

Destination AKL 2025

A new direction for
Auckland's visitor economy

THE STRATEGY



Auckland
Tourism, Events and
Economic Development
An Auckland Council Organisation





Destination AKL 2025 sets a new direction for Auckland's visitor economy. It is the outcome of a process initiated by Auckland Tourism, Events, & Economic Development (ATEED) and guided by an industry leadership group.

Our vision is a more sustainable future for Auckland.

For a thousand years, people have been attracted to this place we call home: Auckland, Tāmaki Makaurau, 'the place desired by many'. We are by no means the first to realise what a great place this is to live, work, and visit.

Just as the sea meets the shore and is never still, so our region is in perpetual motion: people arriving, leaving, going to work, coming home, out to play, off on holiday. Some stay a lifetime, others a day before travelling onward.

This never-ending flow of people gives our region its vibrancy and drives its economy. The buzz created attracts others and the region thrives and continues to grow: today 1.6 million people; more on the way.

Now we realise—or maybe are learning all over again—that great places to live, work and visit only stay that way if we look after them. We now see we have much to do to ensure our region remains the great place to live, work, and visit it has been for so long.

Destination AKL 2025 is about all of us working collaboratively to ensure a more sustainable future for our region, Auckland, Tāmaki Makaurau: the destination desired by many.



Ensuring Auckland is a great place to live, work and visit

Destination AKL 2025 presents a positive and sustainable vision for Auckland's visitor economy, providing direction and leadership for the region as the gateway to New Zealand and as a world-class destination city.



Recently, Auckland Council published the refreshed Auckland Plan, our long-term spatial plan for Auckland that looks ahead to 2050 and how we will address the challenges and seize the opportunities ahead of us. Destination AKL 2025 is a valuable and timely contribution to the discussion. Developed by ATEED and guided by an industry leadership group, it describes a new 'Destination Management' approach that aligns with the outcomes detailed in the Auckland Plan.

The Auckland Plan identifies the three challenges our region faces: population growth, prosperity for all and environmental degradation. Destination AKL 2025 acknowledges those challenges and accepts the responsibility we all share for addressing them, whether long-term residents or short-term visitors.

Destination AKL 2025 emphasises effective collaboration: key stakeholders aligning and working together to ensure the sustainability of Auckland, economically, socially and environmentally. It sets a new long-term direction for Auckland's visitor economy and identifies this first seven years as being critical to creating genuine, tangible momentum towards turning aspiration into reality.

Phil Goff
Mayor of Auckland

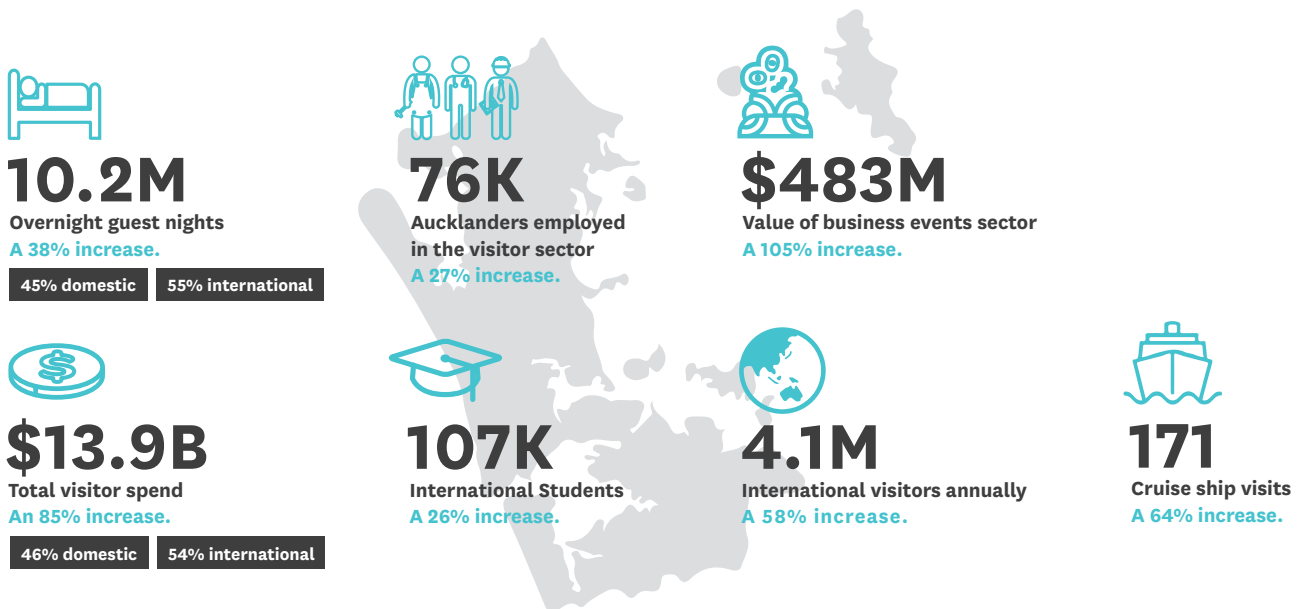
Auckland's visitor economy

Auckland is the gateway to New Zealand and New Zealand is in demand: Lonely Planet ranks New Zealand in their top ten countries to visit in 2018.

Not surprisingly, then, Auckland's visitor economy is thriving. Our region now welcomes more than 2.6 million international visitors each year and nearly as many domestic

visitors. While they are here, our visitors spend more than \$8 billion annually.

The projections are for growth to continue. The Ministry of Business, Innovation and Employment (MBIE), Auckland Airport and Tourism Industry Aotearoa (TIA) forecast that by 2025, Auckland can expect:



THE CHALLENGE

Economically, more and more visitors are good for Auckland: they create prosperity for our region. But Aucklanders today no longer regard economic growth alone as a sufficient measure of success. Our challenge is to ensure that the growth in visitor numbers enriches Auckland in other ways too: helping us protect and improve our

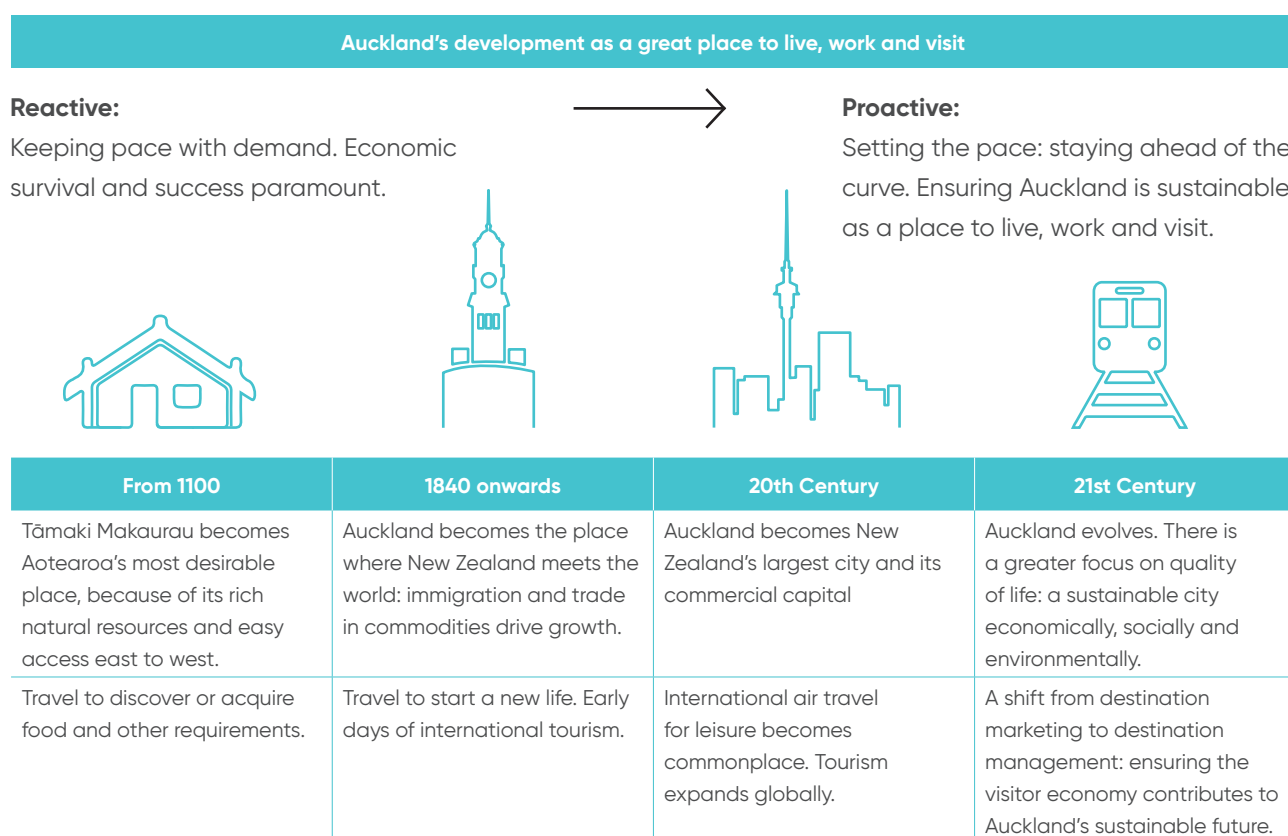
environment, protect and improve our unique identity and cultural heritage, and generally improve our quality of life.

