



BUSINESS SCHOOL

CHAMPIONS TROPHY
Case Competition

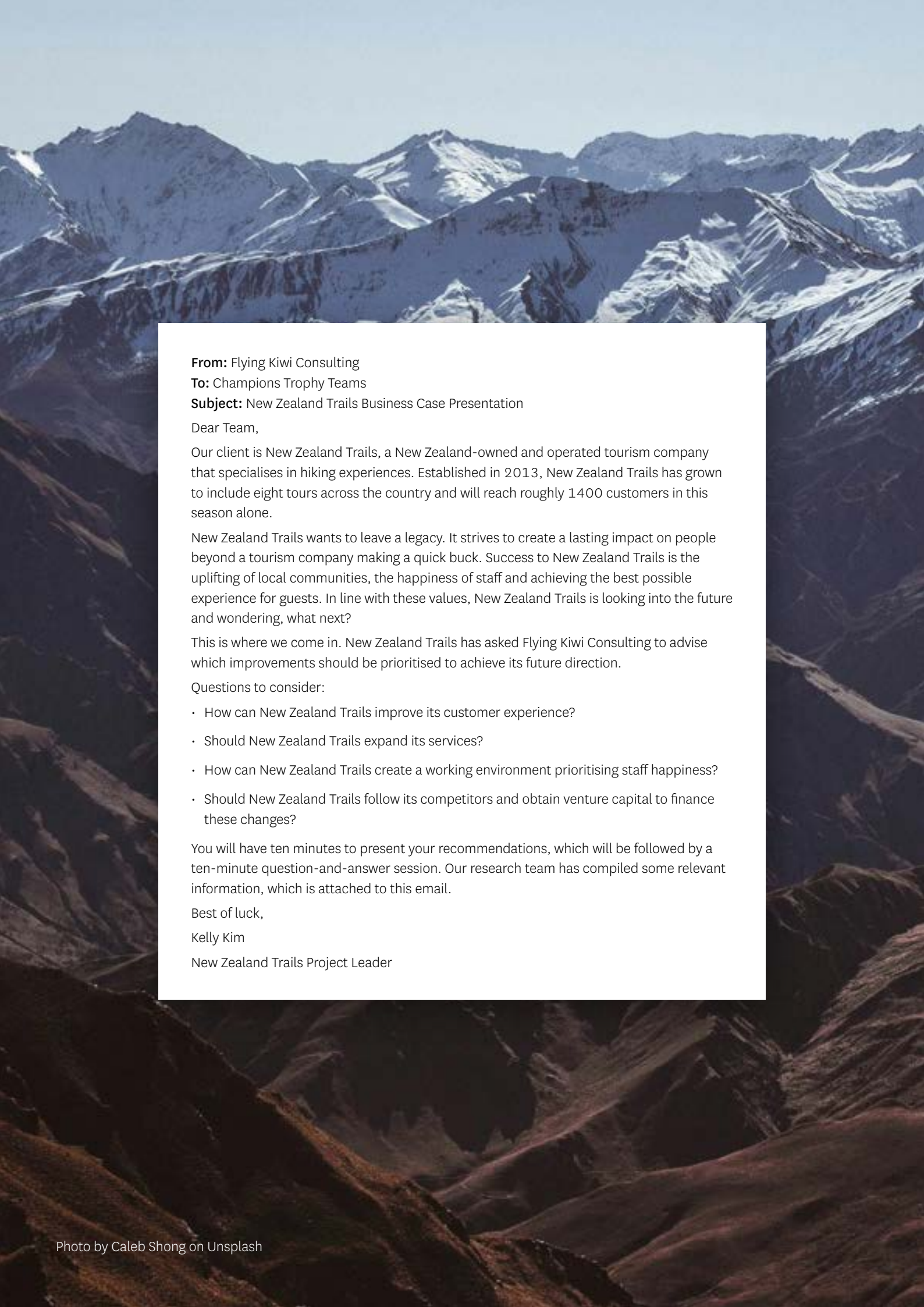
Case Study 1: New Zealand Trails

Wednesday 31 January



Case prepared by Emma Blackwood under the supervision of Yuwei Shen. This case has been prepared solely for the Champions Trophy Case Competition. All data in this case has been obtained from publically available sources and New Zealand Trails. This case is not intended to serve as an endorsement, a source of primary data, or an illustration of effective or ineffective management.

Portions Copyright © 2024 The University of Auckland Business School. All rights reserved.



