TDLG Tourism Data Leadership Group

Strategic Business Plan 2024-2025

Draft for feedback

January 2024

Contents

Foreword

Tourism is a major and complex part of Aotearoa New Zealand's economy and society. Pre-COVID, tourism accounted for 20.1% of exports and directly contributed 5.5% of GDP and 7.9% of employment; recovery to these levels is underway.[1] This means that for our country, it is important we get tourism right.

Data is both integral and critical to a well-functioning tourism system. Whether it be at the operator level, or within central government, the sector requires access to reliable and quality information in a timely manner so that everyone - ranging from people working in the sector to our communities and our manuhiri - can make better informed decisions.

The Tourism Data Leadership Group (TDLG) recognises that the true value of quality data lies in its use, which could be wide-ranging from improving sustainability, resilience, and non-economic values, to encouraging the right investments and stimulating growth. The TDLG have been tasked with making recommendations for the immediate future of the tourism data system. In doing so, the TDLG has been considered in its approach, **wanting to ensure the system's foundations are** well set-up, while also thinking about how the International Visitor and Conservation Levy (IVL) allocation could be optimally used to generate greater value than the investment itself. The TDLG is both ambitious (in the quantum of work), and purposeful (focusing in the short-term on the provision of solid foundations) with a firm awareness that intervention is needed now more than ever. As for the current challenges in the system, the TDLG sees these as opportunities to do things better.

The purpose of this plan and roadmap is not to rehash the perennial tourism data issues (which are well captured elsewhere e.g., the Data Domain Plan). Instead, within the current context, **this document's** purpose is to outline a vision for the future and to provide explicit direction for a way forward for the next two years (with clear consideration to longer term outcomes).

The TDLG are excited by the potential outcomes that could be generated, but also know there is still a lot to navigate and negotiate. The TDLG, with the support of the Ministry of Business, Innovation and Employment (MBIE), have a lot of work do in a challenging environment where there is great competition for already constrained resources.

This means that it is imperative for us all to work collaboratively. That starts now, with feedback sought on this draft plan. We hope you will find time to lend your voice and support to this valuable mahi.

Tourism Data Leadership Group

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[1] [The outlook for New Zealand-Aotearoa tourism | Ministry of Business, Innovation & Employment](#)

Ara Whānui Two Year Roadmap

Introduction

The TDLG have the responsibility of providing thought leadership and advice concerning the strategic direction of tourism data developments. The following roadmap is the TDLG's blueprint for the future – a directive for the next two years with an eye on longer-term goals. The development of the roadmap has been informed by:

- the tourism data landscape
- the purpose of the Group and its vision, principles and strategic direction
- the TDLG's agreed scope.

The key areas of focus are represented by four Strategic Pou. In summary these are:

Māuitanga and Innovation	Core Datasets	Regenerative Tourism	Leadership and System Capability
Inspired by the Māori creation story, this Pou **endeavours to shift Māori** tourism data from its current state of te kore (the nothingness) to - ko te ao **mārama (the future)** through the provision of innovative solutions.	This Pou recognises a foundational set of data (both existing and new) critical to ensuring the sector have access to quality data in a timely manner.	Long-term tourism system change i.e., tourism gives back to people and places more than it takes, will be both measured and informed by this Pou.	This Pou provides oversight of the tourism data system; it establishes the long-term vision, inclusive of sector involvement and capability development.

For simplicity's sake, the recommended actions in the roadmap have been visually mapped against a single Pou; however, there is much interconnectivity between the actions. An example of the interconnectivity is the recommended re-use of core datasets (e.g., tourism flows and volumes) to tell a variety of stories via **MBIE's** Tourism Evidence and Insights Centre (TEIC):

- māuitanga and innovation – how well do we manaaki our manuhiri?
- core datasets – the domestic landscape (both visitors and hosts; regional bundling will be a key feature)
- regenerative tourism – progress towards sustainable tourism and beyond (regeneration)

The majority of recommended actions (and related investment) are focused on increasing the range of data to the sector, however a number of key actions are about improving the tourism data system and ensuring that it is sustainably managed into the longer-term.

The TDLG have expectations that for all recommendations, best practice in relation to data governance[2], ethics, privacy, and security would be adhered to.

