



KAWERAU DISTRICT COUNCIL

Marketing Strategy 2017-2020

Promoting The District As A Great Place To Live And Work



EXECUTIVE SUMMARY

There is much to recommend the Kawerau District and Kawerau Township to existing and new residents: a great climate, affordable property, easy access to a wide range of recreational facilities and a wholesome environment. However, while the town has recently bucked the trend of population decline in small rural towns, more can be done to attract new residents and ensure the long-term prosperity of the town and district.

The goal of the Strategy is to help generate economic and community growth in the Kawerau District by:

- Attracting new residents to move to and buy homes in Kawerau; and
- Attracting new people to start or buy existing businesses.

There is a strong desire amongst Kawerau organisations, individuals, businesses and business support organisations to work collaboratively on district marketing, while maintaining project and organisational independence.

Kawerau District Council is ideally positioned to umbrella the various marketing activities being undertaken in the district, while addressing critical gaps. To this end, Council needs to identify all parties involved in marketing Kawerau and its good and services and take stock of who is involved and what each is doing. Strong collaborative working relationships can be built through regular group meetings/networking events for those involved.

This document is a three-year marketing Strategy for Kawerau District Council (Council). Implementing the marketing programme will require budget to cover cash costs and a skilled marketing resource.

Accompanying this Strategy is an action plan for implementing the marketing programme. Foundation actions are included in year one and many become ongoing activities. A targeted marketing campaign is included in both years two and three. The total cost of the action plan is \$129,180.

The action plan and Strategy will be reviewed annually.

“You cannot build a long-term future on short-term thinking.”
Billy Cox

To discuss information included in this marketing strategy, please contact Glenn Sutton, phone (07) 306 9009.

This marketing strategy was developed by Kawerau District Council in conjunction with a district marketing steering group. The group comprised the following members:

- Brendon Cairns (past business owner and resident). Sadly, Brendon passed away during creation of the Strategy;
- Glenn Sutton (Council Economic and Community Development Manager);
- Helen Stewart (Executive Director Kawerau Enterprise Agency);
- Justine McLeary (Bay of Plenty Regional Council Marketing and Communications Advisor);
- Lee Barton (Council Events and Venues Manager);
- Phil Kilroy (new resident and local business owner);
- Sandra Haines (Council Policy Analyst/Strategic Planner);
- Sarah van der Boom (Cheeky Rooster Communications & PR);
- Sneha Gray (business owner and community development advisor).

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BACKGROUND

ABOUT KAWERAU

Kawerau is the industrial heart of the Bay of Plenty and nestles within the Tarawera valley at the foot of the dramatic Putauaki (formerly known as Mt Edgecumbe), a volcano that became dormant about 1000 years ago.

Kawerau Township is the seat of the Kawerau District Council, and the only town in the Kawerau District. It lies on State Highway 34, southwest of [Onepu](#), at the start of the Murupara Branch railway and the end of the [East Coast main trunk railway](#). It is located 100km southeast of Tauranga, 58km east of Rotorua and 35km south-west of Whakatane.

Kawerau is within easy reach of lakes, beaches, forests, provincial cities and thermal areas. It is nestled next to the Tarawera River and close to the spectacular Lake Tarawera, one of the Bay of Plenty's premier fishing and recreational lakes.

Founded in 1954, Kawerau is one of New Zealand's youngest towns. It has been well planned, with a shopping centre, plenty of parks and reserves, wide tree-lined streets and many community facilities. It is known for its friendly people, leisurely pace of life, stunning natural environment and strong community spirit. Kawerau's multicultural background is a proud characteristic of the town, as is the richness of its Māori heritage.

The area's wonderful climate, varied scenic beauty and affordable living make it a great lifestyle option.

Kawerau's economy is driven largely by the nearby pulp and paper, forest, engineering and geothermal industries. In 1981, the population reached a peak of 8,595 people, many of whom were in well-paid employment. The population is now 6,660.

Kawerau has many advantages for anyone wishing to establish a business, including a business-friendly and enabling district council, well-established business support provided by the Kawerau Enterprise Agency, affordable business premises, readily available labour and easy access to the Bay of Plenty's main centres: Rotorua, Whakatane and Tauranga.

CURRENT INDUSTRY AND EMPLOYMENT SECTORS

Business demographic data for the year ended February 2013 showed that:

- There were 308 business locations (geographic units) in the Kawerau District. This was a decrease of 9.1 percent from the year ended February 2006.
- There were 2,480 paid employees in the Kawerau District. This was a decrease of 24.6 percent from the year ended February 2006.

Table 1: Top five industries in Kawerau by employee count, year ended February 2013.

	Kawerau		New Zealand	
	Employee count	% of total employees	Employee count	% of total employees
Manufacturing	1140	46	211710	10.9
Construction	230	9.3	124870	6.4
Other services	180	7.3	64973	3.3
Education and training	170	6.9	167240	8.6
Retail trade	170	6.9	195870	10.1

Demographics

- At the 2013 Census, Kawerau's population was 6357. At that time an Auckland University Professor of Demography forecast a continued slow decline for rural provincial towns, including Kawerau. However, in the year to October 2015, Kawerau grew by 0.8 percent, to 6660, and new residents are still arriving from around New Zealand.
- Ethnicity is predominantly Māori/European, with a small proportion of migrants from Asian and other countries. (N.B: An individual can choose multiple ethnicities hence n = > 100%)

Ethnicity	2006	2013	NZ 2013
Māori	61%	62%	15%
European	47%	52%	74%
Pacific Peoples	4%	4%	7%
Asian	2%	2%	12%
Other	6%	1%	5%
Unstated	4%	13%	6%

- Education levels of the Kawerau population are on average slightly lower than the rest of the country.
- The average income in Kawerau is considerably lower than the national average.
- More than half (51 percent) of Kawerau family types are solo parent households.
- Some 26 percent, 3 percent higher than the national average, of households have a single person living in them, reflecting an ageing population.
- Half of Kawerau's residents (50 percent) own their own homes.
- Employment data is not conclusive, as many 2013 census respondents chose not to record their employment status. Of those who did respond:

	Kawerau	National average
Full-time employment	30%	48%
Part-time employment	10%	14%
Unemployed	12%	5%
Non-participation in the workforce	45%	33%

Health Services

- Primary - 30 minutes to a regional hospital with full emergency and specialist services.
- Secondary - doctors, dentist, physios, aged care, denture care, etc.

