# HTA CEO REPORT JULY 2024





# **EXECUTIVE SUMMARY**

The Hawai'i Tourism Authority (HTA) provides this report as a resource to the Board and the public to better understand the activities and actions taken by the team in the month of June 2024 in support of the organization's overall mission, its strategic plan, and the community-led Destination Management Action Plans.

<u>Office of the President & CEO</u>: Recruitment for vacant positions was ongoing while continuing to process the proposed reorganization plan through DBEDT and DHRD. The Governance Study concluded. Most activities in the Maui Tourism Recovery plan have been completed or nearly finished.

<u>Destination Stewardship</u>: June heralded the long and much anticipated 13<sup>th</sup> Festival of Pacific Arts & Culture. Hawai'i and the HTA/HCC teams hosted 25 countries and over 2,000 delegates at the Hawai'i Convention Center. It was also a busy time for major festivals like the annual Kamehameha Day celebrations. Amidst the celebrations, staff also worked to close out end-of-fiscal-year contract evaluations and other budget items.

<u>Brand and Marketing</u>: On July 8, the Brand team welcomed Jen Bastiaanse as HTA Brand Manager who will oversee the Canada, Oceania, Global MCI, and Cruise markets. On July 9, HTA issued the RFP 25-05 Hawai'i Tourism Destination Barnd Marketing Services for the Korea Major Market Area. Proposals are due August 19, 2024, @ 2:00 p.m. HST. The Brand team conducted Q2 industry meetings for Europe MMA on June 25 and for Canada, Oceania, Korea and China MMAs on July 2. HTA staff is working on executing a renewal of some of its sports contracts along with the Island Destination Brand Management & Marketing contract. HTUSA in partnership with Global Support Services has made updates to the consumer-facing website (gohawaii.com) to enhance the user experience, continue to drive traffic, and provide the most up-to-date information, including upcoming Maui-specific itineraries in collaboration with Kilohana. The US Marketing Maui Program 2 contract concluded at the end of June.

<u>Planning & Evaluation</u>: The Planning and Evaluation team continued coordinating efforts with Pacific Research and Evaluation LLC to evaluate the activities of each island's Destination Management Action Plan. Qurator, HTA's Tourism Quality Assurance Program, was launched on June 26. A partnership with Kapi'olani Community College's Culinary Institute of the Pacific (CIP) was secured and HTA will be providing 32 tuition waivers for chefs that take part in the new 5-day culinary intensive



courses at CIP. The courses are part of a collaboration between CIP and the Culinary Institute of America.

# **II. OFFICE OF THE PRESIDENT & CEO**

**Functional Statement:** The Office of CEO is responsible for implementing the policies and instructions of HTA's Board of Directors and administering the activities of HTA by planning, organizing, directing, coordinating and reporting its work.

- · Leads relationship with Governor, Legislature, Board and state agencies
- Leads relationship with national tourism policy and strategy, Congressional offices, and national and international industry organizations
- Oversees HTA's strategic direction and performance
- Oversees HTA's administration, resource allocation, vision, and culture

# Maui Wildfires Recovery

# **Overview of Tourism Emergency Fund Utilization**

Guided by the Maui tourism recovery plan, staff has been working on executing various actions called forth in that plan as approved by the board. The below table shows the status of our current efforts utilizing the Tourism Emergency Fund pursuant to HRS §201B-3(a)(23) during this gubernatorially-declared tourism emergency pursuant to HRS §201B-9, which is in effect until September 17, 2024 by order of the 16th Proclamation Relating to Wildfires. The table does not include the initial \$2.6 million allocated to U.S. Maui Recovery Marketing Program #1 and \$251,000 paid to vendors for the shelter and return of bags.

Action	Tourism Emergency Funding	Vendor	Status	
1a. In early 2024, i	ncrease the visibili	ty and call to action for	travel	
to Haw	/ai'i targeting high-	potential markets.		
US Maui Recovery Marketing Program #2	\$900,000	HT USA	Completed in June.	
Canada Maui Recovery Marketing Program #1		HT Canada	Completed in May.	
1b. Support busine	sses to continue p	roviding a consistent m	essage	
	that Maui is open f	or visitors.		
Enhancement of the gohawaii.com site	\$250,000	HT Global Support	Updated the gohawaii.com website with the	



HTA-subsidized booth space or reduced participation fees at certain domestic roadshows or travel trade events.	\$200,000	HT Global Support	latest Maui information. This plan was executed at the end of June 2024. See US Market for more details. Completed in May 2024 with a blitz in New York and Healdsburg. See last month's CEO Report for details under US Market.
	-	t messaging and outrea	
	visitor industry sta	keholders and busines	ses.
Develop and air local messages that share that many Maui residents want to return to work full-time and it is a path to economic recovery (TV, social, radio - Maui Focus) (Mākaukau)	\$350,000	Kinetic TV & Radio Stations	The Mākaukau Maui campaign was completed on May 5, 2024.
2b. Support and enco	urage consistent M	ālama Maui messages t	to visitors.
Increase post-arrival visitor communication and education that is Maui site-specific and addresses changes post-disaster.	\$300,000	Kilohana	Completed
3. Support Maui small b			
in sales bec	ause of lower numb	per of visitors on island	
Support Maui small businesses and Maui Made products. Promotion of "Maui Made" products during West Coast saturation visits.	\$100,000	Council for Native Hawaiian Advancement	This contract was terminated in June 2024. CNHA was unable to secure a lease for a marketplace.
Saturation visits.		Made products through	Ongoing
A Evenend to wise a		Marketing Program #2 rovide new activities for rovide new activitie	
	and support Maul to p		
Create opportunities that allow potential visitors to explore different parts of Maui to see what is available.	Hawai'i Tourisn	This was completed in June 2024 with Kyle Kawakami's The People. The Place. The Hawaiian Islands campaign	



			assets and updates to the gohawaii.com website.
Encourage and support capacity building for small businesses	Kilohana Technical Assistance		In Development Conducting Needs Assessment, Scheduled for Launch Q3 2024
		) for wildfire-impacted h s by appealing to TVR o	
		s by appealing to TVR o	
Increase communication efforts to alert residents of housing options: Develop commercial promoting various housing programs to encourage residents to move out of hotel properties and into long- term resident housing.	\$25,000	CNHA	Commercial produced and distributed through social media. Activities complete. Project closeout completed.
Lele Aloha seeks to be a critical bridge between community and agencies supporting Lahaina's housing efforts.	\$0	Lele Aloha	Unable to settle on contract. No further action.

