



Ω getting ahead

### 3. Getting ahead

#### Step 1 Decide on a name and structure

In deciding on a name for your business, make sure no-one else is already using it. Check on the internet, and in the phone book. Think about the name as part of your brand, so it must give a flavour of what you do. There's more on branding in the companion volume *Give it 100 % – An introductory guide to marketing and developing your tourism product* available from [www.tourismnewzealand.com](http://www.tourismnewzealand.com).

You then need to think about protecting your brand. The Intellectual Property Office of New Zealand (IPONZ) provides information on creating trade marks. There's a beginner's guide at [www.iponz.govt.nz](http://www.iponz.govt.nz) or call 0508 447 669.

There are various ways of operating a business. These include sole trader, partnership, limited liability company and co-operative. The way you operate will make a difference to what you need to do; that is whether you have to register your company, how you pay tax and so on. Your accountant or lawyer can advise you on what structure is best for you. There's also more detail available from biz [www.biz.org.nz](http://www.biz.org.nz).

Sole traders and partnerships do not have to register their business, but all other types of business must register with the Companies Office [www.companies.govt.nz](http://www.companies.govt.nz).

#### Step 2 Find out about your legal obligations

There are some things that all businesses are required by law to do. This guide only provides a brief overview and you will need more information such as that available from biz [www.biz.org.nz](http://www.biz.org.nz). These requirements include:

- **Tax.** As soon as you start supplying any product for a profit, you're obliged to pay tax. Inland Revenue provides a useful guide for new businesses [www.ird.govt.nz](http://www.ird.govt.nz).
- **Accident Compensation.** All self-employed people and employers have to pay ACC premiums to fund New Zealand's accident compensation scheme [www.acc.co.nz](http://www.acc.co.nz).
- **Health and safety.** The law requires you to look after the safety and welfare of people in your workplace. Both ACC [www.acc.co.nz](http://www.acc.co.nz) and the health and safety section of the Department of Labour [www.osh.govt.nz](http://www.osh.govt.nz) provide information.
- **Consumer protection.** There's a number of legal obligations aimed at ensuring you behave fairly towards your customers. These include the Consumer Guarantees Act, the Fair Trading Act and laws covering hire purchase, lay-bys, repossessions, unsolicited goods, internet sales and product safety. [www.consumeraffairs.govt.nz](http://www.consumeraffairs.govt.nz).

### Step 3 Prepare your facilities and equipment

Think about what facilities and equipment you will need to deliver your product – from buildings to jetboats to buses. Don't forget the "back end" – you need an office equipped with everything from computers to business cards to support the parts of the business the visitors will see.

If you are buying or leasing existing buildings or facilities, consult your lawyer and accountant before signing anything.

If you are setting up something new, keep in mind that many tourism developments require a resource consent approved under the Resource Management Act (RMA). The purpose of the RMA is to promote the sustainable management of the natural and physical resources on which we all depend for our livelihood and enjoyment. The RMA is mainly implemented by local authorities. Contact your local authority at an early stage in your planning [www.localgovt.co.nz](http://www.localgovt.co.nz).

If you are constructing or renovating a building, you'll need to get consent under the Building Act. See [www.building.govt.nz](http://www.building.govt.nz) or contact your local authority [www.localgovt.co.nz](http://www.localgovt.co.nz).

You should check with the New Zealand Fire Service on fire safety requirements for your development [www.fire.org.nz](http://www.fire.org.nz).

If you need to put up road signs, check with Transit New Zealand [www.transit.govt.nz](http://www.transit.govt.nz) or your local authority.

Some types of equipment will be subject to safety regulations. This is especially relevant in the adventure tourism sector (for example bungy jumping, quad bike adventures, etc). Visit [www.osh.govt.nz](http://www.osh.govt.nz) or talk to the Tourism Industry Association [www.tianz.org.nz](http://www.tianz.org.nz).

Ensure all your facilities and equipment are well maintained, clean and tidy.

### Step 4 Meet any regulatory requirements

Many commercial businesses in the tourism industry will require an operating licence or some form of certification. The box on the next page gives an overview of the requirements. Further advice can be provided by the Tourism Industry Association [www.tianz.org.nz](http://www.tianz.org.nz).