Kawerau Visitor Information

- Commercial Accommodation Monitor (CAM) statistics - used by Regional Tourism Operators to determine visitor numbers and visitor stay nights (TBC).

Customer feedback research

Two pieces of research currently provide customer feedback to Council:

- Fortnightly customer satisfaction survey (sample size 50-70 customers)
- Three-yearly Communitrak Community Survey.

COMPETITORS

Within Kawerau

All organisations involved in marketing Kawerau are potentially competing for the attention of the target sectors. For this reason, a collaborative approach to district marketing is essential.

Outside Kawerau

- All other provincial towns in New Zealand that are attempting to attract late baby boomers.
- Bay of Plenty towns attempting to attract Gen Y first-home buyers, young families and entrepreneurs.

COLLABORATORS

Within Kawerau	Outside Kawerau
<ul style="list-style-type: none"> ➤ Event organisers ➤ Health providers ➤ Hospitality providers ➤ Industrial Symbiosis Kawerau (ISK) ➤ Kawerau Ambassadors ➤ Kawerau and District Ageing in Place (KADAP) ➤ Kawerau Business Association ➤ Kawerau Enterprise Agency (KEA) ➤ Kawerau Information Centre ➤ Kawerau Online website ➤ Kawerau Proud ➤ Kawerau.org website ➤ Local businesses ➤ Media - Radio 1XX, Whakatane Beacon, Whakatane News, Sun FM ➤ Rautahi Marae ➤ Real estate agents. 	<ul style="list-style-type: none"> ➤ Bay of Plenty Regional Council ➤ EBOP Chamber of Commerce ➤ Media, Bay of Plenty and national ➤ Ōpōtiki District Council ➤ Toi EDA ➤ Whakatane District Council.

OBJECTIVES

PROJECTED DISTRICT OUTCOMES

Projected district outcomes are yet to be established for the marketing strategy. A range of strategic research and planning, which will impact on outcomes, is under way, including but not limited to the Toi Moana Bay of Plenty Economic Action Plan; Eastern Bay - Beyond Today; Kawerau District Economic Development Strategy and Kawerau District Events Strategy.

Marketing objectives would normally be set following the establishment of strategic organisational/business plans and objectives. However, completion of this suite of strategic planning is some way off and Council does not wish to delay progress on district marketing until these are completed. Once finalised, the regional growth and economic development planning framework will inform goal setting for district growth and subsequently, high-level and detailed goals for this marketing strategy.

While detailed desired outcomes and objectives are absent, the intent of the marketing programme is clear. The vision for this project is: *To help generate economic and community growth in the Kawerau district by:*

- *Attracting new residents to move to and buy homes in Kawerau*
- *Attracting new people to start new or buy existing businesses in Kawerau.*

MARKETING OBJECTIVES

The following objectives are proposed and are for discussion only. They will be revisited following the strategic planning process described in the section above. Objectives will ideally be established in conjunction with the marketing Advisory Group and evaluated and reviewed annually.

Objective	Measure	KPI
Attract new residents to buy homes in Kawerau.	Census 2018 Department of Statistics annual population adjustment for 2019.	XXX additional residents by 30 June 2020. New residents include members of two desired target sectors.
Attract new people to start or buy existing businesses here.	KEA business register shows net growth in the number of businesses.	XX new micro (1-2 people) home-based businesses by 30 June 2020.
Percentage of home owner/occupiers increases.	Owner addresses match residential addresses in new house sales data.	The proportion of owner/occupiers increases from 60% to XX% by 30 June 2020.

Objective	Measure	KPI
Deliver a three-year marketing programme on adoption of Marketing Strategy	Detailed plan developed and ready for implementation. <ul style="list-style-type: none"> • Campaign analysis – all channels. • EAV (equivalent advertising value). • Website hits. • Online reach. • Media pick up. • Collateral developed. 	Implementation of marketing programme: <ul style="list-style-type: none"> • Website in place • Media programme in place (print, TV, radio and online) • Two-three targeted campaigns • Attendance at two to three expos • One marketing collateral item developed each year • One competition each year • 12 good news stories developed and published annually across all channels.

AUDIENCES AND TARGET MARKETS

When considering target markets, it is imperative to be as specific as possible. Detailed target market research has not yet been completed, but will yield such information as age/life stage, geographic location, pastimes and interests, generational characteristics, financial profiles and more.

Kawerau District Council's marketing advisory group considered the current and future composition of Kawerau's population and identified the following target market opportunities:

PRIMARY TARGET MARKETS

GENERATION Y

Generation Y (Gen Y) includes people born between 1980 and the late 1990s. They are now aged in their early 20s to late 30s. A worldwide trend has seen Gen Y move from rural provincial areas to larger cities and towns for education, work and social opportunities.

Characteristics of Gen Y include:

- Very sophisticated, technology-wise;
- Immune to traditional marketing pitches; they have been exposed to persuasive marketing since early childhood and are savvy to techniques;
- Segmented across multiple non-traditional media channels; for example, internet-based TV channels, internet radio/music channels, the internet, e-zines, gaming platforms etc.;
- Less brand loyal, but very flexible and likely to follow latest trends/their peers;
- Peer-to-peer communications are most valued, e.g. social media and word-of-mouth.

Gen Y is notoriously difficult to attract to provincial/rural towns. US-based research^{1 2} suggests that essential components in a promotional campaign aimed at attracting Gen Y should include the following:

- Emphasise the district's business friendliness to prospective entrepreneurs as Gen Y people are often entrepreneurially-minded;
- Affordable local businesses for sale now and opportunities for 'succession sales' i.e. newcomer buys into a business, learns the ropes with a view to purchasing the business outright when the owner retires;
- High-speed internet infrastructure;
- Social connectivity – events (with music and food) that appeal to Gen Y and enable them to keep in touch;
- Social media and word-of-mouth-based promotions (peer-to-peer);
- Business incubator services - communities in rural areas that have encouraged and empowered young entrepreneurs have enjoyed success, because the Gen Y people have recommended these towns to peers and friends living in non-rural areas.

