



Tourism New Zealand

Statement of Intent FY18 – FY21

FINAL

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

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Foreword from the Chair of Tourism New Zealand

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

The past four years have seen international tourism become New Zealand's top earner of foreign exchange. This document recognises the industry's recent successes and momentum, as well as acknowledging the opportunities and challenges currently faced.

The purpose of this document is to set out Tourism New Zealand's priorities for the period 1 July 2017 – 30 June 2021 (FY18 - FY21), the operating context and evolution of those priorities, and how our programme of initiatives and activities will be organised to ensure success against our priorities. Our aim is to ensure that the organisation and industry remain successful while making the most of growth opportunities.

Tourism New Zealand's mission is to boost New Zealand's economy by growing the value of international visitors. Organisational priorities directly support our mission and will build on the previous four years' success.

Rapid growth and visitor concentration has placed pressure on core regions and on infrastructure, including accommodation. Tourism New Zealand's first priority focuses activity on driving the dispersal of visitors – across the year and around the country in order to support a more sustainable sector.

It will see 100% of activity directed into promoting the off-peak (autumn, winter and spring), primarily the shoulder seasons. Tourism New Zealand is also focussing its efforts on encouraging travellers to experience more of New Zealand's lesser visited regions.

Secondly, the organisation will manage its portfolio of markets and sectors as a strategic investor would, adopting a flexible approach to funding and delivery, making changes as markets develop. Activity will change depending on whether a market or sector is developed, emerging or sits somewhere in between.

Finally, the organisation will seek to work more closely with the sector to improve the experiences of both visitors and host communities. It is essential that our visitors have excellent experiences here but equally, that New Zealanders value the role of tourism in their local community. Tourism New Zealand will apply its expertise in consumer insight, and its direct involvement in Qualmark and the i-SITE network to support the wider industry in achieving these objectives.

This new strategy sees Tourism New Zealand in the best position possible to support the Government's objectives for New Zealand.

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.

It also provides the guiding priorities to direct Tourism New Zealand's activity and performance expectations which are 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 – describes the external environment and context for the tourism sector in New Zealand.

Section 3: 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 subsidiary organisations, Qualmark Limited and VIN Incorporated, trading as i-SITE New Zealand, and how they contribute.

Section 1: Nature and Scope

Tourism New Zealand's role

International tourism is now New Zealand's largest earner of foreign exchange and for the year to December 2016 total international tourism expenditure was measured as \$10.1 billion¹. Among fierce competition for the international traveller, Tourism New Zealand is responsible for ensuring New Zealand remains attractive as a destination.

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's four-year strategy, outlined in this Statement of Intent, is informed by the Government's Tourism Strategy which aims *to increase the economic contribution made by tourism at a national and regional level*. The tourism strategy both aligns and coordinates government efforts in the sector to boost the economic contribution of tourism across the country and plan for the future.

The strategy focuses on three challenges:

- attracting the right mix of visitors
- ensuring visitors have a high quality experience
- supporting regions to respond to and benefit from increasing visitor numbers.

Tourism New Zealand also contributes to the Government's Business Growth Agenda with the target of increasing the ratio of exports to 40 per cent of GDP by 2025, and the tourism industry's Tourism 2025 framework that aims to grow international tourism revenue by six per cent a year till 2025.

How Tourism New Zealand works with industry and NZ Inc. partners

There are several areas where Tourism New Zealand will dedicate particular focus. These include:

- Encourage more effective collaboration across the industry in particular through activity with regional partners or groups of operators.
- Share marketing insights to building industry knowledge and capability, in particular in relation to new emerging markets and special interest segments.
- Foster mutually beneficial relationships with aviation partners, with a particular focus on its longstanding partner, Air New Zealand.
- Continue to work closely with New Zealand Major Events and Regional Convention Bureaus and other key parties to ensure 'events' activities are well coordinated.
- Work alongside other NZ Inc agencies to ensure coordinated responses are developed for issues affecting both the industry and New Zealand communities. This includes a continued focus on supporting NZTA's safer driving programme, NZTE's efforts to attract new hotel investment, the rebuild of Christchurch and Kaikoura, and work to lift the quality of visitor experiences.

