



Tourism New Zealand

Briefing for the Incoming Minister

December 2016

Mandated to market New Zealand internationally

The New Zealand Tourism Board, trading as Tourism New Zealand, is a Crown Agent governed by the Crown Entities Act 2004.

Tourism New Zealand was established by the New Zealand Tourism Board Act 1991 to market New Zealand as an international visitor destination for the long-term benefit of New Zealand. Our specific statutory functions under this Act include:

- Develop, implement and promote strategies for tourism.
- Advise the Government and the New Zealand tourism industry on matters relating to the development, implementation and promotion of those strategies.

Tourism New Zealand is firmly focused on improving tourism's contribution to economic growth for New Zealand by increasing the number of international visitors, how long they stay and how much they spend. Tourism New Zealand works to achieve this by marketing New Zealand under the umbrella of the '100% Pure New Zealand' campaign. While marketing activity is where most of our financial resources are focused, we also work closely with travel trade and airlines, engage with the New Zealand tourism industry, provide information for visitors and provide assurance of the quality of New Zealand's tourism product and experience.

As New Zealand's National Tourism Organisation, we are the only Crown Entity with the mandate and resources to promote 'destination New Zealand' internationally. Tourism New Zealand is not mandated to promote domestic tourism.

Tourism New Zealand funding of \$117 million from Vote Tourism

The Government's funding for Tourism New Zealand is \$117.85 million for FY 2017. For the 2015/16 financial year, additional financial and non-financial contributions of around \$25.4 million were added to Tourism New Zealand's marketing investments through a variety of partnership agreements.

Governed by Board appointed by Minister of Tourism

Tourism New Zealand is governed by a Board of Directors. All decisions relating to our operation are made by, or under the authority of, the Board in accordance with the New Zealand Tourism Board Act 1991, and the Crown Entities Act 2004.

In accordance with the New Zealand Tourism Board Act 1991, the Board must have no fewer than five, and no more than nine, members. The Minister of Tourism's formal line of accountability with Tourism New Zealand is through the Board's Chair. Board appointments are for two or three years, with reappointment permissible for a further term.

The current Board Chair is Kerry Prendergast, who was appointed to the role in August 2011. Other Board members are Richard Leggat (Deputy Chair), Raewyn Idoine, Mike O'Donnell, John Thorburn, Jamie Tuuta, Norm Thompson and Chris Parkin. The composition of the Board reflects a balance of tourism industry and general commercial expertise.

The Board meets approximately every six weeks, equivalent to eight times per year.

The Board delegates day-to-day management of Tourism New Zealand to the Chief Executive.

New Chief executive

Stephen England-Hall was announced as the new chief executive on December 20. The previous CE Kevin Bowler stepped down in October. Tourism New Zealand's GM People Brigid Kelly will be the Acting CE until April.

Located in 11 offshore markets

Tourism New Zealand has 12 offshore offices, two in New Zealand, and approximately 160 permanent staff.

Tourism New Zealand is co-located with other NZ Inc agencies in Indonesia, China, Singapore, India and Brazil with future co-location plans being investigated as leases expire.

Its Bangkok office will be closed permanently on 23 December.



'100% Pure New Zealand' campaign

The campaign was first launched in July 1999, and at 17 years old is one of the longest running tourism campaigns in the world. It regularly wins awards and is often held up by the industry globally as an example of success.

However, it is often called into question by people concerned about the state of the New Zealand environment who claim the campaign is a 'lie'.

The 100% Pure New Zealand campaign is not an environmental promise, but a way to promote New Zealand as an international visitor destination. It tells the story of how New Zealand's landscapes, people and activities combine to deliver something that cannot be experienced anywhere else in the world – a 100% Pure New Zealand experience.

The international visitor survey measures visitor satisfaction with their New Zealand holiday and for the year ending September 2016:

- average satisfaction score of NZ's natural and built environment = 9.1/10 (90% scored 8, 9 or 10/10)

- New Zealand's natural environment exceed expectations for 58% of visitors and met expectations for 40%

Target market: the Active Considerer (AC)

Rather than attempt to talk to all possible visitors to New Zealand, Tourism New Zealand has a clearly defined target market known as the 'active considerer'. These are people who are already very familiar with New Zealand and are 'actively considering' a holiday here.

