

Developing Dunedin's Visitor Experiences

PRODUCT DEVELOPMENT REVIEW

Recommendations, Development Framework
& Guidelines for Operators



Table of Contents

| | |
|--|----|
| 1. About this Report | 4 |
| 2. Foreword - A Destination of Superlatives | 6 |
| 3. The ED Brief & Our Approach | 8 |
| 4. The Project 'Groundings ' | 9 |
| 5. The R&D Process and Role of the Taskforce | 10 |
| 6. The Themes & Concepts that were Road Tested | 12 |
| 7. What the Taskforce Said | 14 |
| - Prioritising the 'Themes & Concepts' that were tested | 14 |
| - Reflecting on The 'Hidden Assets' - what the taskforce thought | 18 |
| - Considering 'The Current Agenda' - feedback on current proposals | 19 |
| 8. The Game Changers and Quick Wins | 21 |
| - The Product Line Up | 21 |
| - Branded Experiences - promising, packaging, promoting and delivering | 26 |
| - Reactivating the Dunedin Brand - owning it, living it, amplifying it | 26 |
| 9. Critical Enablers - What Needs to Change? | 29 |
| 10. A Product Development & Investment Framework for Dunedin | 32 |
| 11. A Tourism WOF 'tool kit' for Dunedin Operators | 37 |
| Attachments and Thank You | |
| - The Taskforce & their Bios | |
| - The Industry Partners & Supporters | |



About this Report & Foreword



1. About this Report

Despite the challenges confronting the tourism industry, there is a genuine confidence in the future of tourism in Dunedin, and a considered belief that Dunedin has the opportunity to shape that future and run with it.

From Observations to Recommendations

This report follows the delivery of a 'Summary of Findings' (Nov 2021) about the options and opportunities that Dunedin might consider in developing the region's portfolio of visitor experiences in the immediate future and, in the medium to long term.

Building on the 'Summary of Findings' this report is based on the thoughts and recommendations that were captured as part of 'The Dunedin Garage Project' and Tourism Taskforce (January 2022) - a team of subject matter experts - introduced in this report - who have shared their observations of their "48 hours in Dunedin" experience.

Along with the Taskforce's direct and professional feedback about the product development concepts and themes that were presented in the 'Summary of Findings', the Taskforce has 'gone beyond' sharing a wealth of product development ideas along with some suggestions on how some changes that will be required to drive these ideas forward.

A Reality Check

Recognising the impact of Covid and other extraordinary challenges such as Climate Change on the tourism industry, in large part this report focuses on building on Dunedin's existing assets as part of a 'quick win' recovery programme rather than embarking on new, large-scale, greenfield investments at this point in time.

This is designed to create a stronger platform for future development and is further explained in the 'Reality Check' section of the report.

Investment Ready

There has already been substantial investment in boutique hotel development in Dunedin including Ebb and Fable, and there is more to come. Along with Distinction Hotel's acquisition of Leisure Lodge, and DVML's hotel development proposal that is under consideration, the developments will add significantly to the quality and capacity of Dunedin's accommodation stock.

In the heritage and live performance sectors there are significant projects that are either seeking or concluding investment deals that are due to come on-stream in the mid to near term. Dunedin City Council (DCC) also have new investments that will benefit tourism in the City's plans.

The challenge is to maintain and grow this pipeline to support the new investment opportunities identified in this report.

Next Steps

In this report you will also find:

a Product Development Framework within which business cases for new investment in Dunedin's visitor offerings can be advanced

a Tourism Warrant of Fitness 'tool kit' for individual operators and businesses to assist with the recovery and rebuilding of their businesses in ways that will also be 'fit for the future'.

The Dunedin Garage Project* & Tourism Taskforce

This product development review included a survey of Dunedin's tourism operators, and a global literature review of the trends and disruptors that will reshape the future of tourism, including the demands and expectations of a new generation of travellers.

An analysis of the opportunities and threats identified in two projects that were independently commissioned by Enterprise Dunedin in parallel with this review - the development of a Destination Management Plan (Stafford Consulting) and an analysis of Dunedin's potential in the domestic visitor market (TRA Research) were also built into the review as the findings and recommendations of those reports became available.

Based on this significant body of research and an internal workshop run by Enterprise Dunedin's City Marketing team, 15 development themes/concepts were developed for 'road testing'. To undertake the road test a hand-picked group of 'subject matter experts' (SMEs) were recruited to spend 48 hours in Dunedin and to challenge and explore these initial concepts and more.

36 of the 48 hours were spent experiencing a cross section of Dunedin's visitor experiences designed to bring the concepts that were being tested to life - just as a visitor would experience. Much of the rest of the time was spent debating and considering 'where to from here' with input from some industry leaders. Details about the taskforce members are provided in the appendix to this report.

The Taskforce concept is based on a model developed by the Development Council of PATA (the Pacific Asia Travel Association). This model brings together a small group of well-qualified professionals from a range of different backgrounds who are asked to offer their advice and impressions on what needs to happen to develop the appeal and accessibility of a destination. PATA development task forces have been run throughout the Asia Pacific region including two in New Zealand where the task forces were instrumental in the development of Wellington and the West Coast as visitor destinations.

* with thanks to Trent Yeo, tourism entrepreneur and futurist who inspired the use of the term 'The Garage Project'



2. Foreword - A Destination of Superlatives

Dunedin is a destination of many superlatives, with a history of extraordinary firsts. It has been populated from across the Pacific and around the world, by people who sought to do better for their people.

This pioneering grit and generosity of spirit can be seen and felt everywhere in Dunedin - in architecture and art collections, in gardens of distinction and grand old homes. It is often expressed through a genuine warmth and a wry sense of humour that are born of this place.

There are four distinct seasons in Dunedin and there is little ambiguity when it comes to distinguishing between them, and very real rewards with each. That said, seasonal boundaries are not always adhered to in Dunedin, and the weather in the South is frequently invigorating. It is not unheard of for icebergs to be seen floating past, but these incidents have never detracted other great navigators from having a home base there.

Dunedin has wildlife on its doorstep that you might only expect to find on remote sub-antarctic islands, and beaches and surf that call to the wild.

Along with its many other attributes and foibles, Dunedin has more reasons than most to be considered as one of the more intriguing and remarkable little cities in the world.

Unlocking Dunedin's Potential

Dunedin is a 'considered choice' and while not everyone will be interested in considering Dunedin as a place to holiday in, there are any number of travellers who are. It is by building on powerful points of connection with these people and rewarding them with exceptional experiences that there is significant potential to grow the

contribution of tourism to the well-being of the region and its communities, and to the economy and the environment.

In the course of this project it has become very clear that in order to come closer to unlocking this potential, some things need to change.

Developing World Class Experiences

To develop world class tourism products and visitor experiences, some things need to change.

Dunedin needs and deserves to have:

1. Strategic and ambitious thinking about the future of tourism
2. Inspired tourism leadership and highly motivated partnerships between public and private sector players
3. Greater collaboration within the tourism industry and across other sectors of the Dunedin economy, creating and embedding value wherever possible
4. Stronger and deeper external relationships and partnerships - public/private, regional/national and global
5. A mandate to activate and drive a 3-5 year plan of action that will help to deliver on this report.

These points, along with a compelling rationale for why reactivating the Dunedin brand should be a cornerstone of this action plan (products

and brands cannot be parted) are explored and expanded on throughout this report.

Dunedin is a destination of many superlatives with a history of many firsts. This is an exceptional platform to build on and there is much great work to be done.

Glenys Shearer (Coughlan)
Managing Director
The Pyjama Strategist

Cristine Angus
Managing Director
Angus & Associates



Along with its many other attributes and foibles, Dunedin has more reason than most to be considered as one of the more intriguing and remarkable little cities in the world.



Developing a Product Development Strategy for Dunedin - the Process

3. The ED Brief & Our Approach

Brief

The product development review was commissioned by Enterprise Dunedin in order to:

1. Understand any gaps in the portfolio and businesses at risk (due to Covid) in Dunedin's current product offering
2. Identify longer term development opportunities including the development of new products and services along with the extension or upgrade of existing product offerings that will:
 - (a) reinforce Dunedin's brand positioning and better deliver on the 'brand promise'
 - (b) encompass the wider Dunedin region - beyond the City boundaries
 - (c) enhance Dunedin's competitiveness as a visitor destination and the contribution, or value of, tourism to the region

Approach

i-SITE research - state of the industry, gap analysis

Futures thinking - mega-trends and disruptors and impact on tourism destinations and markets

TRA segmentation research - domestic market potential

DMP product development thinking - independently researched and totally aligned with this report

Workshops: Enterprise Dunedin's Destination Marketing team team built on industry knowledge - trade and consumer, competitors offerings and global best practice ideas

The 15 Themes to 'road test'

The Garage Project & Tourism Taskforce

Operator and Partner Workshops including funding and business advice packages to assist with new initiatives and business recovery (TBC)



4. The Project 'Groundings'

This Report is about investing in product development in both the short and medium term that will make the most of the investments in the exceptional visitor assets that Dunedin has, while also having an eye to the future on new development opportunities that will help to define the future of Tourism in Dunedin.

This Report is not about developing theme parks, sky towers, jet boats, or attractions built on high-volume low-value models.

This Report is about investing in product development in both the short and medium term that will make the most of the investments in the exceptional visitor assets that Dunedin has, while also having an eye to the future on new development opportunities that will help to define the future of Tourism in Dunedin.

On both of these counts it is about developing visitor experiences that have a strong strategic fit (both with the City and its communities, and with the changing needs and expectations of visitors).