We must ensure that the more desirable Auckland becomes as a place to visit, the better it becomes as a place to live and work.

An increased focus on destination management

Destination AKL 2025 signals a new direction for Auckland’s visitor economy: a fundamental shift in thinking and approach. It is a shift that reflects and is in step with what is increasingly considered best practice across the businesses community and in society generally: a growing awareness of, and concern for, sustainability.

Figure 1: Auckland’s development as a great place to live, work and visit



Until recently, economic survival and growth have been society’s predominant concern. In the visitor economy, that has meant a focus on ‘more’: more visitors, from more places, spending more money. That, in turn, has meant an emphasis on publicity, promotion and events: on destination marketing.

But today, as economist Kate Raworth puts it, “humanity’s 21st century challenge is to meet the needs of all within the means of the planet.”

For the visitor economy, this means taking responsibility for what previously were considered externalities. If we accept, as all the indicators suggest, that demand for travel will continue to expand, then we need an increased focus on destination management: on proactively managing the impact of our visitor economy in such a way that Auckland is better off not just economically, but also socially and environmentally.

Destination AKL 2025 is about ensuring the visitor economy contributes to Auckland's sustainable future.

Figure 2:



Destination management involves thinking holistically about our visitors and our region. It begins with the acceptance that visitors are not in some way separate from everyone else: they are a definable, yet indivisible, cohort. Like other cohorts, they have their unique requirements, but in many respects they are simply 'temporary residents'.

What that means is that, unlike destination marketing, destination management is beyond the scope of the visitor industry alone: it requires alignment and collaboration between the public and private sectors,

and with agencies that might previously not have considered themselves having any responsibility for visitors. Ultimately, it requires the engagement of everyone in the region.

It also means, as we shall discuss later, an additional responsibility for ATEED – Auckland Council's destination marketing arm – because ATEED is the organisation best-placed to provide the cross-sector leadership destination management requires.

Our guiding principles

The vision for Destination AKL 2025 is a sustainable future for Auckland and its visitor economy. This vision will be achieved through the new direction and increased focus on destination management.

As just discussed, however, destination management is, ultimately, an 'all-of-Auckland' activity. Which makes destination management more of a process (a way of working) than a project (a list of things to be done).

Hence our guiding principles: three behaviours that will underpin all our activity and that will be essential to the success of Destination AKL 2025.

The guiding principles are drawn from tikanga Māori and set the tone for how all those who have an interest in the long-term development of 'Destination Auckland' will work together.

It was Māori who first brought meaning and value to this piece of land hundreds of years ago. The natural abundance of the region created a thriving economy so prized it was named Tāmaki Makaurau: the place

desired by many. The ancient stories, prayers, songs, haka and carvings of this region pay homage to the many ancestors that walked this land creating a unique chronicle of how our city was formed and what it means to be from Tāmaki Makaurau – Auckland.

A specific outcome we hope for from Destination AKL 2025 is greater effort being made to foster the unique identity of New Zealand's most diverse region: the place where nearly half of us identify as Māori, Pasifika or Asian. Implicit in this is the expectation of a much stronger and more visible Māori influence on the region's culture. Our advocacy of these Māori concepts is in support of that.



KOTAHITANGA
Collaboration

We will work together in unity and common purpose

KAITIAKITANGA
Guardianship

Guided by mana whenua, we will actively care for our region; our environment and our people

MANAAKITANGA
A warm welcome

We share the abundance and spirit of generosity within this special region with our visitors, from their welcome to their farewell and return

Our vision

The Destination AKL 2025 vision is for Auckland to be sustainable –economically, socially, and environmentally– as a place to live and work and as a place to visit.

To enable Auckland to reach its potential as a destination, the collaborative efforts of the sector must be channelled in the right direction. This direction is provided by six strategic imperatives which emerged from the widespread consultation undertaken to help shape the strategy.



A UNIQUE PLACE

A region with a unique identity that resonates with residents and visitors alike.

A CONNECTED PLACE

A region that is easier to navigate.

A CAPTIVATING PLACE

A region that entices visitors to stay longer and that locals love more than ever.

A SKILLED PLACE

A region where more young men and women are choosing globally relevant careers in the visitor economy.

A SUSTAINABLE PLACE

A region recognised as a world-leader for taking action on sustainability.

AN INSIGHTFUL PLACE

A region that makes more informed decisions in the management and marketing of its visitor economy.

THE SIX STRATEGIC IMPERATIVES REFLECT:

- The desire to have a clear identity for what Auckland is and what it aspires to be in the future
- The desire to focus more on value whilst maintaining sustainable volume growth
- The desire of industry and the community to protect the environment, support cultural development, and improve profitability
- The desire for improved physical and digital connectivity, regional dispersal, way-finding and collaborative decision making
- Recognition that the visitor economy requires greater human capacity and capability
- Feedback that ATEED and the industry need to be more data-led, content-rich and digitally focused in destination marketing.

Key focus areas

The six strategic imperatives have been further distilled into twelve **key focus areas**, highlighting those areas where aligned activity across the relevant parts of the sector can deliver positive outcomes.

The strategic imperatives and key focus areas of Destination AKL 2025 are separated into destination management and destination marketing sub-groups.

DESTINATION MANAGEMENT

Coordination & Planning



Coordinating the private and public sector efforts and planning for human resource and structural capability to support the growth potential of the visitor economy.

Connectivity & Dispersal



Improving physical and digital connectivity and encouraging regional dispersal of visitors throughout the region.

Cultural & Arts Development



Delivering quality experiences which build on the richness of the cultural assets in Auckland.

Sustainability



Ensuring the visitor economy delivers sustainable and desirable environmental outcomes to benefit Auckland.

Infrastructure



Creating world class infrastructure to support the needs of Aucklanders and its visitors.

Product Development



Expanding the product base and enhancing the quality and delivery of existing product and services.

DESTINATION MARKETING

Data, content & digital-led



Using latest data insights to inform all activity, in particular to create world class content utilising owned and third party channels to effectively and efficiently target our value audiences.

Develop & attract major & business events



Developing or attracting events in shoulder and off peak seasons and target sector aligned business events supporting seasonality and value.

Host community engagement



Engaging with Auckland's host community to ensure they understand the value of the visitor economy and are ambassadors for Auckland.

Positioning & Narrative



Offering a clear and unique positioning statement for Auckland, reflecting its many narratives, which industry and other stakeholders can rally behind.

Reduce seasonality















Focusing marketing activity on shoulder and low season periods where spare capacity across the visitor economy exists.

Target high value markets



Moving the marketing focus toward higher value target markets which can also offer sustainable volume.

Figure 4: Alignment between strategic imperatives and key focus areas

| | A Unique Place | A Captivating Place | A Sustainable Place | A Connected Place | A Skilled Place | An Insightful Place |
|---|----------------|---------------------|---------------------|-------------------|-----------------|---------------------|
|  Coordination & Planning | Teal | Teal | Teal | Teal | Teal | Teal |
|  Connectivity & Dispersal | | | | Teal | | |
|  Cultural & Arts Development | Teal | Teal | | | | |
|  Sustainability | | | Teal | | | |
|  Infrastructure | | | | Teal | | |
|  Product Development | | Teal | | | | |
|  Data, content & digital-led | Dark Grey | Dark Grey | Dark Grey | Dark Grey | Dark Grey | Dark Grey |
|  Develop and attract major & business events | | Dark Grey | Dark Grey | | | |
|  Host community engagement | Dark Grey | | | | | |
|  Positioning & Narrative | Dark Grey | | | | | |
|  Reduce seasonality | | Dark Grey | Dark Grey | | | |
|  Target high-value markets and segments | | Dark Grey | Dark Grey | | | |

UNDERPINNING ALL OF THIS IS THE NEED FOR:

1. Strong cross-agency alignment within Auckland Council, CCOs and central government, in addition to far greater cohesion and alignment between industry and government at all levels.
2. Capacity building to address the current and future shortage of personnel working in the visitor economy, particularly if sustainable growth is going to be achieved with a focus more toward generating value (and quality) over volume.
3. Using the latest data insights to inform all our activity, particularly in creating engaging content for distribution through owned and third party digital platforms.

