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Otorohanga Kiwi House

Business Plan

Prepared: 21 May 2020

Supporting documentation

This document is supported by the Business Case Analysis Proposed Otorohanga Kiwi House Development developed by Stephen Hamilton, Horworth HTL

Our Business

Business name: Otorohanga Kiwi House & Native Bird Park

Business structure: Charitable Trust

NZBN: 9429042794134

Charities Registration: CC24239

Business location: 20 Alex Telfer Drive, Otorohanga 3900

Date established: 21st May 1971

Business owner(s): Otorohanga Kiwi House Charitable Trust

Relevant owner experience:

The Otorohanga Kiwi House has been operating a successful tourism and conservation business for 48 years. It attracts 58000 visitors per year.

It is currently animal welfare accredited by the Zoo and Aquarium Association and holds a current wildlife authority/permit with the Department of Conservation till March 2028. The business has attained a *Qualmark Silver* status.

Products/services:

The Otorohanga Kiwi House offers self guided tours through the wildlife park including regular daily keeper talks and encounter opportunities. The park holds a large collection of NZ native animals and plants on display, in particular the largest nocturnal enclosure viewings for kiwi.

Lease: The Otorohanga Kiwi House is situated on Crown Land owned by the Department of Conservation administered by the Otorohanga District Council under the Reserve Act (1977). The business operates on two leased sections; the Main Park and the Rotary Park kiwi enclosures and Tuatara Room.

Target market:

The business before the Covid-19 pandemic attracted international (73%) and domestic (27%) visitors travelling on their way to the Waitomo Caves. Annual visitor numbers to the Otorohanga Kiwi House represented 9.6% of the 600,000 visitors travelling to the Waitomo Caves.

Feedback from inbound tour operators is that our kiwi viewing experience is consistently one of the best in the country but that the rest of our park and its facilities does not cater well for large groups of visitors or high capacity days and the facilities look outdated.

Over the 2020-2022 years, post the Covid-19 pandemic, the business will be marketing itself to families and Free and Independent Travellers (FITs) within the Waikato region (1-3 months), other NZ regions (3-6 months) and Australian visitors (6-18 months). These visitors will again be likely to be travelling past the Otorohanga Kiwi House on

their way to the Waitomo Caves, albeit in smaller numbers than previous years. Our assumptions for revenue are based on attracting 15,000 visitors per annum in the 2021 year which represents just under the 27% domestic market visitation we have historically attracted to the Kiwi House. The 2022 year we are expecting to attract 40,000 visitors which is based on attracting the existing domestic (27%) and Australian visitor numbers (21%) to the Kiwi House with a prospective 20% increase due to Australians and New Zealanders not being able to travel to other international locations.

Facilities Development:

We are working towards a rebuild of the park facilities staged over three years (These years are based on financial years July 1st-May 31st).

Due to the Covid-19 pandemic work on the 2019 year will not be completed until 1 August 2020. This will not affect the timelines for completion on subsequent years.

- 2019 Reconfiguration of the park service area
Construction of purpose built off display holding aviaries and quarantine facility
Construction of a new Mahoenui Giant Weta breed for release centre
Construction of a small hospital facility.
Redevelopment of the current kea, kaka and Spring Aviary to make a large walk through aviary.
- 2020 Construction of new enclosures throughout the park including a new large walkthrough kea enclosure and wetland enclosures and a NZ Natives flying display bird show.
- Construction of a new keeper kitchen and incubation facility to enable public demonstrations
- 2021 Construction of a new visitor facility including toilets, a Department of Conservation Information Centre, large retail space and ticketing centre
- Construction of a series of nocturnal enclosures to enable 45 minute guided tours to see kiwi, tuatara, ruru, longfin eels, kokopu and geckos
- An augmented reality interactive experience to explore NZ's extinct and endangered wildlife including kiwi and moa.

By November 2021 we will be operating NZ natives flying displays and bird shows adding value to our existing product.

By November 2021 we will offer NZ's largest nocturnal experience including interactive augmented reality exhibits and live exhibits showcasing NZ's natives at night.

