



Draft InternetNZ Group Strategy 2026-2031



This is an integrated strategy between InternetNZ and the Domain Name Commission (InternetNZ Group).

About InternetNZ Group

About InternetNZ

InternetNZ | Ipurangi Aotearoa operates the .nz domain space. We ensure all domain names ending with .nz are available for people and businesses in Aotearoa to thrive online.

We're not government funded — we're a not-for-profit organisation. The money we receive from .nz domain names runs the .nz Registry and goes back into the community. We support and fund other organisations, and advocate for an accessible and safe Internet that benefits everyone in Aotearoa.

We are also a member organisation. You can join us as a member, have a say in our direction, stand for the Board, vote in elections, or simply because you believe in our cause.

About the Domain Name Commission

The Domain Name Commission is a subsidiary of InternetNZ and was appointed to develop and monitor a competitive registrar market and create a fair environment for registering and managing .nz domain names.



Our whakatauāki

Whakatauāki are traditional Māori proverbs used to convey deep meaning, wisdom, and values.

Kua raranga tahi tātou he whāriki ipurangi mō āpōpō
Together, we have woven a digital mat for the future.

– Takawai Murphy (Ngāti Manawa, Ngāti Rangitahi, Ngāti Hinekura), January 2017

Our vision

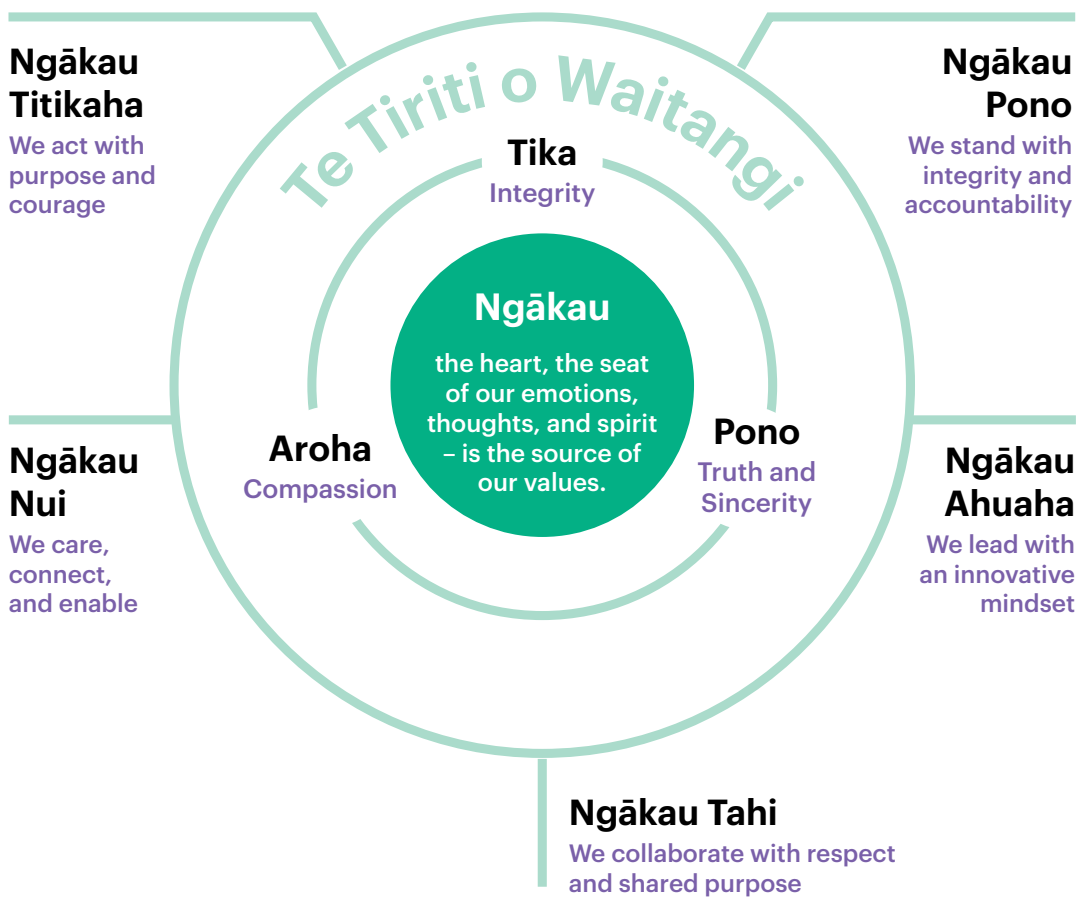
A fair and inclusive Internet for Aotearoa New Zealand, where the trusted .nz brand drives social and economic value.