¹ Rolenc (2010)

² Starkweather (2010)

Much of this age group is fighting an increasingly difficult battle against property value increases in some parts of New Zealand. Non-entrepreneurial Gen Y people are unlikely to move any great distance to Kawerau to buy their first home in the absence of employment.

Therefore, marketing to this sector should have two components:

First-Home Buyers and Entrepreneurs

- Focus on young people currently living and working nearby, (for example in Rotorua and Whakatane).
- Focus on young people nationwide with aspirations of being internet-based entrepreneurs (once ultra-fast broadband is in place).

Families with Young Children

- Focus on young families currently living and working nearby, as above.

LATE BABY BOOMERS

The 'baby boomer' generation includes those born between 1946 and 1964. Late baby boomers are now in their early to late-50s. By this stage, many have raised a family and no longer have dependents at home and so can downsize property and free up cash for new business ventures, travel, or an easier life.

At age 50-plus, many New Zealanders are searching for a different pace of life, which can be difficult to achieve when living in a city with high-cost real estate, high-density housing and heavy traffic. Health challenges, death of parents or dissatisfaction with work or lifestyle are just a handful of triggers that could precipitate the desire for change.

Kawerau is unlikely to be the destination of choice for the high-flying asset-rich young baby boomers. This group has the pick of provincial New Zealand. Kawerau is more likely to appeal to those with more modest assets and incomes, who want to make what they have go further.

Proximity to health services – both primary and secondary – is important to this age group.

There are two significant groups within the late baby boomer sector that will be worth targeting in district marketing: semi-retired couples who are entrepreneurial and/or love to travel, and the Kawerau 'Alumni' – those who have a positive past association with the area.

Semi-Retired Couples – Entrepreneurs and Travellers

- Hamilton
- Whakatane
- Rotorua
- Tauranga
- Auckland
- Taupō.

Kawerau Alumni

People who already have positive associations with Kawerau because they:

- Grew up in Kawerau
- Lived or worked in Kawerau in the past
- Work here now and live in another centre
- Have visited/stayed in Kawerau for family, sports, holidays or events
- These people could live anywhere in New Zealand or world.

GENERATION X

Generation X (Gen X) includes the children of baby boomers born between the early 1960s and the early-1980s (35-55 year olds).

Many Gen Xers are in established families with high-school aged children, have a degree of financial security, are settled in a profession, value home ownership and are involved in community activities.

While this group is recognised as the core of any growing community, Kawerau needs expanded employment opportunities in order to attract this sector. This target sector should become a clear focus at such time that economic and employment development activities come to fruition.

SECONDARY TARGET MARKETS

The Locals

Most of Kawerau's district marketing activities will be 'outwards-facing', in that little will be visible locally. However, it is important to keep locals on board and involved with the project and therefore proactive local communications will be vital.

KEY MESSAGES

A key message says 'who we are and what we've got to offer you' as simply and concisely as possible. It communicates key points that we seek to convey consistently to our audience/s and it ties back to our campaign objectives.

PRIMARY MESSAGES

The primary key message is a straightforward and concise call to action applicable across all target sectors: 'Move to Kawerau'.

SECONDARY MESSAGES

Secondary messages can provide greater detail; for example, about specific offerings to a target sector. These are appropriate for longer-run communications and different messages can be developed for specific purposes, projects or audiences.

A tagline can be integrated into marketing activities in association with the primary key message. A sticky tagline is descriptive, long-lasting, short, relevant to the target sector and product, and catchy. The 'Something for Everyone' tagline developed by Kawerau Proud provides an umbrella statement, but does not adequately position the town for its priority target markets and is not accurate. A tagline should provide the reason/s why the target sector should make the move. Below are multiple examples of how the key message and target sector-specific messages could be used in district marketing.

All Sectors

- For a warm welcome, move to Kawerau.
- Move to Kawerau, the friendliest little village in the forest.
- Move to Kawerau and we'll help kick-start your new business.
- Move to Kawerau and go play outside: golfing; hunting; fishing; biking; hiking; kayaking; parks; river; lakes; free, heated pool complex and no traffic!
- Move to Kawerau, it's at the heart of everything.

Late Baby Boomers

- Move to Kawerau for the good life.
- Asset-rich, cash-poor? Move to Kawerau and put money in your pocket.
- Put your money to work - move to Kawerau.
- Move to Kawerau - and you'll be in the money.

Gen Y Home Buyers

- For an affordable first home, move to Kawerau.
- Why rent? Move to own in Kawerau.
- Move to Kawerau – and get on the property ladder.
- Want to own your own home? You could buy a Lotto ticket...or move to Kawerau.
- Move to Kawerau, where property values are rising faster than anywhere in New Zealand.
- For state-of-the-art education, move to Kawerau.

STRATEGIES

A strategy is the overarching plan that will guide marketing activities.

COLLABORATIVE MARKETING

There is a strong desire among Kawerau organisations, businesses and business support organisations to work collaboratively on district marketing, while maintaining project and organisational independence.

Council is ideally positioned to umbrella marketing activities in the district, while addressing any gaps. To this end, Council needs to identify all parties – businesses, organisations and individuals - involved in marketing Kawerau and its good and services, and take stock of who is involved and what each is doing. Strong collaborative working relationships can be built through regular meetings/networking events of all parties involved.

Examples of collaborative activity could include:

- KEA, Kawerau Proud, ISK and other interested parties share promotional planning and project delivery;
- Event providers promote the district, jobs and real estate alongside event promotions;
- Local real estate agents promote Kawerau property further afield;
- Local industries, businesses and organisations trying to attract new staff co-promote the area and real estate alongside their job advert/description;
- Local elder-care providers develop and run out-of-town promotions about Kawerau's elder-care services;
- Work with tourism operators and event organisers to promote Kawerau as a place to live and work, to tourists;
- Develop promotions with other councils, including Kawerau, Whakatane, Ōpōtiki and Rotorua district councils and the Bay of Plenty Regional Council;
- Tarawera High School investigates education growth opportunities, such as international students, an outdoor education academy, or similar, and promote via all district marketing activities;
- Cosmopolitan Club offers events for younger people such as a St Patrick's Day event;
- Golf Club runs novelty golf events such as speed golf or gumboot golf;
- Local businesses share high-quality marketing imagery, businesses for sale and real estate on websites.

