



**HĀLĀWAI KŪMAU O KE KŌMIKE HO'OKAHUA HAWAI'I
KE'ENA KULEANA HO'OKIPA O HAWAI'I**

**HO'OKAHUA HAWAI'I STANDING COMMITTEE MEETING
HAWAI'I TOURISM AUTHORITY**

**HĀLĀWAI KELEKA'A'IKE
VIRTUAL MEETING**

Po'akolu, 11 Kekemapa 2024, 9:00 a.m.
Wednesday, December 11, 2024 at 9:00 a.m.

E ho'olele 'iwa'ia ka hālāwai ma o ka Zoom. Meeting will be live streaming via Zoom.

<https://us06web.zoom.us/j/84348973578>

E noi 'ia paha 'oe e kāinoa me kou inoa a leka uila paha. E 'olu'olu, e ho'okomo i kou inoa piha akā hiki nō iā 'oe ke ho'ohana i ka inoa kapakapa e like me kou makemake.

You may be asked to enter your name or email. The Board requests that you enter your full name, but you may use a pseudonym or other identifier if you wish to remain anonymous.

**Kelepona / Call In: 1 719 359 4580
Helu Hālāwai / Webinar ID: 843 4897 3578**

Hiki i ka lehulehu ke hō'ike mana'o ma o ka palapala a i 'ole ma o ka waha. E kau palena 'ia ka hō'ike mana'o waha (ma ke kino a i 'ole ma o ka Zoom) he 'elima minuke ka lō'ihī no kēlā me kēia kumuhana. E kāinoa no ka hō'ike mana'o waha ma ke pākaukau ho'okipa ma ka lumi hālāwai. E kāinoa no ka hō'ike mana'o waha ma o ka Zoom ma o ke pihi "Q&A."

Members of the public may provide written or oral testimony on agenda items. Oral testimony (in-person or via Zoom) will be limited to five minutes for each testifier per agenda item. Signup for oral testimony via Zoom will be accepted through the Q&A feature on Zoom.

E ho'ohui 'ia nā palapala hō'ike mana'o i hiki ma ka pū'olo hālāwai. E leka uila 'ia nā palapala iā Carole Hagihara-Loo ma carole@gohta.net, a i 'ole, e lawe kino 'ia i ke ke'ena. No nā palapala hō'ike mana'o i hō'ea mai ma hope o ka pa'a o ka pū'olo hālāwai ('elua lā ma mua o ka hālāwai), e kāka'ahi 'ia nā kope i ke kōmike a e mākaukau no ka 'ike 'ia e ke anaina ma ka hālāwai.

Written testimony received ahead of the preparation of the committee packet will be included in the packet. Email written testimony to Carole Hagihara-Loo at Carole@gohta.net or hand-deliver or send via postal mail to the Hawai'i Tourism Authority office, 1801 Kalākaua Avenue, 1st Floor, Honolulu, HI 96815. Written testimony received after the issuance of the committee packet (two business days prior to the meeting) will be distributed to the committee and available for public inspection at the meeting.

PAPA KUMUMANA'O
AGENDA

1. *Ho'omaka a Wehena*
Call to Order and Opening Protocol
2. *Kikolā*
Roll Call to Announce Name of Participating Board Members and to Identify Who Else is Present with Board Member if Location is Nonpublic
3. *'Āpono Mo'olelo Hālāwai*
Approval of Minutes of the September 12, 2024 Ho'okahua Hawai'i Standing Committee Meeting
4. *Hō'ike'ike, Kūkā a 'Āpono i ka Papahana LA Rams no ka Makahiki 2025*
Presentation, Discussion, and Action on the LA Rams 2025 Program
5. *Nūhou no nā Kūlana Destination Manager Hakahaka*
Update on HTA Destination Manager Vacancies
6. *Hō'ike'ike a Kūkā no ka Holomua o ka Palapala Hō'ike no ka 'Ōnaehana Ho'opa'a*
Presentation and Discussion on the Progress of the Reservation System Report
7. *Hō'ike'ike a Kūkā no nā Pāhana Ho'olālā a ka HTA i Pili i ka Tourism Functional Plan, ka Papahana Ho'okele, a me nā Papahana Mālama 'Āina Ho'okipa*
Presentation and Discussion on HTA's Planning Projects as they Relate to the Tourism Functional Plan, HTA Strategic Plan, and Destination Management Action Plans
8. *Hō'ike'ike a Kūkā no ka Holomua o nā Pāhana EDA e Ka'ana ma Lalo o ka American Rescue Plan Act*
Presentation and Discussion on the Progress of EDA's Non-Competitive State Tourism Grant under the American Rescue Plan Act
9. *Ho'oku'u*
Adjournment

***** 'Aha Ho'okō:** *Ua hiki i ka Papa Alaka'i ke mālama i kekahi hālāwai kūhelu i kū i ka Hawai'i Revised Statutes (HRS) § 92-4. E mālama 'ia kēia hālāwai kūhelu nei ma lalo o ka § 92-5 (a)(4), § 92-5 (a)(8) and §201B-4(a)(2) no ka pono o ko ka Papa Alaka'i kūkā a ho'oholo 'ana i nā nīnūnē a nīnau i pili i ko ka Papa Alaka'i kuleana me ko ka Papa Alaka'i loio. He hālāwai kūhelu kēia i 'ole paulele 'ia ka 'ikepili a i mea ho'i e mālama kūpono ai i ko Hawai'i 'ano, he wahi i kipa mau 'ia e nā malihini.*

***** Executive Session:** The Board may conduct an executive session closed to the public pursuant to Hawai'i Revised Statutes (HRS) § 92-4. The executive session will be conducted pursuant to HRS § 92-5 (a) (2), § 92-5 (a)(4), § 92-5 (a)(8) and §201B-4(a)(2) for the purpose of consulting with the board's attorney on questions and issues pertaining to the board's powers, duties, privileges, immunities, and liabilities; to consider hiring and evaluation of officers or employees, where consideration of matters affecting privacy will be involved; and to discuss information that must be kept confidential to protect Hawai'i's competitive advantage as a visitor destination.