At first glance some of these requirements may seem like unnecessary red tape. Keep in mind that they generally exist to set and maintain minimum standards. You won't be in business long if you fail to operate responsibly and legally.

#### Having your say

You can have some influence on the development or amendment of legal requirements, either directly or by joining the Tourism Industry Association. TIA advocates for the interests of tourism businesses with central and local government and other decision makers, on legislation and licensing issues. TIA has also provided a guide for members on having their say with local government. [www.tianz.org.nz](http://www.tianz.org.nz).

Regulatory requirements
<ul style="list-style-type: none"> <li>• <b>Air.</b> If you plan to offer any air-based products you will need to talk to the Civil Aviation Authority about what they require <a href="http://www.caa.govt.nz">www.caa.govt.nz</a>.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Land.</b> If you plan to operate any form of land-based transport or passenger service as part of your business, both the drivers and the vehicles will need commercial licences. Contact Land Transport New Zealand <a href="http://www.ltsa.govt.nz">www.ltsa.govt.nz</a>.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Rivers and sea.</b> If you plan to operate on the water, the staff in command of any craft and the craft itself will require certification from Maritime New Zealand <a href="http://www.msa.govt.nz">www.msa.govt.nz</a>. Maritime New Zealand covers rivers and lakes as well as the sea.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>National Parks and other conservation areas.</b> If you want to run a commercial activity in an area managed by the Department of Conservation, you need to apply for a concession. This includes national parks and conservation parks (formerly called forest parks), reserves and conservation areas, protected indigenous forests, protected inland waters and wild and scenic rivers, non-commercial freshwater fisheries, historic places on conservation land, marine reserves and offshore islands set aside for conservation. Detailed information is available from the Department of Conservation <a href="http://www.doc.govt.nz">www.doc.govt.nz</a>.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Accommodation.</b> If you are providing commercial accommodation or hosting the public in any building, you should check with the New Zealand Fire Service <a href="http://www.fire.org.nz">www.fire.org.nz</a> on safety requirements for your property.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Food.</b> If you are serving food commercially, your local authority will require you to work within the bylaws that cover food hygiene. You may need a licence or registration. Find your local authority in the phonebook or visit the local government website <a href="http://www.localgovt.co.nz">www.localgovt.co.nz</a>.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Alcohol.</b> If you are selling alcohol, you will need a liquor licence from your local authority. <a href="http://www.localgovt.co.nz">www.localgovt.co.nz</a>.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Location.</b> Your local authority can confirm whether you are permitted to run the sort of business you plan in a particular zone and whether you may need a resource consent. <a href="http://www.localgovt.co.nz">www.localgovt.co.nz</a>.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Safety.</b> Some types of equipment and all work environments are monitored for safety by OSH, the health and safety section of the Department of Labour. They can advise you on what you need to do to ensure the safety of your customers and employees. <a href="http://www.osh.govt.nz">www.osh.govt.nz</a>.</li> </ul>

## Step 5 Organise your finances

Needless to say, planning your income and expenditure is critical to the success of your business. This guide only provides an overview of issues particularly relevant to tourism. Work closely with your accountant on your financial management.

### Potential sources of funding

A sound business plan will assist you in obtaining funding from investors, banks or government agencies. The biz service [www.biz.org.nz](http://www.biz.org.nz) can advise on developing business plans and funding cases and provides an overview of all Government grants and assistance.

You may qualify for a Tourism Facilities Grant if you are setting up a nationally significant tourism facility that cannot be provided on a fully commercial basis. For details, see the Ministry of Tourism website [www.tourism.govt.nz](http://www.tourism.govt.nz).

The Enterprise Training Programme's Investment Ready Training offers fully-funded workshops and follow-up coaching that covers the range of finance options available to expand, diversify or commercialise a new concept, and explores raising capital funding from investors [www.nzte.govt.nz](http://www.nzte.govt.nz).

The Escalator Service [www.escalator.co.nz](http://www.escalator.co.nz) assists business growth by providing specialist skills and assistance to raise equity funding or complete a strategic relationship that may help your business expand, diversify or commercialise a produce or service. Its NZTE fully-funded services include assessment and advice on investment readiness, deal broking assistance and capital raising workshops.

