

TOURISM EASTLAND STRATEGIC PLAN 2007 - 2012



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EXECUTIVE SUMMARY

This strategic plan has been updated from that compiled by Tourism Eastland in 2001. This objective of this plan is to formalise the long-term vision that the society has for the sustainable development of tourism within the Gisborne and Eastland Region. This plan has been written with Tourism Eastland's current knowledge of the industry and based on information gathered from previous research and consultation with key stakeholders within the tourism industry. It recognises that in an increasingly competitive marketplace, the Eastland region requires an integrated approach to marketing the region as a visitor destination of choice. This paper is meant as a working document, providing the framework for major decisions to better support the established objectives.

The development of the Gisborne and Eastland Regional Strategy offers the following benefits:

- It will help to identify and prioritise tourism opportunities that the Gisborne and Eastland Region can exploit.
- It will provide direction and encourage forward thinking for the planning and organising of tourism activities that will assist in shaping the sustainable future of the industry within the region.
- It will provide guidelines and identify procedures to be established to support efforts to achieve the stated objectives.
- It will ensure that the most effective allocation of resources is made to realise the identified vision and goals of the society.

This document provides background material on how and why Tourism Eastland came about. Tourism Eastland carries out two separate yet interrelated functions. These are set out in the constitution as the aims and objectives of the society and are in summary:

- To effectively and efficiently manage the Gisborne Visitor Information Centre
- To be the Regional Tourism Organisation representing the Gisborne-Opotiki-Wairoa Districts and to promote and market the Eastland Region with the aim of attracting more visitors.

This plan identifies six goals to achieve the society's vision of sharing and preserving Gisborne and Eastland's unique environment, culture and lifestyle. These goals include the areas of: destination marketing; event management; product development and infrastructure; regional advocacy and leadership; tourism research and visitor information. The challenges for Tourism Eastland within each area have been identified and strategies set to address these along with solutions and key recommendations for each strategy.

At present Gisborne is the only District Council supporting the marketing of the Eastland region, with Opotiki and Wairoa contributing in a minor way to the international marketing (ie TRENZ). A long-term commitment from all three district councils (worked out equitably) is needed to realise the goals and vision of this strategy. This is particularly important in destination marketing, alongside Tourism New Zealand, to the international visitor and with our joint venture partners such as the Pacific Coast Highway.

INTRODUCTION

Tourism Eastland Society Incorporated:

Tourism Eastland Society Incorporated was originally formed from the business community in 1985 as the Greater East Cape Regional Tourism Council. It was renamed the Eastland Promotion Council following its amalgamation with the Gisborne Public Relations Office in 1987 and became Tourism Eastland Society Incorporated in 1997.

Tourism Eastland currently has 180 financial members. The membership includes businesses directly involved in the tourism industry, as well as retail and industrial organisations that recognise the flow on benefits that result from a strong tourism industry.

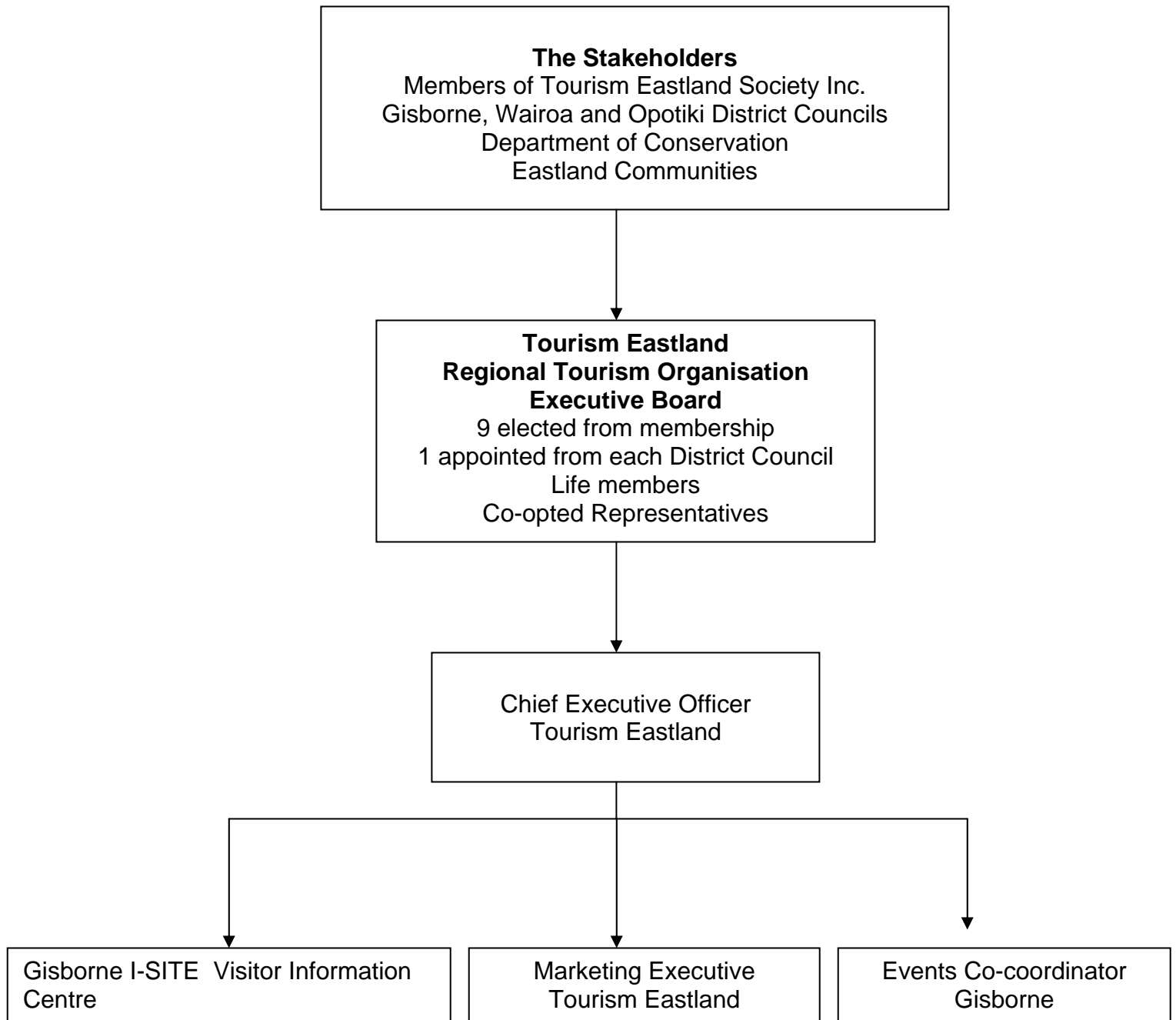
Tourism Eastland is a non-profit Incorporated Society with charitable status under the Income Tax Act 1976. It cannot be stressed strongly enough the benefits that this legal structure allows with regard to returning profits to the community.

Managed by a 12 member executive committee that includes an appointed representative from each of the Gisborne, Wairoa and Opotiki District Councils. The other 9 representatives are elected from the financial membership base. The executive may co-opt additional members if and when required. Tourism Eastland Inc. has an executive officer, marketing executive plus 4 permanent and 4 part-time staff to cover the seasonal demands of the industry.

In 1989 the assets of the Eastland Promotional Council amounted to a prefab building that was then the old Gisborne Information Centre, with an approximate value of \$13,000. In May 1996 net assets of Tourism Eastland were valued at \$400,790.

As of 31 May 2006 Tourism Eastland held net assets of \$588,144 made up of \$447,854 of fixed assets (including the i-SITE building plus plant and equipment) plus cash in bank.