Inā he lawelawe a mea like paha e pono ai ke kīnānā, e ho'oka'a'ike aku me Carole Hagihara-Loo ma (808)-973-2289 a ma ka leka uila e like me ka wikiwiki i hiki, 'a'ole ho'i a ma 'ō aku o ka 'ekolu lā ma mua o ka hālāwai. Inā 'ike 'ia he noi i ka lā ma mua o ka hālāwai, e ho'ā'o mākou e 'imi i ka lawelawe a mea like paha, 'a'ole na'e ho'i e hiki ke ho'ohiki 'ia ke kō o ua noi lā. Ua noa pū kēia ho'olaha ma nā kino 'oko'a e like me ka mea pono.

If you need an auxiliary aid/service or other accommodation due to a disability, contact Carole Hagihara-Loo at (808) 973-2289 or carole@gohta.net as soon as possible, preferably no later than 2 days prior to the meeting. **Requests made as early as possible have a greater likelihood of being fulfilled.** Upon request, this notice is available in alternative/**accessible** formats.

E like nō me ka 'ōlelo o ke Kānāwai Hawai'i i ho'oholo 'ia māhele 92-32.7, e mālama ana ke Ke'ena Kuleana Ho'okipa o Hawai'i i kekahi wahi e hiki ai ka po'e o ka lehulehu ke noho a komo pū ma nā hālāwai ma o ka ho'ohana 'ana i ka 'enehana pāpaho (ICT). Aia ana kēia 'enehana pāpaho ma ka papahale mua o ka lumi ho'okipa i mua o ke Ke'ena Kuleana Ho'okipa o Hawai'i ma ka Hale 'Aha. 'O 1801 Kalākaua Avenue, Honolulu, Hawai'i, 96815 ka helu wahi.

In accordance with HRS section 92-3.7, the Hawai'i Tourism Authority will establish a remote viewing area for members of the public and board members to view and participate in meetings held using interactive conference technology (ICT). The ICT audiovisual connection will be located on the 1st Floor in the Lobby area fronting the Hawaii Tourism Authority at the Hawai'i Convention Center at 1801 Kalākaua Avenue, Honolulu, Hawai'i, 96815.

3

Approval of the Minutes of the September 12, 2024 Ho'okahua Hawai'i Standing Committee Meeting



Ke'ena Kuleana Ho'opipa O Hawai'i
1801 Kalākaua Avenue
Honolulu, Hawai'i 96815
kelepona tel 808 973 2255
kelepa'i fax 808 973 2253
hawaii tourism authority.org

**HO'OKAHUA HAWAI'I STANDING COMMITTEE MEETING
HAWAI'I TOURISM AUTHORITY
Thursday, September 12, 2024, at 9:00 a.m.
VIRTUAL MEETING**

MINUTES OF HO'OKAHUA HAWAI'I STANDING COMMITTEE MEETING

MEMBERS PRESENT:	Mahina Paishon (Chair), Kimberly Agas, Mufi Hannemann, Stephanie Iona
NON-VOTING MEMBER:	David Arakawa
HTA STAFF PRESENT:	Daniel Nāho'opi'i, Kalani Ka'anā'anā, Caroline Anderson, Dede Howa, Trishia Mendoza
LEGAL COUNSEL:	John Cole

1. Call to Order and Opening Protocol

Chair Paishon called the meeting to order at 9:04 a.m. Mr. Ka'anā'anā did the opening protocol.

2. Roll Call to Announce Name of Participating Board Members and to Identify Who Else is Present with Board Member if Location is Nonpublic

Ms. Howa did the roll call. All were confirmed in attendance, and they were by themselves.

3. Approval of the Minutes of July 24, 2024 Ho'okahua Hawaii Standing Committee Meeting

Mr. Hannemann made a motion to approve the minutes. Ms. Agas seconded, and the Minutes were approved unanimously.

4. Presentation, Discussion, and Action on the Proposed Final Draft of the Fiscal Year 2026 and 2027 Hawai'i Tourism Authority Operating Budget for Destination Stewardship (BED115, BED116, BED117)

Mr. Ka'anā'anā said since they last spoke, there had been many discussions. He gave a high-level summary. Nothing in the base budget changed on the stewardship side. Nothing else changed for Ms. Anderson's base budget. They revised the justifications, description, and KPI sections of Supplemental 1, which changed by moving the airport greeting program from Supplemental 2. They also noted some of the impact on the funding level.