Business development and research funding may be available for Maori trusts and businesses. Details are available at [www.biz.org.nz](http://www.biz.org.nz), from the Poutama Trust [www.poutama.co.nz](http://www.poutama.co.nz), or from Te Puni Kokiri [www.tpk.govt.nz](http://www.tpk.govt.nz).

Work and Income New Zealand clients may qualify for a Business Training and Advice Grant, or an Enterprise Allowance Grant. Details are available at [www.winz.govt.nz](http://www.winz.govt.nz).

Westpac provides favourable business and personal banking packages including discounted credit card transaction charges for Members of the Tourism Industry Association [www.tianz.org.nz](http://www.tianz.org.nz).

## CASE STUDY



KEA CAMPERS

### People matter – from the cleaner to the boss

The people who work for KEA Campers (New Zealand) Ltd are what makes it a multi-award winning company, says Executive Director Rudi Fuhrmann.

"We pick and choose carefully, as we want people who understand our approach."

KEA's approach is constant improvement, finding innovative ways to meet and exceed customers' needs.

"Never in 10 years have we rested on our laurels, as there's always new expectations to meet."

That's resulted in ongoing growth and has been recognised with the Supreme Tourism Award in the Tourism Industry Awards two years in a row.

Having an award-winning team doesn't just happen, it takes deliberate and ongoing effort. KEA starts at the interview process, identifying people who have the right qualities. The company provides training, and then gives team members the responsibility of working under their own steam to meet standards.

"The training gives them the confidence to recognise when they are doing things right.

That's as important for the cleaner out the back washing the camper vans, as it is for the senior manager," says Rudi.

Training is ongoing, with all staff having regular sessions, at least three to four times a year, in groups or one on one. They get regular feedback and recognition of what they are doing well. KEA management also keeps staff informed about its business planning, so they understand where the company wants to be and how they can help get there.

Even for small businesses, Rudi says it's important to look for good people, whether they're full time employees or professional advisors.

"You don't have the time or expertise to do it all yourself. Know where your strengths are and get help in other areas."

*KEA was founded in New Zealand in 1995 and expanded to Australia in 2000. The company has won a number of New Zealand Tourism Industry Awards including the Supreme Award, the Major Category Innovator Award and the Innovation in E-Commerce and New Technology Award in 2005. KEA is a Qualmark endorsed visitor transport.*

## Step 6 Focus on your people

The people who work in tourism – you and any people you employ – are critical to the success of your business and the industry generally. Research<sup>7</sup> shows that connecting with people is an important part of visitor satisfaction.

A major project looking at the workforce needs of the tourism industry<sup>8</sup> has identified that recruiting good people is going to continue to be a major issue for tourism businesses. To keep up with the projected growth in visitor numbers and to replace people who leave, the tourism industry will need to recruit more than 100,000 people a year until 2010 – approximately 11 percent of its workforce each year.

### The people we want

The Tourism Workforce and Skills Projection report shows the most commonly-identified personal attributes and characteristics that employers would like to see include:

Warm and friendly personal empathy with customers

Effective interpersonal communication, people and selling skills

Ability and willingness to work effectively in teams

Cultural awareness

Motivation to provide excellence in customer service

Ability to multi-task.

With so many jobs on offer in tourism, if you want to attract and keep the best staff you will need to be a good employer and look after them.

That means paying attention to:

- Developing a clear job description so both you and your team members know what they are accountable for and the standards expected
- Clearly stating the conditions of employment – including details such as pay, any benefits, leave, training and performance appraisals, dismissal and grievance procedures, and health and safety information
- Providing regular feedback – when they're doing a good job, not just when there's a problem
- Providing training – both training your team members yourself and using an external provider
- Finding out what motivates your team members and, where possible, providing that.

<sup>7</sup> Tourism New Zealand . 2005. *Interactive Traveller® Research*.

<sup>8</sup> Tourism Industry Association New Zealand. *2004 Tourism Workforce and Skills Projection Report*

The Department of Labour's employment relations website [www.ers.govt.nz](http://www.ers.govt.nz) provides useful information on developing employment relationships with new employees and maintaining relationships with existing employees. This includes a template for an employment agreement and advice on how to resolve workplace problems, collective bargaining, forming and ending employment relationships. The Department of Labour also provides an Employment Relations Infoline on 0800 800 863.