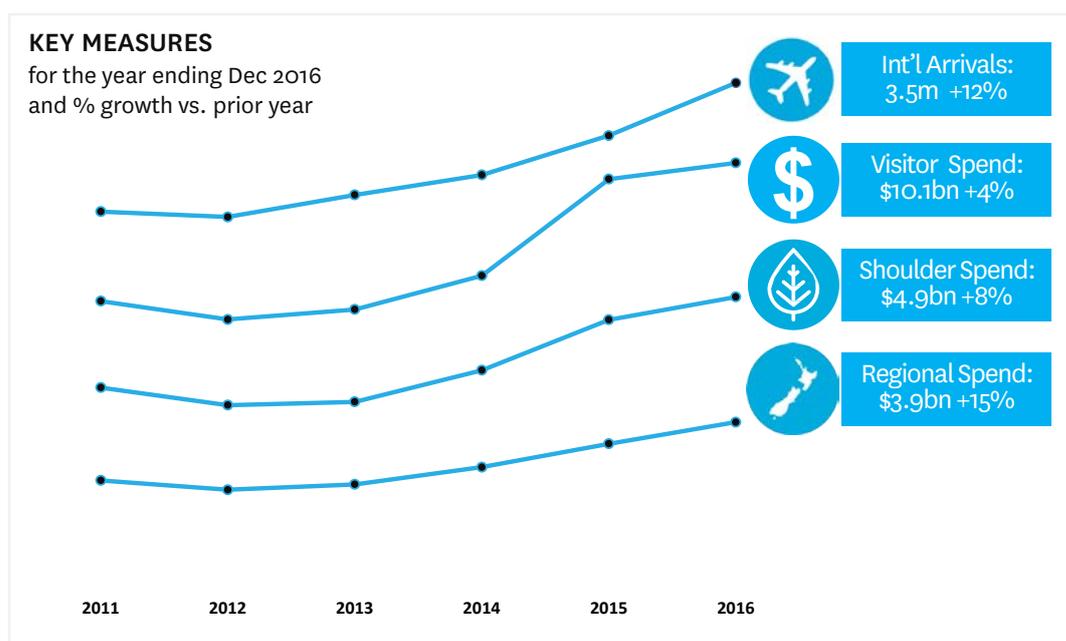
¹ Source: MBIE International Visitor Survey (IVS), December 2016. Note the \$10.1bn IVS figure excludes airfares and other contributors to the annual Tourism Satellite Account (TSA) figure of \$14.5bn for the year ending March 2016

Section 2: Operating environment

The global tourism sector is expanding, driven in large part by the growth in middle classes, low fuel prices and increased aviation capacity which has come from new entrants and greater efficiency.

The New Zealand tourism sector has experienced exceptional growth over the past four years. Arrivals volumes are at record levels and holiday arrivals are up 17 per cent over the past twelve months. Spending and value have grown faster than arrivals for several quarters.

The future outlook for international visitor arrivals and spend remains excellent. Over the next four years, our strategy plans for the Government’s forecast for one million more visitors², increasingly from China, for a total of approximately 4.5 million arrivals for the year ending December 2021.



Source: Statistics NZ ITM (total international arrivals), IVS (total spend by international visitors), MBIE MRTE . Shoulder Spend = Autumn (Mar-May) + Spring (Sep-Nov); Peak = Summer (Dec-Feb). Gateway RTOs=AKL, WLG, CHC, and ZQN; All data points are for 12 months to December of the year shown.

Challenges and Opportunities

Making the most of growth

The strong growth in international tourism spend in New Zealand is not equally distributed but skewed towards the four main gateway regions; Auckland, Wellington, Christchurch and Queenstown (achieving 65% of overall tourism spending in the June 2016 year). Over the next four years Tourism New Zealand will encourage tourists to visit areas beyond the gateway regions and traditional tourist highlights.

New Zealand also remains a highly seasonal destination, with the vast majority of international visitors arriving over the summer months of December to February. We will continue to focus on broadening the value that tourists bring to the country by marketing New Zealand as a shoulder season destination.