#### **Communications**

• Updated Maui Recovery section on HTA website with resources and information geared toward visitors, businesses, employees, and community members throughout the month.

# **Proposed Reorganization**

The HTA organization continued to transition into the structure presented and approved by the HTA Board at its July 2023 meeting. The objectives of this structure were to strengthen island-based management, increase resources for destination stewardship, and have dedicated leadership for branding and marketing. The Request to Reorganize documents were submitted to DBEDT and are currently under review by DBEDT staff. The brand manager under Branding and Marketing branch and the other under Destination Stewardship were both hired and started in early July. Procurement Specialist IV is also under active recruitment. Another brand manager position under Branding was recently vacated. Under the new Program ID structure from the FY25 Legislative budget, this position will now be under. Sports and Signature Program ID and part of the Destination Stewardship Branch. A selection process for the Chief Brand Officer (CBO) has been established. The first step is review of the CBO position description. There is also an HTA Planner position that needs to be redescribed.



#### **Governance Study**

Better Destinations LLC has been contracted to complete the Governance Study.

- June 20, 2024 Final Draft Governance Study received and distributed to Board members and Legislators for review.
- June 21, 2024 90 Minute meeting report of progress to the Governance PIG
- June 27, 2024 Better Destinations presented Final Governance Study to the HTA board. The Final Governance Study was posted on <u>Hawaiitourismgovernance.com</u>

# **Public Affairs**

#### News Releases/Reports/Announcements

- Media Advisory: Governor Green, First Lady, Unveil He Lei Ho'okipa Mural (June 3)
- News Release: He Lei Hoʻokipa Mural Unveiled at Hawaiʻi State Capitol (June 4)
- HTA Message: Pan-Pacific Festival Returns to Waikīkī, June 7-9 (June 6)
- HTA Message: Witness the Start of the 13th Festival of Pacific Arts and Culture at Today's Opening Ceremony (June 6)
- Report: Hawai'i Hotel Performance Report for May 2024 (June 20)
- Report: Hawai'i Vacation Rental Performance Report for May 2024 (June 24)
- News Release: Meet Hawai'i Unveils Enhanced Website for Meeting Planners (June 24)
- Media Advisory: Hawai'i Tourism Authority Launches Qurator (June 24)
- News Release: Hawai'i Continues to Exceed Visitors' Expectations (June 25)
- News Release: Hawai'i Tourism Authority Launches Qurator (June 26)
- News Release: Governor Green Signs Landmark Regenerative Tourism Bill Into Law (June 29)

#### **Press Conferences**

- Planned and executed June 4 HTA press conference at the Hawai'i State Capitol to unveil He Lei Ho'okipa Mural welcoming the FestPAC delegations and uplifting the muralists. Assisted with Hawai'i News Now on-site and issued b-roll to KITV and KHON following the event.
- Planned and executed June 26 HTA press conference at the Hawai'i Convention Center announcing the launch of the Qurator program. Assisted with media onsite, including Hawai'i News Now, KITV and KHON.



#### **News Bureau**

- Coordinated and/or assisted with the following interviews and statements, including:
  - Derick Yanehiro, ABC News: Kalani Ka'anā'anā interview for documentary on one-year following the Maui wildfires and solutions to build a stronger, healthier, tourism economy and Hawai'i. (June 11)
  - Northstar Meetings Group: Daniel Nāho'opi'i quote for press release announcing Destination Hawai'i at Aulani this November. (June 18)
  - Max Rodriguez, KHON: Daniel Nāho'opi'i (DN) interview on summer travel and "The People. The Place. The Hawaiian Islands." campaign. (June 20)
  - Jen Murphy, Bloomberg freelancer: Ilihia Gionson (IG) interview on Qurator, resident sentiment, Koko Head District Park partnership, and "The People. The Place. The Hawaiian Islands." campaign. (June 25)
- Assisted with the following media relations:
  - Gavin and Karen, CoupleInTheKitchen.com: As a follow-up to HTA's appointment at IPW, connected them with the OVB team for a potential December visit. (June 5)
  - Jen Murphy, Outside Magazine freelancer: Received inquiry about Gov.
    Green's proposed green fee and advised the bill had not moved on. (June 13)
  - Marisa Yamane, KITV: Received inquiry about Cook Islands' delegation departure delay following FestPAC and referred her to festival organizers. (June 17)
  - Christine Hitt, SFGate.com: Jennifer Chun fact-checked ADR data and recommended she connect with hotels regarding trends. (June 20)
  - Aaron Bible, Elevation Outdoors Magazine: Provided Gov. Green's news release on the resolution of the Navahine climate litigation. (June 24)
  - Allison Schaefers, Honolulu Star-Advertiser: Allison was interested in meeting with members of Mālama Maui Hikina while she was on-island. Due to a change in her schedule, she was unable to confirm a meeting time but would like to return when the program recommences. (June 26)
  - Hawai'i Tourism Europe: Assisted with inquiry on new museum openings or special exhibitions happening in 2025. Provided information on Hawai'i Triennial and recommended Bishop Museum, HoMA and Capitol Modern for potential new exhibitions being planned. (June 26)
  - Allison Schaefers, Honolulu Star-Advertiser: Responded to inquiry on "The People. The Place. The Hawaiian Islands." campaign. (June 27)



#### HTA's Social Media

- Managed social media calendar, drafted copy, sourced images, and scheduled posts on HTA's Facebook, Instagram and Twitter accounts. Also monitored and responded to direct messages and post comments.
- Phasing LinkedIn and Threads into our social media presence and will begin reporting once established.

#### **Internal Communications**

- Managed 2024 Communications Calendar on an ongoing basis.
- Conducted weekly communications coordination calls with HTA leadership and Anthology.

#### Administrative

 Working to streamline Public Affairs activities as we prepare to rescope and procure contracted support for Communications & Public Affairs Support Services, HTA Website Services, and production support for the Hawai'i Tourism Conference and Spring Tourism Update in the coming months.

#### **Government Affairs**

The Public Affairs Office continues to monitor the impacts of newly enacted legislation from the 2024 Legislative Session, as well as proceedings at our county councils.

# **III. DESTINATION STEWARDSHIP BRANCH**

**Functional Statement:** The Destination Stewardship Branch is responsible for implementing projects and programs that seek to balance and meet the economic, environmental, and social/cultural needs of Hawai'i while working in close partnership with the visitor industry and residents.

