

INVESTIN NEW ZEALAND TOURISM



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Tourism is a leading export earner and driver of economic growth for New Zealand. The industry presents numerous opportunities for the right investors to make a significant impact.

As New Zealand's largest export earner, tourism plays a pivotal role in our economy, contributing \$15.9 billion or 6.1 percent of New Zealand's Gross Domestic Product (GDP) and directly employing 8 percent of the New Zealand workforce¹. Tourism spending has surged in recent years and is forecast to continue growing as we focus on attracting higher-value visitor segments and making New Zealand a year-round visitor destination.

The warmth of our welcome and uniqueness of our culture, combined with our stunning and diverse landscapes, give us the perfect proposition for high-value global visitors. It is these factors that have visitors talking about us long after they're gone, with 94 percent of visitors reporting that New Zealand exceeded their expectations.

New Zealand is a destination that offers a political haven and economic stability, together with a high quality of life. The rapid growth in visitor numbers has put pressure on some public and private infrastructure. The New Zealand Government recognises the importance of tourism and is supporting the sector by contributing to the development of quality infrastructure to cater for increased demand. This commitment is reflected in two key funds which support the tourism sector and help regions to expand their capacity.

The Government has allocated \$3 billion over three years to the Provincial Growth Fund for New Zealand's regions. This presents an opportunity to invest in tourism-related projects where they align to the regions' strengths. The Tourism Infrastructure Fund has provided over \$100 million for local communities facing pressure from tourism growth. It offers funding to support the development of tourism-related infrastructure such as carparks, freedom camping facilities, wastewater works and transport projects. New Zealand Trade and Enterprise (NZTE) is leading a coordinated government project aimed at accelerating new private investment into tourism attractions, in partnership with the Ministry of Business, Innovation and Employment (MBIE) and Tourism New Zealand (TNZ). We are building a robust pipeline of high-quality projects around the country with the intention of reducing shortages in the sector.

This prospectus summarises key information and independent forecasts in relation to the New Zealand tourism sector. It provides a snapshot of international and domestic data, cut by activity and region, to provide a fact base for tourism investment decisions in New Zealand.

The New Zealand Government is committed to attracting high-quality investment. NZTE, MBIE, TNZ and our public and private partners are seeking to enrich New Zealand through sustainable tourism growth. We welcome your interest in being a part of our growing tourism economy and attracting the investment this sector needs. This type of investment helps lift the value of the industry, provides premium visitor experiences and supports regions and communities to thrive from tourism.

We look forward to working with investors in developing exceptional tourism attractions that meet the increasing demands of visitors to New Zealand.



Hon Kelvin Davis Minister of Tourism



Hon Phil Twyford Minister for Economic Development

WHY INVESTIN NEW ZEALAND'S TOURISM SECTOR?



DEMAND IS GROWING

First-rate demand drivers combined with superb global connectivity have fuelled a boom in international visitation. It is expected that visitor demand will continue to experience strong growth over the next 10 years.

VISITOR SPEND OPPORTUNITY

As high-paying demand from visitors increases, there is still significant opportunity to increase visitor spend by offering enhanced attractions.

DIVERSE TOURISM OFFERING

New Zealand's advantage over other destinations is that it offers visitors a rich and diverse offering within a small geographical area.

INFRASTRUCTURE

New Zealand's world-class transport infrastructure and regional diversity provide clear tourism routes and a captive market for tourism investment.

OPEN FOR BUSINESS

New Zealand is renowned for its environmental diversity and increasingly proactive approach to sustainability, providing a unique opportunity for socially, environmentally, and economically aware investors. New Zealand is a safe place to invest and do business.

DEMAND IS GROWING

First-rate demand drivers combined with superb international connectivity have fuelled a boom in international visitors.

International visitor arrivals to New Zealand reached a record 3.8 million in 2018, representing a 57 percent increase from 2009 and continuing to exceed official forecasts².

MBIE predicts this exceptional growth in international visitors will continue. MBIE's most recent forecasts suggest international visitor arrivals will total 5.1 million annually by 2025, representing seven-year growth of 4 percent per year and 1.2 million visitors³.

Total annual international spend is forecast to reach \$15 billion in 2025, up 34 percent from 2018, equating to a 4.8 percent growth rate per year. Spend growth is forecast to grow at a slightly higher rate than visitor numbers, suggesting that spend per visitor will increase.

International visitor arrivals to New Zealand⁴



Australian and Chinese holidaymakers are the leading international visitors

Australia and China are New Zealand's largest international visitor markets, contributing half of all international visitors in 2018.

Visitor arrival projections to 2025 place China's growth firmly ahead of all other markets. Annual visitor arrivals are expected to increase 55 percent from 449,000 in 2018 to 696,000 by 2025.

Australia is New Zealand's largest visitor market by spend; however, China will be a close second by 2025. A key factor driving this shift is a strong trend towards the Free and Independent Traveller (FIT) segment, and away from tours and groups.

In August 2017, FIT visitors accounted for approximately 75 percent of all visitor visas issued to Chinese visitors to New Zealand, a significant increase from 40 percent in August 2013.

The Chinese FIT segment is highly lucrative, as these visitors typically stay longer and spend more money relative to other visitor types. In 2025 the average Chinese visitor is forecast to spend \$342 per day, 68 percent higher than the 2025 average visitor spend of \$203.



Share of international visitor arrivals to New Zealand by market

Source: Statistics New Zealand, MBIE visitor arrival forecasts, Fresh Info

The holiday visitor segment is growing strongly

Holiday visitors represent a strong and growing New Zealand visitor segment, boosted by the increasing adoption of a more independent travel style by Chinese and other international visitors.

Holiday visitors typically spend more money than other visitor types.

Share of international visitor arrivals by purpose of visit



Domestic tourism is thriving and provides a robust visitor base for tourism experiences in New Zealand

Kiwi tourists are increasingly spending more in their own country, with annual domestic tourism expenditure increasing to \$63 million per day compared to annual international tourism expenditure at \$44 million per day.

The increase in domestic spending reflects continued strength in the retail, passenger transport, and hospitality sectors. Domestic tourism has a big part to play in regional dispersal and smoothing out seasonality.

To this end, New Zealand has a collaborative and industry-wide group that focusses on creating a sense of connection between New Zealand and New Zealanders, leveraging a greater share of New Zealanders' disposable income, and addressing seasonality. Led by the Tourism Industry Association, the Domestic Tourism Working Group includes representatives from Regional Tourism Organisations New Zealand, the Automobile Association, Air New Zealand, Hospitality New Zealand, Holiday Parks New Zealand, Intercity, the New Zealand Cycle Trail, i-SITE New Zealand/ Tourism New Zealand, the Department of Conservation and the Ministry of Business, Innovation and Employment.