Recommended actions

A comprehensive suite of recommended actions has been developed, directly aligned to the strategic imperatives and key focus areas, which will contribute to achieving the strategy's desired outcomes. The recommended actions are non-exhaustive and will continually be validated over time.

The recommended actions are:

Coordination & Planning



- Work across the structure of CCOs and Auckland Council to more effectively integrate the needs of the visitor economy
- Create effective dialogue and alignment between industry, government and mana whenua
- Develop a night time economy strategy and activations
- Develop a visitor sector training and employment strategy for Auckland's youth
- Enhance standards across the service sector
- Ensure the visitor economy is well integrated in infrastructure planning

Connectivity & Dispersal



- Improve city walkability, cyclability and wayfinding
- Enhance visitor journey mapping
- Seamless public transport integration and enhanced transport planning around major events

- Improve connectivity between visitor attractions and visitor hubs within greater Auckland
- Support ongoing focus on cruise and aviation development
- Effective public transport links from the city centre to the airport

Cultural & Arts Development



- Promote Auckland's distinct identity and narratives, recognising our place as a cultural city of the Pacific
- Create a cohesive cultural/arts sector marketing programme
- Support and promote the development of authentic Māori cultural visitor product and experiences
- Develop new cultural and arts product opportunities (including the screen industry)



Sustainability



- Conduct base-line analysis to determine strengths and weaknesses of Auckland’s destination eco-system
- Support an agreed definition of sustainability (refer to definition from the UN World Tourism Organisation applied in the strategy) and a set of measurable indicators and targets
- Establish a working group to develop a long-term sustainability action plan for the visitor economy
- Better promotion and communication of the opportunities and benefits for smarter, more sustainable business practices within the sector
- Introduce a visitor sector sustainability champion
- Actively profile organisations that embrace sustainability throughout their business
- Zero waste policy for all major and business events

Infrastructure



- Develop Auckland visitor economy infrastructure priority list
- Develop a world-class waterfront with relevant cruise (port) infrastructure
- Future-proof sports and cultural infrastructure needs

Product Development



- Develop regional health and wellness products and services
- Audit commissionable and non-commissionable product to inform investment attraction strategy
- Expand product and services in the Hauraki Gulf and the greater Auckland region
- Introduce all-weather visitor experiences and attractions consistent with Auckland’s identity
- Support additional higher quality accommodation product and services

Data, content & digital-led



- Create world-class digital content for use on owned and third-party platforms such as Trip Advisor, Facebook, newzealand.com
- Use big data and access to partner data to most effectively target our high-value markets
- Prioritise digital channels for effectiveness, efficiency, and measurability

Develop and attract major & business events



- Enhance Auckland's event calendar with a balanced portfolio throughout the year
- Stronger focus on Asia Pacific business conferences, meetings and incentive activity
- Create and enable new locally grown major events
- Investigate potential for domestic and international leverage of Auckland's major cultural events

Host community engagement



- Better inform Aucklanders of the benefits of the visitor economy
- Introduce local promotional campaign to Aucklanders to build advocacy
- Develop 'greeters' programme to welcome and assist visitors

Positioning & Narrative



- Develop Auckland's destination narrative
- Develop a robust research programme for annual visitor data

Reduce seasonality



- Develop Auckland's Event Calendar with a balanced portfolio throughout the year
- Develop a new and compelling 'off peak' domestic marketing programme
- Attract large-scale international business events and conventions

Target high-value markets and segments



- Develop a regional food tourism marketing strategy
- Develop an international student visitor plan
- Refocus and strengthen business event activity
- Target special interest, high value international markets with an emphasis on the eastern seaboard Australian market
- Target high yielding cruise ships and passengers, as well as a greater number of cruise ship turn arounds
- Use digital channels and event hosting to promote Auckland's golf, equine, marine and screen product and capability



Success measures

The goal of Destination AKL 2025 – a sustainable future for Auckland and its visitor economy – requires a shift in thinking: from destination marketing to destination management, and a change in approach: a new, more holistic way of working.

The change in approach we are advocating is embodied in our three guiding principles. Behaving in accordance with these will enable us to achieve our goal:

KOTAHITANGA

By 2025, central and local government, mana whenua, and the public and private sectors, will be working together to a greater extent than they do now: recognising this makes Auckland a better place to live, work, and visit, and ensuring the contribution of the visitor economy is better understood and there is healthy dialogue about its development.

KAITIAKITANGA

By 2025, Auckland residents and visitors are doing much more to protect and improve the region's natural environment and social fabric: keen for Auckland to be thought of, and experienced, as a world-leader for its environmental action.

MANAAKITANGA

By 2025, Auckland residents have a greater appreciation that visitors enrich our region not only economically, but socially as well: they embrace the idea that Auckland is where New Zealand meets the world and they enjoy the vitality this cultural reciprocity brings to the city.



The guiding principles are supported by six strategic imperatives, with their aligned key focus areas. To track progress against these strategic imperatives we will rely on a new set of measures and annually publish a scorecard of our progress.

Key aspects which will measure the strategy's successful implementation are identified below:

A UNIQUE PLACE

- Perceptions of Auckland's identity by visitors and potential visitors
- Perception and acceptance of Auckland's identity and positioning by industry stakeholders and residents
- Performance of Auckland versus other destinations (e.g. indices).

A CAPTIVATING PLACE

- Visitor numbers, length of stay, nights in commercial accommodation and spend
- Value and volume of business events, major events and international education activity
- Perceptions and satisfaction of visitors.

A SUSTAINABLE PLACE

- Managed carrying capacity issues in select locations as part of destination management activation
- Level of acceptance of visitors and visitation in host communities (to help determine social sustainability levels)
- Environmental indicators (aligned to Auckland Plan measures where applicable).

A CONNECTED PLACE

- Perceptions and satisfaction with public transport, connectivity, walkability/ cyclability and wayfinding by visitors, stakeholders and residents
- Transport mode share statistics (aligned to Auckland Plan measures where possible)
- Perceptions and satisfaction with the digital connectivity and infrastructure by visitors, stakeholders and residents.

A SKILLED PLACE

- Visitor sector employment numbers
- Number of skilled migrants attracted to the sector
- Ease of finding skilled staff among visitor sector businesses.

AN INSIGHTFUL PLACE

- Availability of relevant and timely data and information on both national and regional level to enable informed decisions in the management and marketing of the destination
- Perceptions, satisfaction and benefits received by all stakeholders on available data and information.

Additional metrics also need to be considered, including:

- Monitoring the movement in inter-government agency decision-making, where involvement is recognised as an integral component
- Monitoring and measuring the impact of visitor flows throughout Auckland and how this effects employment generation and spend patterns.

ATEED's role

ATEED is the guardian and driver of Destination AKL 2025 and has a key role in its implementation through its Major Events, Business Events, Tourism and International Education teams. ATEED's other areas of expertise including economic development and investment facilitation will also be used to activate the requirements of this strategy.

Destination AKL 2025 provides ATEED with a clear direction and mandate to develop detailed annual plans to contribute to the strategy's targets.