#### Natural Resources Initiative

**Overview:** Support programs that protect, maintain and enhance Hawai'i's natural resources and cultural sites to improve the quality of life for all of Hawai'i's residents and to enhance the visitor experience in alignment with the Authority's mission to strategically manage Hawai'i tourism in a sustainable manner consistent with economic goals, cultural values, preservation of natural resources, community desires, and visitor industry needs. The <u>HTA's Five-Year Strategic Plan 2020-2025</u> lays out the Natural Resources Pillar objectives to "encourage and support sustainable and responsible



tourism; engange and encourage active natural and cultural resource management strategies in areas frequented by visitors; and to promote visitor industry alignment with the Aloha+ Challenge, Hawai'i's recognized model to achieve the UN's SDGs, especially for energy and water."

There are no significant updates for June.

Event Name	Organization	Island	Award Amount	Summary
Stewardship and Conservation of Hawaiʻi's Protected Marine Animals	Hawaiʻi Marine Mammal Alliance dba Hawaiʻi Marine Animal Response	Oʻahu	\$30,000	Hawai'i Marine Animal Response is experiencing a very active summer so far with numerous monk seal births and beachings across O'ahu. Their outreach and education programs are fully operational as they field a high volume of response calls, actively engage in educating the public at places like Laniakea, and train tourism service providers. The Kilohana team closely observed and evaluated HMAR on 6/18. Jon Gelman and his team utilize conservation best practices and execute their project as detailed in their agreement. The team operates without fanfare or other advertisement, which would adversely affect their ability to maintain a buffer zone for the marine animals.

#### Hawaiian Culture Initiative

**Overview:** Support programs that perpetuate and recognize the uniqueness and integrity of the Hawaiian culture and community and their significance in differentiating the Hawaiian Islands through unique and genuine visitor experiences.

#### Ma'ema'e Program

In the Hawaiian Culture pillar of the current Hawai'i Tourism Authority Strategic Plan, one of the Milestone Measures for Objective 4 calls for the establishment of a system for measuring and reporting the number of lodging industry entities with on-site cultural practice programs and practitioners. HTA recently awarded contract PON 24025, to the Native Hawaiian Hospitality Association (NaHHA) for the professional services of developing a comprehensive database to accurately identify and update contact



information for Native Hawaiian Cultural Practitioners, Organizations and Visitor Industry Partners. This Hawaiian Culture Database will be owned and managed by the Hawai'i Tourism Authority with results to be tracked and reported annually. The contract was fully executed on June 4, and a kick-off meeting between the contractor and HTA staff was held on July 9.

#### Kūkulu Ola Program

The Hawai'i Tourism Authority's Kūkulu Ola Program, consistent with Chapter 201B-7(a) of the Hawai'i Revised Statutes ("HRS") which allows HTA to "enter into agreements that include product development and diversification issues focused on visitors"; and Chapter 201B-7(5), which gives the HTA responsibility for "perpetuating the uniqueness of the native Hawaiian culture and community, and their importance to the quality of the visitor experience, by ensuring that Hawaiian cultural practitioners and cultural sites that give value to Hawai'i's heritage are supported, nurtured, and engaged in sustaining the visitor industry"; and Chapter 201B-3(a)(20) which states that HTA "may coordinate the development of products with the counties and other persons in the public and private sector, including the development of sports, culture, health and wellness, education, technology, agriculture, and nature tourism. In addition, the HTA Five-Year Strategic Plan 2020-2025 lays out HTA's plan to support Hawaiian Culture as stated above.

There are no significant updates for June.

Event Name	Organization	Island	Award Amount	Summary
Ola Ka 'le'ie	Hiki Ola	Hawaiʻi Island	\$15,000	Hiki Ola hosted a 2-day exploration into 'ie'ie. Day 1 included a huaka'i to the uplands area of Kealakekua, of which Hiki Ola is caretaker. 'le'ie grows natively here despite being depleted and threatened in other areas. Day 2 focused on the 'ike of master weavers Kumulā'au and Haunani Sing. Nā kumu provided historical context to the revitalization of 'ie'ie weaving which almost disappeared and detailed the project's traction as evidenced by their latest cohort of haumana who displayed their capstone ki'i projects as part of the Festival of the Pacific Arts and Culture.

Festival of Pacific Arts & Culture (June 6-16, 2024)



HTA's Chief Stewardship Officer Kalani Ka'anā'anā is the Chair of the Commission on the 13th Festival of Pacific Arts & Culture. HTA staff continue to provide administrative support by coordinating and staffing bi-weekly meetings and drafting and posting agendas and meeting minutes.

As mentioned in the executive summary, the Festival was a resounding success for the people of Hawai'i. Although reporting festival outcomes will take some time, the Commission has set a timeline for the draft report to be submitted in October.

# Visitor Experiences Initiative

**Overview:** The primary objective is to enhance the visitor experience while also preserving and promoting Native Hawaiian culture in addition to Hawai'i's multi-ethnic cultures and communities. This is achieved by fostering genuine, respectful, and accurate visitor activities and programs that connect tourists with the rich heritage of Hawai'i, all while supporting local cultural practitioners, artists, and craftsmen to ensure the preservation and perpetuation of Hawaiian culture and the local culture of Hawai'i.

# Signature Events Program (SEP)

The HTA's Signature Events program supports major events that have broad appeal and align with Hawai'i's destination's image and brand. These world-class events help Hawai'i to remain competitive, generate media exposure for Hawai'i, increase economic benefits and ensure tourism and communities enrich each other. Signature Events aim to attract attendees and participants from outside the state of Hawai'i with extensive national and international marketing and have a significant economic impact as measured by the number of out-of-state participants. The program seeks to support and strengthen existing events and create new events for both residents and visitors.

No significant updates for the month of June.

Event Name	Organization	Island	Award Amount	Summary
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Soto Zen Bon Festival	Kaua'i Soto Zen Temple	Kaua'i	\$10,000	The Soto Zen Bon Festival celebrates the history, culture, and religion of the Japanese American community, spanning more than five generations on Kaua'i. The two-day festival occurred on Friday and Saturday June 21 & 22, 2024 on the temple grounds in Hanapēpē. It was hugely successful with about 35% out-of-state attendees. Event organizer, Gerald Hirata and his team executed a well-organized, creative and engaging festival. Gerald increased visitor participation by operating a free "Aloha Shuttle Service" that transported people from the Friday Night Art Walk in Hanapēpē Town to the front entrance of the Bon Festival, driving business to the local food trucks, craft vendors and attractions.
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## Community Enrichment Program (CEP)

The Community Enrichment Program fosters community-based tourism projects that improve and enrich Hawai'i's product offerings. These projects provide unique, authentic, and highly valued visitor experiences and represent activities developed by our community, for our community, and that the community wants to share with our visitors.