This Report has been deliberately grounded in a few realities that are reflective of the conditions that have impacted on tourism here in New Zealand and around the world:

First, The debilitating impact of Covid on the tourism industry has prioritised the need to rebuild and restore the health of core tourism businesses and to 'shore up' the foundations of the industry before attempting to launch significant new capital intensive investments in risk averse financial markets

Second, Dunedin's current visitor offering has all the makings of exceptional visitor experiences that are unlike anywhere else in New Zealand. By investing in some 'up-skilling and upgrading' across the sector, and by reactivating branding and promotional programmes, the "pull" of Dunedin as a place to visit can be readily enhanced

Third, rebuilding tourism can deliver benefits beyond the direct contribution of tourism to the region's economy. For example, by enhancing the 'pull' of Dunedin as a destination, it can also help to rebuild the viability of scheduled air services to and from Dunedin. Airline assets will be assigned to routes where there is strong and proven demand. By encouraging visitation, the economics of air services are improved and this, in turn will serve the interests of Dunedin's businesses and tertiary institutions along with the needs of the wider community.

In addition, by strengthening partnerships with other sectors in the region's economy, a far stronger and more inclusive economic development agenda for Dunedin can be progressed.

This means that tourism development opportunities and investments should be evaluated within that wider development context, and, ways in which stronger and more sustainable contributions to the well-beings of city and regional communities and the aspirations of Mana Whenua can be delivered, should be deliberately engineered into future developments.

Fourth, once the industry's foundation's are strengthened, there are a range of new opportunities to explore - including strengthening public and private sector partnerships and advancing new investment models in order to attract more private sector investment in development and promotion to enhance the 'pull'

of the region's visitor experiences. And, to enable all of this, consideration should be given to developing 'best of breed' tourism leadership models to drive the delivery of a new and ambitious programme of work.

Finally, alongside fundamental and transformational changes in national and global policy and regulatory environments (including the increased emphasis on the achievement of the UN's Sustainable Development Goals, the uptake of Four Capitals and 'Well-beings' thinking and the evolution of stakeholder capitalism), New Zealand's 'Review for Local Government' - one way or another - has the potential to reshape Territorial Local Authorities boundaries, operating models and relationships with Central Government, as well as investment programmes and priorities for national and regional tourism development .

A long term strategy for tourism cannot ignore these shifts, and as far as possible these things have been factored into the findings and recommendations contained in this report.



5. The R&D Process and role of the Taskforce

Without exception, the members of the Task Force were moved and inspired by what they experienced of Dunedin.

As described earlier, based on synthesising and analysing the results of the primary and secondary research undertaken in the first phases of the product development review, and as presented in the 'Summary of Findings', 15 themes or concepts that Dunedin could activate in the short term to rebuild and in the longterm to reinvent Dunedin's visitor offering, were identified. These themes are listed on page 12.

In order to challenge and respond to these themes in a way that will enable Dunedin to advance some initiatives and activate a range of responses, it was recommended that a group of subject matter experts in tourism be brought together as a taskforce for a 'full immersion experience' of a cross section of Dunedin's current visitor offerings. A 'whistle-stop' tour was designed around the 15 themes that required 'road testing'.

The Taskforce members

There were 7 core members of the taskforce as well as the active participation of Glenys Coughlan and Cristine Angus - the tourism consultants who have led the product development review. Members of Enterprise Dunedin's Destination Marketing team all participated in the Taskforce as well.

The skill sets and professional backgrounds of the taskforce members were carefully matched against the range and depth of the concepts to be tested.

Those skill sets included:

- development and management of sustainability programmes - nationally, regionally with RTOs and at an individual operator level
- expertise in developing Food and Beverage (F&B) strategies and the development of award winning F&B events
- proven achievements in developing City branding and in tourism marketing
- knowledge of digital platforms and promotion on mobile technologies
- experience in running high profile tourism operations
- leadership in arts, culture and heritage
- International marketing experience (including offshore postings with Tourism New Zealand (TNZ)).
- success delivering bespoke (and large scale international) events
- local and international experience in the boutique accommodation and hospitality industry, and in the delivery of high end, impeccably curated guest experiences

Brief bios for each of the Taskforce members are included in the Attachments to this report (pages 44-46).

Diverse views, broad consensus

Given that the taskforce members were deliberately chosen to reflect different perspectives on tourism, it is perhaps unsurprising that their views were diverse.

There is both a richness in that diversity based on the many and frequently passionate perspectives that were shared. And, at the same time, there was also a compelling consensus around some of the observations about the immediate game-changers and longer term development opportunities that should be explored.

A run-through with industry partners at the end of the Taskforce's visit confirmed a high level of support for the shape and direction of early thinking.

Inspired and amazed - the Dunedin Effect

Without exception, the members of the Task Force were moved and inspired by what they experienced of Dunedin. As one well traveled and influential member of the Taskforce offered as part of their feedback - "I have spent the last week telling everyone about what amazing offerings Dunedin has".

Dunedin should aspire to have that same effect on as many visitors and potential visitors as possible.

This is articulated as the 'Dunedin Effect' in Dunedin's brand strategy.

As part of a 'place' or destination branding exercise undertaken for DCC about ten years ago, and as part of the brand architecture, the 'Dunedin Effect' was developed to position the impact that spending time in Dunedin can have on people:

Dunedin will bring out the real you:
the complexity and the contradictions
the explorer and the thinker
the quirky and the downright traditional
the brave and generous heart
the fierce individualist and genuine community
the intense and the down-to-earth
the creative and the practical
the sense of spontaneity and stewardship
the curiosity and the intrigue
the poet and the believer

This is a powerful proposition to put in front of Dunedin's target markets through the promotion of branded experiences and speaks both of a deep pride in the City's foundations and an intriguing promise of what's in store.

In order to achieve this effect on people - and as foreshadowed in the foreword - there is work to be done.

That work and some recommended priorities for development form the basis of this report.

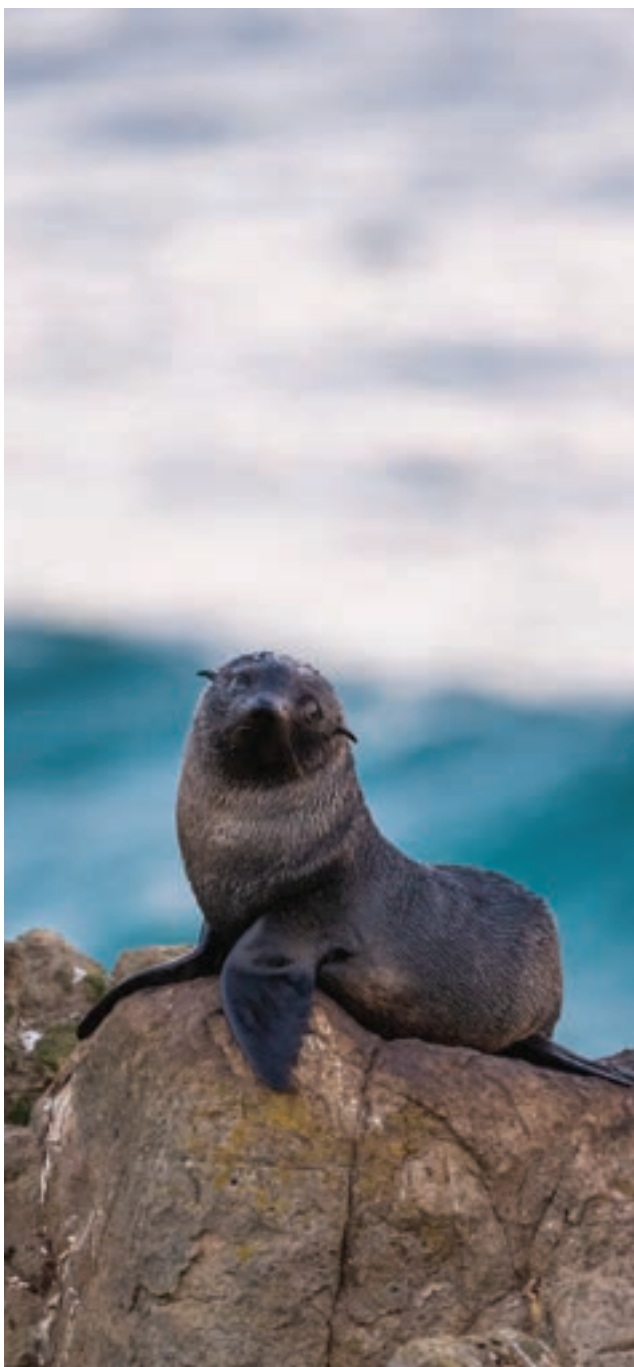


6. The Themes & Concepts that were road tested

| | | | |
|--|--|---|--|
| Build year round calendar of special interest events | Reflect in partnership with mana whenua the values, narratives and aspirations of mana whenua | Improve regional spread | Improve transport connectivity - make it easier for people to get around and find their way around |
| Make more of art, fashion, literature, architecture, design 'the Dunedin Sound' and film | Refresh product and service quality | Develop a tangible 'F&B edge' for Dunedin | |
| Lead the way in digital and leverage CODE | Honour the authenticity of the brand through product, story telling and all visitor products and experiences | Encourage greater collaboration between public and private sectors and between operators themselves | Adopt and actively promote sustainability and carbon zero initiatives |
| Improve ratio of paid:unpaid attractions | Do more for digital nomads | Know what locals want (and what they will and won't pay for) | Encourage next generation operators |



What the Taskforce Said - The Garage Project Findings & Recommendations



7. What the Taskforce Said

Prioritising the 'Themes & Concepts' that were tested

After 48 hours in Dunedin, the Taskforce were asked to indicate whether they saw the themes or concepts that were being tested as being of high, medium or low levels of importance in realising Dunedin's potential.

'High priority' represents a recommendation of 'should advance with immediacy', 'medium' suggests that further investigation is warranted before committing substantial resources and 'low', while not an immediate priority, is worth keeping on the radar while undertaking some initial groundwork.

Priorities, like opportunities and threats, can of course change, but mindful of the fragile state of many operators, the Taskforce felt that some quick wins that don't require 'betting the bank' needed to be given priority and these ideas are presented on pages 21-27.