Mr. Nāho'opi'i spoke about the branding items in Supplemental 1. In the U.S., there are additional activations for \$4 million. It was previously slightly more, but they worked with Destination Stewardship to carve out a piece to fund the airport greetings and the Japanese activation. Their request was also to support an additional brand manager. They had been short-staffed in the area of additional services beyond the markets. They already service seven markets, island-based marketing website development, and air route services. They feel an additional person is needed to manage and keep them organized, take on more responsibility, and have efficient in-house programs across multiple markets. There are also sports and signature events in Supplemental 1.

Mr. Ka'anā'anā spoke about the Ho'okahua committee's areas. The first was the airport greeting program; the second was support for sports and signature events (the Opportunity Fund). He spoke about Brand USA and the national strategy to increase sports tourism. For the U.S. State Department, the sports tourism segment of their industry is the largest growing at the moment. The third is to complement what is in the base budget. They need to remain responsive when opportunities arise.

Ms. Anderson spoke about the last item under workforce, the industry sector partnership support, for \$33,000, part of a workforce development plan. They are trying to engage the industry partners and those in the DOE to see what projects and activities they can work on together to build a robust workforce for the visitor industry.

Chair Paishon said they are moving forward with the budget presented at the previous meeting with further clarification. She asked for a motion to accept the budget as presented. Mr. Hannemann asked what they were accepting in the motion. Mr. Ka'anā'anā said they asked for a motion, which is a portion of the budget related to Ho'okahua Hawai'i that includes all the stewardship and planning activities that fall under the committee's scope. The numbers in the motion are specific to the committee. Still, they are connected directly to an overall \$80 million ask that includes the base budget and the entirety of Supplemental 1.

Mr. Ka'anā'anā read out the motion:

The Ho'okahua Standing Committee recommends to the BFCC Standing Committee approval of the FY2026 and FY2027 HTA operating budget for Hawaiian Culture, Natural Resources, community, and planning for a total amount of \$26.4 million in FY026 and \$28.2 million in FY2027. Mr. Hannemann made a motion, and Ms. Iona seconded. Chair Paishon opened the floor for discussion. Ms. Agas said she was part of the Branding meeting and had voted aye with reservations. She wanted to clarify whether all the supplements on Form A would be listed. She asked if there was clarity.

Ms. Iona wanted to ensure that the staff were confident with their decisions and that there would be enough funding to achieve their goals. Ms. Anderson said the amount was sufficient to execute and bring good ROIs. Ms. Iona said she reached out to the mayor's office to ask their opinion on workforce development to ensure that it was her opinion and her feelings on the topic. She said they were pro with what Ms. Anderson wants to do with workforce development. They would be happy to provide venues to provide opportunities to continue with workforce development.

Mr. Ka'anā'anā said he was confident that the \$80 million will help them continue with the programs. Ms. Iona mentioned the importance of the programs. She said the greeters do not have badges to greet people inside at the gate. She said they must ensure they can supply badges. Chair Paishon added that what has been presented in the budget also aligns with the summary of preliminary recommendations from the governance study.

Ms. Agas asked Mr. Ka'anā'anā if the base stays the same and if items from Supplemental 2 are moving to Supplemental 1. Mr. Ka'anā'anā concurred.

Mr. Arakawa wanted clarification on the motion. He asked if the motion would change the submission of the HTA budget to a base of \$80 million. Mr. Ka'anā'anā said the \$26.4 million represents the amount in the FY2026 base plus the amount in Supplemental 1 combined, and the same case for FY2027. He said he could list them all separately. Mr. Hannemann believed a case was made at the Branding Standing Committee and the Ho'okahua Standing Committee that the additional request would come to \$80 million, not \$70 million. He said a Supplemental puts them in a precarious position. He said they should ask for what they need and be prepared to justify it. Mr. Arakawa clarified that he confirmed with DBEDT and the HTA BFCC office that Form A can include a \$70 million base budget on the same document where they can write Supplemental 1, which includes R10 million, or Supplemental 3 with an amount on. Form A can ask for up to \$90 million, so it can all go in as one document for the Governor's office and the legislature to review. He said if the committee wants to propose a change to what the BFCC

voted on, which is the \$70 million, \$10 million, and \$10 million, and wants to change it to another figure, then the motion should reflect that as well.

Mr. Nāho'opi'i reiterated what came out of the Branding meeting is what Mr. Arakawa mentioned. The motion intends to have a base of \$80 million and then add the extra programs in Supplemental 2. They had a reassessment, and the BFCC recommended \$70 million. They tried their best to prioritize the next \$10 million, but it has come back that they need the \$80 million. He clarified that the staff recommends a base budget of \$80 million, including what was addressed in Supplemental 1.

There were no further comments. Mr. Hannemann said it is important that the committee come out and defend that they want to go beyond the codification of Destination Stewardship.

Mr. Ka'anā'anā clarified the discussion with a slide showing the motion:

The Ho'okahua Standing Committee recommends to the BFCC Standing Committee approval of the FY2026 and FY2027 HTA operating budget for a total amount of \$80 million base budget (FY26) and \$86.8 million (FY27), of which \$26.5 million (FY26) and \$28.2 million (FY27 for Hawaiian Culture, Natural Resources, Community and Planning.

Chair Paishon provided further commentary and called for a new motion. She asked Mr. Hannemann to recuse his motion. She said that the Ho'okahua committee must work hand in hand with staff to move what is in statute into implementation. That deserves a need-based budget. She fears that if they do not set up the agency and staff with the needed resources, they will be unable to deliver on the objectives and promises to Hawai'i. It is their responsibility to ensure this is all in place.

