



South Taranaki District Council Marketing Plan



June 2009



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Strategic Objectives

This document is a three year Marketing Plan for the South Taranaki District Council.

Its goal is to help generate growth through attraction and retention of people and business to South Taranaki District by:

- Identifying and promoting the district's point(s) of difference.
- Generating a sense of pride in the local community to help stem population loss and to encourage local people to be positive ambassadors for the district.
- Raising the district's profile and promoting what it offers to encourage inward migration of skilled and creative people.
- Attracting new business and encourage business retention and expansion.

Background

South Taranaki is a district on the west coast of New Zealand's North Island that contains the towns of Hawera, Manaia, Opunake, Patea, Eltham and Waverley. The district has a land area of 3,575.46 km² (1,380.49 sq mi) and a population of 26,700.

It is part of the greater Taranaki region and straddles the boundary separating the Wellington and Taranaki provinces.

Current trends indicate a continuing slow decline in population for the South Taranaki district, yet research shows that the region's economy is expected to grow faster than the national economy over the next 20 years. This research has also indicated there will be a need to attract another 16,000 skilled FTE's to live in Taranaki by 2026 to meet this growth.

The South Taranaki district needs to attract a proportion of these people and must pro-actively position itself, not only in terms of employment opportunities, but also with regard to lifestyle opportunities, to ensure it gains the greatest benefits from this potential growth.

Taranaki Region Employment Sectors *source Statistics New Zealand*

Agriculture	16.2%	7,322
Wholesale and Retail	15.0%	6,780
Business, finance and property	11.6%	5,243
Food processing	8.4%	3,797
Construction	8.1%	3,661
Health and community	8.1%	3,661
Engineering	6.1%	2,757
Education	5.6%	2,531
Other manufacturing	4.0%	1,808
Other sectors	20%	7,640

Regional Audit

In October 2008 an audit was undertaken in order to get an understanding of the market and how other regions were branding and marketing themselves. This audit included research interviews with representatives from a sample group of regions and a review of their brand and marketing activity. Learnings and observations from this audit are as follows:

- Budget is always an issue in trying to achieve goals. Creative and innovative strategies/tactics are required to see results.
- Most regions/districts are doing little to attract workers (even though they would like to) and focus on tourism.
- Most New Zealand regions/districts offer little differentiation. This presents a real opportunity to stand out.
- No region is really selling the whole *lifestyle* package.
- Few regions/districts are proactive in their approach.
- It is clear that the South Taranaki District Council is not just competing with other New Zealand regions. International destinations such as Australia and Canada are just as much of a competitor.
- There is a real opportunity for a differentiated and innovative online approach to marketing the South Taranaki District Council.
- Having passionate people in key roles makes a real difference to the success of a region/districts marketing activity.
- Developing strong relationships with partners is important in order to get the most of the available budget.
- Telling *stories* about the area is a powerful way of communicating/ connecting with the target market.
- There could be merit in really targeting one to two catchment areas.
- Popular events are powerful ways to put the district on the map, make locals feel good about themselves and increase visits from those who may not otherwise do so.
- The Taranaki regional brand is a strong platform for the South Taranaki District Council to work from.

SOUTH TARANAKI SWOT ANALYSIS

Strengths

A range of job opportunities across a range of sectors.
Sustainable employment.
Thriving industry sectors.
Unique and powerful history/stories.
Great lifestyle, recreation, family opportunities.
Affordable quality housing.
Taranaki Brand Platform available to work with.
Proactive and committed Council.
Good business incentives programme.
Dynamic and supportive community – big enough and small enough.
Environmentally friendly.
The Hub.
Already hosting a range of nationally known events.

Weaknesses

Lack of marketing budget.
Poor perception/understanding of the area (externally).
Geographically spread out.
Weather (perceived externally).
Parochialism versus united district.
Lack of succession planning by businesses.
Empty unkempt shops.

Opportunities

Trend is moving to regional centres that can deliver the lifestyle/work package.
Rising unemployment in key catchment areas.
Relatively small internal target market.
Potential to grow and leverage local resources and attractions i.e. adventure, sport, culture, history etc.
Community small enough to explore utilising the online medium in innovative ways.

Threats

Other regions locally and internationally.

Target Market Analysis

Local Community

Young People - up to 18 years

Reinforce the great 'lifestyle' experience they have growing up in South Taranaki via the brand and its marketing application, and through existing and new programmes (in and out of school).