CURRENT ORGANISATIONAL STRUCTURE OF TOURISM EASTLAND SOCIETY INC.



TOURISM EASTLAND EXECUTIVE – 2006/2007

President:

Harvey Johanson - Life Member

Executive Members:

Richard Coates - Coates Associates
Penny Shaw - Tairāwhiti Polytechnic
Anne Pardoe - Beachcomber Motel / Gis Chamber of Commerce
Murray Ferris - Te Rau Press
David Smart - Eastland Community Trust
Brian Wilson - Gisborne District Council
Mary Wilson - Wairoa District Council
Vaughan Payne - Opotiki District Council

District Council Appointees:

Vaughan Payne - Opotiki District Council
Mary Wilson - Wairoa District Council
Brian Wilson - Gisborne District Council

Co-Opted Representatives:

Jill Hudson - Department of Conservation

Life Members:

Mike Brittenden -
Brian Crawshaw -
Harvey Johanson -
Raey Wheeler -

Secretary: - Gisborne Secretarial Services
Chief Executive Officer: - Graham Breckell
Marketing Executive: - Kaarin Gaukrodger
Events Manager: - Hera Ngata-Gibson

THE EASTLAND REGION



WHY THE NAME EASTLAND

- In the original marketing report commissioned in 1986 by the Greater East Cape Regional Tourism Council it was recommended that the theme Eastland should be adopted.
- The name was chosen to represent the Opotiki, Gisborne and Wairoa districts under the regional council boundaries after it was decided that we should see ourselves as a tourism region and not by political and council boundaries.
- It was agreed visitors are not interested in our internal political divisions and visit a geographical region of New Zealand in relation to our map.
- Other names considered at the time were: East Coast, East Cape, Gisborne, Poverty Bay, Tairāwhiti – all were rejected after lengthy discussion.
- “Eastland” was seen as a fresh new name with no preconceived associations and no defined boundaries and that it satisfied all parties.
- Eastland could create it’s own image (clean, green, fresh, bush, coastal) where existing place names all tend to have an association in the public mind and not always to the benefit of tourism promotion.
- It includes international tourism icons such as the Pacific Coast Highway, East Coast, Gisborne City, Young Nicks Head, Mahia, Lake Waikaremoana, Mt Hikurangi, Waioeka Gorge and miles of ocean beaches.
- It is established and recognised as the Eastland Region by Tourism New Zealand and the Tourist Industry Association of New Zealand.
- Tourism operators support the Eastland Region marketing – this is confirmed by the membership of Tourism Eastland and their support of the Gisborne and Eastland Visitor Guide, Gisborne and Eastland Product Manual plus inclusion on the website (www.gisbornenz.com and www.eastlandnz.com both URL’s pointing to the same internet site).
- The Labour Government Task Force recognised the above points and included the current boundaries as the tourism catchment within their Tairāwhiti Strategy. Representatives from Opotiki and Wairoa districts had input into the tourism taskforce report.

SITUATION ANALYSIS

Tourism is recognised as a key contributor to Gisborne's current economic development and with effective management its contribution could continue to increase over the next five years and beyond. In order to move forward we must first assess where we are in the market place so we can measure the growth as it occurs. We need to assess not only the regional situation but also the national and global situation as any changes within these three areas will impact on the visitors to our region. Below we assess the travel and tourism picture regionally, nationally and globally, however there are many other factors that impact on visitor numbers that we have very little control over. They include political situations, economy (value of the dollar), transport availability, and the stability of other industries.

Travel & Tourism – The Global Picture

According to the World Travel and Tourism Council¹ -

- Tourism is the world's fastest growing industry
- Tourism is the world's largest industry in terms of gross output, exceeding USD 4.4 trillion in 1999
- By 2010 it is estimated that tourism will be worth over USD 8.9 trillion
- Spending by international visitors accounted for 8% of world exports in 1999
- Tourism accounts for 10.9% of all consumer spending, 10.7% of all capital investment and 6.9% of all government spending
- More than 8% of all jobs globally will depend on travel and tourism by 1999
- Travel and tourism will support the creation of 5.5 million jobs each year over the next decade

The forecast for tourism is healthy with the World Tourism Organisation projecting an average growth rate of 4.3% in tourism.

Travel & Tourism – New Zealand

Based on year ended March 2004 data, the Tourism Satellite Account (TSA) research findings² confirms that –

- Total tourism expenditure \$17.2 billion
- International tourism \$7.4 billion, domestic tourism \$9.8 billion
- Direct tourism value \$6.2 billion, indirect tourism value \$5.8 billion
- Tourism directly and indirectly employs 10 percent of the work force. That is one in ten jobs in New Zealand.
- GST revenue \$1.3 billion
- Tourism represents 18.5% of exports (New Zealand's largest export earner)

¹ Tourism 2010 – A Strategy for New Zealand Tourism – Industry Discussion Document.

² Understanding the Dynamics of Tourism – Ministry of Tourism.

The Tourism Satellite Account confirmed the importance of tourism spending across a broad range of industry sectors such as taxis, music & theatre, beverages, hairdressing, dry cleaning, laundry, food, clothing, petrol, gifts, souvenirs etc.

Visitor expenditure, both domestic and international represents a significant economic development opportunity for the regions of New Zealand. Growth in international visitors to New Zealand is forecast to continue at an average of 4% until 2012, however the outlook for the domestic market is less positive as a result of the falling prices of international holidays, fuel costs and New Zealanders choosing to travel overseas.

Visitor spend is recognised as a key performance measure and the Satellite Account found that growth in visitor spending has outpaced growth in visitor arrivals in recent years.

Travel & Tourism - Gisborne & Eastland

It is estimated that 337,884³ people visit the Gisborne and Eastland region each year. According to research conducted by APR Consultants for the period January 2005 to December 2005, approximately 87% are domestic visitors and 13% international visitors. The Gisborne and Eastland Region is currently experiencing a growth in visitor numbers with an 8.5% increase in the number of visitors to the region in 2005 compared to the previous year.

Target Markets:

Using available research on visitors to the region, the following markets have been identified as the target markets for the marketing and promotion of the region.

Domestic: Auckland
Waikato
Bay of Plenty
Wellington
Hawkes Bay

International: Australia
United Kingdom / Ireland
Germany
North America
Japan

Visitor spend is a crucial element in the economic benefit of tourism to the region. The more the visitor spends while here the more money that is filtered into the regions economy. The average daily spend per visitor to Gisborne in 1999 was \$112.15⁴.

Free Independent Travellers (FITs) and leisure/special interest groups represent significant growth opportunities for Gisborne and Eastland, as do business, conference, associations/clubs and events markets.

³ APR Consultants Research January 2005 to December 2005 & Stats New Zealand's Commercial Accommodation Monitor – January 2005 to December 2005.

⁴ APR Consultants Visitor Opinion Survey – April 1999.

SWOT ANALYSIS

The following SWOT Analysis has been compiled following review and discussion with several key stakeholders.