High Priorities

| The Concepts we Tested | What the Taskforce Said | Priority |
|---|--|---|
| Refresh overall product and service quality to bring offerings up to a consistent standard. | The challenges involved in investing in, and updating or upgrading anything during Covid were highly visible, indeed it was a raw reminder of what sits behind the industry's business statistics. Understanding that, some product was tired and there was perceptible variability in the quality of different experiences. Improving the standard of story-telling will add significantly to the overall 'memorability' and 'refer-ability' of a Dunedin experience. | High priority requiring the investment of time in training and development but not a significant capital investment. |
| Greater collaboration between public and private investments/ operations and between operators themselves . | There was limited visibility of operators working together - not just in a promotional sense but in working together across the board. Encouraging and supporting active working relationships with all players in the visitor industry (and beyond) - and bringing together work groups and project teams to problem solve (e.g. workforce issues), driving greater cross promotion and supporting up-skilling in key areas would all help to lift the City's game. | High priority with immediately realisable upsides and returns . |
| Expand and leverage a year round portfolio of special interest events. | Create a packed calendar of boutique and bespoke events that complement Dunedin's larger scale events calendar. Use existing commercial event management companies from around New Zealand (and ideas from beyond) and the event management experience at hand in the City (e.g. DVML) to produce and promote. | One of the top priorities identified by the taskforce - events that are well branded, cleverly promoted and impeccably delivered. Will require some coordination (of the calendar) and some promotional support but Council does not need to assume the full risk. |
| Honour the authenticity of the Dunedin Brand across all product offerings, all story telling and through all experiences. | Drive and support the growth and development of spirited brand champions locally and nationally, and, amplify their voices through a very clear articulation and appreciation of what the brand stands for and use this 'beyond the logo' approach to bring product offerings and visitor experiences to life. | High and ASAP - see further details pages 26-27. Reactivating The Dunedin Brand was seen as one of the most important things that Dunedin should and could be doing right now. |
| Stronger reflection of the values, narratives and aspirations of Mana Whenua in the City's visitor experiences. | Many opportunities to add greater depth and meaning to Dunedin's stories - from understanding sites and events of significance to the interpretation of the night sky/Southern Skies, mahika kai, wildlife, inland and coastal trails. | A high priority. Noting that in creating a stronger partnership with Mana Whenua, there is a need to firstly understand what their priorities and inclination towards tourism are. |
| Develop an F&B Edge for Dunedin. | Strongly endorsed, a real positive that a F&B strategy workshop was scheduled with key stakeholders immediately after the Taskforce's visit. Whether it's the Otago Farmer's market, fine dining or street food, making more of the provenance of the food and beverages available in Dunedin is a must do . | High Priority, refer F&B strategy for further details. |

High - Medium Priorities

| The Concepts we Tested | What the Taskforce Said | Priority |
|--|--|--|
| Adopt and actively promote sustainability and carbon zero initiatives. | Beyond compliance and alignment with national policy statements and international commitments, consumers are becoming increasingly conscious of reducing their footprint on the world and they expect greater visibility from operators of an active commitment to sustainable business practices. Drive uptake of other codes too -e.g. the Wildlife Code. | High to medium priority and another area where ED could lead operator up-skilling. See page 42. |
| Improve ratio of paid: unpaid attractions and experiences. | Something to be worked through as this will be an essential part of attracting private sector investment (including partnerships with the travel trade), a mechanism to allow for greater cost recovery for the City and contribute to environmental and wildlife restoration and recovery projects, and, in the use of pricing as a tool to promote clearer expectations of value. | Medium - high priority - maybe start with a pricing review and include use of dynamic pricing and 'value add' offers as ways of stimulating seasonal demand. Connect with worthy 'causes'. |
| Encourage/enable the establishment of 'next generation' operators. | Some businesses have lost a lot of talent as a result of having to scale back their operations to survive trading through Covid. At the same time, those who remain in key roles are having to take on more responsibilities and deal with ongoing stress and uncertainty and this has driven some people to exit the sector. Workforce development is key to the delivery of top notch customer experiences and as the next generation of travelers emerge, bringing fresh ideas and new approaches, and 'next gen' operators into the industry will be key to being relevant and relatable to customers. | Workforce development issues are a high, but encouraging new generation operators into the industry while not a high priority in the short-term will be strategically significant to the recovery of, and building back of, the sector so should be considered high priority in the medium term. |
| Make more of Dunedin's Art, Architecture Fashion, Literature, Design, Music (The Dunedin Sound) Film and the University's 'Sapere Aude'. | Give greater visibility to all of these exceptional and 'distinctively Dunedin' assets. A little like the recommended approach to developing Dunedin's F&B offering - how do we make a stronger feature of these uniquely Dunedin and 'sophisticated city assets' across all of Dunedin's visitor experiences? Maybe pull together some work groups to develop new ideas? | More of a medium than a high and urgent priority, but start to think about how to build these into events and other experiences to lift yield per visitor, and use them as promotional opportunities (e.g. film and the Royal Treatment - was Dunedin ready with a clever campaign to leverage the launch?) and what are the opportunities to promote short course/micro qualifications in these areas that could be undertaken Dunedin? Even if these aren't 'micro quals' as such, 'learn to' (or 'about') long weekends, could be really well targeted. |

Medium - Low Priorities

| The Concepts we Tested | What the Taskforce Said | Priority |
|---|---|--|
| Improve regional spread. | <p>Develop hub and spoke model to leverage existing assets to begin with e.g. leverage Otago Farmers Market - recognised as one of the best in New Zealand and featuring produce from around the wider region - develop opportunities to take visitors to points/sources of origin around the region - with 'how to make' or how to cook with' classes.</p> <p>Build links or spokes that 'connect' e.g. the Tunnels Project and other cycle trails.</p> <p>Develop other opportunities like night sky tourism and garden/nursery visits to that will encourage travel throughout the region building out from hubs within City boundaries.</p> | A medium to high priority - to start mapping and exploring these regional opportunities with the immediate priority being to get the hubs 'buzzing' to support the spokes vs spreading resources too thinly 'everywhere' i.e. staged development is recommended and like cycling, maybe there is a need for a coordinated master plan? |
| Improve transport connectivity and make it easier for visitors to get around. | <p>Along with looking at opportunities for the enhanced connectivity of Dunedin's transport services, 'way finding' could be significantly improved, and as part of that the idea of defining and actively promoting different 'precincts' was raised as a way of highlighting the extensive range of experiences on offer.</p> <p>And, don't forget bikes - as Dunedin develops more cycling attractions there will need to be more bike and people collection and transfer services.</p> | <p>Should be given serious consideration as part of transport planning.</p> <p>Initial work on thinking through the 'Precinct' approach could be progressed.</p> <p>And, putting way-finding in the hands of visitors could be explored - the 'My Helsinki' app was mentioned, as an example.</p> |
| Lead the way in digital (and leverage CODE) across all elements of the customer journey. | While there were mixed views on this, it was more on the basis that tech doesn't solve everything and people still want 'high touch' and 'human touch' experiences. Digital can enhance (and used intelligently it can advance basic business processes) but it should not replace personal interaction and the power of shared experiences. | One of the few concepts that received a mix of high, medium and low priority feedback. This is about the considered use of digital to enhance experiences, improve target marketing and the smart use of data. |
| Do more for Digital Nomads. | There is a growing trend towards people taking longer breaks that combine business and leisure (the 'Bleisure' market) so offering shared workspaces and UFB alongside promoting a range of leisure, 'short course' and entertainment activities is a no brainer. | Not seen as a top priority for investment but certainly part of the mix. |
| Develop more clarity around the paid and unpaid recreational opportunities that locals are seeking when looking at developing paid visitor attractions. | Elevate awareness of Dunedin's visitor offerings in the local market - pride in what the City has to offer will create pride of City and more engaged communities. In the survey that was administered via the i-SITE at the beginning of this project, it was reported that locals accounted for 16% of the customer base (on average) alongside domestic at 25%, with international travelers on average at just under 60%. Clearly this represents a massive hole, but the local market is 'in town'. | Low to medium - important groundwork to be done with the objective of engendering higher levels of local support (and building a strong referral network) "locals as passionate advocates". |

Reflecting on The 'Hidden Assets' - what the taskforce thought

The Taskforce were also asked to consider what if any priority should be placed on developing five of Dunedin's 'Hidden Assets' (opportunities that were highlighted in the 'Summary of Findings' (November 2021)

These were 'assets' with which either limited development work appears to have occurred, or that warrant investment in additional research and development - i.e. a deeper dive into these areas with a wider group of experts and stakeholders, in the same way that, for example the F&B Strategy is being developed to add greater value to the City's visitor offerings through a deliberate focus on bringing the sectors together.

| The 'Hidden Assets' | What the Taskforce Said | Priority |
|--|--|--|
| 1 Dunedin 'Gateway to Southern Lights/Aurora Australis. | Close to a supernatural experience, this is another way to support the development of the wider region 'beyond the city lights' and to engage with Mana Whenua and other partners - building on Dunedin's 'Land, Sea and Sky' experiences and a strong crossover with preservation of wildlife habitats. Some discussion about a 'True South' offering, working with neighbouring regions (Role of 45 South?). Important to learn from how this is done elsewhere in the world and to do it differently in Dunedin (vs create another Tekapo). | Rather than an immediate opportunity, an opportunity to explore the idea /undertake some conceptual design work and top line feasibility work as a step towards advancing and validating the idea, and leveraging the associated opportunities. |
| 2 Taking 'UNESCO' City of Literature to the next level. | Dunedin has a strong heritage in the arts. This kind of validation from UNESCO is not a prize that comes easily, and is worth shouting about. There are also great cross promotional links to the gifting of books by City founders to the likes of the Hocken Library and other collections. | Not urgent but another part of the fabric of Dunedin that deserves higher visibility through branded promotions and events. |
| 3 The University of Otago and Otago Polytechnic. | Between the campus, the thought leaders, the alumni and broader communities of interest across New Zealand and around the world, these are some of the greatest assets in the city with deep connections to established markets often through and beyond intergenerational lifecycles. | Read See Quick Wins - pages 21-28. |
| 4 Dunedin Harbour and Waterfront - think Auckland and Wellington's waterfronts, and Dunedin's exceptional coastline. | Otago Peninsula Cycle trail is a great way of extending an offering that connects the City with the Harbour, creating an experience that can be enjoyed by locals and visitors. In addition the 'precinct' concept might help to better connect the waterfront and harbour to the CBD? And, giving diving, fishing and coastal cruising a higher profile also builds stronger connections. | The development of the waterfront is likely a medium-to-longterm term opportunity for development, but featuring more of Dunedin's waterbased activities (and linking them to beaches, surfing, sailing, paddling and kayaking across the region - e.g. Karitane Maori Tours are considering further development of their water-based tourism businesses with strong mana whenua dimensions. Could this grow beyond? Coastal walkways and bike-packing trails were also raised as opportunities. |
| 5 Worldclass New Zealanders/Dunedin-ites. | Important to engage with these key opinion leaders over time, seeking their ideas on different development concepts and tapping into their national and international networks | This should be an ongoing programme of engagement. |

