



Tourism New Zealand

Statement of Intent FY15 - FY18

**Presented to the House of Representatives
Pursuant to Section 149 of the
Crown Entities Act 2004**

Table of Contents

Foreword from the Chair of Tourism New Zealand	4
Guide to this document.....	6
Section 1: Nature and Scope	7
Tourism New Zealand’s role.....	7
Government’s priorities for Tourism New Zealand	7
Industry framework ‘Tourism 2025 – Growing Value Together’	8
Section 2: Operating environment	9
Section 3: What is intended to be achieved - Tourism New Zealand’s strategic objectives	13
Tourism New Zealand’s high level objective.....	14
Tourism New Zealand strategic priorities	14
Tourism New Zealand key activity	19
Section 4: Organisational health and capability.....	20
Tourism New Zealand’s people.....	20
Workplace, systems and environment.....	21
Risk management Framework	23
Section 5: Subsidiaries and associate company	26
Qualmark Limited	26
i-SITE New Zealand	27
The New Zealand Way Limited.....	28

Foreword from the Chair of Tourism New Zealand

It gives me a great deal of pleasure to introduce the Statement of Intent for Tourism New Zealand, on behalf of the Board of Directors.

The past year was a game changer for the organisation. It ended with visitor arrivals up 5.7 per cent to year ended March 2014 and expenditure up 9.3 per cent.

Following the Government's commitment of significant additional funding for the organisation to the value of \$123m over four years, Tourism New Zealand underwent rapid expansion and evolution. It is now even better placed to maintain the impressive results of the past year and deliver strongly for the industry into the next.

New staff have been appointed, new teams created and new offices opened. Tourism New Zealand is now represented in 12 cities internationally, following the establishment of new offices and teams in Latin America and Indonesia. It has also significantly up-weighted its investment in India with these three geographies identified in Tourism New Zealand's new emerging markets strategy – the delivery of which will secure future visitor growth for the sector.

New delivery teams have also been formed for the international business events, premium and special interest travel sectors. These teams are firmly focused on attracting higher-value visitors and in-market experts have been recruited to lead the delivery of new activity.

The promotion of New Zealand as an international business events destination is underway in earnest in the USA, Asia and Australia. With the funding and administration of the Conference Assistance Programme now sitting with Tourism New Zealand, the focus is firmly on securing quality events to fill both the existing conference facilities throughout New Zealand and the new infrastructure proposed for Auckland, Christchurch and Queenstown.

In targeting travellers from the Premium sector, Tourism New Zealand has a new strategy in place and new partnerships have been formed with those operators best placed to meet the needs and desires of the high net-worth individuals. Tourism New Zealand is also driving an increase in special interest travel, promoting a selected number of segments where we have a compelling and world-class product offering, including golf tourism, cycling and walking, fishing and snow sports, thus strengthening our overall value proposition and appeal.

In support of its rapid growth, Tourism New Zealand has invested heavily in its induction programme, and capability building for all staff. It will also continue to support the career ambitions of current staff, providing secondment opportunities and internal promotions wherever practical – an approach that is strongly endorsed by the Board.

Although new staff and strategies are in place, there remain some core components to Tourism New Zealand's approach that are unchanged.

Partnerships remain extremely important to Tourism New Zealand. We will continue to build long-term, productive relationships with aviation providers and trade partners, and working collaboratively with the Regional Tourism Organisations and key industry partners here in New Zealand.

Tourism New Zealand's direction for the coming years will be both supported and enhanced by the national tourism framework Tourism 2025, developed by the Tourism Industry Association in collaboration with the industry and with significant input from Tourism New Zealand. The Framework is built around five themes and provides a shared vision and commitment to growing the value of the sector by working together for the long-term benefit of New Zealand tourism and the wider economy.

The successful advertising campaign 100% Pure New Zealand remains the foundation stone of our marketing work. The approach of leveraging the country's association with the Hobbit through the

successful '100% Middle-earth, 100% Pure New Zealand' campaign phase will continue for FY15 and further efforts to leverage international media attention will be concentrated around the December 2014 global premiere of the third and final film in the trilogy.

Tourism New Zealand has already undertaken considerable work on the further evolution of 100% Pure New Zealand in the years ahead. This work is looking very exciting and will enable us to refresh and extend one of the world's greatest tourism campaigns following the focussed leverage of the Hobbit films.

Securing favourable international media coverage of New Zealand as a destination is an ongoing objective. In 2015, New Zealand will host the ICC Cricket World Cup and the FIFA U-20 Football World Cup. Looking further ahead there is the World Masters Games being held in Auckland in 2017. Events like these provide significant opportunities to take the international attention that New Zealand gains as a host, and use it to promote the country as a visitor destination.

Opportunities to align efforts with other New Zealand Inc. agencies as they work internationally will be pursued, in particular working closely with Education New Zealand to leverage the international education sector and with other agencies focused on the immigration and trade sectors. The focus will be firmly on achieving greater efficiencies and enhanced outcomes for the wider New Zealand economy.

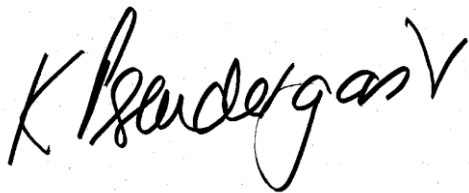
With a year of strong growth behind us, enhanced government funding and an increasingly focused and aligned tourism sector, the years ahead look positive. Tourism New Zealand has the strategy and resources in place to capture more opportunities than it has ever been resourced to achieve. While there will undoubtedly be new challenges that arise, the Board is confident that Tourism New Zealand will continue to deliver a very positive contribution to the tourism industry and New Zealand economy.

One year into its latest three-year marketing strategy and Tourism New Zealand is already seeing extremely positive results and growth. Research commissioned by the organisation and conducted by the New Zealand Institute of Economic Research (NZIER) has shown that marketing effectiveness has been a key driver of the recent growth. In particular, factors such as Tourism New Zealand's 100% Middle-earth campaign have had a significant impact, particularly in western markets such as the US and Germany.

This is backed up by the International Visitor Survey (IVS). In the final quarter of 2013, 14.3 per cent of holiday arrivals said *The Hobbit* trilogy was a factor in influencing their decision to visit New Zealand.

It is very pleasing to have these independent confirmations that the funding provided by the Government to Tourism New Zealand to market New Zealand as a destination and its support for the film industry (in particular the Hobbit trilogy) is having a significant positive economic impact through international visitor growth. Tourism New Zealand is in a new phase of activity with a renewed sense of confidence about sustainable growth and a staunch commitment to its mission of increasing the value of international visitors to New Zealand.

We look forward to the years ahead.



Kerry Prendergast
Chair
Tourism New Zealand



Richard Leggat
Deputy Chair
Tourism New Zealand

Guide to this document

This Statement of Intent describes Tourism New Zealand's operating context and strategic intentions for the next four years and provides the guiding priorities to direct Tourism New Zealand's activity and performance expectations outlined in Tourism New Zealand's annual Statement of Performance Expectations.

This Statement of Intent is set out as follows:

Section 1: Nature and Scope - describes Tourism New Zealand's purpose, the Government's priorities and how Tourism New Zealand contributes to these.

Section 2: Operating Environment – described the external environment and context for the tourism sector in New Zealand.

Section 3: What is intended to be achieved - Tourism New Zealand's strategic objectives - describes Tourism New Zealand's outcomes and explains why they are important, how Tourism New Zealand will demonstrate success in achieving them.