LEAD, ADVOCATE FOR, OR COORDINATE, DESTINATION MANAGEMENT

Destination management is a complex task for ATEED, as it does not hold visitor-related assets or supporting infrastructure in which it can manage and direct visitor flows. It relies on government agencies and council organisations to achieve the destination management outcomes which have been identified. These include:

- Working across the industry to advocate for higher standards of sustainable practice
- Working with Auckland Transport and Panuku Development Auckland to introduce more visitor-friendly way finding
- Working closely with Māori tourism operators and other key stakeholders to introduce a capability programme, and lift awareness of Māori tourism as an important component of Auckland's unique destination proposition

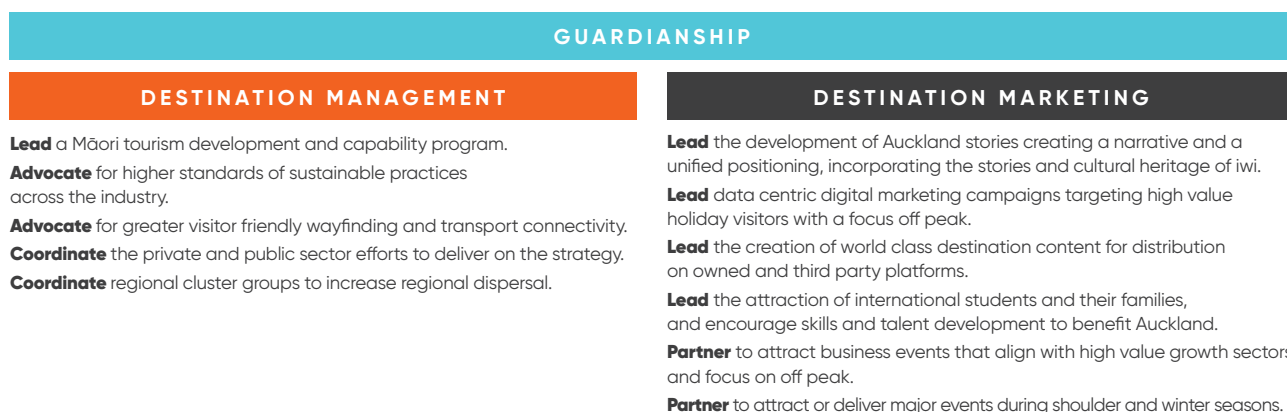
- Helping to coordinate activity across agencies and tourism cluster groups to increase regional dispersal and spread economic and social benefits to the regions – as well as support new product investment.

LEAD, AND PARTNER IN, DESTINATION MARKETING

ATEED has an ongoing role to lead destination marketing activity, including attracting major events and business events and international student attraction and retention.

If ATEED did not effectively deliver its numerous key roles, there would be significant market failure. Industry operators do not have a mandate or a desire to perform a broader destination marketing role beyond where their business opportunities lie. However, the visitor industry has expressed a desire to work with ATEED to develop Auckland's destination story, create value and grow the reputation of Auckland as a destination. Collaboration will generate benefits for all if we are aligned.

Figure 5: ATEED's role



We are in this together

ATEED has brought together industry leaders from across the public and private sector to provide guidance and expert input into the development of Destination AKL 2025.

As representatives of, and advocates for Auckland's visitor economy, we recognise the importance of this moment in time. This is a unique opportunity to influence the role the visitor economy can have on this region in the years to come.

Destination AKL 2025 sets a direction we believe in and are committed to implementing, in accordance with the guiding principles.

But this is not just about us. We all understand that Auckland, as New Zealand's global city, has a key role to play in encouraging visitors to explore more of New Zealand – promoting dispersal and spreading the economic benefits to the surrounding regions. Auckland's success will be felt well beyond its borders.

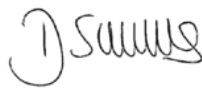
We are proud to present the Destination AKL 2025 strategy and we look forward to supporting ATEED and Auckland Council to make the strategy's shared vision a reality.



Martin Snedden,
Director, New Zealand Cricket



Chris Roberts,
Chief Executive, Tourism Industry Aotearoa.



Debbie Summers,
Chair, Cruise New Zealand



Graeme Stephens,
Chief Executive, SkyCity and NZICC



Grant McPherson,
Chief Executive, Education New Zealand



Iain Cossar,
General Manager, Tourism, Sectors, Regions & Cities, MBIE



Jan Tonkin,
Managing Director, The Conference Company / President, IAPCO



Jeremy O'Brien,
Regional General Manager, Direct & Market Development, Air NZ



John Thorburn,
Chief Executive InterCity Group.



Kerrie Hannaford,
Area Director, Sales & Marketing NZ, Fiji & French Polynesia, Accor



Nick Hill,
Chief Executive, ATEED



Norm Thompson,
ATEED board advisor



Steve Armitage,
General Manager, Destination ATEED



Scott Tasker,
General Manager, Aeronautical Commercial, Auckland Airport



Sir Pita Sharples,
ATEED board advisor



Sir Rob Fenwick,
Entrepreneur and Environmentalist



Stephen England-Hall,
Chief Executive, Tourism New Zealand



Stephen Town,
Chief Executive, Auckland Council



Mark Lambert,
Chief Transport Services Officer, Auckland Transport



Background





How Destination AKL 2025 was created

THE APPROACH

Working alongside those directly involved in the visitor economy, ATEED developed this strategy via a nine-stage process.

Stages one to three were aimed at reviewing all literature and undertaking the first phase of consultation. This culminated in identifying where Auckland ranks as a global destination city, highlighting its strengths, weaknesses and opportunities.

Stages four to five were focused on identifying and seeking agreement on the key issues which impact on the Auckland visitor economy's potential for growth. Imperatives for Auckland were also identified.

Stage six involved identifying the opportunities which will help achieve the imperatives identified, while also addressing (where appropriate) many of the issues identified.

Stage seven to eight included presentation of the draft strategy to stakeholders involved in the strategy's creation to garner feedback and integrate comment, where appropriate. Additional opportunities for Auckland were also identified in this stage and integrated into the final strategy. Further refinements to the draft were made.

Stage nine involved presenting the final Destination AKL 2025 report, seeking approval and adoption from the Mayor, ATEED Board and the Industry Leaders Group. The endorsement for the final strategy by the Mayor, ATEED Board and the Industry Leaders Group is acknowledged in the body of the strategy.

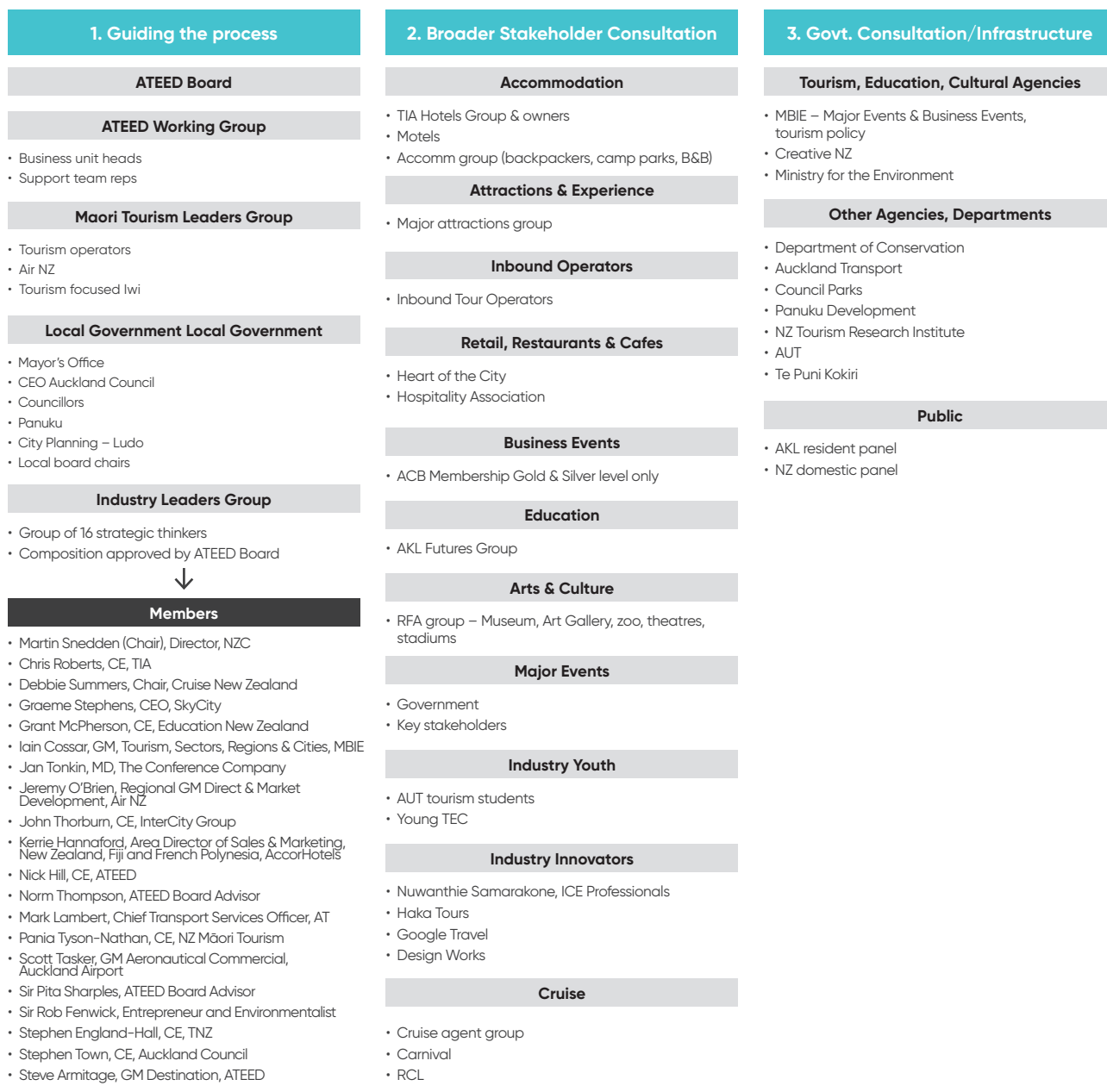
Figure 6: Methodology Process



WHO WAS CONSULTED

In addition to interviews and workshops held with the stakeholder groups outlined below, surveys were distributed to more than 1,000 industry recipients on the ATEED database. Surveys were also undertaken with local board elected members, mana whenua authorities, local community, domestic visitors to Auckland, and ATEED specialists involved in destination marketing and development.