Strengths

- ✓ Unique proposition i.e. “First to See the Light”
- ✓ Authentic Maori culture
- ✓ National historic park - Captain Cook’s landfall
- ✓ “Chardonnay Capital” of New Zealand
- ✓ Warm climate
- ✓ Pacific Coast Highway development
- ✓ Green environment
- ✓ Variety of good quality accommodation
- ✓ Pristine coastline
- ✓ Friendly, genuine people
- ✓ Uncrowded
- ✓ Value for money
- ✓ Secluded location
- ✓ Diversity of activities & experiences offered
- ✓ Forestry development in region
- ✓ Focused & performance driven RTO
- ✓ Range of high quality marketing material
- ✓ Innovative local businesses
- ✓ Good frequency of flights into Gisborne
- ✓ State of the art conference facilities
- ✓ Consistently high sunshine hours
- ✓ Diverse Landscape
- ✓ Relaxed lifestyle
- ✓ High profile events: Gisborne Wine and Food Festival; Rhythm and Vines

Weaknesses

- ✗ Geographically isolated
- ✗ Long travel distances
- ✗ Air services – cost and capacity
- ✗ Small aircraft servicing the city
- ✗ Seasonality of destination
- ✗ Perceived safety issues by some markets
- ✗ Poor roading infrastructure
- ✗ No passenger rail service
- ✗ Limited indoor product range
- ✗ Limited high profile events in shoulder and off-peak season
- ✗ Variable service standards
- ✗ Previous fragmented branding of local tourism organisations

- × Industry Co-ordination
- × Lack of local awareness of what the region offers
- × Crime Awareness

Opportunities

- ✓ Development of authentic Maori cultural experience
- ✓ Further marketing of the Pacific Coast Highway
- ✓ Networking with other Pacific Coast Highways (e.g. Australia, USA)
- ✓ Increased recognition of Gisborne as a key wine growing region in New Zealand
- ✓ Developing & marketing golf packages
- ✓ Interpretation of significant heritage sites throughout the region
- ✓ Rural tourism development
- ✓ Forecast continued growth in international visitors to New Zealand
- ✓ Increased national recognition of local tourism operators through success & tourism awards
- ✓ Developing new events and strengthening existing events
- ✓ Strengthening the RTOs role in regional tourism and events marketing
- ✓ Government policy to support tourism industry
- ✓ Sports Events
- ✓ Educational visits – schools, polytechnics etc.
- ✓ Low cost, high reach of internet as a marketing medium
- ✓ Opening outbound market & growing business links with sister cities
- ✓ Encouraging tourism as a flow-on from international business links
- ✓ Developing non-weather related products
- ✓ Closer networking by key stakeholders
- ✓ Meetings / Events / Incentive Market
- ✓ Packaged Tours
- ✓ Working with TNZ's international marketing alliances
- ✓ Cruise/Rail Industry

- × Lack of consistent funding for Tourism Eastland
- × Competitors with larger funding
- × Opening of Australia as a domestic destination
- × Splintering of various groups involved in marketing the region as a visitor destination
- × Possible decline in domestic travel within New Zealand
- × Negative media coverage
- × Relative strength of competing RTOs in close geographic proximity
- × Non integrated Maori tourism development
- × Forestry
- × Great New Zealand Touring Route affecting International Marketing Alliance and Pacific Coast Highway partnerships
- × Natural disasters

VISION

The vision of Tourism Eastland is that the communities of Eastland will lead New Zealand in the provision of quality cultural, natural and heritage based tourism.

Tourism Eastland will achieve business and employment growth, with increased opportunities for Eastland communities through tourism.

MISSION

To distinguish Eastland as a regional destination where visitors can experience the “true spirit of New Zealand” – our people, our culture, our lifestyle.

The overall direction for Tourism Eastland is to foster the sustainable development of tourism in the region in a way that is of value to the whole community.

The following core values have been identified to guide the decision making process when identifying specific business opportunities.

Core Value⁵	Implication
Sustainable	This is the most important principle to ensure the long-term benefits of tourism to the region are realised. Development within the industry will be in a way that preserves and enhances the natural environment and lifestyle unique to the Eastland Region.
Value Based	Tourism growth within Eastland will be yield driven. The emphasis on growing visitor numbers will be inline with growing visitor spend to improve the economic contribution of tourism to the region.
Equitable	The Eastland region will be a quality tourism destination offering value to the visitor while benefiting the operators, community, local government and businesses.
Innovative	Tourism development will provide a competitive advantage to the region through offering a product experience that is distinct, unique and original through its operation, design or location.
Authentic	It is important that the development of the tourism industry within Eastland is managed in a way that helps to maintain Eastland’s unique selling point of offering visitors a real taste of traditional New Zealand life.

⁵ Gisborne District Tourism Strategic Plan – Draft 1996, Ernst and Young

Share and Preserve

Culture – Lifestyle – Environment

**Marketing
and
Promotion**

**Events
Marketing**

**Product
Development**

**Regional
Advocacy &
Leadership**

**Tourism
Research**

**Visitor
Information
Centre**

**EASTLAND
Unique New Zealand Experience**

**Economic Prosperity
AND
Lifestyle to Rival**

GOALS

To realise this vision, six goals have been identified.⁶

1.

To effectively market the region as a destination of choice, in order to increase the economic contribution of tourism to the region by increasing the number of visitor arrivals, visitor nights and visitor spend by 3% per year accumulating.

2.

To assist in the development and growth of events and conferences that will increase visitor numbers and add value to the region.

3.

To encourage and promote the development of new tourism products and services that meet the needs of the market segments targeted by Tourism Eastland and the enhance the unique aspects of the region.

4.

To provide regional advocacy and leadership on issues that effect the tourism industry within Eastland and ensure all key stakeholders are regularly informed on major tourism related topics.

5.

To ensure effective collection and dissemination of relevant tourism research to key stakeholders.

6.

To effectively operate the Gisborne i-SITE Visitor Information Centre 7 days a week.

⁶ Gisborne District Tourism Strategic Plan – Draft 1996, Ernst and Young

KRA 1 DESTINATION MARKETING

“Increase visitor numbers, increase visitor nights and increase visitor spend.”

Goal: To effectively market the region as a destination of choice, in order to increase the number of visitors and the economic contribution of tourism to the region.

The Challenge:

The challenge for Tourism Eastland is to develop a strong marketing strategy that will build awareness, motivation and intent of potential visitors to travel to the Eastland Region. Due to limited resources it is important to be creative with marketing and co-ordinate and cooperate where possible with other industry sectors within the region and other regions throughout New Zealand.

The Eastland region's geographical seclusion is one of the unique aspects that must be considered when developing strategies for attracting visitors to the region. While Tourism Eastland has developed strategies to distinguish the region as a destination of choice, the unique geographical situation of Eastland has ensured the region has maintained the “true” New Zealand lifestyle and travel experience that visitors seek.

An important issue that needs to be addressed is the seasonality of the tourism industry within Eastland. The challenge here is to develop strategies that will assist in decreasing the seasonal nature of the industry in order to increase the economic benefits to the region for this generation and the future.

The following strategies have been identified for the marketing and promotion of the Eastland region:

- 1.1 Build on the “Gisborne and Eastland – First to see the Light” brand to identify this region as a leading tourism destination.
- 1.2 Build marketing relationships with other key industry players locally, nationally and internationally.
- 1.3 Develop advertising campaigns to increase awareness of Gisborne and Eastland as a travel destination, increase visitor numbers and address the seasonality of the tourism industry.
- 1.4 Participate in selected tradeshows that are appropriate to the target markets identified by Tourism Eastland.
- 1.5 Develop an annual plan in consultation with key stakeholders, which identifies strategies to be achieved on an annual basis.
- 1.6 Use current and new technology as a major tool to build a stronger relationship and increase communication with visitors.

Solutions and Key Recommendations:

Branding

It is important that Tourism Eastland builds on and reinforces **“Gisborne and the Eastland Region – First to see the Light”** as the one consistent regional brand to be recognisable and distinguishable from other New Zealand regions and countries. The brand “Gisborne and Eastland – First to see the Light” is a continuation of the branding developed and promoted over the past 10 years. Tourism Eastland realises the importance of branding and that it takes a long period to gain market recognition. Tourism Eastland also believes that any brand changes now would have a detrimental effect on previous marketing efforts.