They are also willing to spend a certain amount on their holiday.

Tourism New Zealand continually researches the knowledge and attitudes of the 60 million ACs that exist in its core markets and tailors its campaigns accordingly.

Issues and opportunities facing the industry

The travel industry continues to be at the core of connecting the world. The global tourism sector is expanding, driven in a large part by rising middle class prosperity, low fuel prices and increased aviation capacity fuelled by new entrants and more efficient airplanes.

The New Zealand tourism sector has experienced exceptional growth over the last four years. Tourism became the country's biggest export earner as at year end March 2016. Arrivals volumes are at record levels, and holiday arrivals are up 17 per cent over the past twelve months. Spending and value have grown faster than arrivals volumes for several quarters. Our previous four-year strategy forecast 2.8m arrivals for the year ending June 2016, versus an actual 3.4m arrivals in the fourth year of the strategy, more than 500k above forecast.

The future outlook for New Zealand visitor numbers and spending remains excellent. Over the next four years, our strategy plans for a further half million more visitors, increasingly from China, for a total of approximately 4.5 million arrivals for the year ending June 2021. The positive shift in outlook presents significant opportunities, as well as challenges, for our industry.

Competing Globally - the world is becoming more globalised and more connected. Local events are also having an increasingly global impact on markets and consumer sentiment such as Brexit and the US Presidential election of 2016. In order to access the best the world and their local markets have to offer, consumers are adopting digital technologies at accelerating pace. This is disrupting traditional industries, intensifying competition by brands vying for consumer attention and raising the expectation of the global consumer.

Consumers expect all their purchases to be convenient, authentic, personalised, and easy to transact through online and mobile channels. Global platform players are emerging with business models and sufficient scale to disrupt traditional brands and local businesses, for example accommodation (Airbnb), taxis (Uber) and media (Google and Facebook).

The global travel market is no exception to the digital disruption. Planning and booking holiday travel is a relatively complex consumer experience, and seen by both travel market experts and digital players as a category ripe for further disruption over the next 4-8 years. It is imperative that Tourism New Zealand sustains its competitive edge in digital marketing to ensure it does not get left behind.

As a niche marketer in this global market place, Tourism New Zealand is well placed to 'ride the wave' of digital transformation, by continuing to be an innovation leader in global destination marketing. The 17-year young 100% Pure New Zealand campaign is broadly recognised as the most successful global destination marketing campaign. It continues to be flexible to our customers' messaging needs while remaining aspirational for our partners. Extending our partnership with Google and Facebook into new channels, new partners and scaling globally to fewer more integrated initiatives where we can test, learn and rapidly adapt our approach will be critical to our success in a rapidly changing global market place.

Making the most of growth – increasing arrivals and spend present exciting opportunities. While there has been strong growth in international tourism spending, this growth is not equally distributed across New Zealand with international spending skewed towards the four main gateway regions; Auckland, Wellington, Christchurch and Queenstown (covering 65 percent of overall tourism spending in the June 2016 year). The proportion of international

visitors travelling to non-gateway regions has remained fixed over the past several years at around 35 per cent. Over the next four years Tourism New Zealand will encourage tourists to visit areas beyond the gateway regions and traditional tourist highlights of Auckland, Rotorua and Queenstown.

New Zealand also remains a highly seasonal destination, with the vast majority of international visitors arriving over the summer months of December to February. The volume of international visitors arriving in the shoulder season has grown faster than peak arrivals, suggesting that Tourism New Zealand has been successful to some degree in marketing the shoulder season in recent years. We will continue to focus on broadening the value that tourists bring to the country by marketing New Zealand as a shoulder season destination.

With increasing demand for tourism product (and from a variety of markets), Tourism New Zealand has identified the role it can play in providing market insights to New Zealand tourism operators, in particular in regions with opportunity to grow visitors. Over the next four years we will work more closely with Regional Tourism Organisations and businesses to provide market insights which will enable investment in products and services that are desired by international visitors. Our overall aim is to improve the visitor experience, support the expansion of products and grow visitor spend.