Domestic visitation by four sectors



with the best in the Asia-Pacific

A surge in international visitors to New Zealand has helped make Auckland one of the strongestperforming hotel markets in the Asia-Pacific region. Occupancy rates in Auckland and Queenstown are on par with the likes of Sydney and Melbourne, which are experiencing similar patterns of tourism growth to New Zealand.

Annual hotel occupancy in major New Zealand markets as at December 2018





100% Pure New Zealand Campaign

Tourism New Zealand is the Government organisation responsible for marketing New Zealand to the world as a visitor destination. Its activity is focussed on high-value consumers in 15 key markets, in order to achieve maximum benefit to New Zealand from visitation.

Tourism New Zealand's '100% Pure New Zealand' marketing campaign has been running for two decades and has made New Zealand one of the world's most well-respected tourism brands.

The latest evolution of the campaign is '100% Pure New Zealand – 100% Pure Welcome', showcasing our unique people and hospitality in our amazing landscapes.

Visitor attraction data

We have developed, and made available to the public, quality international and domestic visitor attraction data.

This data provides detailed information on where our visitors come from and what visitor attractions they are seeking in a trip to New Zealand and its regions.

VISITOR SPEND OPPORTUNITY

International visitor spend is growing faster than visitor arrival numbers, demonstrating the increasing value of visitors to New Zealand. This positive trend is expected to continue.

Average spend by visitors increased by 4 percent to \$3,290 for the year ending 30 June 2018. New Zealand has ample capacity for quality tourism experiences targeting high-value visitors. Spend on attractions in New Zealand is very low compared to retail and food and beverage expenditure.

In the year to February 2019, visitor spend on attractions and activities was only 4 percent of total visitor spend (\$1.2 billion). This compares to \$7.9 billion spent in general retail, \$4.8 billion spent on food and beverage services, and \$4 billion spent on passenger transport.

Comparable countries such as Australia and Norway have higher tourist attraction spend by percentage from international visitors. International visitors, aged 15 years and over, currently spend an average of just \$131 on visitor experiences during their stay in New Zealand. VISITOR EXPERIENCE SPEND INCREASED **45%** TO \$359 MILLION SINCE 2009

OVERALL VISITOR SPEND INCREASED 69% TO \$11.8 BILLION SINCE 2009



DIVERSE TOURISM OFFERING

Tourism attractions in New Zealand are experiencing record operating performance across all key sectors of natural environment, culture and heritage, health and wellness and adventure. The industry is underpinned by strong demand and high-yielding quality attractions, but is under served. This represents an opportunity for investors to participate and enhance the offering for visitors across New Zealand's geographical diversity.

A surge in visitors to New Zealand is driving record performance. The high demand for tourism attractions is predicted to continue growing across a diverse offering to visitors, including adventure, health and wellness, culture and the natural environment.

Tourism is supported by New Zealand's regional diversity

New Zealand's impressive regional diversity and compact size makes tourism flows more predictable. This presents an excellent opportunity to invest in established tourism routes.



- Northland sub-tropical climate, picturesque coastline, bays and beaches, and marine environment
- Auckland New Zealand's largest and most multicultural gateway city, magnificent seaside setting
- Waikato Natural environment (as made famous by The Lord of the Rings and The Hobbit trilogies), adventure tourism, glowworm caves
- **Bay of Plenty** Natural environment, oceans and beaches, active volcano and Māori culture
- **Rotorua** Geothermal natural hot springs town, adventure tourism, 18 lakes and centre for ______ Māori culture
- **Taupō** lake, adventure tourism, ski resort destination
- **Taranaki** Mount Taranaki, incredible coastline, magnificent gardens, art and food.
- Tairāwhiti Gisborne and Hawke's Bay incredible scenery, wine country (the second largest in New Zealand), Māori culture, and art deco nostalgia
- Manawatu-Whanganui majestic gorges, sweeping mountain ranges, glow worm caves and rugged west coast beaches
- Wellington and the Wairarapa _____ capital of New Zealand, celebrated art, cultural and creative hub; vineyards, craft beers

- Nelson and Marlborough New Zealand's premier Sauvignon Blanc region, beautiful beaches and national parks, health and wellness
- West Coast rugged coastline, incredible scenery, glaciers, lush rainforests, and health and wellness
- **Canterbury** rapidly re-emerging gateway to the South Island, Port Hills, adventure tourism, art and food
- Queenstown and Southern Lakes a four-season resort destination, nature, adventure tourism, health and wellness
- Otago and Southland national parks, wildlife, natural experiences, history, unique marine environment, arts and culture

INFRASTRUCTURE

New Zealand's transport infrastructure and regional diversity provide clear tourism routes and a captive market for tourism.

Underserved demand percentages reflect the percentage of total market demand potential that is unmet, as travellers who want to fly between these international locations and New Zealand cannot secure an airline seat. Reasons for this include acceptable price, acceptable routing, convenient travel time, and airline preference. Auckland International Airport Limited (AIAL) uses sophisticated network modelling capabilities to determine these figures.

Underserved demand for travel to New Zealand



Source: Auckland Airport (2017), Investor Day Presentation

KEY METRICS FOR TRANSPORT INFRASTRUCTURE

New Zealand's transport infrastructure offers excellent connectivity between all of the country's major visitor hubs, and to the rest of the world.



Tourism is supported by New Zealand's interlinked routes and diverse offering.

New Zealand's impressive regional diversity, compact size and clear infrastructure routes make tourism flows more predictable. This presents an opportunity to invest in established tourism routes.

The New Zealand Government sees the importance of tourism to New Zealand's ongoing prosperity and invests in infrastructure and marketing to ensure that the sector continues to thrive. Over the coming years New Zealand will spend an unprecedented amount on infrastructure capital projects – an estimated \$129 billion. This includes investment in the State Highway system, local roads and horizontal infrastructure, and a \$2 billion investment into major initiatives that will deliver faster, better internet⁵.