This unique brand, “First to see the Light”, can be managed and developed to build a regional image that promotes the Gisborne and Eastland region as a leading visitor destination. “First to see the Light” can domestically distinguish the Eastland region while internationally using the message as a motivator to encourage intent to travel. The brand image can be built on by emphasizing the regions unique aspects of culture, history, natural environment, people and their lifestyle. It is important that destination marketing is inline with the regions destination management so that the visitors experience equals or exceeds their expectation to ensure a sustainable tourism industry.

- Visual Identity Manual: Create a manual outlining the usage for the brand and logo to protect the image and quality of the brand to be maintained by Tourism Eastland.
- Promotional Material: Produce and distribute on an annual basis a range of high quality material tailored to meet the needs of targeted domestic and international markets. This material to be produced using streamlined imagery and design to ensure consistency and strength of marketing message.
 - Gisborne and Eastland Regional Visitor Guide: A DLE size brochure used as the main domestic marketing tool for the region. This publication to be produced prior to Labour Weekend each year and distributed to all VIN offices, backpackers, motels, hotels, rental car companies etc. The format of the Visitor Guide will be revised into a more consumer friendly publication and procedures for ensuring operators are not left off the guide will be put in place prior to the 2007 publication.
 - Gisborne and Eastland Regional Trade Manual: An A4 size booklet targeted at the international market is a detailed compendium of the Eastland region covering accommodation, restaurants, adventure operators, transport, walks, parks, places to visit and see. To be produced each year in time for TRENZ. As the main marketing tool for TRENZ this publication will also be distributed to all key trade throughout the industry both nationally and internationally. Tourism Eastland will work to make this publication self-funding by 2008
 - “100% Pure Freedom” Gisborne and Eastland Motivational Brochure: Designed as a motivational tool for off-shore marketing using the “100% Pure” branding established by Tourism New Zealand and to be distributed throughout Tourism New Zealand’s off-shore offices.
 - Gisborne and the Eastland Regional Meeting and Incentive Planner: A high quality A4 booklet targeted toward attracting conferences, events and incentive groups to the region. The main marketing tool for Meetings it will be produced each year for Meetings and distributed to key corporations; government

- departments and community groups through Gisborne and New Zealand. Tourism Eastland will work to have this publication self-funded by 2009.
 - Photo CD Rom to be used for promotional purposes. New Imagery to be obtained annually – at least six new professional promotional shots each year.
 - Eastland Region promotional DVD will be updated by March 2008 and then ongoing as required.
- **Quality Standards:** Tourism Eastland will actively encourage the establishment of service standards and qualifications for local tourism operators inline with the national standards set by Tourism New Zealand with the Qualmark rating system. Tourism Eastland will produce a quality service standards manual that will be available to new operators setting up a tourism business within the Eastland Region. This manual will cover off basic requirements for operators setting up a tourism business and will list the appropriate licenses and standards required to operate within the industry. This manual will be produced by September 2007. Once the basic manual has been established the second stage will be to add helpful advice covering off appropriate organizations, marketing, i-SITE and RTO information. The second phase of this manual will be completed by September 2008. By 2010 the Eastland Region will have a finalist aim to have a finalist in the national tourism awards.

Joint Ventures

Given the limited resources available for the marketing of the region it is important for Tourism Eastland to build relationships and develop joint venture marketing initiatives with other businesses and regional organisations on a local and nationwide basis.

- **Pacific Coast Highway (PCH):** Tourism Eastland will continue to work with the regional tourism organisations of Auckland, Coromandel, Bay of Plenty and Hawkes Bay to market the Pacific Coast Highway as a touring route. A proactive approach will be taken to developing a clear working relationship with all partners of the PCH. The aim to have an annual plan for marketing the PCH to targeted international markets.
- **Great New Zealand Touring Route (GNZTR):** Tourism Eastland (TE) will strive to clarify marketing and partnership issues with the GNZTR partners in order to be able to move forward in a positive manner with the PCH group and Tourism New Zealand's offshore visits, trade famils and international training days.
- **Tourism New Zealand (TNZ):** Tourism Eastland as the recognised Regional Tourism Organisation (RTO) will maintain its close working relationship with Tourism New Zealand to increase international visitor numbers and utilize any opportunities for the development of tourism within the region.
 - **International Media Programme (IMP):** Tourism Eastland will work closely with TNZ's International Media Programme to take advantage of any international journalists visiting New Zealand in order to maximise Eastland's media coverage with minimal cost to the region.
 - **Off-shore offices:** Tourism Eastland will continue to work with TNZ's off-shore offices to distribute promotional material to targeted international markets.
 - **Trade Familiarisations:** Tourism Eastland will work closely with the Tourism New Zealand trade staff in order to maximise hosting opportunities of travel trade especially product buyers from Eastland's key markets.

- **Free Independent Traveller (FIT):** The FIT market is the predominant market for the Eastland Region and as such Tourism Eastland will encourage the development of relationships with campervan rental, car rental etc companies. An example of this is the working relationship established with Maui Campervans through the 2001 Gisborne Wine and Food Festival the objective to develop future joint marketing initiatives.
- **Cruise Ship Businesses:** Tourism Eastland will proactively market to related parties on getting Gisborne recognised as a suitable harbour for cruise ships. Tourism Eastland will continue to assist local operators in developing packages suitable for the cruise industry. Tourism Eastland will strive to grow the Cruise Ship business into the Gisborne Port with the aim of having at least 6 overnight cruise visits by 2011.
- **Maori Tourism Product:** Tourism Eastland will support and promote any Maori Tourism Product that is developed within the Gisborne and Eastland region and assist with providing industry information.
- **Sister Cities:** Tourism Eastland will continue to develop a relationship with the international Sister City Delegates in order to share information and marketing opportunities between the various cities.
- **Conventions and Incentives New Zealand (CINZ):** Tourism Eastland will continue to be a member of CINZ and work with them to increase meeting and incentive activity through the Eastland Region. Tourism Eastland will ensure the Eastland Region is represented on the CINZ website and the CINZ annual Conference Planner Guide.
- **Convention Bureau New Zealand:** As part of the Regional Tourism Organisational services Tourism Eastland will act as the official Convention Bureau of New Zealand. Tourism Eastland will be a member of Convention Bureau New Zealand and will attend their meetings on a regular basis to ensure they are up-to-date with information pertaining to the convention market.
- **Inbound Tour Operators Council of New Zealand:** Tourism Eastland will continue to be a member of NZInbound and work closely with them to ensure the Eastland Region is actively included in New Zealand itineraries by the larger tourism operators of New Zealand. Tourism Eastland will ensure they attend the annual RTO/ITOC training day each year.
- **Tourism Eastland will develop a collective of quality operators that are part of a regional marketing group to work together in marketing the region. The marketing group will be distinguishable from other operators by a tiered based membership system. This will require a full review of the current membership structure of Tourism Eastland to be prepared and ready to present for changes to the constitution prior to the 2007 AGM.**

Advertising Campaign

Tourism Eastland on an annual basis will develop creative advertising campaigns that aim to reach the markets targeted by Tourism Eastland and increase awareness, motivation and intent to travel. Where possible a response mechanism will be included in the media selected to measure the impact of the campaign. These campaigns are set to encourage the seasonal spread of visitors to the region and where possible to involve local operators and the promotion of packaged holidays.