No significant updates for the month of June.

Event Name	Organization	Island	Award Amount	Summary
2024 Kapalua Wine & Food Festival	Kapalua Maui Charities, Inc.	Maui	\$60,000	43rd Annual Kapalua Wine & Food Festival was held June 6 <sup>th</sup> to 9 <sup>th</sup> at The Ritz-Carlton Kapalua to celebrate Hawai'i's culinary excellence. The festival included interactive wine tastings, chef demonstrations, and a grand tasting gala which highlighted local chefs and Hawaiian Regional Cuisine. It was the first Hawai'i event to host a champagne and caviar tasting panel. Karin Sagar did an excellent job driving national and international traffic to Maui for the festival, with increased residual economic impact to the West Maui community.

# Visitor Assistance Program (VAP)

**Overview:** HTA's Visitor Assistance Program (VAP) provides support, resources and guidance to visitors who are victims of crime and other adversities while traveling in Hawai'i. Services include providing phone cards, transportation, meals, hospital visits and moral support, replacing lost IDs, assisting with hotel and airline bookings, and



more. Under HRS 237D-6.5(b)(2), HTA, at a minimum, is required to spend 0.5 percent of the Tourism Special Fund on safety and security initiatives.

#### May Stats:

County	No. of Cases Handled	No. of visitors served	Primary Visitor Market(s) Served	Industry \$\$ Contributions
Hawaiʻi	9	29	US East & West	\$670.00 (cash) \$8,065.00 (In-Kind)
Honolulu	38	91	US East & West	\$600.00 (cash) \$7,281.00 (In-Kind)
Kaua'i	5	12	US West	\$375.00 (In-Kind)
Maui	7	16	US West & Canada	\$5,600.00 (In-Kind)

#### Hoʻokipa Malihini Program

Ho'okipa malihini means to welcome guests and as its name suggests, this program will enhance the visitor experience and resident-visitor interaction. Programming includes cultural programs and entertainment in various resort and visitor areas statewide that support Hawaiian programs and cultural practitioners, craftsmen, musicians, linguists and/or other artists to help preserve and perpetuate Hawaiian culture in a way that is respectful and accurate, inviting, and educational. The program will directly support the Hawaiian community and cultural practitioners by creating opportunities to involve them in the industry with industry partners and visitors. While some resort/hotel areas have cultural directors this program helps to reinforce our collective kuleana to Mālama Hawai'i.

#### **Resort Area Hawaiian Cultural Initiative (RAHCI)**

HTA's Resort Area Hawaiian Culture Initiative provides support to cultural practitioners and musicians who present Hawaiian experiences, entertainment, and music in resort areas.

No significant updates for the month of June.

Event Name	Organization	Island	Award Amount	Summary
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Kūhiō Beach Hula	Aloha Festivals	Oʻahu	\$100,000	The Kūhiō Beach Hula Show Summer Series happens every Saturday evening at 6:30pm. It is a very popular event that draws a large crowd of visitors and residents. The free performances rotate a distinguished list of Hālau and Hawaiian Musicians like the Kalamas and Akionas. Event organizer, Marni Weeks, in collaboration with Rick Egged do an excellent job of preserving Hawaiian Music, Hula and Culture in the heart of Waikīkī. Marni has been organizer of the Kūhiō Hula Shows for about 30 years now.
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#### Kāhea Greetings Program (Airports And Harbors)

Programming includes regularly scheduled, free, year-round entertainment to create a Hawaiian sense of place for the millions of visitors entering Hawai'i through our airports and harbors statewide.

Entertainment is regularly scheduled at airports. Below is the programming schedule at each airport:

Airport	HNL	OGG	KOA	LIH	ITO
	Mon - Sat	Fri, Sat, Sun	Thu & Fri	Fri & Sat	Mon
Schedule	9:30am-	10:00am-	11:00am-	10:00am -	11am –
	1:30pm	2:00pm	3:00pm	2:00pm	3:00pm

June special events at the HNL airport included greeting 2,500 FestPAC delegates upon arrival with Hawaiian entertainment, lei, and care packages between May 28 to June 4.

Greetings are provided at harbors as ships arrive. Below is the report on greetings in June:

Harbor/Pier	Hilo	Kona	Nāwiliwili
Ships Greeted	4	4	4
Passengers & Crew Greeted	13,518	13,502	9,200
Visitors Served	6,759	4,761	9,200
Paid Staff	1	1	2
Paid Musicians & Cultural Practitioners	2	8	16

#### Post-Arrival Messaging

Finalized the Maui Recovery Visitor Education & Post-Arrival Marketing campaign as part of HTA's larger recovery initiatives in response to the Maui Wildfires. All four



channels of Visitor Education and Post-Arrival Marketing – Native Ads, Digital Display, Search Engine, Social Media – are tracking well to KPIs established by our Destination Stewardship contract. The click-thru rate of social media is tracking higher than anticipated which is a favorable metric. We will be reporting specific KPIs for this quarterly. Please see the Destination Stewardship appendix for more details on this topic.

## Smart Tourism

HTA staff has asked Kilohana to pause on this part of their work while HTA evaluates how to proceed given the Maui wildfire and other factors.

#### Tourism Quality Assurance Program – Qurator

Qurator is a certification program that recognizes and grows responsible, sustainable businesses, and provide and maintain consistency in areas such as quality, reliability, environmental, sustainable, and responsible tourism practices. This program, developed through Kilohana, was officially launched on June 26. Visit <u>https://qurator.travel/</u> for more information.

#### **Destination Management**

HTA staff are working with the island destination managers on their close out reporting on the first phase of the DMAPs.

# **Technical Assistance & Capacity Building**

HTA staff is working with Kilohana on digesting and using the data from the technical needs assessment to inform the development of the content and format for the three community tourism collaboratives. Initial plans for the programs were presented at the May Ho'okahua Committee meeting but were deferred at the full board meeting. Staff hopes that it will be approved at the June full board meeting. We anticipate they will launch in Q3 2024 and focus on Foundational Technical Assistance, Community Stewardship and Regenerative Experiences.