Through the Provincial Growth Fund, the Government is investing to facilitate sustainable tourism growth in our regions. A recent example is the recent Government investment of \$88 million for tourism on the West Coast of the South Island, as part of ensuring the region's popular sites and unique environments are both protected and able to continue offering high-quality experiences for visitors. This included:

- \$25.4 million for the upgrade of the tourism infrastructure at Punakaiki/Dolomite Point where there are an estimated 385,000 visits each year. It will future-proof Dolomite Point, providing a new visitor experience centre, landscaping, upgraded toilets and carparks, pedestrian and cycleway linkages, and an underpass to ensure visitors can bypass the State Highway when visiting the iconic Pancake Rocks.
- \$5.7 million to upgrade the existing access road to the unique limestone caves at Oparara Arches,

reroute walking infrastructure to ensure safety for visitors and the environment, and consider options for enriching the visitor experience.

• \$3.5 million to improve access to the Paparoa Track (Great Walk) to better accommodate visitors and improve the economic benefits associated with the track.

The Provincial Growth Fund is investing in tourism destinations around New Zealand, including significant investments in Rotorua, the Central North Island, Northland and the Bay of Plenty.

The Government continues to invest in tourism across New Zealand. The Department of Conservation is investing \$72 million to address tourism pressures on Public Conservation Land, and the Tourism Infrastructure Fund is investing \$100 million over four years to provide tourism amenities.

The growth in international tourism to New Zealand has been supported by growth in international air access and domestic air capacity. Long-haul routes have improved accessibility from visitor markets including Europe, Asia and the Middle East. Recently opened routes include Taipei, Dubai and Chicago. To help accommodate an increase in visitor traffic, Auckland International Airport Limited (AIAL), New Zealand's major aviation gateway, plans to invest \$2 billion in aeronautical infrastructure by 2022. The planned projects include expanding and upgrading the international departure experience and investing in public transport, roading and walking projects. In addition, AIAL plans to build a second runway by 2028. The airport had 20.5 million visitors in 2018, a 5.7 percent increase on 20176.

OPEN FOR BUSINESS

With low sovereign risk and a strong balance sheet position, New Zealand is recognised globally as being a safe place to invest and do business.

New Zealand has a high-performing economy, with positive economic growth for 33 of the past 35 years, and projections of sustained growth well into the future.

We offer a stable political environment with a policy framework that encourages economic resilience. New Zealand has transparent financial markets underpinning strong investor confidence.

New Zealand has a straightforward, businessfriendly and streamlined taxation system supporting capital development, R&D and international investment.

In 2018, New Zealand topped the World Bank's list of best countries to start and run a business, and was ranked the 'fifth best country to visit' in the Lonely Planet Best in Travel list. ST BY THE WORLD BANK FOR EASE OF DOING BUSINESS













SECTOR STORIES

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NATURAL ENVIRONMENT

What really sets us apart from other destinations is the proximity of our iconic natural landscapes to one another, and the ability to see such vastly different views in a short window of time. The more diversity a visitor can see in a day, the richer their experience of New Zealand.

- Tourism New Zealand Insights research

SECTOR HIGHLIGHTS

- Nature-based tourism has remained a popular and stable investment within the sector over the past decade. In 2000, New Zealand was home to 54 enterprises (legal business entities) in the public conservation land operation industry, which employed 2,800 people. By 2018 this had more than doubled, with 114 enterprises in operation employing 3,650 people⁷.
- New Zealand boasts three of the world's Natural Heritage Sites⁸: the New Zealand Sub-Antarctic Islands, Te Wahipounamu/South West New Zealand, and Tongariro National Park. It is also the only Asia-Pacific nation with a globallyrecognised Dark Sky reserve at Aoraki Mackenzie, and sanctuaries at Great Barrier Island and Stewart Island/Rakiura⁹.
- In the year ending June 2016, 52 percent of all international visitors to New Zealand visited one or more national parks.
- New Zealand was ranked first for Attractiveness of Natural Assets in the World Economic Forum's Global Competitiveness Report 2017.
- With 15,000 kilometres of coastline, New Zealand has 37 marine reserves providing a playground for visitors to enjoy and tourism operators to invest in, including whale watching, sea kayaking, diving and snorkelling operations.
- There are more than 20 companies offering expedition cruises operating in New Zealand, some of which visit South Island locations on the way to the Sub-Antarctic islands, and others who offer bespoke tours to Stewart Island and Kaikoura¹⁰. New Zealand hosted 259,000 cruise ship passengers in the year ended June 2018 (up 17 percent on 2017), with cruise ship expenditure rising by 18.3 percent (\$434 million).

















CANTERBURY



COASTAL OTAGO AND SOUTHLAND



Whale watching National parks Scenic boat trips Geothermal parks Day walks Native birds

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PROTECTION OF THE NATURAL ENVIRONMENT

Increased demand for experiences within New Zealand's natural environment has led to growing action and a commitment to ensure the sustainability, protection and restoration of the natural environment. This is exemplified in the Tiaki Promise and New Zealand's responsible camping programme, which are both collaborative initiatives aimed at mitigating the impact of increasing visitor numbers in New Zealand.

The Tiaki Promise is a collaboration between Air New Zealand, the Department of Conservation (DOC), Local Government New Zealand, New Zealand Māori Tourism, Tourism Holdings Ltd, Tourism Industry Aotearoa, and Tourism New Zealand. 'Tiaki' is the Māori term for caring for people and place. Promoted to both domestic and international visitors, the Tiaki Promise, or visitor pledge, encourages visitors to be guardians of New Zealand with explicit expectations of the behaviour expected of visitors, including protecting nature, keeping New Zealand clean, driving carefully, being prepared, and showing respect.

The sector is also making a significant contribution to restoring the natural environment. Sector support includes biodiversity restoration projects alongside DOC's Great Walks, site research and monitoring, transportation of threatened species, and predator control to improve our indigenous biodiversity.



CULTURE AND HERITAGE

- "He aha te mea nui o te ao? He tangata, he tangata, he tangata!
 - What is the greatest thing in the world? It is people, it is people, it is people."

Experiencing New Zealand's unique Māori culture is an important part of the international visitor experience, and the number, variety and quality of Māori tourism businesses has increased dramatically in recent years, with the sector making an important contribution to the economy.