Tradeshows

Attendance at targeted tradeshows is an essential element of the marketing and promotion of Eastland in order to increase awareness, network and build partnerships within the industry sector both nationally and internationally.

- **TRENZ:** Tourism Rendezvous New Zealand is New Zealand's largest international showcase of the best New Zealand tourism and travel products. It is an invaluable expo for reaching the international market through travel and tourism wholesalers and companies from around the world. Operators attending TRENZ must understand the travel wholesale business and be prepared to pay commission. The value of attending this show is measured by the number of enquires to businesses attending the show. By 2011 Tourism Eastland will aim to have at least 8 operators attending TRENZ alongside Tourism Eastland.
- **Tourism Conference:** The annual New Zealand Tourism Conference is an important function to attend due to the opportunities to network with key industry contacts and to identify opportunities for tourism development.
- **ITOC Conference:** This annual conference brings out the issues surrounding the large inbound tourism market within New Zealand. Tourism Eastland as a member of ITOC will attend the annual conference. Tourism Eastland will bid to hold the ITOC Conference in Gisborne in 2008.
- **Conventions of New Zealand Conference:** Annual Conference for the meeting and incentive market, this conference brings together key decision makers in the conference market and explores the development of this market throughout New Zealand and the rest of the world in regards to conferences and bids. Tourism Eastland will bid to hold the Conventions of New Zealand Conference in 2007.
- **Meetings:** Meetings is the only annual dedicated exhibition for the conference, meetings, events, exhibition and travel incentive industry. This is an ideal place to gain business contacts and make firm business with potential meeting and conference organizers.
- **Australian Consumer Shows:** Held in Melbourne and Sydney these consumer shows are becoming increasingly popular with regions wanting to market direct to the consumer. As Tourism New Zealand are now using the shows to increase awareness of New Zealand as a holiday destination and build its brand, it would be an ideal time for Tourism Eastland to become involved. Tourism Eastland will look at attending these shows either alongside the PCH partners or as a stand-alone regional destination.
- **Other Trade Shows:** Investigate joint venture opportunities with industry partners at such shows as the Auckland Boat Show, Auckland Home Show, Mystery Creek, Ellerslie Garden Festival, America's Cup and Wellington Festival of the Arts to increase the profile of the Gisborne and Eastland Region. Tourism Eastland will actively work with other community groups/businesses to have promotional material on the region available at least 10 shows by December 2011.

Annual Plan

Tourism Eastland will produce an annual plan outlining the intended activities for the year ahead.

Technology

Tourism Eastland can utilize today's technology as a tool to cost effectively reach the visitor and maximize it's marketing spend.

- Website: Tourism Eastland will maintain and market the www.gisbornenz.com website as the official website for the Gisborne and Eastland region with current information pertinent to visitors, potential residents, businesses and the Eastland communities. A link to the website will be on the Tourism New Zealand website to maximize international coverage as well as hosted links to other websites within the region. Tourism Eastland will offer the opportunity to set up and host links for smaller business members of Tourism Eastland.
 - A copy of the website will be available on CD for promotional purposes
- Database: Tourism Eastland will build and maintain a database of visitor details that will be utilized for direct marketing purposes.

KRA 2 EVENT MANAGEMENT

Goal: To assist in the development and growth of events and conferences that will increase visitor numbers and add value to the region.

The Challenge:

The challenge for Tourism Eastland is to identify events that are unique to the region and have the ability to draw visitors both national and international. Although Tourism Eastland is not in the business of running events, it will assist and encourage where applicable in the development and growth of events, especially those that help to address the seasonality of the tourism industry within the region. The quality of the events promoted needs to be inline with the marketing of Eastland as a destination offering a quality visitor experience in order to sustain the visitor growth that events can offer. This emphasizes the need for the events that are supported to be organised and run in a professional manner.

In identifying events it is important to distinguish between two separate activities (1) events and (2) community festivals. Tourism Eastland's focus is with events that bring visitors to the region offering both economic and community benefits. An event is defined as:⁷

A one-off or infrequently occurring occasion or celebration, which is a visitor attraction creating "profile" for the region and has a considerable economic impact on the Region. (Note that these events are also enjoyed by local citizens.)

A community festival is defined as:

An occasion that entertains or enriches the local Eastland community. (Note: some of these may grow to benefit the Region economically.)

Due to a community need for support with community festivals Tourism Eastland will supply its expertise to manage such community festivals that will entertain the local community and visitors over the peak season. The main two events being the "Countdown to the Clock" on New Years eve and the "River of Lights Festival" on New Years day.

Tourism Eastland's support for events may include professional advice, inclusion of the event in generic advertising, administration or limited financial assistance.

The following strategies have been identified for the development of events marketing within the Eastland Region.

- 2.1 Establish an events policy as a guide to distinguish suitable projects for support.
- 2.2 Establish a regional events plan for the long-term development of events.
- 2.3 Actively market Gisborne's capability as a location for small to medium sized conferences and meetings.
- 2.4 Recognise event organisers who have successfully run events in the region and contributed to the growth of visitor numbers to the region as a result.
- 2.5 Effectively communicate information on upcoming events to key local businesses, media, public and potential visitors to the region.

⁷ Event and Community Festivals Policy Statement - 2000

Solutions and Key Recommendations:

Event Policy

Tourism Eastland is committed to the development of partnerships in both bidding for and staging events. To be effective in providing assistance in growing and marketing events it is important to have a clearly defined policy as to what validates an event for support.

Criteria for Tourism Eastland Support:

Tourism Eastland will become involved in an event if it falls clearly into at least one of the following categories:

- The event fits into the definition of an event as outlined under “Events Marketing”
- Potential of the event to attract visitors
- Extent to which a proposed event is unique to Eastland
- Timing (increase number of participants, ensure availability of accommodation)
- Integration with other events to maximise visitor numbers
- Extent to which a proposed event complements other established events
- Enhancement of positive profile of Gisborne and Eastland outside the region
- Demonstration of financial viability and realistic budget
- Degree of professionalism whereby the organisers can demonstrate a clear plan that ensures the ongoing nature of the event and provide financial return to the Region and/or organisers
- Ability to meet identified monitoring and evaluation criteria
- Willingness of the event organiser to encourage attendance by the local community

Regional Events Plan

Sustainability is a major factor to be considered when supporting events. A regional events plan is paramount and within this Tourism Eastland will identify 3-4 core events that can be developed and expanded to increase regional coverage. Alongside these core events 12 smaller events will be identified in which Tourism Eastland can offer a range of support toward to encourage their development into a recognisable national and/or international event. These events will be spread throughout the year as much as possible. The primary role is in facilitating the main event and the clustering of smaller compatible events around the major events to enhance each individual event.

By 2012 Tourism Eastland will establish and have at least 1 key event in the off peak or shoulder season that will be of international standing, attracting international media attention and recognized by Tourism New Zealand as a major event in the New Zealand calendar. Alongside the 1 international event Tourism Eastland will have 4 annual events of national standing that attract an audience of over 10% of the local population.

Events Database

Tourism Eastland will maintain a regional events database of upcoming events available online at www.gisbornenz.com. In-depth information will be held on highlighted events that are targeted toward the visitor market.

Event Management Guide Book

Tourism Eastland will maintain an event management guide book which will contain information on regional facilities available for the production of an event. As part of the guide an Event Management Checklist will be included designed to assist local event organisers to stage a successful event. The checklist will include an overview of the assistance that Tourism Eastland may be able to provide in the way of marketing, administration and sponsorship of the event.

