

An aerial photograph of a river delta, showing a complex network of channels and distributaries. The entire image is overlaid with a semi-transparent blue filter. The text is positioned in the upper left quadrant.

Business Events 2035

A National Statement
of Strategic Direction

Pīata Mai

Pīata Mai To Shine Bright

This strategic direction is a shining light so we can confidently go deeper, do more, give more, and tell our story. As an industry, our influence on business, visitors, iwi, hapū and whānau, and communities, and the places where events are held, will help the many to shine bright.

This document has been developed with deepest thanks and gratitude to

OUR STORY:

For today and tomorrow

Aotearoa New Zealand has an established and highly-regarded business events sector. It is well connected and spans across individual tourism operators and SMEs through to regional convention bureaux, international hotel chains, supported by a dedicated national association and national tourism agency¹.

Our new convention centres, hotels, and tourism experiences open the business events sector up to hosting domestic and international events at a scale that has not been possible until now. There are some regions for whom domestic business is, and will remain, the focus. Others have opportunity to capture more of the international market, where the greatest potential for growth lies.

Business events are already being used to reduce seasonality impacts within the wider visitor economy, drive mid-week visitation and support regional dispersal.

So, where to next?

While it is known that business events can generate more than economic impact, there is more value which can be created. Deliberately targeted business events are a tool to amplify strengths and enable solutions to challenges. Business events can foster innovation, have lasting social impact, encourage the exchange of knowledge and ideas, and facilitate lasting partnerships. Te ao Māori and cultural integration – at every level – give an opportunity to grow outcomes for the Māori sector², for regions, and to share a new and valuable perspective with international manuhiri (visitors).

The business events sector can also resolve its challenges in a way that moves past the baseline and into something that is a real strength. Aotearoa New Zealand can be the place known for mitigating and adapting for climate change; where business events are consciously chosen to ensure positive outcomes for people and place; where the mode of delivery supports sustainable growth; where equity, diversity and inclusion principles make everyone feel welcome and comfortable within the meeting environment; where the

data system is in place to demonstrate all of this; and where the story is known, shared, and lived. All of this creates a more attractive and desirable destination, regionally and nationally, for business events.

Collectively, this becomes a point of distinction: this is the place where te ao Māori, and care for our place and our people, are seen in delivery, amplified and measured.



¹ Business events are traditionally defined as a gathering of 10 or more people with a common interest as part of an association or corporate.

² The Māori sector is inclusive of iwi, hapū and whānau, agencies, Māori businesses and networks, and specialists.

How this National Statement of strategic direction moves us forward

Piata Mai provides a shared vision for what tomorrow's business events sector could and should look like: a thriving sector, an enriched place, and flourishing people.

The sector³ can achieve economic success for itself and the wider economy to the clear benefit of the taiao, communities, our people and manuhiri. As the benefits from business events extend well beyond the sector itself, this makes Piata Mai vital for local authorities, iwi, hapū and whānau, policy makers, government, social agencies, academia and industry.

Facilitated by Business Events Industry Aotearoa (BEIA) on behalf of the sector, Piata Mai draws on extensive stakeholder consultation, surveys, in-depth research of international best practice, and the invaluable guidance of an Industry Steering Group. Themes emerged including data, the importance of the regions, finding and keeping the right people, getting our marketing right, prioritising what to attract and how to do that, focusing on sustainable delivery, doing more to embed culture in everything we do – and, across the whole, connecting into wider tourism and being clearer about who does what.

Drawing on these themes, Piata Mai has a focus on six areas, which move the sector towards a thriving sector, an enriched place, and flourishing people:

Enduring and equitable sector funding

Data, for the sector and those it benefits

A resilient sector

Care for our people and place

Creating greater value

Grow cultural integration and shared value

Telling the story

It is not possible to set compulsory deliverables in Piata Mai, as this sector is a mix of independent businesses and varied regions, largely delivered by the private sector and often supported by the public sector.

At the same time, there is a great need for alignment and to encourage the industry to work cohesively for the benefit of all. We can each determine our individual path to supporting and achieving our shared vision, applying the direction to strategies and work plans in a way that makes sense for each business and region.

This strategic direction guides the sector towards 2035, over which time a full cycle of priority business events will be identified, secured, delivered and leveraged, and their positive impact comprehensively measured.



³ Unless specified otherwise, "the sector" within this document refers to the business events sector.

