

A group of people are dining at a restaurant. In the foreground, a woman in a blue top is smiling and looking towards a man in a dark blazer who is holding a glass of wine. They are seated at a table with various dishes, including a large plate of food. In the background, other diners are visible, and the setting features a brick wall and string lights. The image is overlaid with a blue and purple diagonal graphic.

Hospitality
NEW ZEALAND

Hospitality New Zealand Strategy

2024 - 2029

Accommodation
Association
NEW ZEALAND

Introduction



The earliest recorded evidence of the formal provision of hospitality is the Lascaux caves in France which dates to 15,000BC. The caves sheltered people from a variety of tribes as evidenced by the range of neolithic paintings. By the time of the Roman Empire, the hospitality industry was well established as a key feature of society supporting locals and travellers. Similar patterns emerged from cultures around the world where rituals and facilities for the receiving and hosting of guests, and of coming together of communities to eat and socialise, evolved into some of the key elements of modern cultures.

Manaakitanga is a core cultural concept. The word itself comes from the words:

- Mana, which is commonly known and speaks of power, force and authority of a person, place or object, which in Māori culture is believed to have been passed down from the atua or ancestors; and
- Aki, which means to encourage or urge one.

Together as manaaki, the words mean to support or take care of, growing the mana of others and urging the same from them.

The modern New Zealand hospitality sector weaves these concepts together, along with a melting pot of other global cultures into a diverse sector that:

- Is New Zealand's 7th largest employer – employing over 176,000 people in over 24,000 businesses and has the fastest growth rate across all sectors*
- Generates over \$14 billion in revenue
- Contributes over \$5 billion to New Zealand's GDP
- Is an economic engine and integrated community partner in every New Zealand town.

As we move beyond the impacts of the COVID-19 global pandemic and the current fiscal recession, now is a critical time for the sector, and Hospitality New Zealand, to think about our future. With tourism numbers recovering and a positive medium-term outlook, there is cause for optimism. Now is the time to define the new normal. To define a sector made up of good, sustainable, profitable businesses, developing the next generation of owners and leaders, that serve and support their communities.

*Based on the Ministry of Business, Innovation and Employment's Sectors Dashboard

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Our vision: Hospitality is recognised and celebrated for its contribution to Aotearoa, attracting fresh talent and generating sustainable returns for businesses and communities

What do we do?

We provide the hospitality sector with the tools, resources, partnerships and knowledge to maximise their success and add value to their businesses. Our core services include:

Advocacy

We advocate for what our members need most to succeed, championing the issues that are most important to them to help create a positive business environment for hospitality.

Industrial relations support

We provide our members unlimited access to our member advisory helpline, employment resources and in house legal expertise.

Training

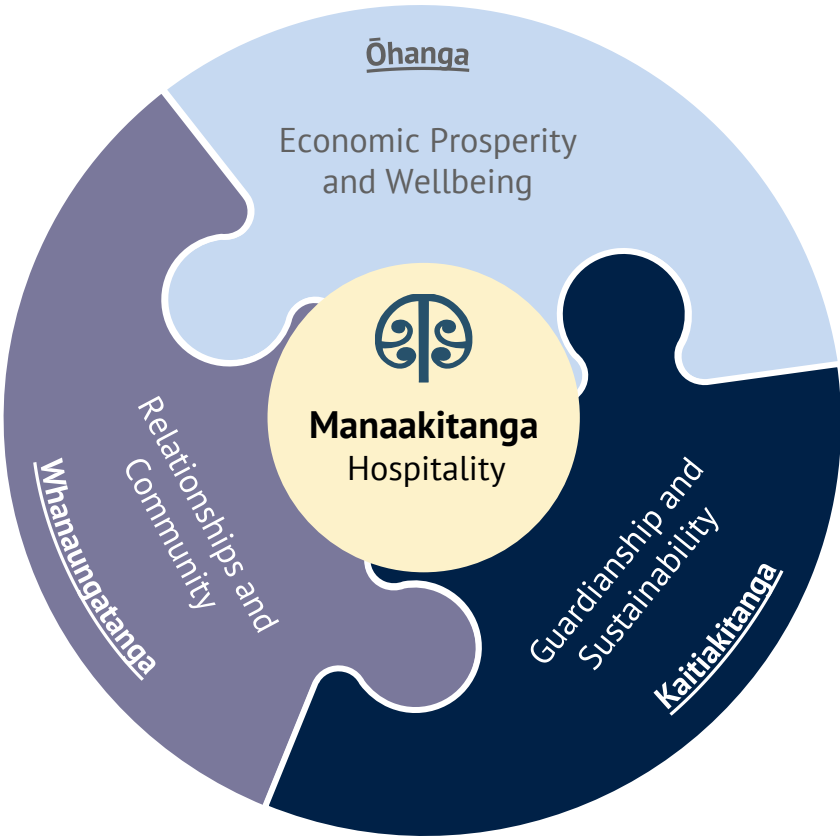
We give our members access to world-class training and targeted resources which help business owners train and upskill their people and supports their individual professional development.