Considering 'The Current Agenda'- feedback on current proposals

The Taskforce members were also invited to comment on three current opportunities that are before DCC. If these opportunities are to be progressed, each would require full scale feasibility work (some of which is underway). And, if they are progressed, it is recommended that the Product Development Framework that is outlined in the following section of this report should be used both as part of evaluating the viability of each project and to identify what it might take to improve the investment case and the returns, and identify potential investment partners

In addition to these projects, we have included 'The Future of Cruise' as a 'dependency' i.e. the viability of the Train is highly dependent on the future shape of cruise in Dunedin - and Port Otago have much at stake in this space, so there is a lot to be considered and weighed up in agreeing a forward position.

| Project | Commentary | Priority |
|---|---|--|
| The Train and future of excursions. | <p>Worthy of further consideration, part of what's on offer in Dunedin but not considered to be a major visitor attraction in its own right? New products could be developed as part of other initiatives like the F&B Strategy and exclusive events and/or integrated with the cycle market in order to grow the market for the Train but, will that be enough to tip the investment case?</p> <p>As was discussed, maybe this is an opportunity for a private sector operator?</p> | Medium to high (understanding that a detailed feasibility study is underway). |
| The Sports Hall of Fame. | <p>A marvellous collection that would require substantial investment to upgrade it to a compelling attraction. What added to the experience for the Taskforce was the personal stories behind how the collection was developed. If those stories could be delivered in a digital/ interactive format that would certainly add more interest to 'experiencing' the collection.</p> | A low priority in its current form, until the question of how to fund the significant investment that would be required to turn the collection into a leading attraction can be answered. Is there JV potential? |
| The extension to Dunedin's Cycle offerings. | <p>There are a range of possibilities under consideration and some new ideas to explore - e.g. bike packing over coastal roads noting that this will also need to include investment in overnight accommodation and/or campsites.</p> <p>Signal Hill and the development of MTB trails was referenced. This could be great for locals and would certainly add to the cycle offering for the more active and adventuresome segments of the market. It was noted the Signal Hill is an ideal viewing platform for the Night Sky and when Aurora Australis makes an appearance.</p> <p>Links to existing and well known cycle trails e.g. the Otago Central Rail Trail makes considerable sense BUT simply extending the trails may not be enough to make a real impact. Necessitated by geography, the Lake Dunstan extension to the OCRT adds an entirely new experience to the Rail Trail that has captured both peoples' imaginations and their wallets. And, extending existing trails runs counter to a growing trend where people want to base themselves at a cycling hub and take multiple shorter cycle trips from that point.</p> | A high level of support for exploring these opportunities. Developing a cycling master plan that can be used to prioritise investment and development would be smart . |

Project

Commentary

Priority

The Future of Cruise.

This is one of the more critical issues facing Dunedin and its visitor industry. While several aspects of the future of cruise in New Zealand are beyond Dunedin's direct control, Dunedin should develop a strong and clear position on what, as a City and community, and an industry it wants from cruise. Many of Dunedin's ground operators are dependent on it and the retail and hospitality sectors also benefit. But, can Cruise be 'reinvented' to sit more strongly with Dunedin's value proposition? What could be done to open up more value add vs deeply discounted opportunities, what are Cruise companies doing to reduce their environmental footprint and to what extent might Cruise contribute to causes that are of importance to the community?

High and immediate need to identify and evaluate the options and determine the forward path.



8. The Game Changers and Quick Wins

Some further thinking

Prior to their visit taskforce members had been supplied with reading material including the 'Summary of Findings', a snapshot of Dunedin's pre-Covid and current tourism performance, and some recent media articles, that had featured Dunedin's 'hinterland'. In addition to that reading, a significant proportion of the taskforce were regular visitors to Dunedin, and at least three members were born and/or educated in the City.

In addition to considering the themes that were presented for road-testing, and the hidden assets and, reflecting on their experience of Dunedin, members of the task force were asked to think more broadly about Dunedin's core experiences and to identify any opportunities for further investigation and development that could deliver some 'quick wins' (and long term gains) to support the recovery of the industry.

The Product Line Up

The Taskforce's additional thinking about opportunities for product development that could become part of a marketing plan to drive visitation using existing product offerings and 'ready' market opportunities are summarised in the following pages.



Alumni

There was universal consensus, that the University, Polytechnic and educational sector at large hold enormous and immediate opportunities that will encourage visitation (particularly while international travel is suppressed by Covid, but beyond that too).

Enterprise Dunedin (ED) have developed a new campaign in the alumni space - keep it up and amp it up.

There is so much more that can be done and as noted elsewhere in this report, working with operators to package and promote offers to the market is all part of unlocking the 'quick win potential'. Page clicks are important but ideally as the precursor to the conversion to sales. Lining things up so that operators can be instrumental in driving conversion is key to making this happen not only in this sector but across all visitor offerings.

“

Students, parents, whanau, grandparents - alumni who share a deep-seated fondness and connection to the city, a belief in its values and appreciation of its life lessons and opportunities for self development should be a ready target.

“

Creating a packed calendar of events for those like minded people who are connected through their experiences of a Dunedin education.

“

Retro Reunions - see Dunedin as a grown up.

“

There are any number of ways of connecting people to this place through many different life stages - driving repeat visitation in a way that other destinations aspire to. Come as a family go to museums /learn about New Zealand history/wildlife and make great family memories. Come again as a student (and a parent), then come back to enjoy events, and then bring your own kids back to relive and connect in the same way that you did as a child.

Boutique Events

Developing a considered and well curated events calendar that features authentic and custom designed experiences for smaller groups throughout the year and that build-out from, and complements, larger scale concerts and sporting events with exclusive experience packages.

And don't overlook 'business events' - incentive trips, corporate retreats etc - the options are limited right now but the market is hungry for new ideas, and it wont stay like this forever as new facilities come online in Auckland, Wellington and Christchurch and competition hots up.

The "Village of Learning" concept is a great example of how Dunedin's assets can be used to create a point of difference in the competitive business events market. And the recent feature on Dunedin in 'Meeting Newz" highlighted the range of new and established business events offerings with a Dunedin difference.

“

Alongside the new accommodation offerings, there are plenty of different experiences in the City and region that make it a great destination for business events.

“

Take inspiration from nature and learn about teamwork, sustainability and resilience, or take a step back in time and enjoy what early merchants and political figures enjoyed, with great food, great service and civilised entertainment.

Sharing the Dunedin Story

Great story telling links back to 'ownership' of the Dunedin brand and how it is championed, but it is also about working with operators on ways in which they can share their stories to captivate their audiences and create memorable experiences . For the most part, highly motivated business owners and operators delivered their stories exceptionally well, but there is more to be done.

“

Story telling should always be at the forefront, connection to place is what makes it memorable and different from other places.

“

A cohesive brand story that is able to be convincingly and eloquently delivered into different attractions/products/ services and experiences.

“

Sharing the Dunedin story and the associated 'New Zealand firsts' make up the character and architecture of the City - bring this to life through street theatre, period costumes, AR and other mechanisms.

The Taskforce commented on the importance of working with operators to enable great story telling - content is important, but delivery is everything.

“

Storytelling is key. Visitors want authentic experiences that give them a taste of being local. Nobody wants anything that is 'just for tourists'.

“

Further guidance and training for operators on the art of storytelling - helping them to refine their stories and tell them well, and have the right people telling the stories

“

Personification and personalisation are key to being a great tour guide and bring things to life

“

The ability to inject fun, impart knowledge and deliver an element of delight into any operator's story builds memorability and connection with others

“

A richness in story telling is key to activating things properly e.g. how do you bring the historic areas to life, how do you tell the Dunedin story through events and how do you tell the 'locally produced' story through restaurants and galleries

“

Authenticity in terms of the PEOPLE and the PLACE, the nature of the welcome and story telling and alignment with the agreed brand values

Dunedin's History & Built and Cultural Heritage

Dunedin's built and cultural heritage is extremely rich and there are many other ways in which his can be built on and brought to life adding new dimensions to the visitor experience

“

With such a rich and varied heritage, what about experiences that bring this to life - street theatre, period costumes, experiences that bring the early City and its heroes to life either on a 'pop-up basis' or as part of a heritage festival or events

“

Activate the City and its heritage precincts at night using lighting and contemporary 'low-fi, high tech' visitor experiences complemented by a range of F&B offerings (and other merchandising) - make it about the whole package

“

Build on Dunedin's street art and use the City's heritage buildings as screens for animations - characters pursued by police escaping the Dunedin Gaol, goldminers depositing their riches in one of the banks and recounting the arrival of Otago's early settlers including mana whenua

“

Dunedin is New Zealand's only true heritage destination - yes, all the current attractions are currently marketed, but where are the founding family stories? The link between attractions is weak

n.b The work of the Dunedin Prison Charitable Trust and their 'Invitation for Business Proposal' is a very good example of how to bring heritage alive in a way that both honours the heritage values of the Gaol and combines this with some well developed commercial thinking with the objective of attracting external investment.