From: Flying Kiwi Consulting
To: Champions Trophy Teams
Subject: New Zealand Trails Business Case Presentation

Dear Team,

Our client is New Zealand Trails, a New Zealand-owned and operated tourism company that specialises in hiking experiences. Established in 2013, New Zealand Trails has grown to include eight tours across the country and will reach roughly 1400 customers in this season alone.

New Zealand Trails wants to leave a legacy. It strives to create a lasting impact on people beyond a tourism company making a quick buck. Success to New Zealand Trails is the uplifting of local communities, the happiness of staff and achieving the best possible experience for guests. In line with these values, New Zealand Trails is looking into the future and wondering, what next?

This is where we come in. New Zealand Trails has asked Flying Kiwi Consulting to advise which improvements should be prioritised to achieve its future direction.

Questions to consider:

- How can New Zealand Trails improve its customer experience?
- Should New Zealand Trails expand its services?
- How can New Zealand Trails create a working environment prioritising staff happiness?
- Should New Zealand Trails follow its competitors and obtain venture capital to finance these changes?

You will have ten minutes to present your recommendations, which will be followed by a ten-minute question-and-answer session. Our research team has compiled some relevant information, which is attached to this email.

Best of luck,

Kelly Kim

New Zealand Trails Project Leader



1 Matakura Valley (Sweet North Tour)

History

The year is 2013, John Key is prime minister; the Marmite shortage dubbed “Marmageddon” is ending; and “Can’t hold us” is the most streamed song on Spotify. For Nigel Williamson, 2013 marks the start of his next adventure.

Previously, New Zealand’s tourism industry was heavily segmented. Customers would first visit travel agencies that would sell several destinations and itineraries. These retail agencies would coordinate with various specialist travel wholesalers, who would, in turn, organise each itinerary, including activities from many individual operators.

In the last decade, technology has disrupted this. Through the internet, customers can access a wealth of information right at their fingertips and can easily build their perfect trip without a travel agent’s help. Airlines, such as Air New Zealand and Qantas, are now cutting commission rates for travel agents, dropping long-haul flight commissions from 5% to 1%. This shift has caused traditional travel agents to increase prices, some shutting down business due to subsequent effects.

Nigel Williamson and Brent Narbey created New Zealand Trails to capitalise on this shift, connecting with customers directly and effectively taking on the roles of a travel agent, wholesaler, and operator. At this point, Nigel and Brent had already founded a travel agency (First Light Travel) in 2002 and a scuba diving retail and training centre (Global Dive) in 2003. Since starting First Light Travel, Nigel has wanted to step into the operating sphere and deliver each customer’s journey directly. In his own words, Nigel wanted to “run our own trips, not just sell other people’s”. With this spirit, New Zealand Trails was born. Over ten years have passed since then, and New Zealand Trails has survived the COVID-19 pandemic, grown to eight routes, and is consistently selling full tours.



2 Glacier Heli-Hiking on Aoraki Mount Cook (Pure South Tour)

Tours

New Zealand Trails offers tours during the summer season, which is open from October until April. Each of its eight guided tours offers different experiences varying in duration, hiking difficulty and location.

Over time, New Zealand Trails has continued to create new itineraries for guests. The most recent addition has been the North and South Island Great Walks tours. Creating these tours was a difficult task; it required booking accommodation well in advance, hiring and training new guides and new Department of Conservation permits for national parks.

Roughly 5% of the tours are booked by private groups. These private groups also pick from the eight available tours for their experience, but creating custom itineraries to suit group interests is possible.

New Zealand Trails wants to take the 'hassle' out of travelling to New Zealand. This is why tour prices include most expenses, including accommodation, activities, vehicle, and guide costs. A typical day will start with several options for a healthy breakfast before heading to the day's activity in a late model Mercedes Benz Mini-bus. Lunches are either in cafes or restaurants en route, or guides will organise a packed lunch. Dinners are in favourite local places or at group lodgings, with a focus on introducing guests to New Zealand specialities.

All trips have some 'free days' where guests can explore independently. On these days, guests will organise their own food and activities.

Explore our small-group guided tours




Wilderness Explorer

- Start/Finish: Queenstown
- Accommodation: ★★★★★
- Activity level: 2 to 4
- Price: NZD\$13599 - all inclusive

14 Days SOUTH ISLAND

Perfect for you if:
You want to see and experience everything New Zealand has to offer, with the perfect blend of bucket list activities and hidden gems that only we, the locals, know about. If you want MORE than just a hiking trip then this is the trip for you.