Our purpose

Ensure a trusted and thriving .nz that empowers us and others to advance an open, accessible global Internet.



Ngā uara | Our values



Ngākau – the heart, the seat of our emotions, thoughts, and spirit – is the source of our values. From Ngākau flow **Pono** (truth and sincerity), **Aroha** (compassion), and **Tika** (integrity). These principles shape how we think, feel, and act, guiding our relationships with each other, with our communities, and with the Internet world.

Anchored in **Te Tiriti o Waitangi**, our values show care in honouring tangata whenua, building authentic partnerships, and delivering on our purpose for all.

From this foundation, our five values emerge – defining who we are, who we strive to become, and how we lead with purpose, courage, and heart. Together they light the path for how we stand with integrity, in service for Aotearoa through the Internet.



Ngākau Titikaha – we act with purpose and courage

We lead with dedication, resilience, and perseverance. We carry long-term responsibility for .nz with courage, purpose, and a future-focused mindset.

Ngākau Titikaha reflects our commitment to serving our core purpose with courage and forward thinking.

Ngākau Pono – we stand with integrity and accountability

We are honest and accountable, doing what's right, not just what's easy.

Ngākau Pono reflects our commitment to truth, integrity, and to acting in good faith – qualities that are critical to being the trusted steward of .nz

Ngākau Tahi – we collaborate with respect and shared purpose

We work collaboratively across teams and communities.

Ngākau Tahi reflects our commitment to equity, collaboration, respectful relationships and partnerships

Ngākau Auaha – we lead with an innovative mindset

We embrace auaha (innovation) by seeking smarter ways to serve, fostering creativity, and shaping an Internet future where communities can thrive.

Ngākau Auaha reflects our commitment to innovation and enabling bold ideas that empower all people and communities to grow and develop.

Ngākau Nui – we care, connect, and enable

We place people, communities and connections at the heart of .nz, working to create an inclusive digital space for everyone in Aotearoa.

Ngākau Nui reflects aroha, our commitment to inclusion, wellbeing, and shared belonging.



Current state

The need to evolve – Our current environment

The world we operate in is complex, fast-moving, and more contested than ever before. Trust in institutions, information, and technology is increasingly fragile. Geopolitical and economic landscapes are also shifting, and in New Zealand the economy remains cautious. The era of easy growth in domain names has passed. In this environment, our stewardship of New Zealand’s domain name space matters more than ever, and so does how we fulfil that role.

As the steward of New Zealand’s Domain Name System (DNS), we navigate the intersection of public good and a commercial service. Expectations are high that we deliver value, are transparent, while sustaining trust and efficiency within a fiscally constrained climate. Our challenge is to continue to deliver New Zealand’s critical infrastructure, while ensuring a sustainable revenue base from .nz domain names that grow relevance and trust within these shifting economic and policy landscapes.

Internationally, the geopolitical landscape is being redrawn. The once borderless Internet is showing signs of fragmenting into a multipolar system, shaped by competing blocs, and growing national and regional interests that threaten an open, global, interoperable Internet. Digital networks are increasingly influenced by power dynamics, trade alignments, and polarised ideologies. As the Internet becomes more politicised, the systems that underpin it, including smaller registries like .nz, are being drawn into global debates about sovereignty, trust, and control.

Over the last five years the information space provided by the Internet has become a battleground of influence, where false information shapes how people engage with the Internet, and each other. Questions of rights in digital spaces are becoming more visible but divisive. Many governments are asserting greater control over digital spaces and digital sovereignty, and driving tighter regulation of online infrastructure or online harms. New Zealand’s regulatory approach is lagging behind many other jurisdictions.

Socially, the Internet continues to mirror and magnify inequities. We have an established community fund that supports closing this digital divide. However, digital exclusion persists, with barriers to access and participation, unreliable connectivity, and low levels of digital literacy. While many Māori are actively participating in the digital economy, there remain fundamental challenges of inequity and reduction of harm, and we strive for more equitable outcomes on the Internet.

