

**TO:** Allan Prangnall, Wellington City Council

**FROM:** Keith Marshall, Grow Wellington  
David Perks, Positively Wellington Tourism

**DATE:** Friday 20 July 2012

**SUBJECT:** **Draft proposal for PWT and Grow Wellington to deliver Destination Wellington**

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## **Background**

WCC has recognised the need for a new strategy to refocus economic development efforts for the city. The programme of work to deliver this new strategy is Destination Wellington.

This memo outlines a draft summary plan of how Positively Wellington Tourism (PWT) and Grow Wellington (Grow) will leverage their respective expertise to deliver a set of defined Destination Wellington Programme (DWP) outcomes between 2012/13 and 2014/15, and improve Wellington's position as a preferred location for businesses, talent, investment and students.

There are seven key streams of work required to deliver the DWP. PWT and Grow jointly propose that each of these workstreams be led by one agency, with support from the other agency (and external partners, where appropriate). Each agency will be separately contracted to deliver their lead work stream.

PWT and Grow propose the following draft plan to deliver the DWP:

**Proposition - Assets - Delivery - Deal Conversion - Welcome – Retention – Coordination**

### **1 Developing the proposition (PWT)**

A coherent and clear story that provides the qualitative and quantitative evidence to support a differentiated Wellington Story. This story will be the single version of the truth shared by all agencies and partners, delivering a consistent message to the market.

### **2 Developing the assets (PWT)**

A range of digital (websites, video) and physical assets (printed collateral) will be produced to tell the Wellington Story. The digital assets in particular will be the call to action destinations for both the B2B and B2C marketing. Other assets will be syndicated for use by the wider business ecosystem to tell the Wellington story.

### **3 Delivering the message (PWT for mass market, Grow Wellington for business market):**

The Wellington Story will be delivered to different markets, and different segments within those markets. To be most effective, a mix of consumer (advertising) and business (hunting) marketing tactics will be deployed. The key marketing channels will be:

- online - integrated Wellington website, SEO, adwords, social media, multimedia
- offline - targeted trade shows and conferences, inbound and outbound market delegations, sister city relations

#### 4 Deal conversion (Grow Wellington)

Once business attraction leads are generated via marketing activities they will be validated through a proven conversion process. This process will focus the business development and networking resources on the opportunities that are most likely to result in wins, and therefore economic value, for the city.

#### 5 Welcome (WCC)

Welcome ('soft landing') services will make it easier for business, investors, talent and students to set-up in the city. This includes assistance with immigration and business processes, and access to lifestyle benefits. For some markets (eg Asia), civic recognition is valued highly.

#### 6 Retention (Grow Wellington, PWT and WCC)

The agency will work with targeted businesses to ensure they become fully embedded in the Wellington community. This will take the form of aftercare services for businesses to ensure that they and their employees remain in the city, and support for local businesses looking to grow and export.

#### 7 Coordination (WCC)

Overall co-ordination of the DWP is provided by a dedicated FTE resource, location TBC.

#### Activities, resources, and budget

The activities, costs and lead agency for DW are detailed on subsequent pages. In summary the following is proposed:

	Activity	Year 1 (000)	Year 2 (000)	Year 3 (000)
PWT	Digital	330	465	465
	Research	45	50	50
	Media & Comms	60	95	95
	Brand	235	250	250
	Set-up	15	10	10
Grow	Business Attraction	225	330	330
	Catalyst B2B sales	105	570	570
WCC	Support & Admin	10	120	120
	<b>TOTAL</b>	<b>\$1,025</b>	<b>\$1,890</b>	<b>\$1,890</b>

In year one, the investment focuses on developing the Wellington Story and the necessary assets to take it to market.

In subsequent years the investment ramps up in B2B marketing and sales conversion activity that will lead to actual economic value.

Both organisations have worked cooperatively to develop a plan that maximises the Destination Wellington outcomes. This plan acknowledges the mutual benefits of each organisation and assumes that the lead agency will include the support and resources from the other agency.

The boards of PWT and Grow Wellington have yet to fully consider this proposed plan. However both boards are supportive of the direction and intent of the plan.



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Keith Marshall  
Chief Executive  
Grow Wellington



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David Perks  
Chief Executive  
Positively Wellington Tourism