[READ MORE](#)



GRAND EXPLORER

- Start/Finish: Queenstown
- Accommodation: ★★★★★
- Activity level: 2 to 3
- Price: NZD\$16699 - all inclusive

14 Days SOUTH ISLAND

Perfect for you if:
You are looking for a richer experience and the flexibility to take things at a pace that is right for you. This limited-edition trip offers you exclusive access to New Zealand's wilderness and the opportunity to develop a deeper knowledge of New Zealand's history and culture in comfort and style.

[READ MORE](#)




KIWI CLASSIC

- Start/Finish: Queenstown
- Accommodation: ★★★★★
- Activity level: 3 to 4
- Price: NZD\$12699 - all inclusive

14 Days SOUTH ISLAND

Perfect for you if:
You want a true-blue New Zealand hiking adventure that gets you off the beaten track, experiencing incredible multi-day hikes, day walks and activities in New Zealand's remote National Parks.

[READ MORE](#)



Secret Hikes

- Start/Finish: Auckland
- Accommodation: ★★★★★
- Activity level: 2 to 3
- Price: NZD\$6599 - all inclusive

5 Days NORTH ISLAND

Perfect for you if:
You're looking to experience the cultural heart of New Zealand and the geothermal wonderland of our North Island. It's the perfect addition to one of our South Island trips or as a standalone adventure of our subtropical North Island.

[READ MORE](#)



Pure South

- Start/Finish: Queenstown/Christchurch
- Accommodation: ★★★★★
- Activity level: 2 to 4
- Price: NZD\$9899 - all inclusive

8 Days SOUTH ISLAND

Perfect for you if:
You want a highlight reel of exciting hikes, famous trails and well-known places, peppered with traditionally Kiwi experiences. You want to see the very best of New Zealand without compromise, and have plenty to write home about!

[READ MORE](#)



WORLD HERITAGE

- Start/Finish: Christchurch
- Accommodation: ★★★★★
- Activity level: 2 to 3
- Price: NZD\$16699 - all inclusive

13 Days SOUTH ISLAND

Perfect for you if:
You're looking for more than just a traditional walking tour. With our expert New Zealand guide at the helm, you'll enjoy an itinerary that showcases the very best of our country, with the flexibility to take things at a pace that is right for you.

[READ MORE](#)




GREAT WALKS SOUTH

- Start/Finish: Queenstown
- Accommodation: ★★★★★
- Activity level: 2 to 4
- Price: NZD\$4799 - all inclusive

5 Days SOUTH ISLAND

Perfect for you if:
You're looking to experience the very best of our South Island Great Walks in comfort and style. Day walk on the Milford, Routeburn, Kepler and Rakiura Tracks, and explore Stewart Island over five incredible days.

[READ MORE](#)



GREAT WALKS NORTH

- Start/Finish: Auckland
- Accommodation: ★★★★★
- Activity level: 3 to 4
- Price: NZD\$6999 - all inclusive

6 Days NORTH ISLAND

Perfect for you if:
You're looking for the ultimate North Island hiking experience. Enjoy exclusive access to our North Island as you explore its Great Walks and National Parks. It's the perfect addition to any of our South Island itineraries or as its own North Island adventure.

[READ MORE](#)



3 Cable Bay Vineyards (Sweet North Tour)

Who is the Typical Guest?

A typical guest has little free time and prefers a 'hands-off' approach to travelling. They will likely have a history of being physically active and enjoying the outdoors. The average age range on the trips ranges from 55 and 75 years old.

Around 70% of guests join as a couple, but there are also many single guests. Most solo guests share a twin room with another solo guest of the same sex, but there is an optional upgrade to guarantee their own room. There's no mandatory single supplement, and guests may end up with their own room by default if no other single is available to share.

In a small group tour, it is natural that there will be varying fitness levels. However, having two trained guides per tour allows flexibility in tailoring to individual guests' abilities and preferences.

Guests do not need to have technical outdoor experience and will be taught these skills by guides if needed for the specific tour, such as kayaking. However, the Masterpiece, Kiwi Classic, and Pure South tours include biking activities where guests do need biking experience.