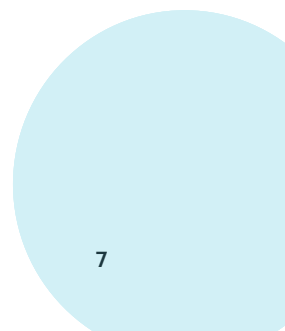
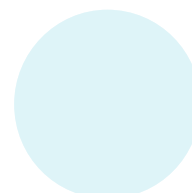
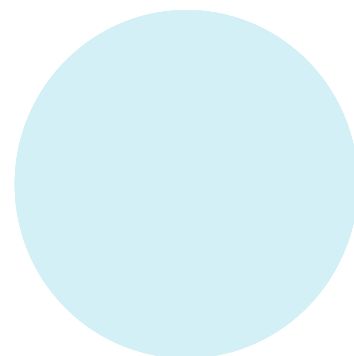


Operationally, confidence in the integrity of the domain name space and .nz remains our cornerstone. Maintaining reliability of our service, through resilience and trust, is fundamental for the wider confidence of New Zealanders in the Internet itself.

However, online criminal activity and DNS abuse are escalating globally, demanding timely and smarter responses that ensure the .nz domain space remains trusted. The Domain Name Commission’s new regulatory framework provides a solid foundation, but our systems, capabilities and .nz Rules must also continue to mature. Costs in our supply chain have risen significantly in recent years, adding further pressure on our ability to deliver efficiently. InternetNZ is increasingly held accountable for matters beyond our direct remit, underlining the importance of providing greater clarity about who we are, what we do, and what we stand for. At the same time, it’s clear our role and brand need sharper definition. Multiple brand versions and fragmented messaging have created confusion about our core functions, diluting the visibility of our core role as the .nz domain name administrator.

As we enter a more demanding period over the next five years, we will need the capability to plan and engage within an unpredictable environment.

To continue serving Aotearoa New Zealand effectively, we must maintain the integrity of our core role, unify our identity and purpose, and continue to evolve, growing a deep trust in the .nz domain name space as an enduring cornerstone of New Zealand’s digital future.





Future state

What does Success in 2031 look like?

Our 2026–2031 Strategy builds on the core work of InternetNZ and The Domain Name Commission, contributing to a trusted and thriving Internet on behalf of New Zealanders. Our strategy sits alongside Te Korowai ō Ipurangi Aotearoa and incorporates our values, Ngā Uara. These will guide our people and decision-makers as we execute on this strategy.

In 2031, .nz is the first choice for people of Aotearoa for their trusted digital presence. Our service excellence will continue to deliver robust and resilient critical infrastructure for New Zealanders, creating a trusted online presence into the future. Growth in InternetNZ will be based on carefully considered commercial opportunities that build off our core skills and services, including for registries and registrars – utilising market research, and evidence-based targeted marketing to grow domain names under management. This growth will be supported by a known and trusted .nz brand where we act to protect domain name holder rights and is associated with the public good we do toward digital equity. Where the Domain Name Commission has the right tools and processes to effectively manage malicious use of domain names, and the .nz Rules are aligned for both trust and growth. The people of Aotearoa will understand the role and scope of InternetNZ’s work.

We will continue to strengthen our leadership in Internet governance, engaging nationally and internationally with Internet communities. Our relationships with the New Zealand government and their officials remains strong and we are a trusted source of advice.

The InternetNZ Group will be efficient and resilient in the face of evolving technologies, geopolitical shocks, and increasing interests in the sovereignty and ownership of data. Our membership supports our delivery of service excellence, our strategic direction, and has a confident approach to both membership rights and responsibilities.