POSITIONING THE PRODUCT

In developing this marketing strategy, it is necessary to consider Kawerau as a 'product'. The call to action for the target market/s is focused on persuading the 'customer' to make a 'product substitution', i.e. choose Kawerau to live and do business over any alternatives.

The targeted individuals will likely have some level of readiness to move from wherever they currently live.

Kawerau is competing directly with the target individual's town/city of origin and all the other places in New Zealand attempting to attract new residents from towns and cities with higher-value real estate. Therefore, Kawerau's marketing campaign/s must focus on Kawerau's unique offerings when compared with its competitors.

Product is one of the critical 'Ps' of marketing. Effective marketing involves promoting the right product in the right place, to the right people, at the right price and at the right time. As part of the Strategy, we need to ensure the product is easy to get and the physical evidence (everything to do with the product) needs to support the image we portray and the promises we make about the product.

In order to market Kawerau as a desirable place to live and do business, we need a clearly defined product that is differentiated from competitors, which becomes Kawerau's unique sales proposition, or USP.

When appealing to multiple target markets, one product is unlikely to meet all needs and so the product can be repositioned for each market. This is achieved through unique imagery, branding, messaging and choice of marketing channels.

The marketing steering group gave considerable thought to Kawerau's USP via a detailed SWOT analysis (See [Appendix II – Swot Analysis](#)). In summary, Kawerau offers:

- A beautiful natural environment that includes lakes, river and forest;
- A friendly and welcoming community;
- Great local facilities such as green spaces, places to play and free, heated pool complex;
- Gentle climate;
- A little town with everything you need;
- Infrastructure and support for businesses;
- Affordable housing and lifestyles;
- A business friendly environment.

TARGETED MARKETING CAMPAIGNS

Marketing everything to everyone through the 'scatter gun' approach is very expensive and can be ineffective, so the marketing programme seeks to 'sell' specific offerings to narrowly targeted sectors.

This Strategy provides guidance on where to target marketing campaigns. Detailed campaign plans be devised according to budget, timeframes, delivery agents and desired marketing activities. In order to design the campaigns, Council will need to complete more detailed market research and a stock take of current district marketing activities. These activities are included in the action plan for year one.

Campaigns can be run sequentially to spread the cost, that is one each year. Each campaign targets one sector at a time and utilises relevant imagery, messaging and channels for that group.

For example:

- *Generation Y* first home buyers, entrepreneurs and those with young families in neighbouring areas wanting to buy a first home. These people could be promoted to at home shows, via radio (in their current home town), at targeted events and through social media. Council could even incentivise moving by offering subsidised removal costs, for example to the first ten families that buy a home in and move to Kawerau.
- *Late Baby Boomers* and soon-to-be retirees who are entrepreneurs and self-employed currently living in Tauranga, Hamilton, Rotorua, Taupō and Auckland. Promote via events and publications to motor home and caravan owners, and people who like to travel a lot, highlight lifestyle and financial gains, plus proximity to health services.
- The Kawerau Alumni - Create tools online that enable those who lived in Kawerau to reconnect. This could include a web and social media presence, for example Facebook, in an effort to attract former residents back to the area.
- Business entrepreneurs (internet-based) once high-speed internet is in Kawerau. Promote Kawerau as a hub for entrepreneurs by promoting the district's own successful entrepreneurs and promote business start-up support services.

GATHER THE GOOD NEWS AND PITCH ACROSS ALL CHANNELS

People who live in Kawerau know that it has many great things to offer. However, many people, mostly from outside the District, consider Kawerau as it is portrayed in the media.

Actively gathering and promoting good news stories is essential to generating positive media. Changing perceptions nationwide is not a goal of this campaign. That would be an unrealistic target and wouldn't necessarily lead to any new residents. Instead, good news stories need to be closely tied to promotional campaign timing and channels.

INVOLVE THE LOCAL COMMUNITY AND BUSINESSES

- Develop marketing activities that promote the many local 'good news' stories, to showcase and celebrate success stories and generate a sense of pride among locals, for example via 'I am Kawerau' (refer to ['I am Kawerau'](#) for greater detail).
- Include the community in marketing activities, such as manning an information kiosk at events, volunteering at the Information Centre and being the face of relevant campaigns.
- Inform local businesses and organisations when new businesses or ventures start in town and encourage opportunities for involvement. For example, in early May 2016, the Te Ahi O Maui geothermal project enters the well-drilling phase, which will attract approximately 40 people to the area for 1.5 - 2 months. Workers will stay in different places and so don't have a central gathering place for after-work socialising. Approach local organisations and businesses to provide special welcome events or deals, such as a Mata beer tasting and dinner at the Kawerau Cosmopolitan Club.

CREATE A COHESIVE ONLINE PRESENCE FOR KAWERAU

Creating a cohesive online presence will make it easier for web users to find information about Kawerau. Currently, information is spread across multiple sites such as Council, ISK, KEA, Kawerau.org and others. A flagship Kawerau website with linked, embedded and common content will help achieve cohesion.

PROMOTE KAWERAU AS A GREAT PLACE TO LIVE, WORK AND PLAY

In promoting Kawerau as a place to live and work, it is essential to also promote its attractions as a place to play. This is particularly relevant to the two target sectors, Gen Y and late baby boomers, which are looking to gain lifestyle improvements as a result of any move.