Section 4: Organisational health and capability – looks at Tourism New Zealand's organisational health and capability, in particular investment in employees, workplace, systems, environment and approach to risk management.

Section 5: Subsidiaries and associate company – discusses Tourism New Zealand's two subsidiaries; Qualmark and i-SITE and associate company; The New Zealand Way, and how they contribute to achieving tourism outcomes.

Section 1: Nature and Scope

Tourism New Zealand's role

International tourism is New Zealand's second largest earner of foreign exchange and for the year to March 2013 was estimated to have contributed NZD9.8 billion to the nation's economy. As a result of more robust survey data, this estimate is expected to substantially increase when the next Tourism Satellite Account is released in late 2014. Understandably, an industry of this magnitude does not grow by itself. In a fiercely contested global tourism marketplace, the New Zealand Tourism Board, trading as Tourism New Zealand, is responsible for ensuring New Zealand remains attractive internationally as a visitor destination.

Formally, Tourism New Zealand's mandate is to market New Zealand as an international visitor destination for the long term benefit of New Zealand. Tourism New Zealand aims to improve tourism's contribution to economic growth in New Zealand by growing the value of international visitors.

Tourism New Zealand is a Crown Agent governed by the Crown Entities Act 2004 and was established by the New Zealand Tourism Board Act 1991. Statutory functions under this Act include:

- Develop, implement and promote strategies for tourism.
- Advise the Government and the New Zealand tourism industry on matters relating to the development, implementation and promotion of those strategies.

Tourism New Zealand, as New Zealand's national tourism organisation, is the only entity with the mandate and resources to promote New Zealand across the wide range of international visitor markets which New Zealand seeks to draw on.

Tourism New Zealand's work is carried out primarily through delivery of the '100% Pure New Zealand' campaign through paid, earned and owned media. The campaign was conceived in 1999 and has evolved over the years to communicate the combination of unique experiences available to people who visit New Zealand, the character of the people of New Zealand, and the spectacular New Zealand landscapes.

In FY14 Tourism New Zealand commenced year one of its new three year marketing strategy and received a significant increase in funding as a direct result of the Government's internationally-focused growth package. This additional funding enables Tourism New Zealand to focus on and resource opportunities to increase tourism yield from emerging markets and high-value visitor sectors, as well as retain and in some cases increase its activity in selected core markets, over the course of this Statement of Intent.

This Statement of Intent describes Tourism New Zealand's strategy and priority areas of focus for the next four years, and provides the guiding principles to direct the activity and performance expectations outlined in Tourism New Zealand's annual Statement of Performance Expectations.

Government's priorities for Tourism New Zealand

The Government's four key economic priorities are to build a more productive and competitive economy, manage the Government's finances, deliver better public services within tight financial constraints and rebuild Christchurch. There is an expectation that Tourism New Zealand continues to contribute to these priorities.

Further to this, Government expects Tourism New Zealand to support the objectives of the Business Growth Agenda (BGA). The Government's BGA describes a comprehensive on-going agenda of microeconomic reform, which aims to build a more effective and productive economy for New Zealand by supporting businesses to be more productive and competitive. Tourism New Zealand has an important role to play in contributing to the Building Export Markets work stream and will work closely with NZ Inc. agencies, including Education New Zealand to drive growth in export services, so that the goal to increase the ratio of exports to GDP to 40 per cent by 2025 can be realised.

Industry framework 'Tourism 2025 – Growing Value Together'

The development of the Tourism 2025 industry framework has enabled the creation of a shared vision that seeks to unite New Zealand's large and diverse tourism industry. The framework maintains a clear focus on economic growth with an aspirational goal to grow the value of international tourism by six per cent per annum through to 2025. This focus on economic growth and increasing the value of tourism to New Zealand aligns seamlessly with Tourism New Zealand's three year marketing strategy and with the Government's Business Growth Agenda goal of growing the value of exports to 40 per cent of GDP.

The Tourism 2025 framework is built around five themes:

- **Air connectivity** – around 99 per cent of international visitors arrive by air, international tourism cannot grow without it.
- **Targeting for value** – as the global landscape changes and New Zealand's visitor mix evolves, we need to identify and pursue the opportunities that will deliver the greatest economic benefit.
- **Visitor experience** – New Zealand's changing visitor mix brings changing visitor expectations. By continuously striving to improve our visitors' experience, we aim to see visitors staying longer, travelling more widely and spending more.
- **Productivity** – improving tourism productivity will improve returns from existing investments and attract new capital investment.
- **Insights** – insights are critical to drive strategic and operational decision-making for tourism businesses.

While a range of collective actions will support the 2025 framework outcomes, the stronger emphasis is on recognising and valuing initiatives which individual or clusters of operators are taking that are aligned with the Tourism 2025 framework. Tourism New Zealand and other industry players have agreed to align their own business plans with the overall framework.

Many of Tourism New Zealand's recent areas of focus – international business events, premium, special interests, and emerging markets clearly fall under the Targeting for Value theme; in addition, Tourism New Zealand's activity will have significant impact across other themes in the framework, a number of which are outlined below.

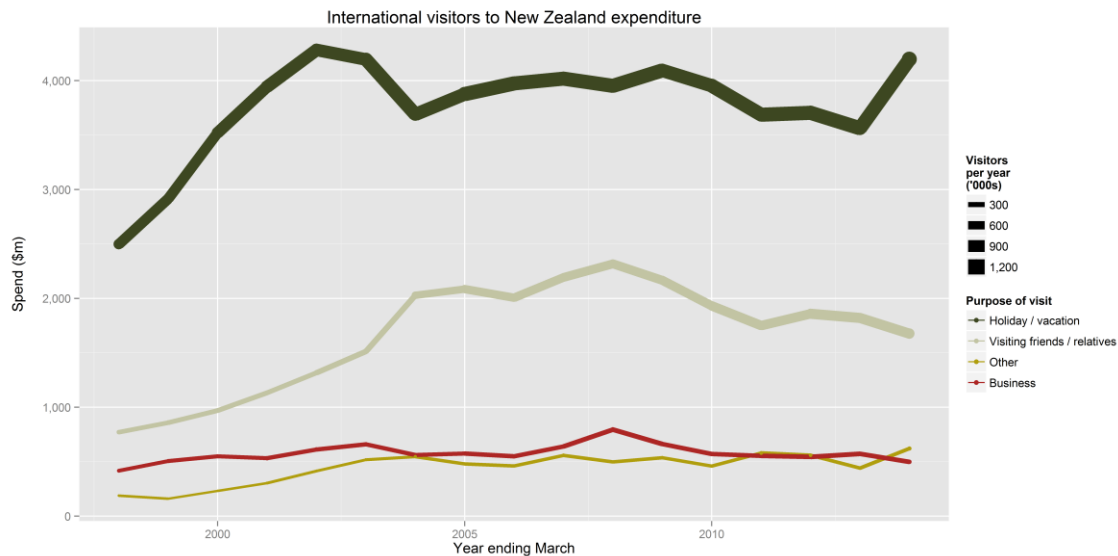
Tourism New Zealand has a big contribution to make to Tourism 2025



Section 2: Operating environment

Globally the travel and tourism industry has proven to be resilient, through a range of external shocks, including; political upheaval, economic uncertainty and natural disasters, at an aggregated level global tourism has shown nearly uninterrupted growth in arrivals for over three decades.