² Source: MBIE Tourism Forecasts 2017-2023. Dec 2016 (actual): 3.5m; Dec 2021 (forecast): 4.5m,

With increasing demand for tourism experiences, Tourism New Zealand will work more closely with others in the sector and share our knowledge of what the consumer is looking for. This in turn will enable relevant investment. Our overall aim is to improve the visitor experience, support the expansion of the sector and increase the amount visitors spend.

Maintaining a quality visitor experience

In order to ensure that visitors returning home continue to promote New Zealand to family and friends, it is essential that tourists continue to have excellent experiences here. However, rapid growth and capacity constraints have led to price rises in tourism hot spots though quality has not changed. Visitors are finding it more appealing to travel to new locations but some regions are less well equipped than others to deal with influxes of visitors. Tourism New Zealand will step up the monitoring of consumer feedback to better inform the industry and help guide product development.

Infrastructure and economic development

Rapid growth, coupled with the need to disperse demand to the regions is likely to exacerbate infrastructure challenges in popular areas. Though infrastructure development is outside the role of Tourism New Zealand, we will continue to take an active approach to this by providing more of our knowledge of the consumer. An example is the hotel investment research that Tourism New Zealand and MBIE worked with NZTE to commission, to examine hotel capacity across the country and opportunities for increased investment.

Local communities valuing tourism

It is critical that the experiences of both our visitors and the communities hosting them, are positive. Our research indicates that though most New Zealanders support tourism peoples' attitudes are being affected by the rapid growth.

Tourism New Zealand will continue monitoring community feedback, using the information to help guide industry action and its own responses. It has already focused on efforts to improve the safety of visitors on our roads and for the next four years Tourism New Zealand will continue to work with other NZ Inc. agencies and the industry. Ensuring that New Zealanders continue to see tourism in a positive way will help guarantee that visitors have good experiences.

Competing Globally

As the world becomes more globalised and connected consumers are adopting digital technologies at an accelerating pace. Planning and booking holiday travel is a relatively complex experience and both travel market experts and digital players see big changes as likely.

As a niche marketer in this global market place, Tourism New Zealand will continue to be innovative in its approach. The 100% Pure New Zealand campaign launched in 1999 is widely recognised as the most successful destination marketing campaign globally. Extending our partnership with Google and Facebook into new channels, new partners and delivering more integrated projects where we can test, learn and rapidly adapt will be critical to our success.

Evolving our strategy for the next four years

Over the next four years Tourism New Zealand will be more proactive in seeking to change visitor behaviour, encouraging shoulder season travel and greater regional distribution.

Tourism New Zealand will also work more closely with the industry sharing information to support product development which will enhance the visitor experience, and in addressing wider industry and community concerns.

The organisation will step up its communication with New Zealanders around the benefits of international tourism and the way issues are being managed.

Finally, Tourism New Zealand will continue to work across Government and NZ Incto provide information to assist decision making by other agencies working in areas such as aviation, accommodation, visa settings, transport and workforce skills.

Tourism New Zealand's strategy has four key priorities:

- 1. Broaden our measure of value from near-term growth to long-term sustainability**
Redefine the way we account for 'value' to consider not just arrivals and spend, but also regional dispersal, seasonality and market diversity, all to enable long-term sustainability.
- 2. Strategically manage our portfolio of markets and sectors**
Group markets and sectors as 'near-term value', 'medium-term growth' or 'longer-term development' in order to target them accordingly while managing risk.
- 3. Work with others to sustain and improve the experience of tourism for all**
Collaborate more closely with other Government agencies and share our knowledge with industry partners. In this way we will work to ensure the tourism story is shared with local communities. This in turn will enhance the experience of our visitors.
- 4. Build organisational strengths**
Further build the capabilities needed to deliver on the strategy including development of our digital capability and our test-and-learn approach, plus gaining better knowledge about our visitors and improving our partnerships with other agencies.

What isn't changing?