Context and risk

As previously noted, the roadmap provides a high-level view of the **TDLG's recommendations** and priorities for the tourism data system over the next two years. In preparing this roadmap, it should be noted that:

- under the Terms of Reference, the TDLG:
  - is an independent advisory board, and it does not have legally binding decision-making powers
  - will not prescribe research agendas for individual agencies and organisations

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[2] Where appropriate the TDLG recommend that **Te Kāhui Raraunga - Māori Data Governance Model** is applied.

- there are significant implications for MBIE. MBIE have had input into the roadmap but are not currently resourced to deliver all the identified recommendations.[3]

Given dependencies on MBIE and other agencies and organisations, the actions, and timelines (including possible deliverables) in the roadmap are indicative only. While there is a strong intent for work to happen at identified times, there will be factors o**utside the TDLG's and MBIE's** control that may impact the timing and delivery of initiatives in the roadmap. At a minimum, the order/priority of the actions is expected to be maintained.

The final version of this draft roadmap will be reviewed and refreshed at the beginning of 2025 when new governance arrangements are recommended to be in place.

M**ā**uitanga and Innovation Pou

Innovation underpins this Pou and is the starting point for this work. Innovation will extend across the design, collection, analysis, reporting, and visualisation of data. There is interest in data integration, Artificial Intelligence, machine learning, real-time and streaming data. Successful innovations are recommended to be adopted elsewhere across the tourism data system.

A report will be commissioned to better understand what innovation could look like in the tourism data system, including global initiatives and understanding what is feasible within MBIE systems and government practice. The report is likely to result in new initiatives not explicitly identified in the roadmap (some funds are available to support this).

Additionally, establishing a better understanding of **Māori tourism data needs** is prioritised in this Pou. The TDLG recommend both they and MBIE collaborate with **Māori** stakeholders on this work. Such engagement and design work is already underway to re-**present existing data to better meet Māori needs. Recommendations include** working with both existing and new sources (e.g., the new digital arrival cards), the provision of iwi/h**āpu** breakdowns where feasible (in a similar manner to [Te Whata)](), and adopting cultural storytelling based around manaakitanga.

Core Datasets Pou

This Pou is focused on building the foundations for the tourism data system; it is about both continual improvement [4] - and ensuring perennial data gaps are filled. At this stage, the TDLG is deliberately steering away from creating precedent by investing in sector specific data that is not of benefit to all tourism stakeholders (this aligns with the **TDLG's** [Prioritisation Framework](), and in particular the reach and accessibility, and public good criteria).

Consistent with the TDLG's [2023 Interim Action Plan](), domestic tourism measures have been prioritised. Procurement of such measures was planned to begin in late 2023, however this was paused to ensure the work aligns with the priorities of the incoming Government. The TDLG note that since the release of that Plan, some changes have occurred in the tourism data landscape (such as the discontinuation of the Domestic Visitor Local Population Estimates Tool). Sector-wide concerns around the loss of such data, has resulted in the integration and prioritisation of tourism flows and volumes data into the domestic tourism measures work.[5,6] Additionally,

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[3] Such resourcing (both Secretariat resourcing to support procurement activities, and data scientist resource to support data accessibility) would need to be supported by the IVL allocation. The TDLG are supportive of this, with the end goal being their vision for a more fit-for-purpose central repository for tourism data, and greater storytelling.

[4] In the **roadmap the MRTEs are currently identified as a part of MBIE's continuous improvement programme, reflecting the current state**, although this might change in the future depending on the outcome of Statistics New Zealand restructuring.

[5] TDLG have taken a wide interpretation of domestic tourism measures (i.e., while some datasets such as tourism flows and volumes cover both domestic and international visitors, the majority of visitors (around 70%) are domestic).

[6] The TDLG note the ongoing importance of this dataset is captured by both the Data Domain Plan and 2022 stakeholder survey findings.

other immediate actions are a domestic visitor tool (that will deliver similar metrics to the International Visitor Survey (IVS)), and short-term rental accommodation measures, which will need to be integrated into the Accommodation Data Programme.

Actions have been staggered so MBIE can sustainably manage new work coming into the agency. There is also recognition that the quantum of data in some datasets will need to be built in order for MBIE to progressively tell more comprehensive and more in-depth stories (the IVS is an example of this, where each quarter a richer story is able to be told as a result of having larger samples of data).