International visitors contribute significantly to New Zealand's export earnings, for the year ended March 2014, international visitor spend grew 9.3 per cent to NZD6.993 billion¹, the biggest increase coming from holiday visitors with an 18 per cent increase.



Source: Ministry of Business, Innovation and Employment (MBIE).

Recent improvement in the global economy is forecast to continue over the new few years, including growth in the economies of Tourism New Zealand's key existing and emerging markets. This is expected to benefit New Zealand and facilitate Tourism New Zealand's activity to draw more, higher value visitors to New Zealand.

While the tourism outlook remains positive, the emergence of significant issues or events in the tourism operating environment can quickly impact international visitor markets. Tourism New Zealand constantly monitors and analyses the external environment to identify issues that arise and assess the implications. If Tourism New Zealand does not respond to changes in the operating environment adequately, the ability for the organisation to achieve its outcomes may be compromised and in some cases, opportunities lost.

A range of external factors that can impact on the operating environment are outlined below.

Changing visitor demographic

New Zealand's international visitor mix is being redefined by rising demand and appeal for New Zealand from Asian markets. China leads this charge and the implications are significant on the industry in New Zealand with more culturally appropriate tourism products being required that showcase New Zealand to these emerging markets. The age profile of New Zealand's visitor is also changing due to extended life

¹ Source: MBIE, International Visitor Survey for YE Dec 2013 – expenditure excludes international airfares and international student expenditure

expectancy, and the retirement of baby boomers which is creating a new wealthy and active travel segment.

Mitigation

- Flexibility built into business plan to allow changes to marketing allocations to mitigate negative and/or capitalise on positive changes to key markets' economies and exchange rates.
- Continue and increase research to gain insight into the differing needs, wants and expectations of this new group of visitors and communication of the findings to the tourism industry e.g. website information, road shows, webinars.

The economics of travel

The high value of the New Zealand dollar relative to many key visitor markets' currencies impacts New Zealand's value proposition. The current high New Zealand dollar relative to historic norms means that while many European and western visitors continue to spend the same amount in local currency as they have previously, this equates to less in New Zealand dollars.

The even higher valued Australian dollar is affecting dual destination travel to New Zealand from some key traditional markets e.g. the UK, as well as making long haul travel more affordable to Australian travellers.

Mitigation

- Close monitoring of economies in key markets coupled with flexibility built into the organisations business plan to enable changes to marketing allocations to mitigate negative and/or capitalise on positive changes to key markets' economies and exchange rates.
- Continuing to focus on higher value visitors who are less susceptible to currency fluctuations

Aviation environment

The aviation sector is a complex and challenging environment characterised by a number of demanding factors, including:

- High and volatile oil prices.
- Air traffic that will be buoyed by growing demand in emerging markets, but the fastest growing traffic is likely to be short to medium haul driven by low cost carriers.
- Increasing availability of newer, more efficient aircraft will improve airline operating costs.
- Competition is intensifying between destinations for new capacity and routes in a context of limited air capacity.
- A more liberalised air services policy environment that, over time, is expected to facilitate growth in capacity by providing airlines options to form partnerships, introduce new routes, increase passenger choice and generally lower ticket prices.

Mitigation

- Tourism New Zealand's aviation strategy highlights areas where TNZ wishes to prioritise to build sustainable demand.
- TNZ enters in to a range of agreements to jointly market New Zealand in partnership with airlines and overseas travel sellers using MOUs to formalise these agreements.

- TNZ seeks to reduce barriers to airlines, e.g. pursuit of open skies policy, air service agreements.
- TNZ maintains strong engagement with key stakeholders to remain aware of issues as they arise e.g. Ministry of Transport, other government agencies, airlines, airports.

Competition

Research undertaken to understand the Active Considerers of travel to New Zealand confirmed that NZ is competing most intensively against established destinations for visitors, particularly the US, Canada, Australia, France and Italy.

Mitigation

- Active Considerers' preference for New Zealand over other destinations is tracked on a monthly basis through Tourism New Zealand's campaign tracking monitor. Tourism New Zealand then uses these results to monitor and improve campaign effectiveness.

Influence of online technology

Technology is continuing to create an increasingly interconnected world and is contributing to a much more informed traveller due to the amount of information available to the consumer. Technology (including mobile and Wi-Fi capable technology), is being used more extensively through all phases of travel - dreaming, researching, booking, experiencing and sharing. Social media is being used to heighten the impact of word of mouth and the popularity and use of on-line advisory and review sites to inform travel decisions is increasingly prevalent and important.

Mitigation

- Strategic focus on taking advantage of the increasing influence of online tools and media to more effectively and efficiently target audiences to drive preference and conversion of visitors to New Zealand.
- Participating in the online conversation space through social media and online tools.
- Closely monitoring pickup of online activity and responding to issues as necessary.
- Delivery of mobile optimised information e.g. mobile application.

Natural disasters

An occurrence of major events such as: flooding, volcano, earthquakes impacting on New Zealand tourism capacity and/or attracting international coverage leading to decreased demand.

Mitigation

Response dictated by type, scale and location of event.

- Experiences taken from the Christchurch earthquakes and other natural disasters (both in NZ and external) are used to inform our response.
- Collaboration with NZ Inc. agencies to ensure a coordinated New Zealand response.
- Closely monitor overseas media to assess international pick up of a disaster and provide accurate information to the actual impact of the event on visitors.
- Provide timely (fast) information to respond to overseas reporting.
- Use international media contacts and resources to disseminate NZ Inc. messaging.
- Marketing mitigations – revise strategy to support recovery activity.

Environmental concerns

Due to New Zealand's distance from key visitor markets environmental concerns about the carbon emissions attached to long haul travel re-emerge intermittently.