Chair Agas said she supports the staff, but they are heading into difficult times. She has to balance what they need to do. Mr. Hannemann removed his previous motion.

Chair Paishon asked for the new motion to be moved. Mr. Hannemann made a motion, and Ms. Iona seconded. Mr. Hannemann said they need to be cognizant of the fiscal situation. Still, he is also mindful that the HTA is responsible for the largest opportunity to generate revenues. Their purpose is to grow the economy, and they need to ask the staff what they need to get the necessary done. Ms. Agas said at the end of the day, she believes they are Ho'okahua and, as part of the HTA, submit a budget that they know they can work with and believe in. Their job is tough, and they need to do their best with what they get. Ms. Mendoza made the roll call. All said aye, except for Ms. Agas, who had reservations. The motion carried.

5. Discussion and/or Action on Fiscal Year 2025 Budget to Use BED 116 – Destination Management - DMAP Implementation funds for DMAP Planning

Ms. Anderson said the fiscal year budget of \$500,000 is for the DMAP implementation, but they need to write the plan before they can implement it. She requested that \$400,000 of that money be used for planning, gathering community input, feedback, facilitation, etc., to develop the plan. \$66,000 could be used for each plan, and they would get 6 DMAPs. She asked for the committee’s approval of the funds for this purpose. The input will feed the 6 DMAPs. Some can be put towards the Tourism Strategic Plan and the Tourism Functional Plan and meet some of the Tourism Governance recommendations.

Chair Paishon said nine plans will benefit from this effort. Chair Paishon asked for a motion. Ms. Iona made a motion, and Chair Paishon seconded. The motion passed unanimously.

6. Adjournment

Chair Paishon adjourned the meeting at 9:50 a.m.

Respectfully submitted,



Sheillane Reyes
Recorder

4

Presentation, Discussion, and Action on the LA Rams 2025 Program



STAFF REPORT TO THE BOARD

December 9, 2024

REQUEST:

HTA staff seeks approval for a two-year, \$1.5 million annual base partnership with the LA Rams, commencing in the 2025-26 season. This partnership provides extensive brand exposure, community engagement, and economic benefits aligned with HTA's strategic priorities. The total request over both years is **\$3,765,000**.

Note that for each year of the agreement, HTA staff shall seek SPO approval for a sole source exemption and subject to the availability of funds.

FACTS:

These highlights represent a summary of the proposed partnership, with additional details to be provided upon the conclusion of final negotiations. For the OTAs and Community Engagement initiatives, HTA will maintain oversight and collaborate with the Rams to ensure activities are culturally appropriate, empower local communities, and align with Hawai'i's values. Activities will also include elements accessible to visitors, promoting regenerative tourism and fostering meaningful connections with Hawai'i's unique culture and environment.

• Premium Association:

- Official designations: "LA Rams at Home in the Hawaiian Islands" and "Official Island Getaway of the LA Rams."
- Use of Rams branding and marks for marketing campaigns across key platforms.

• Organized Team Activities (OTAs):

- Rams team to host OTAs on Maui, including two public practices and a community day.
- Content creation featuring Maui as the backdrop, distributed across Rams' digital and social platforms.

• Community Engagement:

- Youth-focused activities: a football camp, girls' flag football clinic, and locker room refurbishment for a Maui high school.
- Authentic brand integration in community events and digital promotion.
- The Rams would also host an athletic trainers session focused on health and player safety

December 9, 2024

- **Gameday Entitlement:**
 - High-visibility branding during one home game annually, including LED displays, social media, and stadium activations.
 - Hawaiian-themed gameday elements such as lei and music, plus pre-game and in-game media inclusion.
- **Year-Round Digital Amplification:**
 - Sweepstakes and targeted digital campaigns to promote Hawai‘i as a premier travel destination.
 - Logo inclusion in Rams’ mobile app, website, and other digital content.
- **International Expansion:**
 - Leveraging the Rams’ global presence in Japan to enhance Hawai‘i’s brand recognition through sweepstakes, digital campaigns, and co-branded marketing materials.

DISCUSSION:

Value to Hawai‘i

- **Brand Extension & Awareness:**
 - Strategic alignment with a major NFL team ensures ongoing exposure in domestic and international markets.
 - Amplifies Hawai‘i’s image as a premier travel destination, leveraging the Rams’ global fan base.
- **Community Benefits:**
 - Direct impact through youth sports programs, community day initiatives, and facility improvements in Maui.
 - Promotes regenerative tourism principles through culturally authentic activities and messaging.
- **Economic Impact:**
 - Drives tourism through enhanced destination marketing, which is expected to increase visitor arrivals and spending.
 - Aligns with HTA’s focus on diversifying the tourism market with a sports tourism strategy.

BUDGET IMPLICATIONS:

- **Annual Investment:** \$1.5 million, with a 3% annual escalator.
- **Playoff Costs:** Incremental billing for playoff games, capped at \$360,000 annually, based on participation.
- **Funding:** Payments are to be made in two equal installments on April 30th and September 30th each year.
 - For 2025-2026 Season:
 - April 30, 2025, Payment 1
 - FY25, Program ID 115, BLI 346: \$955,000
 - September 30, 2025, Payment 2
 - FY26, Program ID 116, BLI 346: \$955,000

- For 2026-2027 Season:
 - April 30, 2026, Payment 1
 - FY26, Program ID 116, BLI TBD: \$977,500
 - September 30, 2026, Payment 2
 - FY27, Program ID 116, BLI TBD: \$977,500

• **Summary Table:**

	2025-2026 Season	2026-2027 Season	Total
Base	\$1,500,000	\$1,545,000	\$3,045,000
Playoff Contingency	\$360,000	\$360,000	\$720,000
Misc Costs	\$50,000	\$50,000	\$100,000
Total	\$1,910,000	\$1,955,000	\$3,865,000

Base: Covers all elements of the attached proposal, excluding the playoff contingency.