# Workforce Development Program

Pursuant to HRS 201B-3(a)(22) HTA will address the industry's evolving needs in workforce training by working with educational institutions to make training available for the industry workforce to help enhance overall skills and quality of service. Sustaining tourism's success also depends on Hawai'i's youth helping to carry the industry forward and becoming the next generation of leaders. Encouraging Hawai'i's high school and



college-age students to choose tourism as their career is another important part of HTA's workforce development initiative in ensuring that there are career opportunities in the tourism industry for Hawai'i's own.

# Partnership with Kapi'olani Community College – Culinary Institute of the Pacific (CIP)

The Culinary Institute of the Pacific (CIP) at Kapi'olani Community College and Culinary Institute of America (CIA), the world's premier culinary college, launched a joint workforce and professional development program set to begin this fall. The program offers five-day culinary intensives that highlight the use of Hawai'i-sourced ingredients in global cuisines, plant-forward cooking, and contemporary culinary techniques. HTA is supporting this meaningful collaboration as part of our emphasis on strengthening workforce development and kama'āina leadership within Hawai'i's diverse visitor industry. HTA is providing \$48,000 in scholarships to support the professional development of 32 Hawai'i chefs through this specialized career pathway program. Applications are open now through August 1, 2024 at <u>culinaryinstitute.hawaii.edu</u>.

# Tour Guide Certification

HTA contracted Kilohana by CNHA to develop a curriculum for an online Tour Guide Certification training program, including modules on Hawaiian culture, Hawai'i's history, customer service, and safety issues. The HTA staff and Kilohana are working on meeting with UH and other critical stakeholders on the development of the curriculum. The timeline for the project has been adjusted from the original timeline in their proposal to have the draft curriculum submitted by 9/30/24.

# HTA Work Wise Program

On June 3 and 4, the HTA kicked off its latest workforce development program in partnership with ClimbHI. The HTA's Work Wise program was created for recent high school graduates and current students from 16 to 18 years of age interested in part-time or seasonal work. Participants included 13 students on Maui, primarily from Lahainaluna and Baldwin High Schools; 22 students from West O'ahu schools, and 18 students from Honolulu. The students received exposure to potential part- or full-time jobs, as well as career paths available at 29 Hawai'i businesses through in-person experiences, such as being a customer, job shadowing, mentorship, site visits, guest speakers, and other activities. Students also received expedited application processes for current job openings based on their interests. This program was a success as students' perceptions toward careers in the visitor industry and the viability of remaining in Hawai'i improved greatly over the two-day span. The percentage of students considering a



career in the hospitality or culinary industry leapt from 55 to 90 percent, while students considering a career in Hawai'i increased from 89 to 98 percent.

# **VI. BRAND BRANCH**

**Functional Statement:** The purpose of the Brand Branch is to strengthen tourism's overall contribution to Hawai'i by taking the lead in protecting and enhancing Hawai'i's globally competitive brand in a way that is coordinated, authentic, and market appropriate. This includes the oversight of the implementation of annual brand marketing plans in select major market areas (USA, Japan, Canada, Oceania, Korea, China, and Europe), sales & marketing for single property and city-wide global meetings, conventions and incentives or MCI, Global Support Services which includes management of a digital assets library, social media tools, and the gohawaii.com consumer website, affiliate sites, and application, Island Destination Brand Management & Marketing with representation and expertise provided in each county of Hawai'i, and sports programs.

# Major Market Destination Brand Management

**Overview:** This initiative focuses on destination brand marketing for leisure travel in seven major market areas with pre-arrival communications to educate visitors with information about safe, respectful, and mindful travel within the Hawaiian Islands. Another key emphasis of the initiative is to drive visitor spending into Hawai'i-based businesses to support a healthy economy, including supporting local businesses, purchasing Hawai'i-grown agricultural products, and promoting Hawai'i-made products in-market, in partnership with the state's Department of Business, Economic Development & Tourism (DBEDT) and the private sector.

#### US Major Market Area

CON 23003 (US Market): The HTUSA PR team supported the once-in-a-lifetime Hawai'i-hosted Festival of Pacific Arts & Culture (FestPAC) by organizing a press trip to O'ahu. Writer, Laurie Lyons Makaimoku (Fodor's Travel, Hawai'i Magazine, Business Insider) who attended the press trip featured the event in Hawai'i Magazine story, "Hawai'i Hosts the 13th Festival of Pacific Arts and Culture." The team brought out several travel writers who contribute to top-tier publications such as Condé Nast Traveler, Travel + Leisure, New York Times, Fodor's, Travel Noire, Hana Hou!, and others for post-event coverage and helping promote Hawai'i as a culturally rich destination. As a result, for Media Interactions/PR Calls and No. of Generated Stories from Earned Digital, the PR team exceeded its target (120% and 125% respectively) due to high interest in the FestPAC press trip where the team met with more media than expected. For media visits – although participation in the FestPAC



press trip exceeded expectations, the number of individual media visits was lower than anticipated (67%) due to the greater interest in Maui-recovery focused stories.

CON 24017 (US Marketing Maui Recovery Plan 2): A part of the incremental funding for the US Marketing Maui Recovery Program 2 (CON 24017) is updating the gohawaii.com website with the latest Maui information. This plan was executed at the end of June 2024 and included new website features to support Maui recovery traffic and conversation. Additionally, an SEO audit and content plan were conducted to inform ongoing development. Design updates that integrated The Hawaiian Islands and Maui Island brand guidelines were implemented. Deliverables included a new navigation template. Maui section content updates. Maui-specific itineraries in collaboration with Kilohana, wireframes/Design comps, and optimized accessibility color palette components. The website was also updated from Drupal 7 to Drupal 10, ensuring stability, security, and streamlined user experiences. Key deliverables included content migration, site search updates, accessibility annotations, tracking implementation, Google Tag Manager updates, and internationalization development for multiple language sites. The project also included comprehensive QA and launch plans, updated CMS documentation, strategic oversight, and project management throughout the website build.