Business Events 2035 / Pīata Mai

Vision

A thriving sector, an enriched place, and flourishing people

Purpose

Bringing people together to amplify and demonstrate the best outcomes for our place and our people

Aotearoa's Point Of Distinction

This is the place where te ao Māori, and care for our place and our people, are seen in delivery, amplified and measured

Key Areas of Focus



Enduring and equitable sector funding



Data, for the sector and those it benefits



A resilient sector



Care for our people and place



Creating greater value



Grow cultural integration and shared value



Telling our story

Underpinning Principles



Balance the visitor economy



Shared advocacy: one voice



Build on the best, create the rest



Commitment to implementation

Targets



A measured and growing positive cultural, social and environmental impact



\$3 billion
economic contribution



95%

of the sector has taken action to measure and reduce environmental impact regarding responsible consumption, clean energy or climate action



90%

satisfaction
from international and domestic attendees

Our Vision

A thriving sector, an enriched place, and flourishing people.

The vision for business events is threefold: a thriving sector, an enriched place, and flourishing people.

A thriving sector

A connected, informed, productive, and resilient business events sector supporting prosperity for individual businesses and Aotearoa New Zealand's economy.

An enriched place

Considered delivery for a positive contribution to the taiao, to iwi, hapū and whānau, and the communities which make our places.

Flourishing people

Embedding The Tiaki Promise, aligning values and creating value for the people who work in the sector, and for manuhiri.

Achieving these in unison creates value from and for the business events sector: economically, culturally, environmentally, and socially.

There is conscious connection between Pīata Mai and other strategies. Many regional strategies aim to leverage business events for outcomes which reach deep into communities. He Pae Tukutuku (Tourism 2050) actions include embedding The Tiaki Promise, embracing Te Whakarae Māori, and growing the tourism workforce – all contributing to a future that sees wider tourism achieving far more than economic outcomes, while never losing sight of the visitor experience. The Tourism 2050 focus on system change will crossover with much of the business events sector; the response in Pīata Mai is to ensure the voice and needs of the sector are captured as part of that wider tourism system change.

Just as the sectors⁴ and plans positively overlap, so do ambitions; while Pīata Mai is tailored to this sector, its vision is not achieved in isolation and the actions and the principles under which they are delivered reflect this.

⁴The sister sectors which have overlap and a symbiotic relationship with business events are wider tourism (including accommodation and transport providers, regional tourism organisations and tourism experiences), leisure (public) events and hospitality.



Our Purpose

Business events bring people together to amplify and demonstrate the best outcomes for our place and our people

There is much that connects the world of business events with wider tourism, but the intent of travel is one area in which they part ways. While both domestic and international business event travellers often add leisure tourism experiences to their visit, what motivates them in the first place is gathering for a common interest with clear objectives: knowledge exchange, networking, investment attraction, problem resolution, professional development, trade and much more.

“Our place” for the purposes of Pīata Mai refers to the physical place (the taiao) and the people that differentiate our places (iwi, hapū and whānau, and communities).

“Our people” is more specifically the people at the heart of the business events sector: our delegates and attendees (manuhiri) and those who work directly in the sector (such as PCOs, venues and suppliers).

Beyond being a key motivator for travel, focusing on amplifying outcomes for all is a practical approach that creates shared value. As the sector grows and becomes more visible, business events that support wide-reaching, measurable outcomes will help the sector retain its social licence. For the same reason it supports a case for investment from outside our own sector.

Working for purpose to make a measurable difference, not just for pay, is more attractive to people beginning or changing careers. Proving the wider value generated from business events also supports sustainability, where the benefits for Aotearoa New Zealand (and, in the case of international business events, the world) outweigh the cost of delivery, including the environmental and economic cost of carbon.

In summary, bringing people together for the best outcomes deliberately extends the role of business events as a catalyst for positive change, connecting our sector, our place, and our people in ways that benefit us all.



Underpinning Principles

There are four principles underpinning Pīata Mai, to effectively and efficiently achieve its vision:



Balance the visitor economy

As the Business Events sector grows, our mid-week, off-season, and regionally dispersed events will continue to balance peak-and-trough visitation for the wider visitor economy. Our growth will also be internally balanced, with our focus areas keeping pace with one another so we can deliver on what is best for us and manuhiri.