Infrastructure and economic development –rapid growth, coupled with the need to disperse demand to the regions is likely to exacerbate current infrastructure challenges in popular areas. While infrastructure development is outside the remit of Tourism New Zealand, we will continue to take an active approach to informing development through market insights. An example is the hotel investment research that Tourism New Zealand and MBIE commissioned with NZTE to examine the state of hotel capacity across the country and the opportunities for increased international investment.

Keeping Kiwis on board – Our ‘Mood of the Nation’ research indicates that New Zealanders are mostly supportive of the tourism sector. However, issues resulting from rapid growth, such as freedom camping and visiting drivers, can adversely affect New Zealanders’ perception. Tourism New Zealand will continue with its programme of work to monitor the industry’s social license to operate, and ensure that measures are taken to sustain and enhance the experience of both visitors and Kiwis. Over the next four years Tourism New Zealand will look to opportunities to alleviate issues of concern to New Zealanders where it can, bringing market insights, relationships and partnerships together with NZ Inc. agencies and industry.

Increasing aviation routes - In recent years there has been a 10 per cent increase in airline capacity, primarily from China and the USA. New routes have increased China airline capacity by 13 per cent for the 2017 financial year and 60 per cent for 2016. New routes from the USA increased capacity by 29 per cent in FY2017 and opened up opportunities in the East Coast. Air New Zealand provides a clear benefit to generally being the only carrier connected to New Zealand. Air New Zealand provides strong value in particular with links between New Zealand and the Pacific Rim. Tourism New Zealand has a significant MOU with Air New Zealand which sees both parties each commit \$10m annually to joint marketing and trade initiatives.

Key Market Performance

The year-on-year visitor arrival growth for year-ended October 2016 is 11.7 per cent – a high figure that has been backed up by several years of excellent growth. Australia, our biggest market generates 41 per cent of total arrivals, and is growing healthily up 6.1 per cent, China is up 21.6 per cent and the United States is up 15.7 per cent, bolstered by new airline capacity. Holiday arrivals is the lead growth area, with overall holiday arrivals up 17.4 per cent year-on-year and this is helping drive stay-day growth.

While top-line volume growth from China is moderating after an 18-month period of 30%+ growth, the free independent traveller (FIT) segment continues to increase overall share. Approximately 31% tourists from China are FIT, while ADS groups have declined to 44%. With China's average holiday spend per night of \$540 well ahead of other markets, the increasing length of stay of Chinese FIT has helped to grow visitor expenditure to \$1.7bn. FIT visitors are also more likely to travel in the shoulder periods, and to explore the regions, both central planks of TNZ's strategy to spread tourism spend.

As always, the Chinese market presents challenges. In 2016 alone, new airline capacity will increase 70 per cent, much of it launching in peak season (unsupported by TNZ marketing campaigns).

The visitor arrivals for key markets to the end of September 2016 are shown in the table below.

High level Visitor trends YE Sep 2016								
	Visitor arrivals		Total stay days		Holiday Arrivals		Holiday Stay days	
	Total (000s)	Annual growth	Total (m)	Annual growth	Total (000s)	Annual growth	Total (m)	Annual growth
Priority 1 core markets								
Australia	1,384	↑ 6.1%	14.59	↑ 6.3%	547	↑ 8.8%	6.21	↑ 9.5%
China	406	↑ 23.7%	7.04	↑ 21.3%	311	↑ 25.4%	2.62	↑ 27.2%
USA	270	↑ 13.8%	4.48	↑ 9.3%	170	↑ 16.4%	2.29	↑ 12.1%
Priority 2 core markets								
UK	215	↑ 8.3%	6.11	↑ 8.1%	92	↑ 10.8%	2.59	↑ 12.1%
Germany	92	↑ 13.1%	4.78	↑ 9.3%	69	↑ 15.9%	3.25	↑ 11.0%
Japan	97	↑ 13.4%	1.60	↑ 14.8%	67	↑ 20.6%	0.66	↑ 17.9%
Priority emerging markets								
India	49	↑ 12.2%	2.32	↑ 6.1%	25	↑ 23.8%	0.34	↑ 13.2%
Indonesia	18	↑ 8.5%	0.30	↓ -3.2%	12	↑ 6.6%	0.13	↑ 13.7%
Latin America	38	↑ 42.7%	1.25	↑ 40.5%	22	↑ 42.5%	0.42	↑ 35.9%
Rest of world	817	↑ 13.8%	22.69	↑ 8.5%	428	↑ 21.6%	8.54	↑ 14.5%
Total	3,387	↑ 11.4%	65.16	↑ 9.8%	1,745	↑ 16.7%	27.06	↑ 13.9%
Source: International Visitor Arrivals YE Sep 2016								