Other pending work in 2024 includes the provision of international visitor forecasts (which have not been updated since before COVID-19), and work to better understand the profiles and intentions of the domestic market.

In addition to initiatives identified by the TDLG as priorities, the Group are aware of a number of possible sector-driven initiatives that may be worth investing in. The TDLG has recommended establishing a Partnership Fund, with investment aligned **to the Group's** Prioritisation Framework.

All core datasets will be incorporated within the TEIC and be made publicly available.

It should be noted that:

- wherever there is experimental data, MBIE will put in place processes to ensure sufficient review.
- not all recommendations in the Data Domain Plan are included in the two-year roadmap. This was always a possibility given the extent of the recommendations in the Data Domain Plan, the resourcing needed to deliver on them, and the limited IVL pool alone. Some initiatives which would be expected to be delivered from 2026 on are:
  o A productivity measure for the sector (an outcome of the New Zealand-Aotearoa Government Tourism Strategy). This has not been included in the two-year road map due to conceptual and measurement challenges with developing appropriate productivity statistics for a service-intensive sector like tourism. Standard measures of productivity are problematic given the complexity of tourism as a sector with diverse enterprises and firms providing a range of goods and services of varying quality to a multitude of consumers.
  o Other tourism business and workforce measures, such as workforce skills, and business benchmarking. While the Group do not explicitly address these gaps in the two-year roadmap, opportunities exist for business and workforce data to be delivered across 2024 and 2025. For example:
    ▪ **priority Māori tourism data needs** (which will be established in 2024), may identity **Māori business and workforce data as a priority** data gap (some funds are available to support the delivery of this).
    ▪ the framework being developed (in 2024) to support measurement of sustainable and regenerative tourism, may identify some business data as a priority gap (again some funds are available to support the delivery of these).
  o Domestic forecasting **–** this will be reliant on a range of information, including potentially the domestic tourism measures which are recommended to be commissioned from 2024 on. Until time-series data is available, domestic forecasting **won't be enabled**.

Regenerative Transformation Pou

Th**e TDLG's Interim Action Plan identified this Pou as a pri**ority near-term recommendation. Initial work is being led by the TDLG, with input from the Organisation for Economic Co-operation and Development (OECD) and global sustainability thought leaders. Preliminary design of a measurement approach is already being seen as having the potential to be world leading. Delivering a measurement framework for sustainable tourism is a well-advanced notion; sector engagement on this component of the framework will occur early in 2024. Further thinking and work is required to understand how, and whether, it is possible to measure regenerative tourism (the broader positive environmental, social, and socio-cultural impacts of tourism).

Following the development of the framework, a number of data needs (ranging from national to at place) will be identified and prioritised for design and implementation (some funds are available to support the delivery of these). In the future some datasets will be considered core, while others may be one-off to support better storytelling at place (e.g., establishing and reporting on carrying-capacity), or within a sector (e.g., use of case studies).

One key data source within this workstream is a Community Sentiment Survey. Identified as a priority in the **TDLG's Interim Action Plan, p**rocurement of this data was planned to begin in late 2023, however was again paused to ensure the work aligns with the priorities of the incoming Government. While similar work has been undertaken for a number of years, the TDLG recommend a tighter focus on community (i.e., regional) needs, cultural licence, and publicly available data. This data source will be a core dataset moving forward.

Leadership and System Capability Pou

As aforementioned, the TDLG was established to provide leadership of the tourism data system and encourage greater cooperation and collaboration across the public and private sector contributions to the overall tourism data system. While individual initiatives will draw in **stakeholders'** *in-kind* contributions during the design phases, the TDLG also recommends that sector collaboration and contribution is facilitated via a [Partnership Fund](#). The concept and value of sector driven initiatives is supported by the TDLG and harks back to the 2018 Data Domain Plan.

Additionally, the TDLG was established to facilitate agreement on a sustainable co-funding model for essential tourism data provision. This is another recommended action for 2024**, led by the TDLG themselves, with MBIE's** support. Priority work is underway to understand the cost of an essential tourism data system, and what a sustainable co-funded tourism data system could look like. This is proposed to result in the development of a sector wide co-funding model, which would be consulted on, and operationalised in 2025. The vision is to secure central government commitment to an enduring IVL allocation to improving and maintaining the tourism data system, as well as a fair contribution (financial and otherwise) from the sector. Once a co-funding model is in place, the TDLG envisions new governance arrangements where all major players in the funding and management of tourism data are officially represented; providing oversight of a business-as-usual state and ensuring that agreed initiatives to support a sustainable data system are being achieved.

