

Presentation by Rod Oram to the
NZ Hotel Industry Conference 2008
Auckland, May 8th, 2008

Redefining hospitality

Tourism's strategic opportunities

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Agenda

- We're stoked
- We're stuffed
- *The factor*
- What's at stake
- Our rankings
- NZ vs. Oz
- Issue arising
- Our next revolution

We're stoked

- We have the world's #1 and #2 tourism destinations
 - Milford Sound and Queenstown
- TripAdvisor.com's recent survey
 - ...very credible source: traveler-supplied reviews

TOP 100 DESTINATIONS

World

- | | | |
|---|--|-------------------------------------|
| ▶ 1 Milford Sound
New Zealand | ▶ 10 Lake Tahoe
California, United States | ▶ 18 Dingle
Ireland |
| ▶ 2 Queenstown
New Zealand | ▶ 11 Salzburg
Austria | ▶ 19 Lake Louise
Alberta, Canada |
| ▶ 3 Philipsburg
St. Maarten | ▶ 12 Cape Town
South Africa | ▶ 20 Bruges
Belgium |
| ▶ 4 Cayo Largo
Cuba | | |
| ▶ 5 Rhodes
Greece | | |
| ▶ 6 Charlotte Amalie
St. Thomas, U.S. Virgin Islands | | |
| ▶ 7 Cruz Bay
St. John, U.S. Virgin Islands | | |
| ▶ 8 Bridgetown
Barbados | | |
| ▶ 9 Banff
Alberta, Canada | | |



...but wait!
...there's more!

- 37th best destination?
 - Auckland!
- 46th best destination?
 - Wanaka!
- 48th best destination?
 - Christchurch!

▶ 26	Vatican City	▶ 37	Auckland	▶ 50	Venice
▶ 27	Edinburgh	▶ 38	Peljo	▶ 51	Vancouver
▶ 28	Big Sur	▶ 39	Alto Sinalka	▶ 52	Maga
▶ 29	Ran Ginegnano	▶ 40	Sofona	▶ 53	Luxor
▶ 30	Byron Bay	▶ 41	New Orleans	▶ 54	York
▶ 31	Mala	▶ 42	Galway	▶ 55	Niagara-on-the-Lake
▶ 32	Seven Mile Beach	▶ 43	Halleberg	▶ 56	Ljubljana
▶ 33	Hydrance	▶ 44	Monte-Carlo	▶ 57	Paris
▶ 34	San Francisco	▶ 45	Carmel	▶ 58	La Jolla
▶ 35	Chickon Rza	▶ 46	Wanaka	▶ 59	Melbourne
▶ 36	Pompeii	▶ 47	Oranjestad	▶ 60	Port Douglas
		▶ 48	Christchurch	▶ 61	Quebec City
		▶ 49	Hortenberg ob der Taubai	▶ 62	Prague
				▶ 63	St. Petersburg

We're stoked

- We've got the Aussies beat:

- New Zealand:
 - 1: Queenstown
 - 2: Milford Sound
 - 37: Auckland
 - 46: Wanaka
 - 48: Christchurch

- Australia:
 - 22: Sydney
 - 30: Byron Bay
 - 59: Melbourne
 - 60: Port Douglas
 - 78: Noosa

- Our visitors love us...

- So, if this is the best place in the world to be a tourist...
- ...this *must* be the best place in the world...
- ...to be in the tourism business

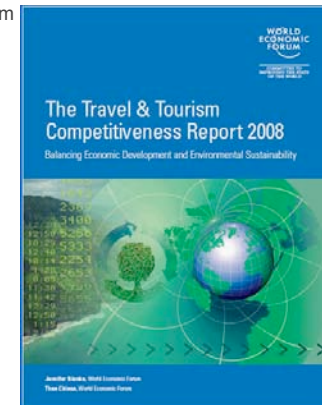
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We're stuffed

- The world's most competitive tourism destinations:
 - ...says the World Economic Forum

- # 1 : Switzerland
- # 2 : Austria
- #3 : Germany
- #4 : Australia
- ?
- ?
- ?
- ?
- ?
- ?
- ?
- #19 : New Zealand
 - And last year?
 - 15th