SECTOR HIGHLIGHTS

- New Zealand is a country rich in unique Māori heritage and culture. It has a diverse cultural base including indigenous Māori, Polynesian, Asian, European, Middle Eastern and African populations.
- International visitors increasingly seek interactive, collaborative cultural experiences. 54 percent of all international holiday visitors to New Zealand claim to have participated in or experienced an element of Māori culture during their stay – particularly visitors from the United Kingdom, Germany, China and the United States. Activities included seeing Māori artefacts, arts and crafts, visiting a marae, seeing a cultural activity, seeing artworks being created, eating traditional Māori food, watching a Māori performance, or experiencing a Māori tradition.
- Māori are driven by cultural, environmental and social priorities, as well as commercial aims. They operate with a long-term partnership model and take time to build strong relationships as a key part of their engagement model. Engaging early in the investment development process can be important.
- Māori are major investors in the New Zealand tourism sector, including hotels and accommodation, adventure tourism, transportation, food and beverage, and traditional cultural experiences.













WELLINGTON & WAIRARAPA







COASTAL OTAGO AND SOUTHLAND

KEY ACTIVITIES For culture AND heritage

Museums and galleries Visiting marae and places of significance for Māori Māori traditional food Engaging in Māori arts and crafts Live Māori performances











MĀORI TOURISM

Māori provided the first tourism experiences in Aotearoa/New Zealand and continue to play a major role in the tourism sector. Tourism businesses owned and operated by Māori range from large tribal investments in hotels, transportation and adventure tourism to medium and small-scale investments in food and beverage, accommodation and bespoke experiences.

The types of experiences operated by Māori cover the full spectrum of visitor experiences as well as providing unique cultural offerings based on traditional values of manaakitanga (caring for the people), kaitiakitanga (environmental guardianship) and whanaungatanga (relationships and familial connections).

Examples of Māori tourism offerings include Ngāi Tahu Tourism hosting over 1 million visitors a year at their 14 tourism businesses; Te Wharewaka o Pōneke, an investment in conference facilities, food and beverage and cultural tourism; and Kāpiti Island Nature Tours, which is a familyowned environmental lodge in the midst of a wildlife sanctuary.

There is a high level of interest from Māori in investing in tourism, predominantly built around natural assets and culture. These developments have opportunities for co-investment and are mainly in Northland, the Central North Island, the East Coast of the North Island and the top of the South Island.

New Zealand Māori Tourism supports burgeoning Māori tourism experiences, advocates for the sector and facilitates investment into Māori tourism.



HEALTH AND WELLNESS

Globally, an increasing number of travellers are adding wellness retreats to their itineraries. New Zealand, with its beautiful beaches, national parks and mountain ranges, is well-placed to take advantage of this. Some of our high-end retreats have become primary destinations as, in addition to spas and wellness treatments, they also encompass bodywork, wellbeing and mindfulness.

SECTOR HIGHLIGHTS

- Health and wellness tourism is a thriving global market, growing by 12 percent annually¹¹ – 50 percent faster than global tourism.
- It is estimated that over 26,000 hot spring establishments operate in 103 countries, making thermal/mineral springs by far the single most popular spa experience globally¹².
- International wellness visitors spend 59 percent more and domestic wellness visitors spend 159 percent more than the average visitor.
- In the hot spring market, innovative businesses that offer more experiences such as customised bathing packages and non-bathing-related offerings tend to be more commercially successful¹².
- Stanford Research Institute has calculated the overall worth of the wellness tourism market to be US\$639.4 billion¹³ distributed across accommodation/lodging, food and beverage, shopping, and activities and excursions.
- Asia-Pacific is the world's second-largest market for wellness tourism, with international travellers eager for rest, relaxation, and rejuvenation¹³.
- There is a trend towards independent high-end retreats that offer boutique accommodation, yoga, Pilates, massage, nutrition support, mindfulness training, acupuncture, and outdoor exercise.
- New Zealand is ideally positioned to take advantage of health and wellness trends:
 - Travellers are increasingly looking for destinations that combine health and wellness with unique cultural experiences. New Zealand's

natural, geothermal, and coastal landscapes and integration with traditional Māori cultural practices offer the perfect backdrop for this evolving visitor market. It is one of the few places on earth where visitors can soak in natural mineral hot springs and mud pools.

- More than 35,000 international visitors travel to New Zealand each year to play at 400 'designed by nature' golf courses or 13 marquee golf courses.
- New Zealand now boasts several sophisticated, high-end, luxury destination spas catering for this new category of traveller. For potential investors, however, there is room for growth.



















COASTAL OTAGO AND SOUTHLAND



Luxury wellness retreats World-class golfing Hot pools Health and day spas



NEW ZEALAND'S LUXURY SPA OPTIONS

While hotels have long promoted in-house spa facilities, there is a rising trend towards independent high-end retreats that offer boutique accommodation, yoga, Pilates, massage, nutrition support, mindfulness training, acupuncture, and outdoor exercise.

New Zealand now boasts numerous sophisticated, high-end, luxury destination spas across the length and breadth of the country.

Split Apple Retreat in Abel Tasman offers an exclusive boutique experience with Asian influences, spa pool, infinity pool, massage therapies, sauna, steam room, gym, personalised menus, sea kayaking, bush walking, fishing, a traditional Japanese tea ceremony and calligraphy sessions.

Aro Hā Wellness Retreat in Glenorchy (just out of Queenstown) is a purpose-built luxury health and wellness centre offering week-long transformational retreats that include hiking, yoga, strength training, and customised organic meals, in a technology detox environment.

Cape South Holistic Health & Wellness Retreat in the Hawke's Bay provides a wellness retreat experience in a rural New Zealand setting. Weeklong retreats include life and wellness coaching, detox body scrubs, reflexology, iridology, reiki, homeopathy, and transformational breathing – as well as traditional spa offerings.

Resurgence Luxury Eco Lodge harnesses New Zealand's unique environmental offerings in its health and wellness offerings and was voted one of the world's 25 best eco-lodges by National Geographic Traveler. The retreat is set among 50 acres of native bushland in the Abel Tasman National Park.

Travellers seeking health and wellness have luxury options around New Zealand, offering different experiences. With demand on the increase, however, there is room for growth.





Bungy jumping, skydiving, caving, canyoning, jet boating, ziplining... New Zealand has every adventure activity and extreme sport you can think of, and some you've never even heard of – all set to a backdrop of mind-blowing landscapes. For adventure sports enthusiasts of all levels, their visit to New Zealand is literally the trip of a lifetime.

