

Thursday, 18 September 2025

*Te Hui o Te Kaunihera ā-Rohe o Heretaunga*

**Hastings District Council**

**Performance and Monitoring Committee Meeting**

*Kaupapataka*

# Attachment – Item 5

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*Te Rā Hui:*  
Meeting date: **Thursday, 18 September 2025**

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*Te Wā:*  
Time: **9:00 AM**

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*Te Wāhi:*  
Venue: **Council Chamber  
Ground Floor  
Civic Administration Building  
Lyndon Road East  
Hastings**

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ITEM	SUBJECT	PAGE
5.	<b>HAWKE'S BAY TOURISM STATEMENT OF INTENT 2025/26</b>	
	Attachment 1: HBT Statement of Intent 2025-2026	3



# Hawke's Bay Tourism

## Statement of Intent 2025/26

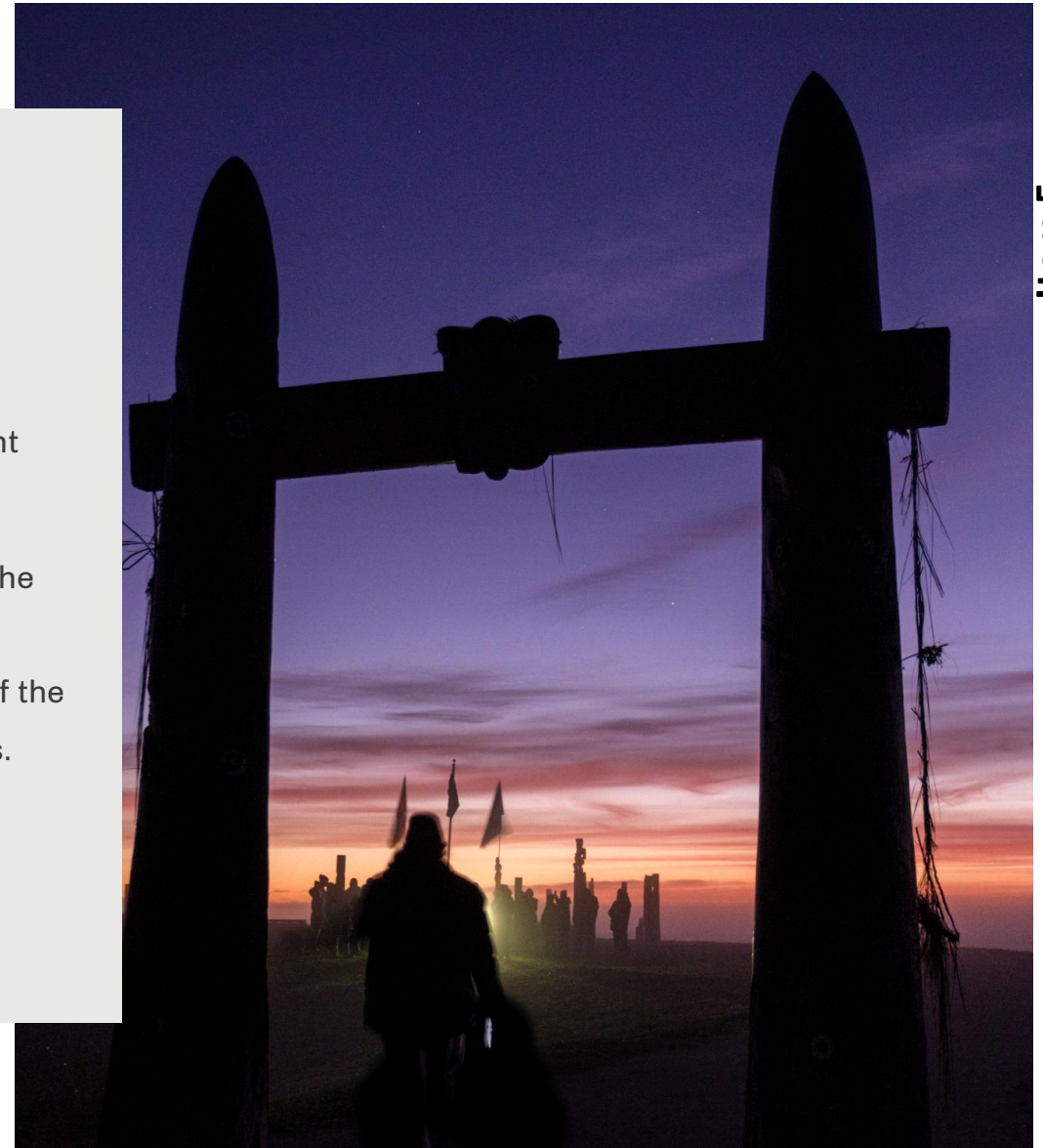
The regional tourism organisation for all of Hawke's Bay



# Introduction

This Statement of Intent (SOI) is prepared by Management and the board of Hawke's Bay Tourism Ltd (HBT).