Mitigation

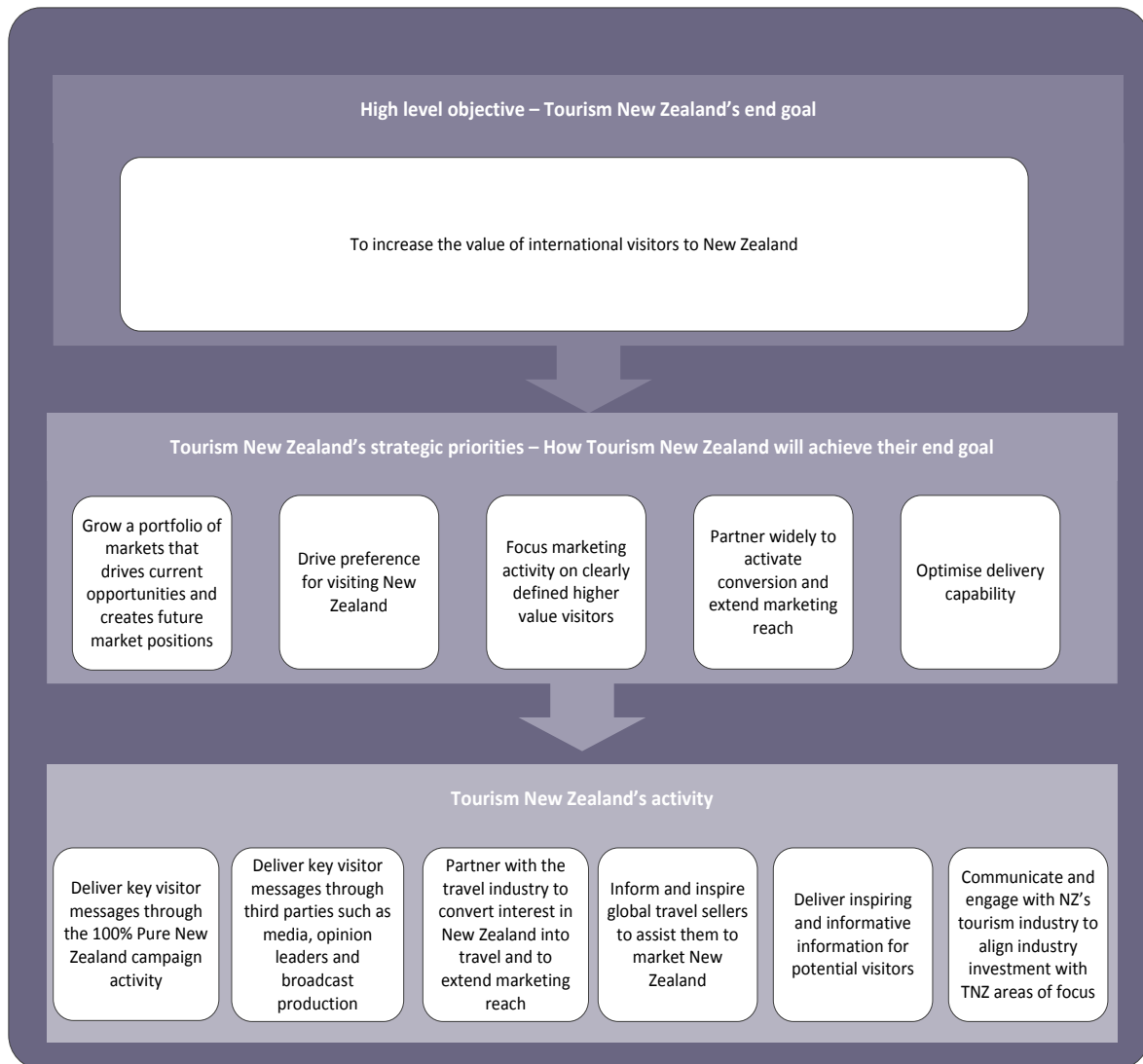
- Continued focus on raising the level of quality and environmental responsibility in New Zealand tourism product and experiences through Tourism New Zealand's subsidiary, Qualmark Limited (See Section 5).
- Monitoring of international media and whether environmental issues directly or indirectly linked to New Zealand are receiving attention internationally.

Section 3: What is intended to be achieved - Tourism New Zealand's strategic objectives

This section contains details on Tourism New Zealand's strategic objectives for the next four years. It will show how activity has been prioritised to deliver on these objectives and how at an aggregated level Tourism New Zealand's performance will deliver on its mandate and contribute effectively to the Government's priorities.

Figure 1 below depicts Tourism New Zealand's strategic objectives.

Figure 1: Tourism New Zealand's Strategic Objectives



Tourism New Zealand's high level objective

As the world economy continues to recover from the global financial crisis the industry has been able to increasingly focus on growing opportunities, instead of dealing with challenges. This has translated into positive arrival and visitor spend results in FY14.

With Tourism New Zealand's three year marketing strategy in place and an industry wide tourism framework to leverage, Tourism New Zealand is confident, while remaining vigilant, of the opportunities available to contribute to the high level objective over the next 4 years.

High level objective: To increase the value of international visitors to New Zealand

Growing the value of international visitors requires concerted effort from across the tourism sector. Tourism 2025 provides a framework to bring together and focus the efforts of both the private sector and public sector organisations, both large and small to drive towards aspirational, challenging and measurable targets, with dollar value as its central goal. Tourism New Zealand, as a key industry organisation, has a critical role in helping New Zealand reach its goal to maximise the value from international visitors.

Success against this objective looks like:

- Growth in international visitor spend in line with the aspirational Tourism 2025 growth target of 6 per cent average growth through until 2025, and the industry wide value target of \$41 billion.
- Contribution towards the Business Growth Agenda ambitious goal of increasing the ratio of exports to 40 per cent of GDP by 2025.
- Growth in average international spend per arrival.

Tourism New Zealand strategic priorities

The overarching objective of improving the value derived from the international tourism sector is an industry wide goal. However Tourism New Zealand will contribute strongly. Tourism New Zealand will do this through its five strategic priorities. All resource allocation (money, people, time) decisions, market and sector prioritisation decisions and activity and channel decisions will be made with the intention on delivering on these priorities.

Why the priorities are of strategic importance, how Tourism New Zealand will achieve them and how progress against the priorities will be shown, is described below.

Strategic Priority One: Grow a portfolio of markets that drives current opportunities and creates future market positions

Tourism New Zealand will deliver activity to grow the value to New Zealand from a prioritised portfolio of visitor markets. A future focused position will be adopted by investing in selected emerging markets to assist these countries to realise potential value in the medium to long term.

Why is it important?

Ensuring that international visitors deliver the maximum possible value for New Zealand means Tourism New Zealand must have a market and segment portfolio that addresses a number of global trends. As such, growing tourism over time means addressing both mature and emerging markets, and establishing new higher value segments within the traveller market.

What will be done to achieve this priority?

Over the next four years, Tourism New Zealand will continue to prioritise the core markets of Australia, China, USA, UK, Germany and Japan. These markets deliver strong results, jointly generating over 70 per cent of visitor arrivals and 60 per cent of stay days for New Zealand and it is anticipated that this will remain the case in the short to medium term. Australia, China and the USA will remain the top tier of markets for Tourism New Zealand over the course of this Statement of Intent.

However, Tourism New Zealand is also committed to investing in the emerging markets of India, Indonesia and Latin America. Whilst contribution from emerging markets to visitor value and volume outcomes will be relatively small over the next four years, it is desirable to build demand from these growing markets to build diversity over the long term.

Tourism New Zealand’s market prioritisation is outlined below and reflects the value of current opportunities and, in the case of emerging markets, future opportunities. The portfolio developed seeks to maintain strong outcomes in the present while preparing a strong long term position for New Zealand that reduces New Zealand’s reliance on Australia.



The type of activity and level of investment will be prioritised across the portfolio according to the needs of different markets and their ability to deliver outcomes. The portfolio will be reassessed annually to ensure Tourism New Zealand is positioned to take advantage of new opportunities and respond to new challenges as they arise.

How will progress against this priority be shown?

- Growth in arrivals.
- Growth in the incidence of emerging active considerers.

Strategic Priority Two: Drive preference for visiting New Zealand

Tourism New Zealand will deliver strong, positive, emotive and inspiring messaging to drive greater preference for visiting New Zealand.

Why is it important?

In 2012, worldwide international arrivals exceeded 1 billion for the first time. In 2013, New Zealand visitor arrivals reached 2.7million, just 0.3 per cent of total worldwide visitor arrivals. With New Zealand being a very small market in the global tourism market place, preference for New Zealand as a destination in our key target markets among our target audiences is of critical importance.

What will be done to achieve this priority?

Over the next four years Tourism New Zealand will continue to invest in both inspirational messaging aimed at people still deciding where they want to go, through to conversion level activity aiming to get them to book now.

