



# NEW ZEALAND TOURISM SUSTAINABILITY COMMITMENT

HE KUPU TAURANGI KIA TOITŪ AI TE TĀPOITANGA







He pai te tirohanga ki ngā  
mahara mo ngā raa pahemo  
engari ka puta te maaramatanga i  
runga i te titiro whakamua.

It is good to remember the past  
but wisdom comes from being  
able to prepare opportunities  
for the future.

“Sustainability has to be a word,  
concept and a set of actions that  
are a part of every tourism  
business in New Zealand.”

GRANT WEBSTER  
TIA CHAIR AND *thl* CHIEF EXECUTIVE

## OUR VISION

# LEADING THE WORLD IN SUSTAINABLE TOURISM

To deliver on this vision, the tourism industry must achieve ambitious economic goals while sharing the overwhelming benefits with supportive host communities, contributing to restoring, protecting and enhancing our natural environment, and continuing to be a high quality destination of choice for international and domestic travellers.

## OUR VALUES

BY EMBRACING THESE VALUES, WE WILL ACHIEVE OUR VISION  
OF A SUCCESSFUL AND SUSTAINABLE TOURISM INDUSTRY:

**Kaitiakitanga** | the guardianship and protection of our natural, built and cultural resources for the benefit of current and future generations.

**Manaakitanga** | showing respect, hospitality, generosity and care for others.

**Whanaungatanga** | a relationship through shared experiences and working together which provides people with a sense of belonging.

## GET INVOLVED

Sign up to the New Zealand Tourism Sustainability Commitment at:  
[www.sustainabletourism.nz](http://www.sustainabletourism.nz)





IMAGE CREDIT: KAPITI ISLAND NATURE TOURS

I recently had the pleasure of attending the opening of a new visitor activity in a city that has never been high on the ‘must-do’ list of New Zealand destinations.

This activity is unique in New Zealand, is not weather-dependent, and it is commissionable. I can guarantee it will attract both domestic and international visitors, and it has already created jobs and a real ‘buzz’ in a city and region which is welcoming visitors with open arms.

It ticks all the boxes for a sustainable tourism business – a quality visitor experience, strong financial prospects, a light environmental footprint and a welcoming host community.

It also contributes to our industry’s Tourism 2025 goals of growing regional dispersal and overcoming seasonality – as well as helping reach our target of growing value faster than volume to achieve total tourism revenue of \$41 billion a year by 2025.

That target is now within our reach and there has never been a better time to develop strategies that ensure we look after our economic future and the resources we use to operate.

This New Zealand Tourism Sustainability Commitment sits alongside the Tourism 2025 growth framework. It establishes industry-level Goals, plus a set of Commitments that individual businesses can adopt to help the industry reach those Goals.

These have been developed by industry, for industry. Thanks to our external Reference Group from Air New Zealand, the Department of Conservation, Discover Wanaka, Griffith University, Tourism Holdings Ltd, Tourism New Zealand, Real Journeys, Whale Watch Kaikoura and Ziptrek Ecotours.

We know some tourism businesses are already operating in line with the 14 Commitments, or exceeding them. It is our goal that every tourism business in New Zealand will commit to operating sustainably. The greater the buy-in, the more powerful it will be.

Together, we can create a world-leading example of a truly sustainable tourism industry that will make a positive long-term contribution to New Zealand.



*C. Roberts*

CHRIS ROBERTS  
CHIEF EXECUTIVE, TIA



## Why we must achieve a sustainable tourism industry

Acting responsibly now will equip the tourism industry to be successful in the long term.

Tourism 2025 emphasises that to be sustainable, tourism must focus on growing value faster than volume. This will allow us to capitalise on the opportunities tourism offers, as well as mitigate risks that may impede the future wellbeing of the industry.

Sustainability provides numerous opportunities to grow the value of tourism businesses and the wider industry. A well-managed, welcoming, innovative and sustainable business has greater appeal to customers, who are increasingly demanding that businesses share and live their values. If you can't demonstrate what you are doing in this space, you may well lose business.

Ultimately, for tourism, being sustainable is intertwined with creating value for New Zealand. We want a New Zealand where our economy, people and environment are better off because tourism exists.