No other wildlife facility in NZ has the capacity to replicate this experience at present or will have within the next 5 years.

Marketing strategy:

Marketing to domestic and Australian visitors post the Covid-19 pandemic will initially be in the form of direct marketing via social media campaigns run by the Otorohanga Kiwi House, the Otorohanga District Development Board, and Hamilton Waikato Tourism. A direct mailout campaign to Otorohanga Kiwi House members, NZ Schools and package deals offered to these markets along side cave operators in Waitomo will also be

implemented. The business will also put marketing collateral into all iSites in the Waikato, Rotorua, Ruapehu and Auckland areas and increase offerings in online platforms such as 'GrabOne' that are predominantly focussed at the domestic and Australian visitors.

The Future

Vision statement:

'The Otorohanga Kiwi House will provide New Zealand's most personal wildlife tour.'

Goals:

To enable this vision the organisation will:

- Recruit, retain and train skilled staff and volunteers with a strong connection with the Waikato and King Country communities in order to reflect and represent those communities
- Establish a culture that values visitors and advocacy at the heart of our business through;
 - effective staff training programmes in customer service and advocacy
 - interpretation representing our appreciation to visitors for the support they bring to our business
 - information to assist visitors with their itineraries before and after their visit to us through a Department of Conservation Information Centre and booking centre
- Provide frequent opportunities for staff/volunteer and visitor interactions through;
 - scheduled keeper talks throughout the day,
 - 'pop-up' animal encounters and training sessions throughout the day,
 - dedicated educational programmes for NZ primary and secondary schools
 - school holiday programmes
 - bird shows and flying demonstrations a minimum of twice daily
 - augmented reality experiences with showcase species such as kiwi and moa
 - 'back of house' tours focussed on breeding programmes
 - a night zoo experience based in Rotary Park
- Create interactive exhibits and interpretation targeting
 - children (12 year old reading age)
 - pre-recorded multi-lingual self-guiding interpretation via headsets
- Develop our social media and online presence to support and engage with visitors before and after their visit to the park.

Statement of Service Performance:

Non-financial targets for 2019-2020:

- 60,000 visitors per annum
- 4 kiwi hatchings
- 2,500 NZ primary and secondary school student visitors per annum
- Retention of Trip Advisor Certificate of Excellence

Current Product

Product	Description	Price
Adult Admission	Self-guided visit to the park includes keeper talks throughout the day and animal encounters	\$26
Child Admission	Self-guided visit to the park includes keeper talks throughout the day and animal encounters	\$10
Preschool Child	Self-guided visit to the park includes keeper talks throughout the day and animal encounters	Free
Student admission	Self-guided visit to the park includes keeper talks throughout the day and animal encounters	\$16
Family Pass	Self-guided visit to the park includes keeper talks throughout the day and animal encounters for 2 adults and up to 3 children	\$65
School Visit	Educational programme including a talk and guided tour round the park with our educator. Only available to students enrolled at a NZ primary or secondary school.	\$3
Guided Tour	A 45 minute guided tour of the park including a back of house experience (must be purchased in addition to Adult Admission)	\$10

Market position:

Our pricing is very competitive with other similar wildlife parks offering kiwi viewing. Please see Horworth Investment HTL Business Plan Analysis (page 16) for further information on competitive pricing.

Please note the Otorohanga Kiwi House no longer holds the multiple species of kiwi described in the Horworth document.

Unique selling position:

Our kiwi viewing is one of the best in the country due to advances we have made and continue to make in research into kiwi behaviour and husbandry on site. We also hold one of the largest collections of kiwi breeding birds so are able to maintain over six kiwi on display consistently.

We are located on the main tourist route into and out of Waitomo Caves so are able to attract free and independent travellers to the park already travelling past us. We offer two day admission to the park to enable visitors to make the most of the experience including our daily keeper talks and other local experiences/attractions. Visitors see this as good value for the price despite the current level of facilities. We hold one of the largest native animal collections in the country including species not held elsewhere on display such as Mahoenui Giant Weta.