4 Kea flying over Kepler track (Great Walks Tour)

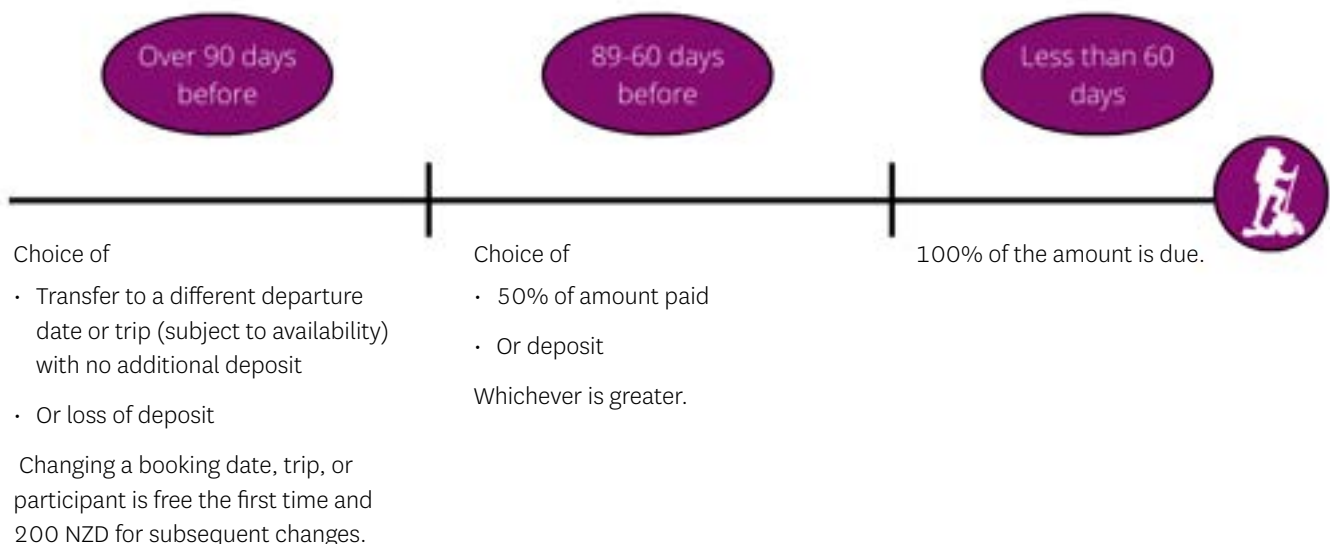
Booking a trip

Before booking a tour, guests can schedule a phone call to discuss travel plans. Jodi leads this function and can answer any questions guests may have, as well as help plan their New Zealand adventure. Many guests highlight these interactions with Jodi as a reason for choosing New Zealand Trails.

Popular travel dates sell out early, so guests typically need to book 9-12 months before their departure to secure their spot. A 15% deposit is required to place a booking.

Then, once they've signed up for their trip, the guest services team can help put together the rest of their holiday, including giving advice on flights, booking pre and post-trip accommodation, providing resources and answering questions about travelling to New Zealand.

Cancellation Policy



Booking Availability

2024

PURE SOUTH	07 Jan 2024 - 14 Jan 2024	Full	FULL	
KIWI CLASSIC	08 Jan 2024 - 21 Jan 2024	Full	FULL	
MASTERPIECE	08 Jan 2024 - 21 Jan 2024	Full	FULL	
MASTERPIECE	08 Jan 2024 - 21 Jan 2024	Full	FULL	
WORLD HERITAGE	09 Jan 2024 - 21 Jan 2024	Nearly Full	BOOK NOW	Only two spots left!
GREAT WALKS SOUTH	09 Jan 2024 - 13 Jan 2024	Nearly Full	BOOK NOW	One spot left for a solo traveller (twin share).
SWEET NORTH	09 Jan 2024 - 13 Jan 2024	Full	FULL	
PURE SOUTH	14 Jan 2024 - 21 Jan 2024	Nearly Full	BOOK NOW	Only one spot left for solo female (twin share).
MASTERPIECE	15 Jan 2024 - 28 Jan 2024	Full	FULL	
KIWI CLASSIC	15 Jan 2024 - 28 Jan 2024	Full	FULL	
SWEET NORTH	16 Jan 2024 - 20 Jan 2024	Nearly Full	BOOK NOW	One spot left!
GREAT WALKS SOUTH	17 Jan 2024 - 21 Jan 2024	Full	FULL	
PURE SOUTH	21 Jan 2024 - 28 Jan 2024	Full	FULL	PRIVATE DEPARTURE - Holt Group
MASTERPIECE	22 Jan 2024 - 04 Feb 2024	Full	FULL	
MASTERPIECE	22 Jan 2024 - 04 Feb 2024	Full	FULL	
KIWI CLASSIC	22 Jan 2024 - 04 Feb 2024	Nearly Full	BOOK NOW	Only one spot left!
SWEET NORTH	23 Jan 2024 - 27 Jan 2024	Full	FULL	
WORLD HERITAGE	23 Jan 2024 - 04 Feb 2024	Full	FULL	
PURE SOUTH	28 Jan 2024 - 04 Feb 2024	Full	FULL	
GREAT WALKS SOUTH	28 Jan 2024 - 01 Feb 2024	Full	FULL	
MASTERPIECE	29 Jan 2024 - 11 Feb 2024	Full	FULL	
SWEET NORTH	30 Jan 2024 - 03 Feb 2024	Full	FULL	
PURE SOUTH	04 Feb 2024 - 11 Feb 2024	Nearly Full	BOOK NOW	Only one spot left!
KIWI CLASSIC	05 Feb 2024 - 18 Feb 2024	Full	FULL	
GRAND EXPLORER	05 Feb 2024 - 18 Feb 2024	Full	FULL	
MASTERPIECE	05 Feb 2024 - 18 Feb 2024	Full	FULL	