Figure 7: Consultation which guided the strategy



Guiding the process was an Industry Leaders Group of major stakeholders representing a mix of public and private sector entities. This resulted in robust discussions about the challenges facing the Auckland visitor economy and, equally importantly, the mechanisms which need to be considered for achieving desired results.

ATEED facilitated this process and provided the presentations and feedback to allow for this level of robust discussion.

What we were told

THE SURVEYS UNDERTAKEN

Two surveys (Figure 8) were developed to gain input from a variety of stakeholder groups on the strengths and weaknesses of Auckland as a visitor destination and what they would like to see come out of this strategy.

Figure 8: Surveys undertaken

Stakeholder Survey

1. ATEED's industry database
2. Elected members
3. Mana whenua



In total, 141 responses were received to this survey – a response rate of approximately 16 per cent. The survey asked nine questions, only two of which were non-compulsory (respondent name and business name). The majority of the questions were open-ended to allow honest feedback rather than restricting responses to pre-defined criteria. The responses were then manually categorised quantitatively to be able to assess the results.

Domestic Visitor & Resident Survey

1. Auckland residents
2. Domestic residents (non-Auckland residents)



This survey was undertaken via an online panel and was sent out to two groups:

- Auckland residents who undertake day or overnight trips in the region; and
- Non-Aucklanders who have visited Auckland at least once in the last year – half of these

were within the 'drive' market (central/upper North Island) and half were within the 'fly' market (Wellington and South Island).

As above, this survey allowed open-ended responses but they were manually categorised for quantitative analysis.

The full results of the surveys can be found in the Destination AKL 2025 supplementary report.

STRENGTHS OF AUCKLAND

How Auckland is viewed as a destination differs depending on the market stakeholder group making the observation. Figure 9 illustrates how the primary strengths of Auckland were viewed by each of the groups surveyed.

Figure 9: Consultation findings – Auckland's primary strengths (top 3 responses)
















| Industry | Elected Members | Iwi | Residents | Domestic Visitors |
|---|---|---|---------------------------------|----------------------------------|
| Variety | Attractions/ Experiences | Attractions/ Experiences | Beaches | Attractions/ Experiences |
| Accessibility/ Location/Connectivity | Accessibility/Location/ Connectivity | Accessibility/Location/ Connectivity | Wine & food | The CBD |
| Natural Beauty | Natural Beauty | History & culture | Attractions/ Experiences | Shopping & dining options |



CHALLENGES TO GROWING AUCKLAND AS A MORE SUSTAINABLE DESTINATION

The challenges identified differ in priority amongst the various groups, though the lack of connectivity in public transport services was heavily recognised by all Aucklanders. Addressing this challenge will benefit visitors and Aucklanders alike.
















Figure 10: Consultation findings – challenges to growing Auckland as a destination (top 3 responses)

| Industry | Elected Members | Iwi | Residents | Domestic Visitors |
|---|--|--|---|--|
|  Lack of connectivity/transport |  Lack of connectivity/transport |  Lack of focus on environment/sustainability |  Lack of connectivity/transport |  Lack of connectivity/transport |
|  Limited branding/promotion |  Lack of focus on environment/sustainability |  Lack of connectivity/transport |  Lack of attractions/experiences |  Visitors not made to feel welcome |
|  Lack of coordination/govt. policies |  Funding (private & public) |  Lack of affordability |  Lack of food & shopping options |  Lack of affordability |

IF THIS STRATEGY CAN ACHIEVE ONE THING?

The results in Figure 11 reflect the most pressing issue identified during consultation, being the need to improve connectivity and deliver improved public transport services. Other key areas mentioned, and also discussed by the leaders group included sustainability and an Auckland identity with strong recognition of Māori and Pasifika cultures.

Figure 11: Consultation findings – one thing the strategy can achieve (top 3 responses)

| Industry | Elected Members | Iwi | Residents | Domestic Visitors |
|--|--|--|---|--|
|  Improved connectivity/transport |  Improved connectivity/transport |  Increased visitation &/or yield |  Improved connectivity/transport |  Improved connectivity/transport |
|  Brand for AKL/ Greater promotion |  Sustainable growth |  Greater livability |  Affordability |  Reduce crowding |
|  Attract/support more events |  Auckland to be a destination in its own right |  More attractions/experiences |  Improve cleanliness |  Improve cleanliness |

Key factors requiring continuous focus

In the decade to 2017, Auckland's visitor economy grew rapidly due to a range of factors. These included the strength of the New Zealand economy; the global appeal of New Zealand as a destination (supported by the 100% Pure New Zealand campaign); Auckland being the preferred location of migrants to New Zealand; significant increase in airline capacity serving Auckland; and the various geopolitical disturbances in the world which make Auckland and New Zealand a safe haven to visit and live.

Rapid growth in resident population through immigration has created most of the pressure on local infrastructure with concerns about Auckland's ability to keep up with development now starting to impact on visitor mobility around the city. There is also a view that the current economic growth is not sustainable given economies track in cycles. There is an underlying view held by some there will be a cooling off in the economy in the next few years. While Auckland cannot control external forces driving global visitor demand, industry and the Government are aware of the need to plan, understand these influences, and be equipped to respond to market changes.

These factors emerged from the widespread consultation and have been termed 'factors to address' because they will impact Auckland's ability to sustainably grow and maintain the visitor economy, and the visitor and resident experience if they are not addressed – and have the potential to be turned into opportunities if adequately addressed.

Again, these factors have been grouped into destination management and destination marketing (noting there may be some overlap) and are summarised below (Figure 1), followed by a more detailed assessment of each. They have been ordered alphabetically, not in priority.

Figure 12: Key factors to address

Destination Management

- Assessment of carrying capacity levels in select locations
- Emerging host community concerns
- Government agencies operating in silos
- Importance of an accessible downtown waterfront area
- Infrastructure constraints
- Labour shortfalls and variable service standards
- Lack of industry and government alignment
- Lack of public transport connectivity
- Lack of timely and accurate data
- Lack of visible leader or entity to drive sustainability across the wider economy
- Limited new investment in attractions and experiences
- Making the best use of Auckland's rich cultural infrastructure
- Need for more quality Māori cultural products/experiences
- The legacy potential of the America's Cup.

Destination Marketing

- Connecting the community and the visitor economy
- Desire to encourage stronger visitation in off peak periods
- Desire to focus on value over volume
- Moving to a stronger digital marketing approach
- Need for a cohesive, differentiating Auckland narrative and brand strategy
- Ongoing perception of Auckland as a gateway.