The top 25

Country/Economy	SUBINDEXES							
	OVERALL INDEX		T&T Regulatory framework		T&T Business environment and infrastructure		T&T Human, cultural, and natural resources	
	Rank	Score	Rank	Score	Rank	Score	Rank	Score
Switzerland	1	5.63	1	5.94	2	5.55	3	5.39
Austria	2	5.43	4	5.86	8	5.27	7	5.18
Germany	3	5.41	6	5.67	3	5.43	9	5.13
Australia	4	5.34	30	5.23	11	5.18	1	5.61
Spain	5	5.30	28	5.24	5	5.32	4	5.33
United Kingdom	6	5.28	26	5.28	6	5.32	5	5.28
United States	7	5.28	49	4.75	1	5.58	2	5.52
Sweden	8	5.27	9	5.62	15	5.05	8	5.15
Canada	9	5.26	23	5.31	4	5.40	10	5.07
France	10	5.23	12	5.57	7	5.28	12	4.85
Iceland	11	5.16	3	5.86	9	5.21	36	4.40
Finland	12	5.11	5	5.74	23	4.80	14	4.78
Denmark	13	5.10	10	5.61	10	5.20	28	4.49
Hong Kong SAR	14	5.09	2	5.91	16	5.04	42	4.31
Portugal	15	5.09	14	5.50	22	4.83	11	4.93
Singapore	16	5.06	7	5.67	13	5.13	37	4.39
Norway	17	5.05	8	5.66	19	4.90	20	4.60
Netherlands	18	5.01	22	5.35	14	5.11	21	4.58
New Zealand	19	4.96	15	5.48	26	4.72	17	4.70
Luxembourg	20	4.95	24	5.28	12	5.17	35	4.41
Ireland	21	4.93	11	5.57	20	4.90	41	4.31
Greece	22	4.92	17	5.46	30	4.63	18	4.66
Japan	23	4.90	34	5.11	21	4.88	16	4.73
Cyprus	24	4.87	27	5.24	17	5.04	40	4.34
Malta	25	4.86	13	5.56	25	4.73	43	4.28

A word of caution

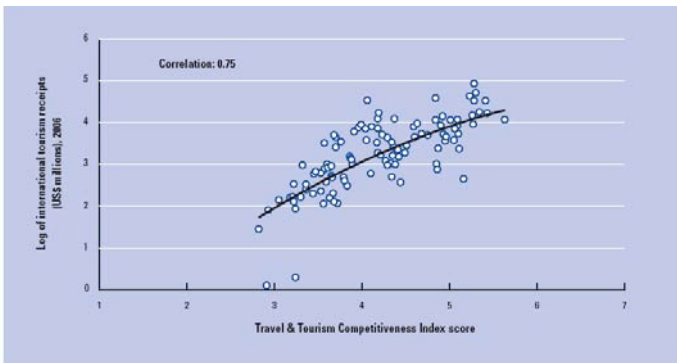
- The World Economic Forum does excellent rankings of competitiveness
 - E.g Country Rankings
- But the criteria are judged by a mix of hard data and in-country surveys
- New Zealand respondents are notoriously self-critical...hard markers
- So we drag down our ranking
- However, the analysis is still valid and instructive

A proposition

- Competitiveness counts...
- ...even more so, as tourists' standards and sensibilities keep rising
 - ...on issues such as sustainability, climate change, social impact
- The lower we rank, the harder it is to:
 - Attract customers and staff
 - Attract capital
 - Invest in plant and people
 - Earn a return on investment
- Earn a living from tourism
 - ...as a business, as a country

Competitiveness and success

- The more competitive you are, the higher your receipts



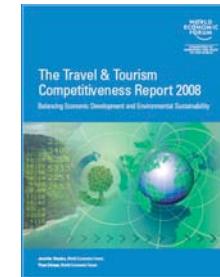
Source: United Nations World Tourism Organization; World Economic Forum.

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The key competitive factor

- "It is now widely accepted within the industry that those nations that will ultimately become the most competitive in the Travel and Tourism sector will be those demonstrating their ability to implement measures to conserve the environment, or to correct possible damage to it, while continuing to facilitate the sector's healthy growth."
 - *World Economic Forum's Travel & Tourism Competitiveness Report 2008*
- Strategies to achieve this are by necessity:
 - Long term (10 to 20 years)
 - Gradual
 - Cumulative
 - Irreversible



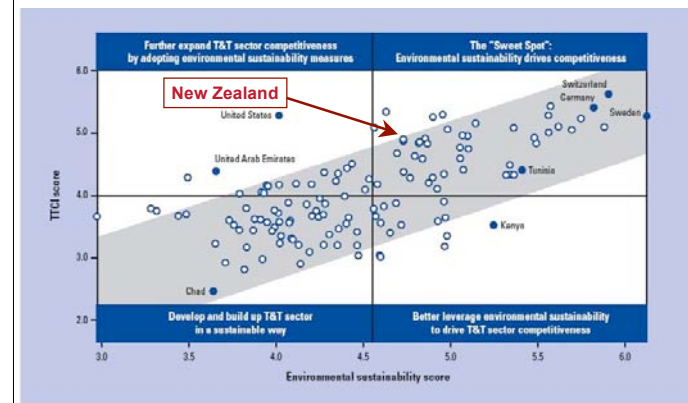
The key competitive factor

- "More than two-thirds of U.S. and Australian travelers and 90 percent of British tourists, consider active protection of the environment, including support of local communities, to be part of a hotel's responsibility. According to a 2002 survey, these travelers are more likely to patronize hotels with a "responsible environmental attitude."
 - *World Economic Forum's Travel & Tourism Competitiveness Report 2008*
- Emissions from global tourism, 2005

Emission source	CO ₂ (metric tons)	Percent
Transport subtotal	985	75
Air transport	517	40
Other transport	468	35
Accommodation	274	21
Activities	45	4
TOTAL	1,307	100
Total worldwide	26,400	—
Share (percent)	—	4.95

Source: UNWTO et al., 2007.