2025

MASTERPIECE	06 Jan 2025 - 19 Jan 2025	Full	FULL	
MASTERPIECE	06 Jan 2025 - 19 Jan 2025	Filling Up	BOOK NOW	
GRAND EXPLORER	06 Jan 2025 - 19 Jan 2025	Filling Up	BOOK NOW	
GREAT WALKS SOUTH	07 Jan 2025 - 11 Jan 2025	Nearly Full	BOOK NOW	Only six spots left!
PURE SOUTH - 7 DAY	13 Jan 2025 - 19 Jan 2025	Filling Up	BOOK NOW	
GRAND EXPLORER	13 Jan 2025 - 26 Jan 2025	Nearly Full	BOOK NOW	Private Departure
MASTERPIECE	20 Jan 2025 - 02 Feb 2025	Nearly Full	BOOK NOW	Only six spots left!
GREAT WALKS NORTH	20 Jan 2025 - 25 Jan 2025	Filling Up	BOOK NOW	
KIWI CLASSIC	20 Jan 2025 - 02 Feb 2025	Great	BOOK NOW	
PURE SOUTH - 7 DAY	20 Jan 2025 - 26 Jan 2025	Nearly Full	BOOK NOW	Only four spots left!
SWEET NORTH	21 Jan 2025 - 25 Jan 2025	Filling Up	BOOK NOW	
GREAT WALKS SOUTH	26 Jan 2025 - 30 Jan 2025	Filling Up	BOOK NOW	
GRAND EXPLORER	27 Jan 2025 - 09 Feb 2025	Nearly Full	BOOK NOW	Only one spot left!
PURE SOUTH - 7 DAY	27 Jan 2025 - 02 Feb 2025	Filling Up	BOOK NOW	
KIWI CLASSIC	27 Jan 2025 - 09 Feb 2025	Nearly Full	BOOK NOW	Only four spots left!
MASTERPIECE	03 Feb 2025 - 16 Feb 2025	Filling Up	BOOK NOW	
GREAT WALKS NORTH	03 Feb 2025 - 08 Feb 2025	Great	BOOK NOW	
KIWI CLASSIC	03 Feb 2025 - 16 Feb 2025	Great	BOOK NOW	New departure date!
SWEET NORTH	04 Feb 2025 - 08 Feb 2025	Nearly Full	BOOK NOW	Only six spots left!
GREAT WALKS SOUTH	09 Feb 2025 - 13 Feb 2025	Filling Up	BOOK NOW	
MASTERPIECE	10 Feb 2025 - 23 Feb 2025	Nearly Full	BOOK NOW	Only two spots left!
PURE SOUTH - 7 DAY	10 Feb 2025 - 16 Feb 2025	Full	FULL	Private Departure
GRAND EXPLORER	10 Feb 2025 - 23 Feb 2025	Filling Up	BOOK NOW	
KIWI CLASSIC	10 Feb 2025 - 23 Feb 2025	Nearly Full	BOOK NOW	Only one spot left!
GREAT WALKS NORTH	17 Feb 2025 - 22 Feb 2025	Great	BOOK NOW	
MASTERPIECE	17 Feb 2025 - 02 Mar 2025	Filling Up	BOOK NOW	
SWEET NORTH	18 Feb 2025 - 22 Feb 2025	Filling Up	BOOK NOW	
GREAT WALKS SOUTH	23 Feb 2025 - 27 Feb 2025	Nearly Full	BOOK NOW	Only three spots left!
GRAND EXPLORER	24 Feb 2025 - 09 Mar 2025	Filling Up	BOOK NOW	
PURE SOUTH - 7 DAY	24 Feb 2025 - 02 Mar 2025	Filling Up	BOOK NOW	
KIWI CLASSIC	24 Feb 2025 - 09 Mar 2025	Filling Up	BOOK NOW	
MASTERPIECE	03 Mar 2025 - 16 Mar 2025	Filling Up	BOOK NOW	
GREAT WALKS NORTH	03 Mar 2025 - 08 Mar 2025	Great	BOOK NOW	
SWEET NORTH	04 Mar 2025 - 08 Mar 2025	Nearly Full	BOOK NOW	Only six spots left!
GREAT WALKS SOUTH	09 Mar 2025 - 13 Mar 2025	Filling Up	BOOK NOW	
PURE SOUTH - 7 DAY	10 Mar 2025 - 16 Mar 2025	Filling Up	BOOK NOW	