SECTOR HIGHLIGHTS

- New Zealand is renowned for adventure tourism. Some of the world's favourite tourism attractions were invented in New Zealand, including jet boating, bungy jumping, black-water (underground) rafting, and zorbing (also known as an outdoor gravity orb). New Zealand scored seventh place for Adventure in the US News & World '2018 Best Countries' report¹⁴.
- Most international visitors to New Zealand are seeking authentic experiences in nature. New Zealand's most popular adventure activities enable visitors to engage with what New Zealand is famous for.
- More than half of New Zealand's international visitors tend to participate in adventure activity during their stay here¹⁵. Jet boating is the most popular 'pure' adventure activity, followed by rafting, canoeing, kayaking, and extreme rides. The scope of the sector ranges from extreme to soft adventure.
- Adventure activity participants stay longer in New Zealand on average, at 20.2 days versus 11.4 days for non-adventure activity holiday visitors. Visitors taking part in adventure activities spend \$4,061 on average during their time in New Zealand, 17 percent more than non-participants.
- The global adventure travel tourism market is predicted to be worth more than US\$1.3 billion by 2023, with a compound annual growth rate (CAGR) of 17.4 percent. The Asia-Pacific region is forecast to record 19 percent CAGR from 2017-2023¹⁶, the world's highest by geographic region – fuelled by economic growth, increasing competition, ease of travel, and regional promotional strategies.

















CANTERBURY



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COASTAL OTAGO AND SOUTHLAND



KEY ACTIVITIES FOR ADVENTURE TOURISM

Swimming and surfing Rafting, canoeing, kayaking Jet boating Cycling Quad biking, 4WD vehicle tours Skydiving Extreme rides e.g. Luge, fly-by-wire





8.2M PAX











THE RISE OF Adventure Parks

Adventure parks are a perfect fit with New Zealand's natural environmental offerings, and their numbers are increasing. New Zealand adventure parks are located in diverse regions, attract a range of different audiences, and are often open in all seasons. This aligns with the New Zealand tourism industry's strategy to spread the benefits of tourism across the year and throughout the country.

Adventure parks integrate a range of products including mountain biking, gondola rides, ziplining, cafés, retail stores, and event facilities. This business model allows year-round operation, attracts a wide range of visitors, and offers longterm employment opportunities – as well as stable investment returns.

There is evident demand for this type of tourism attraction in New Zealand, with several ventures in development around the country.

INTEGRATION OF ADVENTURE TOURISM

A sense of adventure is part of the New Zealand ethos, and regions are increasingly looking to ways to integrate adventure activities within their tourism offerings. Well-established tourism businesses are also expanding their offerings to incorporate year-round activities. Renowned ski resorts Cardrona Alpine Resort, Remarkables Park Limited, and Ruapehu Alpine Lifts have extended their seasons beyond the traditional winter ski season, and are introducing mountain bike trails, accommodation offerings, and gondola facilities. In the case of Cardrona Alpine Resort, the company's expansion has proved profitable with a staff of 150 now permanently employed and customer numbers on the rise during the traditional summer 'off season'.

In the Waikato, several projects are underway incorporating hot springs, sky gardens, water sports, tree walks, suspension bridges, cycling, gondola, ziplines, retail and event facilities, and hotel accommodation and residential living.


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NORTHLAND



Te Tai Tokerau / Northland – the 'winterless north' – is home to ancient living forests, incredible marine life, cultural experiences, and the incomparable Bay of Islands. Situated just north of Auckland, the region is a hot spot for domestic and international visitors seeking nature-based and adventure tourism experiences.

- Tourism is the region's largest industry, with Australian visitors comprising the largest visitor group outside of domestic tourism
- New Zealand's only sub-tropical region, making it an attractive location for international and domestic visitors year-round
- Tourism numbers are on the rise particularly in the shoulder seasons
- A proactive economic development unit facilitating collaborative tourism investment projects
- Stunning bays and beaches, unique flora and fauna, and numerous attractions
- Effective transport infrastructure three domestic airports, port, and a direct highway from Auckland.











Domestic visitor forecast 2018-2025



Purpose of visit (international)



Purpose of visit (domestic)



KEY ACTIVITIES

- Waitangi Treaty Grounds
- Poor Knights Islands diving and marine
- Te Paki Sand Dunes and Ninety Mile Beach
- Historic restaurants and cafés
- Waipoua Forest (oldest tree in New Zealand)
- Cape Reinga





Auckland is New Zealand's largest city, home to more than one-third of our population. The region welcomes more than 70 percent of visitors into the country through Auckland International Airport. Auckland consistently ranks high on benchmark measures with other international cities. It's an attractive destination, with a high quality of life and youthful urban energy, and is renowned for its cultural diversity.

- A thriving visitor economy New Zealand's main international hub, with 30 international airlines connecting to 43 destinations
- A buoyant international tourism market supported by international airline access (300+ direct flights per week) and passenger capacity
- A strengthening business travel and convention market. The New Zealand International Convention Centre is due to open in late 2020, with capacity to host up to 4,000 delegates
- Status as a major cruise hub for Oceania
- Increasing popularity as a short-break leisure destination for Australian and domestic visitors
- Recognition as one of the world's most culturally diverse cities
- Global city status that sees it host major international business, cultural and sporting events (including the upcoming 36th America's Cup and the 2021 Asia Pacific Economic Cooperation forum).



INTERNATIONAL VISITORS 2025 380/0¹⁷





International visitor forecast 2018-2025



Domestic visitor forecast 2018-2025



Purpose of visit (international)



Purpose of visit (domestic)



Source: Fresh Info

KEY ACTIVITIES

- Waiheke Island
- Harbour Bridge Climb and Bungy
- Kayak tours
- Retail therapy
- Food and wine tours
- Urban cycling tours
- Skytower Sky Jump (AJ Hackett)
- Art and culture



WAIKATO



The mighty Waikato, with its metropolitan hub of Hamilton, is situated in the central North Island. The area is renowned for its natural beauty (as made famous by The Lord of the Rings and The Hobbit trilogies), powerful history, adventure tourism (caving, black-water rafting, surfing), sporting prowess, business innovation and creativity.

- A short 90-minute drive south from Auckland, Hamilton is the gateway to many of New Zealand's adventure tourism and health and wellbeing attractions
- · A thriving business travel and convention market, fuelled by the region's agricultural, scientific, and academic hubs
- · Buoyant adventure tourism market, including surfing in Raglan, black-water rafting and caving in Waitomo, three of New Zealand's Great Rides, and scenic tours down the Waikato River
- Hobbiton[™] Movie Set attracting 550,000+ visitors to the region each year
- The Coromandel's dramatic forest park, surrounded by stunning beaches and coastal icons.