While it may appear a small component of this Pou, addressing **the sector's data capability needs** is critical to extracting meaningful value from the data. In 2024 both a capability needs assessment, and an up-lift plan will be commissioned. In 2025 an industry capability development programme will be implemented.

Finally, the TDLG will be working towards increased and improved communication and engagement with the sector, along with undertaking typical governance activities such as reporting on performance, thus ensuring accountability for the initiative.

Ara Whānui Two Year Roadmap

This roadmap outlines the TDLG's recommended actions for each of the Pou. The activities and timeline (January 2024 to December 2025) are indicative.   An A3 version of the roadmap is available as a separate document.
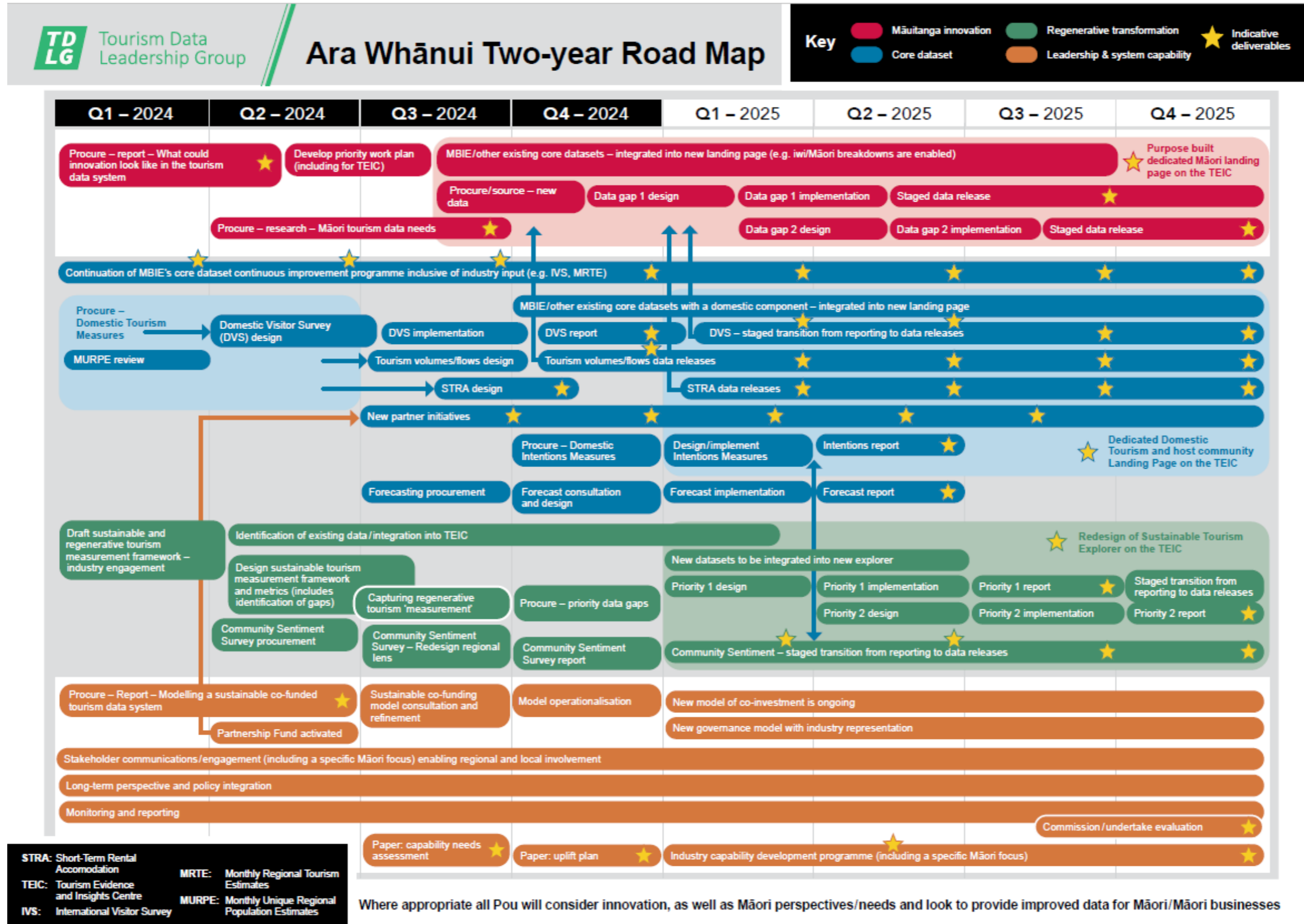
Investment Approach