STRATEGIC DEVELOPMENT OF EVENT OFFERINGS FOR THE TARGET MARKETS

- Leverage promotions to event participants during events. Set up a physical presence e.g. a visitor kiosk, run real estate tours, situations vacant promotions, business promotions and 'good news' case studies;
- Promote Kawerau as a place to live, work and play in all event-associated promotions;
- Promote events to locals so they become part of the buzz and promote events to their networks;
- Promote Kawerau to event participants in neighbouring areas, such as the Rotorua Marathon, Oxfam Trailwalker, Surf Nationals, etc;
- Develop a 'one-stop' calendar of events for Kawerau. Investigate listing Kawerau events on online event registers and those of nearby councils, such as Whakatane.com;
- Attend selected major events outside the district, primarily Auckland, Hamilton, Rotorua and Tauranga, to promote Kawerau face-to-face to attendees;
- Align promotions with the event marketing plans;
- Procure or develop new events in the district that appeal to the target markets that Kawerau wishes to attract as residents.
- Possible new events could include:

Gen Y Audience	Late Baby Boomers
Social events for Gen Y members, such as St Patrick's Day-themed event, or a Gumboot Golf Tournament.	Art-themed events – e.g. landscape painting and photography workshops.
Music festival and camp over – attract younger bands such as Bay of Plenty band Sticky Fingers.	Music festival – e.g. country, Dixie, ukulele or banjo.

Gen Y Audience	Late Baby Boomers
Conference, Expo or 'idea bounce' (entrepreneurs think tank) events for small businesses (Starkweather, 2010).	Fifties Forest Hop and 'camp over' - a vehicle and caravan rally themed around the 1950's.
Social Rafting Festival and camp over – include novelty events such as a 'birdman rafting' competition.	'Antiques Roadshow' style event promoting Kawerau and homes for sale (has been trialled).
	Movanners/ Fifth Wheeler Motorvanner rally in Kawerau promoting Kawerau and homes for sale.
Tuwharetoa ki Kawerau cultural festival Similar to the Tuhoeh Ahurei Aimed at getting the whanau home Promote positive changes in Kawerau to returning whanau.	
Mata-hosted gourmet beer festival; hold during the EBOP Hospice Sunshine and a Plate food festival in February.	
'All eyes on Kawerau' photography competition Promote and run a photography competition offering a generous award for place winners. Imagery to be themed, for example 'positively Kawerau' to avoid reinforcing negative images of Kawerau. Utilise as a mechanism for encouraging new people to visit Kawerau and share what they find, and gain a library of quality imagery for promotional purposes. Run a public voting process via online channels in order to attract attention to and widely share the beautiful images of Kawerau.	

ASSOCIATED PROJECTS THAT WILL ENHANCE DISTRICT MARKETING

ENHANCE COUNCIL-LED PROJECTS

Volcanic Mountain Bike Trails Project

Work with Rotorua District Council and Maori Investments Limited to progress development of mountain bike trails from Rotorua to Kawerau via the Eastern Okataina Walkway, Tarawera Falls, forest and riverside trails.

Improve Council and Community Assets

Any projects that enhance Kawerau's built environment will improve the look and feel of the district, making it more appealing to visitors and residents – current and future:

- Council reserves and gardens;
- CBD - e.g. murals, shop window-dressing, a facelift for the Promenade, rapid graffiti removal;
- Paths, tracks and trails for horse riding, mountain biking and walking;
- Golf course;
- Free, heated pool complex;
- Playgrounds and places for children to bike, scoot and play.

Improving Kawerau's housing stock

- Improving Kawerau's housing stock is a current Council goal and proposed body of work. This project could act as a district marketing activity. See more detail in the tactic section – [television coverage](#)
- Work alongside a bank, Neighbourhoods of Healthy Homes, the Eastern Bay Energy Trust and building product and service supply companies to progress the project.

Eastern Bay Economic Development Projects

Continued collaboration with neighbouring territorial authorities on economic development projects in the wider Eastern Bay of Plenty.

Kawerau's Industrial Development

Continue to work closely with Industrial Symbiosis Kawerau (ISK) and promote the district and industry opportunities via its website 'Embrace Change'. Link to new Council website.

ENHANCE LOCAL BUSINESS SERVICES

Small Business Incubator Services

Offer business start-up advice and support for micro and small businesses (KEA).

Fibre Broadband Brought To Kawerau

While this may be some time away, high-speed internet is essential to Kawerau's growth as a destination for micro internet-based businesses, particularly when trying to attract the Gen Y target sector.

Business Registry

Maintain and host an up-to-date register of Kawerau-based businesses on the KEA website.

Business networking group(s)

For local businesses of all sizes. This would be hosted by Kawerau District Council or a similar business-focused organisation.

ENHANCE KAWERAU'S IMAGE

I am Kawerau – Kawerau Proud

KEA-funded website and social media feed that will provide case studies and good news stories ideal for use in district marketing activities.

Real estate imagery

Encourage Kawerau real estate websites and newspaper promotions to improve the quality of photography/imagery.

ENHANCE SOCIAL OPPORTUNITIES IN KAWERAU

Hospitality Promotions

- Provide and promote regular events at local venues, such as the Kawerau Cosmopolitan Club, that attract a younger audience (Gen Y). Promote and share/boost via social media, for example, as Facebook events;
- Encourage hospitality businesses to host special events when new ventures start in Kawerau. For example, invite the Te Ahi O Maui community for a meet and greet;
- Promote via radio, newspaper and social media.

ENHANCE KAWERAU'S LIFESTYLE OFFERINGS

Grow local activities and continue to develop facilities and attractions focused on adventure, sport, art, culture and history.

TACTICS

Listed below are tactics that are part of the marketing toolkit. For detailed information about each tactic, please refer to [Appendix I – The Marketing Toolkit](#).

INTERNAL COMMUNICATIONS

- Marketing advisory/networking group,
- Marketing advisory/networking group e-mail distribution list.

EXTERNAL COMMUNICATIONS AND MARKETING

- Advertising;
- Ambassadors;
- Case studies – good news;
- Competitions;
- Co-promotions;
- Council newsletter;
- E-newsletter;
- E-signature;
- Events – new;
- Events – visitor kiosk;
- Evaluation activities;
- Expos;
- Kawerau Information Centre;
- Market research;
- Marketing collateral;
- Marketing stocktake;
- Marketing/communications coordination;
- Media package;
- Networking events for businesses and newcomers;
- New business incentives pack;
- Photography;
- Proactive media;
- Radio advertising;
- Real estate promotions;
- Signs/billboards;
- Social media;
- Videos;
- Television coverage;
- Website.