Use of digital channels, balanced with selected traditional channels in some markets will be the means to drive preference, including newzealand.com which will be a vitally important vehicle to carry the brand message and to inspire and inform potential visitors. Tourism New Zealand will integrate Maori culture and messages within the global marketing and PR activity in a way that will demonstrate to visitors the diversity and availability of contemporary Maori tourism experiences in New Zealand. 100% Pure New Zealand will remain Tourism New Zealand's campaign across all markets and segments. It will be localised to ensure the most compelling and appealing message of New Zealand is delivered to the right audience.

The international media programme will play an essential role in supporting preference building activity and will deliver destination messages through a wide range of credible third party channels (e.g. social media, blogs, print, opinion leaders, broadcast, etc.).

Tourism New Zealand will leverage both New Zealand based, and to a lesser degree, offshore events capitalising on their profile and credibility to drive popularity and deliver a destination message. This includes continued leverage of The Hobbit trilogy and associated premiere of the third movie that will occur over the course of this Statement of Intent.

Activity to build preference will be implemented to support strategies to leverage the high value sectors of business events, the premium travel sector, as well as to raise New Zealand's profile for special interest travel including skiing, and cycling to help ensure strong utilisation of new assets (cycle ways) as they are developed.

How will progress against this priority be shown?

- Growth in the proportion of Active Considerers from core markets who consider New Zealand their first or second most preferred destination and increasing the incidence of Active Considerers in emerging markets.

Strategic Priority Three: Focus marketing activity on clearly defined higher value visitor

Ensure campaign messages match the needs of the segments and sectors targeted to drive increasing value from visitors by encouraging them to stay longer and do more while in New Zealand.

Why is it important?

Tourism New Zealand's mandate is to increase value from international visitors for the economic benefit of New Zealand and this will be achieved over the next four years through the implementation of strategies to specifically target higher value visitors.

Visitor value can take several forms, a visitor may be considered valuable if they stay in New Zealand for a long time, if they travel widely through New Zealand – dispersing the economic benefit, if they spend strongly on a per night or per trip basis, if they travel to New Zealand in low seasons reducing the impact of seasonality, if they consume a large number of activities or if they are likely to return to New Zealand in subsequent trips. The value characteristics of New Zealand’s key markets show a clear difference between markets. Traditionally Western visitors spend more per visitor, consume more activities, and travel to more regions. Eastern visitors, however, are more likely to travel in New Zealand’s low/shoulder seasons, spend more on a per night basis and have a stronger lifetime value with more choosing to return again to New Zealand.

What will be done to achieve this priority?

Research carried out by Tourism New Zealand has identified high value segments within New Zealand’s core markets and these segments are the basis of Tourism New Zealand’s targeting strategies.

As well as only focussing on valuable segments within key markets, higher value visitors will also be reached through a significantly increased focus on the business events sector. Increasing market development, partnership and campaign activity will accelerate outcomes within this sector. The importance of this sector will increase as New Zealand’s convention infrastructure improves with the confirmed New Zealand International Convention Centre in Auckland, and the facilities proposed for Christchurch and Queenstown.

The premium travel sector is another area that New Zealand can competitively deliver to and one that strongly targets valuable visitors. Through dedicated resources and focus, high net worth individuals will be targeted in North America, Europe/UK, and Asia leveraging our best accommodation and attractions that will appeal to this small but very valuable segment of the market.

Research has also shown that promoting special interest travel can attract higher value visitors, with visitors who travel for special interest activities spending more and staying longer on average. Tourism New Zealand has identified special interests that present opportunities for New Zealand’s markets, and strategies have been created to leverage the special interest to derive value. Prioritised special interests include, but are not limited to, ski/snow, golf, hiking/walking and cycling.

The Chinese market requires particular focus in regards to value, as it has delivered exceptional arrivals growth to become New Zealand’s second most important market in terms of visitors and visitor expenditure but is subject to a number of constraints in terms of realising its potential value to the New Zealand tourism industry. A key focus of activity in the China market will be the implementation and refinement, of the Premier Kiwi Partnership (PKP) programme which will seek to increase the proportion of mono-New Zealand visitors. The programme seeks to achieve this by providing product development and marketing promotion support to selected Chinese travel sellers and New Zealand inbound tour operators in order to reduce the barriers for higher value mono New Zealand product. Tourism New Zealand believes this will go some way towards improving visitor satisfaction as the proportion of low quality and short stay visitors will be decreased.

How will progress against this priority be shown?

- Growth in the average and total expenditure by international visitors.
- Growth in the number of Active Considerers who consider New Zealand their first or second preferred destination for identified special interest activity.
- Growth in the number of business events supported that specifically support the government’s high priority sectors as defined by the Business Growth Agenda.
- Growth in the revenue achieved by the premium sector (namely luxury lodges and destination management companies) measured by a syndicated survey.

Strategic Priority Four: Partner widely to activate conversion and extend marketing reach

Tourism New Zealand will continue to focus on commercial partnerships with aviation and overseas travel sellers and partnership activity with Regional Tourism Organisations (RTOs) to drive preference and conversion oriented activity. Tourism New Zealand will engage with the New Zealand tourism industry and overseas travel sellers to enhance their ability to market New Zealand and drive greater conversion.

Why is it important?

Partnerships play an essential role within Tourism New Zealand's activities. Partnerships provide the opportunity to deliver co-ordinated marketing activity in market and provide the opportunity to package Tourism New Zealand's activity with a product that potential visitors can buy, thereby activating opportunities for conversion. Partnerships also extend Tourism New Zealand's marketing reach through attracting more funding by way of cash and in-kind support, and assist tourism industry partners by allowing them to leverage Tourism New Zealand's 100% Pure New Zealand marketing campaign, increasing their marketing effectiveness.

What will be done to achieve this priority?

Partnerships with airlines and airports provide essential foundations for building and sustaining supply-side capacity. Tourism New Zealand partnerships will deliver fully integrated joint venture campaign activity to support filling existing capacity both in long haul and trans-Tasman routes.

Partnerships with RTOs will remain important through the duration of this Statement of Intent with a view to promoting regional differentiation and maximising visitor value outcomes for New Zealand. Partnerships will range from high impact campaigns in Australia through to working together on TV production, the international media programme and visiting trade programmes.

Tourism New Zealand will also continue to prioritise work with travel sellers, however, the way we interact and up-skill our trade partners will become more tailored and specific. Tourism New Zealand has developed a trade strategy that will see us better able to cater for the differences by market and has helped us identify the best partners to work with and the best strategies to engage with them. Trade training programmes will be specifically tailored to individual partners' needs. Tourism New Zealand will integrate Maori culture and messages within the trade activity in a way that will demonstrate to visitors the diversity and availability of contemporary Maori tourism experiences in New Zealand.

How will progress against this priority be shown?

- Growth in the value of partnership contributions.
- Growth in the number of trade advocates.

Strategic Priority Five: Optimise delivery capability

Optimising the internal delivery capability of Tourism New Zealand through the right staff and systems, and assisting with the capability of the industry in delivering a superior experience for visitors through Qualmark, i-SITE and Tourism New Zealand's China Market Development Unit.

Why is it important?

To be successful in achieving our priorities Tourism New Zealand has to ensure it has the right people, with the right skills, in place. Ensuring these people are supported through the right IT systems is another critical enabler of Tourism New Zealand's strategy as it ensures the organisation can operate and communicate effectively and efficiently.

Visitor satisfaction and quality are important issues for New Zealand and it is essential for the industry to provide high-quality tourism products, services and information at all levels for visitors, otherwise the value of marketing activities offshore are not leveraged effectively.