Key elements of our prior strategy have been successful and will continue into the next four years, including:

- Tourism New Zealand's mission: to boost New Zealand's economy by growing the value of international visitors.
- The 100% Pure New Zealand campaign and the unique truth that is "everything, close".
- Targeting high-value visitors in the right markets and sectors.

Section 3: Tourism New Zealand's strategy

The four-year strategy consists of Tourism New Zealand's mission, supported by three strategic priorities. Each of these priorities is developed by a series of initiatives.

All decisions on resource allocation (money, people, time), market and sector prioritisation, activities and channels will be made with the intention on delivering on these priorities.

Mission

To boost New Zealand's economy by growing the value of international visitors

Growing the value of international tourism requires concerted effort across the sector but it is Tourism New Zealand's role to target and attract visitors to the country.

Strategic Priorities

One: Broaden our measure of value from near-term growth to long-term sustainability

Tourism New Zealand's current approach to increasing value focuses on encouraging tourists to stay longer and spend more.

This recognises that long-term value is also the product of other factors, such as visitors arriving outside of peak season and travelling to new regions. This will improve the economic viability of existing infrastructure and improve signals to capital investors and employers.

Tourism New Zealand will also consider factors such as whether there is sufficient diversity in the markets it is targeting, and the potential for economic and political changes to occur. The aim is for Tourism New Zealand to change its approach when markets are affected by factors that cannot be controlled.

Tourism New Zealand's campaigns targeting high value visitors to the country have been very successful. We will continue to increase value by targeting specific visitor sectors such as those that travel for a business event or a special interest holiday. For example, golf visitors don't stay for long periods but spend a significant amount during their time here while those who travel to New Zealand for a conference are often likely to return for a holiday. A focus on specific visitor sectors and business events will contribute to long-term value.

Two: Manage our portfolio of markets and sectors as a strategic investor

With over 60 million people already actively thinking about a New Zealand holiday (a group known as Active Considerers) across our six key markets of Australia, China, US, UK, Japan and Germany, Tourism New Zealand cannot effectively target them all. In order to reach, and secure the highest-value consumers Tourism New Zealand needs to take a strategic approach to market development.

This priority looks at how to manage markets and sectors to ensure the organisation can maintain momentum in established markets, seize opportunities to grow markets, while also taking a future-focused position, investing in selected emerging markets and sectors to realise potential value in the medium- to long-term.

The new priority establishes three different horizons of near-term value, medium-term growth and long-term development to guide decision making. Within each market or segment, Tourism New Zealand will prioritise investment and activities relevant to the stage the market is in.

- Horizon 1: Near-term value - visitor mix is stable. Approach is to monitor the “active considerer” pool, target the “barriers to travel” and encourage regional and seasonal dispersal and repeat visits.
- Horizon 2: Medium-term growth – air connectivity from some areas may have been improved only recently. The focus is to attract high value visitors to establish New Zealand as a more premium, value destination.
- Horizon 3: Long-term development- before air connectivity. The focus is to boost visitor numbers to 50,000 to create the commercial business case for an airline.

Three: Work with others to improve the experience of visitors and host communities

New Zealand is a long-haul, premium-priced destination with a strong, niche appeal in most overseas markets. We rely on positive brand association and word of mouth to make the most of our unique strengths. Poor visitor experiences will make it harder to compete with other tourism boards for customers.

In order to ensure visitors returning to their home act as unofficial brand ambassadors, it is essential that tourists continue to have excellent visitor experiences. In addition, the visitor experience is affected by the New Zealand community’s own view on tourism – the more the community can understand the benefit of a strong tourism sector, the more likely it is to take a positive view on tourism growth.

Tourism New Zealand will take a supporting role in improving the visitor experience by sharing our expertise in marketing and in understanding the consumer with the industry. We will work alongside others to provide insight and expertise that can be used in product development and to support investment decision making.

The organisation will also lead the development of 100% Pure New Zealand experiences and grow the number of operators that carry the Qualmark, two brands that will give visitors a clear signal of quality.

Finally, Tourism New Zealand will work alongside other agencies and encourage the sector to keep New Zealanders well informed about the value of tourism, and the way challenges caused by growth are being managed.