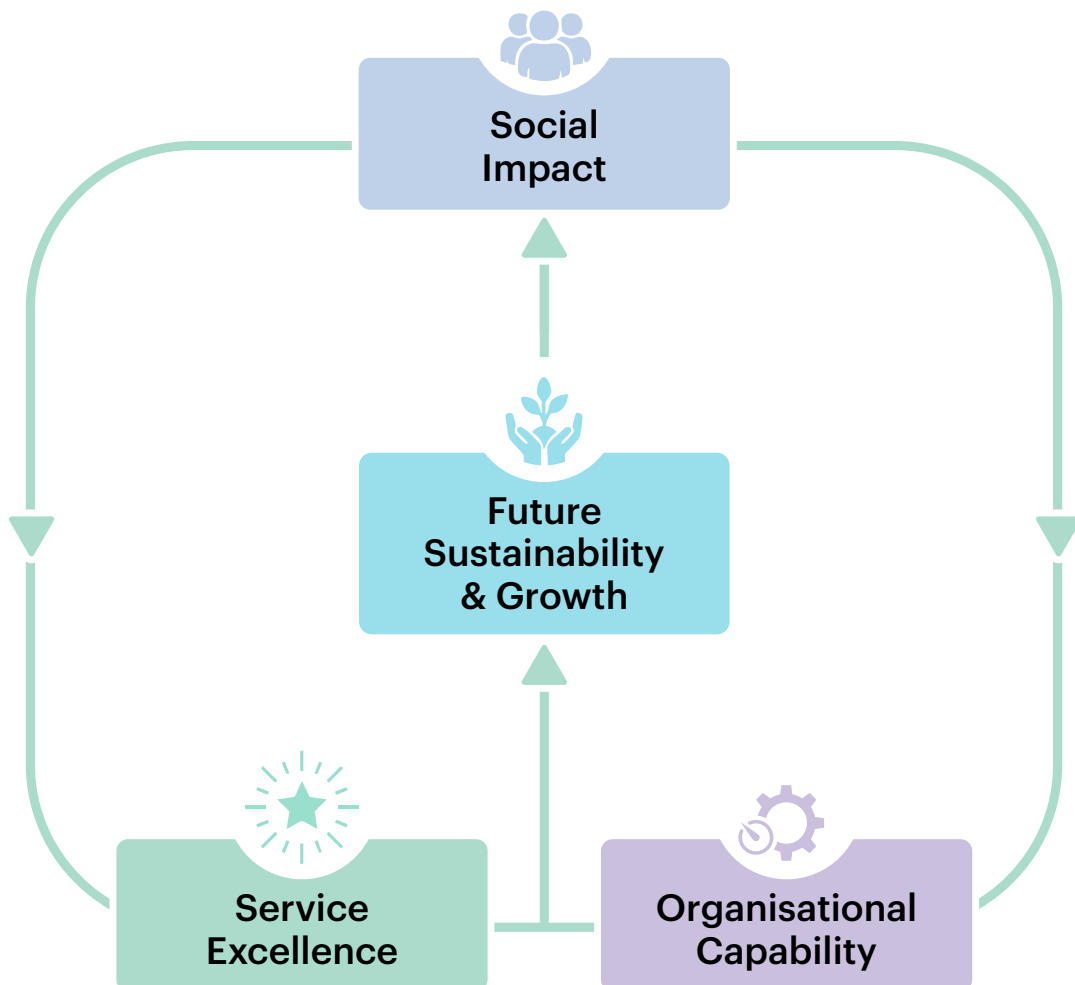
As a Group we have a strong workforce strategy that delivers the right mix of technical, commercial, compliance and policy capabilities, while being effective with the resources we have as a self-funded not-for-profit.



Moving to a future state

Through our strategy process, we identified four interconnected strategic pillars that guide our direction over the next five years.

- ▶ **Social Impact** - an open global Internet where everybody thrives
- ▶ **Future Sustainability and Growth** - a sustainable future through business growth
- ▶ **Service Excellence** - we are recognised for reliable and trusted services
- ▶ **Organisational Capability** - our capabilities enable us to respond within a fast-changing environment