One of the objectives of acting on the recommendations in this report should be to provide a platform that can elevate the status/ attraction of any number of "invitations for business proposals" that could be developed.

The Natural and the Supernatural

There was strong support for making more of Dunedin's wildlife offerings. There is already considerable brand equity in 'wildlife' but it can be taken even further to deliver far greater impact.

“

Expansion of the Peninsula as one of New Zealand's truly unique environments that delivers nature at its best with wildlife encounters and great stories

And, there was a high level of support for taking the celebration that welcomes back the first Albatross with the city-wide ringing of the bells to new heights, developing this as one of Dunedin's signature events.

The more that operators and experts talked about Dunedin's nature-based experiences, the more enthusiastic the taskforce members became.

“

Introduce /build on 'on brand' delight projects and festivals e.g ringing the bells for the Albatross, observing the night sky (and aurora), glow worms on the edge of the City etc'

“

People are placing new value on reconnecting with nature - it's a big thing not just internationally but also within New Zealand and young Kiwis (New Zealanders) are more environmentally aware than perhaps even their tree hugging grandparents were.

What more can be done to tell the stories of these treasures to excite.

The point was also made that while 'a million years ago' (i.e. much earlier in this person's career) 'the Albatross Colony was Dunedin's story, and it was pushed hard in international markets, but domestically, I don't think the same focus has been given to this?'

“

Let's take a leaf out of the Northern hemisphere's book and develop a range of night sky/aurora tourism experiences

“

What about an all weather, year round, ticketed ' theatre experience' that uses dramatic night sky footage set to old and new Dunedin Sounds? In the northern hemisphere they do this to classical music, but they don't own the Dunedin Sound! And, perhaps another ticketed module that features Mana Whenua's interpretation of southern skies?

“

Encourage a belief in the strengths of their natural environment and how to embrace its weather (you don't hear much from Wellington about it being too windy to visit these days) - Dunedin, the ideal test bed for Icebreaker?

“

Delivering the difference in its many and splendid forms, that 'True South' provides'

Buy Local - Food & Beverages, 'Souvenirs' and more

Reiterating the opportunities around promoting 'buy local' (which could be launched locally in the first instance as a boost to the economy) and thinking about other ways of connecting visitors to something of value beyond the core tourism experience...

“

Be it local procurement or advancing a community, environmental, or youth development project create a point of difference as a distinctive feature of each experience.

“

Community contribution, local procurement at every touchpoint.

If there is a good local product/supplier as a solution, this should be the preference/priority. And, weave the supplier's back-stories into the experience.

“

Dunedin fashion own's a distinctive edge - there are opportunities to promote purchase of leading and emerging fashion brands, jewellery, art and anything else designed and made in Dunedin that will further amplify the impact of visitor spend. (see Fashion, Music and the Arts).

Leisurely Pleasures

Dunedin offers a range of leisure activities like golf, walking, short hikes and e-biking - these are all good things to offer as part of a holiday or as an add-on to a business trip - but people can do these things anywhere - so Dunedin needs to create a point of difference or promote them as - for example - an add on to an event or through promoting interesting leisure 'combos' that capture people's imaginations - e.g Golf Course in the morning, Art Class in the afternoon, Bike by day, Dine by night, Wildlife and Night life etc

Part of the attraction of doing these things in Dunedin is that Dunedin is relatively compact and it is possible to 'mix it up' - enjoying something active and outdoors and quite quickly, be indoors, immersing yourself in a culture or heritage experience. A contrasting and distinctively Dunedin combination.

Cool Gardens

Dunedin has some incredible 'cool climate' gardens of national and international significance that embrace the four seasons with vigour and flourish - rhododendrons, azalea and peonies don't flourish everywhere.

The Botanic Gardens and Larnach Castle have been recognised as six star gardens, Olveston, the Orokonui Eco-sanctuary and Lan Yuan as gardens of five star merit and there are opportunities to further extend the offering by including nurseries like Blueskin Nurseries, and restored Wetlands like the Sinclair Wetlands, thereby distributing the tourism dollar further afield and contributing to conservation projects.

Fashion, Music and the Arts

Reiterating the opportunities to do more with these assets, creating a range of one-off experiences that will drive visitation should be explored. While some events are unable to be hosted at present, retailers could, for example, benefit from a "Dunedin's Fashion Brands" mid week or weekend sale (with many other 'shop-able' add ons), co-promotion around an agreed theme across all art galleries would also trigger interest - e.g. Wellington's 'face to face promotion' where all participating galleries featured portraits. 'Framed' - photographic workshops and art auctions.



Art, fashion, music and a local blend, what more do you need for a great winter experience

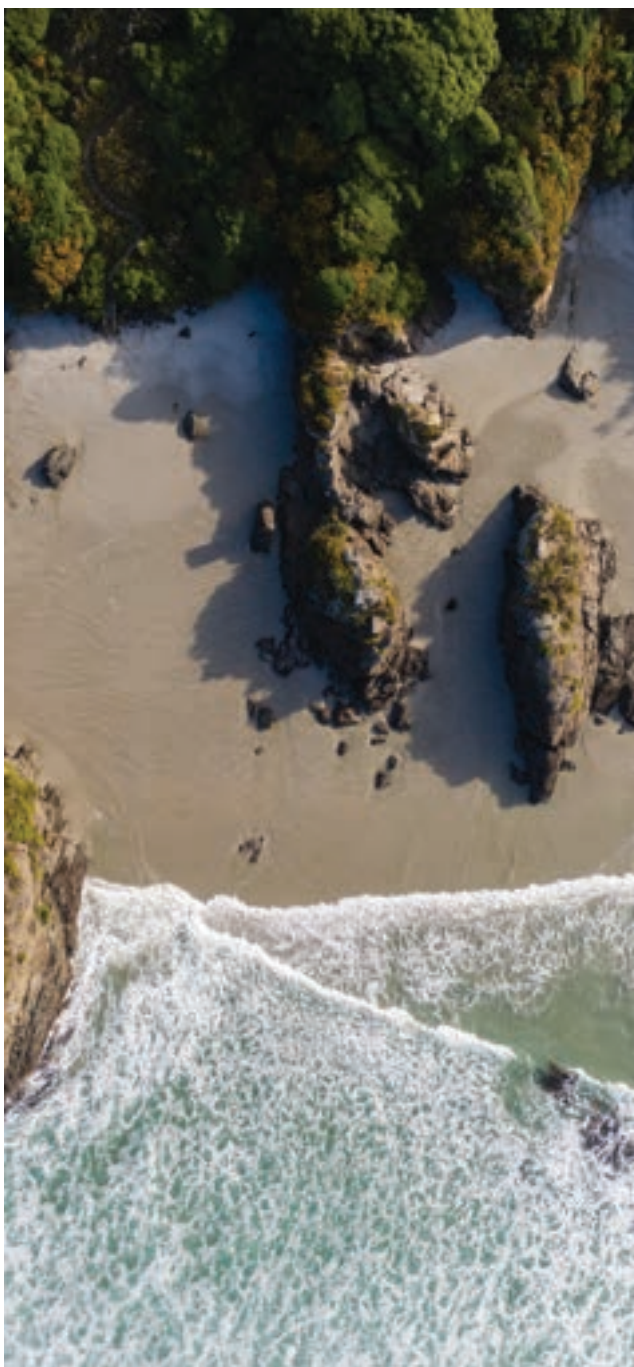
Then again, given Dunedin's generally cooler evenings, what a great combination at any time of year?

In general terms the 'product line-up' identified by the Taskforce reinforces the product pillars that Enterprise Dunedin is working with. These 'pillars' are designed to connect with the TRA market segments work that was commissioned by Enterprise Dunedin:

- history and heritage
- restaurants, cafes and bars
- gardens, parks and reserves, beaches
- arts and culture
- family activities
- events, concerts and festivals

By positioning the products or experiences that are part of these pillars or platforms in creative ways that are reflective of the essence of the Dunedin brand and distinctive brand personality, and encapsulating this in product design, packaging, promotion and serviced delivery, the chances of these offerings connecting with the interests and motivations of target audiences is increased.

It is in this context that the Taskforce was hot on the reactivation of the Dunedin brand and their thinking on that topic is outlined on pages 26-27. Along with a little bit about how great branding can make a difference



Creating Branded Experiences

External perceptions of a brand alongside internal or local pride and belief in it - determine what's possible when it comes to winning the hearts, minds and wallets of target markets.

Strong and memorable "Place branding" is also critical in helping consumer and trade audiences to understand what to expect of the different product offerings or experiences that are available at a destination, what makes them different from similar or competing offerings elsewhere? and to encourage them to add them to their 'shopping basket'.

So, for example, if a place brand is built on authenticity, a wry sense of humour and being spirited and welcoming, and plays to the destination's strengths, then you would expect those same qualities to be embedded in the way in which experiences that are being designed, packaged, promoted, and delivered - whether you are walking on a remote beach or sampling a craft beer.

Put another way, a strong brand will reinforce the authenticity of the 'products' or experiences offered by a destination/place and they in turn provide 'proof points' to visitors by delivering on the brand promise. This in turn helps to build the strength, credibility and attraction of the brand and fuels word of mouth promotion (still the most 'believable' form of promotion that influences destination choice).

Delivering Exceptional Storytelling

At the delivery end, the taskforce reflected on the role of exceptional story telling in bringing the brand to life and creating memorable experiences

Stories can be delivered in a variety of ways - literally from story boards to video and audio

tours, but when they are delivered in person and 'personalised and personified' this immediately adds authentic value and memorability to any visitor experience.

This is something that today's consumers are seeking, and that tomorrow's customers will be even more demanding about. It's the essence of 'Experience Economy' thinking.