Tourism New Zealand key activity

The following activity groupings illustrate how Tourism New Zealand’s services will be delivered.

- **Activity one:** Deliver key messages through the 100% Pure New Zealand campaign.
- **Activity two:** Deliver key messages through third parties such as media, opinion leaders, and broadcast production.
- **Activity three:** Partner with the travel industry to extend reach and interest in New Zealand into travel.
- **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’s areas of focus.

Outcomes Framework

MISSION: Boost New Zealand’s economy by growing the value of international visitors					
STRATEGIC PRIORITIES: <ol style="list-style-type: none"> 1. Broaden our measure of value from near-term growth to long-term sustainability 2. Manage our portfolio of markets and sectors as a strategic investor 3. Work with others to sustain and improve the experience of visitors and host communities 					
Outcome 1: Value		Outcome 2: Dispersal		Outcome 3: Experience	
INTERMEDIATE OUTCOMES: <ul style="list-style-type: none"> • Arrivals • Stay days • Spend 		INTERMEDIATE OUTCOMES: <ul style="list-style-type: none"> • Seasonal dispersal • Regional dispersal • Market portfolio 		INTERMEDIATE OUTCOMES: <ul style="list-style-type: none"> • Visitor Experience • Acceptance by NZ’ers • Advocacy (by visitors and Kiwis) 	
ACTIVITY 1: Deliver key messages through the 100% Pure New Zealand campaign activity	ACTIVITY 2: Deliver key messages through third parties such as media, opinion leaders, and broadcast production	ACTIVITY 3: Partner with the travel industry to convert interest in New Zealand into travel and to extend marketing reach	ACTIVITY 4: Inform and inspire global travel sellers to assist them to market New Zealand	ACTIVITY 5: Deliver inspiring and informative information for potential visitors	ACTIVITY 6: Communicate and engage with NZ’s tourism industry to align industry investment with TNZ’s areas of focus
SPE KPIs: <ul style="list-style-type: none"> • CPE (cost per engagement) from display • CPA (cost per acquisition) from search 	SPE KPIs: <ul style="list-style-type: none"> • # of media visits • EAV from high impact influencer and international media programme (IMP) • Content EAV 	SPE KPIs: <ul style="list-style-type: none"> • Value of partner contributions • Campaign return on investment (min 5:1) 	SPE KPIs: <ul style="list-style-type: none"> • # of NZSP agents • Travel company advocates • Major trade events hosted or supported • Volume, value & win rate of CAP conference bids • Volume, value and win rate of incentives bids 	SPE KPIs: <ul style="list-style-type: none"> • Total visits and Active visits to newzealand.com • Referrals to industry via newzealand.com and TPRs • % of people more likely to visit NZ as a result of visiting newzealand.com 	SPE KPIs: <ul style="list-style-type: none"> • # of industry engagements • TNZ comms add value to industry stakeholders • TNZ performance as an NTO adds value to industry stakeholders

Section 4: Organisational capability and environment

Tourism New Zealand’s organisation capability and environment is realised through investment in employees, the working environment, support systems and the identification and management of risk.

Tourism New Zealand’s mission, vision, values and actions are as follows:

Mission: To boost New Zealand’s economy by growing the value of international visitors

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

Values: Global Whānau; Actions speak louder; Unwavering belief in New Zealand.

Actions: Friendly and Focussed; Inclusive and Decisive; Composed and Sees the Big Picture.

This work informs the practices which reinforce the organisation culture and engages our people. Together they form ‘Our Story’.



Tourism New Zealand’s people

Tourism New Zealand’s people strategy is aimed at

- Fostering a culture of engagement through investment in practices and processes that celebrate ‘our story’;
- Building people capability through programmes for accelerating performance and development;
- Develop search, attraction and recruitment processes to attract individuals with the desired skills, experiences and motivation and on-boarding them effectively; and
- Providing an environment which enables our people to work effectively together as a global whānau.

Key areas of focus are highlighted below:

1. Fostering a culture of engagement through the celebration of ‘Our Story’

- Promote mission, vision values and actions through induction, performance management, recognition and global whānau programmes and practices.
- Continue to develop the test, learn and share programmes to support agile marketing practices.