Outcome – encourage some who would leave to stay because of positive perceptions. Draw others back when they have done their travelling and/or study etc. Stimulate/educate all to be proponents of South Taranaki.

18 years + Residents – who have stayed, come back or immigrated

Reinforce the great *lifestyle* experience - real old fashioned growing up fun for their kids and the complete lifestyle option for them - via the brand and its marketing application, and events.

Outcome – focus/build local pride and a sense of identity, stimulate/educate them to be proponents of South Taranaki, help reverse population decline.

Local Businesses

Local business people fall into the above target group but it will still be good to tailor some messaging around how attractive and easy it is for thriving businesses to be based in South Taranaki. Success stories will play a role.

Outcome – focus/build local pride and belief in the district being a good place to do business in/from, in so doing stimulate/educate them to be proponents of South Taranaki.

External Audiences

Potential Immigrants New Zealand-wide

Skilled workers and/or graduates and their families etc. Selling key messages around the combined great *lifestyle* experience and long-term job security/opportunities.

Outcome – spark the interest of suitable/potential immigrants who would not have known about or considered South Taranaki and what it has to offer - likewise with ex-residents. Ultimately attract the right kinds of skilled workers and their families to help reverse population decline. In doing so also provide the stimulus and benefits motivated immigrants bring to any community.

Potential Immigrants Overseas

Skilled workers and/or graduates, along with their families etc. Selling the key messages around the combined great 'lifestyle' experience and long-term job security/opportunities.

Outcome – spark the interest of suitable/potential immigrants who would not have known or considered South Taranaki and what it has to offer - likewise with ex-residents living overseas. Ultimately attract the right kinds of skilled workers and their families to help reverse population decline. In doing so also bring the stimulus and benefits that motivated immigrants bring to any community.

Businesses

Any business (New Zealand or overseas) that could potentially relocate or set up outside main centre New Zealand.

Outcome – spark the interest of potential businesses who would not have known or considered South Taranaki and what it has to offer.

External Target Market Characteristics

We can safely say that many potential skilled migrants in larger urban centres here and abroad would welcome:

- Lower cost home ownership
- Less congestion
- Less commuting time
- More leisure/family time
- Safer communities
- Good climate
- Jobs

Many are moving to regional centres that offer excitement, culture and vibrancy.

Positioning Slogan / Key Messages

The Taranaki regional brand platform will be used as the framework for South Taranaki's marketing communications. The positioning slogan expresses what makes South Taranaki unique in a way we believe will be relevant and appealing to our target audiences. This will be applied across all communications formats.

Alive With Opportunity

- Job opportunities
- Lifestyle opportunities
- Family opportunities
- Adventure opportunities
- Business opportunities

South Taranaki offers an exciting and unique combination of work, family, recreation and business opportunities. These combine to create great lifestyle opportunities for all ages - for kids, teenagers, families and retirees, for skilled workers and businesses, for those after a dynamic and supportive community, for people who value history and the environment, and for anyone who enjoys having a vast number of sport and adventure opportunities right on their doorstep. South Taranaki – Alive With Opportunity.

We will also apply the following key messages to support and substantiate the *opportunity* positioning.

Sustainable and challenging job opportunities

Across a broad range of sectors including petrochemical, engineering, dairy/farming, meat and food processing and all associated rural/urban service industries.

A remarkable sense of community

A genuinely welcoming and supportive community. This is reflected in many ways - one example is that between 25-30% of the population are involved in some kind of volunteer work. That is over twice the New Zealand average.

Youth community involvement

The South Taranaki District Council has approached the development of youth programmes in an innovative way. Rather than introduce what it thinks the kids want, it has gone out to the district's youth and engaged with them. This has seen a range of programmes developed and run by the youth of South Taranaki - programmes they really want and value.

A unique Hub for multiple recreational activities

South Taranaki is remarkable playground. We offer fresh and salt water fishing, surfing, water skiing, wind surfing, hunting, BMX, tramping, skateboarding, wake-boarding, endurance sports, motor-cross, dam dropping and equestrian events. Not to mention all mainstream sports, world class gardens and nature trails, and a thriving local arts scene.

An area of unique and colourful history

History is alive around here - South Taranaki was settled by Māori many hundreds of years ago. It later played a pivotal role during the New Zealand land wars and early European settlement. It features numerous sites of significant historical importance and has a wealth of stories reflecting the growth and development of New Zealand.