Sustainability & competitiveness



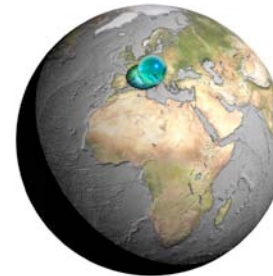
Source: World Economic Forum, TICI 2008; Ross Allen Hamilton analysis.

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What's at stake

- Dr Adam Nieman www.adamnieman.co.uk
- All water: 1,390 km diameter (All fresh surface water: 62 km)
- All air: 1,999 km across



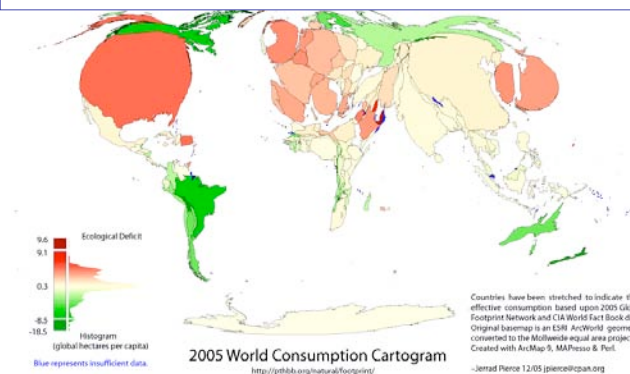
All the water in the world (1.4087 billion cubic kilometres of it) including sea water, ice, lakes, rivers, ground water, clouds, etc. Shown on the same scale as the Earth.



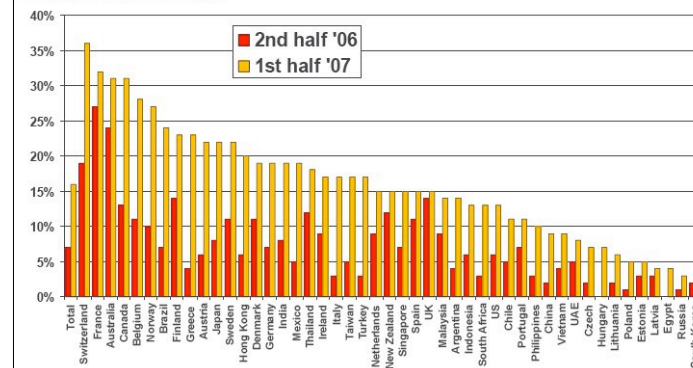
All the air in the atmosphere (5140 trillion tonnes of it) gathered into a ball at sea-level density. Shown on the same scale as the Earth.

Resource squeeze

"The world will no longer be divided by the ideologies of 'left' and 'right', but by those who accept ecological limits and those who don't"
Wolfgang Sachs, Wuppertal Institute



Biggest + 2nd biggest concern in the next 6 months: Global Warming



nilsen

Source: Nielsen Global online survey 04 June 2007

Page 1

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Sustainability - the big picture

- “Businesses that continue to sit on the sidelines will be badly handicapped relative to those that are now devising strategies to reduce risk and find competitive advantage in a warming, carbon-constrained world.”
 - Harvard Business Review, October 2007
 - 18-page Forethought section on the theme
 - Download: www.hbr.com
- “If you aren’t at the table... you’re on the menu”



This is hard-headed strategy...

- ...say Michael Porter and Forest Reinhardt
 - Harvard Business School
 - HBR, October, 2007 edition
- “Periodically, major new forces dramatically reshape the business world - as globalisation and the information technology revolution have been doing for the past several decades.

“Climate change, in its complexity and potential impact, may rival them both. While many companies may still think of global warming as a corporate social responsibility issue, business leaders need to approach it in the same hard-headed manner as any other strategic threat or opportunity.”



...this is a very demanding, transformative, management discipline

Some news



Vicky Pryce – Advisory Council member & Co-Founder



Vicky is currently the Department for Trade and Industry's Chief Economic Adviser and Director General, Economics and Deputy Head of the UK's Government Economic Service. Vicky was previously a partner at London Economics, Partner and Chief Economist at KPMG, Corporate Economist at ESSO Europe and Chief Economist at Williams and Glyn's Bank, later the Royal Bank of Scotland.

Vicky co-founded GoodCorporation, and was board chair until 2002. Due to her new role in the government, she has stepped down from the board of GoodCorporation Ltd to avoid any conflicts of interest. She now sits on the Advisory Panel of GoodCorporation.