The biz service portal [www.biz.org.nz](http://www.biz.org.nz) provides useful information and the Enterprise Training Programme can offer training on recruitment, management and motivation of staff.

## Training

You may provide on-the-job training yourself, or use one of the many training providers that deliver relevant courses. To find out about tourism specific training in your region contact:

**Aviation, Tourism and Travel Training Organisation** [www.attto.org.nz](http://www.attto.org.nz) oversees training in areas such as the operation of tourism activities and travel businesses such as travel agents, reservation services, tour wholesalers, museums and inbound and outbound operators.

**Hospitality Standards Institute** [www.hsi.co.nz](http://www.hsi.co.nz) oversees the training of chefs, waiters, porters, hotel receptionists, housekeepers, duty managers and bar staff.

**Sport, Fitness and Recreation Industry Training Organisation** [www.sfrito.org.nz](http://www.sfrito.org.nz) oversees training in areas including sport, fitness, community recreation, snowsport, and outdoor recreation such as rafting, mountaineering, etc.

## Business training

Think about your own needs for training and development in the skills that you need to run a successful business.

Tourism New Zealand and the Tourism Industry Association run workshops for tourism businesses. These are usually organised through your local RTO.

The Enterprise Training Programme provides a wide range of generic management and business skill training, which is sometimes targeted specifically to the Tourism SME sector. The biz service also details a range of business training options, including formal courses, mentoring and support provided by regional employers' associations and other providers [www.biz.org.nz](http://www.biz.org.nz).

Support for Maori business people is available from Te Puni Kokiri's Maori business facilitation service [www.tpk.govt.nz](http://www.tpk.govt.nz) and/or the Poutama Trust [www.poutama.co.nz](http://www.poutama.co.nz).

## Step 7 Set your Quality Standards

Quality is not just about delivering five star luxury – it means delivering the best possible products and services for the price. Your customers are more likely to come back and recommend your business to others if they've had a quality experience and feel it's been value for money.

In New Zealand, Qualmark® is the New Zealand tourism industry's official quality assurance agency. Many visitors will look for the indicator of quality provided by the Qualmark® when making choices. It is prominently displayed alongside products listed on [www.newzealand.com](http://www.newzealand.com) and other directories.

The process of assessment against a set of standards is also a useful business development tool, to help you identify what's working and where you can improve.

Qualmark provides a star grading for accommodation businesses. It also endorses other tourism businesses, such as transport, attractions, activities and tours that reach agreed standards.

Qualmark assesses all businesses against standards in six core quality areas:

- Customer service
- Facilities and equipment
- You and your staff
- Environmental and cultural impacts
- General safety and welfare
- Overall business operations.

These are known as generic criteria and are important for all businesses, from exclusive accommodation to personalised tours to jet boat rides.

For some businesses, mainly those in adventure tourism, there are additional bolt-on standards specific to their type of operation. These are the Quality Tourism Standards (QTS) developed in partnership with the Tourism Industry Association and others.

Find out more about the standards for your sector from Qualmark [www.qualmark.co.nz](http://www.qualmark.co.nz) or the Tourism Industry Association [www.tianz.org.nz](http://www.tianz.org.nz).

## CASE STUDY



### At home with quality

Bed and breakfast owners Trevor and Gail Knight offer their guests a uniquely personal experience without sacrificing quality.

Trevor and Gail own Hot Water Beach Bed and Breakfast, which has a four star Qualmark® grading and also meets the standards required for members of @home NEW ZEALAND, formerly known as the NZ Association of Farm and Home Hosts.

Trevor says assessment against standards is an educational process.

"We found out a few things from the Qualmark assessment that we could be doing better, for example some tips on the book-work."

The feedback cards that Qualmark provides for guests to fill in have also been a good source of ideas for improvements.

Trevor's been actively involved in developing assessment criteria, both for Qualmark and for @Home NEW ZEALAND, that reflect the personal element in bed and breakfast (B and B) hosting.

"People come to B and Bs because they want to meet and talk to Kiwis. It's not just about the bricks and mortar. "

He says the criteria have to reflect that. For example he says most people operating B and Bs have a dog or cat, or both, which are often a big hit with visitors. That means different rules apply than in a big commercial hotel where pets are not generally part of the experience.