RISKS AND CONTINGENCIES

Risk	Mitigation
The various groups involved in marketing Kawerau have overlapping activity and target markets.	Establish a district marketing advisory and networking group and Council provides an umbrella/coordination/gap filling role.
Organisations become protective of their own marketing content and are unwilling to share.	Develop open and trusting collaborative working relationships. Establish and MOU for sharing of any resources.
Lack of funds for any marketing activities.	Leverage off collaborative projects. Spread new activities over 3years.
Establishing a 'small-business friendly' message may not be supported. Indications are that there is a lot of Council's regulatory system is a hurdle to small business.	Council to work in conjunction with other organisations, such as KEA and customers, to establish small-business friendly practices.
Add additional risks as they arise.	

ACTION PLAN AND BUDGET

The action plan and budget are outlined below:

Foundation actions start in Year one and some become ongoing activities. A targeted marketing campaign is included in both years two and three e.g. Generation Y (Yr. 2) and Late Baby Boomers (Yr.3).

ITEMS	COST (EX GST)		
	YEAR 1 (2017/2018)	YEAR 2 (2018/2019)	YEAR 3 (2019/2020)
Website set up	\$10,000	-	-
E-signature	\$300	-	-
Events – visitor kiosk for marketing at events and expos	\$2,000	-	-
Marketing collateral – brochure template	\$1,000	-	-
Photography – for web, print and online promotions	\$5,000	-	-
Videos – brief snippets for web based promotions	\$2,000	\$2,000	\$2,000
Campaign: EXPO - Shared cost with KEA (\$2500 each)	-	\$2,500	\$2,500
Campaign: Marketing collateral – external printing	-	\$1,500	\$1,500
Campaign: Radio advertising – out of town	-	\$4,000	\$4,000
Campaign: Signs/billboards	-	\$3,000	\$3,000
Campaign: Advertising – targeted print and online	-	\$10,000	\$10,000
Competition e.g. photography competition	-	\$5,000	\$5,000
Staff Time (@ \$30/hr)	\$17,280	\$17,800	\$17,800
TOTALS	\$37,580	\$45,800	\$45,800

Total Cost = \$129,180

MARKETING STRATEGY ROLES OF RESPECTIVE ORGANISATIONS

KDC		
Marketing Action	Supporting Organisations	Duration
Council newsletter: Write marketing/campaign updates for inclusion in monthly Council newsletter.	Advisory group	On-going
Campaign - radio advertising: As part of a planned and targeted out-of-town campaign and in conjunction with Expos, events and advertising.	Kawerau Proud	Campaign based
Campaign - Signs/billboards: To support events and expo signage	Kawerau Proud	Campaign based
Campaign Advertising: Campaign-specific advertising – one campaign per year.	Kawerau Proud	Campaign based
Competitions	Advisory Group	Annual
Council newsletter: Write marketing/campaign updates for inclusion in monthly Council newsletter.	Advisory Group	On-going
E-newsletter: Create e-newsletter based on Council newsletter but externally focused.	Advisory Group	On-going
E-signature: Designed around the current campaign. External graphics task.	Advisory Group	One-off
Evaluation activities: Part of day-to-day marketing activities.	Advisory Group/KEA	On-going
Visitor Kiosk: At key Kawerau events.	Kawerau Proud Ambassadors	On-going.
Kawerau Information Centre: Campaign promotions on site.	Kawerau Proud Ambassadors Café Conversations.	On-going
Marketing collateral: Develop/update marketing material	Advisory Group	On-going & campaign-based
Market research: Gather more detail about the target audiences.	KEA Kawerau Proud	One-off
Marketing stocktake: Collate current Kawerau marketing activities and collateral.	Advisory group	One-off
Media package: Collate background information and good news stories for media.	Advisory Group	On-going
Proactive media: Draft and promote regular media items based on case study research. Utilise I Am Kawerau content as appropriate.	KEA	On-going
Photography: Develop photography for website and promotions. Liaise with real estate agents to improve their photography stock.	Advisory Group	One-off

KDC		
Marketing Action	Supporting Organisations	Duration
Television coverage: Pitch media items to TVNZ and Maori TV.	Advisory Group	On-going
Website set up	Advisory Group	One-off
Website updates	Advisory Group	On-going

KDC/KEA		
Marketing Advisory & Networking Group: Regular meeting of Advisory Group to ensure marketing activities are on track. Monthly email to group	Advisory group	On-going

KEA		
Networking events for businesses and newcomers; e.g. KEA Welcome Morning Teas.	KDC	On-going
New business incentives pack: Details TBC by KEA; annually updated.	Advisory Group	On-going
Case studies – good news: Support <i>I Am Kawerau</i> to source and develop good news stories.	KDC/KEA	On-going
Social media: Support <i>I Am Kawerau</i> social media feed and share/promote.	Kawerau Proud KDC Advisory Group	On-going
Videos <i>I Am Kawerau</i> : Embed and promote content on new website.	Kawerau Proud/KDC	On-going

KAWERAU PROUD		
Ambassadors: Ambassadors available for tours during district events or at request by visitors. KDC liaison re events.	Advisory Group	On-going

ADVISORY GROUP		
Co-promotion: Support promotions of marketing advisory group partners.	KDC/KEA	On-going

REAL ESTATE AGENTS		
Real estate promotions: Improve quality of stock imagery and widen promotions of Kawerau real estate online, and at events and expos.	KDC/KEA	On-going

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APPENDIX 1:THE MARKETING TOOLKIT

INTERNAL COMMUNICATIONS

Marketing Advisory/Networking Group

Identify (via marketing stocktake) all parties, including businesses, organisations and individuals involved in marketing Kawerau and its goods and services and establish a networking and advisory group.

Marketing Advisory/Networking Group E-Mail Distribution List

To enable ease of communications between the group members.

EXTERNAL COMMUNICATIONS AND MARKETING

Advertising

- Develop advertorials in niche magazines such as RV, Motorhome and Lifestyle, Motor Caravanner and AA Magazines.
- Highlight people, facilities, activities and clubs.
- Continue to annually update the Kawerau listing in the Motorvanner travel directory to include all the freedom camping areas.
- Digital marketing (online advertising and search engine optimisation).