THE KEY FACTORS EXPLAINED

| DESTINATION MANAGEMENT | |
|---|---|
| Major factor | Description |
| Assessment of carrying capacity levels in select locations | There is a lack of understanding – across the host community, industry and government generally – about the possible carrying capacity limits of Auckland and specific destinations such as Waiheke Island and, on a smaller scale, at Matakana and Piha. Finding ways to better manage visitor flows is a key principle of effective destination management. Often, it does not result in a reduction or flat lining of visitor numbers but involves finding appropriate ways to disperse visitor numbers in a controlled manner. It is important that Aucklanders do not feel they are being overrun with visitors, which is certainly not the case at present. The issue appears to occur on peak days, and it is important to note it is often a mix of residents as well as non-resident visitors which generates pressures in select locations. |
| Emerging host community concerns | There is growing global voice that tourism is impacting on resident liveability in some places. There are small but growing concerns that tourism is impacting on Aucklanders' liveability but this is limited to pinch points such as Waiheke island. In the future, there is a need to ensure that Auckland residents feel comfortable with the level of visitation (from all markets), and to make sure destination management systems are put in place prior to host community concerns being expressed. |
| Government agencies operating in silos | Feedback from industry operators and government (central and local) indicates there is a lack of a coherent and coordinated interagency approach in Auckland. Better collaboration between agencies which influence, or have an impact on, the visitor economy is an important requirement. This needs to be driven from the highest level to ensure that agencies communicate effectively with one another. |
| Importance of an accessible downtown waterfront area | <p>The downtown location of Auckland's port was seen as problematic by many during the consultation process. While some consider it a necessary and important part of Auckland's economy, others argue that it is prime waterfront land which could potentially generate higher economic, social and environmental benefits if it were able to be repurposed.</p> <p>While the container and car storage on the wharf adjacent to the cruise berthing terminal and the ferry hub is not deterring visitors to Auckland, a redeveloped waterfront area could help position Auckland more strongly as a globally attractive waterfront city, where the harbour edge was more accessible to Aucklanders and visitors. Relocating the port, however, would be a major challenge.</p> |
| Infrastructure constraints | <p>As New Zealand's only global city, and with a major commitment to major events of all types, the risk of limiting growth due to lack of adequate infrastructure is real. The need exists to ensure Auckland has the indoor and outdoor venues and facilities to cater for domestic and international demand for business, sporting and cultural events and festivals.</p> <p>This also extends to wider transport infrastructure including bus and ferry terminals, car parking and associated way finding which needs to integrate with venue facilities.</p> |
| Labour shortfalls and variable service standards | In major tourism destinations globally, the tourism and hospitality sector is facing increasing labour shortfalls (across skilled and semi-skilled positions). This issue already exists in Auckland with some major concerns about how the new development of hotels already planned for Auckland can be resourced. The continued growth of the visitor economy and Auckland's growing population base, coupled with the development of new tourism and hospitality businesses and facilities to support this, is expected to further compound the current shortfalls. Without a deliberate strategy to ensure that an adequate and well-trained workforce is available to support the sector, economic constraints are more likely to occur. |
| Lack of industry and government alignment | Strong visitor growth over the last seven years has led to significant peak season pressure in key locations such as Queenstown, Auckland and some other regional centres. There needs to be a careful alignment of government policy with industry and host community desire to ensure that visitor numbers remain strong but that potential impacts of visitor growth are better managed. |

DESTINATION MANAGEMENT

| Major factor | Description |
|--|---|
| Lack of public transport connectivity | <p>Much of the consultation feedback focused on the need for improved public transport services and connectivity, and the inability to access various places throughout the wider Auckland region.</p> <p>The recent Auckland Transport Alignment Project (ATAP) is a welcome development, however ATEED will need to collaborate and engage with Auckland Transport and other relevant stakeholders to ensure future solutions being rolled out are not only commuter-focused, but where appropriate have a visitor focus as well. This could include expanding public transport connectivity to destinations in the regions at certain times of the day and year; and improving way-finding and technology to enable access to places using the existing network.</p> |
| Lack of timely and accurate data | <p>Challenges with the availability and accuracy of data at a national and local level mean ATEED will need to continue advocating for quality regional data from government agencies as well as creating its own data sets. This will need to cover not only the traditional areas of visitor markets, visitor spend and length of stay data, but also separate data on community wide acceptance of tourism to reflect sustainability levels; and on tourism industry operator ratings of how well destination management is being undertaken in Auckland by ATEED and other agencies.</p> |
| Lack of a visible leader or entity to drive sustainability across the wider economy | <p>Sustainability is now core to corporate practice and performance in globally successful and recognised companies, and a growing cross cutting them in most New Zealand organisations. There is no clear leader or organisation in Auckland championing this and driving outcomes. Sustainability cuts across environmental, social, cultural and economic elements and but often is only referred to in an environmental sense.</p> <p>There needs to be a clear leader in Auckland to provide policy development which industry and government can buy into and support, and have set targets and timeframes for achievements</p> |
| Limited new investment in attractions and experiences | <p>There is limited evidence of new investment in visitor attractions, products and experiences in Auckland.</p> <p>There is also a strong reliance on outdoor attractions which are often highly weather-dependent. Auckland is the only location in New Zealand with a population and visitor mass large enough to support a variety of all-weather built attractions and experiences.</p> <p>And while there are a reasonably large number of cultural and arts-based attractions and institutions in Auckland that appeal to visitors, there is a lack of cohesion and communication to attract visitors to them.</p> <p>One of the primary challenges for developing new major attractions is finding suitable sites. More work is needed to assist in identifying and securing sites which can provide opportunity.</p> |
| Making the best use of Auckland's rich cultural infrastructure | <p>The challenge for many cities globally is to make the best use of their cultural infrastructure, their museums, visual arts, performing arts, festivals, zoos and science centres, while at the same time adequately funding their operating and capital costs. Auckland is no exception.</p> <p>Cultural institutions in Auckland could provide a far stronger element to help grow and support the visitor economy, but there needs to be better coordination between them, and visitors should be able to access timely and relevant information about programmes and events in one place, including information on transport options.</p> |
| Need for more quality Māori cultural products/experiences | <p>Rotorua has traditionally been positioned as the centre for Māori tourism experiences in New Zealand and has developed this product over many years. While other regions including Auckland have Māori tourism products, it is difficult to get the industry and visitors to recognise that quality Māori visitor experiences exist outside of Rotorua. Auckland's significant cultural diversity is yet to be adequately leveraged for the betterment of Māoridom.</p> |
| The legacy potential of the America's Cup | <p>The America's Cup in 2021 and lead up regattas will drive visitation to Auckland and require enhanced waterfront facilities. It is important that the longer-term impact of the event and new facilities be taken into account in attracting post-event visitors to Auckland, and in managing them while they are visiting.</p> <p>The America's Cup is a major opportunity to develop a long-term legacy project for Auckland and the Auckland Council group is working closely with Emirates Team New Zealand and central government to ensure this opportunity is maximised.</p> |



DESTINATION MARKETING

| Major factor | Description |
|---|---|
| Connecting the community and the visitor economy | There is a lack of focus on the visitor economy within local government in Auckland and its CCOs. There is an acknowledgement of the value of visitors from an economic point of view but less recognition of the jobs created and connection and impact on other sectors such as construction, food and beverage and transport. This is not an uncommon scenario in many destinations, however it does create a problem when trying to encourage various agencies, not directly connected to visitors or tourism, to take a far more active role in supporting visitor needs and to help grow the associated economic and social benefits for Auckland. |
| Desire to encourage stronger visitation during off-peak periods | While there is a desire by industry and government to encourage more visitation in the off-peak seasons to better balance visitor flows, there are polarised views about how this can be adequately and realistically achieved. Visitors come when the weather in Auckland is warmer and more stable, and, when business, sporting and other events are on. |
| Desire to focus on value over volume | <p>Some industry sectors wish to focus on encouraging higher spending visitors to Auckland based on the proposition of: 'value over volume'. The challenge is that Auckland has a broad range of product on offer (from more budget friendly to higher end) rather than a strong focus at either end of the spectrum.</p> <p>To focus on the value market, industry and government need to be confident that any premium being charged on a product is because of the high quality of facilities, infrastructure, the natural environment and, most importantly, the actual service standards – especially when compared to other destinations. A lot of the private sector infrastructure currently planned is going to cater to great volume and add significant value.</p> |
| Moving to a stronger digital marketing approach | While there has been a desire by ATEED and industry to have a stronger digital marketing focus for Auckland, the capacity to execute this is limited because of funding and resourcing issues. ATEED will need to commit appropriate resources as industry is keen for ATEED to drive the ongoing marketing of Auckland with a stronger digital focus, and assist in coordinating the packaging of Auckland product, and delivering this via online digital systems. |
| Need for a cohesive, differentiating Auckland narrative and brand strategy | The need for an over-arching Auckland 'story' has been identified as critical to delivering a cohesive and distinctive city brand that supports all destination and ATEED endeavours, and provides a clear articulation for businesses, CCOs and all interested stakeholders. Priority should be given to developing the Auckland narrative and accompanying brand strategy and ongoing consultation with mana whenua. |
| Ongoing perception of Auckland as a gateway | Despite significant efforts over recent years to shift the positioning and perception of Auckland towards a leisure destination in its own right, rather than simply a gateway into New Zealand, many stakeholders see the gateway perception pervading. To shift this perception of Auckland as a destination for leisure will require a constant marketing message to consumers and resource and a mindset change amongst industry and government agencies. Part of the solution is to keep selling this message to other New Zealanders and Aucklanders themselves. |

National and regional strategic alignment

NATIONAL CONTEXT

Destination AKL 2025 aligns with the Tourism 2025 framework, the current Tourism New Zealand strategy, and the aspirations of the New Zealand Māori Tourism Organisation.