Reactivating the Dunedin Brand

The taskforce was unequivocally supportive of the distinctive character of the Dunedin brand (and the brand mark or logo) and saw an immediate opportunity to launch the reactivation of the brand so that it is embraced locally, engages nationally, and identified within Dunedin's international markets.

The Taskforce identified two main challenges in relation to the Dunedin brand.

1. The City's commitment to it by City governors and locals?
2. The industry's commitment to using it beyond advertising and promotion - how is it brought to life across the City's visitor experiences?

Underlying these questions the Taskforce also questioned the extent to which people - operators, governors, institutions and locals - really understood what the brand stands for. People recognise the 'brand mark' or logo for its distinctive typography (thanks to Nom D) **BUT** how well do they understand what it stands for and what that means when expressing the values and personality of the brand?

As a group of professional branding and marketing people, the Taskforce shared the following observations and challenges.

As one member (the best qualified on this particular topic) said “Dunedin has a wonderful brand, distinctive and provocative, BUT aspects of it seem to have lost their way? Brands have to be managed and believed to do their job well”.

The same member drafted a statement overnight to capture their ‘take’ on what the brand might stand for:

“

Guided by its ancestral spirits and a genuine thirst for knowledge, Dunedin is engaging, generous, authentic, straight up, and somewhat irreverent.

This enables it to deliver experiences that should be thoughtful, unique, grounded and immersive, focused on the future and guided by the past

Another member with experience in destination marketing argued that to give life to the brand it not only needs to be ‘loved and lived’ by Dunedin residents, City leaders and managers, but it also needs to be ‘flexible enough to enable all users to ‘hang’ their activities off the brand beyond simply applying a logo.

“

A city feels different when its residents come together and love the place they live in and the offerings available to visitors

Building on engagement with operators, the point was made that local operators should be encouraged to epitomise the brand values through their business and in their day to day lives. Without strong buy-in it will simply exist as a logo that is put on advertisements and that is seriously underplaying the value of the brand.

“

From my notes, the things that still stick with me are the relationships between the past and the future for the city - history, past students, future development - and all of the things that make up the fabric of the city

“

The (visitor) product needs to reflect great story telling that reflects the personality of the brand and authentic local delivery’

Part of the discussion also focused on actively embracing Dunedin’s history as a diversely populated place - Maori, Chinese, Scottish and more - **“these are all important in to what made Dunedin and what it is today”** and on playing on the ‘low fi/high tech’ elements of what makes Dunedin” e.g. the Dunedin Sound and, Animation Research

“

The Brand expresses a character that is true of Dunedin more than anywhere else

“

And, yes Dunedin people can be modest but playing on ‘modest yet highly opinionated’ is a really positive and intriguing expression of The Brand

Finally, there was good discussion about how the brand works with the Otago ‘brand’ and southern neighbours.

“

Staunch advocates for Dunedin also tend to be advocates for Otago - are there synergies that can be built on?”

Two members of the taskforce became highly enthusiastic about advancing the Dunedin proposition as part of a “TRUE SOUTH” idea and the rest of the group agreed that this was worth exploring - as opportunities to co-promote with neighbouring regions grow.

“

Locate Dunedin as the capital of a special region or ‘realm’ and in doing so play up its virtues as a ‘warm harbour’ (in the context of the Southern Ocean and beyond) and a ‘warm welcome’ (when its cold outside, we’re at our best)



Lifting Dunedin's Game

9. Critical Enablers - What needs to change?

Beyond the direct opportunities to develop Dunedin's visitor experiences, the Taskforce discussed the critical enablers of tourism development in Dunedin.

What would it take for Dunedin to be at the top of its game?

It should be noted that these observations are not intended as pointed criticisms. They are areas that deserve consideration if Dunedin's tourism performance is to be improved in order to deliver on Dunedin's tourism potential.

In addition to using these levers to optimise the 'benefits' that tourism can bring to a destination, they can also be used to more effectively manage the 'burdens' that tourism can bring .

1

A Commercial Edge

With some notable exceptions, there is a discernible difference between private and public sector run businesses - does the City have the right models in place in the right places e.g. is there an opportunity to create new CCTOs or new governance models?

2

Collective Buy-in and Collaborative Action

In order to deliver on the recommendations outlined in this report, Dunedin needs to land on a partnership model for tourism that is based on 'collaborative action in pursuit of the collective good'.

Partnerships between the public and private sectors, with other sectors that sit on the edge of the tourism realm, with regions of the south, national agencies and beyond, and stronger collaboration between individual operators themselves (not just in promotion but in problem-solving too), will all be vital in converting the good intentions outlined in this plan into the collective good.

Without effective, engaged and empowered partnerships, tourism's performance will be held back, compromising not only the contribution it can make to regional living standards and well-beings, but also to the profitability and performance of individual operators.

In order to develop stronger partnerships and a spirit of collaboration and support, it will be important for the industry as well as Council to

feel valued and heard especially as the City works toward the rebuild of tourism and the ambitions outlined in Dunedin's Destination Management Plan.



3

A Plan of Attack

Dunedin needs a strategic marketing plan to up its game and build a level of confidence across tourism and related sectors. This should sit alongside the Destination Management Plan and be tightly linked to key initiatives.

“

With the development of Destination Management Plans, across New Zealand it is becoming increasingly common for the DMP to drive the shape of the Marketing Strategy.

One cannot (or should not) exist without the other.

A shorter term three year action plan is also needed for tourism to gear up, get going and go for it.

“

Dunedin needs a plan and quality leadership to enable the plan to be executed.

As one member of the Taskforce expressed this:

“

This needs to be done step by step with a qualified and quantified pathway that proves the deliverables, focuses on the quality of execution for each task and defines and assigns responsibilities and accountabilities.

The ‘will’ to do this seems to exist, but there was concern expressed about the ‘want’ to do it as a City?

“

The ideas need to be owned by the industry alongside the City, I get the feeling that many of these ideas aren’t new and that they have been expressed by the industry before. But, they either haven’t been heard or there is no appetite to act upon them.

4

Reactivating the Dunedin Brand

For all of the reasons outlined earlier, this is an essential part of re-establishing and re-creating Dunedin’s visitor industry.

“

The Dunedin brand needs to be unequivocally and proudly supported both at the highest level (Mayor, Councillors, CEO and management) and at the grass roots level throughout the communities of Dunedin.

“

The destination marketing body (and the leaders of the destination management plan) needs to be the glue that holds everything else together and acts as the guardian of the brand.

5

Collaboration with Neighbours and Regions of the south

“

This needs to be pursued, and well managed it will not diminish Dunedin’s competitive position, but rather, clearly differentiate it from its neighbours and, well engineered, help to position Dunedin as the most logical and desirable gateway to the South.





A Product Development and Investment Framework for Dunedin & a tourism Warrant of Fitness for Operators



10. A Product Development & Investment Framework for Dunedin

In order to bring the background research that was undertaken as part of the earlier stages of this review together with the findings and recommendations that the Taskforce delivered and alongside the views that were expressed via Enterprise Dunedin and operators, the following Product Development Framework has been custom-designed for Dunedin.

The framework provides guidelines for Enterprise Dunedin, the DCC its entities and for the private sector to consider when evaluating investment in the improvement of existing visitor attractions or the development of new visitor experiences.

Those development opportunities that are on the Council's current agenda could also be considered against this framework.

The framework has been designed to optimise the return on investment from different projects with ROI being measured beyond strict financial returns to include the contribution to wider community well-being and living standards, and the protection of the environment.

Aligned with this framework and designed for individual operators, a Tourism Warrant of Fitness checklist is also presented

This alignment is designed to enable greater collaboration between the public and private sectors through shared strategic drivers and operational imperatives.

1

Market Fit, Brand Fit?

How well aligned is the proposed investment to the needs and motivations of Dunedin's target markets? What new market opportunities might the investment open up?

Is the proposed investment a compelling validation of Dunedin's brand promise? What enhancements (if any) could be added to the proposal to deliver a stronger fit with the brand?

And, is it unfakeable and 'best in class'? Is the proposed development anchored in something where Dunedin has a compelling and defensible competitive advantage? And, how rich and compelling are the stories associated with the development and how will they be shared and told?

e.g. Sports Museum - what's the compelling Dunedin angle and how are the back-stories brought to life?

2

Drives incremental demand or adds to interest?

Is the investment likely to drive out-of-region demand/visitation or is it something that adds to the list of things to do in Dunedin but isn't necessarily a major attraction in its own right?

What if anything could be done to enhance the proposed idea in order to create a strong point of difference and a compelling 'must do' factor that amplifies the Dunedin brand?

e.g. a destination playground - follow - or lead? What about exploring an all-weather digital attraction incorporating play ground equipment and activity stations - reference www.teamlab.art and meowwolf.com. This could leverage Dunedin's art collections, music and leadership in animation graphics and support the CODE project, offering something (ticketed) to provide more family friendly and indoor experiences, acting as a draw card for local and visitor markets.

3

Supports the Aspirations and Goals of Mana Whenua?

Does the proposed development show an understanding and appreciation of Ngai Tahu's needs and aspirations and demonstrate ways in which tourism could contribute to achieving their goals?

Are Ngai Tahu engaged as active partners or advisers, and are there opportunities to develop partnerships not only within tourism but also across related sectors?

e.g. adding to Dunedin's F&B strategy by recognising sites of importance to Ngai Tahu in seasonal food gathering - mahika kai, supporting operators like Karitane Maori Tours and the product development ideas that they are working on?

Are there further opportunities to work with Simon Kaan and his contemporaries to add a distinctive 'thumb print' to developments (as he has with Dunedin's hospital rebuild, and Ebb) And, are there opportunities to develop a new generation of artists and creative thinkers to build City identity - e.g. to what extent could the new Stadium hotel and reconfigured entrance to the Stadium reflect the values of mana whenua and act as another 'waharoa' or gateway in the City? building on Ayesha Greens 'Ko Te Tuhona' - a gateway that connects Dunedin's tipuna (ancestors) and tamariki (children), 'transcending time and place'.