2026

SWEET NORTH	06 Jan 2026 - 10 Jan 2026	Great	BOOK NOW	
GREAT WALKS SOUTH	06 Jan 2026 - 10 Jan 2026	Great	BOOK NOW	
MASTERPIECE	12 Jan 2026 - 25 Jan 2026	Great	BOOK NOW	
GREAT WALKS NORTH	12 Jan 2026 - 17 Jan 2026	Great	BOOK NOW	
KIWI CLASSIC	19 Jan 2026 - 01 Feb 2026	Filling Up	BOOK NOW	
PURE SOUTH - 7 DAY	19 Jan 2026 - 25 Jan 2026	Great	BOOK NOW	
GRAND EXPLORER	19 Jan 2026 - 01 Feb 2026	Great	BOOK NOW	
SWEET NORTH	20 Jan 2026 - 24 Jan 2026	Great	BOOK NOW	
GREAT WALKS SOUTH	20 Jan 2026 - 24 Jan 2026	Great	BOOK NOW	
MASTERPIECE	26 Jan 2026 - 08 Feb 2026	Filling Up	BOOK NOW	
GREAT WALKS NORTH	26 Jan 2026 - 31 Jan 2026	Great	BOOK NOW	
SWEET NORTH	27 Jan 2026 - 31 Jan 2026	Great	BOOK NOW	
GREAT WALKS SOUTH	27 Jan 2026 - 31 Jan 2026	Great	BOOK NOW	
GRAND EXPLORER	02 Feb 2026 - 15 Feb 2026	Great	BOOK NOW	
KIWI CLASSIC	02 Feb 2026 - 15 Feb 2026	Great	BOOK NOW	
PURE SOUTH - 7 DAY	02 Feb 2026 - 08 Feb 2026	Great	BOOK NOW	
SWEET NORTH	03 Feb 2026 - 07 Feb 2026	Great	BOOK NOW	
MASTERPIECE	09 Feb 2026 - 22 Feb 2026	Great	BOOK NOW	
GREAT WALKS NORTH	09 Feb 2026 - 14 Feb 2026	Great	BOOK NOW	
KIWI CLASSIC	16 Feb 2026 - 01 Mar 2026	Great	BOOK NOW	
PURE SOUTH - 7 DAY	16 Feb 2026 - 22 Feb 2026	Great	BOOK NOW	
GRAND EXPLORER	16 Feb 2026 - 01 Mar 2026	Ask us	ASK US	Check availability!
GREAT WALKS SOUTH	17 Feb 2026 - 21 Feb 2026	Great	BOOK NOW	
MASTERPIECE	23 Feb 2026 - 08 Mar 2026	Filling Up	BOOK NOW	
GREAT WALKS NORTH	23 Feb 2026 - 28 Feb 2026	Great	BOOK NOW	
SWEET NORTH	24 Feb 2026 - 28 Feb 2026	Great	BOOK NOW	
GREAT WALKS SOUTH	24 Feb 2026 - 28 Feb 2026	Great	BOOK NOW	
KIWI CLASSIC	02 Mar 2026 - 15 Mar 2026	Great	BOOK NOW	
GRAND EXPLORER	02 Mar 2026 - 15 Mar 2026	Filling Up	BOOK NOW	
PURE SOUTH - 7 DAY	02 Mar 2026 - 08 Mar 2026	Great	BOOK NOW	
SWEET NORTH	03 Mar 2026 - 07 Mar 2026	Great	BOOK NOW	
MASTERPIECE	09 Mar 2026 - 22 Mar 2026	Great	BOOK NOW	
GREAT WALKS NORTH	09 Mar 2026 - 14 Mar 2026	Great	BOOK NOW	
SWEET NORTH	10 Mar 2026 - 14 Mar 2026	Great	BOOK NOW	
PURE SOUTH - 7 DAY	16 Mar 2026 - 22 Mar 2026	Great	BOOK NOW	
KIWI CLASSIC	16 Mar 2026 - 22 Mar 2026	Great	BOOK NOW	

People

“He aha te mea nui o te ao. He tāngata, he tāngata, he tāngata.”