Build on the best, create the rest

We first look to see if what we need to succeed exists within our sister sectors of wider tourism, hospitality, and events. If it does, we partner and collaborate to develop and/or lift and shift that work or build on that foundation. This frees up resources to focus on the areas of need specific to the business events sector.



Shared advocacy: one voice

Wherever there are shared objectives, the best advocacy is a collaborative endeavour. For our own specific needs, our sector comes together to advocate for change. Where issues are wider, such as establishing enduring and equitable sector funding, we advocate for the interests of the business events sector with our sister sectors.



Commitment to implementation

Nothing within Pīata Mai can be delivered by one party alone. It requires commitment along with willing and capable assistance from our sister sectors, local and central government, associations and individual businesses - be that time, connection or funding - to collectively move us in the direction of a thriving sector, an enriched place, and flourishing people.

Key Focus Areas

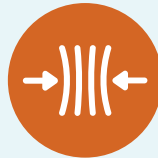
Piata Mai includes seven focus areas:



Enduring and
equitable sector
funding



Data, for the sector
and those it benefits



A resilient sector



Care for people
and place



Creating greater value



Grow cultural integration
and shared value



Telling our story

These focus areas provide a solid operating environment to build on: they help the business events sector to function well. But, over the life of the strategy, the focus areas will develop from a baseline need to something more proactive, relevant to the needs of the time.

Like many industries in Aotearoa New Zealand, business events consist of multiple SMEs, and so a specific economic

focus might seem a glaring omission. However, progress in the six focus areas will ultimately contribute and deliver economic success. Collectively, they support a standard of delivery which enhances Aotearoa New Zealand's reputation and delivers future business. The more the sector thrives, the greater the benefits economically, socially, environmentally and culturally.

Enduring And Equitable Sector Funding



The ten-year aim

An enduring national mechanism for funding the visitor economy supports both destination marketing and destination management, equitably distributed with consideration and allocation specific to the business events sector.

Rationale and approach

Enduring and equitable funding, raised through a national mechanism, is fundamental for sector resilience. Given its importance, it is pulled out for separate consideration in Pīata Mai.

Enduring sector funding is important, because certainty allows long term investment decisions to be made to respond to issues and opportunities which are bigger than any individual business or region. This would include many of the critical elements for success within this document: care for people and place under the umbrella of destination management, responding to the impact of climate change, the capture of data and insights for informed decision making, and a skilled and culturally competent workforce.

The mechanism for nationally-generated enduring sector funding is yet to be agreed, but it is certain that the historic reliance on local government funding is no longer viable, given its limited ability to generate revenue outside of rates and fees. Most obviously, this is important for the business events sector as it is local government that has typically funded the convention bureaux. Less funding available at a regional level means less money for marketing, local support and development of the sector – which puts the regional and national return already generated from business events at risk, as well as the greater value ahead which is identified within Pīata Mai.

Equitable sector funding is important because the impacts of wider tourism and the business events sector vary across the country e.g. the visitor mix, the scale of public amenity and the ratepayer base. Whatever the mechanism for raising funding, it must be allocated equitably to allow for these variations.

The business events sector does not need a standalone mechanism for funding; the connection with wider tourism makes a collective, equitably allocated fund a workable

proposition. However, what is required to ensure equity, is the opportunity for the sector to input into how the larger funding pool is spent to achieve the best outcomes for the wider visitor economy⁵, as well as an allocation specific to business events for its specialist needs.

Immediate objectives

Work with the wider tourism industry and Government to agree a mechanism for equitable and sustainable funding for the visitor economy.

Ensure that the business events sector has a voice in the decision-making as to how that funding is distributed, and that a portion of it is allocated specifically to the sector.

⁵As an example, seasonality and areas of over tourism are important issues for wider tourism. A wider tourism fund with no business events input may allocate resource to resolve this problem through leisure tourism means, yet the growth of business events is used internationally (and is already evident in Aotearoa New Zealand) to offset seasonality and support regional dispersal.





Data, for our sector, and those it benefits

The ten-year aim

A consistent, credible, sector-wide capture of the value of business events: economically, socially, culturally and environmentally.

Rationale and approach

Data and insights drive informed decision-making and investment cases for individual businesses, regions, national agencies, and others. It can underpin a greater connection to local government, central government, leaders and influencers.

As a first step, the economic value of business events must be captured consistently, credibly and for the long term. This is achieved by industry data contributions which are nationally aggregated and allow for regional extraction.