## Measurement for industry level progress

To track the tourism industry's progress on the New Zealand Tourism Sustainability Commitment, we will measure and report annually against each of the eight Goals and also on the level of tourism business uptake of the 14 Commitments.

As progress is achieved against the Commitments, the target levels will be raised to reflect higher expectations of industry performance.

By 2025, we want every New Zealand tourism business to be adopting most, if not all, of the 14 Commitments within their business practices.



**"The Tourism Sustainability Commitment will help us all drive the change needed in New Zealand today to better welcome the future. We invite the industry to join us in making a difference."**

GILLIAN MILLAR  
SENIOR VICE PRESIDENT OPERATIONS,  
NEW ZEALAND, FIJI & FRENCH POLYNESIA, ACCORHOTELS

## Other sustainability programmes

The New Zealand Tourism Sustainability Commitment is designed to have very wide uptake across every sector of the industry.

We know some businesses are already exceeding the performance levels set out in the Commitments. For other businesses, the Commitments will offer a target for them to aspire to.

The Tourism Sustainability Commitment complements other sustainability programmes. Our tourism industry benefits from a number of initiatives related to sustainability, including some that require certification or accreditation. Qualmark and EarthCheck are two such programmes.

Businesses involved in these programmes will be very well placed to meet the requirements of the Tourism Sustainability Commitment.

We encourage businesses to continue participating in these programmes, while also signing up to the New Zealand Tourism Sustainability Commitment.

**Want to get involved?**  
[www.sustainabletourism.nz](http://www.sustainabletourism.nz)

## The components of the New Zealand Tourism Sustainability Commitment

**4** Four Elements to be managed well for the tourism industry's long term success:

**8** Eight Goals to help the industry achieve sustainability, two for each Element of the sustainability model.

**14** The Goals are supported by 14 business-led Commitments that will enable the Goals to be achieved over time.



# Achieving Economically Sustainable Tourism

Whāia te iti  
kahurangi ki te  
tūohu koe,  
me he maunga  
teitei.

Pursue excellence  
– should you  
stumble, let it be to  
a lofty mountain.

WWW.SUSTAINABLETOURISM.NZ

IMAGE CREDIT: Glass Bottom Boat Whitianga

Financially successful businesses are able to grasp the opportunities provided by the other elements of sustainability.

## INDUSTRY GOALS 1 & 2

Tourism is delivering prosperity across the New Zealand economy.

- 1 \$41 billion total annual tourism revenue by 2025.
- 2 Tourism businesses are experiencing sustainable growth through ongoing profitability, innovation, quality improvement and investment.

## BUSINESS COMMITMENTS

The Economic Commitments reflect three key aspects that contribute to business success – profitability, investment and productivity.

- 1 **Sustainable Businesses:** Businesses focused on long term financial performance.
- 2 **Capital Investment:** Businesses invest capital to grow, and/or to improve quality and productivity.
- 3 **Productivity:** Businesses innovate and have effective strategies to mitigate the effects of seasonality.



“This is the beginning of a long and meaningful journey. Whilst an intrinsic part of what many tourism businesses do today, this is an invitation for others to get involved.”

PANIA TYSON-NATHAN  
CHIEF EXECUTIVE, NZ MĀORI TOURISM.





# HAKA TOURISM GROUP

*I have BIG plans for Haka Tourism Group and am super excited about our next 10 years.*

RYAN SANDERS,  
FOUNDER & OWNER, HAKA TOURISM GROUP

Ryan Sanders was motivated to start a tourism business to escape a dull corporate job. A keen traveller, he combined a passion for New Zealand and adrenalin to create small group guided tours within the adventure, snow and mountain bike sectors.

The first tour kicked off in June 2007 and the business has barely had time to look back since, adding more tours and staff, expanding into new products and acquiring a snow tour competitor.

Today HTG is made up of nine niche tourism businesses, growing at an average of 80% year on year with revenues for the next 12 months on track to exceed \$17 million.

A main point of difference is a business model that allows visitors to personalise their trips with a range of add-ons, upgrades and extensions - made possible through a six-figure investment in a custom-designed booking engine.

The launch of its own upmarket backpacker brand in 2011 allows HTG to control more of the visitor experience. Today around a quarter of all Haka tour nights are spent in a Haka Lodge.