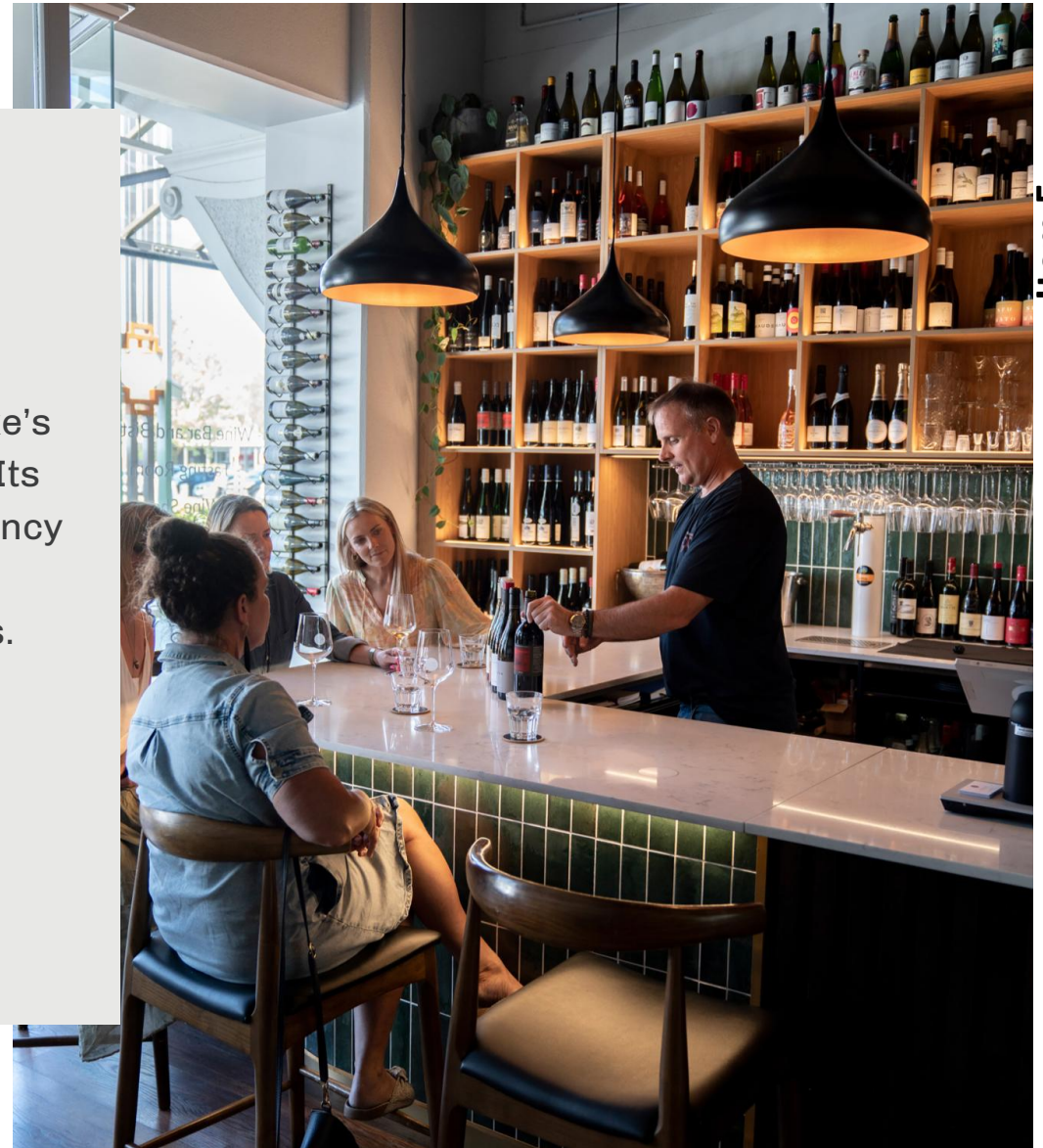
The SOI sets out the objectives, the nature and scope of the activities to be undertaken by HBT, and the performance targets and other measures by which the performance of the organisation may be assessed in relation to its objectives.



## Purpose

Hawke's Bay Tourism is the official Regional Tourism Organisation (RTO) for the entire Hawke's Bay region. It is one of 30 RTOs in the country. Its primary role as a marketing and promotion agency is to generate the demand that will support business investment into products and services.