While different criteria apply to different types of businesses, Trevor says it's essential for everyone that tourism operators deliver a quality product.

"Overseas tourists might go to 20 places, and strike one bad experience. That's the one they go home and talk about, it's the weak link in the chain. We want them to only have good things to talk about."

*Trevor and Gail have been in the B and B business since 1999 and Trevor is the president of @Home NEW ZEALAND. [www.athomenz.org.nz](http://www.athomenz.org.nz).*

### New Zealand Tourism Industry Awards

Once you're well established with a track record, a good way of testing how well you are doing is to enter the New Zealand Tourism Industry Awards.

The New Zealand Tourism Industry Awards recognise and reward excellence in the New Zealand tourism industry. They represent the highest possible accolade for New Zealand tourism operators and are an opportunity to celebrate excellence and encourage continuous improvement in an ever-changing business environment.

The Tourism Industry Awards play an important role in enhancing New Zealand's image as a visitor destination and increase public awareness of the tourism industry's contribution to New Zealand's economic success.

The rigorous judging process is valuable for providing the opportunity to evaluate your business direction, business practices and business results.

The Tourism Industry Awards are managed by the Tourism Industry Association with significant support from sponsors Air New Zealand and Tourism New Zealand.

You can enter your whole business or a particular innovation such as a product or marketing campaign. Find out more from [www.tourismawards.co.nz](http://www.tourismawards.co.nz).

### Environmental quality

Tourism businesses directly benefit from a high level of environmental quality and a government commitment to conservation and biodiversity. At the same time, tourism businesses can contribute to enhancing and maintaining the environment in a number of ways:

- offering international and domestic visitors access to conservation lands they might not otherwise have
- increasing visitors' appreciation through appropriate interpretation and education
- contributing financially, either through direct funding of programmes or voluntary conservation work, or indirectly such as through DOC concession fees
- operating in an environmentally sustainable way including being more energy-, water- and waste-efficient and identifying potential risks to the environment from their business and avoiding those risks.

More information is available from the Ministry for the Environment (MFE) [www.mfe.govt.nz](http://www.mfe.govt.nz). The Ministry of Tourism and MFE are working with six regions on environmentally sustainable tourism projects. [www.mfe.govt.nz/issues/sustainable-industry/initiatives/sustainable-tourism](http://www.mfe.govt.nz/issues/sustainable-industry/initiatives/sustainable-tourism).

There are also international initiatives underway, such as Green Globe 21, an international environmental management accreditation programme for travel and tourism companies.

Qualmark NZ Limited is developing an environmental accreditation programme for tourism businesses. [www.qualmark.co.nz](http://www.qualmark.co.nz).

**Step 8 Plan your marketing, sales and distribution**

The tourism industry is highly competitive and you need a good marketing plan to ensure your customers know about you and your product.

Tourism New Zealand is the crown entity responsible for marketing New Zealand internationally as a visitor destination. Tourism New Zealand markets this country with the 100% Pure New Zealand campaign [www.tourismnewzealand.com](http://www.tourismnewzealand.com).

Regional Tourism Organisations (RTOs) are responsible for promoting their regions. Some areas also have District Tourism Organisations.

You are responsible for promoting your business.

Tourism New Zealand's publication *Give it 100% – An introductory guide to marketing and developing your tourism product* is essential reading as you develop your marketing plan. It's available from [www.tourismnewzealand.com](http://www.tourismnewzealand.com).

Not all your visitors will turn up at the gate or book direct with you. Between a business in New Zealand and a customer overseas, the travel industry (often called the "travel trade") is structured to distribute information and take bookings on thousands of destinations for millions of customers.

The Inbound Tour Operators Council of New Zealand (ITOC) represents inbound tour operators and their suppliers. [www.itoc.org.nz](http://www.itoc.org.nz).



Different products will suit different booking methods. Some may use all the steps in the distribution chain while others bypass one or more of the links. It is important to identify the most cost effective and appropriate distribution method for your business.

The Travel Distribution System has an impact on how you set your prices because at each step in the system a commission is paid, which covers the costs incurred by others in promoting and selling your product.