To help reduce seasonality, HTG offers year-round products and is developing new products specifically targeting the shoulder/low seasons. It has also

expanded into international markets with some of its adventure and educational tours.

Over the years Ryan's role at HTG has transitioned from sole employee through all the core positions within the business to a more strategic growth oriented role.

To ensure New Zealand has the infrastructure to support visitor growth, he's been pitching to attract more than \$100 million investment into a new hotel project. The first Haka Hotel has opened in Auckland with a second opening later in 2017.

Ryan is confident HTG will be worth \$50m by 2025, with an expanded range of tours and a nationwide footprint of upmarket lodges and hotels.

## TIPS

- Invest back into your business
- Develop products for the low season to reduce seasonality
- Follow your instincts
- Balance the time you spend on financials, people, processes and customers
- Make time for 'blue sky' thinking



# Achieving Visitor Sustainability

Tangata takahi manuhiri, he marae puehu.

A person who mistreats his guest has a dusty marae.

IMAGE CREDIT: NOMAD SAFARIS

Meeting and exceeding the expectations of our visitors is a key mechanism to create added value from tourism.

## INDUSTRY GOALS 3 & 4

New Zealand delivers world leading experiences for both international and domestic visitors.

- 3 International and domestic visitors' experience of New Zealand overwhelmingly meets or exceeds their expectations.
- 4 Tourism businesses actively engage with their visitors to ensure that the visitor experience is enhanced and adverse impacts are reduced.

## BUSINESS COMMITMENTS

The Visitor Commitments are designed to grow visitor satisfaction through business improvements based on strong insight. They also reflect the tourism industry's responsibility to educate our visitors about how to respect nature, respect culture and respect their host community.

- 4 **Visitor Satisfaction:** Businesses undertake customer satisfaction monitoring, evaluation and reporting.
- 5 **Product and Market Development:** Businesses innovate to improve or upgrade their offering to enhance visitor experience.
- 6 **Visitor Engagement:** Businesses educate visitors about New Zealand's cultural and behavioural expectations.



"With visitors increasingly better informed and with higher expectations about what they want from every experience and product, the industry needs to sustainably evolve our offer while also leaving the world around us a better place than we found it."

STEPHEN ENGLAND-HALL  
CHIEF EXECUTIVE, TOURISM NEW ZEALAND





## WAITANGI TREATY GROUNDS

***I am proud of  
all our staff who  
come to work  
each day with the  
goal of delivering  
a fantastic  
experience for  
our visitors.***

GREG MCMANUS,  
CHIEF EXECUTIVE,  
WAITANGI TREATY GROUNDS.

The Waitangi Treaty Grounds has transformed the visitor experience over the past couple of years, boosting both revenue and visitor satisfaction.

The opening of the award-winning Te Kongahu Museum of Waitangi in early 2016 was a catalyst for the transformation. To coincide with the museum opening, the admission-only product was replaced with an all-inclusive Day Pass which includes entry to the new museum and all historic buildings, guided tours and cultural performances.

As well as the new museum, a carving studio was built and the visitor centre redeveloped. These all-weather facilities have helped drive up visitor numbers over the low season.

Permanent and seasonal staff numbers have increased, with 90% of staff recruited locally. Ongoing training and professional development is integral to continually improving the visitor experience.

Locals are encouraged to act as ambassadors for the attraction through a variety of initiatives, such as museum functions, public programmes and free passes.

Waitangi Treaty Grounds evaluates its visitor experience programme through a range of measures, including reputational and visitor satisfaction monitoring, regular reviews, Qualmark assessments, revenue gains and positive visitor number trends. Key learnings are shared with other tourism operators and groups.

The results are impressive. Along with a 54% increase in revenue from ticket sales in one year, visitor numbers increased by 8% and visitor satisfaction is at an all-time high. Visitors are staying longer, doing more, spending more and returning – not just to the grounds, but to the region.

And there are plenty of new ideas in the pipeline, as Waitangi Treaty Grounds continues its journey to become a world class visitor destination.

### TIPS

- Measure your visitor satisfaction to ensure continual improvement
- Invest in staff training and professional development
- Invest in new products and infrastructure that will address seasonality and give visitors a reason to stay longer and spend more
- Have a pipeline of new ideas to help you reach your goals



# Achieving sustainable host communities

Kāhore taku toa i te toa takitahi, he toa takitini.