Playoff Contingency: Marketing-related expenses if the LA Rams reach the playoffs.

Misc Costs: Expenses incurred by HTA for the oversight and implementation of the program. These may include costs associated with program evaluation, travel, and activations such as photography, leis, musicians, and travel for HTA representatives.

RECOMMENDATION:

This partnership represents a strategic investment in sports tourism, delivering significant value to Hawai‘i while aligning with HTA’s mission to promote sustainable and culturally authentic travel experiences. Approval of this proposal is recommended.

5

Update on HTA Destination Manager Vacancies



STAFF REPORT TO THE BOARD

December 9, 2024

REPORT: Agenda #5: Update on HTA Destination Manager Vacancies.

The HTA Destination Manager will be a key contributor in advancing projects that align with HTA's strategic plan and island-specific Destination Management Action Plans. The position is responsible for fostering community partnerships, promoting education and outreach, and implementing projects that enhance the visitor experience and improve the quality of life for residents.

Since September 10, 2024, HTA has been actively recruiting to fill five vacant Destination Manager positions for the islands of O‘ahu, Hawai‘i Island, Kaua‘i, Maui/Lāna‘i, and Moloka‘i.

FACTS:

1. Application Status:
 - a. As of December 9th, the HTA has received 31 applications for the five newly established HTA Destination Manager positions.
 - i. Applications Received by Island
 1. O‘ahu – 11 Applications received
 2. Hawai‘i Island – 4 Applications received
 3. Kaua‘i – 1 Application received
 4. Maui – 2 Applications received
 5. Moloka‘i – 3 Applications received
 6. Unspecified – 10 Applications received
2. Interview Status:
 - a. Of the 31 applications, ten applicants have been selected for interviews. Five applicant interviews have been completed, two applicants have accepted other job offers, one applicant interview is set for December 12, 2024, at 3:30 PM, and three applicants are pending schedule confirmations.
 - i. Interview Applicants by island
 1. O‘ahu – 5 interviews
 2. Hawai‘i Island – 1 interview
 3. Kaua‘i – 1 interview
 4. Maui – 1 interview
 5. Moloka‘i – 3 interviews

December 9, 2024

3. On October 16, 2024, Meagan DeGaia and Patti Ornellas joined the HTA as Destination Managers for Maui/Lāna‘i and Kaua‘i, respectively.
4. HTA staff intend to hire and onboard the remaining destination managers by February 2025. All efforts to do so before then will be exhausted.

December 9, 2024

6

Presentation and Discussion on the Progress of the Reservation System Report

Hawai'i Smart Tourism App

Prepared for the  HAWAII TOURISM
AUTHORITY

Presenter: Dan Wacksman



Scope of Work

The Hawai'i Tourism Authority seeks to enhance visitor and resident experiences through a destination app, leveraging digital services to improve engagement, streamline operations, drive economic benefits, and manage the destination more effectively. Sassato has been engaged to evaluate the app's feasibility and strategic approach, ensuring alignment with key goals and stakeholder interests. Deliverables include a comprehensive written report and presentation summarizing findings, analyses, and recommendations.

Key Deliverables

Stakeholder Analysis

- Interview up to 100 key stakeholders.
- Identify desired features, functionalities, and priorities.

Current Hawaii Systems and Integrations

- Assess existing apps and systems for compatibility.
- Highlight integration opportunities and potential challenges.

Benchmarking and Best Practices

- **Hawai'i:** Analyze similar state-level initiatives.
- **Global:** Research international best practices in destination apps.

Marketing and User Acquisition

- Strategies for marketing and user acquisition in the space
- Recommendations on branding, user engagement, and retention strategies to ensure app adoption and sustained success.

High-Level Business Requirements

- Prioritize app features and functionalities.
- Create a phased roadmap, starting with a Minimum Marketable Product (MMP).

Technical and Operational Considerations

- Technical Considerations and Potential Vendors
- Assess ongoing operational needs and cost implications.

Recommendations and Next Steps

- Provide strategic recommendations.
- Outline next steps for development.



The Sassato team brings together experienced consultants with decades of experience in travel and tourism both in Hawai'i and beyond.



Dan Wacksman

Project Lead

With over 25 years of experience in travel and hospitality, Dan has expertise in technology, marketing, distribution, and business management. He is currently CEO of Sassato, Senior Advisor McKinsey & Co, and previously SVP at Outrigger Resorts & Hotels.



Lisa Menor Miller

Stakeholder Analysis

A CPA with over 30 years of experience, Lisa has expertise in strategy, finance, and project management. She has led operations as VP of Franchising at FCH Corporation and COO/Asset Manager for HTH, overseeing \$400 million in transactions and business development.