The next step is to move beyond economic. Finding a credible way to measure the four capitals for business events (the ten-year aim) would make Aotearoa New Zealand a world leader.

There are steps that can be taken on the way: capturing case studies to build a growing library of stories which show the wider value of business events; reporting against wider outcomes using non-financial measures such as a Net Promoter Score, participant satisfaction or increased participant well-being; a quantifiable valuation (beyond economic) of a small sample of business events, then extended to a scale that is sufficient to reflect the national sector.

While there is a long way to go with data capture, there are principles which make an enduring system of measurement (and therefore valuable longitudinal data) more likely:

- Using methodologies which are already endorsed locally and align with global indicators (such as the UNSDGs) to aid credibility
- Continued advocacy for government support for data capture: direct funding; offsetting costs e.g. through inclusion in a national data set; a business events specific product out of the Tourism Data Leadership Group.
- A clear annual summary of the data findings, so the advantage of its capture is clear.

The priority is to firm up economic measures now – sector funded – and begin taking steps to collaboratively measure more. The aim is to secure funding from outside sources, particularly to capture the additional benefits which reach beyond the business events sector.

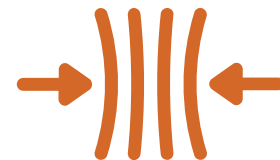
Immediate objectives

A credible capture of the economic value of the business events sector, beginning with updated domestic and international average visitor spend per night, and consideration for smaller regions to begin building local data pools as they grow.

Begin the collection of case studies to tell the story of the wider benefits (beyond economic) achieved by business events.



A Resilient Sector



The ten-year aim

Good people know the sector, they want to work in it, and they want to stay in it.

The business events sector understands the impact of climate change on delivery and is prepared to respond.

The sector balances the visitor economy's impact on shared amenities, which is better for the visitor and means we are allowed to continue to operate and grow.

Rationale and approach

This focus area is about ensuring our own sector has longevity. A resilient sector can withstand difficulties and/or recover from difficulties quickly.

The resilience focus here is the people working within the sector (workforce), the sector's ability to withstand the impact of climate change, and maintaining the capacity and social licence for growth by continuing to balance out the peaks and troughs of the visitor economy.

Talent attraction and retention

Talent attraction firstly relies on people knowing the sector exists. The sector can draw from a wider hospitality and tourism pool, but there is additional breadth of variety and challenge which only business events offer. Connecting with careers advisers and education providers will grow the understanding of business events and what the sector (and feeder sectors) offers.

We then need those same people to want to work with us. Beyond the variety of work available, values-based roles which make a measurable difference are attractive to people beginning or changing career. Entry-level training is largely transferable skills. The sector can work with other associations and agencies (such as TIPSy with Hospitality New Zealand) to ensure entry level skills are catered for.

Retaining people requires a continued scope to grow, develop and expand skill. Areas such as mentoring, networking, and tapping into international professional standards will be developed and encouraged. We also support people to remain in the sector by caring for the physical and mental health of our workforce.

At every level this work would be underpinned by workforce mapping, developed with national agencies such as Ringa Hora. A strong business events voice on relevant workforce advisory groups will ensure remaining gaps are clearly seen, and determine how to best fill those gaps.

Preparing for climate change

Climate change adaptation is preparing for and responding to the effects and impacts of climate change e.g. extreme weather events and rising sea levels. Climate adaptation and resilience is addressed in The Aotearoa Circle's Tourism Adaptation Roadmap. The business events sector can align with this programme and ensure its needs are built into the existing framework, along with others developed through to 2035.

Balancing out the visitor economy

Business events can be more deliberate than broader tourism because it targets its visitors more directly. As business events are largely off-season they help to reduce over-tourism in the peak season, and can sustain businesses in regions which are heavily reliant on tourism during quieter periods.

Spreading visitation into quieter times means growth is less constrained by infrastructure capacity, the supply chain can retain staff and standards throughout the year, and the wider tourism sector is helped to retain its social licence to operate.

Immediate objectives

Connect with careers advisers and schools to grow the profile of our sector, starting with Te Hatū / careers.govt.nz.

Collaborate with other sectors to ensure quality training and micro-credentials are available for transferable skills.

Ensure aligned workforce plans include considerations specific to business events, business events specific considerations, identify remaining gaps, and how they might be filled.

Build business events consideration and education into national responses to climate adaption and resilience.