We cannot succeed without the support of those around us.

Welcoming, supportive communities are a vital part of what New Zealand has to offer our visitors. Sustainable businesses have to find ways to protect and enhance their social licence to operate within their communities.

## INDUSTRY GOALS 5 & 6

New Zealanders strongly support and reap the benefit from tourism operating in their communities.

5

New Zealanders are happy with the level of tourism activity and support growth.

6

Tourism businesses are desirable and responsible employers, and leaders in engaging and supporting vibrant communities.

## BUSINESS COMMITMENTS

The Host Community Commitments suggest ways that tourism businesses can contribute to the communities in which they operate: quality jobs, connecting with the community, and supporting local and regional suppliers.

7

**Sustainable Employment:** Businesses pay a fair wage to all staff.

8

**Quality Employment:** Businesses support their workforce to flourish and succeed.

9

**Community Engagement:** Businesses actively engage with the communities in which they operate.

10

**Sustainable Supply Chains:** Businesses have socially and environmentally sustainable supply chains.



“Sustainability is a new word for a traditional concept: Kaitiakitanga. We each have a great responsibility to protect and to sustain our host communities for future generations, whether that be sustainability of our unique culture, the natural environment, or our own organisations.”

KRISTIN DUNNE  
CHIEF EXECUTIVE OFFICER, TOURISM BAY OF PLENTY



CASE STUDY



# REAL JOURNEYS

*Our conservation work and community engagement means we do good as part of doing business.*

RICHARD LAUDER,  
CHIEF EXECUTIVE, REAL JOURNEYS

Providing authentic, remarkable tourism experiences in some of the country’s most difficult to access areas, Real Journeys has been enjoying strong growth over the past few years.

This has inspired the family-owned business to increase its conservation work and focus efforts on ensuring the community benefits from the upturn in tourism.

In 2015, it launched the annual Cruise-for-a-Cause, where the proceeds of the first overnight cruise of the season in Doubtful and Milford Sounds are donated to local charitable and not-for-profit organisations.

So far more than \$100,000 has been raised for six community groups, including the Southland & Otago Cancer Society, Forest & Bird, Wakatipu High School Foundation and Queenstown Lakes Family Centre.

Real Journeys also runs the wonderful ‘Birds of a Feather Conservation Ball’. It foots the bill for this annual event, with the money raised going towards conservation work. This year’s sold-out ball generated more than \$100,000, with most of the proceeds going to the Wakatipu Wildlife Trust and Routeburn Dart Wildlife Trust.

Real Journeys is also committed to being one of the region’s most progressive employers. Staff numbers have more than doubled since 2013 and a lot of effort goes into continually improving staff engagement through initiatives such as increased and customised training, creating more permanent staff employment opportunities, setting up a Diversity and Inclusion Council, and the construction of new staff accommodation.

In 2017 Real Journeys was delighted to take out the top prize at the Diversity Awards NZ, recognition of a company that strives to ‘be remarkable and do it better’.

TIPS

- Ensure your community shares in your success
- Engage with your community in a way that suits your business
- Set goals to improve staff engagement and put plans in place to achieve these
- Make sure you respond to staff feedback
- Make a commitment to increasing staff diversity
- Provide progressive career opportunities



# Achieving Environmentally Sustainable Tourism

Toitū te marae a  
Tāne-Mahuta, Toitū  
te marae a Tangaroa,  
Toitū te tangata.

If the land is well and  
the sea is well, the  
people will thrive.

The tourism industry must take a leading role in protecting and enhancing the environment on which it depends, for the benefit of future generations.

## INDUSTRY GOALS 7 & 8

Tourism is recognised for its contribution to protecting, restoring and enhancing New Zealand's natural environment and biodiversity.

7

Tourism businesses actively support and champion ecological restoration initiatives.

8

Tourism businesses are measuring, managing and minimising their environmental footprint.

## BUSINESS COMMITMENTS

The Environmental Commitments suggest practical actions that tourism businesses can do to benefit the environment: ecological restoration, reducing carbon use, minimising waste and educating others on the importance of New Zealand's natural environment.