#### Canada Major Market Area

- The HTCAN team has been proactive in engaging travel advisors, highlighting the varied attractions of the Hawaiian Islands. This summer, Canadians are favoring local outdoor activities, leading to reduced interest in Hawai'i. Nevertheless, there has been significant interest from travel advisors regarding future honeymoons and romantic getaways to the islands.
- In June, HTCAN maintained its organic social media presence across Instagram, Facebook, and X. The month featured a series of posts highlighting various activities and scenic spots, accumulating approximately 8,000 impressions. On Facebook and X, a post featuring Kamehameha Day garnered significant engagement.
- On June 11, a video showcasing assets from The People The Place The Hawaiian Islands collection, was distributed through Pax as a media partner, and supplemented with banner placements. HTCAN has received positive feedback to the content.

#### Japan Major Market Area



- In June, HTJ continued its advertising efforts for the Yappari Hawai'i campaign across out-of-home, digital, and print platforms, aiming to promote Hawai'i as a premier overseas travel destination. The campaign garnered over 39 million impressions this month, with notable contributions from taxi signage (3.9 million), social media (3.4 million), YouTube (over \$388,500), Yahoo Web Banner (28 million), and Print (350,000). Additionally, HTJ and Veltra are now in the final stages of preparing for a collaborative promotion under the Yappari Hawai'i campaign, which includes launching a dedicated Hawai'i page and conducting a questionnaire survey with airfare rewards.
- HTJ is actively promoting weddings and honeymoons through various initiatives. Currently, the team is developing romance guidebooks, promotional and short videos for social media platforms, an educational video, and a PowerPoint presentation for the Japanese wedding produce companies. Filming of proposals and couples enjoying Hawai'i took place in June, with wedding videos scheduled for July. In July, a campaign will launch to collect wedding experiences from couples, which will be featured on a romance website and included in the guidebook.
- This month, HTJ and the Hawai'i Promotions Committee Japan (HPCJ) organized a three-day B2B workshop from June 18 to 20 in Osaka, Okayama, and Hiroshima. This marked the return of the workshop to regional areas after some time, attracting a significant number of field representatives. In addition, a separate seminar aimed at two major wholesalers was held in Osaka, drawing participants from both JTB and HIS. Across the three cities, the workshop and seminar collectively engaged 271 participants.

#### Oceania Major Market Area

- This month, HTO has been completing the final edits for the "We Are Explorers" campaign, both for the video and editorial content. The editorial is now live, and the team is executing a promotion plan that includes a gradual rollout of the video over the next month. This strategic approach is designed to optimize engagement and expand the campaign's reach, aiming for its overall success.
- In June, HTO facilitated a media visit for Chris Singh from the AU Review, who journeyed to O'ahu and Hawai'i Island to craft stories focused on culinary experiences in Honolulu and wellness/nature features on Hawai'i Island. Additionally, the Tagata Pasifika film crew visited both FestPAC and Maui, capturing compelling stories tailored for their New Zealand audience. They dedicated a day on



Maui to spotlight businesses affected by recent wildfires during their filming.

 HTO has made significant progress in preparing for Aloha Down Under, scheduled for September 16-24. Currently, HTO has secured 15 industry partners from Hawai'i for the event. Venues in five cities (Wellington, Auckland, Brisbane, Melbourne and Sydney) have been confirmed. HTO is presently focused on finalizing the event logistics.

#### Korea Major Market Area

- In June, HTK released a series of posts on its official social media channels, including Facebook and Instagram. These posts featured a variety of topics such as the King Kamehameha Day Ho'olaule'a, Little Plumeria Farms, Hawai'i Land Trust, Maui Arts & Cultural Center, Lydgate Farms, Kīlauea Lodge, and Botanical World Adventures. Throughout the month, a total of 9 posts were shared, generating 28,215 impressions on Facebook and 5,880 impressions on Instagram.
- HTK collaborated with the 2024 Aloha Festival to host a consumer event themed "Hawai'i on the Road" on June 21-22. This festival aimed to introduce Hawaiian culture, music, hula, and especially Hawai'i cuisine to the Korean public. The event featured multiple food booths offering a variety of Hawai'i dishes and beverages including shave ice, pineapple sherbet, loco moco, garlic shrimp, mai tai, and Kona Brewing's beer. Over 300 festival-goers had the opportunity to immerse themselves in the spirit of Hawai'i through themed performances and cultural programs. HTK encouraged participants to share their experiences on social media and organized a lucky draw to further engage attendees with "Hawai'i on the Road".
- Following the April Influencer Fam, each of the two influencers posted 6 Instagram updates, collectively reaching 88,235 and generating 107,039 impressions. Furthermore, a 12-page print advertorial titled 'My True Aloha' was featured in the June edition of National Geographic Traveler. This article highlighted the cultural experiences of traveling on Hawai'i Island and O'ahu, showcasing events like the Merrie Monarch Festival, a lei-making workshop at Paiko, and tours of Lonohana Estate Chocolate.

#### China Major Market Area

• Throughout June, HTC actively posted content across multiple social media platforms including Weibo, WeChat Official Account, WeChat Video Channel, Douyin, and Xiaohongshu. The topics covered a wide range, from celebrating



Kamehameha Day and showcasing Farm to Table experiences in Maui, to featuring Volcanoes National Park on Hawai'i Island and highlighting Hawai'i participanting businesses at ITB China and the China Travel Mission.

- On June 5, in partnership with the U.S. Consulate in Hangzhou, HTC conducted a travel trade education session, attended by approximately 45 participants. HTC presented Hawai'i as a top vacation destination, highlighted various visitor experiences and activities, and emphazied the importance of responsible travel practices.
- In June, HTC participated in the Bond with Kuliang: 2024 China-U.S. Youth Festival held in Fujian. Co-organized by the Chinese People's Association for Friendship with Foreign Countries, the Fujian Provincial People's Government, and the All-China Youth Federation, the event attracted over 500 American and Chinese youths. As part of the festival, HTC participated in the Sino-U.S. Youth Roundtable alongside Honolulu City Council member Andrea Tupola and other distinguished speakers. This roundtable discussion will be broadcasted on FM100.7 Fujian Traffic Emergency Broadcasting, Learning Power, Haibo TV, Live Channel, Fujian Travel Channel, Fujian IPTV, and Himalayas.