Domestic visitor forecast 2018-2025



Purpose of visit (international)



Purpose of visit (domestic)



KEY ACTIVITIES IN WAIKATO

- Hobbiton[™] Movie Set
- Waitomo Glowworm Caves
- Learn to surf in Raglan
- High tea at Zealong Tea Estate
- Sanctuary Mountain Maungatautari
- Hamilton Gardens
- Fish, dive, hike and bike the Coromandel



BAY OF PLENTY



The Bay of Plenty is a unique destination with a stunning natural environment (mountains, forests, oceans and beaches), Māori culture, and premium fresh produce and wine.

- A relaxed lifestyle the heart of the Bay of Plenty experience shaped by renowned coastlines and natural environments
- Excellent transport infrastructure two regional airports with daily domestic flights and increasing capacity, ferry services, bus services, and a thriving port
- Status as a major cruise hub

- International health and wellness facilities
- Sunny, warm micro-climate providing perfect growing conditions for local produce
- Thriving hospitality scene including craft breweries
- Growing accommodation options
- 125 kilometres of stunning beaches and nature walks.











Domestic visitor forecast 2018-2025



Purpose of visit (international)



Purpose of visit (domestic)



KEY ACTIVITIES IN BAY OF PLENTY

- Swim with dolphins
- Waimarino Kayak Tours
- Wildlife coastal cruises
- Health and wellness retreats



ROTORUA



- Strong international and domestic visitation a hugely popular drawcard for international visitors, particularly the Chinese market
- Ranked fourth best destination in the world for travel experiences (TripAdvisor, 2018) and featured in the 2018 list of New York Times' Top Places to Visit
- Regarded as one of the best mountain biking locations in the world

- Thriving business events and convention market
- Central North Island location with close proximity to the large Auckland domestic market
- Development of visitor infrastructure, with notable projects including improvements at Te Puia (home of the famous Pohutu Geyser) and the creation of a premium-quality health and wellness tourism centre on the Rotorua lakefront.





Domestic visitor forecast 2018-2025



Purpose of visit (international)

OVERNIGHT

VISITORS 2025



Purpose of visit (domestic)



KEY ACTIVITIES In Rotorua

- Traditional Māori villages
- Adventure at Velocity Valley
- Geothermal parks
- White-water rafting
- Rotorua Canopy Tours
- Redwoods Treewalk
- Mountain biking
- Polynesian Spa
- Skyline Rotorua
- Whakarewarewa Forest
- Rainbow Springs and Agrodome





Taupō is defined by its natural environment – including its spectacular lake (the largest in New Zealand), beautiful forests, ancient volcanoes, ski fields, and geothermal attractions. It houses New Zealand's most visited and photographed natural attraction, Huka Falls.

- Strong domestic visitation due to its central location and proximity to the large Auckland and Wellington markets
- Proximity to the popular Ruapehu ski fields
- Growing profile internationally popular destination for the Australian market
- Tongariro National Park, a World Heritage Site
- A comprehensive range of adventure experiences and relaxing health and wellness activities including jet boating, bungy jumping and skydiving
- Geothermal areas including hot pools.











Domestic visitor forecast 2018-2025



Purpose of visit (international)



Purpose of visit (domestic)



Source. Treatm

KEY ACTIVITIES In Taupō

- Volcanic, wine, and craft beer tours
- Whitewater rafting on the Tongariro River
- Riding the Great Lake Trail
- Huka Falls
- Hiking the Tongariro Alpine Crossing
- Geothermal pools
- Ski fields
- Māori cultural tours
- Mountain biking
- Fly fishing
- Adrenaline activities jet boating, bungy and skydiving
- Lake cruises, fishing and watersports



TARANAKI



Judged by Lonely Planet as the second top region in the world in 2017, Taranaki is a special part of New Zealand famed for its unique natural environment and laid-back, relaxed but sophisticated culture. From Mount Taranaki, to the dozens of surf breaks that wrap around the region's coast only 30 minutes away, Taranaki offers a wide variety of attractions including world-class art galleries, renowned parks and gardens, fascinating museums and tours featuring everything from food to stories of the region's vivid history.

- Excellent transport options regional airport and driving distance from Auckland and Wellington
- New airport terminal currently in development
- An increasing number of attractions that are easily accessible
- Accommodation availability and range of options from boutique hotels through to backpackers, motels and hotel chains
- Major regional development in progress the Mounga ki Moana Taranaki Crossing Experience
- Extension of the world-class rainforest garden Pukeiti and the Kaitake Trail segment linking the garden to the coast
- World-class food and beverage options and expanding food tourism offerings.











Domestic visitor forecast 2018-2025



Purpose of visit (international)



Purpose of visit (domestic)



KEY ACTIVITIES IN TARANAKI

- Mount Taranaki and Egmont National Park
- Touring routes: The Forgotten World Highway and Surf Highway 45
- The Len Lye Centre
- Govett-Brewster Art Gallery
- Pouakai Crossing
- Coastal walkway
- Museums rich in cultural history Puke Ariki and Tawhiti
- Magnificent gardens
- Tours food, cultural and historic
- Extensive event calendar



TAIRAWHITI GISBORNE AND HAWKE'S BAY

Tairāwhiti Gisborne is the first city in the world to see the sun each day. The region is known for its world-class surf beaches, quality vineyards, groves of citrus and popular activities including fishing, diving, cycling, mountain biking and golf.

Hawke's Bay is New Zealand's Art Deco capital as well as a leading producer of red wines and stunning chardonnays. The region is also known as the "fruit bowl" of New Zealand for its abundance of fresh fruit, vegetables and grapes.

Key factors driving demand include:

- Excellent transport options regional airports and driving distance from Auckland and Wellington
- Visitors spend more than \$652 million a year in Hawke's Bay and \$197 million a year in Gisborne (YE February 2019)
- Significant domestic tourism share 70 percent in

Hawke's Bay (80 percent for Gisborne)

- Art Deco Festival, with tens of thousands flocking to participate in the week-long event, in addition to year-round tours
- Strong connection to iwi land, history, and living culture.





Domestic visitor forecast 2018-2025



Purpose of visit (international)

OVERNIGHT

VISITORS 2019

18

OVERNIGHT

VISITORS 2025



Purpose of visit (domestic)



KEY ACTIVITIES TAIRĀWHITI GISBORNE AND HAWKE'S BAY

- Vineyards and wine trails
- Surf breaks
- Mount Hikurangi tours
- Diving and marine tours
- Horse riding adventures
- Te Mata Peak
- Lake Waikaremoana



MANAWATU-WHANGANU

The Manawatu-Whanganui region can take you from majestic gorges, sweeping mountain ranges offering walks and hikes, glowworm caves and rugged west coast beaches to the heart of the city for coffee tasting, museums and art.