Prioritisation Framework

The recommended actions listed in the roadmap have been included for a variety of reasons. This includes, among other things, alignment with various existing tourism strategies, the data domain plan, and sector support for the initiatives identified in **the TDLG's** Initial Report.

Moving forward the TDLG will apply a prioritisation framework when deciding whether to recommend particular actions. The following is a summary of the framework that will be used. Thresholds will apply; in some instances (e.g., the Partnership Fund) possible actions will be compared. Further, where MBIE agrees with TDLG recommendations, and subsequently commissions related services, they have agreed to apply related criteria.

Impact	- The sector, or communities (including Māori, iwi, and hapū) will benefit from the initiative (either as tourism stakeholders, and/or as respondents, users, providers, or owners of the data). The benefits may cover any of the well-beings* - The initiative aligns with one or more of the four TDLG Pou - The data will either (a) fill a previously identified high priority gap, (b) answer a high-priority enduring question (e.g., Data Domain Plan, ANZGTS etc), **(c) advance Mātauranga Māori,** and/or (d) improve sector capability (e.g., researchers, users)
Affordability and opportunity	- The resources required (financial, human and infrastructure) are reasonable and proportionate to the benefits that will accrue from the initiative - The initiative does not come at a significant opportunity cost (i.e., prevent the support of multiple other priority initiatives) or significant risk
Reach and accessibility	- **The initiative will provide multiple users, Māori users, and/or users that are not well catered** to (including regionally) with quality sought-after data and/or create greater ease of access to, or understanding of, data
Sustainability	- Appropriate contributions (both financial and otherwise) are identified and will be leveraged from the sector - If the initiative is ongoing, it and its required systems are likely to be sustainable in the absence of the TDLG and its funding
Public good	- The initiative is one that anyone can access the results of
Practicality	- The initiative (which includes pilot work) is feasible (i.e., providers, solutions and infrastructure are evident and available with few if any barriers; this includes within MBIEs operating systems) - The timing of the investment in the initiative aligns with the TDLG roadmap, and/or is logical in terms of interdependencies
Transformational approaches	- The initiative will be collaborative, engaging appropriate sector stakeholders. As **appropriate Māori and/or iwi/hapū**/whānau will be involved in the shaping of the work (e.g., questions and interpretation) - The initiative will adopt innovative approaches to one or more aspects (e.g., data collection, analysis) in order to move towards a fit-for-the-future data system (e.g., digital data), and one that increasingly adopts cultural perspectives and methodologies

Allocation of Funding

The TDLG has been allocated a total of $5.08 million from the International Visitor Levy (IVL) to support the initiatives identified by the Group. The purpose of this IVL allocation is to:

- support new or enhanced data, insights, and research initiatives that help realise consistent, reliable, and trusted information that benefit all New Zealanders moving forward
- enable the functioning of the TDLG, including procurement of professional and technical services

The Group have agreed to recommend the following indicative allocations[7]. The roadmap allocations are estimates across the four Pou, based on the best available information. For all data generation initiatives, only the first year of data collection is covered. Investment in subsequent years, to be confirmed as a result of the work to develop a new sector-wide co-funding model.

Roadmap initiatives – TDLG recommended				Partnership Fund	Future/ Contingency Fund	Operational Costs
$3.35m				Up to $650,000	At least $500,000	$500,000
Māuitanga innovation	Core dataset	Regenerative transformation	Leadership & capability	Sector-led initiatives (not already identified in the roadmap) that align with the **TDLG's** long-term vision.	Emerging data needs, Year 2 data collection.	Operational costs (including those to date), increased Secretariat support, monitoring and evaluation.
$500-$600k	$1.6-$1.85m	$500-$650k	$210-$250k			

Partnership Fund

The TDLG have recommended to MBIE the creation of a Partnership Fund. The TDLG recommend the tenets of such a fund are:

The investment incentivises...	• responsiveness to the sector's needs and innovation. • contributions, both financial and in-kind, to be identified, leveraged, and drawn upon.
The investment supports...	• the goals and objectives set out in the TDLG ToR and the 2-year work plan. • long-term view consistent with TDLG's vision. • provision of high quality and cost-effective data leadership.
The allocation approach...	• is disclosed and can easily be understood by all stakeholders. • is consistently applied.