Hawke's Bay's destination positioning:  
**New Zealand's Food & Wine Country**





# Background

Hawke's Bay Tourism Ltd (HBT) was established in 2011. It is owned by its shareholders, the members of the Hawke's Bay Tourism Industry Association (HBTIA).

Until June 2025, HBT received majority funding from rates collected by HBRC (up to \$1.52m). Following the cessation of HBRC as a collections' mechanism for regional tourism, the councils of Hastings, Napier, and Central Hawke's Bay have collaborated to fund HBT to minimal viable funding of c.\$1m in order to retain RTO services until a more sustainable (hopefully national) funding solution can be achieved.

Current funding allows HBT to plan for activity with confidence through to 30JUN 2026.



## Core income

\$1,200,500 for 25/26 FY

- \$987,500
  - \$462,500 HDC
  - \$450,000 NCC (12 months)
  - \$75,000 CHBDC
- \$213,000 (\$128k membership, \$85k Great Wine Capitals joint initiative)





# Governance

Hawke's Bay Tourism is governed by a board comprised of:

- Independent Chair (George Hickton)
- Independent Board Member (David Simmons)
- HBTIA Chair (Kris Larner)
- HBTIA representative (Kristine Kilpatrick)
- Independent representative of local government funders (to be appointed)



# Destination marketing

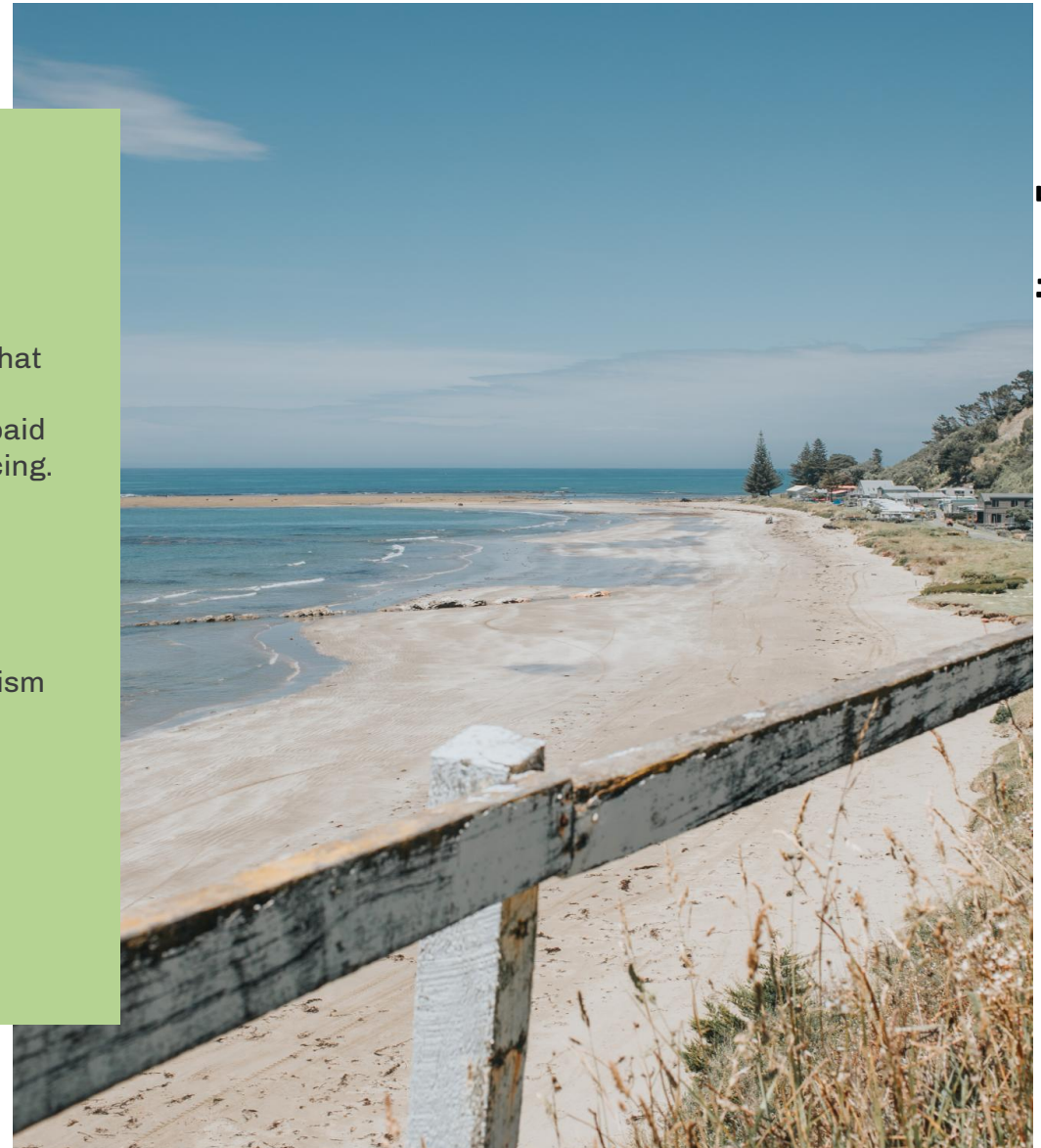
In destination marketing, we consider 3 areas of focus – exploiting assets we already **own** to amplify our messages, what we can **earn** through promotion and relationships, and **paid** advertising. For 25/26 we have signalled a departure from paid advertising in line with reduced funding and reduced resourcing.