Mari Kam

Research and Marketing

A seasoned digital marketer with, Mari has led online marketing initiatives for Marriott properties in Hawai'i and managed marketing strategies for Halekūlani Corporation. She holds a Master of Management in Hospitality from Cornell and is skilled in providing insightful solutions for project execution.



Tim Peter

Tech and Ops

An award-winning digital marketing and technology leader, Tim has over 25 years of experience. He founded Tim Peter & Associates and previously led digital strategy for Wyndham Hotel Group and The Leading Hotels of the World. He also teaches digital marketing at Rutgers Business School.



John Neeley

Business Requirements

A senior IT executive with over 35 years of experience, John has led global technology and business development initiatives. His experience includes roles Outrigger Enterprises as VP of Technology and Lockheed Martin. John holds a Master of Science in Information Systems from Hawai'i Pacific University.



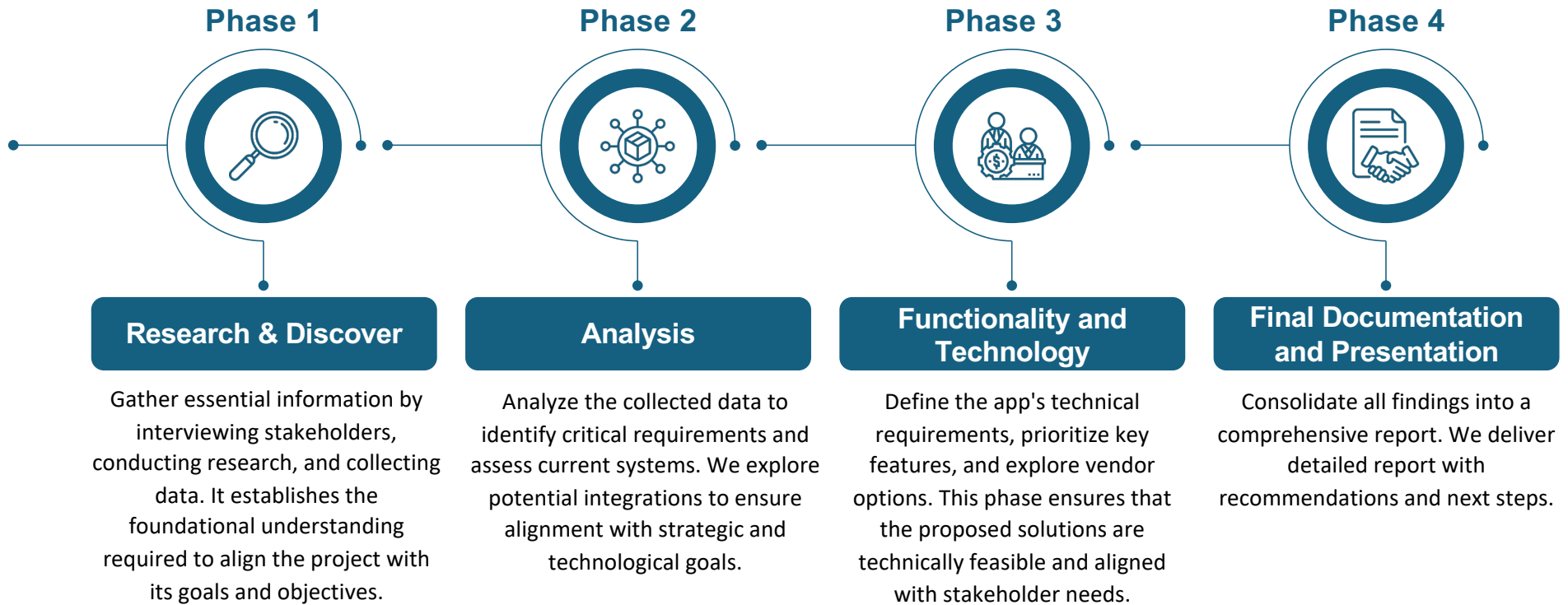
Dylan Wacksman

Project Coordinator & Research

A project manager at Sassato, Dylan brings experience in hospitality, with roles in social media, marketing, and front-of-house sales. He is a recent graduate of the University of Miami.



Project Approach



Interviews Process

Arranging Interviews

HTA Creates Interviewee List

- **Initial Outreach:**
 1. HTA creates list of stakeholders
 2. HTA sends an introductory letter to introduce the project and its purpose.
 3. Sassato follows up with an interview invitation, including calendar links for scheduling and pre-interview survey.
- **Follow-Up Process:**
 1. Send up to three follow-up emails if there is no response.
 2. If no response after the third attempt, HTA attempts to reach out again and/or provide a list of alternative interviewees for outreach.

Interview Execution

1. Ensure all logistics (calendar invites, platform access, etc.) are confirmed ahead of time.
2. Conduct the interviews in a structured, professional, and utilizing the approved questions and expanding on them as needed
3. Take detailed notes or record interviews (with consent) to ensure data accuracy.

Post-Interview

Data Review and Analysis:

1. Synthesize individual interview findings to identify key themes and insights.
2. Analyze the data from all interviews **in aggregate** to uncover broader trends, patterns, and correlations.

Key Findings:

1. Refine the results into actionable key findings aligned with the project's objectives.
2. Summarize insights in a concise, organized format for inclusion in project deliverables.