The Tourism 2025 framework developed by TIA to guide tourism growth from 2014 is the national blueprint for tourism, and its principles reflect the need to be “private sector owned, public sector supported”.

The framework was created in response to a decade of weak visitor growth and yield, characterised by lack of cohesion within the tourism sector.

THERE ARE FIVE KEY THEMES WHICH GUIDE THE TOURISM 2025 FRAMEWORK:

Insight – Prioritising insight to drive and track progress

Connectivity – Growing sustainable connectivity

Visitor experience – Driving value through outstanding visitor experiences

Targeting full value – Identifying and pursuing opportunities, delivering the best economic value

Productivity for profit – Making more money out of existing infrastructure and resources
– seasonality, regional dispersal and capability

In addition to the overall themes, Tourism 2025 notes that:

- Data insights on international visitation are generally adequate but official domestic data is unavailable
- The need to achieve an aspiration target of \$41b in tourism revenue for New Zealand by 2025 and noting that volume will grow but value needs to grow faster
- Improving productivity will improve profitability and new investment will follow
- Seasonality and regional dispersal are key strategies for Tourism NZ
- Auckland Airport is planning for extensive expansion and growth through to 2030, including looking at new markets such as India, Indonesia and countries within South America, and expanding infrastructure and capacity
- The industry will need to expand its capacity and show improved returns on investment to attract new investment.

LOCAL CONTEXT

Destination AKL 2025 aligns with other Auckland regional plans and strategies including: Auckland Council's Auckland Plan, being refreshed in 2018; and Auckland Airport 2030.

The strategy also acknowledges that there are a number of vital infrastructure projects in Auckland – either underway or in the advanced stages of planning – that will have a significant impact on visitors' and residents' future experience. These include mass transit options from Auckland Airport to the central city; Auckland's waterfront redevelopment

including planning for cruise ship growth; significant upgrading of the public transport network including rail, bus, road, cycling and pedestrian access; and major road network upgrades and extensions such as the Puhoi to Warkworth motorway extension.

Consultation has been undertaken, and will continue, with Auckland's mana whenua authorities, to ensure that the strategy and resulting actions align with their long-term plans and aspirations.



Delivering the strategy

ATEED is the guardian and driver of Destination AKL 2025 and has a key role in its implementation. However, the Auckland region needs to work closely together to achieve the desired outcomes of the strategy.

Table 1 provides an indication as to the prioritisation of each recommended action and an indication of who will be involved. The 'Who' have been ordered alphabetically and is not an illustration of who will be the primary owner.

The Industry Leaders Group will continue to meet on a regular basis to oversee the implementation of the strategy. As previously noted, the recommended actions are non-exhaustive and will continually be validated over time.

TABLE 1: DELIVERING THE STRATEGY

KEY:

Short term: 1–2 years **Medium term:** 3–5 years **Longer term:** 5+ years

| Key result area | Activation | Who | When |
|-------------------------|---|--|-------------------|
| Coordination & Planning | Work across the structure of CCOs and Auckland Council to more effectively integrate the needs of the visitor economy | ATEED Auckland Council CCOs | Short term |
| | Create effective dialogue and alignment between industry, government and mana whenua | ATEED Auckland Council Govt agencies Industry | Short term |
| | Develop a night time economy strategy and activations | ATEED Heart of the City Hospitality sector Retail sector | Short term |
| | Develop a visitor sector training and employment strategy for Auckland's youth | ATEED Relevant industry associations Tertiary providers | Short term |
| | Enhance standards across the service sector | ATEED Education NZ Relevant industry associations Tertiary education institutions | Short-medium term |
| | Ensure the visitor economy is well integrated in infrastructure planning | ATEED Auckland Transport Bus, ferry and rail operators | Medium term |

| Key result area | Activation | Who | When |
|--|--|---|----------------------|
| Connectivity & Dispersal | Improve city and waterfront walkability, cyclability | ATEED Auckland Transport Heart of the City Panuku Development | Short term |
| | Enhance visitor journey mapping | Auckland Council Design Office ATEED Auckland Transport | Short term |
| | Seamless public transport integration and enhanced transport planning around major events | ATEED Auckland Transport Bus, ferry and rail operators | Medium term |
| | Improve connectivity between visitor attractions and visitor hubs within greater Auckland | Auckland Council Design Office ATEED Auckland Transport Panuku Development Auckland Transport providers | Medium – longer term |
| | Support ongoing focus on cruise and aviation development | Airlines ATEED Auckland Airport Central Government Panuku Development Auckland Ports of Auckland NZ Cruise Association Auckland Council Design Office | Longer term |
| | Effective public transport links from the city centre to the airport | Auckland Council Auckland International Airport Auckland Transport Central Government | Longer term |
| Cultural & Arts Development | Promote Auckland’s distinct identity and narratives, recognising our place as a cultural city of the Pacific | ATEED Asian communities Industry stakeholders Mana whenua Pacific communities | Short term |
| | Create a cohesive cultural/arts sector marketing programme | ATEED Cultural and arts-based institutions in Auckland Regional Facilities Auckland Mana whenua | Short term |
| | Support and promote the development of authentic Māori cultural visitor product and experiences | ATEED Existing Māori tourism operators Mana whenua | Short-medium term |
| | Develop new cultural and arts product opportunities (including the screen industry) | ATEED Cultural institutions NZ Film Commission Screen industry stakeholders | Medium-long term |

| Key result area | Activation | Who | When |
|-------------------------------------|--|--|---------------------|
| Environmental Sustainability | Conduct base-line analysis to determine strengths and weaknesses of the environmental sustainability of Auckland's destination eco-system | Auckland Council ATEED Department of Conservation Mana whenua Industry stakeholders | Short term |
| | Support an agreed definition of sustainability (refer to definition from the UN World Tourism Organisation applied in the strategy) and a set of measurable indicators and targets | Auckland Council ATEED Department of Conservation Industry stakeholders Ministry for the Environment | Short term |
| | Establish a working group to develop a long-term sustainability action plan for the visitor economy | Auckland Council ATEED Department of Conservation Industry stakeholders Mana whenua Ministry for the Environment TIA | Short - medium term |
| | Better promotion and communication of the opportunities and benefits for smarter, more sustainable business practices within the sector | Auckland Council ATEED Department of Conservation Industry stakeholders Ministry for the Environment TIA | Short-medium term |
| | Introduce a visitor sector sustainability champion | ATEED Industry stakeholders TIA | Short-medium term |
| | Actively profile organisations that embrace sustainability throughout their business | ATEED Department of Conservation Industry stakeholders Ministry for the Environment TIA | Short-medium term |
| | Zero waste policy for all major and business events | Auckland Council ATEED Industry stakeholders | |
| Infrastructure | Develop Auckland visitor economy infrastructure priority list | Auckland Council ATEED Auckland Transport Central Government Industry stakeholders Mana whenua Panuku Development TIA | Short-medium term |
| | Develop a world-class waterfront with relevant cruise (port) infrastructure | Ports of Auckland Auckland Council Auckland Transport Panuku Development Auckland ATEED Mana whenua NZ Cruise Association Central government | Longer term |

| Key result area | Activation | Who | When |
|----------------------------|---|--|---------------------|
| | Future-proof sports and cultural infrastructure needs | Auckland Council ATEED Auckland Transport Panuku Development Auckland Regional Facilities Auckland Mana whenua Pacific communities Asian communities Venues Auckland | Longer term |
| Product Development | Develop regional health and wellness product and services | ATEED Industry stakeholders Mana whenua | Short – medium term |
| | Audit of commissionable and non-commissionable product to inform investment attraction strategy | ATEED Industry partners | Medium term |
| | Support additional higher quality accommodation product and services | ATEED Hotel Association Industry partners | Medium-longer term |
| | Introduce all-weather visitor experiences and attractions consistent with Auckland's identity | ATEED Industry investors/developers Panuku Development Auckland Public attractions | Medium-longer term |
| | Expand product and services in the Hauraki Gulf and the greater Auckland region | ATEED Department of Conservation Ferry operators Mana whenua | Medium-longer term |