What will be done to achieve this priority?

Internally Tourism New Zealand will focus on building staff capability and adoption of technology to deliver productivity and efficiency improvements. A focus will also be placed on further developing employee's cultural understanding and ability. Externally focus on driving industry knowledge and capability through sharing insights into markets, especially emerging markets, assist the tourism industry to meet the needs of the changing visitor mix through support of Qualmark, the i-SITE network and the China focused Approved Destination Status (ADS) programme and to identify and create opportunities to support the Christchurch recovery. Tourism New Zealand will also seek to engage more collaboratively and effectively with New Zealand Inc. agencies to achieve visitor outcomes. Priority areas include partnering to further improve visitor facilitation, collaboration with agencies to achieve aviation outcomes such as assisting the development of air links and air service agreements, and working with Education New Zealand and others to identify and leverage international education opportunities.

How will progress against this priority be shown?

- Improve employee engagement (measured by JRA).
- Targeted number of Qualmark licence holders achieved.
- Satisfaction of i-SITE users exceeds that of non i-SITE users.
- Insights shared and communicated with industry add value to stakeholder activities.

Tourism New Zealand key activity

The following activity groupings illustrate how Tourism New Zealand's services will be delivered to collectively achieve the strategic priorities.

- **Activity one:** Deliver key visitor messages through the 100% Pure New Zealand campaign activity.
- **Activity two:** Deliver key visitor messages through third parties such as media, opinion leaders, and broadcast production.
- **Activity three:** Partner with the travel industry to convert interest in New Zealand into travel and to extend marketing reach.
- **Activity four:** Inform and inspire global travel sellers to assist them to market New Zealand.
- **Activity five:** Deliver inspiring and informative information for potential visitors.
- **Activity six:** Communicate and engage with New Zealand's tourism industry to align industry investment with Tourism New Zealand areas of focus.

These activities are described in more detail, as well providing indicative work streams, in Tourism New Zealand's Statement of Performance Expectations FY15.

Section 4: Organisational health and capability

Tourism New Zealand's organisational health and capability is strongly related to investment in employees, environment, systems and risk management. Practices are consistent with the development goals that aim to lift the performance of the State Services.

In FY13, Tourism New Zealand undertook a project to confirm the organisations mission, vision and values. This involved all teams across the organisation and was endorsed by the executive leadership team and the Board.

Mission: To increase the value of international visitors to New Zealand.

Vision: To be the world's most authentic destination storytellers.

Values: 1 - Global Whanau, 2 - Actions speak louder, 3 - Unwavering belief in New Zealand.

The increase in Tourism New Zealand's level of funding and responsibilities following the 2013 Budget has led to significant organisational growth and change. This has highlighted the importance of working hard to actively engage employees and introduce the Mission, Vision and Values to new employees to ensure these are well embedded within the organisation's culture and practices.

Maori culture and capability strategy:

Tourism New Zealand is committed to integrating Maori culture and messages within the global marketing, trade and PR activity in a way that will demonstrate to visitors the diversity and availability of contemporary Maori tourism experiences in New Zealand.

Aligning with the organisations Mission, Vision and Values and three year marketing strategy, Tourism New Zealand, through the delivery of its Maori culture programme, is continually working to increase both its internal and external capability in order to meet this challenge with a number of initiatives to assist with building Maori cultural capability amongst staff.

Tourism New Zealand's people

Tourism New Zealand's people strategy is aimed at realising improvement opportunities in terms of leadership, competence, culture and performance. Guided by our people management strategy, global and local efforts should complement and reinforce each other to further foster a performance culture.

The drivers underpinning Tourism New Zealand's people strategy are:

- Strengthen our leadership capability for people managers.
- Foster staff engagement.
- Talent management planning.

Programmes and practices focusing on the delivering on the above drivers will continue to be developed. Key areas of focus are highlighted below:

Developing leadership capability:

- Ensure leaders in the organisation lead by example to further reinforce a desired high energy, performance culture of accountability and responsibility.
- Continue to develop effective global leaders who are capable of managing in complex fast moving economies and markets.

Build employee engagement:

- Actively engage employees to support Tourism New Zealand’s strategy and continue to embed the organisation’s Mission, Vision and Values so that they become part of all our people frameworks.
- Continue to encourage collaboration and team work through various engagement initiatives that support Tourism New Zealand’s culture and a learning environment.

Talent management and succession planning:

- Identify and grow talent within the organisation to ensure that the required capability, skills and talent are available to support the delivery of Tourism New Zealand’s strategy.
- Ensure programmes are in place to attract and retain talent.
- Improve the quality of information, tools and resources for employees to manage their careers.
- Provide development by leveraging our geographical spread and where possible through experiential learning opportunities.

Equal Employment Opportunities (EEO) Policy

Tourism New Zealand is committed to the principle of equal employment opportunities and eliminating barriers that cause or perpetuate inequality in employment. Consistent with this, Tourism New Zealand maintains an Equal Employment Opportunities policy that includes;

- Provisions for providing equal opportunities for recruitment, appointment, development and promotion for all current and prospective employees, regardless of sex, marital status, religious belief, colour, race, ethnic or national origin, disability, age, political opinion, employment status, family status or sexual orientation.
- Developing and maintain a workplace culture that values and supports diversity;
- Ensuring that it provides a safe, supportive and healthy environment for all employees

Workplace, systems and environment

Workplace

Tourism New Zealand’s environment is distinguished by the following factors:

- Geographic dispersal with 14 offices, 12 offshore, operating across a range of time zones.
- Significant cultural differences between staff including English as a second language.
- A young and mostly technologically aware and proficient workforce.
- Fluid deployment of staff to international projects.

Tourism New Zealand is conscious of the government’s desire for New Zealand Government agencies (New Zealand Inc.) to work efficiently and effectively together. In support of this, offices in Mumbai, Shanghai and Singapore have recently relocated to co-locate with other New Zealand Inc. agencies over the past three years. This is in addition to new offices in Guangzhou, Jakarta, Sao Paulo being established alongside NZ Inc. agencies and the existing co-location arrangements in London.

Where leases in offshore premises expire, an assessment of the cost and benefit of co-locating with other New Zealand Government agencies against accommodation in alternative office space will be undertaken. The New Zealand Inc. approach will be pursued if not cost prohibitive.

Systems

IT systems are a critical enabler allowing Tourism New Zealand to operate more efficiently and effectively. Connecting international offices through the implementation of communication tools, such as video conferencing facilities and online voice and video systems, assists Tourism New Zealand to overcome the challenges inherent with a mobile and internationally dispersed workforce. Connectivity delivered through the implementation of communication focused IT solutions also realises cost efficiencies through reducing the need for air travel between offices. In addition, Tourism New Zealand's online information system enables 24/7 access to internal information for our international workforce, which assists the accuracy and timeliness of decision making.

During FY12 and FY13 an information technology outsourced infrastructure model was implemented. This was to mitigate risks with the organisation's information systems, future proof systems, improve connectivity and deliver cost savings. During 2013/14 investment will continue in IT systems to deliver efficiency and productivity dividends.

- In FY14, our programme of activity to enhance the organisation's capability will continue to be implemented. This will include the replacement of the existing inflexible and out of date Finance and HR system to allow for improved efficiency in processes, controls and reporting to improve information available for decision making.

Over the past three years Tourism New Zealand has participated in the BASS (Better Administrative and Support Systems) programme, run by Treasury.