Ensure the scale and shape of the sector is included in plans for wider amenity as it is developed.



Care For People And Place

The ten-year aim

Business events assets are developed and run in harmony with what is good for our places and people.

The principles of The Tiaki Promise are known, respected and followed by our manuhiri and the sector.

National indicators and monitors track equity, diversity and inclusion at all levels of operation.

Rationale and approach

This focus area is about ensuring our sector plays its part in ensuring the communities and places in which we operate are protected for the long term. The concept of caring for people and place is commonly understood in tourism, known as manaakitanga and kaitiakitanga. Important domestically, done well it also distinguishes us internationally.

Environmental sustainability

Sustainability falls into two parts: what can be directly controlled, and what cannot. Climate change and decarbonisation is a global challenge, particularly as it connects to aviation. The sector will advocate for, and support, the shift to low carbon travel, while recognising travel is a necessary reality in the interim. This is in line with Tourism 2050. However, where the sector has direct control on the ground, it moves beyond advocacy into delivery.

What can be done on the ground is also split: keeping the sector baseline competitive, and then going further to create a competitive advantage and returning value to our place.

There is great willingness within the sector to deliver business events that (at least) do no harm to our communities or the taiao. What is less understood is how to achieve, measure and articulate this. General guidelines can use what is already available within sister sectors. Specialist content can be developed by and for the business events sector: simple, common sense, national standards.

Achieving competitive advantage requires a delivery standard which is more than neutral. The sector will seek a two-way value exchange with manuhiri, and proactively set up business events to give back. Many manuhiri, both domestic and international, already have that intent; we can build on that by promoting a country-wide narrative which makes it a point of distinction, particularly when delivered with the perspective of te ao Māori.

Product and infrastructure

The three major convention centres have been developed in harmony with place and people: sustainable in design and delivery, built to encourage private development and to positively enhance the surrounding areas, embedding a strong cultural narrative. This continued positive approach to quality product and infrastructure is in line with wider destination management.

The Tiaki Promise

Delivering gatherings in the right way can positively impact our place and our people. The Tiaki Promise articulates this for manuhiri but also encourages the sector to respect and act in line with the principles of manaakitanga and kaitiakitanga.

As business events more directly target and connect with visitors, there is greater opportunity to share the intent of The Tiaki Promise and demonstrate it through delivery. The ongoing work of the Tiaki Promise will be supported and shared through the business events eco-system.

Equity, Diversity and Inclusion

Authentic integration of equity, diversity and inclusion principles into all aspects of operations moves well beyond compliance. It attracts talent to the sector, ensures manuhiri feel welcome and comfortable in our environment, and supports the development of communities where business events are delivered.

National and international guidelines can support equity, diversity and inclusion education and programmes, and sector-wide monitoring can contribute to national indicators.

Business events, and particularly conferencing, can play a leadership role in physical accessibility with its purpose-designed facilities and more easily contained delivery, setting a standard that extends into wider tourism and hospitality.

Immediate objectives

Identify and promote a credible interim system(s) for the sector and manuhiri to offset carbon emissions.

Add a business events voice to national advocacy and support for aviation's transition to low carbon.

Identify existing and credible frameworks to guide sustainable delivery and advocate for business event considerations to be included.

Align new business events infrastructure and product with destination management plans.

Ensure relevant material from the Tiaki Promise Toolkit is available and accessed by the sector, and shared with manuhiri.

Ensure relevant existing national and international equity, diversity and inclusion guidelines are available.

Creating Greater Value



The ten-year aim

A wide network helps to attract the right business, understands what we do, how to connect, how to support event identification and winnability, and what the benefits will be.

A process defines and shares national and regional priorities, with a blend of government, business, the Māori sector, not-for-profits – and subvention supports these priorities.

Guidelines support scalable leverage and legacy for smaller events, individual businesses, and regions, amplifying outcomes for people and place.

The most significant business events create a bigger impact through a nationally supported system for developing, delivering and measuring leverage and legacy activity.

Rationale and approach

The eco-system already exists to proactively secure business, with those in the sector understanding the where, how and who of generating and converting leads.

One way the sector can increase value is through volume, including strengthening the critical domestic market, which is 80% of existing business. The increased capacity within the larger centres also means more international business can be hosted, which is where the greatest scope for growth exists.

The other way the sector increases value is by achieving greater outcomes, by prioritising the most regionally and nationally important events, aligning event attraction with those priorities, and then leveraging events to amplify the outcomes.