Source: International visitor arrivals, stay days YE Sept 2014 (IVA)

International visitor spend to the end of September 2016 was up 7 per cent to \$10.1 billion.

Tourism New Zealand's four-year strategy

Tourism New Zealand's four-year strategy was ratified by the Board on December 7 2016.

The four-year strategy consists of Tourism New Zealand's mission, supported by three strategic priorities. Each of these priorities is developed by a series of tangible initiatives.

All resource allocation (money, people, time) decisions, market and sector prioritisation decisions and activity and channel decisions will be made with the intention on delivering on these priorities.

Mission: To boost New Zealand's economy by growing the value of international visitors

Growing the value of international visitors requires concerted effort from across the sector but it is Tourism New Zealand's role to target and attract visitors to the country first and foremost and also ensure their expenditure makes a significant contribution to the national economy.

The three strategic priorities all directly support this mission, through developing long-term growth, supporting and growing a range of markets and segments, and ensuring the value of visitors continue after they leave by giving them better experiences so they can champion New Zealand as a holiday destination.

The strategic priorities will also help tackle the potential issues that lie ahead with a predicted increase of one million visitors over the next four years, issues such as time of year visitors arrive, where they go while here and what the New Zealand community experiences from tourism. Critical to achieving Tourism New Zealand's mission is to improve the quality of the visitor experience. This will be achieved through providing visitor insights and advice, and closely integrating with NZ Inc. to identify and address issues before they create negative impact, and support the opportunity that all regions can receive from international tourism.

Priorities:

Strategic priority one: Broaden our measure of value from near-term growth to long-term sustainability

What it means

Tourism New Zealand's current approach to increasing value focusses on encouraging tourists to spend more and stay longer.

The new strategic priority extends and deepens that thinking to recognise that long-term value is also the product of other factors, such as dispersing visitors to new regions and driving demand in the off-peak (spring and autumn seasons) to improve capacity utilisation and signalling to capital investors and employers.

Tourism New Zealand will also consider factors such as portfolio diversity and resilience to geopolitical risks in its target markets so it can scale activity in response, to mitigate the potential effect of sudden change. Lastly, Tourism New Zealand continues to evolve its insight on visitor experience across the customer journey, and factors that make them more likely to become an advocate for New Zealand in their home markets as well as return to New Zealand in future.

Why it's important

Visitor value can take several forms such as staying in New Zealand for a long time and travelling widely, spending strongly on a per night or per trip basis, visiting in the low seasons, or returning to New Zealand a second time.

Tourism New Zealand's campaigns targeting high value visitors to the country have been very successful with significant increases in arrivals year on year, putting the industry well ahead of the Tourism 2025 target.

But in some areas of the country during peak season there are significant capacity and infrastructure constraints. The true value of the tourism industry isn't realised by having the majority of visitors going to three main regions in one season.

Tourism New Zealand will target and measure 'value' via a range of new criteria but increasing visitation into the shoulder seasons and less-visited regions will be a priority.

We can also increase value by targeting specific visitor sectors such as those that travel for a Business Event or a special interest holiday. For example, golf visitors don't stay for long periods but spend a significant amount during their short time here while those who travel to New Zealand for a conference have propensity to return for a holiday. A focus on specific visitor sectors and business events will contribute to long term value.