Networks and community

We celebrate sector excellence and provide our members local and national connections, benefits, discounts and support.

Data and insights

We help our members to adapt and lead the way in sustainable and innovative practices through consumer and sector data and insights.



Our guiding values

Where are we focusing our efforts?

Over the last few years, our sector has proven itself to be resilient. Now is the time to look ahead and build a stronger future. To support this, Hospitality New Zealand will focus on:

Better meeting the needs of our individual members by:

- Strengthening our regional networks and our Regional Managers.
- Delivering and enhancing the services our members value and need most.
- Reviewing and refining our membership options.
- Better communicating the value of our membership.

Better meeting the needs of our local business communities by:

- Working alongside our members to ensure that local government, Police, the tourism sector, health and other stakeholders develop plans which allow our sector to thrive.
- Expanding our connection with New Zealand's ethnic communities to ensure that our membership is as diverse as our business operators and patrons.

Better meeting the needs of our sector by:

- Collaborating with others to:
 - Support the development of a sustainable funding model for the visitor economy and;
 - Build a future-fit pipeline of talent and;
 - Advocate for major and business events that help stimulate our sector.
- Supporting initiatives that:
 - improve the environmental performance of our sector
 - enhance the operational and financial performance of our members; and
 - address and champion mental health and wellbeing within the sector.
- Proactively communicate the value of our sector.

Our guiding values



Hospitality New Zealand is the singular voice representing every segment of Aotearoa New Zealand's hospitality sector including restaurants, cafes, accommodation providers, clubs and more.

<p>We are a sector based on connection – hospitality is about people taking care of people and providing exceptional experiences. Through a united industry and strong membership, Hospitality New Zealand provides that same connection and support to our members. We will help build a thriving and vibrant hospitality sector for all of our guests, employees and business operators.</p>	<p><i>We call this manaakitanga.</i></p>
<p>We empower our members with the tools, resources and partnerships to maximise their success and add value to their businesses. We provide a full range of services to our members, with a focus on full industrial relations support and advice. We work closely with training providers and the sector to ensure hospitality skills and hospitality careers are at the forefront of employment pathways and industry direction.</p>	<p><i>We call this ōhanga.</i></p>
<p>We help showcase the hospitality sector's positive contribution to Aotearoa New Zealand's communities. We demonstrate the central role hospitality businesses play in the lifestyle that New Zealanders expect and enjoy and are the lifeblood of our communities – a strong and vibrant hospitality sector means prosperous communities. We represent and connect our members with the central and local government stakeholders.</p>	<p><i>We call this whanaungatanga.</i></p>
<p>We ensure Aotearoa New Zealand has a viable and sustainable hospitality sector both now and into the future. We represent a sector centred on taking care of people and we advocate and promote best practice to keep our communities safe. We are a thought leader and trusted voice to the media and government and resource to our members on issues and trends impacting our sector.</p>	<p><i>We call this kaitiakitanga.</i></p>

What do we want for the sector?



Manaakitanga | Hospitality

We are a sector based on connection – hospitality connects people, places, products and experiences in a safe and enjoyable environment.

Hospitality is the on the ground link between Aotearoa New Zealand’s reputation for high quality food and beverage production and providing our communities and visitors a great experience.