Establishing priorities

Traditionally the sector has been valued based on its economic contribution, but it can also offset seasonality, drive mid-week visitation, support regional dispersal, amplify a strength, resolve a challenge, and create social, academic and professional legacies. With so much that can be achieved, which outcomes should be prioritised?

For some, securing any conference meets a most pressing need: full facilities, visitor nights and new money. This economic return must remain a bedrock.

Yet there is also a recognition that achieving wider outcomes is good for everyone. Social, environmental and community outcomes secure a more sustainable and prosperous economic future for all. Thriving people and place is essential for talent, a reliable customer base, and a stable environment for business. This sector can be not-just-for-profit.

Event attraction which aligns with priorities

Once priorities are known, the event attraction system must target those same priorities. This means strengthening the

connection with external networks, leaders, influencers, media, public and private sector.

Connected, networked and energetic subject matter champions, business leaders and academia must be familiar with the sector, what it offers, and how to access it. Media allies, KEA, NZ Inc in market, Ministers, Ministries, and agencies must be able to see how they can support winnability.

Beyond the non-monetary offering there is subvention, used when facing global competition for an event. Transparency as to the focus and availability of subvention will increase the likelihood of attracting the right business.

Amplifying outcomes through leverage and legacy

Leverage and legacy planning turns the intent of achieving wider outcomes into reality.

Leverage maximises the immediate impact and benefits, amplifying things which are intrinsic to an event. For example, there will already be benefit in hosting an international conference for GPs; leverage would get the right agencies alongside to proactively encourage those same much-needed GPs to relocate here, instead of trying to recruit at offshore fairs.

Legacy is longer lasting: retaining and facilitating a lifetime connection with attendees and associations, developing new facilities, or an enduring shift in social outcomes.

Such conscious action to maximise the outcomes requires time and effort, so the move into leverage and legacy can be staged, and needn't be applied to every business event.

As a first step, national and scalable guidelines can provide prompts for relevant leverage and legacy, and outline how to develop a simple leverage and legacy plan. A later step is a more proactive national approach with an established home for developing, implementing and (ideally) funding leverage and legacy programmes for the most significant business events.

Immediate objectives

Establish connections and relationships with agencies and individuals which can assist with identifying and securing business events.

Develop scalable guidelines for leverage and legacy relevant to business events, both ideas and how to prepare and deliver plans.

Establish and share a process to determine priorities and/or outcomes regionally and nationally, with a blend of government, business and not-for-profits.

Grow cultural integration and shared value



The ten-year aim

A connection to iwi, hapū and whānau, including agencies, Māori businesses, networks and specialists, is evident in everything this sector does.

Individual businesses have been supported to move towards cultural integration: respecting tikanga, immersing culture, and growing the value exchange for the Māori sector through content and delivery.

Rationale and approach

Authentic connection between the business events sector and the Māori sector should be woven into every aspect of what we do. The Māori sector includes iwi, hapū and whānau, agencies, Māori businesses and networks, and specialists. It is a global differentiator which can add to the offering and success of our sector.

Done well, this would move us from a starting place of cultural performance through to cultural integration. Both domestic and international gatherings can positively impact the taiao and the iwi, hapū and whānau that have kaitiaki over it. The people who work within the sector, and manuhiri, are enriched by a value exchange that incorporates te ao Māori as part of delivery and the experience. Our training, marketing, targeting, delivery, leverage and measurement can all reflect this.

Regional representatives within the sector can also build stronger local relationships with iwi, hapū and whānau. This will differ by region given variance in capacity and interest. A strong relationship is what will allow the sector to land the value proposition: what things are important to each iwi and hapū, the value of the business events opportunity, and where there might be mutual benefit.

Immediate objectives

Connect the sector with Māori business networks, regionally and nationally.

Support connection between regions and iwi, hapū and whānau: guidelines to understand and implement tikanga; protocols for lasting relationships and to understand areas of mutual opportunity; guidelines for how culture may be immersed into design and delivery.

Build cultural capability and representation within the sector.



Telling The Story



The ten-year aim

Aotearoa New Zealand's point of distinction for business events is known, delivered upon, and shared internationally.

Regional points of distinction are developed and understood, supporting domestic business events and international bidding.

Connection to iwi, hapū, whānau, and culture is evident in everything we do.

