

Tourism Export Council of New Zealand Strategic Plan 2023-2026



The Tourism Export Council's Strategic Plan 2023-2026 reflects today's intent and tomorrow's aspiration.



Vision: To enhance international tourism's profile and value to New Zealand.

Mission: By facilitating business partnerships and influencing sustainable growth in export earnings for all our members.

Thought Leadership:

Thought leaders are the informed opinion leaders and the go-to people in their field of expertise. They become the trusted sources who move and inspire people with innovative ideas; turn ideas into reality and know and show how to replicate their success.

According to Forbes Russ Alan Prince and Bruce Rogers:

"An individual or firm that is recognized as an authority in a specialized field and whose expertise is sought and often rewarded."

TECNZ is an industry organization that:

- Provides leadership and connectivity across all member and stakeholder groups.
- Provides leadership through effective crisis management to ensure wellbeing and safety of visitors hosted in New Zealand.
- Assesses and develops new products and experiences in regions to match market demands.
- Provides innovative thinking for problem solving scenarios.
- Encourages and supports members with regenerative and values based sustainable environmental and business practices.
- Is cognizant of role international tourism plays in communities with value and benefits (domestic bread/butter, international revenue cream).
- Supports / engages professional development and education for existing and new international tourism businesses.

Key Stakeholders

- Members: Inbound Tour Operators (ITOs) and Allied members (accommodation, transport, activity/attraction, RTOs, tourism service providers)
- Government Ministers and opposition political parties
- Tourism NZ and Qualmark
- NZ Māori Tourism, Tourism Industry Aotearoa and other national tourism associations / groups
- Ministry of Business, Employment and Innovation, Department of Conservation, Immigration NZ and Customs NZ, NZ Trade and Export Growth



Code of Ethics

- The Code of Ethics is designed to advance the objects of the Association by requiring all members to adhere to and observe high standards of integrity and ethical conduct in all their business dealings.
- The recognition and practice of ethical conduct within the inbound tourism industry is a necessary and important component in achieving and maintaining the Tourism Export Council of New Zealand's goals of quality, integrity, and professional excellence.
- Clearly define the intended professional business standards that will differentiate TECNZ members from non-members
- Ensure New Zealand's favorable reputation as a travel destination remains intact by ensuring TECNZ operators embrace the code of ethics.

Values for Organization and Members

Whanaungatanga - We value relationships and will work together.

Pono - We are honest, open, and accountable.

Rangatiratanga - We are excellent in everything that we do.

Auahatanga - We are innovative and passionate about what we do.

Manaakitanga - Hosting and looking after visitors and we care and support one another.

Mana Taurite - We are inclusive and strive for equality.

Kaitiakitanga – Guardianship of natural resources. In all aspects of business development, we will ensure that product and visitor experience development truly reflect sustainability at its core, ensuring that we support guardians of the land, the people and the business opportunity (socially, environmentally and economically).

Kotahitanga - Strength is not that of an individual but that of the collective working together.

Context in Industry

What does Tourism New Zealand (TNZ) do?

- Crown entity government funded. Promotes and markets New Zealand to the world.
- Through offshore trade events, TRENZ event bringing international buyers to NZ, digital marketing, domestic marketing, and market intelligence.

What does Tourism Export Council (TECNZ) do?

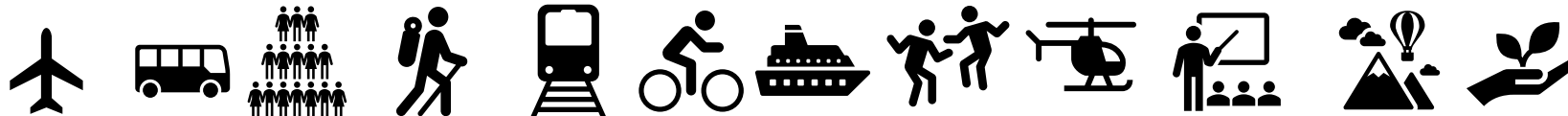
- Private sector (association). Promotes and markets New Zealand to the world through ITOs and members.
- Commercially (contracts) packages up New Zealand product and experiences for offshore wholesalers and agents into easily purchasable itineraries.
- Provides market intelligence on current and future international tourism trends, and industry events to connect NZ sellers and NZ buyers (ITOs)
- Advocate with government agencies on sensible and pragmatic policies that positively influence the flow and care of international visitors to/from NZ.