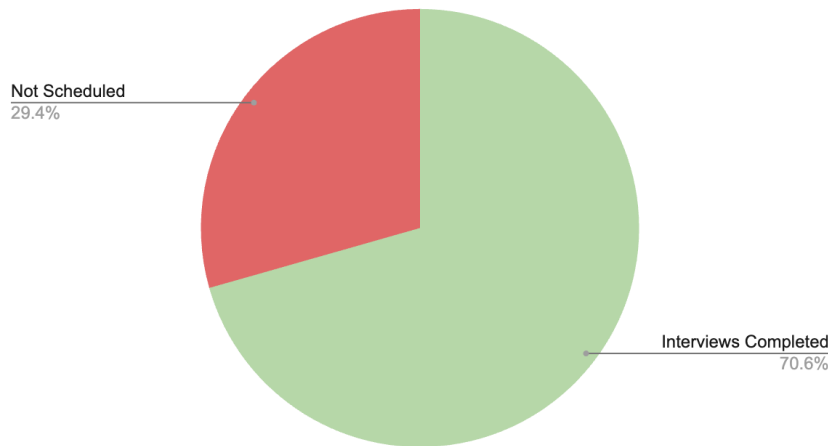
Key Dates:

- Project Kick Off: Sep 9, 2024
- Interview Start: Target Oct 1st, Actual Oct 15
- Interview Completion: Target Nov 15, Actual Dec 3
- Final Presentation: Dec 19



Interview Status

	Total	Percentage Completed
Stakeholders	102	
Interviews Completed	72	71%
Not Scheduled	30	29%
Surveys Completed	61	85%*



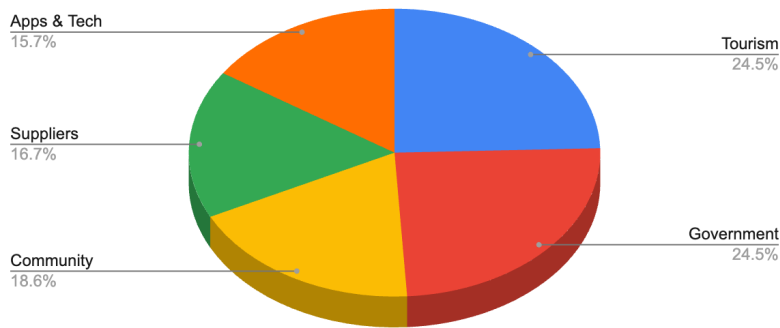
* Note: % of those interviewed who completed the survey

- ❑ All of the **102** Stakeholders that were on the list were invited to interview.
- ❑ **72** interviews have been completed.
- ❑ Initial plan was to complete interviews by Nov 15, but was pushed to Dec 3 to accommodate more interviews.
- ❑ At least three follow-up attempts were made to contact those who did not schedule an interview.

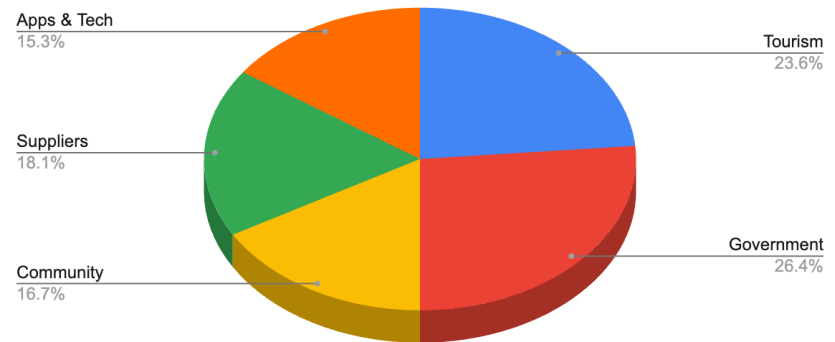
Interview Breakdown by Category

	Total Stakeholders Per Category	Completed Interviews by Category	Completed Interview Percentage	Stakeholders that Completed the Survey	Percentage of Stakeholders Were interviewed who also Completed Survey
Tourism	25	17	68.00%	12	70.59%
Government	25	19	76.00%	17	89.47%
Community	19	12	63.16%	11	91.67%
Suppliers	17	13	76.47%	12	92.31%
Apps & Tech	16	11	68.75%	9	81.82%
Total	102	72	70.59%	61	84.72%

Total Stakeholders Per Category



Completed Interviews by Category



Areas of Focus

Benchmark and Best Practices	Research and analyze Destination Marketing Organization (DMO) or related apps that have been developed, for both Hawai'i and Globally.
Current Systems	Develop a list known relevant Hawai'i apps and systems based on interviews and independent research, focusing on both governmental and non-governmental apps/services with similar functionality.
Potential Partners	Conduct initial discussion with potential vendors to gather insights and recommendations.
Business Requirements	Develop detailed list of potential features and functionalities for the app based on interviews and research.
Technical and Operations	Define the size and scope of the product, outlining key technical issues and ongoing support needs and related costs for maintaining the app.
Recommendations & Next Steps	Develop overall options and recommendations based on the analysis conducted throughout the project.



Managing tourism and enhancing the visitor experience

Research and Feasibility Report on the Creation of a Hawaii Smart Tourism App

Presenter: Dan Wacksman | Date: December 19, 2024

SASSATO CONFIDENTIAL

Agenda

- 1 Project Background
- 2 Executive Summary
- 3 Stakeholder Analysis
- 4 Current Systems and Integrations
- 5 High Level Business Requirements
- 6 Marketing and User Acquisition
- 7 Technical and Operational Considerations
- 8 Recommendations and Next Steps
- 9 Supporting Materials

SASSATO CONFIDENTIAL 2

The concept of "Smart Tourism" emerged around 2010, evolving from "Smart Cities."