- **Owned**

- Website (hawkesbaynz.com), social media, database/newsletters, image/video library.
- Great Wine Capitals membership, Best Of Wine Tourism awards

- **Earned**

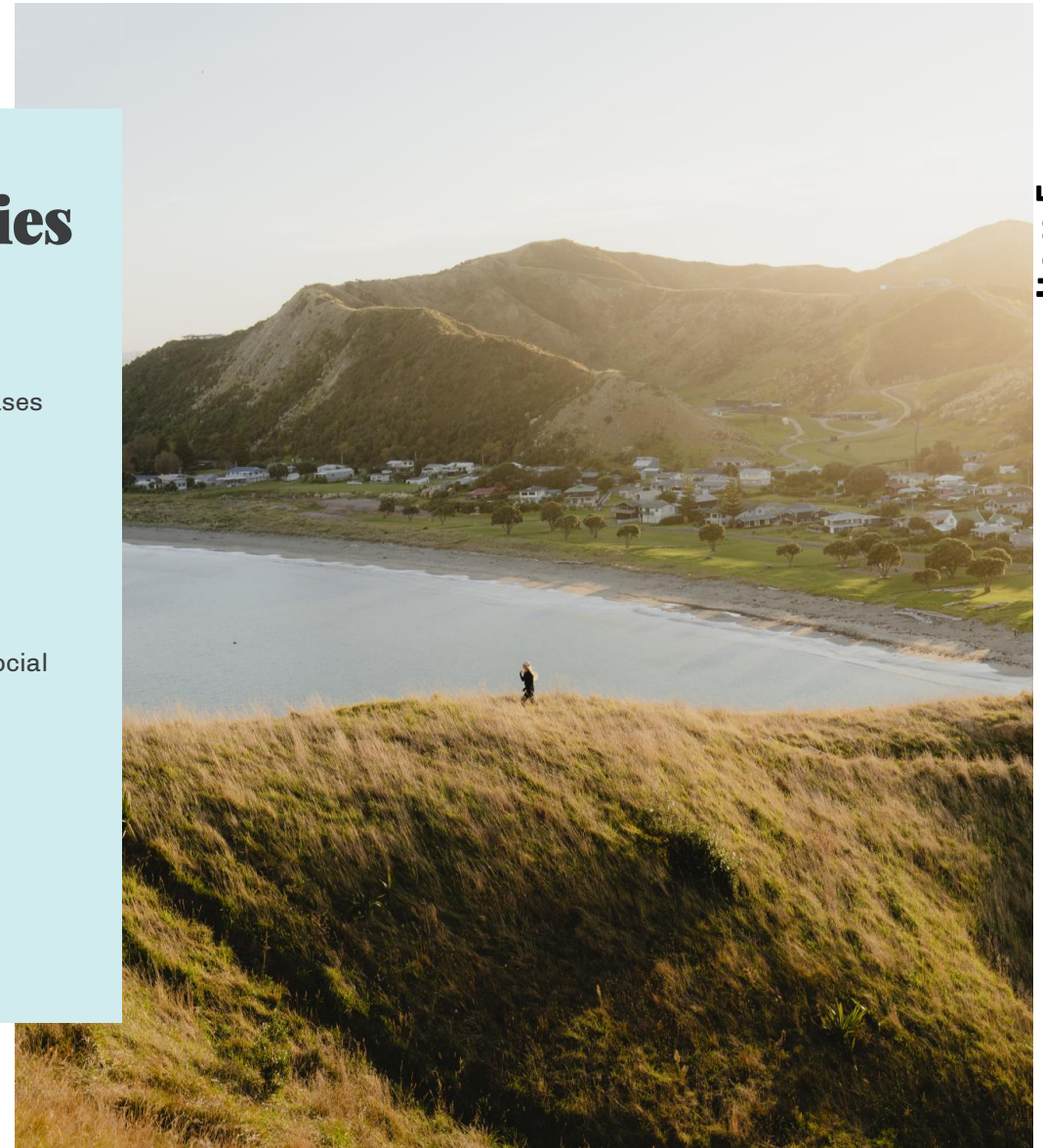
- Press releases, famils, media releases/contacts
- Relationships with Tourism NZ, travel agents, travel wholesalers & inbound operators, professional conference organisers, cruise, trade-shows
- Hosted familiarisations