Strategic priority two: Manage our portfolio of markets and sectors as a strategic investor

What it means

This priority looks at how to manage markets and sectors to ensure the organisation can maintain momentum in mature markets, seize opportunities to grow markets, while also taking a future-focused position, investing in selected emerging markets and sectors to realise potential value in the medium to long term.

The new priority establishes three different horizons of near-term value, medium-term growth and long-term development to guide decisions on performance measures, marketing mix and investments for market groups and sectors within markets.

Tourism New Zealand targets specialist segments, which can be higher value and add to regional and seasonal dispersal.

Special interest (hiking, cycling and golf), international business events, backpackers and premium offer the opportunity to accelerate our shoulder and regional visitation strategies. Visitors for special interests of hiking, cycling and golf stay longer and spend more than our average visitor.

International business events are a source of higher value, off peak visitors. In 2016 the \$50 million Amway China conference was secured for Queenstown in 2018, the biggest success to date.

Why it's important

With over 60 million Active Considerers, Tourism New Zealand cannot effectively target them all. In order to reach, and convert the highest-value active considerers Tourism New Zealand needs to take a strategic approach to market development.

Within each market or segment, Tourism New Zealand will prioritise activities relevant to the time horizon and stage of development. The amount invested in a market, and the activities prioritised, will depend largely on market development stages.

- HORIZON 1 – Near-term value: Visitor mix is stable. Approach is to monitor Active Considerer pool, remove barriers through dream-plan-book, and encourage regional and seasonal dispersal and repeat visits.
- HORIZON 2 – Medium-term growth: Market may have only recently boosted air connectivity. The focus is to attract high value visitors to establish New Zealand as a more premium, value destination. New and innovative ideas are important to develop the market.
- HORIZON 3 – Long-term development: Before air connectivity. The focus is to grow volume to 50,000 visitors to create the commercial business case for an airline.

Strategic priority three: Work with Government and industry partners to sustain and improve the experience of visitors and host communities

What it means

In order to ensure visitors returning to their home act as unofficial brand ambassadors, it is essential that tourists continue to have excellent visitor experiences. The entire tourism industry has committed to this through Tourism 2025 and Tourism New Zealand has a key role to play in supporting the achievement of this objective.

In addition, the visitor experience is affected by the New Zealand community's own view on tourism – the more the community can understand the benefit of a strong tourism sector, the more likely it is to take a positive view on tourism growth.

Why it's important

New Zealand is a long-haul, premium-priced destination with a strong, niche appeal in most overseas markets. We rely on positive brand association and word of mouth to make the most of our unique strengths as a destination. Poor visitor experiences will make it harder to compete with other tourism boards for targeted customers.

Tourism New Zealand will take a supporting role in improving visitor experience and industry by shaping investment in the industry through the provision of market insights and / or marketing capability. We will identify industry agencies and work with them (e.g. MBIE, DOC, New Zealand Transport Agency) as well as provide demand-side insight to the wider tourism industry to support medium-term growth and long-term development of the sector.

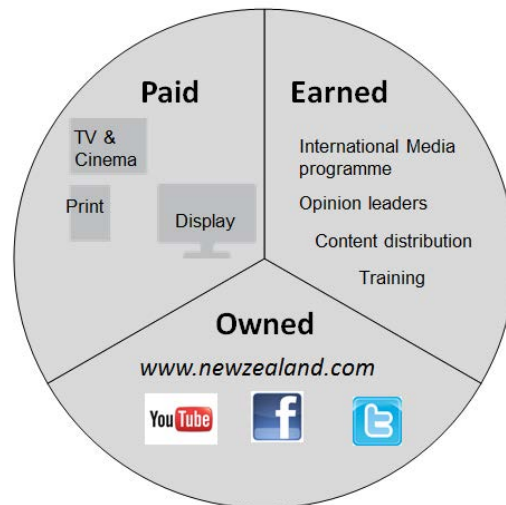
Tourism New Zealand's key activity

Tourism New Zealand undertakes destination marketing by delivering integrated marketing activity through three converging segments, as illustrated by the diagram below.