- In FY14 Tourism New Zealand will continue to participate in the BASS programme with a view to further reducing any admin and support costs benchmarked above average in the BASS programme.

Environment

Tourism New Zealand became a Qualmark licensee in 2009 and implemented a Sustainability Action Plan in FY10. Bronze status within the Qualmark Enviro² accreditation programme was achieved during FY09 and in FY10 Tourism New Zealand's improved sustainability was recognised by being awarded Silver status. In FY12 a third annual Qualmark Assessment was undertaken, Silver status was maintained.

² See www.qualmark.co.nz for detailed information on standards and assessment processes.

Risk management Framework

Tourism New Zealand’s Risk Management Plan includes policies and procedures to effectively identify, treat and monitor principal business risks. Tourism New Zealand’s risk profile is reviewed on a regular basis by the Audit Committee and is submitted to the Board for approval on an annual basis.

The internal risks that pose the greatest threat and impact are listed below.

Risk	Description	Our mitigation strategies
Strategic		
Significant funding change	If funding levels change materially, the ability of Tourism New Zealand to achieve stated objectives is immediately affected.	<ul style="list-style-type: none"> • Demonstration of Tourism New Zealand’s strong planning function to Ministers/external stakeholders, as well as clearly demonstrating the successful delivery of our strategy and programme through reporting and other external communications. • Tourism New Zealand engages closely with MBIE’s evaluation programme to ensure benefits of Tourism New Zealand activities are accurately portrayed. • Positive engagement with MBIE to ensure positioning in 4 year budget plan. <p>If risk is realised: Scenario planning undertaken to understand the impacts to Tourism New Zealand’s strategy if funding levels were to be reduced with a subsequent down-sizing and reprioritisation required.</p>
Strategic and Business Planning ineffective	If strategic and business plans are poor it may result in uncoordinated long term direction of Tourism New Zealand and unacceptable outcomes for the Government, the Tourism Industry and Tourism New Zealand.	<p>Planning</p> <p>Tourism New Zealand’s robust business planning process ensures a clear direction is established for the business. The planning process includes:</p> <ul style="list-style-type: none"> • Engagement with, and input from industry on Tourism New Zealand’s strategic direction. • Inputs from staff throughout the organisation. • Analysis of macro operating environment. • Strategy development by senior management. • Multi-stage verification of business plan and direction by the Tourism New Zealand Board. <p>Delivery</p> <ul style="list-style-type: none"> • All projects require approval from managers before execution. Via this process, projects must highlight how they contribute to the priorities of the organisation and must have KPIs attached to enable the project’s success to be determined on completion. • Ensuring the right people are employed to deliver activities: <ul style="list-style-type: none"> ○ Review and re-scope roles before advertising for replacements.

Risk	Description	Our mitigation strategies
		<ul style="list-style-type: none"> ○ Multi stage recruitment process including behaviour and competency assessments. ○ Periodically review organisational structure. ○ Performance Agreements (PA's) linked to organisational outputs and outcomes. ○ Annual learning and development agreements (part of PA process). <p>Reporting Regular reporting on progress against deliverables enables early identification of issues and informs continuous improvement of programmes. Reporting includes:</p> <ul style="list-style-type: none"> ● Quarterly reporting against agreed financial and non-financial measures. ● Financial quarterly reviews. ● Internal project reviews. ● 6 weekly (approximately) board reporting.
Corporate reputation declines	Our corporate reputation is important to protect so that Tourism New Zealand can effectively partner with the industry in marketing New Zealand and maintain credibility with key stakeholders.	Tourism New Zealand manages this through financial delegated authorities, investment in the Corporate Affairs area, and channelling media and public communications through spokespeople who have been appropriately trained. Tourism New Zealand also places emphasis on engaging with the New Zealand tourism industry and other stakeholders (including New Zealand Inc.) to increase understanding and opportunities for coordinated/cooperative activity. Tourism New Zealand's robust strategic and annual planning processes are also critical to maintaining corporate reputation.
Operational		
Significant IT malfunction	Data centre information and network lost. No access to network, document servers, finance system.	Tourism New Zealand's IT out-source strategy has resulted in significant improvements to security and reliability of Tourism New Zealand's IT infrastructure, including: <ul style="list-style-type: none"> ● Locating servers at a secure data centre. ● Vendors have been consolidated.
newzealand.com offline	Website goes down impacting on potential visitors, travel trade and Tourism New Zealand's reputation.	<ul style="list-style-type: none"> ● Offshore caching provides 8 hour minimum buffer, so international users of the site will not experience any interruptions for the first 8 hours that the site is down. ● IT for site is held in highly secure data centre.
Unplanned loss of key staff	Tourism New Zealand must ensure it has the right people on staff, and focus on nurturing talents, to ensure an on-going ability to effectively deliver our strategy and achieve desired outcomes. Loss of staff will	Tourism New Zealand has an organisational capability plan in place which is focused on attracting, identifying and developing talent and on building leadership capability to ensure Tourism New Zealand is equipped with people, with the right skills, to deliver on the organisations strategy.

Risk	Description	Our mitigation strategies
Loss of staff accommodation	<p>hinder our abilities.</p> <p>With 14 offices, 12 offshore there is a chance that an office will be unavailable for a prolonged period of time.</p> <p>Defined as:</p> <ul style="list-style-type: none"> • Loss of use of Tourism New Zealand office, New Zealand or offshore, for a minimum of 2 weeks, e.g. Auckland power crisis. 	<p>Due to the mobile and spread of the Tourism New Zealand workforce, the organisation could continue to function if some physical premises were not able to be used for a period of time. Mitigation through:</p> <ul style="list-style-type: none"> • All staff use mobile phones (landlines divert to mobiles as business as usual) and laptops. • If staff cannot access laptops they can access e-mails from external computers by remotely logging in. • Strong relationships exist with suppliers to ensure access to physical resources in times of need e.g. laptops, extra accommodation. • Off shore, Tourism New Zealand has strong links with other New Zealand Inc. agencies which can allow resource sharing. • Institutional knowledge primarily captured through document management system and customer relationship system. • Formal office continuity plans are being developed for key offices.
International media attention on New Zealand's environment performance and contrasting this with the 100% Pure New Zealand campaign	<p>Sustained international media attention contrasting the 100% Pure New Zealand campaign to NZ's environmental credentials would undermine the effectiveness of the campaign.</p>	<ul style="list-style-type: none"> • Monitoring of NZ and offshore media and responding where necessary. • Continuing to communicate that the campaign is not intended as an environmental or sustainability message, and that that NZ's unique combination of landscapes, people and activities cannot be found anywhere else in the world – hence it is a “100% Pure New Zealand” visitor experience. • Where NZ has performed strongly in relation to an environmental issue, assess promotion.
New Zealand's reputation as a safe place to visit comes under question	<p>In one or more key markets;</p> <ul style="list-style-type: none"> • Single event e.g. social unrest or high profile crime resulting in sustained impact to New Zealand reputation. • Road injuries and fatalities involving visitors. • Gradual shift in perception of NZ as a destination resulting from sustained negative coverage. 	<p>Monitor international media pick up of issue and respond as appropriate, may include:</p> <ul style="list-style-type: none"> • Timely development of key messages and delivery of coordinated NZ Inc. response. • Linking with industry, RTO's and subject matter experts as appropriate. • Relevant in-market GM's managing communications to offshore markets. • Visitor safety messaging provided on newzealand.com. • Support the NZ industry with safe driving messaging in multiple languages.