Ambassadors

Work with Kawerau Proud to help diversify and grow Kawerau Ambassadors' service for visitors and new residents. Focus on community pride in Kawerau and encouraging long-time residents and newcomers to be positive advocates at key events and via the Information Centre

Case studies – good news

- Work with marketing partners, such as Kawerau Proud, KEA and ISK to develop story library comprising good news stories that can be used in proactive media. KEA and Kawerau Proud are already working on elements of this tactic.
- Stories to include:
 - People moving to Kawerau because it's a friendly and welcoming place with a village feel and easy to get involved in the community. Asset-rich, cash- and lifestyle-poor 'out-of-towners' moving to Kawerau to free up cash and 'get a life'. Example of an Auckland couple that bought a home plus two rentals, both are working part-time in own businesses and now have a positive cash flow from their investments to supplement income;
 - Our vibrant and varied Christian community and some of the wonderful members of this group;
 - Entrepreneurs - local (especially Gen Y and semi retirees);
 - Entrepreneurs moving to Kawerau to set up new/move existing businesses;
 - Events;
 - Lifestyle focus: 'the simple pleasures', such as hunting and fishing;
 - Local 'Good sorts';
 - Successful and/or inventive Local industries and businesses;

- Local good news;
- Newcomers to town: What brought them here and what they like about it;
- Relevant council staff and their roles;
- Social opportunities for late baby boomers and Gen Y;
- Tarawera High School facilities and successes;
- Young families/couples moving to Kawerau to own their own home.

Competitions

- 'My-first-home' style – four houses, four families each renovating a home and vying for the best renovation. Prizes and project partners to be determined;
- 'Visit Kawerau' promotions in out-of-town long-lead, print news, radio and online media;
- 'All eyes on Kawerau' photography competition – promote and run a photography competition offering a generous award for place winners. Imagery needs to be themed, for example 'Absolutely Positively Kawerau'. Utilise as a mechanism for encouraging new people to visit Kawerau and share what they find, and gain a library of quality imagery for promotional purposes. Run a public voting process via online channels to attract attention to the beautiful images of Kawerau.

Co-Promotions

- Regular promotions through local channels e.g. Kawerau District Council newsletter, quarterly rates notices and websites;
- Promotions through out-of-town channels, for example, a shared-cost online advertising campaign with Whakatane District Council targeting first-home buyers in Auckland.

Council Newsletter

- Events
- Council activities
- Case studies and success stories.

E-Newsletter

Create e-newsletter based on Council newsletter but externally focused. Have e-news sign up on the new website.

E-Signature

Promote 'Move to Kawerau' (or other tagline as appropriate) through Council staff email signatures.

Events – new

See event strategy for greater detail (pages 18 & 19).

Events – Visitor Kiosk

- A pop up visitor kiosk for key Kawerau hosted events;
- Make it easy for visitors to access information about moving to Kawerau.

Evaluation Activities

- Census growth and ages of new residents;
- Business register showing the number of businesses;
- Owner addresses match residential addresses in new house sales data;
- Campaign analysis – all channels;
- EAV (equivalent advertising value) equivalent value of editorial/copy based on advertising rack rates for publications;
- Website hits;
- Online reach (data provided by online social media channels and website analytics);
- Media pick up;
- Media monitoring, e.g. via iSentia (NB this is a fee-based service);
- Collateral developed.

Expos

- Stand at Covi motorhome show in Auckland in September promoting Kawerau lifestyles and homes for sale (support Kawerau Proud in such activities);
- Whakatane Business and Leisure Show – August - target first-home buyers;
- Rotorua Home and Leisure Show – July - target first-home buyers.

Kawerau Information Centre

- Explore ways to enable efficient, integrated district promotions with complementary goals;
- Realign the Centre's focus and activity to communicate key marketing messages and provide impeccable customer service;
- Reposition the Centre to act as a central repository for marketing collateral about the district;
- Develop links with other Eastern Bay information centres.

Market Research

- Work in conjunction with all marketing partners to develop a greater body of knowledge about the target sectors;
- Gather data about the current market and market trends, such as property ownership levels;
- Develop mock-up campaigns and test and refine with representatives of the target audience;
- Gather more detail about the target audiences; for example, at expos and events.

Marketing Collateral

- Pamphlet/brochure – develop an editable/updateable template that can be printed in-house. Include places to play, situations vacant and real estate pages. Update monthly or for each new even;
- Kawerau Visitors' Guide - produce an annual guide to promote the district, which can be handed out at events and distributed through the information centre. Buy-in from local businesses is required.
- Council has a large plan printer which can do glossy posters and also adequate colour printers, one of which has folding functions for brochures. However, large quantities may need to be budgeted for.

Marketing Stocktake

Take stock of current Kawerau marketing activities across all agencies and groups.

Marketing/Communications Coordination

- Add a part-time resource (approximately 15 hours per week) to implement the marketing strategy.
- The ideal candidate will have excellent relationship building skills and a level of competence in marketing, writing, social media and graphics.
- Estimated tasks and time allocations are outlined in the [budget section](#) and detailed in the accompanying action plans.

Media Package

Develop a 'Get-to-know-Kawerau' package for media, with a summary of real estate data, population data, lifestyle stories and any other relevant background information.

Networking events for businesses and newcomers

- Resurrect regular networking events for local business. KEA and the Kawerau Business Association could potentially host this activity;
- Continue the regular networking events for newcomers to ensure they gain a sense of belonging;
- Promote networking events in external communications.

New Business Incentives Pack

An information pack highlighting all that is on offer to new businesses and new business owners. N.B: KEA is doing this.

Photography

- Develop a photo library comprising quality, attractive images for use in district promotions
- The images must reflect the lifestyle and business promises we are making.
- Utilise images of people that accurately represent the target sector
- An annual competition could provide a low cost way of gathering multiple high-quality images
- Real estate companies to improve the quality of their online images.

Gather imagery of target market/s involved in play in and near Kawerau, e.g.

