

Annual Plan 2022-23

Destination Queenstown Incorporated
1 July 2022 - 30 June 2023



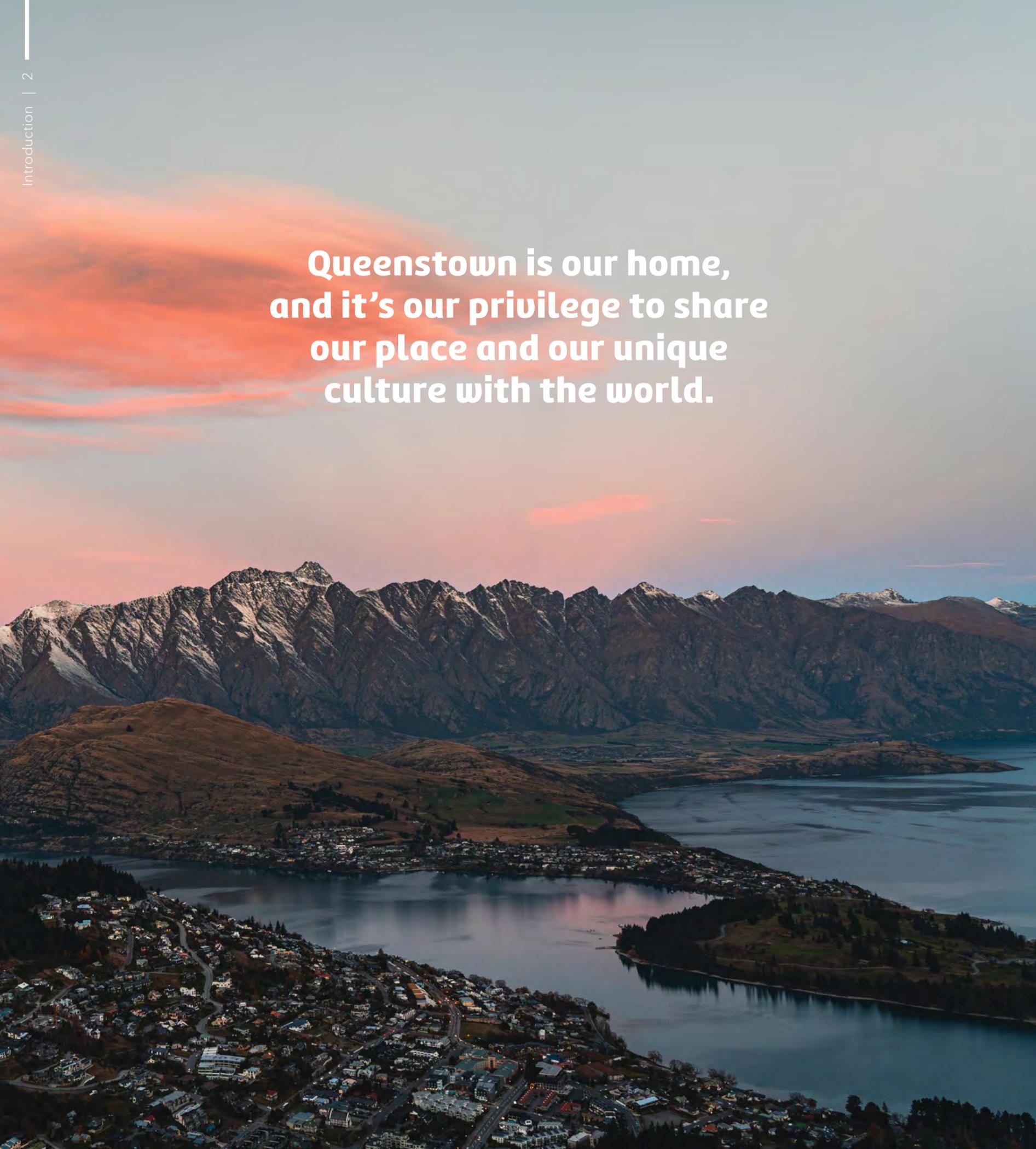
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**Queenstown is our home,
and it's our privilege to share
our place and our unique
culture with the world.**

Introduction

Throughout its history, Queenstown has drawn many adventurers. From the early Māori and gold miners who carved their way through the most unforgiving corners of our land, to outdoorsmen who seek thrills in our backcountry and tourism pioneers who have turned their passions into enterprise. Our place has fuelled imaginations and inspired many to explore and we invite people from around the world to share in our adventurous spirit.

It is a place like no other - a place where both visitors and locals celebrate our majestic landscapes, our welcoming people, our diverse community, our world-class experiences and the spirit that makes Queenstown so extraordinary.

While the last two years have placed incredible pressure on our people and our place, as we struggle with the impact of Covid-19, Queenstown has shown resilience and capability in the face of adversity.

Queenstown's magnetism will continue to attract people into the future. While the focus for our businesses now is to survive and then revive, it is ultimately to thrive. To support the tourism industry to achieve this, DQ will work towards attracting high-value visitors, visitors who are keen to explore our region, that engage with our community, have an interest in our culture and add value to our home.

We want our visitors to not only have enriching and breath-taking experiences in Queenstown but to also connect with our locals, to spend time in our wonderful environment and to develop a passion for our region so they become lifelong ambassadors. We want our visitors to continue to enrich and add to the wonderful diversity of Queenstown.