# APPENDIX A

Project: Destination Wellington  
Budget Version: 1  
as at 20 July 2012

	PWT
	GW
	PWT / GW
	TBA

Activity	Budget		
	Year 1 12/13	Year 2 13/14	Year 3 14/15
<i>Digital (PWT)</i>			
Human Resources	\$ 60,000.00	\$ 85,000.00	\$ 85,000.00
Establishment & Development Costs	\$ 150,000.00	\$ 50,000.00	\$ 50,000.00
Maintenance Fees	\$ 15,000.00	\$ 20,000.00	\$ 20,000.00
Hosting Fees	\$ 5,000.00	\$ 10,000.00	\$ 10,000.00
Search	\$ 100,000.00	\$ 300,000.00	\$ 300,000.00
<b>Subtotal</b>	<b>\$ 330,000.00</b>	<b>\$ 465,000.00</b>	<b>\$ 465,000.00</b>
<i>Research (PWT/GW)</i>			
Research	\$ 45,000.00	\$ 50,000.00	\$ 50,000.00
<b>Subtotal</b>	<b>\$ 45,000.00</b>	<b>\$ 50,000.00</b>	<b>\$ 50,000.00</b>
<i>Media &amp; Communications (PWT)</i>			
Human Resources	\$ 35,000.00	\$ 70,000.00	\$ 70,000.00
Collateral Development	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00
<b>Subtotal</b>	<b>\$ 60,000.00</b>	<b>\$ 95,000.00</b>	<b>\$ 95,000.00</b>
<i>Brand Development &amp; Marketing (PWT &amp; GW)</i>			
Brand Development	\$ 150,000.00	\$ -	\$ -
Brand Roll Out	\$ 85,000.00	\$ 100,000.00	\$ 100,000.00
Marketing & Promotion	\$ -	\$ 150,000.00	\$ 150,000.00
<b>Subtotal</b>	<b>\$ 235,000.00</b>	<b>\$ 250,000.00</b>	<b>\$ 250,000.00</b>
<i>Support &amp; Administration (WCC/PWT/GW)</i>			
Human Resources	\$ -	\$ 70,000.00	\$ 70,000.00
Business Delegation Hosting	\$ 10,000.00	\$ 50,000.00	\$ 50,000.00
Set-Up & Other Expenses	\$ 15,000.00	\$ 10,000.00	\$ 10,000.00
<b>Subtotal</b>	<b>\$ 25,000.00</b>	<b>\$ 130,000.00</b>	<b>\$ 130,000.00</b>
<i>Business Attraction (GW)</i>			
Human Resources	\$ 200,000.00	\$ 250,000.00	\$ 250,000.00
Catalyst Activity	\$ 105,000.00	\$ 570,000.00	\$ 570,000.00
Set-Up & Other Expenses	\$ 25,000.00	\$ 80,000.00	\$ 80,000.00
<b>Subtotal</b>	<b>\$ 330,000.00</b>	<b>\$ 900,000.00</b>	<b>\$ 900,000.00</b>
<b>TOTAL</b>	<b>\$ 1,025,000.00</b>	<b>\$ 1,890,000.00</b>	<b>\$ 1,890,000.00</b>
Budget Allocated	\$ 1,000,000.00	\$ 1,900,000.00	\$ 1,900,000.00

# APPENDIX A

	Activity description
Digital - Human Resource	1 x 32hr person, responsible for development of digital delivery and syndication of content in none tourism areas, content development and ongoing content management. In the future also responsible for digital marketing initiatives
Digital - Establishment	Build of new areas of wellingtonnz.com in Year One ongoing development and further development/keeping up with technology upgrades in Years Two and Three
Digital - Search	The most significant cost associated with digital marketing is raising the ranking of a website in user Search. To gain profile in markets beyond Aus/NZ it is necessary to commit substantial dollars to this activity. Search would be highly focused on target markets and target sectors.
Research	Research is needed to establish what the Brand Wellington Story is and what are the traits that are demonstrated in that Story. This means working with a significant number of stakeholders both to establish the state of the existing brand and how it should be portrayed in the future to provide the back drop to all external communications for Wellington. In years 2 & 3 research for ad-hoc projects, support of investment propositions and tracking activity - this would be co-managed to make the most required investments.
Media & Communications - Human Resource	One FTE to be responsible for internal communication in Wellington to large businesses and business stakeholders, programmes to get buy-in from key Wellington agencies and organisations, communications to NZ media, hosting and pitching to external (specialist and generalist business) media.
Media & Communications - Collateral Development	Development of Core Collateral for distribution by PWT/GW & WCC. e.g. Redevelopment of existing collateral - My Wellington; Tertiary Education Collateral
Brand & Marketing - Brand Development	Development of the Wellington Brand story into articulated brand toolkit including core assets for stakeholders
Brand & Marketing - Brand Roll Out	The development of all the branding assets and developing for free use by the wider business community, application of the brand in partner organisations, photos, video, case study reports etc.
Brand & Marketing - Marketing & Promotion	The ongoing marketing of Wellington in none Tourism sectors - this will be predominantly digital but will include other activities too. See separate sheet.
Support & Administration - Human Resources	Administrative role to coordinate all activity and governance group; to coordinate inward delegation visits and local business relations for outward trips. Manager of the Online Toolkit. Brings organisations together. 'Rolling out the red-carpet' Supports after-landing care through network involvement
Support & Administration - Set-Up & Other Expenses	Set-up expenses in Year One and ancillary expenses in subsequent years incurred at PWT.
Business Attraction - Human resources	2 x FTE at GW for targetted hunting role (6 months in Year One plus coordinator in Year 2 & 3) and support for development of oportunities.
Business Attraction - Catalyst Activity	A variety of activities focussing on presenting Wellington to prospective talent and invetsment. Highly targeted conferences, provison of buisness proposals, tertiary education sector specific activity, translation services, mayoral scholarships, niche trade forum.
Business Attraction - Set-Up & Other Expenses	Set-up expenses in Year One and ancillary expenses in subsequent years incurred at GW. Includes Exec travel to market, with official delegations and follow-up travel to pursue specific opportunities