What does Tourism Industry Aotearoa (TIA) do?

- Private sector (association). Does not promote or market New Zealand to the world directly. Some TIA members do undertake marketing activity.
- Lead advocate with government agencies on policies that influence a positive trading environment for all tourism businesses.
- Represents all sectors of the tourism industry including domestic, cruise, business events, international, hospitality.
- Leadership role for industry strategic direction, government submissions, sustainability and industry events e.g. TRENZ management / Summit.

Future Trends

- Visitors wish to explore and develop an affinity with our culture, people, and values.
- Visitors are becoming more socially aware and will choose destinations based on matching their values.
- Visitors are wanting to 'give back' to the communities they are visiting.
- Visitors are seeking to engage with businesses that have a strong focus on sustainability practices and regenerative tourism concepts.
- The tourism industry must embrace technology to benefit visitors and enhance their own productivity and competitiveness.
- New Zealand is precious, and everyone who lives and travels here has a responsibility to look after it [Tiaki].



STRATEGIC PLAN: 2023-2026



VISION

To enhance international tourism's profile and value to New Zealand

MISSION

By facilitating business partnerships and influencing sustainable growth in export earnings for all our members

STRATEGIC PILLARS

2023-2024 KEY INITIATIVES

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MEMBERSHIP SERVICES

Inbound, Allied, YTEC

Health and Safety

Tools and Resources

YOUNG TEC

Drive Membership

Capability Building

Career Opportunities

ADVOCACY & INFLUENCE

Grow awareness

Government relations and respected voice

Positive Stakeholder Management

EVENTS

Annual Conference

Xmas Symposium

Regional workshops, YTEC
Global Inbound Tourism Conference

TECNZ Strategic Framework 2023 -2026



Strategic Actions



Membership Services

Calibre Businesses
Health and Safety
Tools and Resources

Goal: Grow/enhance value for members

Key objective:

- Grow membership
- Attract calibre quality members
- Develop helpful tools and resources

What has to happen?

- Staffing resource to support goals
- Due diligence for membership
- Research best tools available

Opportunities/Perception

- International tourism experts
- Market intel and business advice
- Sustainability across 4 wellbeing

Challenges

- Business financial constraints
- Health and safety too onerous businesses decide to close
- Maintaining benefit for members

Young TEC

Drive membership
Capability building
Career opportunities

Goal: Enhance value for members

Key Objective:

- Grow membership and events
- Provide professional development programs
- To support tourism as career

What has to happen?

- Admin resource to support goals
- Event dates in advance
- Continue engagement with schools, tertiary and career advisors

Opportunities/Funding

- NZ Maori Tourism, Go with Tourism, Ringa Ora Workforce Council
- Membership fee investment

Challenges

- Time for parents, society to recognize tourism as a career path
- Other industries more appealing
- Youth focus on digital not trade

Advocacy & Influence

Grow awareness
Government relations
Stakeholder Management

Goal: Recognized private sector international experts 'be the voice'

Key Objective:

- Enhance positive international tourism profile across government and other industries
- Keep all political parties informed
- Maintain strong industry relationships

What has to happen?

- Guest speaker at non-tourism events e.g. Chambers, NZTE
- Positive media/PR work

Opportunities

- National/ACT new government

Challenges

- Political support (or lack of)
- NZ's aging infrastructure
- Costly business and compliance environment

Events

Annual Conference
Xmas Symposium
YTEC and Other

Goal: Enhance value for members

Key Objective:

- Be industry's leading tourism event provider for private sector
- Facilitate business relationships
- Increase attendees
- Achieve positive financial result

What has to happen?