“What is the most important thing in the world? It is the people, it is the people, it is the people”
(Māori Proverb).

New Zealand Trails is made up of 15 office-based staff and 35 guides. Staff turnover is less than 5% for office staff and 20% for guides. Recently, all office staff moved onto a 4.5-day work week with Friday afternoons free.



5 Tim, the guide at Aoraki Mount Cook (Masterpiece Tour)

The founders

Nigel – Director

A born adventurer, Nigel spent his formative years after university driving overland trucks on multi-month safaris from the UK to Zimbabwe. He eventually returned home to set up an award-winning travel company, as well as what would become New Zealand’s largest dive centre. Nigel has been running New Zealand travel companies for over 20 years now.

As a founder of New Zealand Trails, Nigel is proud to have introduced thousands of happy guests to New Zealand’s unrivalled scenery and is now focused on making the company the best adventure tour company it can be. Outside of work, Nigel loves long-distance off-road cycling. He’s recently cycled the length of New Zealand, and in 2019 cycled the Tour Divide route from Banff, Canada, to Antelope Wells on the USA/Mexico border.

Jodi - Sales Manager

After graduating from university, Jodi left New Zealand to hike, trek, snowboard and run her way around the globe. Her travel endorphins still firing a decade or so later, she leapt at the chance to work at New Zealand Trails alongside Nigel. Jodi loves sharing her expertise to help guests plan their dream trips and is the voice and heart of New Zealand Trails. Chances are she’s the first person customers will talk to when they give New Zealand Trails a call.

Amanda - General Manager

With an unbeatable eye for detail and an intrinsic understanding of what it takes to run an outstanding tour, Amanda has trip planning under control. After years of running and guiding New Zealand trips, she wants to create unforgettable, hassle-free vacations of a lifetime for guests.

Guides

Every tour has two tour guides. Guides drive, cook, and lead the groups along the tour. Guides are highly experienced outdoors professionals who have first-aid qualifications. In addition to these skill requirements, New Zealand Trails only employs New Zealand residents as guides.

“Our guides have a passionate desire to share their New Zealand with you and make sure your experience goes well beyond that of a ‘normal’ tour. They are walking encyclopaedias on New Zealand life, culture, geography and history in a way that can only be obtained by being a New Zealander.”

Usually, 10-15 new guides are inducted before each season. Recruiting and training new guides can be time-consuming and costly. Tour guides are paid per day and are employed in short-term contracts to meet demand. Occasionally, in the February peak season, some extra guides are needed to meet demand.



6 Arrowtown Coppers on 'Beech Day'

Community

Based in Arrowtown, New Zealand Trails is deeply involved with their local community.

While most operators in the New Zealand tourism industry are owner operators, there have been increasingly more international companies entering the market. New Zealand Trails has committed to working with these locally owned operators over large companies when possible. New Zealand Trails typically pays suppliers early and has never deliberately paid a supplier late.

"In the early days, when we were unknowns in the industry, people would talk about us being the only ones who paid them quickly and how much they appreciated it. And in an industry where everyone knows everyone, it really set us up as people to work with." (Nigel, Founder)

New Zealand Trails supports Arrowtown Choppers, an organisation that removes thousands of invasive plants and then replaces them with natives. The planting days, or Beech Parties (named after the Beech trees planted), are run bi-annually and usually bring out 150-200 people in the local community, including lots of kids. The financial support, via 1% of every guest's sale, helps make this event happen.

"It's also something we like to let our guests know about as they almost all come through Arrowtown on their trips. Them knowing that they have financially helped with this community project is great." (Nigel, Founder)



Competitors

Active Adventures

The largest player in the market, Active Adventures, is a Queenstown-based tour company. The company is owned by Blue Sky Alternative Investments Limited, an Australian venture capital company, and recently merged with USA operator Austin Adventures. Trips run across the world, with destinations in Australia, Canada, Europe (All), the United States and New Zealand. They have a total of 80 trips in 22 countries across both brands. A third of Active Adventures customers have travelled with the company more than once. In New Zealand, they offer 3 tours in the North Island and 12 in the South Island, 12 of which include hiking activities. These range from 5 days to 19 days.