- Golf;
- Walking, biking and horse riding on nearby trails;
- Lake and river activities;
- Free, heated pool complex;
- Clubs;
- Events.

Proactive Media

- Proactively generate newsworthy stories from case studies and develop opportunities for local, regional and national long-lead, online and print media pick up.
- Work with all local stakeholders, such as KEA and NZ Police, to gather positive Kawerau stories.

Radio Advertising

Radio advertising in the target towns/cities in conjunction with specific campaigns or time-bound offerings.

Real Estate Promotions

- Out of town (Whakatane, Rotorua, Tauranga, Hamilton, Taupō, Wellington and Auckland);
- 'Warm welcome' info kiosk at key events held in Kawerau.

Signs/Billboards

- Revamp and regularly maintain existing billboards around the district.
- Utilise 'moving billboards', such as council vehicles, to promote the brand.

Social Media

- A Facebook page with a strategic focus to support other marketing activities. Council has a Facebook page promoting news and community events. This is ideal for communications with locals but is not suitable for external marketing. With strong collaboration, the 'I am Kawerau' and possibly the 'Stand Up Kawerau' Facebook pages may be suitable for external marketing;
- Regular posts during well-planned campaigns will aim to engage and inform the local community and promote key messages and actions to target sectors. Where possible, Council will work alongside promoters of other Facebook pages such as events, local businesses and organisations;
- Creating a YouTube/Vimeo channel and using it to highlight Kawerau's attractions, people and good news stories through short video clips;
- Utilise other social media channels , such as Instagram and Snapchat, to deliver key messages;
- Appointment of a marketing resource with some level of social media expertise is required. This could be pursued via a shared services approach, for example with Whakatane District Council, or through appointment of a part-time marketing advisor with social media expertise.

Videos

Based on the case studies, these videos will play a major part in online promotions.

Television Coverage

- Generate newsworthy story pitches from case studies and create opportunities for television channels to develop stories;
- The district's housing stock improvement project could act as a district marketing activity by creating a 'My First Home' or 'The Block' type series, perhaps with Māori TV or TVNZ, as a means of getting four young couples into their own homes and promoting Kawerau at the same time.

Website

Create a fresh approach to marketing the Kawerau District online.

A website provides a platform for all marketing activities for all target audiences. Council should consider redevelopment of the existing council website and the development of a new website focused on marketing Kawerau.

Of note is that different pages within a website can have different URLs. For example, the Kawerau Council pages could be www.Council.govt.nz and new resident focused pages can have another URL, such as www.movetokawerau.co.nz. Technical web builders can provide more detailed advice.

The new website would ideally include or link to other websites that include:

- Mobile responsiveness;
- Council information;
- Good news stories – in text and videos;
- Current promotions and Council newsletter;
- Taste our property market - real estate information (links to real estate companies);
- Business opportunities – buy, sell and set up (links to KEA website);
- Employment information;
- Events – registration tool and calendar;
- Tourism/play - local amenities, facilities and places to play;
- Temperature data;
- Support - Contacts for finding out more about moving to Kawerau;
- An alumni section – where those who lived in Kawerau can reconnect. A presence on Facebook in an effort to attract former residents back to their area. A more traditional and personal approach is also important; however, with phone calls, letters, and face-to-face meetings valued by *Baby Boomers*.

Imagery should reflect Kawerau's status as an attractive place to live, play and do business and should include images of people in the target market age ranges.

While a collaborative approach with Ōpōtiki and Whakatane Districts is desirable, making this a reality may be some way off.

Buller District Council has an excellent website that combines council information, events and economic development <http://bullerdc.govt.nz/>. Some district councils include real estate information on their websites, for example Ashburton District Council <http://www.ashburtondc.govt.nz/our-district/business-and-economy/Pages/residential-land.aspx>.

APPENDIX II:SWOT ANALYSIS

STRENGTHS

Environment

- Good climate;
- Central location - close to Bay of Plenty coast, lakes and main centres;
- Geothermal field;
- Abundant parks and green spaces.

Community

- Friendly, welcoming locals;
- Strong community spirit;
- Positive, entrepreneurial newcomers to town;
- Variety of clubs and organisations;
- Approachable regulators (e.g. Council) enable influence to change rules and frameworks;
- User-friendly council.

Facilities

- Plenty of dog exercise areas;
- Firmin Field accommodation development;
- Motorhome-friendly status;
- Affordable, quality housing;
- Free, heated swimming pool complex;
- Good sports facilities;
- Choice of early childhood and primary schools;
- State-of-the-art high school;
- Quality primary health care;
- Range of visiting health and government services.

Infrastructure

- Rail link to Port of Tauranga;
- Local economic development and business development infrastructure and support;
- Good basic infrastructure e.g. regular and reliable courier services, well-stocked supermarket;
- Geothermal energy;
- Land and infrastructure available to support development.

WEAKNESSES

History

- Bad reputation
- Negative attitudes toward Kawerau (internally and externally)
- Overlooked in favour of neighbouring centres - not considered a destination

The People Who Live Here

- Large number of beneficiaries;
- The local population has a high deprivation score;
- Large number of dogs/irresponsible dog owners (noise, potential threats);
- Dependency and lack of drive in segments of the local population;
- The gang presence can make the town feel unsafe;
- Bad neighbourhoods (parties, noise, fights etc);
- Low-level lawlessness.

Poor Infrastructure and Facilities

- No ultra-fast broadband;
- Empty, unkempt shops in the town centre;
- Poor public transport within and outside the district;
- Lack of secondary health services (after hours) and specialist care;
- Run-down houses and properties;
- Struggling, shabby clubs and pubs;
- Few choices of eateries except takeaways;
- Lack of choice in property market e.g. unavailability of lifestyle blocks.

OPPORTUNITIES

- Business opportunities (e.g. transport, hospitality, engineering);
- Affordable real estate;
- A lot of people have lived and/or worked in Kawerau over the years;
- Using our strengths and resources to best advantage e.g. natural features such as the Tarawera River, adventure tourism;
- Leveraging off neighbouring centres to benefit from the visitor market in those places.

THREATS

- Negative media coverage (which could instantly undo any progress we've made);
- Losing any of the big employers in the district.