitted.</p> <p>A minimum of 55% bids won.</p>
<p>Online Information provision</p>	<p>Continue to improve the provision of visitor information services through digital channels – Website, Social, AI.</p> <p>Upweight Social activity and ensure integration across all parts of the business and reach of content across all social channels (shares/likes/comments).</p>	<p>Improved online visitor experience and satisfaction of information service.</p>	<p>Active visits to marlboroughnz.com up 20%.</p> <p>Reach of content - 25% engagement rate.</p>
<p>Visitor Information Support</p>	<p>Drive length of stay and encourage regional spread.</p> <p>Deliver comprehensive visitor information and booking services 364 days a year.</p> <p>Support cruise day operations.</p>	<p>Consistent public good of visitor and information services.</p> <p>Encourage regional spread and length of stay.</p>	<p>Marlborough i-SITES achieve a sales turnover of \$2.8 million.</p>



<p>Visitor Information Support (cont'd)</p>	<p>Operate the Havelock i-SITE Visitor Information Centre with long term vision of year-round operation.</p> <p>Continued alignment to Marlborough Emergency Management and upweighting of emergency skill set.</p>	<p>Assist region to be emergency ready.</p>	<p>i-SITEs visitor NPS satisfaction level of 80% met or exceeded.</p>
<p>Cruise</p>	<p>Cruise sector product development and crew influencing.</p> <p>Partner with the cruise sector and Port Marlborough to ensure Picton and Marlborough continues to effectively function as New Zealand's premier port, rates highly as a cruise destination.</p>	<p>Improved visitor experience and satisfaction.</p>	<p>Growth in port visits.</p>
<p>Destination Management</p>	<p>Work with commercial partners and Smart and Connected Steering group to identify and address product gaps.</p> <p>Leverage the legacy of Tōtaranui 250 to encourage heritage and Maori tourism opportunities.</p> <p>Increased stakeholder and industry engagement opportunities and professional networking opportunities.</p> <p>Work with Screen Wellington to host location scouts and provide destination content and support where applicable.</p>	<p>Improved visitor experience and satisfaction.</p>	<p>MDC investment is matched with partner contributions at a minimum 2:1 ratio.</p> <p>3 Industry updates per year.</p>
<p>Destination Development</p>	<p>Build Product Development and business capability programme for Marlborough SME tourism businesses.</p> <p>Engage with local industry, operators, and cluster groups to communicate the Marlborough's stories and guide/frontline storytelling.</p>	<p>Improved visitor experience and satisfaction.</p>	<p>Minimum 10 workshops held.</p>
<p>Brand Management</p>	<p>Management of The Marlborough Story and Only Marlborough landmark.</p> <p>Management of LIVE/WORK/PLAY platform.</p>	<p>Enhanced reputation of Marlborough on a national and global stage.</p>	<p>Regional cohesion of lead brand partners.</p> <p>Engagement of partners with Live/Work/Play platform.</p>
<p>Organisation Performance</p>	<p>Foster a culture of engagement and capability building for our people.</p> <p>Maintain effective management of Destination Marlborough activity and budgets.</p>	<p>Have a culture and be a place where people want to work.</p> <p>Best business practice.</p>	<p>88% Employee retention rate.</p> <p>Present audited 2019/20 financial statements to MDC.</p>



2019/2020 SERVICE LEVELS

PROJECTS	MEASUREABLES 19/20
Domestic Destination Marketing	Two domestic shoulder season campaigns delivered with campaign KPI's met or exceeded.
International Destination Marketing	One JV Australia campaigns delivered with campaign KPI's met or exceeded.
Media	Minimum of 50 media outlets visit the region.
Trade Marketing	150 qualified travel sellers famil region. 1000 wholesale and frontline travel sellers trained.
Business Event Attraction and Leverage	Minimum 40 business event planners hosted. Minimum of 20 regional conference bids compiled and submitted. A minimum of 55% bids won.
Online Information provision	Active visits to marlboroughnz.com up 20% Reach of content – 25% Social Engagement.
Visitor Information Support	Marlborough i-SITES achieve a sales turnover of \$2.8 million. Marlborough i-SITES NPS visitor satisfaction levels of 80% met or exceeded.
Destination Management	MDC investment is matched with partner contributions at a minimum 2:1 ratio. 3 Industry updates per year. 10 Product Development and Business Capability workshops held.
Organisation Performance	88% Employee retention rate. Present audited 2018/19 financial statements to MDC.

MEDIUM AND LONG-TERM TRACKERS

ACTIVITY	2016/17	2017/18	2018/2019	2018/19	2019/20	2020/21	2021/22
	ACTUAL	ACTUAL	TARGET	ACTUAL	TARGETS		
External Tracking (DM has minimal influence)							
Spend by visitors in Marlborough ¹ (YE March)	\$360mill	\$387mill	4% YOY	\$394mill	4% Year on Year		
Visitor nights in Marlborough ² (YE March)	763,201	792,742	4% YOY	735,551	CAM Discontinued Nov 2019		
Length of stay in Marlborough ² (YE March)	1.87	1.93	1.93	1.85	CAM Discontinued Nov 2019		
Internal Tracking (DM has influence)							
NPS score and percentage of customers satisfied with visitor information centres and services ³	New Measure	79.03	80	84	hold	hold	hold
Extending season – % growth in Spring and Autumn spend matches or exceeds previous Summer (maintaining Summer growth) ¹	New measure	Exceeds	Exceeds	Exceeds	Exceeds	Exceeds	Exceeds
Number of business event bids submitted or supported	17	20	20	20	20	25	25
Business event bid win/loss ratio (based on financial year)	50%	50%	55%	55%	55%	55%	55%
Value of business event bids won in financial year ¹	\$1.6mill	\$1.7mill	\$2mill	\$3.6mill	\$3mill	\$3mill	\$3mill
Growth in active visits to marlboroughnz.com	New measure	20%	20%	20%	20%	20%	20%

¹Source: MBIE MRTes and BERP

²Source: MBIE CAM (does not include Bed and Breakfasts or sharing economy) DISCONTINUED Nov 2019

³Source: Customer Radar Net Promoter Score measure