MBIE are actively considering this recommendation, with a view to having something operational in quarter two of 2024.

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[7] Any funding not spent will defer to the contingency/future fund.

APPENDIX

The Tourism Data Landscape

New Zealand has a tourism data system that partially meets the needs of the wide constituency of users. The system has some strong elements, some elements where the quality can be improved, and there are important gaps that need to be filled. Some of these gaps have been obvious for some time, others have arisen from the more recent emergence of a wider range of strategic obligations, such as environmental and biodiversity regeneration, community, and cultural licence.

The importance of tourism data and the need to improve the tourism data ecosystem is highlighted in key strategic documents. For instance, the Tourism Industry Association (TIA)'s Tourism 2050 - A Blueprint for Impact identified 'Power up Data and Research' as one of its ten actions. Tourism 2050 specifies that 'a tourism industry supported by quality data and insight will be much more assured in taking the many strategic, commercial and operational decisions that are essential to it achieving **the vision set out in the Blueprint'.**

To support a tourism industry that has sustainability objectives, a spectrum of data is needed, including economic, environmental, community, visitor, and cultural dimensions. In recent times the core tourism data system has covered only a portion of the desired coverage, and has comprised of:

- International Travel and Migration. Funded by MBIE, delivered by Stats NZ
- International Visitor Survey. Funded and managed by MBIE (in partnership with Stats NZ)
- Accommodation Data Programme. Funded and managed by MBIE
- Tourism Satellite Account. Funded by MBIE, delivered by Stas NZ
- Forecasts (paused). Previously funded and managed by MBIE
- Monthly Regional Tourism Estimates. Funded by MBIE, delivered by Stats NZ
- Monthly Unique Regional Population Estimates (MURPEs) (paused, under review). Experimental data funded by MBIE, delivered by Stats NZ

In addition, two surveys, the Views on Tourism: New Zealand (a partnership between Tourism New Zealand, the Department of Conservation and TIA) and Domestic Visitor Satisfaction (TIA) deliver data on community sentiment and domestic satisfaction.

For the TDLG, the key challenges to address in the tourism data system are twofold:

1. Sustaining the existing data. Ensuring the continuation of the existing core datasets and increasing the quality of those is encouraged. There is a potential risk that some of the current datasets will not be retained due to resourcing constraints. This is a concern for the TDLG and other stakeholders. In addition, traditional surveying methods are getting progressively more difficult, including surveys such as the IVS and ADP. As such, protecting and improving the existing datasets (including through innovation) is a key requirement and a priority for the TDLG.

2. Addressing data gaps. There are currently important data gaps including for **domestic tourism, Māori** tourism and sustainability indicators, and for better regional and sectoral data. There is also next-generation data that will increasingly be needed, particularly around the four well-beings and for measuring regenerative tourism. At one level, utilising big administrative datasets will be important for providing future tourism data, while at the other very site-specific measurements will be needed to track regenerative tourism.

Increasing public data accessibility and usability are other issues to address. Neutral and credible provision of data is important, along with **building the sector's data capability; ensuring the value of the data is maximised.** A further important consideration is the importance of stable funding arrangements for the core data to both ensure its retention and to enable development of the datasets in light of changing user needs.

About the Tourism Data Leadership Group (TDLG)

The TDLG was established in 2022 following the 2019 Tourism Information and Data Hui to assist in strengthening the overall tourism data system. The TDLG is an independent group and includes representatives from the tourism industry, academia, and government. It advises MBIE on how to spend the $5 million from the International Visitor Conservation and Tourism Levy (IVL) to improve the tourism data system.

The TDLG's Role

The central purpose of the TDLG is to provide a collaborative forum that recognises the information needs of Aotearoa's diverse set of tourism data users and identifies possible enhancements and improvements that will enable a world class tourism data system. Tourism data users include industry, central and local government, communities, iwi, interest groups, researchers, and academics.