Other

Beyond Active Adventures, DIY guests and scenery-focused tours are New Zealand Trails' biggest competitors.

Altitude is one of many tour companies based in Queenstown that specialises in small group day tours. While Altitude focuses on its wine, gin and scenery tours, lower-level hiking tours are also offered. Notably, Altitude offers a helicopter wine tour from Queenstown to Gibbstown. They recently won the New Zealand Media and Entertainment (NZME) Visitor Experience Award at the New Zealand Tourism Awards. 15% of Altitude's customers are domestic tourists.





7 Aoraki Mount Cook (World Heritage Tour)

New Zealand

New Zealand is made up of two main islands and many smaller ones and has a population of 5.1 million people. The North Island has a mild climate with subtropical temperatures in the summer months, and the temperature grows slightly cooler as you head to the South Island, where the alpine regions lie. Many places in New Zealand get over 2,000 hours of sunshine a year.

Tourism and agriculture are New Zealand's two biggest exports. In the 2019 financial year (beginning 1 April 2019 and ending 31 March 2020), tourism directly contributed \$16.4 billion to New Zealand's GDP, making up 5.5% of the total. From March 2020, the New Zealand government implemented strict quarantine provisions for international travel to prevent the spread of the Covid-19 pandemic. Tourism was severely impacted; international guests decreased by 98.6%, and people employed in the industry decreased by a third. The industry is still recovering in New Zealand, making a direct contribution of \$10 billion to GDP (3%) for 2021. This is an increase of 1.3% from the previous year. There were 2.20 million international arrivals in the 2022 financial year compared to 3.87 million for 2019.

Forming over the tectonic fault line, New Zealand is exposed to increased seismic, geothermal and meteorological hazards.

In 2019, New Zealanders were reminded once again of these dangers with the eruption of the White Island volcano, which killed 22 people and injured 25. New Zealand's lowest court, the District Court, held that volcano owners did not adequately inform visitors of the inherent risk present when visiting an active volcano. The company could face fines of up to \$1.5 million dollars in the February sentencing. Following the decision, the 2023 Labour government announced an introduction of stricter safety regulations. It is unclear whether the newly elected government will also support these regulations, but if enforced, it would place further responsibility on owner-operators to communicate risks. Operating below these requirements would give government agencies the authority to shut down the operator.



8 Photo by Josh Withers on Unsplash

Tours

For a trip to break-even, 4 guests are needed.
 The maximum number of guests per trip is 14.
 The average number of guests per trip increased from 11 last season to 12 this season.

Total guests per year:

2019 season
 (beginning October 2018 and ending April 2019):

600

2023 season:

1200

2024 season (Booked):

1400

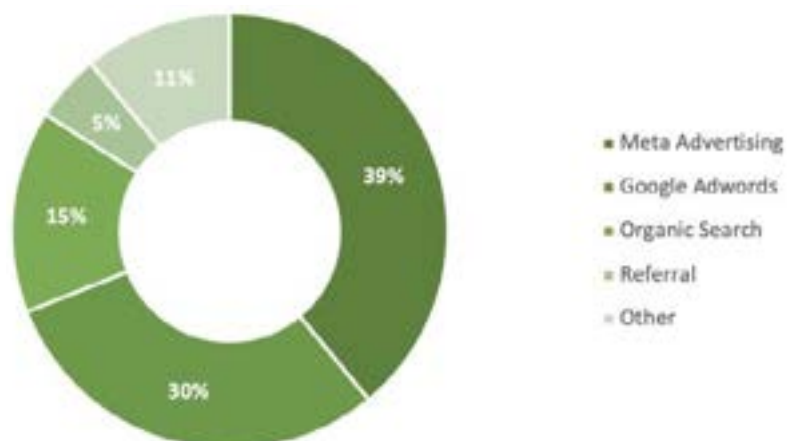
Total revenue (2023)

11 million

Table of prices

Tour	# of days	\$ per person
Masterpiece	14	13599 NZD
Grand Explorer	14	16699 NZD
Kiwi Classic	14	12699 NZD
Pure South	8	9899 NZD
World Heritage	13	16699 NZD
Great Walks South	5	7999 NZD
Sweet North	5	6599 NZD
Great Walks North	6	6999 NZD

How do customers discover New Zealand Trails?





CHAMPIONS TROPHY
Case Competition



BUSINESS SCHOOL