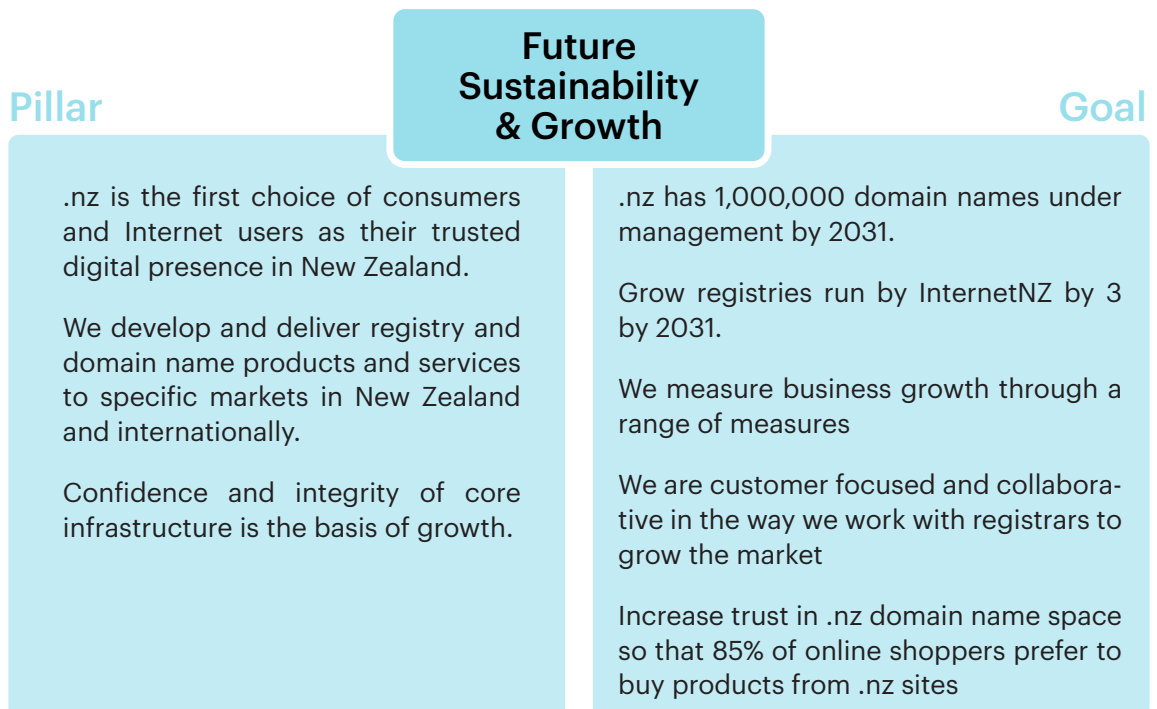


Strategic Pillars

Where we will invest and focus our efforts.