The broader purpose of the TDLG is to:

- Provide advice on the current and future collection, dissemination and understanding of tourism-related data and insights, based on an agreed strategy by and for the diverse set of tourism data users.
- Recommend the collection of tourism data and correlated insights for the benefit of the tourism sector and policy development.
- Recommend what the priority needs are for future investment in tourism data and the infrastructure and processes required for its management.
- Identify the allocation of financial, in-kind and data contributions to priority tourism projects and work streams.
- Adhere to the principles of Te Tiriti o Waitangi in its work and its interaction with stakeholders and MBIE.

Commitment to Te Tiriti o Waitangi

The TDLG in establishing this strategic business plan, and in particular its key areas of focus and decision-making has adopted the approach **Ma Māori mo te katoa (**by Māori for all)**. This Te Ao Māori perspective assumes that what is good for Māori is good for all in Aotearoa. The TDLG is therefore motivated to ensure it works in partnership with Māori to realise** the treaty principles and give practical effect to Te Tiriti o Waitangi.

Te Tiriti underpins decision-making in Aotearoa and our interactions with each other. The TDLG vision that **supports "…better decision making, long**-term value gains, and sustainability for the benefit of all New **Zealanders" reflects the heart of Te Tiriti; that of a relationship of mutual respect and prosperity. As such, the TDLG acknowledges the unique and special place of Māori as tangata whenua. The TDLG recognises the** responsibili**ty to ensure its work appropriately acknowledges and supports Māori values, expectations, and equitable outcomes for Māori.**

TDLG's Agreed Scope

Consistent with the United Nations for World Tourism Organisation (UNWTO) approach, tourism is differentiated from travel - **"t**ourism comprises the activities of persons traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes".

The plan is consistent with the Tourism Data Domain Plan (section 1.3), where domestic and inbound tourism is in scope, and outbound tourism is out of scope.

Vision and Principles

Vision	Principles

Lead the direction of a world-class tourism data system

Mā Māori mo te katoa

- What is good for Māori is good for all
- Recognition of Stats NZ Data Strategy principles*

  Manaakitanga
  Respect and uphold the mana and dignity of the people, whānau, communities and groups who share their data and information.

  Mana Whakahaere
  Empower people by giving them a choice and enabling their access to, and the use of, their data and information.

  Kaitiakitanga
  A shared culture of respect, guardianship, care and protection for data as a strategic and value resource, recognising that for some Māori, Māori data is a taonga and iwi-Māori are kaitiaki over their taonga.

  Rangatiratanga
  Leadership that focuses on common purpose whilst also respecting the autonomy and independence of individuals, groups and agencies.

  Whanaungatanga
  Strong transparent relationships through respect, integrity, empathy and commitment to the kaupapa.

Strategy-led

- Initiatives contribute towards the TDLG's overarching goal and one of or more of the TDLG pou, as well as existing sector strategies defining the tourism data landscape (e.g. Aotearoa NZ Government Tourism Strategy)

User-centric

- Initiatives meet the needs (including capability building) of a range of users (e.g. industry, local government, iwi/hapū), and/or users who are currently not well catered to

Innovation

- Innovation is strongly encouraged across all stages of related work (from data collection to access and dissemination, inclusive of capability building)

Collaboration

- Development and maintenance of collaborative sector relationships that will enable a sustainable system in the future

Agreed with Data Iwi Leaders Group

Strategic Direction

Our Strategic Pou

The TDLG's key areas of focus are represented by four Pou. The Pou model (see below) **shows a bird's eye view of four Pou in a 'Kawau Maro' shaped formation that signifies leadership and direction wit**h two wings providing balance and thrust. The triangle symbolises the interconnectedness of the four Pou.

– The Māuitanga Innovation Pou is positioned at the front to assert Innovation, inclusive of **te ao Māori** perspectives about data and data systems.

– The Leadership and System Capability Pou is positioned centrally and includes key enablers like engagement, partnerships, implementation and monitoring to bring together the achievement of activities across all Pou.