- Staff resource to support goal
- Develop more value with Tourism Trade event
- Keep updated on conference trends

Opportunities

- Global inbound tourism event 2024

Challenges

- Current business environment affects budget to attend events
- Poor perception of tourism as a career

Enhancing value through positive relationships, targeted benefits, communications and market intelligence

Membership Services

Attracting calibre members, health and safety, tools and resources

Goal: To grow and enhance value for members

Key Objectives:

- Attracting calibre and respected members:
- Health & safety: Qualmark review, tourism trade checklist, education
- Tools and resources: Building capability

What has to happen? Tasks	Time	Lead	Support	Funding
Staffing resource to support goals	Year 1-3	CEO	Board	\$ 0
CEO travel to regions	Year 1	CEO	Board	\$ 0
Board meetings in-person and regions	Year 1-3	Team	CEO	\$ 0
PR, speaking at industry events	Year 1-3	Team	CEO	\$ 0
Due diligence for membership	Year 1-3	Team	CEO	\$ 0
Health and safety reviews, Worksafe, Qualmark	Year 1	Team	CEO	\$ 0
Tourism trade checklist	Year 1	Team	CEO	\$ 0
Research helpful business tools	Year 1	Team	CEO	\$ 0

Young TEC

Drive membership, Career opportunities, Professional development

Goal: To grow and enhance value for members

Key Objectives:

- Grow membership and events
- Provide professional development programs
- To support tourism as career

What has to happen? Tasks	Time	Lead	Support	Funding
Grow membership through PR and events	Year 1-3	CEO/YTEC	Board	\$ 0
Develop calendar of regional and national YTEC events	Year 1	YTEC	Board	\$ 0
Professional development program and Icehouse Leadership	Year 1-3	YTEC	Board	\$ 0
Seek funding support through membership fees	Year 1	CEO/YTEC	Members	\$ 0
Hospitality Training Trust, Ringa Hora, partner with Go with Tourism Promote tourism as career	Year 1-3	CEO/YTEC	Sponsors	\$ 0

Advocacy and Influence

Grow awareness, Respected voice of tourism, Stakeholder management

Goal: To grow and enhance value for members

Key Objectives:

- Enhance positive international tourism profile across government and other industries
- Keep all political parties informed
- Maintain strong industry relationships

What has to happen? Tasks	Time	Lead	Support	Funding
Guest speaker at national tourism events and non-tourism events. e.g. Chambers, NZTE	Year 1-3	CEO	Board	\$ 0
Keep media informed of international trends and comment on issues affecting tourism	Year 1-3	CEO	Board	\$ 0
Keep all political parties informed of trends, challenges etc.	Year 1	CEO	Board	\$ 0
Be the voice of private sector with changes to government policies, infrastructure issues etc	Year 1-3	CEO	Board	\$ 0
Submit 2023 Election Manifesto to current and potential new MPs 1-month prior to election	Year 1	CEO	Board	\$ 0
Attend other national tourism events to keep updated on key issues, research trends for future TECNZ events and maintain positive relationships for members	Year 1-3	CEO	Board	\$ 0

Events

Conference, Xmas Symposium, YTEC, Other

Goal: To grow and enhance value for members

Key Objectives:

- Be industry's leading tourism event provider for private sector
- Facilitate business relationships
- Increase attendees
- Achieve positive financial result

What has to happen? Tasks	Time	Lead	Support	Funding
Staff resource to support goal	Year 1-3	CEO	Board	\$ 0
Develop more value for Tourism Trade Event	Year 1-3	Team	CEO	\$ 0
Have dynamic conference/event speakers	Year 1-3	CEO	Board	\$ 0
Keep updated with future conferencing trends	Year 1-3	CEO	Board	\$ 0
Work with global tourism alliance partners on potential international event 2024-2025	Year 2-3	CEO	Board	\$ 0



Strategic Goals and Timeline

How to measure success?		2023 -2024	2024 -2025	2025 -2026	Beyond
MEMBERSHIP SERVICES	No. ITOs No. Allied No. YTEC	70 250 250	75 270 280	80 300 300	85 320 350
YOUNG TEC*	Drive membership services Capability building Career opportunities	Growth New profdvlp Increased workforce	More profdvlp Recognized career Increased workforce	More profdvlp Recognized career Increased workforce	More profdvlp Recognized career Increased workforce
ADVOCACY & INFLUENCE	Profile Government relations DOC, GST, Immigration	Positive New concession GST zerorated	Positive No visa issues GST zerorated	Positive Respected voice Increased awareness	Positive Respected voice Increased awareness
EVENTS	No. Conf pax No. Symp pax YTEC Regional Global	250 250 4 3 0	270 260 5 5 1	290 280 6 6 6	300 300 6 6 6