4

Enhances Recreational Assets and other Amenities for Local Communities?

A town that is attractive to live, work or study in should by definition also be a great place to visit.

Factoring the needs and aspirations of the local communities and interest groups into any development should be a core driver of any "tourism" investment. Will it excite local interest, support and build 'pride of place', and encourage locals to be the City's greatest advocates?

As new ways of reinventing tourism emerge all around the world, a highly consistent theme is that 'communities should see their needs being met 'front and centre' in any new plans and developments. Yes this challenges the customer-centric models that we were bought up with, but, that's the point, the reinvention of tourism starts with meeting the aspirations and needs of local communities.

e.g. How strongly do locals support the idea of mountain bike trails on Signal Hill? And, does support go beyond 'liking the idea' to being willing to pay to access and use the trails? If the trails were only accessible via gondola or ski lift would locals use them?

5

Pay it Forward

Are there opportunities to negotiate support for different community programmes into the investment deal?

e.g. DVML's 'Black Box' venue proposal brings in new investment partners, a state of the art performance venue, opens up the delivery of more live performances (year round), and mechanisms are being explored to create ways of supporting the development of local musicians.

6

Mix and scale of investment required/ability to attract private sector partnerships?

To what extent is Council willing and able to fund existing and new visitor attractions?

What quantum of investment is required to achieve a material impact?

Are there alternative funding models that could be explored to create new opportunities that would be attractive to local and international commercial interests?

What ancillary investment is required to optimise the value of the core investment?

e.g. explore new investment models like "City Deals" - PPPs with strong governance and leadership.

7

Future proofing?

How readily and effectively can any development be 'future proofed' by accommodating groundbreaking sustainability initiatives or new digital technologies that amplify/enhance visitor experiences?

Has the proposed development/investment got smart data capture built into its 'build'. Whether it's customer feedback, core performance data, realtime measurement of a carbon footprint or assessing new marketing opportunities, those businesses/operations that capture their own data and work the insights offered by good data will own a business edge.

And, what role does DCC have in enabling this future-proofing to happen city-wide - e.g. promoting the development of state of the art 'circular' waste management infrastructure and facilities?

8

Up-skilling the Workforce?

What are the requirements or opportunities to up-skill work teams (public and private) to enhance productivity and commercial performance and attract and train high performers across Dunedin's visitor industry?

Are there opportunities to offer training programmes that would advantage the performance of the sector as a whole and who might the delivery partners be?

n.b in considering up-skilling, initiatives Dunedin has incredible learning and development resources to draw on. However, it is recommended that the delivery of up-skilling programmes should include at least one or two 'tourism people' with a working knowledge of tourism to ensure relevance, adaptability and adoptability of the course content to tourism operators.

9

Leveraging within-region and outside-region assets and influencers?

To what extent is the proposed investment or development designed to optimise the possibilities that could be developed by partnering with 'like' developments in neighbouring regions, other offerings within region - or, nationally and internationally?

e.g. are there partnerships that could be developed with national institutions or agencies, or with attractions in other parts of New Zealand -or internationally? And, are there 'Dunedinites' inside or outside the community who could help to open these doors?

10

Spillover Benefits?

To what extent will the investment or development open up business or investment opportunities in other sectors of the Dunedin economy and can some of those opportunities be baked-in to the development?

e.g. DIAL's exceptional new retail offering, F&B partnerships, Fashion, Music, Art, Film.

11

Highly Seasonal or Year Round?

Is the proposed development capable of being operated year round/across all seasons in order to smooth peaks and troughs and drive year round visitation which will in turn, improve commercial and economic performance and asset utilisation and grow employment opportunities and better work.

n.b Both the Southern Skies theatre experience and the destination play ground with a digital twist, are ideas that provide for year round visitation. Although not quite the same, when WOW moved to Wellington, many of the benefits that Nelson had enjoyed were lost and so a case was mounted to build the WOW Museum. And, because the WOW show is a one-off annual event, the Museum leverages awareness of WOW and provides something that people can visit and connect with for the rest of the year.

12

Make it an Event?

To what extent does the new investment or development open up new or enhanced event opportunities?

And, can new commercial partners or sponsors be brought into the mix?

e.g. are there existing events that could be reviewed and refreshed to target out of town audiences, and are there new events that could be developed as a consequence of the investment? For example would the Gaol development become a catalyst for a heritage festival, how could wildlife week be developed by securing a strategic sponsor, would the development of a mountain bike park attract new investors and would it help Dunedin to win more events?

Then, working with neighbouring regions there are ideas like 'The Vintage Run' and tracking the arc of the Total Solar Eclipse that will span the Central Otago Touring Route from Dunedin to Milford Sound on 22 July 2028 at 4.15pm. The last total eclipse visible from Dunedin was on 27 December 1163.

11. A Tourism WOF 'tool kit' for Dunedin Operators

Complementing the strategic framework that has been developed for larger scale, longer term and more capital intensive product development, a Tourism 'Warrant of Fitness' (WOF) for operators has been produced. Based on the findings from the product development review, the WOF was developed to assist with the immediate recovery of Dunedin's tourism, hospitality and related businesses.

It was also designed to be used in a series of operator workshops to enable individual operators to develop a 'go forward' plan for their business. Developed to align with the proposed product development framework, together these processes will enable the design of 'future fit' rebuild for Dunedin's visitor industry.

The Tourism WOF Test

NOTES:

1. This test has been laid out as a self assessment form that could be completed at workshop(s) or at a later date.
2. In a workshop environment we would provide a quick recap on what is meant by each of these performance areas and also highlight examples of best practice. In a facilitated workshop, there could be benefits in feeding back how each operator thinks they are tracking?
3. Our intention is that each operator/workshop attendee walks away with a list of five or ten ideas that they could implement quickly and cost effectively -i.e. quick wins to support business recovery.

Instructions for taking the Tourism WOF Test

In order to establish where you and your business are today, we are inviting you to rate yourself on a 7 point scale (where 1 is not that good, 4 is quite well and 7 is top of the class).

You may like to complete this with a business partner, a business adviser and/or your staff.

By completing this assessment you will be able to identify those areas in your business that you might need to focus on and investigate how you can improve your game.

You may want to make notes in the boxes provided if any great ideas or immediate actions come to mind.



How do you rate your current performance in each of the following areas:

| | | |
|---|--|---------------------------------|
| <p>1 Being Digital</p> | <p>How well are you optimising the effectiveness of your digital presence across the customer journey from initial inquiry to post visit follow up? And, to what extent do you trial new innovations - e.g. virtual tours</p> | <p>Your Performance?</p> |
| <p>2 Advancing Sustainability</p> | <p>How well advanced are you with introducing initiatives or programmes to reduce your environmental footprint and improve your ability to measure and manage carbon emissions and waste reduction</p> | <p>Your Performance?</p> |
| <p>3 Knowing your Customers</p> | <p>How clear (and current) is your understanding of your target audiences, what 'ticks their boxes' and how best to engage with them (i.e. where to find them, how to reach them?) How vigilant are you about gathering customer feedback - knowing how to collect it and how to use it (e.g. customer ratings) to promote your business? And, are you thinking about and preparing for the next generation of visitors /your customers - what will they be seeking and what can you do in your business to meet their needs</p> | <p>Your Performance?</p> |

4

Business Planning

Do you have a long term plan for your business and a set of clear and comprehensive business goals?

How well does your team understand and buy-in to your long term plans and your goals?

Do your business plan and annual budget include future investment needs (R&M, upgrades/improvements etc)

Your Performance?

5

Business Performance

Do you regularly monitor your business performance with 'real time' accounting packages/reports?

Do you have a clear idea of the critical success factors and key performance indicators that you use to guide your business decisions - daily, weekly, monthly, annually?

And, do you evaluate/assess the performance of your business with trusted external advisers at regular intervals?

Your Performance?

6

Industry Partnerships

How actively do you pursue and partner in cross-selling other Dunedin experiences that complement your offering (and vice versa)?

How often do you partner with Enterprise Dunedin in consumer promotions and trade initiatives?

Do you maintain good working relationships with a range of transport operators (making it easy for customers to connect with you) and other businesses in the industry - e.g accommodation providers?

Do you seek to talk about the key business challenges that you are facing with others in the industry e.g ways of addressing workforce shortages to find different solutions?

How good is your product knowledge when it comes to Dunedin's broader product offerings?

Your Performance?

7

Brand Champions

Are you and your business active champions of the Dunedin brand?

Do you use the logo and leave it at that?

Do you know what the brand stands for and how to bring it to life/use it in your customer experiences and promotional activities (e.g through engaging storytelling?)

And, how regularly do you check that your service standards, style of service, and key parts of the visitor experience are 'on brand' and valued by your customers?

Your Performance?

8

Leveraging Events

How aware are you of Dunedin's year round events calendar?

How good is your understanding of how to leverage events for your business?

Your Performance?

9

Local Heroes

How well developed are your community engagement programmes/projects?

How committed are you to showcasing locally grown and made products (and knowing their provenance/back stories) in F&B, gift shop offerings and beyond?

Your Performance?

10

Living Heritage

What kind of understanding do you have about sites and stories of significance to Mana Whenua in relation to your business/visitor experience?

How confident are you when it comes to sharing stories and answering questions about culture and heritage?

Your Performance?

11

Market Ready

Do you have a have a tool box of promotional ideas that can be executed quickly and cost effectively?

And, as part of that, do you have a clear understanding of the marketing activities that deliver strong results - and which don't - for your business?

How committed are you to constantly updating databases - trade, consumer, suppliers?

How dynamic is your approach to your pricing, and are you 'good to go' with trade ready pricing agreements?

Your Performance?

12

Learning and Development

How up-to-date are your employment agreements, recruitment and remuneration policies?

To what extent are you able to continue to invest in training, up-skilling and professional development (for yourself and your staff)?