– The Regenerative Transformation and Core Dataset Pou are positioned to build and advance unique **capabilities, influenced by Māuitanga, and supported by Leadership and System Capability.**

Mā Māori mo te katoa is the underlying principle to elevate and embed Te Tiriti o Waitangi across TDLG work.
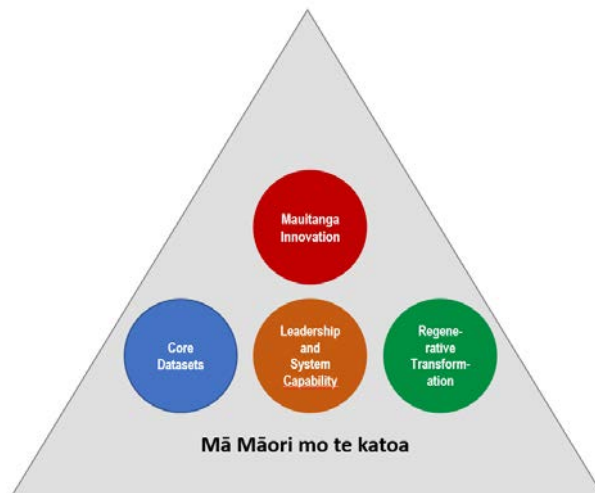
Strategic Logic

The logic model below illustrates the connections between the key recommended activity areas across each Pou **and the TDLG's vision. The roadmap pro**vides more detailed insight into the specific actions.
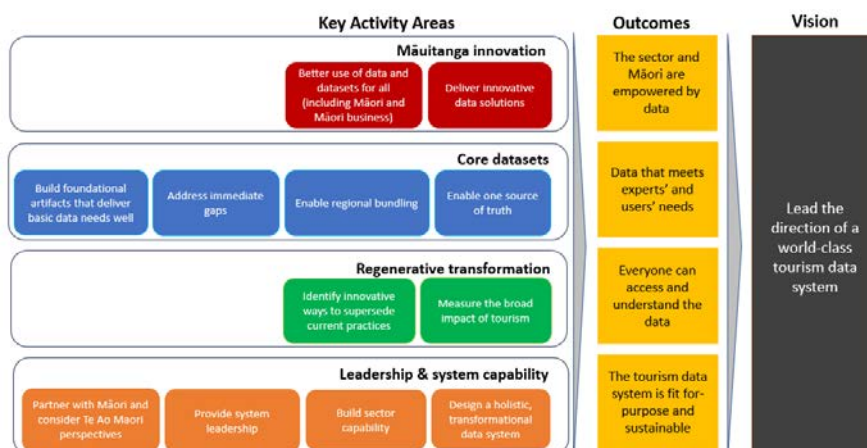
What Success Looks Like

While delivering on the key activity areas (see previous diagram) will reflect the short-term success of the initiative, mid-term success is:

The sector and Māori are empowered by data

This means:
- Innovative approaches enable new and timely insight.
- Māori data needs and the value of Māori tourism are understood.
- Access to Mātauranga Māori is enabled.

Data that meets experts' and users' needs

This means:
- Data is robust, and enables analysis as needed – nationally to regionally.
- Data gaps are plugged.
- Government policy and decision-making are driven by data.

Everyone can access and understand the data

This means:
- Stakeholders can access and use centralised, consistent, and easy to use datasets.
- The sector has the capability to use and digest data, to make informed decisions.

The tourism data system is fit-for-purpose and sustainable

This means:
- There is a clear mandate, system leadership, and system-level strategy.
- Partnerships and collaboration across the sector are evident and ongoing.
- There are sustainable investments in tourism data system priorities.

Outcomes beyond this are not depicted in the model, as these are things over which the TDLG does not have direct levers. It is likely that in the future the recommendations of the TDLG would contribute to new thinking, increased efficiencies, better investments, improved policies, and spill over benefits (the demand for data creates opportunities for data providers). The recommended activities will support the achievement of Aotearoa New Zealand Tourism Government Strategy outcomes:

- Economy **–** data intense industries are known for having higher productivity
- Environment **–** increased availability of such data will improve understanding of what needs to be protected, as well as inform more sustainable environmental practices
- International and domestic visitors **–** domestic data measures (e.g., satisfaction, preferences) will be re-**instated to support the development/delivery of domestic tourism products, while MBIE's continuous** International Visitor Survey improvement programme will enable similar for international tourism
- New Zealanders and their communities **–** local (not national) perspectives on tourism will be publicly accessible, enabling increased consideration of local aspirations for tourism
  Regions **–** an increase in both the amount, and the accessibility of regional data will support thriving regions.