Section 5: Subsidiaries and associate company

Tourism New Zealand has two subsidiary organisations (Qualmark Limited and VIN Incorporated, trading as i-SITE New Zealand) and one associated company (The New Zealand Way Limited).

Visitor satisfaction and quality are important issues for New Zealand and it is essential for the industry to provide high-quality tourism products, services and information, at all levels, for visitors, otherwise the value of marketing activities offshore are not leveraged effectively.

Qualmark Limited

Qualmark is the New Zealand tourism industry's official quality assurance agency. It is a Government-backed initiative supported by Tourism New Zealand (60 per cent equity share) and the New Zealand Automobile Association (40 per cent equity share) and endorsed by other leading tourism industry organisations. The role of Qualmark is to help achieve the tourism industry's overall goal to enhance New Zealand's reputation as a world-class visitor destination and assist visitors to find appropriate standards of accommodation and recognised activity providers.

Qualmark's key objectives are:

- To enable travellers to select accommodation and activity/attraction/transport options with confidence, knowing that the business they choose has been independently quality-assessed.
- To work with operators and the New Zealand tourism industry to provide the best possible experience for visitors.

Qualmark provides a star grading system for a range of different categories including accommodation and venues, and an endorsement system applied across five categories including activities, transport, tour operators, visitor information centres and services. Qualmark also gives recognition for excellence in environmental business practice through Enviro Award accreditation.

This enables visitors and the tourism trade to be better informed about the nature, quality and sustainability of accommodation and services, while also encouraging the industry as a whole to lift the bar on the quality and sustainability of their products and services. Qualmark currently provides approximately 2,100 quality licences annually, with around 1,000 Enviro Awards achieved by tourism businesses.

Qualmark's key areas of focus for FY15 are to:

- Maintain a leading role in tourism quality assurance by ensuring that quality standards agreed with the tourism industry are met by the industry.
- Develop a greater understanding of the consumer decision making process, and how independent quality ratings influence purchase decisions.
- Increase the value of Qualmark quality assurance to individual businesses through increased partnering with marketing and distribution organisations.
- Sustain Qualmark licence numbers through a more clearly defined investment proposition for individual tourism businesses.

i-SITE New Zealand

Once visitors arrive in New Zealand, they need to find out what to do and where to go. Tourism New Zealand supports the i-SITE Network to provide quality information for visitors. To fulfil this role i-SITE New Zealand has identified a vision, mission and goal for the Network within its current 2013-2016 Strategic Plan, and the outcomes and outputs that will help them achieve these, which are set out below.

Vision: To be a world-leading official information and booking network, delivered on the ground and virtually, by enhancing the value visitor's gain from their New Zealand destination experience.

Mission: To operate i-SITE New Zealand as an innovative business that delivers value to member i-SITE's.

Goal: The i-SITE network becomes more viable by:

- Helping more international and domestic customers.
- Distributing more product for the industry.
- Containing or reducing the local government investment required to underwrite the network.

Outcomes: i-SITE New Zealand has identified four outcomes that will result from achieving the vision, mission and goals above:

Outcome 1 - Partnership brand marketing will grow our profile: i-SITE New Zealand will increase the visibility of the Network both online and in traditional media primarily around international gateways to ensure that more visitors are influenced by i-SITEs and that economic value is delivered to the visitor sector.

Outcome 2 - Network productivity will be boosted: The i-SITE Network has a proven influence in encouraging visitors to do more during their New Zealand holiday. i-SITE New Zealand will provide training and a quality assessment programme to increase the value derived from visitors and improve overall satisfaction of visitors that use i-SITEs. This will extend to the recommendation of experiences that, wherever possible, are based on the Qualmark promise. i-SITE New Zealand will also provide member communications, networking opportunities and administrative support to enable members to deliver the best service offerings.

Outcome 3 - Membership of the network will be enhanced through resourcing i-SITE New Zealand and reviewing our rules and criteria: Tourism New Zealand and members will adequately resource i-SITE New Zealand, enabling it to lead the network and set membership rules and criteria that reduces compliance costs and improves standards leading to greater efficiencies.

Outcome 4: Increased i-SITE business intelligence will demonstrate value to our stakeholders: i-SITEs' substantial connection with visitors, and the geographical reach of the Network, provides significant opportunities for the tourism industry. i-SITE New Zealand will manage relationships and demonstrate value to Local Government and other owners to maintain their major investment in i-SITEs.

Outputs: To generate the outcomes outlined above, i-SITE New Zealand needs to deliver the following outputs, which have been clustered into three operational areas:

Output 1: Marketing

- Brand marketing to international and domestic travellers and production of i-SITE promotional resources, brand management and creative development.

Output 2: Productivity

- Online trade training.
- Training of i-SITE staff to NZQA standards.

- Specialist customer service and sales training programme.
- Qualmark and mystery shopper assessments of i-SITES.
- National conference and regional updates for i-SITE staff.
- Support and maintain communication systems to inform users.
- Improve the efficiency of i-SITE booking and information systems.
- Manage the distribution of uniforms and marketing material.

Output 3: Value

- Monitoring financial performance and benchmarking of i-SITES.
- Provision of Duty of Care Information to visitors.
- Advocate for continued Local Government support of i-SITES and closer regional integration.
- Partnership development.
- Governance of the i-SITE Network through the i-SITE New Zealand Board.
- Managing governance processes.

The New Zealand Way Limited

Tourism New Zealand and New Zealand Trade and Enterprise (NZTE) co-own The New Zealand Way Limited. The New Zealand Way Limited has the objective of building and sustaining an umbrella brand for New Zealand exporters and the tourism industry which, by emphasising and embodying quality, market efficiency, market innovation, leadership, and unique New Zealand characteristics, adds value to the products and services that carry the brand.

Tourism New Zealand will continue to position New Zealand as a quality tourism destination using the Brand New Zealand fern as a key symbol and identifier.

A key area of focus for the duration of this Statement of Intent is to protect the Brand New Zealand fern mark in New Zealand and key offshore tourism markets.

In addition, New Zealand Trade and Enterprise (NZTE), Tourism New Zealand and Education New Zealand (ENZ) led the development of the New Zealand Story. This is an initiative to help businesses gain competitive advantage by building a strong, consistent profile for New Zealand in international markets. The project is about broadening the perception of New Zealand internationally, beyond the scenic beauty of the country to include attributes like innovation and resourcefulness, unique Māori culture, integrity and New Zealand's welcoming friendly approach.

The elements that will bring the story to life across our export sectors and the public and private sectors are:

- Our Open Spaces, our land and sea, and our guardianship of these spaces and the inspiration that comes from these spaces.
- Our Open Hearts, our warmth and hospitality that is a result of coming from a small country, and the integrity in the way we act.
- Our Open Minds, born of isolation and being from the edge of the world we have become ingenious, resourceful problem solvers.

A toolkit of resources has been created to help businesses and is available at www.story.newzealand.com. The toolkit includes imagery and video and will continue to be developed by the New Zealand Story Group.

The New Zealand Story Group is responsible for promoting and protecting the New Zealand Story. The Group comprises an advisory board and an operational management team within NZTE. The advisory board includes the Chief Executives of NZTE, Tourism New Zealand, ENZ, Te Puni Kokiri, Ministry of Foreign Affairs and Trade, the Ministry for Primary Industries; along with three private sector representatives.



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