## Key brand/promotion priorities

- **PR/media/content**
  - Earning awareness in all forms of media through press releases and story development
  - Story content
  - Imagery/video
  - Hosting/famils
  - Collaboration with TNZ
- **Digital – web, socials, content**
  - Maintaining web presence, increasing awareness through social media
  - Imagery/video
- **Membership/trade – events/capability**
  - TRENZ, eXplore, MEETINGS attendance
  - TIA, RTNZ, BEIA, TEC, NZCA membership/events
  - Collaboration with TNZ
- **Famil coordination**
- **Great Wine Capitals membership**



# Key Performance Indicators for 2025/2026

KPI	Target	Performance
Market Share	<ul style="list-style-type: none"><li>• Increase market share from Wellington</li><li>• Maintain Hawke's Bay's share of domestic card transactions</li></ul>	<ul style="list-style-type: none"><li>• Grow WLG market share from 5% to 6% over a 36-month period from 01JUL'25 (Measured by MBIE's TECT – tourism electronic card transactions)</li><li>• Maintain domestic market share at current level of 3.3% in challenging economic environment.</li></ul>
Food and Wine Country Brand Positioning	<ul style="list-style-type: none"><li>• Achieve EAV (Equivalent Advertising Value*) of \$3m</li><li>• Grow digital engagement and reach across web and social</li><li>• Further imbed GWC into Hawke's Bay's Food and Wine Country positioning. Increase impact of GWC within region's wine and tourism businesses.</li></ul>	<ul style="list-style-type: none"><li>• (*EAV measured at ratio of 1:1, not a multiplier)</li><li>• Increase website sessions to 750,000pa</li><li>• Increase followers by 10%</li><li>• Grow GWC investment &amp; engagement through uptake of GWC assets.</li></ul>
Industry	<ul style="list-style-type: none"><li>• Maintain paid membership of HBT</li><li>• Grow industry support**</li><li>• Deliver annual series of workshops to build industry capability.</li><li>• Support existing tourism operators to develop new products and expand into new markets.</li></ul>	<ul style="list-style-type: none"><li>• Current full membership 145</li><li>• (**industry support measured by contra, sponsorship, and investment in joint venture initiatives)</li><li>• Industry cash contribution of \$150k pa</li><li>• Industry contra contribution of \$50k pa</li><li>• Annual series of capability workshops delivered.</li></ul>

## KPIs

HBT acknowledges that council officers have recommended more prescribed KPIs within the Letter of Expectation. From a governance perspective, the board of HBT sets the KPIs for the organisation and has done so at a high-level noting that we enter a new trading environment with uncertainty about long term sustainability, with a reduced budget, and with a recently downsized and restructured team with 2 new employees yet to be onboarded (at the time of writing). Our high-level goals are aligned with councils and remain aspirational. Capturing and interpreting good data is important to us, and many of the recommended measurements will undoubtedly be referred to in our regular reporting cycles.





# Membership structure



# Work Streams

## Digital promotion

Consumer-focused activity, digital channels, website and social media; management of regional brand.

## Travel Trade

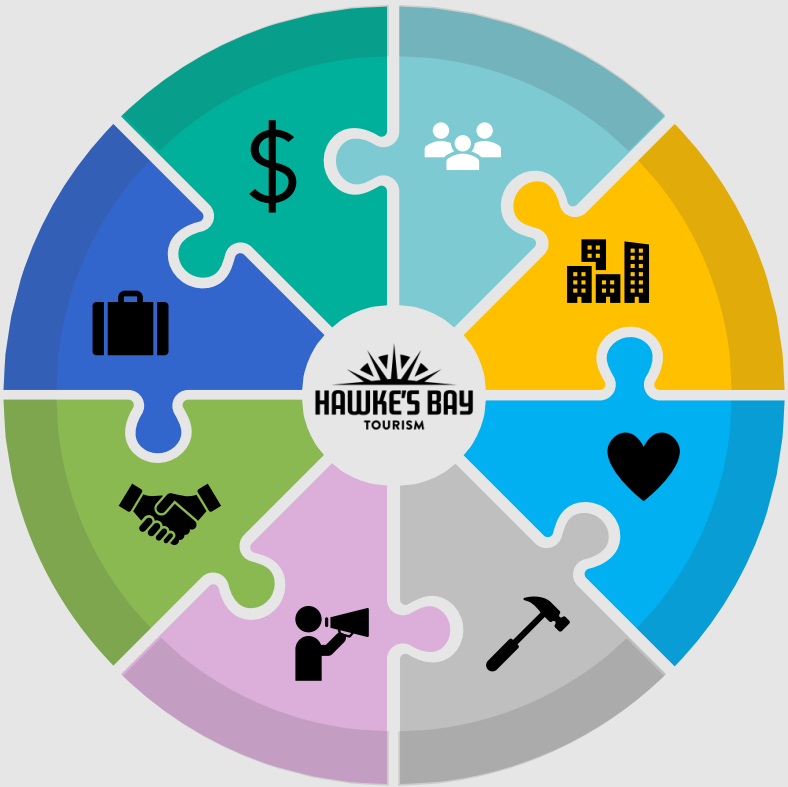
Educating offshore and onshore travel retailers and intermediaries to ensure export-ready operators, and the wider region, are readily featured.