Consider how to build the commission rates into your price structure. That probably means having a retail price (for people who come to you direct) and wholesale prices that will allow for commissions. You may be required to pay commissions of up to 30 percent in total. There's more on pricing in the companion volume *Give it 100% – An introductory guide to marketing and developing your tourism products* available from [www.tourismnewzealand.com](http://www.tourismnewzealand.com).

When setting your price, keep in mind that it will be printed in brochures and therefore should not change too often. We recommend 12 months as the minimum period for which prices should be set.

Set yourself up to accept credit cards – visitors expect it and it also makes it easier to confirm bookings by taking a deposit. Westpac makes discounted transaction charges for tourism businesses available to Members of the Tourism Industry Association [www.tianz.org.nz](http://www.tianz.org.nz).

## CASE STUDY



NEW ZEALAND TOURISM ONLINE – WWW.TOURISM.NET.NZ

## Converting lookers to bookers

New Zealand Tourism Online [www.tourism.net.nz](http://www.tourism.net.nz) sees more tourism websites than most, and says many don't do their business any favours because of poor design and presentation.

New Zealand Tourism Online is the highest traffic commercial tourism directory in New Zealand, linking 12,000 online tourism operators with 350,000 travellers a month, over 70 percent of them international.

Founding Director Mark Rocket and General Manager Garry Bond say the internet has had an enormous impact on the way in which most tourism operators attract and obtain their business.

"Operators need to focus on conveying compelling and unique selling points, making an offer the viewer can't refuse, establishing their credibility and enticing viewers to click further. The challenge is achieving all this in a matter of seconds.

"If a website is not converting "lookers" to "bookers", there is little point spending marketing dollars on it."

Mark and Garry recommend getting professional help – services such as web design, web writing, web marketing and search engine marketing.

New Zealand Tourism Online has grown dramatically from basic beginnings with a ten page website in 1997 to 38,000 content pages in 2006, and has been listed in the Deloitte/Unlimited Fast 50 moving companies three years running – but it's kept its focus on the basics.

"Simply put, in order to gain maximum exposure for our listed tourism operators, it was and is essential to focus on increasing the number of visitors to the site. This has been achieved through careful and thorough business planning, successful web site design and web marketing techniques. This has given the company a strong platform, on which it can support rapid growth."

*New Zealand Tourism Online won the Tourism Communications and Information Services Award at the 2005 and 2006 New Zealand Tourism Industry Awards and also won the Telecom People's Choice Award in 2004, 2005 and 2006.*

## Step 9 Prepare for things to go wrong

In any tourism business there are risks to your business, both from your own actions (or lack of action) and from external factors over which you have no control. When the unexpected does happen, the secret is to be in a position to react quickly and positively, with decisions based on factual information.

Managing risk
Identify the risk
Understand the impact on your business if it occurs
Estimate the likely exposure of your business to the risk
Assess the probability of it happening
Consider whether you can insure against it
Plan what you will do if it does happen.

There are many risks that are common to all businesses but there are some that we recommend tourism businesses pay particular attention to. These risk areas include:

- **Visitor safety.** Make sure you have a safety management plan that includes daily operating, monitoring and reporting systems designed to reduce the risk of an accident. You should discuss public liability insurance with an insurance broker. OSH, the Health and Safety section of the Department of Labour can advise you on what you need to do to ensure the safety of your customers and employees. [www.osh.govt.nz](http://www.osh.govt.nz).
- **Visitor numbers from one source declining.** For international visitors, a sudden change in travel plans can arise from an economic downturn or natural disaster in their home country. You can minimise this risk by targeting visitors from more than one country as well as local visitors.
- **International disruption to tourism.** A flu pandemic or another international outbreak of disease will have a major impact. Terrorist activity or war can also disrupt travel patterns. You can't influence these but you can plan your response.
- **New competitors.** For example, as a result of reduced airfares more New Zealanders are travelling to Australia or elsewhere rather than holidaying at home. Locally, a new business may draw visitors away from you. Think about the potential impact and how you might respond.
- **Fuel prices.** Increases in fuel prices may see the cost of travel increase, impacting on visitor numbers. If you're providing transport, it will impact on your costs. Think about how you might respond.