The region is known for its outstanding natural environment including the Tongariro and Whanganui National Parks, volcanoes and the majestic Whanganui River. It's also known for Māori culture, a world-class arts scene and rich heritage. Whanganui city has a creative, dynamic culture.

- More than \$1 billion in visitor spend in Manawatu -Whanganui region in the year to June 2018
- Very strong domestic tourism 80/20 split domestic/international visits. In the year ended February 2019, total visitor expenditure reached \$429 million in Palmerston North city, \$133 million in Whanganui and \$50m in Manawatu
- Strong transport links train, bus, and regional airport services
- Provincial Growth Fund (PGF) package for Manawatu-Whanganui of \$48 million supporting transport, food and beverage, digital connectivity and tourism
- Ruapehu district had \$213 million of visitor expenditure in YE February 2019.











Domestic visitor forecast 2018-2025



Purpose of visit (international)



Purpose of visit (domestic)



KEY ACTIVITIES In Manawatu-Whanganui

- Whanganui River tours
- New Zealand Rugby Museum
- Te Manawa, Whanganui Regional Museum and Sergeant Gallery
- Kite surfing and stand-up paddle boarding
- Arapuke Mountain Bike Park
- New Zealand's only wildlife recovery centre
- National Army Museum
- Tongariro Alpine Crossing
- Gondola including Knoll Ridge dining experiences
- Great Cycle Rides Timber Trail and Mountains to Sea trail



WELLINGTON AND WAIRARAPA

The capital city of New Zealand, Wellington is famous for its vibrant arts scene, stunning harbour and surrounding ranges, world-class café and restaurant culture, active outdoor lifestyle, the national museum Te Papa Tongarewa, and its globally-recognised film sector.

- Strong international and domestic visitation
- Excellent transport infrastructure, with an international airport, port, train terminal, and bus services
- A thriving cruise ship destination
- A wide range of visitor attractions

- Rated best place to live among 50 global cities (Deutsche Bank)
- A strong economy buoyed by government presence, information technology and digital sector, and major screen production services
- Neighbouring Wairarapa is a renowned food and wine region.











Domestic visitor forecast 2018-2025



Purpose of visit (international)



Purpose of visit (domestic)



KEY ACTIVITIES IN WELLINGTON AND WAIRARAPA

- Museum of New Zealand Te Papa Tongarewa
- Boutique vineyards in Wairarapa
- Wildlife tours
- Movie tours
- World of WearableArt Awards Show
- Wellington Cable Car
- Craft beer capital of New Zealand
- More cafés and restaurants per capita than New York



NELSON AND MARLBOROUGH

Forming the top of the South Island, the Nelson-Tasman and Marlborough regions are iconic tourist destinations. Nelson-Tasman is famous for its three stunning and highly accessible national parks, which offer myriad tourism activities including boat cruises, sea kayaking, skydiving, and luxury lodges. Marlborough is the country's largest wine region and home to the world's finest Sauvignon Blanc. The Marlborough Sounds are a haven for dolphins and seals and a boating mecca.

Key factors driving demand include:

- Proactive regional tourism and economic development organisations focussed on investment in tourism
- Key transport hub between North and South Islands – expanding port infrastructure and two ferry services
- Strong incremental growth in port visits over the next three years
- Marlborough's increasing prominence as a cruise destination – \$18 million passenger spend in Marlborough for the 2017/2018 season, up 80 percent on previous season

Tara-ki-uta

- Future cycle trail connectivity from Christchurch to Picton and on to Nelson
- Coastal Pacific Train reinstatement and investment
- Nelson is the busiest regional airport in New Zealand with over 400 scheduled flights per week.











Domestic visitor forecast 2018-2025



Purpose of visit (international)



Purpose of visit (domestic)



KEY ACTIVITIES In Nelson and Marlborough

- Vineyards
- Beaches
- Abel Tasman National Park
- Marlborough Sounds tours
- Marine experiences
- World of WearableArt & Classic Car Museum
- Adventure parks
- Mountain biking
- Eco-based activities



CANTERBURY



Key factors driving demand include:

- Excellent transport facilities, with an international airport, port, train and bus services
- Strong economic development following the Christchurch earthquake rebuild
- A gateway to South Island attractions and Antarctica
- Growth in international tourism, driven by direct air routes to Asia, Australia, and connecting routes through the Middle East

• The largest city in the South Island, Christchurch is the southern centre of commerce, creativity, entertainment, and adventure.











Domestic visitor forecast 2018-2025



Purpose of visit (international)



Purpose of visit (domestic)



KEY ACTIVITIES

- IN CANTERBURYHanmer Springs Thermal Pools & Spa
- Christchurch Adventure Park
- Tekapo Springs and Hot Pools
- The Aoraki/Mackenzie International Dark Sky Reserve
- Tasman Glacier and Aoraki Mt Cook Village
- Alps 2 Ocean Cycle Trail
- TranzAlpine Rail Journey
- Waipara Valley Wineries
- Whale watching and dolphin swimming
- Ski fields
- Botanic Gardens



WEST COAST



The West Coast, or 'the Coast' as locals call it, is an untamed natural wilderness of rivers and rainforests, glaciers and geological treasures.

This region is 600 kilometres long and the environment and the rugged coastline form the backbone of its tourism offerings. The Great Coast Road stretching from Westport to Greymouth is one of New Zealand's most beautiful drives and has previously been ranked one of the top 10 coastal drives in the world by Lonely Planet.

- Strong transport offerings including the TranzAlpine Railway line that offers direct (and scenic) access from Christchurch
- Strong international tourism visitation: guest nights increased 5.4 percent from 2015 to 1.3 million in 2016. This number includes 794,377 international guest nights (a rise of 7.6 percent from the year before) and 529,737 domestic guest nights (2.5 percent increase)¹⁹
- Eco-tourism is popular in this region

- White heron (kotuku) and kiwi can be spotted with bird watching tours
- A region rich in history, including New Zealand's gold rush and the only source of greenstone (pounamu) in the country, with the boulders found in the West Coast rivers
- Spectacular from the air, it's an incredible way to see both the Fox and Franz Josef Glaciers as well as Aoraki Mount Cook, New Zealand's highest mountain.