It gained prominence as destinations sought technological solutions to address over tourism and enhance visitor experiences.

While there is no single agreed upon definition of Smart Tourism it can be summarized as:
The use of information and communication technologies to enhance the tourist experience and improve the efficiency of resource management to maximize both destination competitiveness and consumer satisfaction while also demonstrating sustainability.

Most definitions emphasize:

- The use of advanced technologies (ICT, IoT, AI, etc.)
- Data collection and utilization
- Enhanced tourist experiences
- Improved efficiency and sustainability
- Integration of various stakeholders and resources

Smart Tourism in Hawaii

- As one of the leading destinations in the world Hawaii has also been aware of and involved in Smart Tourism since its inception
- In 2020, when looking at post-covid tourism UHERO (University of Hawaii Economic Research Organization, issued a report titled "[Can Hawaii Rise from the Ashes of COVID-19 as a Smart Destination?](#)"
- The Hawaii Tourism Authority's [2020-2025 Strategic Plan](#), while not directly addressing Smart Tourism, called for evaluating and utilizing technology to better manage tourism
- The Island Destination Management Plans also mention the use of technology in improving destination management.

- The Smart Tourism app actively became a discussion in the legislature in 2023 and 2024 led by Tourism Chair Representative Quinlan, and included discussion of:
 - A facility reservation system on a statewide basis
 - Pre-paid time slots for parking at popular destinations
 - Providing alternative destinations during peak times
 - Safety and cultural guidelines

SASSATO CONFIDENTIAL 4

Centralizing Hawaii's tourism information into an app is complicated by a variety of factors including disparate sources, lack of current collaboration among partners, and the overwhelming volume of content needed to upkeep a reliable and up-to-date resource.

Key Challenges

- Disparate Information Sources:** No central "source of truth" currently exists, with information scattered across various platforms, making it challenging for visitors to find the most accurate and up-to-date resources.
- Lack of Coordination Among Organizations:** Many organizations are working towards similar smart tourism goals independently, at different development stages, leading to potential duplication and inefficiencies.
- High Maintenance Needs:** With so much information to manage, each organization will need to take responsibility for keeping their content updated, ensuring that a centralized platform remains a trustworthy, go-to resource.
- Reliance on Social Media:** Currently, visitors often rely on social media due to the abundance of resources for information, creating an additional risk that they are exposed to outdated, inaccurate, or even unsafe visitor information.

SASSATO CONFIDENTIAL 34

Weekly Project Updates

Nov 11-Nov 19

- ✓ Interview Update
 - ✓ Sent out 99 Invites
 - ✓ Scheduled 68% of interviews
 - ✓ Conducted 65% interviews
 - ✓ 4 More Interviews are scheduled this week (will bring to 69%)
 - ✓ Surveys completed by 88% of those scheduled
- ✓ Continue Interview Analysis and findings
- ✓ Continue working on analysis and building out slides for:
 - ✓ Stakeholder Analysis
 - ✓ Business Requirements
 - ✓ Marketing and User Acquisition
 - ✓ Tech and Ops Considerations

Nov 19-Nov 26

- ✓ Interview Update
 - ✓ Sent out 101 Invites
 - ✓ Scheduled 69% of interviews
 - ✓ Conducted 68% interviews
 - ✓ 5 Interviews have been completed since the last update
 - ✓ 1 More Interview is scheduled this week (will bring to 69%)
 - ✓ Surveys completed by 87% of those scheduled (We added two stakeholders which lowered the percentage)
- ✓ Initial Analysis of Stakeholder Interviews has been completed
- ✓ Further progress on analysis and building out slides for:
 - ✓ Stakeholder Analysis
 - ✓ Business Requirements
 - ✓ Marketing and User Acquisition
 - ✓ Tech and Ops Considerations

Nov 26-Dec 3

- ✓ Final research and follow-ups and interviews
- ✓ Continued working on analysis and building out slides for all sections
- ✓ Design
 - ✓ Designed 50% of the Sections
 - ✓ Initial assessment o ADA compliance work
- ✓ Began the planning the slides to be included in the final presentation and preparing the full report, including appendix items.

Up Next...

Task	Date
Complete drafts for all sections	December 2
Design remaining slides	December 2–6
Final edits, reviews, and updates	December 6–12
Review with Kilohana	December 13
Incorporate feedback	December 13–17
Ensure ADA compliance	December 13–17
Submit deck to HTA	December 17
Present to HTA	December 19
Incorporate any additional feedback	By Dec 22
Deliver comprehensive report	By Dec 27



Up Next...

Task	Date
Final edits, reviews, and updates	December 6–12
Review with Kilohana	December 13
Incorporate feedback	December 13–17
Ensure ADA compliance	December 13–17
Submit Presentation to HTA	December 17
Present to HTA	December 19
Incorporate Any Feedback	By Dec 23
Deliver Final Report	By Dec 27

December 11, 2024
Ho‘okahua Meeting
Overview/Update

December 12, 2023
Branding Meeting
Overview/Update

December 13, 2024
Budget, Finance,
and Convention Meeting
Overview/Update

December 19, 2024
HTA Board Meeting
Presentation



Mahalo