2. Programmes for accelerating performance and development

- Continue to provide programmes targeting areas of capability development which support organisation strategy e.g. stakeholder management, great hosting, project management and management development
- Continue to provide programmes which enable individuals to realise potential and generate greater impact in their role.
- Improve the quality of information, tools and resources for employees to manage their careers.

3. Search, attraction, recruitment, and retention

- Promote the employee value proposition as a means of attracting those with the skills, experience and motivation to Tourism New Zealand.
- Establish information, processes and practices which accelerate on-boarding of new employees to Tourism New Zealand.
- Undertake succession planning to maintain organisation capability through key roles.

4. Global Whānau

- Ensure the right tools, practices, and skills are present to enable team members to connect with each other.
- Develop a programme of activities which celebrate the diversity of our global whānau.

Equal Employment Opportunities (EEO) Policy

Tourism New Zealand places emphasis on supporting a diverse ‘global whānau’ and is committed to the principle of equal employment opportunities and eliminating barriers that cause or perpetuate inequality in employment. Consistent with this, we maintain 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 maintaining an organisation culture that celebrates the diversity of our global whānau, and
- ensuring that it provides a safe, supportive and healthy environment for all employees.

Safety and wellness

Tourism New Zealand has developed an extensive programme to support the safety and wellness of employees and guests through a suite of policies, the practice of risk assessment and risk management and reporting and reviewing of incidents and accidents. Employees are engaged in these practices to ensure that we take care of each other and our guests.

By working with the tourism industry in the development of safety and wellness, Tourism New Zealand also supports the industry in improving its practices and meeting its obligations under the legislation.

Workplace, systems and environment

Workplace

Tourism New Zealand's workplace is distinguished by the following:

- 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 (NZ Inc.) to work efficiently and effectively together. In support of this, offices in Mumbai, Shanghai, Guangzhou, Jakarta, Sao Paulo and London are co-located with other New Zealand Inc. agencies.

Where leases in offshore premises expire, the cost and benefit of co-locating with other New Zealand Government agencies will be assessed. The New Zealand Inc. approach will be pursued if not cost prohibitive.

Systems

IT systems are critical for Tourism New Zealand and its international workforce. Systems, infrastructure and processes have focused on connecting international offices and staff through tools such as video conferencing facilities, online voice and video systems, as well as document and information sharing and transparency, such as through SharePoint document management, CRM and intranet.

Connectivity delivered through IT solutions also realises cost efficiencies through reducing the need for air travel between offices. Tourism New Zealand's online information system enables 24/7 access to information for our international workforce, which helps accurate and speedy decision making.

An information technology outsourced infrastructure model has been implemented to mitigate risks with the organisation's information systems, future proof systems, improve connectivity and deliver cost savings. Investment will continue in IT systems to deliver efficiency and productivity benefits.

Our programme of activity will continue to focus on streamlining and optimising the organisation's existing systems.

Risk management framework

Tourism New Zealand’s Risk Management Plan includes policies and procedures to effectively identify, treat and monitor principal business risks. This profile is reviewed regularly by the Audit Committee and is submitted to the Board for approval annually.

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

Risk	Description	Our mitigation strategies
<i>Strategic</i>		
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 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 and key stakeholders 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. ○ 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.

Risk	Description	Our mitigation strategies
		<ul style="list-style-type: none"> 6 weekly (approximately) board reporting.
Corporate reputation declines	<p>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.</p>	<p>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.</p> <p>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.</p> <p>Tourism New Zealand’s robust strategic and annual planning processes are also critical to maintaining corporate reputation.</p> <p>TNZ maintains a code of conduct to ensure staff are aware of what behaviour is/is not appropriate</p>
Operational		
Significant IT malfunction	<p>Data centre information and network lost. No access to network, document servers, finance system.</p>	<p>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:</p> <ul style="list-style-type: none"> Locating servers at a secure data centre. Vendors have been consolidated.
newzealand.com offline	<p>Website goes down impacting on potential visitors, travel trade and Tourism New Zealand’s reputation.</p>	<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. Audit of hacking vulnerability completed at least annually by external consultants
Unplanned loss of critical staff	<p>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 hinder our abilities.</p>	<p>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 organisation’s strategy.</p> <p>Institutional knowledge is primarily captured through document management and CRM on line systems</p>
Loss of staff accommodation	<p>With 14 offices, 12 offshore there is a chance that an office will be unavailable for a prolonged period of time. Defined as: Loss of use of Tourism New Zealand office, New Zealand or offshore, for a</p>	<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.