Small to Medium Scale Convention Capacity

Tourism Eastland recognise the benefits of holding small – medium scale conventions in the region and will assist where possible to encourage and support bringing such events to the region. Tourism Eastland will work with and assist any organisation bidding for such an event within the region. The sort of help that could be offered is assistance with putting together itineraries and use of Tourism Eastland's power-point presentation for the bidding process. The PowerPoint presentation will be available by July 2007. Tourism Eastland will also work to attract at least 12 conferences, that are of a 2 day duration, have over 100 participants that are required to stay at least 1 night, by 2011. By December 2008 Tourism Eastland will be offering full professional conference organizing services to medium to large-scale conferences that are to be held within the region. Tourism Eastland will have supported at least 6 conferences with professional conference organizing by December 2011.

Thank You Letters

Tourism Eastland will congratulate successful event organisers with a congratulatory letter for their contribution to the regions growth.

Communication

On a monthly basis Tourism Eastland will produce a "What's On" for the Eastland region given as a free flyer and available at the three main information centres. This will also be published in the local newspapers.

Tourism Eastland will also undertake to promote major events through informing key national media and ensure all main regional events are actively promoted on key event websites such as www.newzealand.com and www.nzlive.com.

Tourism Eastland will proactively work where applicable with the Ministry of Economic Development event arm "New Zealand Major Events" to ensure the region benefits from the funding available to grow nationally and internationally recognized events.

KRA 3 PRODUCT DEVELOPMENT AND INFRASTRUCTURE

Goal: Encourage and promote the development of tourism products and services, both existing and new that meet the needs of the market segments targeted by Tourism Eastland and the unique aspects of the region.

The Challenge:

Tourism Eastland will encourage the development and maintenance of infrastructure, products and services that pertain to the tourism industry. The challenge lies in the small population base of the region. This makes the ability to gain funding for the development and maintenance of infrastructure difficult. The seasonal nature of the regions tourism industry also limits the development and sustainability of new products and services to the industry. Any operator setting up a new product or service as their primary income may need to have a secondary income to remain financial over the low season.

The product offer is a major factor in growing a sustainable tourism industry for the region. An increase in product choice for the visitor, while in the region, will encourage visitors to stay longer, increasing the average length of stay as well as the average spend per visitor if they are partaking in more tourism related activities. Both these factors will increase the overall value of the tourism industry to the region while not dramatically increasing the impact on the current environment and infrastructure.

Increasing the diversity of the product offer will also open the region to new visitor markets both nationally and internationally. By developing activities such as golf, cultural experiences, wineries and activities that interact with our regions unique attributes and natural landscape the appeal of Eastland as a destination of choice will spread to more diverse markets.

Current tourism products and services on offer are also significant in the overall tourism package and must have just as much value placed on them. These products must be maintained and promoted to ensure they are utilised to their full potential.

The following strategies have been identified for the development of products and infrastructure within Eastland:

- 3.1 Identify and develop three to four core products that focus on the key attributes of the area.
- 3.2 Actively support tourism operators to establish new products and/or services in the region.
- 3.3 Expand and enhance tourism products and services in Gisborne and Eastland, including authentic cultural experiences.
- 3.4 Signage: Work on ensuring the region has an appropriate signage plan for the development of tourism within Eastland. To work on streaming signage throughout the region that is targeted at visitors and information relevant to their stay.
- 3.5 Increase quality of products on offer by encouraging operators to adhere to established quality standards where applicable. ie. Qualmark.

Solutions and Key Recommendations:

Product Development

In identifying which products to focus development on, the three key attributes (environment, culture and lifestyle) of the region must be taken into consideration. In doing this, Tourism Eastland have identified the following “core product” areas that can be developed and strengthened in what they offer to visitors.

- Walkways
- Golfing Packages for incentive groups
- Golf packages for groups – ½ day fun tournaments
- Development of Cruise Ship Packages
- Sunrise theme – “First to See the Light” – product to be produced around this theme
- Pacific Coast Highway – coastal trek
- Tairāwhiti Heritage Trail
- Surfing
- Factory Tours - Industrial
- Wine and Food
- History
 - Meeting of the two people
 - Regional Hall of Fame utilising Famous Faces
 - Historical Sites – eg Cook Landing Site
- Inner Harbour Development
- DOC Estate
- Rural Tourism
- Museums and Art Galleries
- Te Unga Mai
- Multi Cultural Sports Centre
- Series of Firsts:
- Marine Reserve
- Horse Trail
- Coastal Trail / Beach Walk
- Mountain Biking / Motu
- Lake Waikaremoana
- Coast – Bush – Beach
- Historical Interpretation – Development of Community Trails

From this list of “core product” areas Tourism Eastland will develop an annual plan of projects to be addressed and completed where applicable.

Projects to be undertaken in the next 5 years will include: WA 165; Te Unga Mai / Footsteps of Cook; Cruise Ship Packages; Mountain Biking Facilities; Coastal Trail/Beach Walk; Sunrise Product

WA 165 Vintage Steam Train:

Tourism Eastland will continue to work with the WA 165 enthusiasts and lobby relevant bodies to secure regular Rail Journeys from Gisborne to Mahia. By Dec 2007 there will be

regular rail journeys from Gisborne to Mahia over the summer period with the aim of 1 journey per month by April 2008.

Te Unga Mai / Footsteps of Cook:

Tourism Eastland will develop awareness of the historical significance of Gisborne city by continuing to develop and promote Te Unga Mai. Tourism Eastland will also work to increase visitor arrivals around the Te Unga Mai Festival by developing the educational tours. By October 2008 Tourism Eastland will have secured the attendance of at least 4 school parties from outside the Eastland Region to attend the educational tours. Each school party will be made up of at least 40 school representatives.

Cruise Ships Packages:

The Cruise Ship industry can be a significant contributor to a port destination and as such Tourism Eastland will continue to promote Gisborne as a Cruise Destination and will work to increase the number of cruise visitors per year. By January/February 2008 Tourism Eastland will have secured at least one overnight cruise visit. Tourism Eastland will focus on developing cruise packages with local operators, build relationships with inbound agents and will continue to be a member of Cruise New Zealand.

Mountain Biking Facilities:

Tourism Eastland will work with other community groups to develop a coordinated approach to mountain biking and cycle facilities and events within the Eastland Region. By April 2008 Tourism Eastland will have identified mountain biking and cycle opportunities and developed a long term plan for the development of this product.

Coastal Trail/Beach Walk:

One of the Eastland Region's unique selling points is the miles of untouched coastal area. Tourism Eastland will work alongside district councils to ensure the development of these coastal areas are kept visitor friendly. Tourism Eastland will work on the establishment of a coastal beach walk by identifying the beach areas of importance and creating a working committee for the development of this area. By March 2009 a working committee will be formed to develop this initiative further.

Sun Product:

The sun is a significant factor in the regions product offer with consistently high sunshine hours and Gisborne being the first city in the world to see the sunrise each and every day. As such the sun is one of the regions unique selling points and Tourism Eastland will work to develop product alongside this attribute. By September 2009 Tourism Eastland will have developed a product that can promote the first sunrise in Gisborne and add another motivating factor and product for the local tourism industry.

Assistance to Operators

Tourism Eastland places a strong emphasis on assisting local operators, especially those that are members of the society. This can be done through providing up-to-date industry information on current trends, marketing initiatives and where to get assistance for business planning. Tourism Eastland will also encourage, through networking (see also Regional Advocacy and Leadership), co-operation between operators within the industry and across other industry sectors to share resources and expertise in order to benefit the region as a whole.