Rationale and approach

Knowing and telling our unique story is important domestically, and critical internationally. As competition gets tougher, a value proposition that differentiates us becomes critical. For international business in a climate change world, this is especially important for long-haul destinations like ours.

Within the focus areas above are the things which support the sector's point of distinction, creating value through how we deliver: te ao Māori is embedded within delivery; a values-based "care" platform for place and people; a conscious effort to amplify and measure benefits for all.

These are national areas of focus, further strengthened by regional differentiators. Pīata Mai is an opportunity to take these from good to great, reflected in training, event targeting, delivery, leverage and measurement.

That advantage is lost if the story isn't told. Exceptional things may be done to care for the taiao and build that into delivery, have mutually-beneficial connection with hapū, an extensive network ready and waiting to link in with an association, and a system of measuring value that will prove as useful to the visitor as it is to the sector – but the audience must know these things if they are to influence their decision.

The aim is to grow what makes Aotearoa New Zealand's business events sector special; so everyone, at every stage, can deliver on its promise and articulate it, supported by regional and national brand stories.

Building on the best of 100% Pure, there is opportunity to further expand the other side of the story, particularly working towards creating greater value through event selection and leverage. This includes logistical elements such as infrastructure but also, as examples, spotlighting our great minds, telling the story of our progressive ideology, and the value of te ao Māori beyond tourism. The insights of other agencies (notably NZ Story) would support Tourism New Zealand with this brand extension.

Immediate objectives

For each focus area, create guidelines to tell the story of progress.

Continue to develop the national brand with agencies such as TNZ, NZTE, NZMT and the NZ Story.



Roles And Responsibilities

Here the aim is for “no gaps, no overlaps” within this sector and with sister sectors. Clarity of roles and responsibilities sees the best placed leading the areas most appropriate to their structure, mandate and resource. All of this makes us easier to do business with. Here we provide an overarching view of roles and responsibilities as they relate to Pīata Mai.

Manuhiri

The Tiaki Promise sums up the role for manuhiri, aiming to keep everyone safe, protect our environment, respect our culture, and build a sense of connectedness.

The business events sector

The sector is where interest is generated, converted, leveraged and measured. It is where the promise of sustainability, equity, diversity, inclusivity, brand and The Tiaki Promise are delivered. It supports implementation in how it delivers, in information-sharing, and in contributing individually when a collective view is needed.

The Māori sector

The business events sector will take the lead in establishing mutually beneficial relationships with iwi, hapū and whānau, agencies, Māori businesses and networks, and specialists. Determined regionally, the business events sector can build a closer connection with those who have kaitiaki where events take place, support event delivery in line with tikanga, seek ways to immerse culture in the experience of manuhiri, and grow value through content and delivery.

Regional bodies

Regions ensure every focus area is delivered for regional outcomes and feeds into a national picture. As national guidelines and principles are developed, it is regional bodies that engage locally, connect business events opportunities with iwi, hapū and whānau, local businesses, host associations and communities.

Business Events Industry Aotearoa

The custodian of Pīata Mai, with a lead role in implementation, review and progress reporting. It will advocate for, and become the trusted national aggregator of, data and insights. It will have a lead role in creating and distributing guidelines to support focus areas, and connecting with other sectors.

Tourism New Zealand

TNZ positions our place internationally as an irresistible business events destination. This includes extending our brand, with other NZ Inc agencies, to tell our story in way that attracts the right events; providing an umbrella brand and platform for regions and businesses to generate and convert leads; for distributing government funding, and connecting into central government at a policy level; and offering connection to the research, strategy and delivery of other branches of tourism.

New Zealand Māori Tourism

Within Pīata Mai, NZMT ensures authentic Māori cultural experiences, operators, and businesses are a significant part of the business events offering. To be truly integrated, this extends into embedding culture, creating greater value, sustainability, equity, diversity, inclusion, instilling the principles of The Tiaki Promise, brand, and narrative.

Central Government

Government enables a strategic and thriving sector by having a business events view captured in its policy settings, the regulatory environment, and enduring funding mechanisms. It can connect the sector into national agencies via a single conduit to support attraction and leverage. Ongoing investment into business events to a competitive level supports the sector and the government agenda for development and growth.



What Success Looks Like

Piata Mai will be successful when the descriptors sitting under each of the focus areas become the reality.