11

**Ecological Restoration:** Businesses contribute to ecological restoration initiatives.

12

**Carbon Reduction:** Businesses have carbon reduction programmes towards carbon neutrality.

13

**Waste Management:** Businesses have waste reduction and management programmes.

14

**Education:** Businesses actively engage with their visitors and communities on the importance of restoring, protecting and enhancing New Zealand's natural environment.



"New Zealand's enduring appeal as a tourism destination relies on the breath-taking beauty of its landscapes and the vibrancy of its people. We need our tourism industry to treasure them. The Sustainable Business Network enthusiastically backs the Tourism Sustainability Commitment and will do all it can to support it. We would urge all those in the tourism sector to sign up and take action immediately.

RACHEL BROWN  
CHIEF EXECUTIVE, SUSTAINABLE BUSINESS NETWORK





## SUDIMA HOTELS & RESORTS

***You have to leave  
the world in a  
better position  
than you found it.***

SUDESH JHUNJHNUWALA,  
CHIEF EXECUTIVE,  
SUDIMA HOTELS & RESORTS

Sudima Hotels & Resorts sets the bar high when it comes to protecting the environment because it's good for business and good for New Zealand.

It believes that as visitor numbers increase, tourism businesses must reduce their carbon footprint. Since becoming New Zealand's first CarboNZero accredited hotel in 2014, Sudima Auckland Airport has reduced emissions year-on-year, something that has real cut-through with travellers concerned about the environment.

Sudima Christchurch Airport recently achieved the same carbon neutral status, measuring a 26% saving in energy costs from 2012 to 2016 despite adding 38 rooms.

Staff across the Auckland, Hamilton, Rotorua and Christchurch hotels are taken on the environmental journey and understand the importance of creating a sustainable business. A 'Green Team' has representatives from each hotel who look for new environmental ideas and community projects such as local clean ups and organic herb gardens for the kitchen teams.

Green initiatives in the hotels range from electric car charging stations and rainwater harvesting to LED lighting and chemical free cleaning products and swimming pools. A chilled beam air conditioning system in Sudima Auckland Airport was costly to install but generates huge energy savings.

Some properties have no in-room fridges or cut flowers. Guest communication ensures they understand what the hotel is doing to be sustainable and why.

The hotels work with suppliers that can prove their environmental credentials, such as a coffee partner that provides Fairtrade, certified organic beans and biodegradable, compostable takeaway cups, and a bathroom product supplier that supplies environmentally friendly products and also converts used soap bars into biodiesel and biodegradable building products.

In a competitive marketplace, Sudima Hotels & Resorts has created a brand that embodies the notion of kaitiakitanga. That is driving up profits and resonating with staff, guests and local communities.

### TIPS

- Environmental sustainability is good for business and the planet
- Involve all staff in your environmental journey
- Communicate with visitors around what you are doing and why
- Work with suppliers who can prove a commitment to sustainability
- Base environmental initiatives on research and measure results





IMAGE CREDIT: SUSANNE KNIBBELER



## Where we want to get to

A September 2017 survey of TIA members has established the tourism industry’s current performance levels in economic, visitor, host community and environmental sustainability. The survey results have been used to set ambitious 2025 targets for each of the eight Goals.