High Level Marketing Strategies

Internal

- Build Perception of South Taranaki as truly being *Alive With Opportunity*.
- Increase residents' knowledge and celebrate the districts history, its stories and its uniqueness and strengthen their connection to this, thereby increasing their own pride in being from South Taranaki (all ages).
- Help residents be positive ambassadors.
- Increase understanding of what's going on within the district.
- Increase communication between residents/groups.
- Increase communication between residents and the South Taranaki District Council.
- Enable and harness the resource/passion/knowledge from those in the district for the future benefit of the district – both internally and externally.

External

- Promote South Taranaki as truly being *Alive With Opportunity*.
 - Promote South Taranaki as an attractive place to live and work.
 - Promote South Taranaki as a district that is at the cutting edge of technology internationally in many areas of industry.
 - Promote South Taranaki as a district that provides real and sustainable job opportunities.
 - Promote South Taranaki as a forward thinking district leading the world in regard to communicating with its residents.
 - Promote South Taranaki as a district that encourages and assists new business to set up and prosper in the area.
 - Promote South Taranaki as a vibrant district with some of the best options for special interest activities in New Zealand.
 - Promote South Taranaki as a district that has an exciting events calendar and that encourages and assists the production and presentation of such events.
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The Big Picture

An Integrated Approach

An Integrated Approach

Auckland rather than New Zealand-wide

Taking into account the available marketing budget, Auckland offers the greatest potential (New Zealand and abroad) in terms of return on investment for targeting:

- Skilled migrants
- New business
- Visitors for specific events/attractions
- General tourists/visitors
- Ex-residents

Benefits for focusing spend here include:

- The largest New Zealand catchment – media reach per dollar
- Rising unemployment
- High number of school/tertiary leavers
- Expensive housing market/cost of living
- *Comparatively* less attractive lifestyle

Overseas

At its biggest, our secondary target is *rest of world* due to the potential of the Internet. In this sense any pro-active employment/lifestyle seekers looking to move are likely to be exploring a range of options. If we provide them an innovative and leading edge online introduction to the district (with the potential to connect with immigrants from their own country) South Taranaki will stand out head and shoulders from the competition here and in Australia/Canada.

However, the Internet also gives us the opportunity to place targeted online advertising to target specific groups in selected markets like the UK, South Africa and Australia.

Marketing Activities

Online

The South Taranaki District Council's website has the potential to be the districts most powerful and cost-effective marketing and information tool for target audiences, both internal and external. With this in mind, and taking into consideration the available budget, we recommend that website redevelopment and associated online activity should make up a substantial part of the Council's marketing plan.

We believe the new website should bring South Taranaki to life online in a unique way that reflects the vibrant *real world* community who live there and that the district is *alive with opportunity*. The website should also allow the residents of South Taranaki to actively participate in the promotion of the district. In addition, it should support local places, events and businesses by providing a central *hub* through which information can be published and shared.

Online Marketing - Social Networking/Viral

In association with a revamped website, a range of items will be developed to allow residents to actively promote the South Taranaki district via email, blogs, private and business websites, and other forms of online social networking, such as Facebook and LinkedIn. The items could include things like email footers, badges (images that can be downloaded and added to websites or online profiles), and e-cards.

Website Redevelopment

Full re-development of South Taranaki District Council's website and online presence.

Timeframe: Year One, Two and Three

Measure: Website developed and operational
 Number of enquiries generated from people using the website
 Number of hits on the website

Cost: Year One \$60,000 Year Two \$10,000 Year Three \$10,000

Local Activity

Taranaki Visitors Guide

Due to an historically positive response we recommend an ongoing presence in Taranaki Visitors Guide.

Timeframe: Years One, Two and Three

Measure: Inclusion of South Taranaki in the *Taranaki Visitors Guide* annually

Cost PA: \$1,000

South Taranaki Marketing Brochure

A well designed/produced piece of marketing collateral that can be used for events such as tourism conferences and other targeted approaches. Look to get buy-in from four to five local operators and secure contribution from each to increase budget. This will be a powerful tool and will both profile the district and offer *saleable* packages.

Timeframe: Years One, Two and Three

Measure: Producing brochure developed with contributions from four to five local tourism operators

Cost PA: \$5,000

Local Billboards

Scope two to three potential sites plus the Water Tower (when appropriate). Produce creative and skins/sites.