Jane Arnott – Country Manager in New Zealand



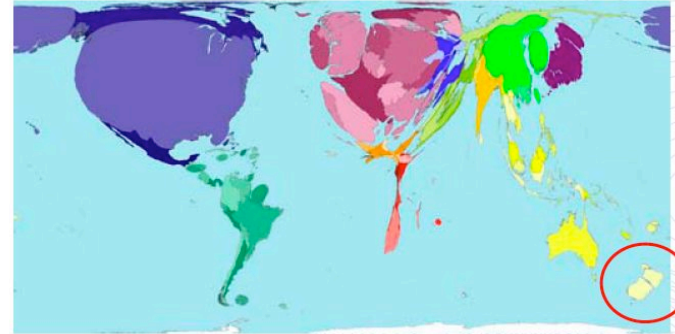
Prior to being appointed Country Manager for GoodCorporation in New Zealand, Jane was the executive director of a nationwide charitable organisation working closely with the corporate sector and a government department. She founded New Zealand first cross cultural consultancy representing Pacific Island communities and has run her own communications company specialising in investor relations, business marketing strategy and branding. Her clients included listed companies, state owned enterprises, government departments and health agencies.

Jane has a post graduate qualification in professional ethics. She is a member of the Institute of Directors and is an associate trustee for the New Zealand Conservation Trust.

- ...because UK retailers are finding it hard to get the sustainability information they need from the New Zealand supply chain

Our “wingprint”

- NZ: 7th in the world by departures per 1,000 people per year



Source: Worldmapper. 2006 SASI Group (University of Sheffield) and Mark Newman (University of Michigan)

© The Treasury

Oops, we helped ruin the planet

- Travel: 2nd thoughts by
 - Mark Ellingham, *Rough Guides*
 - Tony Wheeler, *Lonely Planet*
- Ellingham:
 - Binge flying...
...airlines pushing an addiction
...just like tobacco industry
- Tax flying:
 - £100 (NZ\$270) within Europe
 - £250 (NZ\$800) places beyond
- 'Fly less, stay longer'
- Rough Guide to Climate Change
 - Excellent source
- Air New Zealand working on issues
 - Slow to offer voluntary offsets
 - \$250 per passenger?

NEW SERIES!



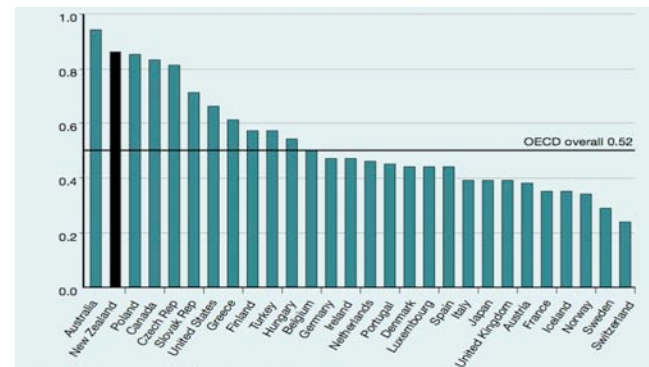
Rough Guides congratulate Rebecca Harris of Lonely Planet, winner of the World People's Choice Award for her Morocco trip giveaway!



Visit the Rough Guide Photo Gallery featuring hundreds of images from around the world.

NZ: 2nd largest greenhouse gas emitter

- We're #2 in the OECD, measured by GHG relative to GDP

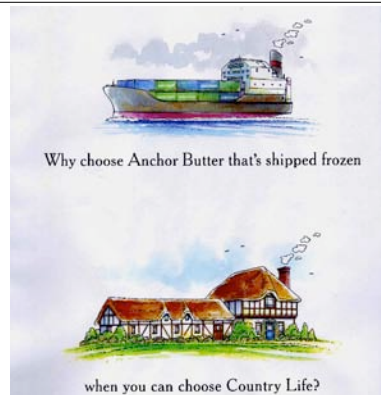


Note: Data not available for Korea or Mexico.

Source: United Nations Framework Convention on Climate Change.

Attack

- Dairy Crest launched \$20m UK ad campaign in July 2006
 - ...backed by the UK's National Farmers' Union
- "Crimes of consumption"
- The facts are on our side...
...but perceptions on theirs'



Before Anchor Butter reaches your table it's frozen and shipped over 11,000 miles from New Zealand.



Country Life, however, is made with milk from British farms and is proud to carry the Red Tractor logo for food standards. So why choose anything else?

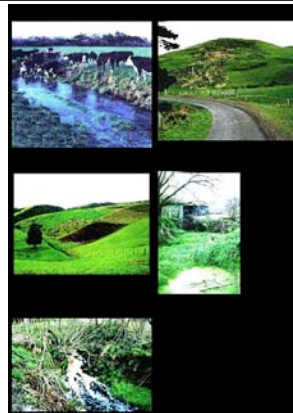
How vulnerable?