A principled approach will underpin delivery: it will continue to balance the visitor economy; strong relationships within our sector and with sister sectors will ensure efficient and successful advocacy; an outward looking approach will mean resources are used to build on the best of what is already available and create only what remains to succeed; its aims will be achieved via commitment from within the sector and those who support it.

Data will have progressively grown to credibly measure not just the economic value of the sector, but also to track wider benefits in a way that supports national indicators and outcomes.

The sector will focus on the right things, clear as to individual roles to resolve challenges and thrive.

We will become the place known for considered delivery, where a business event achieves its own outcomes and gives back to the place in which it is held – environmentally, socially, culturally and economically – with measures to back it up.

Long term decisions that are best for the sector, the wider visitor economy, and Aotearoa New Zealand can be made because of the certainty provided by an enduring and equitable national funding mechanism.

The final indicator of success for Piata Mai is its continued relevance. It achieves this by regular points of review. At a minimum, it will be reviewed every three years, to coincide with potential shifts in national leadership and therefore national priorities, and to reflect the rate of change in our sector, our infrastructure, our physical place and our global environment.

There may be further targets to add as we progress, but from the outset we aim for these top level targets:



A measured and growing positive cultural, social and environmental impact



\$3 billion
economic contribution



95%

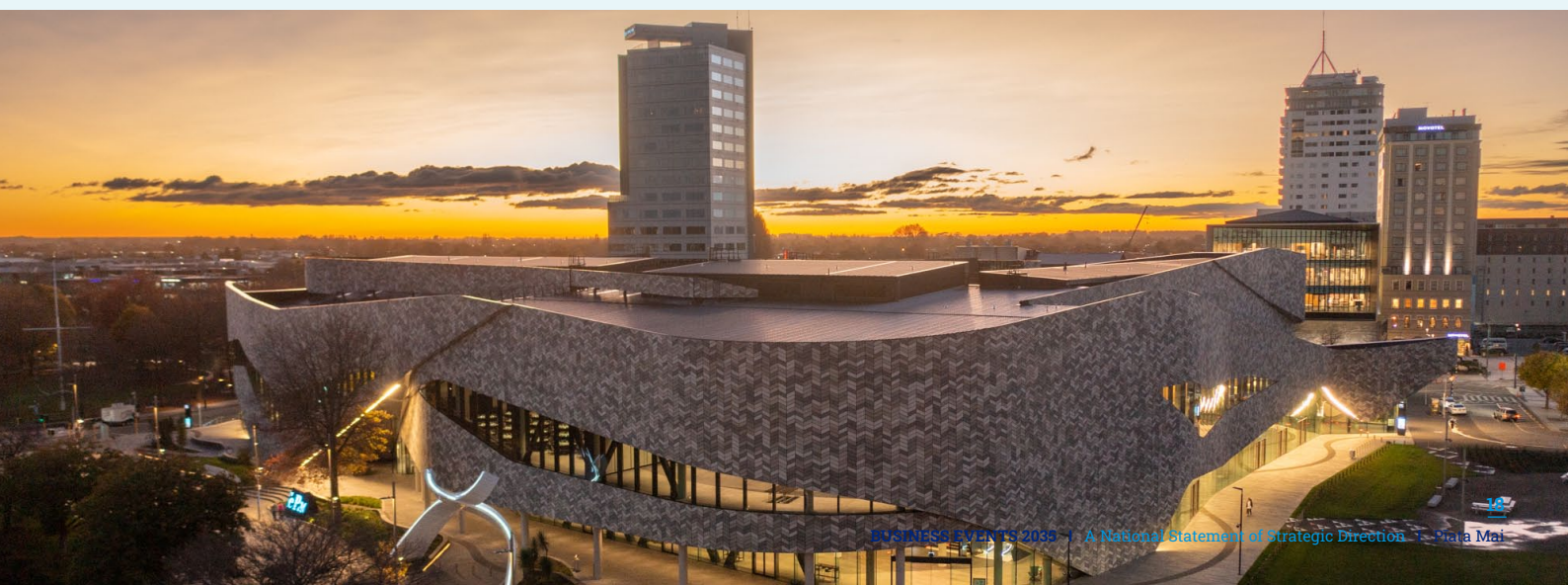
of the sector has taken action to measure and reduce environmental impact regarding responsible consumption, clean energy or climate action



90%

satisfaction
from international and domestic attendees

⁵ This target is based on doubling the economic contribution of the sector in 10 years from a 2019 baseline.



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