#### Europe Major Market Area

- HTE is currently running a cross-platform digital campaign named "Discover Hawai'i" throughout 2024, with the objective of enhancing destination brand recognition and promoting engagement and conversions among affluent, responsible travelers in the UK, Germany, and Switzerland. As part of this initiative, various tour operators are highlighted in strategic components to direct users to their websites for trip planning and bookings. The tour operators in each market (Trailfinders in the UK, CANUSA in Germany, and Kuoni in Switzerland) are currently active with tactical re-targeting and social activities, yielding positive results. In June, the campaign has generated 896,814 interactions and 22,842 website visits to GoHawai'i and tour operator sites.
- This month HTE conducted 12 meetings with DMCs, OTAs, VUSA Germany, Hawai'i-based hotels/products, and travel trade publications, to discuss business opportunities to the islands and strategies for effectively promoting Hawai'i to travel agents and tour operators. Additionally, HTE continued its efforts on the trade campaign to reintroduce HTE to the European market and encourage agents to participate in the online training program. To date, over 200 travel agents signed up for the Hawai'i Destination Specialist Training Program with 77 of them have



completed the training.

 The UK PR team participated in two Visit USA events during the month of June. At the Media Marketplace, HTE held one-on-one discussions about Hawai'i with 15 members of the media, followed by a networking dinner where HTE interacted with 25 media professionals including editors, freelancers and content creators. At the Summer Affair event, HTE engaged with over ten different media outlets throughout the evening.

## **Global Meetings, Conventions & Incentives**

**Overview:** The MCI market can become a critical source of profitable "base" business booked years in advance. This base of business enables a higher yield of shorter-term leisure business. It can also help fill hotel occupancy gaps in future years by capitalizing on off-peak opportunities. To be competitive and thrive in the changing world of business tourism (MCI market), Hawai'i must capitalize on its strategic mid-Pacific location, which conveniently connects East and West, helping organizations create business events that are international, engaging and memorable experiences. Our location also contributes to a unique experience and the group setting of these meetings, conventions and incentives allows us to further educate our markets about Hawaiian culture and our precious resources by immersing attendees and stakeholders in these activities. Primary focus is on MCI sales and marketing in the United States, Japan, Canada, Oceania, Korea, and other Asia markets as appropriate.

#### Sales & Marketing Efforts:

- While the Meet Hawai'i team has had significant success in closing out the last month of the quarter, not having a full team over the past year has slowed down progress. The team recently updated the benchmark used to set annual room night targets. Previously, a pre-pandemic three-year average (2017-2019) was used. In collaboration with the HTA, the team has transitioned to a more relevant five-year average that includes both those pre-pandemic years and 2022 and 2023. This shift provides a picture of the progress as we recover from the COVID-19 pandemic's impacts. Additionally, the team adjusted the single property FuturePace view from an 8-year to a 3-year window. This better aligns with the typical 18-month booking cycle for single property hotel meeting and provides a clearer picture of the team's current sales efforts.
- It's important to note that FuturePace data is intended for strategic sales planning, not as a final representation of sales goals. While beneficial for identifying potential shortfalls in annual room night targets, it doesn't directly reflect individual seller goals



(tentative and definite room nights), booked events, or market mix targets. These final targets are typically set significantly higher.

- **Citywide:** Due to the impending construction in the building slated for 2026, a considerable about of time in June has been focused on creating solutions for our 2026 contracted groups. YTD the team is down but is working hard to develop and close opportunities in 2027 and beyond. Proposals in the works that are not captured in our tentative room nights this month represent 37K TRN's. These should move to Tentative status in July. In addition, the team has 7 events representing 57K TRN's that have a 75 percent chance or greater of closing in the next 60 days.
- **Single Property:** The single property team moved the needle in definite room nights this month but still has important work to do in the next quarter to meet room night targets. The team is 19 percent over goal in tentatives YTD. In July and beyond the team can now focus solely on their market segments and not divide time covering other territories. This clarity is timely as we work to gain momentum and deliver production that exceeds our monthly targets.
- Asia/Oceania: According to Meetings and Conventions Asia, virtual meetings remain a staple in today's workplace, even as many organizations adopt a hybrid approach. However, attendee engagement during these meetings has not necessarily improved. Interestingly, the return to the office did not reduce virtual meetings.
- Internal meetings are expected to continue to significantly drive growth within the meetings and events industry for the remainder of 2024 and into 2025, primarily driven by organizations seeking to build relationships and connect their distributed workforces. There are regional differences in what the industry can expect in the upcoming year. Compared to other regions, Asia Pacific is leading the way with organizations that have already set corporate net zero goals at 63 percent. Some 67 percent of respondents in Asia Pacific say that sustainability has been strongly adopted in their meetings programs; 74 percent say sustainability is very or extremely important for their organization

#### List of June Sales Activities:

- Client promotional events
  - June 5, 2024 NE Client Event in Central Park NYC
  - June 13, 2024 SmithBucklin Exchange Chicago, IL



- Educational events and trade shows
  - June 4, 2024 Festpac Hawai'i
  - June 5, 2024 Site NE Client Event in Central Park NYC
  - June 12-14, 2024 FICP Education Summit Illinois
  - June 23-26, 2024 PCMA EduCon Detroit, MI
  - June 26-27, 2024 CEMA Labs New York
  - June 27-28, 2024 IAEE Leadership Institute Baltimore, MD
- Sales blitzes
  - None to report for this month.
- June site visits and familiarization (FAM)
  - Oʻahu 4

#### Island Destination Brand Management and Marketing Services

**Overview**: The Island Destination Brand Management and Marketing Services (IDBMMS) include the support from on-island representatives on behalf of HTA for visitor education, visitor industry engagement, and public relations activities; serving as advisors to HTA on the respective islands and The Hawaiian Islands statewide brand; collaborating with HTA's Global Marketing Team to develop and implement familiarization trips and press trips to areas that are welcoming visitors; providing island-based visitor education support during promotions, trade shows, and missions in major market areas, and coordinating with city and county government officials and designated organizations during crisis management situations.

- CON 24009 With a steady focus on Maui recovery, MVCB continued to engage in educational opportunities within their scope of work, including the review of content to update the Maui landing page on gohawaii.com, PR copy, direct email communication with those interested in visiting and/or doing Maui coverage. The team also helped with moving Maui Nui Destination Management Action Items forward as follows:
  - Maui A.1 Continuing to post new social media campaign to promote the Mālama Hawai'i nonprofits across platforms.
  - Maui B.1 Volunteers continue to monitor sunscreen dispensers.
  - Maui B.1 Educational slide about mineral-only sunscreen continues to be live on Hawaiian Airlines aircraft on in-flight screens during descent on larger Hawai'i in-bound flights, at no cost. This was accomplished through a



partnership with Hawaiian Airlines, MVCB, Maui Nui Marine Resource Council, and County of Maui.