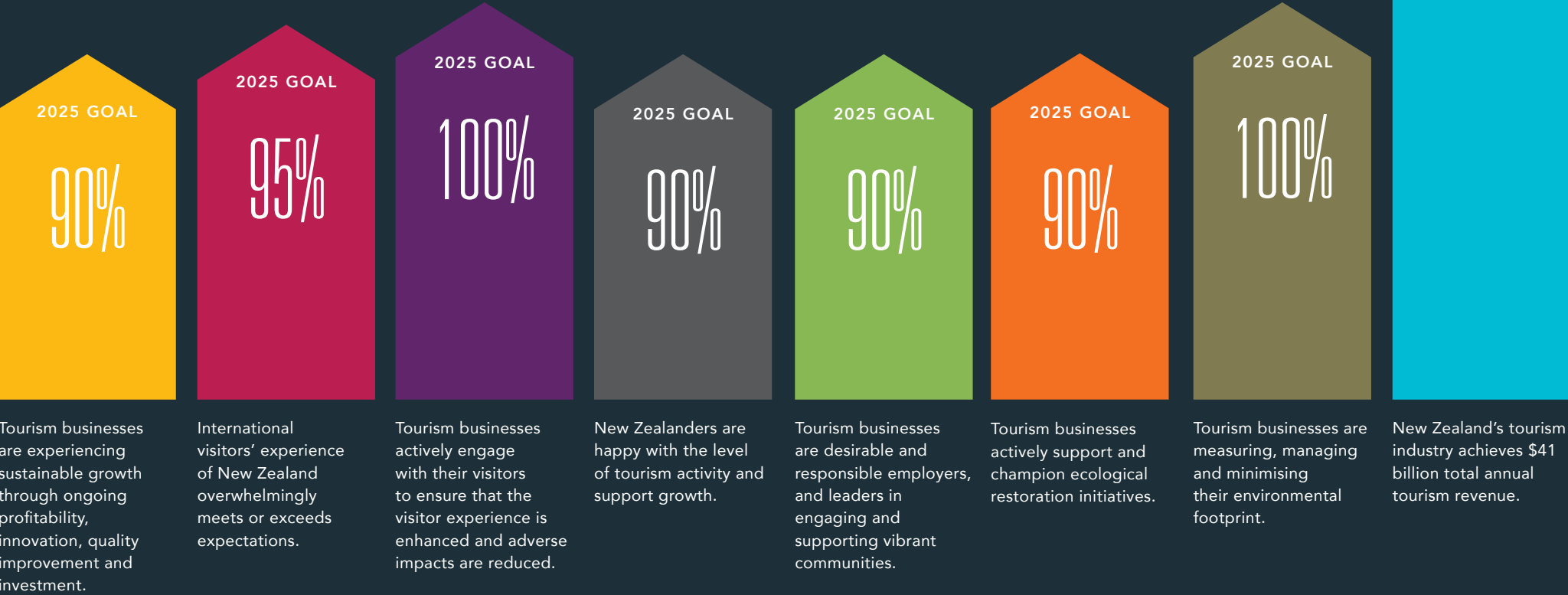






IMAGE CREDIT: DIVE! TUTUKAKA/CAMERON BARTON

## Tourism 2025 Growth Framework

Tourism 2025, released in 2014, unashamedly sought to grow the tourism industry with its ambitious aspiration to make tourism a \$41 billion per year industry by 2025, by growing value faster than volume.

Growth has exceeded all forecasts and the tourism industry is reaping the rewards. As we celebrate this success, we must have our eyes firmly on the future so we can continue to steer tourism to benefit New Zealand society.

The five Tourism 2025 themes – Productivity, Connectivity, Insight, Target and Visitor Experience – remain at the centre of the growth framework. They establish an effective way of identifying the parts of the tourism system that need to be worked on in alignment right across the industry.

A review of Tourism 2025 progress in the current operating environment highlighted a new emphasis on Sustainability was required to ensure the tourism industry is demonstrably committed to looking after its economic future and the resources it uses to operate.

### PRODUCTIVITY

Productivity for profit

Use the resources deployed in tourism to generate profit and attract investment. Search for new solutions for seasonality and regional dispersal, and to find ways to improve our capability.



### CONNECTIVITY

Grow sustainable air connectivity

Use relationships, partnerships and collaboration opportunities to ensure New Zealand is serviced by sustainable aviation connections, both international and domestic.



### VISITOR EXPERIENCE

Drive value through outstanding visitor experience

By listening to our visitors and understanding their needs we can continuously improve the experience enjoyed by our visitors.



### INSIGHT

Prioritise insight to drive and track progress

Tourism collects, analyses, disseminates and uses information to provide the insights to inform the decisions needed to achieve the Tourism 2025 growth aspiration.



### TARGET

Target for value

Target visitors with highly valued attributes (such as spend, seasonal pattern, regional dispersal) that deliver the greatest overall economic benefit.







### **TIA THE VOICE OF THE TOURISM INDUSTRY**

- We lead implementation of the industry's Tourism 2025 growth framework.
- We lobby local and central government to shape policies and create an environment that helps our industry grow and flourish.
- We provide leadership on matters that impact on the competitiveness and success of the tourism industry.
- We deliver a comprehensive and diverse range of industry events including TRENZ, New Zealand Hotel Industry Conference and Awards, the New Zealand Tourism Awards and Tourism Summit Aotearoa.

#### **CONTACT TIA**

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