- In 2001, the Ministry for the Environment commissioned research into the economic value of NZ's clean green image
- Researchers showed consumers overseas these pleasant, pastoral pictures... then asked them how they felt about NZ
- The responses were very warm...
- ...yes they were buyers of NZ dairy products... and planned to buy much more



Highly vulnerable

- Then they were saw these images
 - Cows polluting a stream
 - Hillside erosion
 - Weed-ridden areas
 - Unsightly farms
 - Filthy watercourses
- The impact?
- Aversion, disgust...
- ...translating into much lower, if any, purchases
- The researchers estimated the dairy industry would lose < \$563m in earnings just from its Asian markets...if it could not redirect the products into other markets
- The impact on tourism would be \$1bn



Tourism 2015 - two key drivers

- Manaakitanga (Hospitality) and Kaitiakitanga (Sustainability)

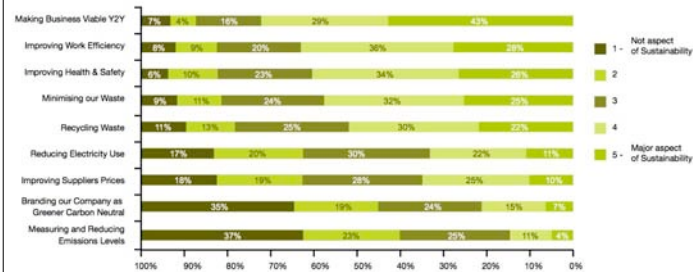
TOURISM IS AT THE FOREFRONT OF A GLOBALLY COMPETITIVE AND SUSTAINABLE NEW ZEALAND



What does NZ business think of sustainability?

- It's very confused...it misses the point
 - PWC's "Clever Companies" report, 2007

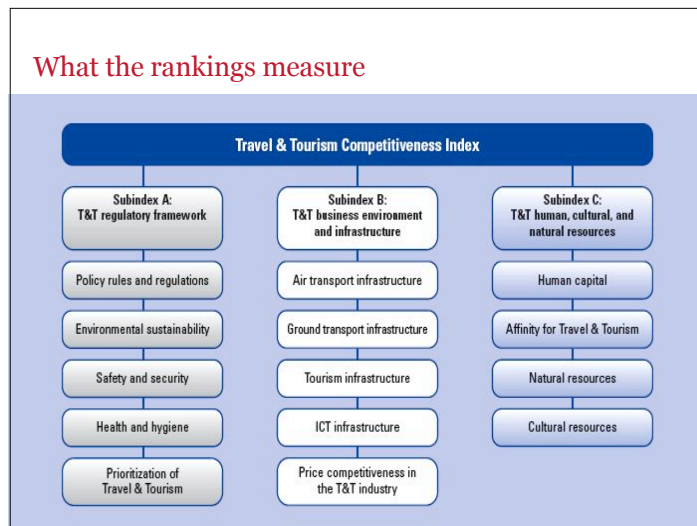
ISSUES FOR BUSINESS SUSTAINABILITY



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What the rankings measure



INDICATOR	RANK/130
1st pillar: Policy rules and regulations	
1.01 Prevalence of foreign ownership	11 ...■
1.02 Property rights.....	16 ...■
1.03 Business impact of rules on FDI.....	33 ...■
1.04 Visa requirements*	60 ...■
1.05 Openness of bilateral Air Service Agreements*	25 ...■
1.06 Transparency of government policymaking.....	8 ...■
1.07 Time required to start a business*	22 ...■
1.08 Cost to start a business*	2 ...■
2nd pillar: Environmental sustainability	
2.01 Stringency of environmental regulation	11 ...■
2.02 Enforcement of environmental regulation.....	12 ...■
2.03 Sustainability of T&T industry development.....	7 ...■
2.04 Carbon dioxide emissions*	95 ...■
2.05 Particulate matter concentration*	6 ...■
2.06 Threatened species*	130 ...■
2.07 Environmental treaty ratification*.....	5 ...■

* = hard data; no asterisk = survey data

3rd pillar: Safety and security	
3.01 Business costs of terrorism	17 ...■
3.02 Reliability of police services	18 ...■
3.03 Business costs of crime and violence.....	17 ...■
3.04 Road traffic accidents*.....	37 ...■

4th pillar: Health and hygiene	
4.01 Physician density*	46 ...■
4.02 Access to improved sanitation*	1 ...■
4.03 Access to improved drinking water*.....	1 ...■
4.04 Hospital beds*	26 ...■

■ = competitive advantage ie higher ranking than country's rank overall
 ■ = competitive disadvantage ie lower ranking than country's rank overall

* = hard data; no asterisk = survey data

5th pillar: Prioritization of Travel & Tourism	
5.01 Government prioritization of the T&T industry.....	8 ...■
5.02 T&T government expenditure*	62 ...■
5.03 Effectiveness of marketing and branding.....	5 ...■
5.04 T&T fair attendance*	56 ...■

6th pillar: Air transport infrastructure	
6.01 Quality of air transport infrastructure	24 ...■
6.02 Available seat kilometers*	28 ...■
6.03 Departures per 1,000 population*	4 ...■
6.04 Airport density*	6 ...■
6.05 Number of operating airlines*	72 ...■
6.06 International air transport network.....	24 ...■