Paid is typically campaign-based, with 97 per cent of this spend in digital media.

Earned involves bringing selected media to New Zealand, distributing content to international media, utilising opinion leaders in selected markets, and training offshore travel trade so they are better able to sell New Zealand.

Owned is using our consumer website [newzealand.com](http://www.newzealand.com) and social media channels to promote New Zealand, engage with potential visitors, and refer them on to industry operators to book travel and activities.



Campaign and PR getting New Zealand into the conversation in key markets

Tourism New Zealand spends the largest amount of its funding on campaigns, supported by integrated PR activities.

Primarily our campaign work utilises digital marketing tools to target Active Considerers, turning their desire to visit New Zealand into action. Examples of digital tools used by Tourism New Zealand include Search Engine Marketing and Optimisation; buying search terms and optimising www.newzealand.com so that New Zealand appears front and centre for people when they are researching holidays online, as well as investing in online banner and advertisement space on websites utilised by Active Considerers to draw them to www.newzealand.com. Communications to this audience are designed to engage Active Considerers, bring to life what a New Zealand holiday will look like, remove any barriers to travel and then connect them to a travel provider that can manage the transaction.

Tourism New Zealand also utilises communication channels such as PR to deliver brand messages through third parties (e.g. opinion leaders, programme integration) to contribute to New Zealand's popularity as a destination and to strengthen conversion. Social media platforms, such as Facebook and Instagram, are also used to assist in engaging and inspiring Active Considerers. Tourism New Zealand now has more than 3.1 million followers across our social media platforms.

Tourism New Zealand delivers fully integrated campaigns that contain elements of digital, PR, social media and trade activity to improve the synergy and effectiveness of our campaign delivery. The end goal of our campaign work is to close the gap between desire and action amongst Active Considerers.




Engaging with travel partners to help them convert AC interest

Tourism New Zealand’s trade marketing work delivers incremental value to New Zealand by increasing the trade’s motivation and capability to convert preference for New Zealand into travel commitment.

Tourism New Zealand carries out a range of trade activities (both in New Zealand and in our key markets) aimed at motivating, connecting and enabling trade partners towards different objectives and to overcome different barriers.

The outcome of trade work is travel companies who are converting and selling the right types of holidays - focussing on longer stay days, visitation to multiple regions, in all seasons with participation in a range of activities.

Below are a few examples of how Tourism New Zealand engages with the international travel trade. The right mix of these activities with our travel partners ensures a competitive market share for New Zealand within each of our key markets.

		
<p>100% Pure New Zealand Specialist Programme TNZ’s destination specialist programme trains agents how to sell NZ through a combination of interactive online modules, face to face training sessions in-market and famil trips to New Zealand. Highly engaged, these agent advocates help to grow New Zealand business within their respective agencies.</p>	<p>Kiwi Link Tourism New Zealand facilitates ‘Kiwi Link’ events in our key markets which provide a business platform for NZ tourism operators and RTOs to meet with up to 60 influential buyers at a 2-3 day event. The Kiwi Link events also provide industry with the opportunity to educate a targeted audience of up to 150 travel sellers at the frontline training events that take place pre and post.</p>	<p>Familiarisations Tourism New Zealand brings more than 650 travel trade to New Zealand every year to experience the New Zealand tourism experience first- hand. The 7-10 day trips allow travel sellers to experience 4-6 different regions around New Zealand and range from small groups of 5 people to ‘mega famils’ where up to 400 agents will visit on multiple itineraries.</p>



Tourism New Zealand is also a key sponsor of TRENZ - New Zealand's biggest annual B2B travel and trade event. TRENZ is run by Tourism Industry Aotearoa with the support of Tourism New Zealand and airline partners. Approximately 300 international travel buyers and media attend to engage with over 300 New Zealand tourism operators in one-on-one appointments.

Assuring visitors' experiences are high quality

Our marketing helps get visitors to New Zealand, so once they are here Tourism New Zealand is focused on ensuring they have an exceptional experience. Tourism New Zealand is involved with the Approved Destination Status (ADS), Premier Kiwi Partnership programme (PKP); Qualmark, and i-SITE New Zealand as it allows us to influence and ensure quality visitor experiences for international visitors; in effect delivering on the promise made to visitors through the marketing campaign.