- Maui E.1 In final review process for interpretive sign projects for Mālama Hāmākua Maui and Forests at Pē'ahi.
- Maui E.1 Comfort station construction: waiting on building exemption from County.
- Maui E.1 Mālama Hāmākua Maui is now a participant in the Mālama Hawai'i program.
- Lāna'i F.1 Finalized 74 posts for new social media campaign, with messaging and feedback provided by the Lāna'i Advisory Group.
- Lāna'i F.1 3,000 Lāna'i brochures continue to be distributed through Maui Circulation; provided additional 2,400 brochures to Expeditions Ferry; provided an additional 2,400 brochures to Lāna'i merchants; provided brochures to OGG baggage area.
- Lāna'i I.2 Volunteering at the Lāna'i Cat Sanctuary (who are members of the Mālama Hawai'i program) is being promoted in the new social media campaign. Promotion of 30 second video about the Cat Sanctuary will continue.

# Global Support Services for Brand Management & Marketing

**Overview:** The Hawai'i Tourism Global Support Services for Brand Management and Marketing support HTA's comprehensive pre- and post-arrival visitor education and destination management efforts, as well as HTA's Global Marketing Team throughout the U.S., Canada, Japan, Oceania, Korea, China, and Europe. The support services include providing market insights to boost strategy, management and development of creative and digital assets, social media, website management, including GoHawaii.com, application development and maintenance, and maximizing emerging technology to support the updating of our Ma'ema'e Toolkit and Brand Guidelines. The resources are also shared broadly with the public for the community, visitor industry, businesses, media, travel trade, and meetings, conventions and incentives industry representatives to utilize in their respective areas.

• Air Route Development: The GSS team continuously met with airlines individually during the reporting period via virtual calls and had in-person meetings with the



Hawaiian network planning team. The Hawai'i tourism industry faces challenges, particularly with limited airlift and flat North American traffic. However, opportunities exist in the premium travel segment and potentially with slightly extended booking windows.

 Tools, Resources and Other Services: The GSS team conducted its first round of training with HTA staff and partners to introduce or reintroduce the management platforms we currently use, including Sprout and TINT. The team also coordinated a wish list for assets with HTA's partners to add to the Knowledge Bank (digital media asset library) and anticipate capturing these assets in Q3 and Q4.

## **Sports**

**Overview:** HTA is committed to continuing its support for amateur, collegiate and professional sports programs and events seeking to hold tournaments, exhibitions, and other activities in Hawai'i. Such events and programs extend the brand image of, and attract visitors to, our islands. These visitors will travel to support these events and programs while concurrently stimulating our state and local economies. As part of this program, HTA requires all its sports events and programs to include a community engagement and benefit component as part of their proposal. Community engagement and benefits may involve activities, such as youth clinics, coaches' clinics and other activities designed to provide Hawai'i's youth with access to resources and guidance not normally available to them.

#### • June/July Event Updates

 HTA's Brand Manager Ross Willkom departed HTA in June. Supporting staff is in the transition process and continues with progress on executing contract renewals for FY25.

# **VIII. PLANNING & EVALUATION BRANCH**

**Functional Statement:** The purpose of the Planning & Evaluation Branch is to strategically plan for the near, mid, and long-term health and vitality of our visitor industry and manage destination issues that affect communities and the visitor experience. This includes the development, monitoring, and oversight of various plans for the HTA including but not limited to the Strategic Plan, the Destination Management Action Plans (DMAPs), and the Tourism Management and Marketing Plan. Other activities include development of policy as it relates to tourism.



#### Evaluation

Evaluation of each island's Destination Management Action Plan (DMAPs) is being conducted by Pacific Research and Evaluation, LLC. The purpose of the evaluation is to assess the effectiveness of accomplishing each DMAPs goals, objectives and actions, identify gaps, and provide recommendations to improve execution of future DMAPs. The contractor is reviewing the data collected from interviews, surveys, and measures of performance and writing the report. The final report is expected at the end of July.

## **Product Development**

**Overview**: Develop, lead, assess, and optimize the development of new products and experiences. Leverage data and research to identify opportunities and areas where the development of programming is needed.

# EDA's Noncompetitive Travel, Tourism & Outdoor Recreation Grant

Work continues with DLNR in managing and monitoring their contract for their 7 projects. The brand marketing coop program and brand marketing activities are currently running in market. Staff will also focus its efforts on agritourism with the community tourism collaboratives.

# X. FINANCE BRANCH

Contracts List: Pursuant to Hawai'i Revised Statutes §201B-7 (9), please note the below contracts executed during the month of June 2024.

Contract No.	Contractor	Description	Contract Amount	Total Contract Value	Start Date	End Date
24025	Hospitality Association	Ma'ema'e Program - Hawaiian Culture Database	\$13,000.00	\$13,000.00	6/4/2024	9/30/2024
1/1/1/1/	AEG Management HCC, LLC dba Hawaiʻi Convention Center	Hawaiʻi Convention Center	\$15,398,855.00	\$234,810,179.07	6/19/2024	12/31/2024
24012 S1	Allana Buick & Bers, Inc.	Professional Architectural & Engineering Services for Hawai'i Convention Center Rooftop Repair	\$13,627.10	\$302,827.10	6/24/2024	12/31/2026



21038 S5	Hawaiʻi Visitors and Convention Bureau	CEP & DMAP Implementation and Communications for Kaua'i, Oʻahu, Maui Nui & Hawai'i Island	\$0.00	\$12,871,193.00	6/26/2024	12/31/2024
24009 S1	Hawaiʻi Visitors and Convention Bureau	Island Destination Brand Management & Marketing Services	\$0.00	\$1,700,000.00	6/26/2024	6/30/2025
-	University of Hawaiʻi, Kapiʻolani Community College	Scholarships for the Culinary Institute of the Pacific (CIP) and the Culinary Institute of America (CIA) Professional Culinary Chef Training Program	\$48,000.00	\$48,000.00	6/27/2024	12/31/2024
Contract T • Sole Son † Procure <del>O</del> Emerge	urce ment Exemption		\$15,473,482.10			

Other activities related to procurement, contracts, Hawai'i Convention Center, and Legistive Audit will be reported in the Budget, Finance, and Convention Center Standing Committee report at the HTA board meeting.