7th pillar: Ground transport infrastructure	
7.01 Quality of roads	48 ...■
7.02 Quality of railroad infrastructure	44 ...■
7.03 Quality of port infrastructure.....	22 ...■
7.04 Quality of domestic transport network	47 ...■
7.05 Road density*	51 ...■

* = hard data; no asterisk = survey data

8th pillar: Tourism infrastructure	
8.01 Hotel rooms*	47 ...■
8.02 Presence of major car rental companies*	33 ...■
8.03 ATMs accepting Visa cards*	23 ...■

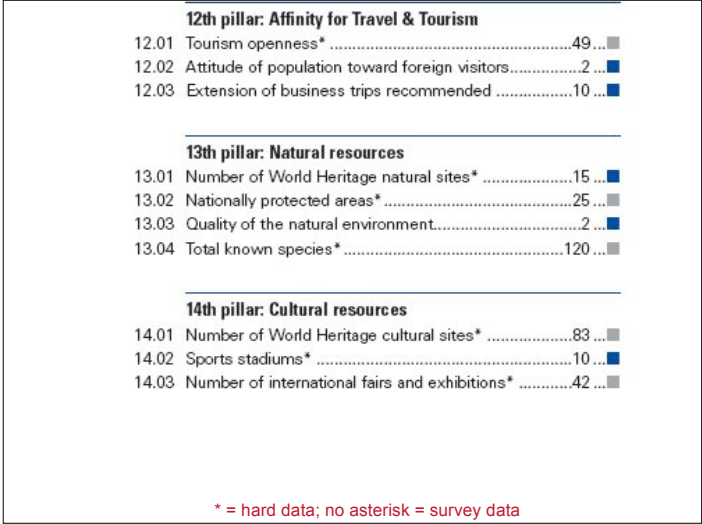
9th pillar: ICT infrastructure	
9.01 Extent of business Internet use.....	25 ...■
9.02 Internet users*	2 ...■
9.03 Telephone lines*.....	27 ...■
9.04 Broadband Internet subscribers*	26 ...■
9.05 Mobile telephone subscribers*	41 ...■

* = hard data; no asterisk = survey data

10th pillar: Price competitiveness in the T&T industry	
10.01 Ticket taxes and airport charges*	77 ...■
10.02 Purchasing power parity*	103 ...■
10.03 Extent and effect of taxation.....	67 ...■
10.04 Fuel price levels*	45 ...■
10.05 Hotel price index*	26 ...■

11th pillar: Human resources	
11.01 Primary education enrollment*	7 ...■
11.02 2ndary education enrollment*	5 ...■
11.03 Quality of the educational system.....	21 ...■
11.04 Local availability of research and training services.....	24 ...■
11.05 Extent of staff training.....	22 ...■
11.06 Hiring and firing practices.....	89 ...■
11.07 Ease of hiring foreign labor	63 ...■
11.08 HIV prevalence*	24 ...■
11.09 Business impact of HIV/AIDS.....	18 ...■
11.10 Life expectancy*	8 ...■

* = hard data; no asterisk = survey data



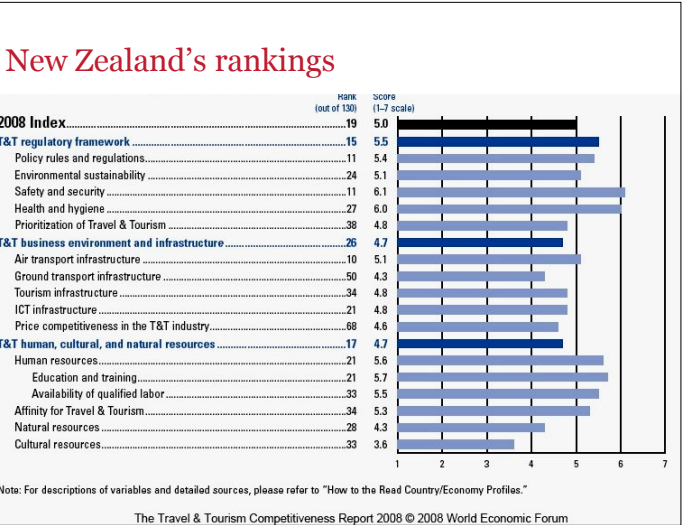
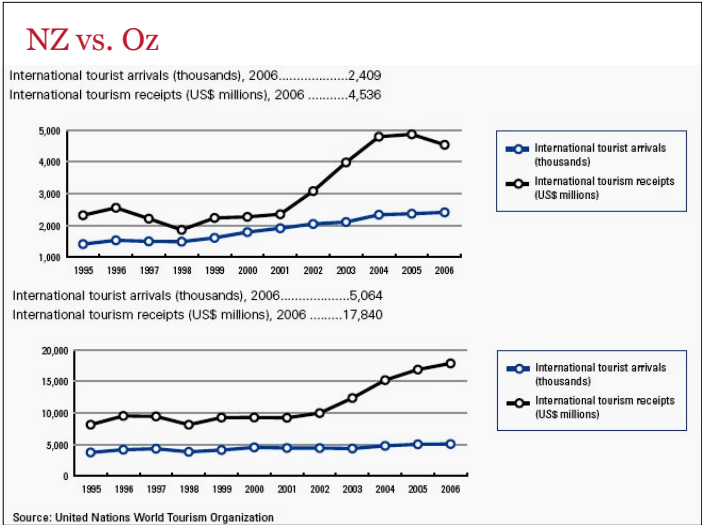
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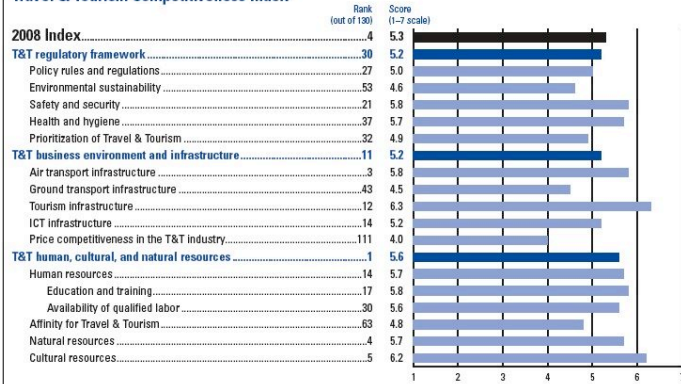
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Australia's rankings