Risk	Description	Our mitigation strategies
	<p>minimum of 2 weeks, e.g. Auckland power crisis.</p>	<ul style="list-style-type: none"> • 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.
<p>International media attention on New Zealand's environment performance and contrasting this with the 100% Pure New Zealand campaign</p>	<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.
<p>New Zealand's reputation as a safe place to visit comes under question</p>	<p>In one or more key markets; 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>	<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.
<p>New Zealand's reputation as a friendly welcoming place to visit comes under question</p>	<p>New Zealanders becomes dissatisfied with the number of tourists e.g. due to availability of accommodation and product for the domestic market, or damage to the environment caused by high volumes, leading to “foreigner resentment”</p>	<p>Monitor domestic media attention and respond as/if appropriate Target marketing to promote shoulder seasons Target marketing to promote regional spread Qualmark refresh of criteria to promote longer-term sustainable business practices Mood of the nation monitor assessment</p>

Section 5: Subsidiaries and associate company

Tourism New Zealand has two subsidiary organisations, Qualmark Limited and VIN Incorporated, trading as i-SITE New Zealand.

Qualmark Limited

Qualmark is the New Zealand tourism industry's official quality assurance agency. It is owned by Tourism New Zealand and endorsed by other leading tourism industry organisations. The role of Qualmark is to help secure a strong long-term sustainable position for the New Zealand tourism industry by protecting what makes New Zealand unique and desired, by maintaining New Zealand's support for our industry, and by enabling tourism businesses to be ready to embrace change.

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 deliver a superior customer experience, customer safety, social and environmental best practice for a long-term sustainable industry

Qualmark provides a measurement system to assess a broad range of quality criteria including health and safety, economic, environment, social and people attributes. In addition, a star grading system assesses attributes for different categories of accommodation and venues.

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 products and services. Qualmark currently provides approximately 2,100 quality licences annually.

Qualmark's key areas of focus for FY18 are to:

- Maintain a leading role in tourism quality assurance by ensuring that quality standards maintain on-going relevance and focus on the longer-term sustainable needs of the industry.
- Increase the value of Qualmark by strengthening the operators' relationship with the Tourism Business Advisor and providing guidance to assist continuous improvement.
- Qualmark becomes a financially viable business that does not require the on-going financial and resource support of Tourism New Zealand to achieve its goals.
- Sustain and grow Qualmark licence numbers through a more clearly defined value 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. To fulfil this role i-SITE New Zealand has identified a vision, mission and strategic objectives for the Network within its strategic plan.

Vision: Customers rate us as the best official visitor information and booking network in the world.

Mission:

- Matching visitors with quality experiences, helping them to safely see and do more, creating net promoters.
- Driving community and business growth through delivery of trusted information and a competitive sales channel.
- Providing manaakitanga that our host communities take pride in.

Strategic Objectives: The i-SITE network will focus on four themes, each with a strategic objective:

- Brand and awareness – reach more customers with a clearer value proposition.
- Customer experience generate more net promoters.
- Productivity simplify the business operation to drive down costs.
- Valued network secure investment.

Outcomes: i-SITE New Zealand has identified four outcomes that will result from achieving the vision, mission and strategic objectives 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 economic value is delivered for visitors.

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.

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 improve standards leading to greater efficiencies.

Outcome 4: Increased i-SITE business intelligence will demonstrate value to our stakeholders: i-SITE's 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.

Otago Central Rail Trail
Miles Holden
<http://visuals.newzealand.com/asset/116434>





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