Timeframe: Years One and Three

Measure: Three local advertising sites decided and advertising erected

Cost PA: \$5,000

Auckland Catchment Activity

Auckland Billboards

Auckland Billboard campaign executed in line with radio, PR, print advertising. Five to six 6x3 or three x spectacular sites in key positions.

Timeframe: One full month in Year Two – sites to be confirmed

Measure: Content of billboards agreed and five to six billboards erected

Cost: \$20,000

Branded/Composite New Zealand Herald Employment Advertising

A South Taranaki branded recruitment advertisement template that will promote key employment positions available within the district and point readers towards the re-developed South Taranaki District Council website. Look for contribution from industry/employers for this. Advert will consist of either a horizontal strip across the bottom (10cm high x 26.4cm wide – the width of the page) or vertical strip (38cm high – the height of the page x 7.4cm wide).

VTT is currently running a fortnightly four page advertising campaign in the employment section of the New Zealand Herald. If this were to be repeated next year, the South Taranaki District Council could be part of this campaign instead.

Timeframe: Year Two and Three

Measure: Newspaper advertising undertaken with contributions from South Taranaki industry/employers

Cost PA: \$15,000

Auckland Radio

A targeted and intensive radio campaign to run for one full month in Auckland on *The Rock* and *More FM*. These adverts will position South Taranaki as a great place to live and work and will drive people to the redeveloped South Taranaki District Council website. The campaign will consist of 230 x 30" spots across *The Rock* and *More FM* (sample schedule for Year Two attached) and will also include editorial/advertorial activity on Radio live. Bonus spots will also run on *Kiwi FM*.

- *The Rock* and *More FM* together in Auckland reach 213,100 people 10+ every week.
- One in five Aucklanders 10+ are listening to *The Rock* and/or *More FM* - and they all talk to family, friends, neighbours and workmates.

Timeframe: Year Two and Three

Measure: 230 radio advertisements delivered through two radio stations over a one month period for two years

Cost: Year Two \$30,000 Year Three \$15,000

Integrated Auckland Campaign

Measure: Number of new residents and businesses attracted from integrated Auckland campaign

Other National Activity

In-flight Magazine	Due to an historically positive response we recommend an ongoing presence in <i>In-flight Magazine</i>
	Timeframe: Years One, Two and Three
	Measure: Inclusion of article about South Taranaki in <i>Inflight</i> magazine biennially
	Cost PA: \$2,500

Tourism Conference	Representation annual tourism conference (to be confirmed) – this will require partnering with four to five local attraction operators (common to marketing brochure). The South Taranaki District Council will be able to promote the district specifically as a tourism destination, develop business for local operators, and provide <i>product</i> for tourism operators.
	Timeframe: Year Three
	Measure: Four to five local attraction operators partnering with the South Taranaki District Council to attend tourism conference
	Cost: \$5,000

International Activity

Online advertising – UK/South Africa/Australia	Online advertising targeting United Kingdom, South Africa and Australia.
	Timeframe: Years One, Two and Three
	Measure: Advertisements listed on line Number of residents from United Kingdom, South Africa and Australia attracted to South Taranaki from on-line advertising Number of business from United Kingdom, South Africa and Australia attracted to South Taranaki from on-line advertising
	Cost PA: Year One \$4,500 Year Two \$10,000 Year Three \$10,000

Setup and Design

Umbrella Conceptual Approach and Tactical Design

Allowance for development of an overall Project Opportunity conceptual approach (utilising Taranaki Brand look/feel) plus:

- Design of Tourism Conference Pull-up Banners/Poster
- Resident's Quarterly Newsletter and South Taranaki Brochure templates (cover, two spreads – to brief local designer)
- Two to three Billboards
- New Zealand Herald multi-advert/promotional recruitment advert template
- Online advertising template design
- Radio advert creative/script (donut)

Timeframe: As required - review annually

Measure: Concept designs and templates developed

Cost: \$20,000

Reporting

An annual report against performance measures included in the Marketing Plan will be provided to the Council.

The impact of the Marketing Plan will also be reported on through the Council's Quarterly Performance reports under Economic Development and Tourism.

Percentage of community satisfied with the Council's efforts to attract and expand business opportunities within the district.

Baseline 66%

Number of new business start up's per annum.

Number of promotions per annum.

Increase in visitor numbers.

Baseline 2007/08 15,088

Free Marketing Initiatives

Taking into consideration the available budget, it is very important that we harness resource, passion and knowledge from within the community in order to achieve many of the district's marketing goals.