Travel & Tourism Competitiveness Index



How we compare:

NZ vs. Oz

	Rank (out of 130)	Score (1-7)	Rank (out of 130)	Score (1-7)
2008 Index	19	5.0	4	5.3
T&T regulatory framework	15	5.5	30	5.2
Policy rules and regulations.....	11	5.4	27	5.0
Environmental sustainability.....	24	5.1	53	4.6
Safety and security.....	11	6.1	21	5.8
Health and hygiene.....	27	6.0	37	5.7
Prioritization of Travel & Tourism.....	38	4.8	32	4.9
T&T business environment and infrastructure	26	4.7	11	5.2
Air transport infrastructure.....	10	5.1	3	5.8
Ground transport infrastructure.....	50	4.3	43	4.5
Tourism infrastructure.....	34	4.8	12	6.3
ICT infrastructure.....	21	4.8	14	5.2
Price competitiveness in the T&T industry.....	68	4.6	111	4.0
T&T human, cultural, and natural resources	17	4.7	1	5.6
Human resources.....	21	5.6	14	5.7
Education and training.....	21	5.7	17	5.8
Availability of qualified labor.....	33	5.5	30	5.6
Affinity for Travel & Tourism.....	34	5.3	63	4.8
Natural resources.....	28	4.3	4	5.7
Cultural resources.....	33	3.6	5	6.2

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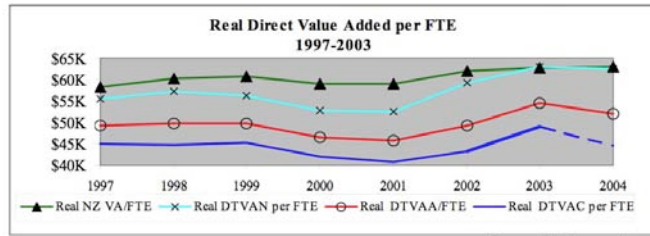
People...creating value

- The key concept: value added per employee
 - The worth of each person's work
- To help employees create more value (so you can pay the more)...
- ...requires investment in plant, skills, technology, product, services...
- ...so you can charge customers more

People...creating value

- How tourism compares with other industries...
 - Not well, according to Lincoln University's Yield Report 3, 2007

Real Direct Value-added per FTE



- Direct Tourism Value Added from
 - DTVAC: Tourism characteristic industries
 - DTVAA: Tourism characteristic, tourism related and non-tourism industries
 - DTVAN: Non-tourism related industries

People...creating value

- And some other sectors are highly ambitious
 - Eg Plastics industry has a strategy to double value add per employee over the next decade to \$150,000 per person

Employment Productivity

YE	Characteristic Industries FTE	Related Industries FTE	NZ Industries Overall FTE	Real NZ VAFTE	Real DTVAC per FTE	Real DTVAN per FTE	Real DTVAA per FTE
1997	51,534	33,709	1,539,859	\$58,250	\$45,077	\$55,623	\$49,247
1998	49,788	32,739	1,538,867	\$60,230	\$44,711	\$57,195	\$49,664
1999	50,985	37,166	1,524,898	\$60,729	\$45,249	\$56,147	\$49,844
2000	56,343	40,141	1,554,279	\$59,051	\$42,017	\$52,663	\$46,446
2001	56,780	41,858	1,600,900	\$59,097	\$40,745	\$52,576	\$45,765
2002	56,600	41,900	1,645,200	\$62,021	\$43,267	\$59,167	\$49,219
2003	58,125	44,948	1,688,200	\$62,632	\$49,010	\$62,967	\$54,501
2004	56,485	44,866	1,737,300	\$62,983	\$44,578	\$62,622	\$51,876
CAGR	1.3%	4.2%	1.7%	1.1%	-0.2%	1.7%	0.7%

Data forecast from total Tourism FTE are underlined.