| Key result area | Activation | Who | When |
|--|--|---|-------------------|
| Data, content & digital-led | Create world-class digital content for use on owned and third-party platforms such as Trip Advisor, Facebook, newzealand.com | ATEED Industry partners Tourism NZ | Short-medium term |
| | Use big data and access to partner data to most effectively target our high-value markets | ATEED Industry partners | Short-medium term |
| | Prioritise digital channels for effectiveness, efficiency, and measurability | ATEED Industry partners | Short-medium term |
| Develop and attract major & business events | Enhance Auckland's Event Calendar with a balanced portfolio throughout the year | ATEED Industry stakeholders MBIE | Short-medium term |
| | Stronger focus on Asia Pacific business conferences, meetings and incentive activity | ATEED Industry stakeholders | Short-medium term |
| | Create and enable new locally grown major events | ATEED Industry stakeholders | Short-medium term |
| | Investigate potential for domestic and international leverage of Auckland's major cultural events | ATEED Industry stakeholders Mana whenua | |

| Key result area | Activation | Who | When |
|---|--|---|-------------------|
| Host community engagement | Better inform Aucklanders of the benefits of the visitor economy | Auckland Council ATEED Industry stakeholders Local boards | Short-medium term |
| | Introduce local promotional campaign to Aucklanders to build advocacy | Auckland Council ATEED Local boards | Short-medium term |
| | Develop 'greeters' programme to welcome and assist visitors | Auckland Council ATEED Local boards Mana whenua | Medium term |
| Positioning & Narrative | Develop Auckland's destination narrative | ATEED Industry stakeholders Mana whenua | Short term |
| | Develop a robust research programme for annual visitor data | ATEED MBIE Statistics NZ | Short term |
| Target high value markets and segments | Develop a regional food tourism marketing strategy | ATEED Industry stakeholders Mana whenua | Short-medium term |
| | Develop an international student visitor plan | ATEED Education NZ Industry stakeholders Education institutions Mana whenua Tourism NZ | Short-medium term |
| | Refocus and strengthen business event activity | ATEED NZICC Relevant industry associations | Short-medium term |
| | Target special interest, high value international markets with an emphasis on the eastern seaboard Australian market | ATEED Industry stakeholders | Short-medium term |
| | Target high yielding cruise ships and passengers, as well as a greater number of cruise ship turn arounds | ATEED NZ Cruise Association | Short-medium term |
| | Use digital channels and event hosting to promote Auckland's golf, equine, marine and screen product and capability | ATEED Industry stakeholders | Short – long term |
| Reduce seasonality | Develop Auckland's Event Calendar with a balanced portfolio throughout the year | ATEED Event managers Industry stakeholders Regional Facilities Auckland | Short-medium term |
| | Develop new and compelling 'off peak' domestic marketing programme | ATEED Industry stakeholders Local business associations | Short-medium term |
| | Attract large-scale international business events and conventions | ATEED Industry NZICC Tourism NZ Regional Facilities Auckland | Medium term |



Definitions

A series of definitions are provided to help readers understand the full extent of the visitor economy, and who it captures.

Who is a visitor?

The definition of a visitor includes holiday and leisure travellers, those visiting friends and relatives within Auckland, those coming to attend events including sport and musical concerts; business travellers; those coming for business events or part of incentive group travel; and those coming for educational purposes including short training programmes or longer stay courses. Visitors include those staying overnight in Auckland, as well as domestic or international visitors on day trips.

What is the visitor economy

The visitor economy refers to the production of goods and services for all visitors including the industries that directly serve visitors such as hotels, transport providers, tour companies and attractions; as well as industry intermediaries (wholesalers, inbound tour operators, etc.), and those involved in the supply of broader goods and services including retailers, cafes, restaurants and bars. This definition recognises that visitor activity does not occur in isolation but contributes to investment in jobs across a broad range of industry sectors. As “tourism” or the “visitor economy” is not a defined industry sector, but rather the amalgamation of industry sectors including accommodation, transport, attractions, and food and beverage, the full extent of the value is often not fully understood.

What is destination management?

Destination management is broad and complex but is primarily about planning for sustainable growth, managing environmental sustainability, and creating a positive visitor experience. This includes supporting product development and investment, long term infrastructure planning, cultural development, wayfinding, managing visitor flows, and facilitating industry development and skills. It requires a wide range of stakeholder groups including delivery partners, such as government agencies (local and central), transport agencies, communities and business groups. In Auckland’s case, it crucially includes collaboration with the 19 mana whenua authorities of Tāmaki Makaurau.

What is destination marketing?

Destination marketing refers to marketing, promotion and brand development activity to grow the destination’s appeal, thereby attracting more visitors to visit, stay longer and do more. It relates to markets and marketing, visitor services and facilities, and a far stronger digitally based marketing approach.

What is sustainability?

In the visitor economy context, The United Nations World Tourism Organisation defines sustainable tourism as: Tourism that meets the needs of present tourists and host regions whilst protecting and enhancing the opportunity for the future. Rather than being a type of product, it is an ethos that underpins all tourism activities.

The objective of sustainable tourism is to retain the economic and social advantages of tourism development while reducing or mitigating any undesirable impacts on the natural, historic, cultural or social environment.



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- Ananda Tours
- Annick House Bed & Breakfast
- Auckland Adventure Jet
- Auckland Airport
- Auckland Art Gallery
- Auckland Bridge Climb and Bungy
- Auckland Conventions Venues & Events
- Auckland Council
- Auckland Design Office
- Auckland Ghost Tours
- Auckland Live
- Auckland Stadiums
- Auckland Tourism, Events & Economic Development
- Auckland Transport
- Auckland University of Technology
- Auckland War Memorial Museum
- Auckland Whale and Dolphin Safari
- Auckland Zoo
- Bachcare Holiday Homes
- Boutique Hotels and Lodges New Zealand
- Butterfly Creek
- Campbells Bay School
- Carnival
- City Parks Services
- Conference Innovators
- Conventions & Incentives New Zealand
- Cordis Hotel
- Creative New Zealand
- Crown Plaza Auckland
- Department of Conservation
- Designworks
- Ecozip Adventures
- Eden Park
- Education New Zealand
- Event Dynamics
- EventWorx
- Exhibition Hire Services & Displayworks
- Explore Group
- Footprints Waipoua
- Fresh Info
- Fullers Group
- Gilpin Travel
- Good Group Hospitality
- Google Travel
- Grand Millennium Auckland
- GSN Pacific
- Haka Legend
- Haka Tours
- Hangi Master & Te Pou Project
- Heart of the City
- Heletranz
- Heritage Hotels
- Hike Bike Ako
- Holiday Parks New Zealand
- Hospitality New Zealand
- ICE Professionals
- ICL Education Group
- ID New Zealand
- Inside Out Productions
- International Travel College
- InterCity Group
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- Marriott Hotels
- Mayo & Calder
- Ministry of Business, Innovation and Employment
- Ministry for the Environment
- Motel Association of New Zealand
- Mudbrick Vineyard and Restaurant
- Museum of Transport and Technology Auckland
- New Zealand Cruise Association
- New Zealand Hotel Council Auckland Chapter
- New Zealand International Convention Centre
- New Zealand Major Events
- New Zealand Maritime Museum
- New Zealand Māori Tourism
- New Zealand Rugby
- Nga Maunga Whakahii o Kaipara Investments
- Ngati Whatua Orakei – Tamaki Hikoi
- Ngai Tai ki Tamaki – Te Haerenga
- Novotel Auckland Airport
- Orange Productions
- Pakiri Beach Horse Rides
- Pan Pacific Travel
- Panuku Development Auckland
- Peek Exhibition
- Pop-up Globe
- Ports of Auckland
- Potiki Adventures
- Production Associates
- Quantum Events
- Rainbow's End
- Ramada Auckland
- Rangitoto College
- Regional Facilities Auckland
- Renaissance Tours
- Rydges Auckland
- Schools International Business Association of New Zealand
- SkyCity
- Skydive Auckland
- Snowplanet
- Somerville Intermediate School
- Southern World Vacations
- Spark Arena
- Sport New Zealand
- Stamford Plaza Auckland
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- Te Hana Te Ao Marama
- The AOT Group
- The Conference Company
- The Hunting Lodge
- The New Zealand School of Food & Wine
- The Show Business
- The Trusts Arena
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Destination AKL 2025