Strategic Goals

What we will deliver in five years



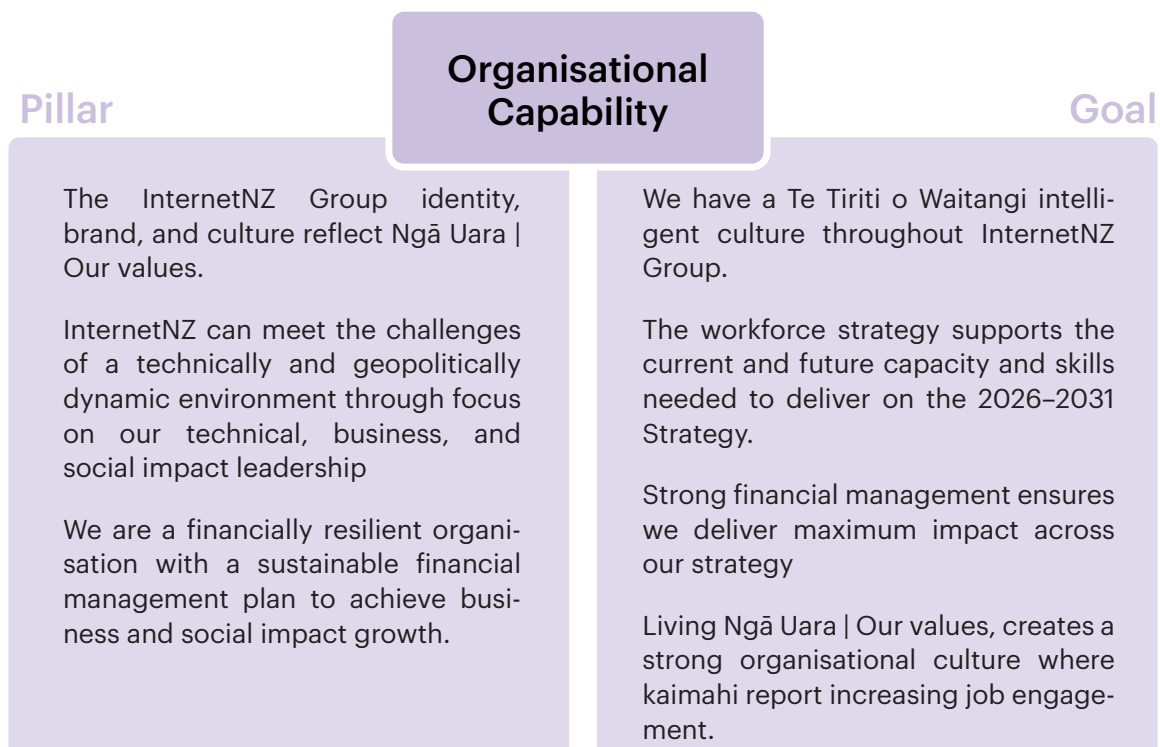
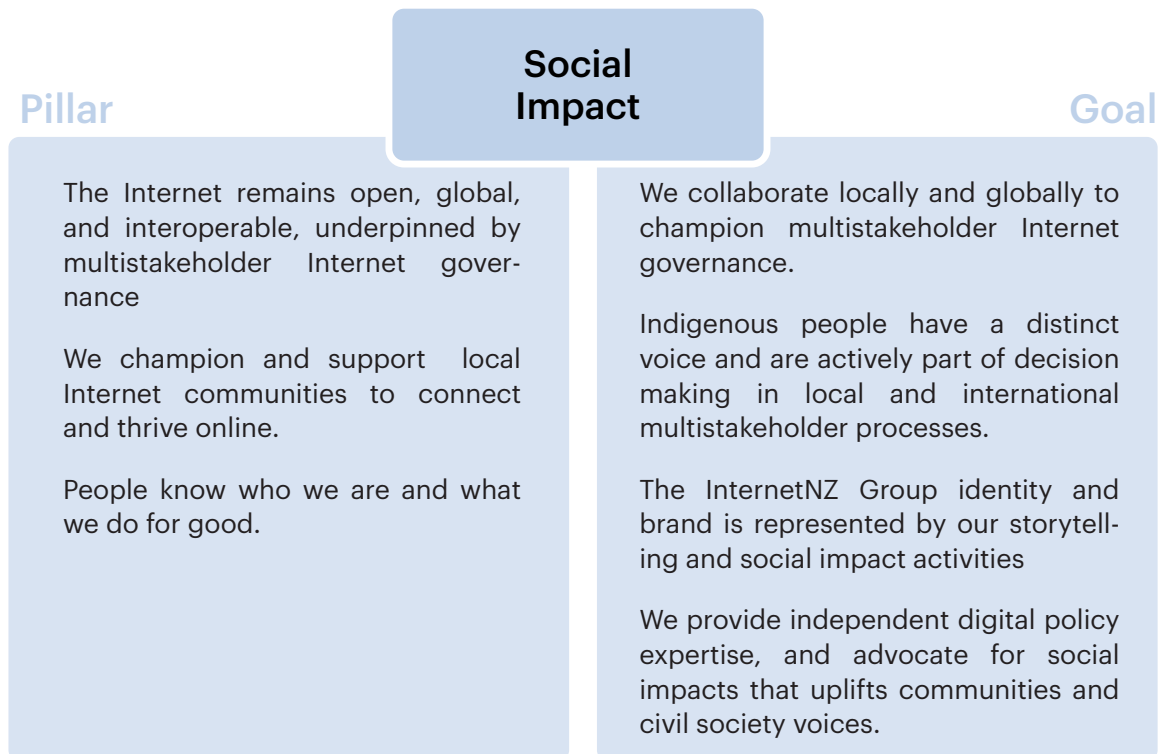


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Te Korowai ō Ipurangi Aotearoa

Giving Effect to Te Tiriti o Waitangi in our 2026-2031 Strategy

InternetNZ's approach to giving practical effect to Te Tiriti o Waitangi is to weave our responses into the InternetNZ Group strategy. This ensures that we take a cross-organisation approach, and it is explicitly woven into our annual planning processes.

For example, key elements of our approach to giving practical effect would be to:

- ▶ continue to fund kaupapa Māori entities or individuals through our Community Fund
- ▶ grow the cultural capability of everyone in the organisation so that in five years we have a Te Tiriti intelligent culture
- ▶ gather the perspectives of the Māori Internet community on key Internet governance and share their views into global forums
- ▶ support the Māori community in their aspirations for national and international engagement with Internet governance
- ▶ ensure Māori community engagement on our .nz Rules
- ▶ tikanga-based dispute resolution services are offered
- ▶ gather more explicit information on Māori businesses' experiences of .nz domain names

In this way, our five year strategy reflects an integrated approach that continues to have specific annual initiatives directly focused on outcomes for Māori as well as other under-served communities in Aotearoa New Zealand's Internet community.

Guiding documents:

InternetNZ Constitution
Our Purpose
Ngā Uara « Our Values
Te Korowai ō Ipurangi Aotearoa
2026–2031 InternetNZ Group Strategy
Ngā Pae – Our five year InternetNZ Group plan