The ability to socialise and enjoy a recreational experience in conjunction with a meal or drink is an important aspect of people’s quality of life in their own community or in travel.



Ohanga | Economic Prosperity and Wellbeing

We are a key component of the New Zealand economy. We contribute to both the national GDP and the government’s tax revenue.

We build capital through the development of successful businesses. We build individual wealth through a range of career pathways that create top chefs, executive managers, owners, or pays the bills while they study for different careers.



Whanaungatanga | Relationships and Community

We build connection among communities by creating environments that bring people together to eat, stay, drink and explore in our venues. We provide spaces for people to relax, to funding sports clubs and community groups. We are responsible for managing both social good and social harm.



Kaitiakitanga | Guardianship and Sustainability

We are an integral part of the human experience. We are enduring. We are focused on the long term and doing our part to create a sustainable future. We look after our owners, to support long and successful careers. We look after our workers, to support their aspirations inside and outside of the sector. We support our environment by taking practical steps to reduce the environmental impact of our sector.

How do we demonstrate this?

- Contribution to national well-being and connection
- Complementary benefits to tourism and primary industry production
- Critical to Brand New Zealand and the experiences of our international manuhiri.

- Contribution to NZ economy, local and export (incl. through tourism, event based spending and international education)
- Contribution to labour market and human capital development
- Contribution to business landscape
- Connection with other industries

- The hospitality sector is a key part of regional and national ecosystems and culture
- The sector is a partnership between business, central and local government
- Collaboration creates vibrant city/regional cultures e.g.: “night time” economies

- Hospitality workforce is diverse and enables meaningful careers
- Resilient and adaptive to new technologies and sustainability practices
- A touch point to the health of a community/region

What does that mean for Hospitality NZ?

What do we want to see?

What are we going to do?

How will we know we are having an impact?

Manaakitanga | *Hospitality*

- We will proactively support New Zealanders to understand the value of the hospitality sector.
- We want to represent a membership that is as diverse as our sector and its patrons.
- We want our members to thrive, by making sure manaakitanga flourishes, delivering a future where warmth, care, and shared experiences continue to represent what makes hospitality in New Zealand unique.

- We represent a greater proportion of our industry, bringing the voices of the sector together to champion the issues that are most important to them to help create a positive business environment for hospitality.
- We will bring people together to celebrate excellence in our sector.

- Government policy supports sector growth and improves the operating landscape with less prohibitive regulations, legislation and competition.
- Increased membership numbers and market share.
- Members feel individually and collectively represented on matters that are important to them and their businesses.

Ōhanga | *Economic Prosperity and Wellbeing*

- We want our members' businesses to prosper.
- We want members to have access to the tools and expertise they need to grow sustainable businesses who offer great experiences to their customers and great environments for their staff.

- We will provide direct advice and support to our members that meet their needs.
- We will provide the employment relations training and support that enables members to attract, retain and upskill their people.
- We will deliver direct financial benefits to our members by securing exclusive deals with key partners.

- Increase in hospitality training and micro-credential completion rates.
- The professionalisation of the sector has strong relationships with Te Pūkenga, training providers, regional skills networks, resulting in the creation of relevant micro-credentials.

Whanaungatanga | *Relationships and Community*

- We want our domestic and international customers to have a great time engaging with our sector, from the start of their experience to the end.
- We want to be the hearts of our communities, part of what makes our towns, cities and places memorable.

- We promote the contribution our sector makes to our communities.
- We will expand our connection with New Zealand's diverse ethnic communities.
- We work alongside other associations to support local government, Police, health and others to develop local plans that support a thriving hospitality sector that benefits everyone.

- Increased member attendance at events.
- Success stories of businesses collaborating to deliver services and experiences in their communities, including those around major sporting and cultural events.
- Place-based initiatives developed to support place making and thriving and safe 'night-time' economies centred around the sector.