## Business Events

Supporting key conference facilities with efforts to secure bookings, while also acting as the impartial Hawke's Bay Conventions Bureau for enquiries.

## Media & PR

Building relationships with regional, national and international media to secure favourable editorial coverage, including proactive and reactive stories.



## Regional Events

Coordinator of Regional Event Fund proposals and funding responses when and as MBIE offers.

## Membership

Management of HBTIA membership, including encouraging co-investment into promotional activities; lead activities which enhance industry capability.

## Advocacy

Work with regional and national industry stakeholders to lobby for strategies and investment which positively impact the visitor economy's regional contribution.

## Special Projects

Great Wine Capitals, Classic New Zealand Wine Trail joint ventures and ad-hoc opportunities that arise with MBIE funding initiatives,

# Domestic Visitor Economy Overview 2024

1.7m Data from 2022

Annual domestic visitors



\$371m

Value of Domestic Tourism Electronic Card Transactions  
(excludes cash & online)



771k

Domestic guest nights in commercial Accommodation  
(voluntary operator survey)



5.4m Data from 2022

Annual domestic visitor days



3.31%

Share of Domestic Tourism Electronic Card Transactions

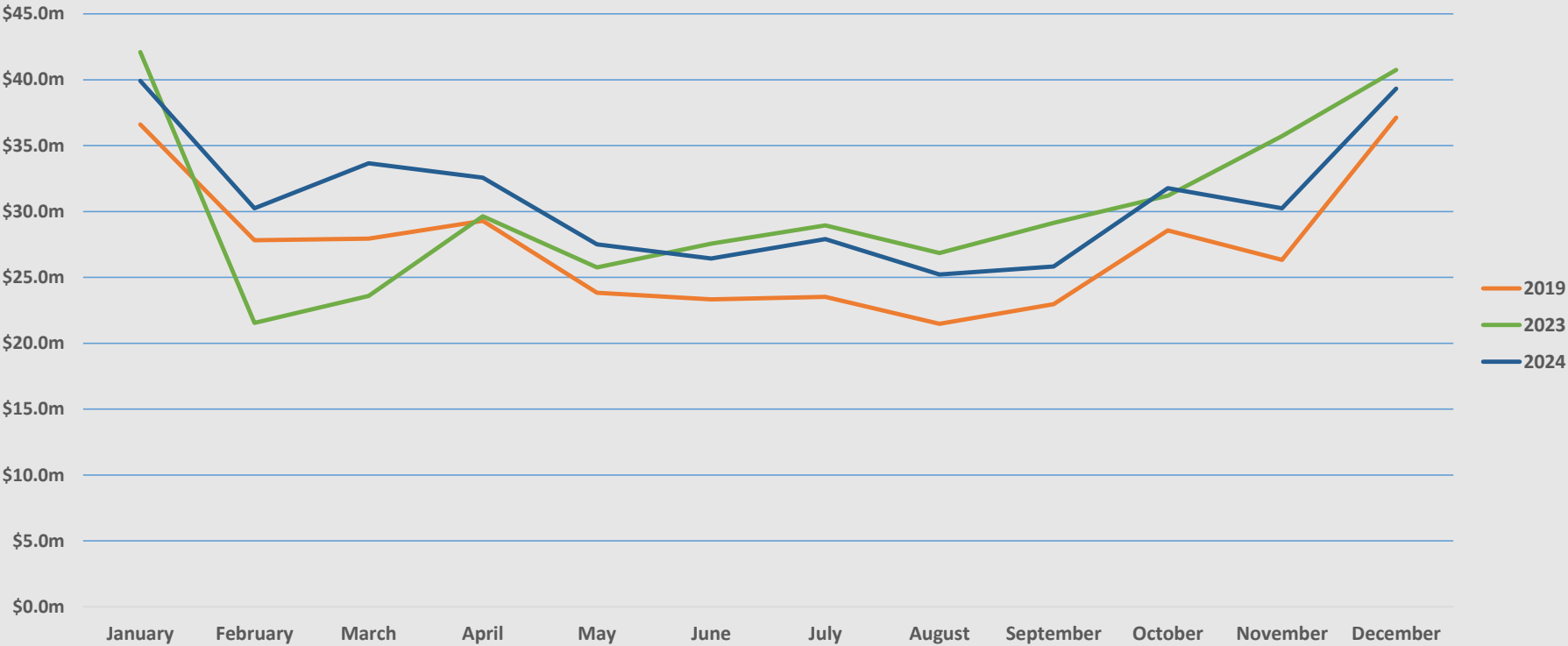


2.1

Average nights stayed per guest in commercial accommodation



# Domestic Tourism Electronic Card Transactions



# Market Share & Key Markets

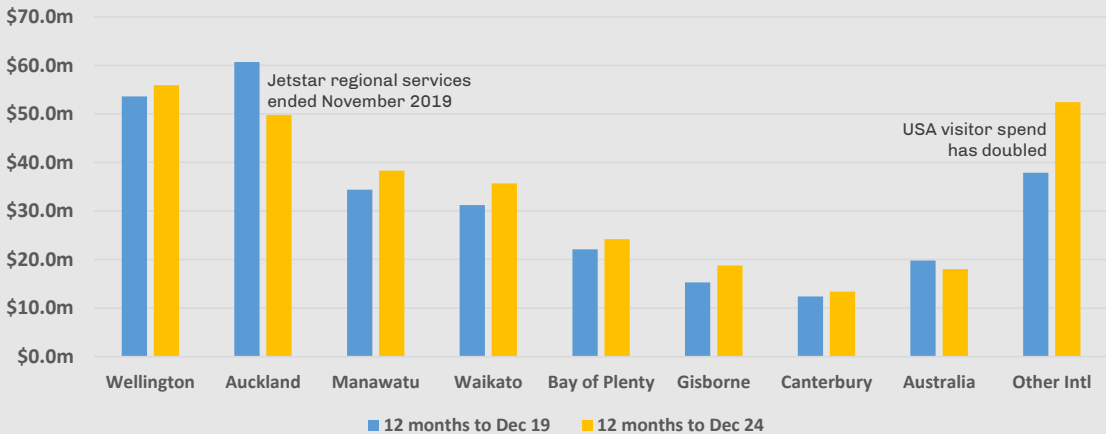
3.31%

Hawke's Bay's share of domestic tourism spend via card transactions in year to **December 2024**

## Share of TECT from 5 biggest (by \$) markets

1. Wellington	5.00%
2. Auckland	2.08%
3. Manawatu	5.26%
4. Waikato	2.20%
5. Bay of Plenty	2.78%

Tourism Electronic Card Transactions in 12 month period





## Domestic tourism card transactions by district

\$371m

Hawke's Bay  
total region



\$22m

Central Hawke's  
Bay District

6.0% of HB Domestic TECT  
vs 9.0% of HB population



\$162m

Hastings District

43.7% of HB Domestic TECT  
vs 49.6% of HB population

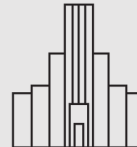


- For 12 months to December 2024
- Domestic visitors only
- Point of sale card transactions  
– no cash or digital payments