Cultural Tourism

The unique cultural aspects of our region lend themselves toward further development to enhance the quality of the visitor experience. The importance is in being able to embrace our cultural uniqueness and preserve it, while developing it into a product that is viable and sustainable for the Eastland communities. By increasing cultural tourism visitors will be able to gain a greater understanding of our people, our history and the “laidback” lifestyle that makes the Eastland region so unique. Tourism Eastland will offer assistance and encouragement to any group or organisation wanting to develop or expand a cultural product. Any undertaking by Tourism Eastland that is directly related to cultural tourism will be done so only after consultation with relevant local communities, Iwi, District Council, Department of Conservation, operators and other related parties.

Promotional Signage Plan

Promotional signage is a crucial part of the region’s infrastructure that needs to be managed in order to maintain a quality destination and visitor experience. A long-term vision of the regions requirements in this area needs to be addressed. Tourism Eastland will lobby those parties responsible for signage such as Gisborne District Council and TRANSIT to ensure adequate visitor signage and will work with these groups to produce an effective promotional signage plan.

Quality Standards

The emphasis on the quantity of products on offer must not detract from the quality of those products. Tourism Eastland will endeavour to ensure that the region is recognised as a quality destination offering a unique experience with quality services and products offered by our regions operators. Given the subjective nature of a quality judgement the education not only has to be with the product or service provider but also with the potential visitor so that their expectations prior to arrival should be reasonable and appropriate to what is available.

Tourism Eastland will work alongside TNZ in their efforts to establish a quality brand that is recognisable by visitors, both national and international, and ensure our region fits into that quality mark. In conjunction with TNZ training and education opportunities will be offered to operators within the region.

KRA 4 REGIONAL ADVOCACY AND LEADERSHIP

Goal: To provide regional advocacy and leadership on issues that effect the tourism industry within the region and to ensure that key stakeholders are regularly informed on key tourism related topics.

The Challenge:

Embracing a long-term outlook for the region is crucial to encourage sustainable development and growth of the tourism industry. This means all aspects of planning and the business operation should be supportive of long-term goals including the security of long-term financial investment. Significant funding for Tourism Eastland is on an annual basis making it very difficult to plan more than one year in advance. The challenge for Tourism Eastland is to address this situation. Funding by Gisborne District Council and others must be on a long-term (3 year) contractual basis to enable longer term planning for quality outputs.

Community buy-in is also an essential element in the successful development and growth of the industry. Tourism Eastland acknowledges this and its role in promoting the benefits of tourism and the overall economic value it has for the Eastland Region. The challenge lies in the education of the Eastland communities as to the opportunities that tourism can lend to the future economic growth of the region especially to the smaller communities in the coastal and rural areas of the region.

The following strategies for regional advocacy and leadership have been identified by Tourism Eastland:

- 4.1 Maintain role of Regional Tourism Organisation for the Eastland Region
- 4.2 Ensure tourism industry concerns are voiced on any policies or strategies that may effect the development of tourism within the region.
- 4.3 Communicate and lobby to the three district councils, public and relevant bodies the importance of the tourism industry to the regions economic development.
- 4.4 Actively encourage the development of the region's infrastructure in keeping with the natural environment.
- 4.5 Identify opportunities for self-sufficiency through increased funding from outside Council.
- 4.6 Identify barriers that exist in relation to tourism in the region and generate ideas to over come them.
- 4.7 Establish regular communication with key stakeholders in the local tourism sector.
- 4.8 Keep in regular contact with the community regarding any development proposals or promotional activities.

- 4.9 Undertake an awareness campaign to stress the benefits of tourism to the region.
- 4.10 Establish lines of communication with pertinent, industries, groups and community organisations for the sharing of information.

Solutions and Key Recommendations:

Regional Tourism Organisation (RTO)

As the Regional Tourism Organisation for the Eastland Region, Tourism Eastland will undertake to attend TIA/industry meetings and undertake representation at key conferences such as TNZ Conference, VIN Conference and the NZ Wine and Food Conference. Tourism Eastland will work closely with Tourism New Zealand to ensure the region receives appropriate representation off-shore. Any concerns from this region regarding the allocation of National Resources to this region are to be voiced to the New Zealand tourism industry. Tourism Eastland will commit to the following actions.

Lobbying

Tourism Eastland will take a proactive role in lobbying to related bodies, such as MP's, TNZ, ITOC, TIA etc, on any issues that may impede the future development and growth of the tourism industry within the Eastland Region.

Communication

Tourism Eastland will report on a regular basis to the District Councils on activities, developments and progress been made within the tourism industry. Tourism Eastland Executive members will take any opportunity that arises to lobby councillors and MPs for their support toward the industry and the role Tourism Eastland plays as the Regional Tourism Organisation.

Tourism Eastland will have ongoing communication with local operators, members and related parties in order to keep on top of issues that may effect the development of the local tourism industry.

Tourism Eastland will regularly inform local operators, members and related parties of current issues, trends, opportunities and developments within the industry. Tourism Eastland will produce a bimonthly industry email and where necessary urgent notices will be sent out as a one-off email between those times to ensure all information reaches the local industry in a timely manner.

Once a year Tourism Eastland will send out a printed newsletter to members highlighting the year's activities. This newsletter will be sent out prior to the end of the year and will also have with it subscription forms for the next years membership.

Twice a year Tourism Eastland will email out a Media/Trade specific newsletter. This will be targeted at national and international media and trade as a regional update on new product and developments.

Tourism Eastland will build a strong relationship with key local and national media and on a regular basis will feed positive stories from the industry to these contacts.

Infrastructure

Tourism Eastland will lobby to see that maintenance and development of key infrastructure is continued to ensure the sustainable growth of tourism. The society will work with other industries, especially forestry to ensure that development of one does not impede the development of the other. A potential asset to the tourism industry is the inner harbour. Tourism Eastland will work with relevant parties to see the development of this area is managed so that the potential of the tourism and logging industries can be realised without detriment to either sector. The use of the roads by both sectors is a major issue for the region. Tourism Eastland will voice the industry's concerns on this and other such matters.

Air Transport

Tourism Eastland, alongside other community groups, will work proactive to secure low cost exit and entry to the region by 2012.

Self-sufficiency

Tourism Eastland will continue to source other avenues of funding for projects where appropriate.

Barriers

The Regional Advocacy and Leadership sub-committee of Tourism Eastland will work on an on-going basis to identify and reduce areas that are barriers to the development of the tourism industry.

Networking

On an annual basis Tourism Eastland will coordinate the cooperation between operators through organising at least three industry social functions per year. The first objective for these industry days will be to encourage operators to mix on a social basis and become comfortable with working together. The second objective will be to increase the local knowledge of operators in order for them to share this knowledge with visitors and in turn enhance the visitor experience.

As well as the three industry social functions, Tourism Eastland will also coordinate the annual Tourism Awards and networking evening. Tourism Eastland will supply a guest speaker and will hold this function just prior to summer in order to get all operators together and motivated for the peak season.

Tourism Eastland will also coordinate one tourism training day per year. This tourism seminar will be based on presenting current industry information and will bring in guest speakers from key industry groups such as Tourism New Zealand, Tourism Industry Association, Ministry of Tourism and Qualmark.

Tourism Eastland Membership:

The membership of Tourism Eastland will be revised to take in current market values and to produce a clear membership structure that differentiates groups of members by financial input in return for clear member benefits.

In order to strengthen the Tourism Eastland Society there will be a continued effort to educate all in the Eastland Communities as to what Tourism Eastland is, it's role and the role of tourism in their community and the benefits of both to the future economic growth of the Eastland Region.