Domestic visitor forecast 2018-2025



Purpose of visit (international)



Purpose of visit (domestic)



Source: Fresh Info

KEY ACTIVITIES IN THE WEST COAST

- Franz Josef Glacier and Fox Glacier
- Punakaiki rocks
- Hokitika scenic tours
- Jet boating
- Kayaking
- Hokitika Wild Foods Festival
- Franz Josef Hot Pools



QUEENSTOWN AND Southern Lakes

Queenstown and the Southern Lakes represent New Zealand's premier all-season visitor destination, offering a wide range of year-round experiences. The surrounding Central Otago landscape is unparalleled in New Zealand, with huge mountain ranges, wide valleys, crystal-clear lakes, fast-flowing rivers, and unspoilt, clear skies.

- The world's southernmost wine region, renowned for its Pinot Noir – as well as premium fruit
- Home to three of New Zealand's Great Cycle Rides and some of the best ski fields in the country
- Excellent transport facilities an international airport serviced by four international airlines offering attractive fares
- Growing number of international and domestic visitors each year
- Rapidly growing Chinese inbound visitor market, with a changing mix to higher-value FIT visitors
- An expanding leisure and business event industry feeding year-round demand for activities and attractions.











Domestic visitor forecast 2018-2025



Purpose of visit (international)



Purpose of visit (domestic)



Source: Fresh Info

KEY ACTIVITIES IN QUEENSTOWN AND SOUTHERN LAKES

- Queenstown Skyline Gondola
- Jet boating
- Vineyards
- Ski fields
- TSS Earnslaw boat trip
- Bungy jumping
- Spectacular landscapes



COASTAL OTAGO AND SOUTHLAND

Otago and Southland are New Zealand's southernmost regions, offering a multitude of tourism attractions focussed on heritage, nature, food, recreation, and some of the world's rarest wildlife. The Southern Scenic Route takes in Coastal Otago, the Catlins and Southland and has seen significant growth from selfdrive travellers.

- There was significant growth in tourism spend in the region between 2015 and 2019, with an 18 percent increase for Southland and a 21 percent increase for Dunedin
- Cruise visitation has grown significantly over recent years with 251,680 passengers visiting Dunedin in the 2018/19 season. New Zealand cruise expenditure statistics shows that the average earnings per cruise visitor in Dunedin has risen from \$134 in 2014/15 to \$193 in 2017/18. Bluff and Stewart Island are emerging cruise destinations
- The international student population helps support the visiting friends and relatives (VFR) market. The contribution from these visits was worth \$6 million and 15 percent of VFR spend for Otago in the 2017/18 period

- Regular major events in Dunedin are driving an increase in domestic visitation and spending.
 Forsyth Barr Stadium has a concert capacity of 36,000 and regularly sells out for major events
- Product development investment continues to be strong with new accommodation and new regional attractions. This includes DOC experiences, new hotels, visitor centres, urban regeneration and air connectivity
- The area is known for its cycle trails. The 150-kilometre Otago Central Rail Trail follows the route of the old railway and the Around the Mountains Cycle Trail Network links Queenstown to Southland, while other trails offer other unique experiences in the area.











Domestic visitor forecast 2018-2025



Purpose of visit (international)



Purpose of visit (domestic)



Source: Fresh Info

KEY ACTIVITIES In coastal otago and southland

- Fiordland and Stewart Island National Parks
- Wildlife tours
- Artisan food tours
- Museums and art galleries
- Taieri Gorge Railway
- Larnach Castle
- Cycle trails and walking tracks
- Coastal, lake and river cruises
- Seafood and Bluff oysters
- The Catlins
- Transport World and Classic Motorcycle heritage experiences



<u>GET IN TOUCH – NEXT STEPS FOR INVESTORS</u>

Now is the time to invest in New Zealand's tourism attractions

The New Zealand Government is working in partnership with local stakeholders to actively facilitate investment into new tourism experiences and is ready to help.

For qualified investors interested in new tourism developments, the New Zealand Government can:

- Educate on the tourism market opportunity by providing detailed market information, supporting analysis, and indicative financial modelling detailing forecast revenue streams and capital cost of development.
- Facilitate introductions with key private sector parties to help new market entrants secure the right expertise for developing tourism attractions in New Zealand.
- Provide introductions to project sponsors and local Government, granting investors access to a robust pipeline of relevant, investor-ready tourism projects. Government can also connect investors to the local support ecosystem and help them understand any incentives available to encourage tourism development.

New Zealand Government collaborating entities

New Zealand Trade and Enterprise (NZTE)

NZTE is the New Zealand Government's international business development agency, and focusses on helping companies grow internationally — bigger, better, faster — for the good of New Zealand.

NZTE is also the Government's investment promotion agency, helping investors to identify opportunities and build partnerships in New Zealand. With 50 offices worldwide, NZTE can often provide a local point of contact in your region.

NZTE is leading the investment arm of the New Zealand Government's tourism strategy, with the aim of accelerating investment in commercial tourism attraction projects in New Zealand.

Tourism New Zealand (TNZ)

TNZ is the Government organisation responsible for marketing New Zealand to the world as a visitor destination. TNZ's work has been carried out under the umbrella of the '100% Pure New Zealand' campaign for over two decades.

The campaign was originally conceived in 1999, and has evolved over the years to communicate

the unique experiences available to people who visit New Zealand.

TNZ has 13 international offices and two in New Zealand. TNZ provides quality international insights and research for the tourism sector and organisations seeking to invest in commercial tourism projects in New Zealand.

Ministry of Business, Innovation and Employment (MBIE)

MBIE plays a central role in shaping and delivering a strong New Zealand economy. MBIE develops and delivers policy, services, advice and regulation to support business growth and the prosperity and wellbeing of all New Zealanders.

MBIE is the lead government agency for tourism policy and is responsible for coordinating the government's tourism efforts across the public sector. This includes research and data, monitoring TNZ, managing tourism-related government funds, and destination management planning and partnership.

Department of Conservation (DOC)

DOC is the organisation charged with conserving New Zealand's natural and historic heritage.

DOC's strategic goals are to provide conservation services and leadership to protect and enhance New Zealand's natural and historic heritage, to contribute to New Zealand's economic, social and cultural success, and to enhance the wellbeing of New Zealanders and international visitors by encouraging and enabling people to connect and contribute to New Zealand's nature and heritage.

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Page 50 image: Facade of the Govett-Brewster Art Gallery / Len Lye Centre in New Plymouth. Credit: Patrick Reynolds





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