Do you regularly check in with your frontline and back-of-house teams to share ideas?

Your Performance?

Next Steps

1. Administering the Tourism WOF

The Tourism WOF concept was developed not only on the basis of hosting some operator workshops and sharing the findings and recommendations from The Garage Project, but also on offering a contestable fund that was ring-fenced as part of this project to make business advice to operators available via Enterprise Dunedin and ideally in association with other partners - e.g. Business South, the NZTE Regional Partnerships Programme, short course offerings and more

An application process (to be administered by Enterprise Dunedin or an independent panel?) would need to be put in place and in addition to basic operator details, the application process might include responding to questions such as:

1. Describe the business improvement proposal or project that you want to investigate the feasibility of
2. What are the objectives or goals that you want to achieve and how will this help your business?
3. How will you measure and manage progress towards those goals?
4. Please provide evidence of customer demand for this project?
5. To what extent do you plan on working with other industry partners in order to capture/engineer wider benefits (for Dunedin)

2. Adopting The (New Zealand) Tourism Sustainability Commitment

Developed 'for the tourism industry, by the tourism industry' the Tourism Sustainability Commitment is built around 12 business commitments that individual businesses can adopt and achieve.

| | |
|--|---|
| Economic Resilience Investment Innovation | Community Employer of Choice Community Engagement Sustainable Supply Chains |
| Visitor Visitor Satisfaction Culture and Heritage Visitor Engagement | Environment Restoring nature Carbon reduction Eliminating Waste |

Administered through Tourism Industry Aotearoa, further details about how to implement the TSC can be found at sustainabletourism.nz

It is suggested that operators are informed about this commitment and encouraged to adopt it in their forward plans.



The Taskforce and the Thank yous



Kim Wicksteed

A career in public relations and advertising spanning twenty-five years included start-ups and 13 years at Saatchi & Saatchi culminating as CEO for Saatchi New Zealand.

During this time Kim provided branding and marketing strategy to many of New Zealand's large corporations and organizations. He was also the driving force behind Wellington's Absolutely Positively Wellington branding and served seven years on the Positively Wellington Tourism board.

An independent business and marketing consultant Kim's consultancy, ADVICE offers strategic advice on business, marketing and communications, including facilitation and strategic development.

He is also an independent director with both board and chair responsibilities and is a NZ Institute of Directors Chartered Fellow.

Mark Rose

I am an accomplished professional with a wealth of skills in Hotel, Lodge, Restaurant, Bar, Kitchen and Front of House Management, Vineyard, Farm, Property Development, and Tourism. In recent times I have been using these skills to work in strategic general management roles, focusing on business growth, profitability, quality of service, sales & marketing, land development and staff training, management and development. I have established a reputation for pragmatism and delivering genuine business improvement and increased profitability.

I have high energy levels and a genuine passion for business, with a strong marketing focus and have an extensive network of contacts throughout the world.



Joelle Talbot

Joelle Talbot is the Managing Director of Fortis Events, an Auckland-based events company which creates and delivers incentives and conferences for some of NZ's largest companies. With the impacts of Covid-19, Fortis Events focused on establishing new consumer events to drive regional visitation, while also managing a number of domestic business events.

Prior to establishing Fortis Events in 2016, Joelle has had varied event experience across both the private and public sector, and is passionate about the events industry.

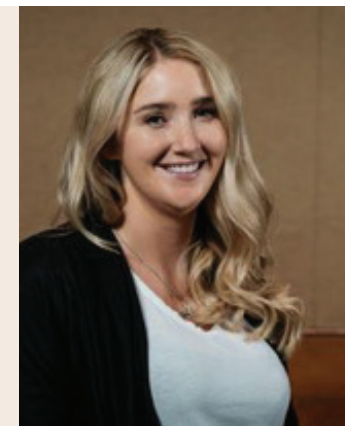


Megan Williams - Sustainability Advocate, Tourism Industry Aotearoa

Megan brings the New Zealand Tourism Sustainability Commitment to life and helps businesses, organisations and regions achieve the 12 commitments. She brings a vast background in environmental and community development including being a founding Manager of Sustainable Wanaka, founding trustee of Te Kāhano Aotearoa Trust, helping form the Wanaka Community Hub and initiating the successful Wānaka Water Project for WAI Wanaka. Megan is also a tourism operator, recently serving 4 years on the Lake Wanaka Tourism Board as a Director of Wanaka Wine Tours and Discover Wanaka.

Nicole Botting

Nicole Botting is General Manager at Maverick Digital, New Zealand's leading digital tourism marketing agency. She holds over 10 years' experience in senior tourism marketing roles at the Waitomo Glowworm Caves, Kiwi Experience, Venture Southland, Destination Fiordland and ChristchurchNZ.



Tim Walker

Tim Walker is an Auckland-based arts & culture consultant. After playing leadership roles in the museum sector for three decades – including as senior art curator through the development of Te Papa, and director of TheNewDowse - he set up his own company. As a consultant Tim works with arts, culture and heritage organisations, iwi and hapu, tourism businesses, and government and local government throughout NZ. Tim is chair of Toi Whakaari; the NZ Drama School. He has a MA in Art History and was awarded an Honorary Degree in Creative Technologies by the Council of the Wellington Institute of Technology.





Cristine Angus

Cristine has 30-plus years' experience in planning, marketing, strategy development and market research across a wide range of sectors, in client and agency roles in New Zealand, Europe and the Middle East. She has represented the tourism services sector on the Board of Tourism Industry Aotearoa and regularly serves as a judge for the New Zealand Tourism Awards. As a member of Victoria University of Wellington's Tourism Management Advisory Group, Cristine also provides advice and input on the future of tourism education.

With a distinguished career in senior marketing and management roles (including National Manager, Consumer Marketing at Telecom New Zealand; Managing Director of Heylen Research Centre, Wellington) Cristine worked as an independent consultant before establishing Angus & Associates in 2002.

Sarah Meikle

Sarah has had extensive experience in both the food and tourism sectors over the last 20+ years. She is the Director of some of New Zealand's largest food and beverage events including Visa Wellington On a Plate and Beervana which have the principal objective of "promoting Wellington city and region as the premium New Zealand food and beverage destination" focused on attracting out-of-town visitors and developing further opportunities to support culinary activities 365 days per year. Helping tell New Zealand's food story is hugely important to Sarah and she has worked with a large number of regions around New Zealand through her consultancy, Food + Drink New Zealand, to help them realise the power of food tourism.



Glenys Coughlan

Glenys has enjoyed an extensive career leading transformational change in the tourism industry in New Zealand and internationally. She has held a number of senior executive and governance roles. Joining Air New Zealand as the airline was privatised, Glenys led the development of the strategy that refocused the airline on developing inbound tourism. She is a past CEO of Tourism Industry Aotearoa, where she led the first industry-driven national tourism strategy. She was CEO of Positively Wellington Venues, Chair of Positively Wellington Tourism, a Director of Tourism New Zealand and Te Papa, and a Director of Auckland Tourism Events and Economic Development, Dunedin Venues Management Ltd and the Pacific Asia Travel Association. Glenys was Chair of Outward Bound in New Zealand and a director of Sounds Air. She is now a small shareholder in Sounds Air and is supporting the drive to electrify their fleet. Glenys has an honours degree in Geography and Economics from the University of Otago, a Masters Degree in Geography (Environmental Management) from the University of Hawaii and an Executive MBA from Auckland University. She is a strong believer in the saying "if you don't invent your future, then someone else will". In 2019 Glenys was awarded one of tourism's most honoured awards - The Sir Jack Newman Award for an outstanding contribution to tourism.

The Industry Partners & Supporters

- without whom the work of the Taskforce would not have been possible.

Hotels

538 Great King Street Motel
Peter Firms, Owner-Operator and Otago Motel Association President

Aurora on George
Adrienne and Chris Clifton, Owner-Operators

Distinction Dunedin
Andrew Duncan, General Manager

Ebb-Dunedin
Stephanie Piner, General Manager

Fable Dunedin
Jeffrey Lee, General Manager

Scenic Hotel Dunedin City
Adrian Clifton, General Manager

Scenic Hotel Southern Cross
Richard De Graff, General Manager

Activities / experiences

Awesome Tours
Mark Dixon, Owner-Operator

City Walks
Athol Parks, Owner-Operator

Forsyth Barr Stadium / Dunedin Venues Management Limited / Dunedin Railways
Terry Davies, Chief Executive Officer of DVML

Lan Yuan Chinese Garden and Toitū Otago Settlers Museum
Rachel Cooper, Audience Engagement Manager,
Chris Snow, Operations Manager

Larnach Castle
Deborah Price, Sales & Marketing Manager

New Zealand Sports Hall of Fame
Ron Palenski, Chief Executive

Olveston Historic Home
Jan Davies, Manager

Port to Port
Rachel McGregor, Owner-Operator

The Royal Albatross Centre
Hoani Lansbury, Ecotourism Manager

Restaurants

The Vaults at Distinction Dunedin

The Swan

Emersons

Titi

Scenic Hotel Dunedin City

Other

Dunedin Airport, Richard Roberts, Chief Executive Officer

Airport Shuttles, Divesh Pratap

Tūhura Otago Museum, Dr Ian Griffin, Director

Attended the debrief session

Adrian Clifton, General Manager, Scenic Hotel Dunedin City

Rachel Cooper, Toitū Otago Settlers Museum & Dunedin Host

Jan Davies, Olveston Historic Home and Dunedin Host board

Mark Dixon, Awesome Tours

Jeffrey Lee, General Manager Fable Dunedin

Deborah Price, Larnach Castle

Kylie Ruwhiu-Karawana, Horizon Tours & Dunedin Host Chair

Richard Roberts, CEO Dunedin International Airport

Rosie Shanks, Venue Manager, Speight's Brewery & Dunedin Host

Clare Van Elst, ServiceIQ & Dunedin Host board member

THE PYJAMA
STRATEGIST 

angus
& ASSOCIATES