The Tourism Eastland Executive will encourage local industry operators to participate and take ownership of the local industry. They will ensure clear communication channels are available should an operator need assistance with an industry problem.

KRA 5 TOURISM RESEARCH

Goal: To ensure the effective collection and dissemination of tourism research to key stakeholders.

The Challenge:

The research material gathered by Tourism Eastland is limited by resources and funding. Research is undertaken on both commercial and private accommodation however different variables are collected. With commercial accommodation, differing research data is collected for district as opposed to the regional area. This makes it difficult to compare between the output. As research is prone to error and interpretation its use should be in conjunction with other information sources. Tourism Eastland require the use of statistics to forecast trends in visitor markets. Any useful information is passed onto the industry. The challenge for Tourism Eastland is to streamline and improve the gathering and dissemination of research data for the benefit of the tourism industry.

Tourism Eastland have identified the following strategies within the research sector:

- 5.1 Undertake a monthly survey of visitors staying in commercial accommodation, including visitor numbers, length of stay, reasons for staying, occupancy rates and origin of visitors.
- 5.2 Undertake a monthly survey of visitors staying in private households, including visitor numbers, length of stay, reasons for visiting and origin of visitors.
- 5.3 Undertake an annual visitor opinion survey to determine visitor motivation for travel, market segment, expenditure patterns, level of satisfaction, perception of region, demographic profile and their most popular attractions.
- 5.4 Make key research findings available to key stakeholders at no cost. Key information will be communicated to residents of Gisborne and Eastland.
- 5.5 Undertake to gather research material where possible on special projects whether they be event or marketing based.

Solutions and Key Recommendations:

Monthly Results

On a monthly basis Tourism Eastland will interpret results gathered from the Commercial and Private Accommodation sectors and provide access to this information on the Gisborne and Eastland website. Where appropriate results and points of interest will be communicated to the local media and placed in with the Tourism Eastland newsletter for members and associated parties.

Visitor Opinion Survey

The annual visitor opinion survey will be collated by Tourism Eastland and will provide in-depth information on visitors to the region. Information will include the visitor perception of the region, motivation for travel, most popular attraction, level of satisfaction and the demographic profile of visitors to our region.

Marketing Research

Regular market research will be undertaken where possible in conjunction with marketing campaigns to ascertain the effectiveness of the media and promotion to be used for future campaigns.

Event Research

An in-house survey will be run in conjunction with events to establish their success and other market information that could assist with future marketing campaigns.

KRA 6 GISBORNE I-SITE VISITOR INFORMATION CENTRE

Goal: To effectively operate the Gisborne i-SITE Visitor Information Centre.

The Challenge:

The challenge for Tourism Eastland is in balancing the service roles of the Information Centre as a travel agency, visitor information centre and community information centre. Along with this is the management of income through the mini-golf, flea market and retail sales. Tourism Eastland strives to keep the information center up-to-date in appearance and information for all who use the facilities inline with New Zealand's other leading information centers.

The following strategies have been identified by Tourism Eastland for the operation of the Gisborne Visitor Information Centre:

- 6.1 Produce an annual business plan for the Gisborne Visitor Information Centre
- 6.2 Actively pursue development strategies that will continuously improve service standards, professionalism and financial growth.
- 6.3 Provide appropriate promotional tourism information, including brochures to other information outlets, agencies and bureaux.
- 6.4 To increase public awareness of the role of the Visitor Information Centre, through positioning it as the first point of contact for residents and/or visitors wanting information about Gisborne, Eastland and New Zealand.
- 6.5 Work closely with DOC in presentation of the region for visitors to the centre.
- 6.6 To profitably manage and operate the Travel Centre

Solutions and Key Recommendations:

Business Plan

Tourism Eastland will produce a business plan for the growth of the Visitor Information Centre. This plan will aim to keep the Gisborne Visitor Information Centre as one of the leading centres within New Zealand

Procedures

Procedures for the Visitor Information Centre will be up-dated on a regular basis with a continual improvement culture adopted.

Training

The aim of the centre is to provide appropriate and objective information to visitors and locals. The Information Officers will be capable of booking accommodation, transport, local attractions, supplying local community information, itinerary planning and advice nationwide. To ensure service quality is maintained training of employees, both full-time and part-time, is on a continual basis. Familiarisation trips throughout the region and to other regions of New Zealand is encouraged and expenses for these covered by Tourism Eastland. Tourism Eastland will also support where appropriate the up-skilling of employees to enhance their contribution to the operation of the centre. The aim of the Information Officer is to encourage visitors to stay longer and to do and see more while in the region. All Gisborne i-SITE staff will attend 2 regional familiarization trips per year. These famils will be set to cover the full region including the Opotiki and Wairoa Districts. The famils will be followed by a staff debrief. Regular staff meetings will be encouraged and at least 8 staff meetings will be held per year. i-SITE staff will be encouraged to visit local operators on a regular basis both to visit new product and build relationships with existing operators. By December 2008 all i-SITE staff will be expected to hold at least Level 4 ATTTO Tourism certificate. Any new staff members that do not have at least Level 4 certificate will be expected to work toward gaining these qualifications.

Tourism Eastland will work with Opotiki and Wairoa i-SITEs and any other visitor information centre within Eastland to ensure consistency throughout information provision and staff training. By 2012 all permanent information centre staff throughout Eastland will hold level 4 ATTTO Tourism Certificate or be working toward attaining it.

Provision of Information

The Visitor Information Centre will abide by the standards set by the national Visitor Information Network. As part of this commitment it will stock all regional brochures and take on the task of supplying the Eastland Regional Brochure to all VIN Information Centres. Tourism Eastland will also maintain a full address list of all tourism operators within the region, including email contacts.

Public Awareness

The Visitor Information Centre will promote on an ongoing basis the services offered to all in the community. This will encourage the sharing of information throughout the community and promote the centre as the first point of contact for all visitor and community information.

Travel Centre

Operated within the Gisborne Visitor Information Centre is the Travel Centre. This centre is the agency for all domestic land and sea transport. The Travel Centre is operated on a profitable basis.

APPENDICES

APPENDIX 1:

GLOSSARY OF ABBREVIATIONS:

APR	Architects Planners Resource Managers Limited
ATTTO	Aviation, Tourism and Travel Training Organisation
CAM	Commercial Accommodation Monitor
CINZ	Conventions and Incentives New Zealand
CNI	Central North Island
DOC	Department of Conservation
DTS	Domestic Travel Study
FIT	Free and Independent Traveller
FTE	Full time equivalent employee
GNZTR	Great New Zealand Touring Route
HANZ	Hospitality Association of New Zealand
ICNZ	Information Centres of New Zealand
i-SITE	Visitor Information Centres
ITOs	Industry Training Organisations
ITOC	Inbound Tour Operators Council
IMA	International Marketing Alliance
IMP	International Media Programme
IVA	International Visitor Arrivals
IVS	International Visitor Survey
KRA	Key Result Area
LOS	Length of stay
MANZ	Motel Association of New Zealand
MP	Member of Parliament
NZCB	New Zealand Convention Bureau
PATA	Pacific Asia Travel Association
PCH	Pacific Coast Highway
PCO	Professional Conference Organiser
RTOs	Regional Tourism Organisations
TE	Tourism Eastland
TIANZ/TIA	Tourism Industry Association of New Zealand
TLAs	Territorial Local Authorities
TNZ	Tourism New Zealand
TRENTZ	Travel Rendezvous Expo New Zealand
TSA	Tourism Satellite Account
VIN	Visitor Information Network
VFR	Visiting Friends and Relatives
WTO	World Tourism Organisation

**APPENDIX 2:
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