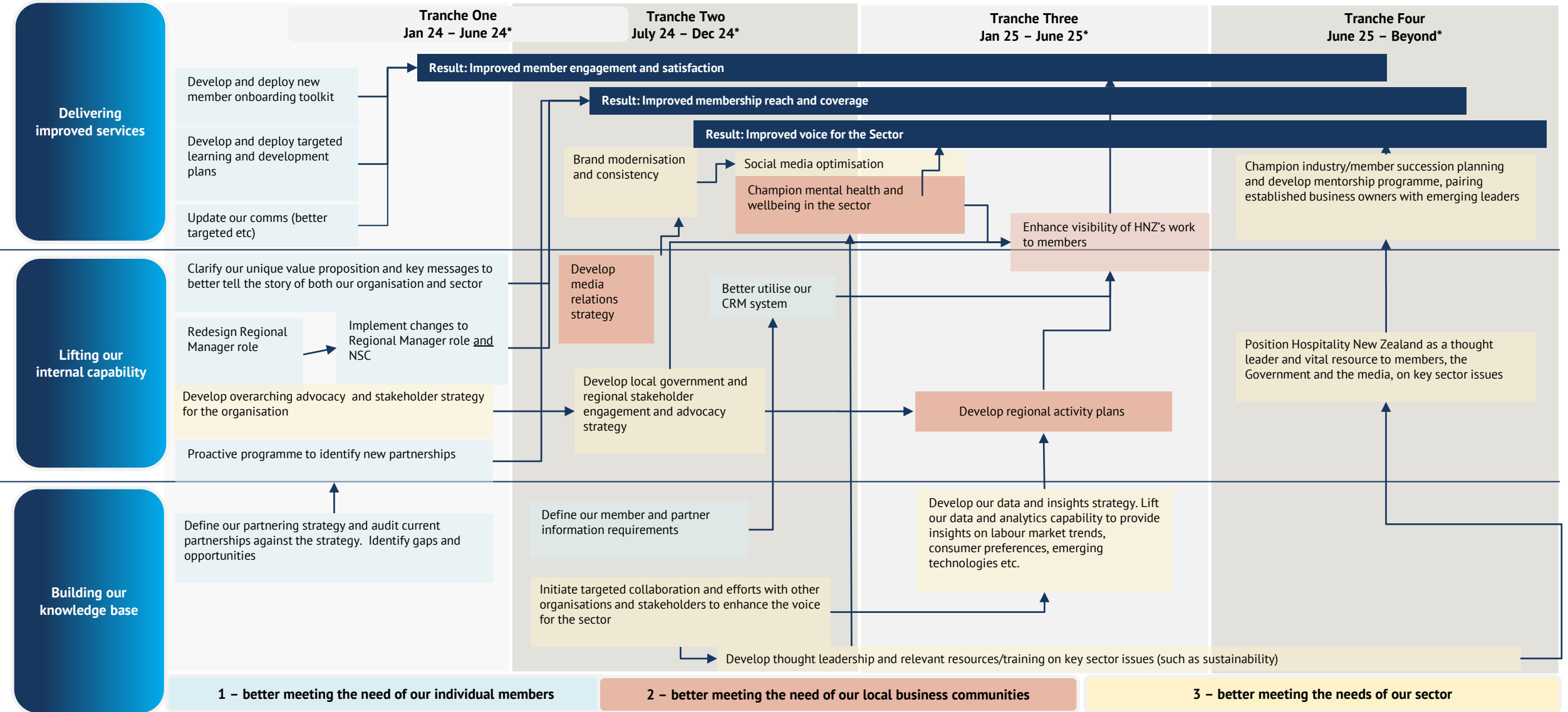
Kaitiakitanga | *Guardianship and Sustainability*

- We want our members to plan for their businesses over the medium to long term, investing strategically to build resilient and responsible businesses.
- We want to operate as a financially viable and sustainable organisation which represents and advocates for a greater proportion of our sector.

- We know our industry and our members. We understand the long term threats and opportunities faced by our sector and each segment of our membership – food and beverage, accommodation and gaming.
- We support initiatives that improve the environmental performance of our sector and enhance the operational and financial performance of our members.

- Members prioritise and understand their HNZ membership and the value it brings to their businesses.
- Use of reliable and accurate data and insights used to inform decision making and support members to respond to demands and market changes.
- Members adopt and foster environmentally sustainable practices in their businesses.

Our work programme



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