<b>Crisis planning</b> Prepare a crisis plan for sudden unexpected events such as accidents or earthquakes. Include:
Immediate response – what everyone will do as soon as the crisis hits
Business continuity – how you will keep your business operating in the aftermath
External relations – what you will say to your visitors, your suppliers, the media, and other interested parties, about what's happened and how you are responding
Ensure your team members know the plan and their part in it. Consider practice sessions.

Sources of assistance for risk management planning include:

- Biz [www.biz.org.nz](http://www.biz.org.nz).
- The Tourism Industry Association CD *Tourism in Action – resources for successful tourism businesses*.
- The Department of Conservation provides advice on safety management planning for operations in areas it controls.
- Qualmark assessors provide feedback and advice on health and safety issues for your employees and visitors.
- The Ministry of Economic Development has developed a business continuity planning guide that helps businesses prepare for a possible flu pandemic. [www.med.govt.nz](http://www.med.govt.nz).
- Your insurance broker and other business advisors.

## Step 10 Keep thinking

Business planning is never complete. It has to be an on-going exercise if it is to reflect the dynamic, ever-changing nature of the tourism sector. As your business grows and changes, and external factors come and go, recognise that you will need to return to the planning process at regular intervals.

## Getting ahead checklist

This checklist sets out the minimum requirements tourism businesses need to meet.

There are benefits to everyone in going beyond the minimum requirements to deliver the highest quality you can, because quality experiences are a critical part of New Zealand's tourism success.

If you're doing the following, at least you're on the right track. How many can you tick off?

<b>1</b>	<b>Customer Service</b>
<input type="checkbox"/>	Clear price quoted, including information on GST and other charges
<input type="checkbox"/>	Content of your product and any variables (eg weather, room descriptions) are described accurately in all marketing material
<input type="checkbox"/>	Deposit, refund and cancellation policy clearly explained
<input type="checkbox"/>	GST receipt available on request
<input type="checkbox"/>	Staff on duty and available to visitors
<input type="checkbox"/>	No discrimination against customers, except where health and safety would be compromised
<input type="checkbox"/>	Adequate first impression of buildings, equipment and grounds
<input type="checkbox"/>	Facilities, fittings and equipment maintained in a sound condition and fit for purpose intended; instructions available on correct usage of equipment
<input type="checkbox"/>	Facilities cleaned on a regular basis with appropriate maintenance schedules in place
<input type="checkbox"/>	Accessible parking identified
<b>2</b>	<b>You and Your Staff</b>
<input type="checkbox"/>	All staff have very good knowledge and experience of the product being offered
<input type="checkbox"/>	All positions have clearly identified roles and responsibilities
<input type="checkbox"/>	All employees are covered by a documented agreement
<input type="checkbox"/>	Clear standards for customer service including the handling of complaints
<input type="checkbox"/>	Commitment to good staff training and management practices

<b>3</b>	<b>Environmental and Cultural impacts</b>
<input type="radio"/>	Land and/or water use complies with all regional, district and conservation management plans in place in the area
<input type="radio"/>	Collection of rubbish, recycling, noise control measures in place
<input type="radio"/>	Any environmental claims in promotional material can be substantiated
<input type="radio"/>	Cultural, historical, aesthetic significance has been identified and strategies have been developed for its protection
<input type="radio"/>	Where provided, interpretation material is accurate
<b>4</b>	<b>General Safety and Welfare</b>
<input type="radio"/>	Safety system in place
<input type="radio"/>	OSH policy in place with hazards, accidents and incidents recorded
<input type="radio"/>	Sufficient staff hold a current nationally recognised First Aid Certificate
<input type="radio"/>	First aid kits are available
<input type="radio"/>	Where appropriate, crisis management plan in place
<input type="radio"/>	Customer safety issues effectively communicated – particularly to visitors with English as a second language
<b>5</b>	<b>Overall Business Aspects</b>
<input type="radio"/>	Operator aware of and addressing statutory and local government requirements obligations, with adequate documentation
<input type="radio"/>	At least \$1 million public liability insurance including punitive and exemplary damages
<input type="radio"/>	Statutory licences, permits and/or consents have been obtained and are current

*This checklist is adapted from material provided by Qualmark.*