- Direct Tourism Value Added from
 - DTVAC: Tourism characteristic industries
 - DTVAA: Tourism characteristic, tourism related and non-tourism industries
 - DTVAN: Non-tourism related industries

People...some numbers

- 365,000**
 - Population of Christchurch
 - 365,000 NZ emigrants to Oz by 2018
- \$957**
 - Ave. weekly wage in NZ
 - \$1,350 Ave. weekly wage in Oz
- 40%**
 - Gap NZ vs. Oz wages now
 - 40% Oz wage rises by 2018
- 80%**
 - NZ wage growth to reach parity with Oz wages by 2018
 - 0% Above trend growth in Oz pay

• How will we do it?

• What will happen if we don't?

Economic reward

- Tourism has the best financial and performance data of any sector
 - Tourism satellite accounts
 - Lincoln University's Tourism Recreation Research & Education Centre
 - Yield research, sector benchmark and performance
- Financial yield 1999-2003
 - (Net operating profit after tax before interest as % of total assets)
- Hosted accommodation : 2.7%
- Lodges, boutique accommodation : 3.6%
- Caravan and camping parks : 3.7%
- Hotels : 4.0%**
- Motel / motor inn : 5.3%
- Backpacker / youth hostel : 6.7%
- All New Zealand businesses, average : 5.7%
- Bank's base lending rate : 6.5%

Economic reward

- Yet, accommodation kept attracting investment, 1996-2005:
 - Hotel rooms : + 36%
 - Motel rooms : + 36%
 - Hosted accommodation : + 82%
 - Backpacker accommodation : +149%
- “The low yields must be acceptable to these investors and from this perspective the yields seems to be sustainable.”
 - Summary Report of the Yield Research Programme, Nov 2007
- But for how long?
- Room rates are declining in real terms, Hotel Council data shows
- Clearly, investors are accepting low profits in the hope of capital gains
- This is a very common NZ business model...asset rich, cash poor
 - e.g. dairy industry and residential property investment
- But capital values can become so high...
- ...a business becomes unsustainable
- ...in tourism or any other sector

Economic reward

- Dairy's strained model:
 - Farmers make their money from asset appreciation not operating profits
 - ...revenues service debt rather than generate profits
- Farmers anticipate higher payouts
 - ...so land prices rise ahead of payouts, capitalising future profits
- Currently a typical farm has:
 - \$4 of fixed costs per kg of milk solids
 - \$2.75 of operating costs per kg of milk solids
 - = \$6.75 total
- The payout will be a record \$7.30 per kg of milk solids this season...
- ...but is likely to fall below \$7 next season...
- ...severely straining many farms' finances, stifling industry investment
- How can farmers achieve a balance between income & capital reward?
- How can hotel owners do likewise to stimulate further investment?

You have the data...

- ...but what's the strategy?
- Increase value not volume
- Earn profits not capital gains
- Build year-round not peak travel
 - (e.g. market July holidays in the 37th best destination in the world!)
- Better target who and from where
- Market and branding even more effectively
- Raise yields rapidly
- Recruit, train, retain, reward and grow staff
- Investment fully and creatively in infrastructure
- Lead the world on sustainability
- **How will we (*this is a national issue*) earn more from tourism?**

Your opportunity

“I don't believe that the solutions in society will come from the left or right or the north or the south.

They will come from islands within those organisations, islands of people with integrity who want to do something.”

- Karl-Henrik Robert
MD, renowned Swedish oncologist, medical researcher and a key figure in the worldwide sustainability movement

Agenda

- We're stoked
- We're stuffed
- *The* factor
- What's at stake
- Our rankings
- NZ vs. Oz
- Issue arising
- **Our next revolution**

New Zealand's next revolution

- | | |
|---|---|
| <ul style="list-style-type: none">• <u>Economic reform</u>• 1984 -1994• Triggered by sudden collapse• Theory clear - markets rule• Practice less clear• <i>Outcomes</i>• Economy more efficient• But we didn't change our model<ul style="list-style-type: none">• Same commodity exports• Low value, low pay• Became <i>less</i> engaged with world | <ul style="list-style-type: none">• <u>Environmental reform</u>• 2007- 2037 (?)• Triggered by gradual awareness• Theory very unclear - big new areas• Practice even less clear• <i>Outcomes</i>• Radical change in economy• Radical change in our model<ul style="list-style-type: none">• Shift from commodities• High value, higher pay• Become <i>more</i> engaged with world |
|---|---|

Our next revolution...

...will be harder, deeper, longer

...more beneficial, more rewarding

...reinventing paradise