* YTEC drafting Strategic Plan so KPIs might change

Appendix A: SWOT Analysis

Strengths (internal)	Weaknesses (internal)
<ul style="list-style-type: none"> • Experienced CEO and staff • Depth of knowledge about the industry and trends • Recognized leadership role in tourism industry. Is valued. • Good website • Cloud-based technology to keep connected without having a physical office premise • Young TEC is primary channel to encourage tourism as a career • Tourism Trade Checklist helpful tool for ITOs • Organisation based in Wellington critical to access Ministers, officials and local national organisations • Good relationships with government and Ministers, TNZ, TIA, HNZ and other national and regional tourism organisations 	<ul style="list-style-type: none"> • Large Board • Limited HR resources to drive strategic plan • Limited awareness of TECNZ, values and benefits • Limited awareness of Tourism Trade Checklist • Cost of \$100 for Allied members to join TTC • Sometimes have different view to TIA and other national organisations
Opportunities (external)	Threats (external)
<ul style="list-style-type: none"> • By retaining positive profile to become fully recognized as the international tourism sector voice • Travel to more regions to grow membership and educate operators on working with ITOs • Inaugural Global Inbound Conference 2024 in NZ will raise profile NZ's profile and role with other export sectors 	<ul style="list-style-type: none"> • New Covid-19 variant causing problems worldwide • NZ closes border and/or re-instigates travel restrictions • NZ's reputation declines as a desired destination if we are priced too high to reach and travel within • Lack of acknowledgment by NZ Trade & Enterprise that ITOs are not seen as export companies. Can't access marketing grants • Unsuccessful with getting GST zero-rated for NZ ITOs might see more shift operations offshore • Upcoming changes in employment legislation and increased compliance costs for member businesses • Other national organizations looking to grow young voice

Appendix B: PESTLE Analysis for TECNZ as an Organization

P - Political Positive/Negative Impact	E - Economic Positive/Negative Impact	S - Social Positive/Negative Impact
<p><i>Political influence/policies</i></p> <p>NZ election in 2023. Impact of potential change of government from Labour to National and repeal of several Acts and policies introduced in Labour's term.</p> <p>Upcoming changes in employment legislation with the Fair Pay Agreement impacting businesses still trying to trade during recovery since border was closed. Also income insurance and potential tax changes.</p> <p>Central government policies that could impact on TECNZ include changes with immigration and upcoming changes to International Tourism Levy (IVL).</p> <p>Concerns with future changes with DOC National Park Management Plans, visitor volumes, recommendations in Milford Opportunities Plan</p>	<p><i>Growth, Employment, Inflation</i></p> <p>Potential negative impact any changes to employment legislation, minimum or living wage rates that can affect bottom-line profitability for members.</p> <p>Minimum wage rate in 2022 is \$21.20. Businesses to factor in Living Wage rate (\$23.65) from September 2022 and new Accredited Employer Work Visa medium wage rate of \$27.76. Negative impact for employers.</p> <p>Major events return to NZ in 2023. E.g. FIFA Women's World Cup</p> <p>Impact of 2023 election difficult to gauge impact depending on Labour retaining power or National returns to govern.</p>	<p><i>Population, Safety, Lifestyle</i></p> <p>Continue to support members and regional tourism organisations with positive dialogue with Iwi and stakeholders so there is ongoing support for international tourism and value in community.</p>
T - Technology Positive/Negative Impact	L - Legal Positive/Negative Impact	E - Environmental Positive/Negative Impact
<p><i>Innovations and Technology</i></p> <p>Ensure staff have the right tools to do the job. i.e. computers, mobile phones, technology platforms like Zoom.</p> <p>Investigate other cloud computing systems to support team</p>	<p><i>Regulations and Laws</i></p> <p>Continue to lobby for zero-rating of GST paid on facilitation fee for Inbound members.</p> <p>Changes to move towards Living Wage could negatively impact on business profitability.</p> <p>New Inc. Societies Act implemented from 2024</p>	<p><i>Policies, Climate, Sustainability</i></p> <p>Ensure sustainable processes are throughout the organization. Set targets and measures</p> <p>Assess TECNZ carbon footprint https://ekos.org.nz/</p> <p>Implement governance and operational policies. Ensure all staff are familiar with Health & Safety and Disaster & Emergency Management Policy and actions</p>