The redeveloped online platform and increased communication with residents will facilitate this, but a clear plan of what we want to achieve is essential, as is the input, drive and passion of key people from the South Taranaki District Council. Targeting the necessary sectors within the district (industry, media, community groups and schools) will require input and effort from Council leaders. This will require an investment of their time and will influence the level of success.

The following list of Marketing Activities will not be allocated any actual budget but will be enabled and brought to life by the online platform, Council staff and the people of South Taranaki under the management of the South Taranaki District Council. It is suggested that the list is prioritised and that where not already the case, areas of action and responsibility be added to various council staff portfolios.

Having said that, the whole idea of this kind of activity is that we enable those from within the community to do the bulk of the *work* – council staff are the facilitators and managers.

The following are suggested free marketing initiatives:

- Events Scoping and Planning – Scope opportunities and develop a prioritised plan for best opportunities to add popular events to the annual calendar. Involve community groups with specialist knowledge of events/activities.
- Entertainment Listings – ensure that South Taranaki events and happenings are listed weekly across all available media. This is a simple weekly/monthly update to a media database that can be created quickly and developed further over time.
- Public Relations – regular South Taranaki District Council press release and follow up interviews (where requested) relating to key events and happenings. There is good potential around the launch of the new online platform for national/international coverage.
- Historical Society – get locals who have a passion for the history of South Taranaki to start using the online platform as a resource and/or set up an action group.
- Local Media – liaise with local media (radio, print) to secure regular editorial spots and encourage them to use the local branding/key messages at every opportunity. Also encourage them to use the online platform to their advantage.
- Positive Messages from Business Leaders – encourage local business leaders to have a voice within the community and provide them an online platform.
- South Taranaki District Council Media Page – a page on the website where locals and business/industry can download the local branding, logo, e-cards, and email footers.

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- Local Cinema – Negotiate continued viewing of Taranaki movie at each showing of each movie.
 - South Taranaki Immigrant Ambassadors – identify willing immigrant ambassadors who will be the face of their homeland online and who will answer enquiries from those interested in migrating to South Taranaki – stage two is for these ambassadors to set up local groups – eg South African residents.
 - Youth Ambassadors – encourage and incentivise a small number of Youth Ambassador roles that change annually. Could be high school students in their final year of education.
 - Youth Group Programme – Encourage and facilitate formation of youth groups/communities that are hosted online and celebrated with community events.
 - Welcome to The Community Committee – a small number of existing residents who pop in and say hi to new residents – utilise online platform.
 - Local Schools Online – the South Taranaki District Council to directly engage schools and encourage them to utilise the new South Taranaki District Council online platform as a resource and hub for the district.
 - Businesses and Workplaces Online – same as above for business/industry.
 - Internet/online Education – provide a quarterly session at local library to educate people how to get online and then use the site.
 - Alumni – use social networking and online platform to start building the South Taranaki Alumni.
 - Transient Workers – encourage business and industry to actively provide transient workers with the intro pack material.
 - Sister City Relationships – explore building on this and develop inter-city resident communications via online platform.
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Activity and Budget Allocation

Central Campaign/Community/STDC Website			
Full Website Re-development	\$60,000	\$10,000	\$10,000
Local Activity	2009/10	2010/11	2011/12
Taranaki Visitors Guide	\$1,000	\$1,000	\$1,000
South Taranaki Marketing Brochure	\$5,000	\$5,000	\$5,000
Local Billboards	\$5,000	\$0	\$5,000
Auckland Catchment Activity	2009/10	2010/11	2011/12
Auckland Billboards	\$0	\$20,000	\$0
Branded/Composite NZ Herald Employment Advertising	\$0	\$15,000	\$15,000
Radio Advertising – The Rock/More FM	\$0	\$30,000	\$15,000
Other National Activity	2009/10	2010/11	2011/12
In-flight Magazine	\$2,500	\$2,500	\$2,500
Tourism Conference	\$0	\$0	\$5,000
International Activity	2009/10	2010/11	2011/12
Online Advertising - UK/South Africa	\$4,500	\$10,000	\$10,000
Setup and Design	2009/10	2010/11	2011/12
Umbrella Conceptual Approach, Template Design, Specific Billboard/Radio ad creative	\$20,000	\$0	\$0
Totals	\$98,000	\$93,500	\$68,500