Tourism New Zealand's research has repeatedly demonstrated the correlation between visitor satisfaction and word-of-mouth recommendation, so through these programmes, Tourism New Zealand is proactively influencing the satisfaction levels of international visitors, while concurrently increasing their likelihood to recommend New Zealand as a visitor destination.

Approved Destination Status (ADS): Approved Destination Status (ADS) is a bilateral tourism arrangement between the Chinese Government and a foreign destination, permitting Chinese holiday travellers to visit a destination in a tour group. A Code of Conduct sets out expected standards for anyone who wishes to host ADS groups to New Zealand. Tourism New Zealand administers, and monitors adherence to, the Code on behalf of MBIE.

Premier Kiwi Partnership (PKP): PKP is a Tourism New Zealand incentive-based programme aimed at developing, marketing and promoting longer stay and higher quality itineraries for Chinese tours to New Zealand. The PKP programme is intended to cement New Zealand's market position as a desirable, high-value destination.

Qualmark: Qualmark is New Zealand tourism's official quality assurance agency and has been 100 per cent owned by Tourism New Zealand since September 2015.

Qualmark is currently undergoing a revitalisation, with new criteria that takes a much more rounded view of what quality means, and a new 100% Pure NZ Experience product that will recognise the very best sustainable operators. Around 2,000 Qualmark licences are held by New Zealand tourism organisations.

i-SITE New Zealand: i-SITE New Zealand is New Zealand's official Visitor Information Network and is a subsidiary of Tourism New Zealand, governed by a Board. Tourism New Zealand provides staff, support services, business systems, training to local i-SITE network staff and marketing to raise the profile of the i-SITE network.

Key Tourism New Zealand contacts

Tourism New Zealand is currently recruiting for a chief executive. An appointment is expected before Christmas. The acting chief executive is Brighid Kelly, GM People. The CE is supported by a Core Leadership Team (CLT) including;

- Andrew Fraser – Director of Marketing (Auckland)
- Rene de Monchy – Director of Trade, PR and Major Events (Auckland)
- Sue Parcell – General Manager Finance and IT (Auckland)
- Deborah Gray – General Manager Corporate Affairs (Wellington)
- Brighid Kelly – General Manager People (Wellington)

In addition, the CLT is supported by an Extended Leadership Team including;

- Bjoern Spreitzer – General Manager Americas and Europe (Los Angeles)
- Tony Saunders – General Manager Australia (Sydney)
- David Craig – General Manager Asia (Shanghai)
- Rebecca Ingram – General Manager PR and Major Events (Wellington)
- Kate Necklen – Global Marketing Communications Manager (Wellington)
- Lisa Gardiner – International Business Events and Premium (Wellington)

Along with the Chair of the Tourism New Zealand Board Kerry Prendergast, the Chief Executive meets with the Minister of Tourism every six weeks.

Regular contact with the office of the Minister and Associate Minister is managed by GM Corporate Affairs Deborah Gray.

Regular communications undertaken with Minister

Tourism New Zealand ensures a 'no surprises' relationship is maintained with its' Ministers by providing regular communications. Communications that Ministers can expect to receive from Tourism New Zealand include:

- Weekly Briefings – provides Ministers information on upcoming activity, matters arising over the week and achievements.
- Quarterly Reports – provides Ministers with information on how Tourism New Zealand is tracking towards its performance measures outlined in our Statement of Performance Expectations. Tourism New Zealand's financial performance is also summarised along with an update on key tourism outcomes such as international visitor arrivals in these reports. The dates the Quarterly Reports are provided to Ministers are committed to in Tourism New Zealand's Output Agreement with Ministers.
- Statement of Intent - provides Ministers with Tourism New Zealand's intent for a four year period. The next SOI is to be provided in June 2018.
- Statement of Performance Expectations – is provided annually in June and describes the key activity and outputs, including performance measures that Tourism New Zealand will deliver.
- Annual Report – tabled in Parliament in October.