\$170m

Napier City

45.8% of HB Domestic TECT  
vs 36.4% of HB population



\$17m

Wairoa District

4.5% of HB Domestic TECT  
vs 4.9% of HB population



## Hawke's Bay's domestic market share – focus to be on WLG

5.0% = \$55.9m

Hawke's Bay's share  
of 2024 domestic TECT  
by Wellingtonians

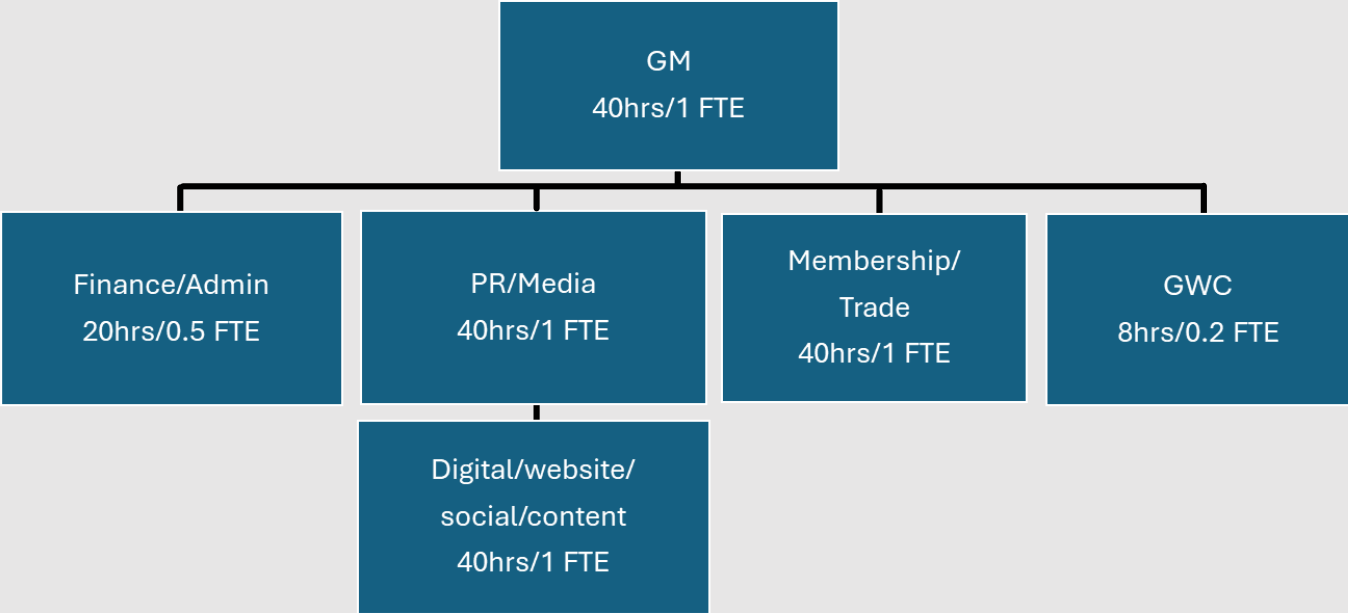
TECT value of Wellingtonian  
spend in Hawke's Bay

*6% market share is the stretch goal for FY26*

6.0% = \$67.1m

Based on current annual domestic  
TECT spend levels of \$1.12b by  
Wellingtonians

# Organisational chart

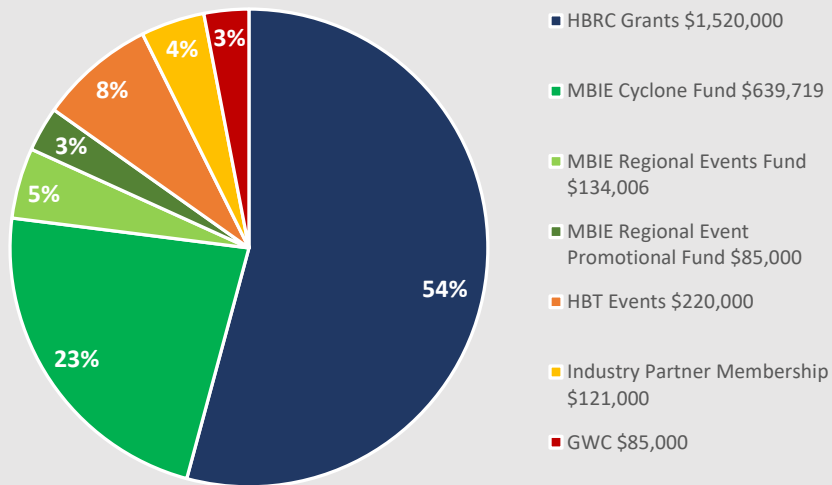


Item 5

<b>Budget</b>	
<b>Hawke's Bay Tourism Limited</b>	
<b>For the 12 months ended 30 June 2026</b>	
	<b>Forecast</b>
<b>Income</b>	
External/Other Revenue	\$3,000
GWC Income	\$85,000
HDC Grant	\$462,500
NCC Grant	\$450,000
CHBDC Grant	\$75,000
Industry Partner Income & Membership	\$133,000
<b>Total Income</b>	<b>\$1,208,500</b>
<b>Less Cost Of Sales</b>	
Digital/PR	\$186,200
Events	\$3,600
GWC Expenses	\$110,000
Partner Programme	\$8,500
Trade Marketing	\$67,820
<b>Total Cost Of Sales</b>	<b>\$376,120</b>
<b>GROSS PROFIT</b>	<b>\$832,380</b>
<b>Less Operating Expenses</b>	
<b>Total Operating Expenses</b>	<b>\$832,380</b>
<b>NET PROFIT</b>	<b>\$0</b>

## FY25 & 26 income sources

FY25 Income: \$2,808,325



FY26 Income: \$1,208,500