As we look to diversify Queenstown's economy and move to a regenerative tourism future, we aspire to celebrate the return of our visitors across more than simply economic success. By working together Queenstown's world class tourism industry can add value to our region economically, environmentally, socially, and culturally



Queenstown is a crucial component of New Zealand's tourism offering and retaining our tourism assets will be vital to recovery.

Overview

Since March 2020, tourism across the globe has experienced the devastating impacts of Covid-19. In Queenstown the pandemic has been nothing short of catastrophic for the visitor economy. It has been incredibly difficult for Queenstown businesses to mitigate the impact of this over three consecutive years.

Prior to Covid-19, Queenstown's visitor economy had experienced strong growth. Visitor expenditure had grown from \$1.03B in 2009 to \$2.5B in 2019 (MRTEs). Total visitation to the area was estimated at over 3 million unique visitors annually with approximately 70% of these being international. In addition to tourism growth, the Queenstown Lakes District had experienced strong population growth, with 5.6% average annual population growth over the last 10 years. With tourism being the district's primary industry, comprising over 55% of total GDP in 2019, Queenstown has been one of the areas hardest hit by the pandemic in New Zealand.

Queenstown is a globally renowned resort town and has played a key role for NZ - promoting the country offshore, making a significant GDP contribution to NZ and as a major gateway to the lower South Island. The region has a critical mass of major tourism assets and infrastructure and is a crucial component of

New Zealand's tourism offering. Retaining Queenstown's tourism assets is vital to recovery, alongside leveraging the reopening of borders, welcoming back international visitors, maintaining our world class visitor experience and ensuring our local values are respected.

In the year ahead Destination Queenstown will continue to work with flexibility in an ever-changing environment. The organisation will remain focused on sustained domestic marketing activity to drive year-round demand, but alongside this will resume work to drive demand and conversion from the Australian market and re-enter long haul markets to drive brand awareness and stimulate demand from high value visitors.

Destination Queenstown is defining high value as quality visitors of all travel styles who share our community's values, who seek the types of experiences we offer, intend to stay longer or visit repeatedly and are keen to explore across



the seasons, who respect our environment and wish to engage with our community, sharing with us their culture and knowledge. In short, visitors who will positively contribute to Queenstown's future and help us meet our community vision.

Through targeting travellers with mindsets and interests which align with those of our destination, we can connect our visitors with experiences that will enrich their visit and offer meaningful interaction with our community. A focus on marketing to visitors who share our values is intended to attract visitors with attitudes and travel intentions that support sustainable tourism and a thriving community and put people, place and community at the heart of our approach.

Tourism New Zealand describe high quality visitors as being defined by more than the money they spend, the high-quality visitor is determined by the type of visitor, their scope of activities, travel across seasons and regions, environmental consciousness and engagement with our local culture and communities.

High quality visitors are not to be confused with premium visitors seeking luxury experiences. Premium visitors are a segment of high quality visitors.

Destination Queenstown will commit its full resource from the tourism promotion levy this financial year to generating demand and driving visitation from high value visitors. Alongside this, initial destination management work programmes, identified as being the responsibility of the RTOs, will begin to be introduced from the region's Regenerative Tourism by 2030 plan - a partnership between DQ, QLDC and Lake Wānaka Tourism.

DQ will focus on continuing our constructive and beneficial relationships with key partners such as Tourism NZ, the airlines, TIA, the travel trade and closer to home Queenstown Airport, neighbouring regional tourism organisations, Iwi, Chamber of Commerce and QLDC to work collaboratively on key outcomes for the industry and community. The DQ annual plan is aligned with the Queenstown Lakes District Vision 2050 - 'A Unique Place. An Inspiring Future,' the government's tourism strategy and the New Zealand Tourism Sustainability Commitment.

Our Purpose

DQ Vision & Mission

Our vision is to position Queenstown as the Southern Hemisphere's premier four-season lake and alpine resort.

Our Mission is

To work with the community to engage, inform, influence and maintain our sense of place and social licence in support of tourism.

To work with the New Zealand and international tourism industry to promote, motivate and facilitate sustainable year-round visitor demand. We support this by being informed and knowledgeable destination experts.

To be the guardians and promoters of our destination values and brand and curate compelling stories and content to inspire future visitors.

To form strategic alliances and collaborate with travel trade partners, organisations and individuals who value and appreciate our unique and desirable proposition.

Destination Vision

“Tourism for a better world”

To complement the inspiring natural setting of our place with opportunities for reflection, self-discovery and personal growth...

In a way that supports the wellbeing and vitality of local communities, reinforces their sense of place and enables the health of all living systems now and for the future...

So that the Queenstown Lakes District may serve as an example for how tourism can deliver a thriving future and wellbeing for our community, our visitors and our places.

The Challenge

The visitor economy has created great prosperity for our region and our challenge now is to encourage the return of that prosperity, with success measured not only economically, but environmentally, socially and culturally contributing to a thriving Queenstown long term.

DQ has a two-fold responsibility over the short to medium term. There is an immediate need to encourage the return of visitors for our local businesses, but also to ensure that tourism recovers in a style that supports social and environmental initiatives and benefits and enhances the lives of people that live here.

The challenge is to meet the following objectives:

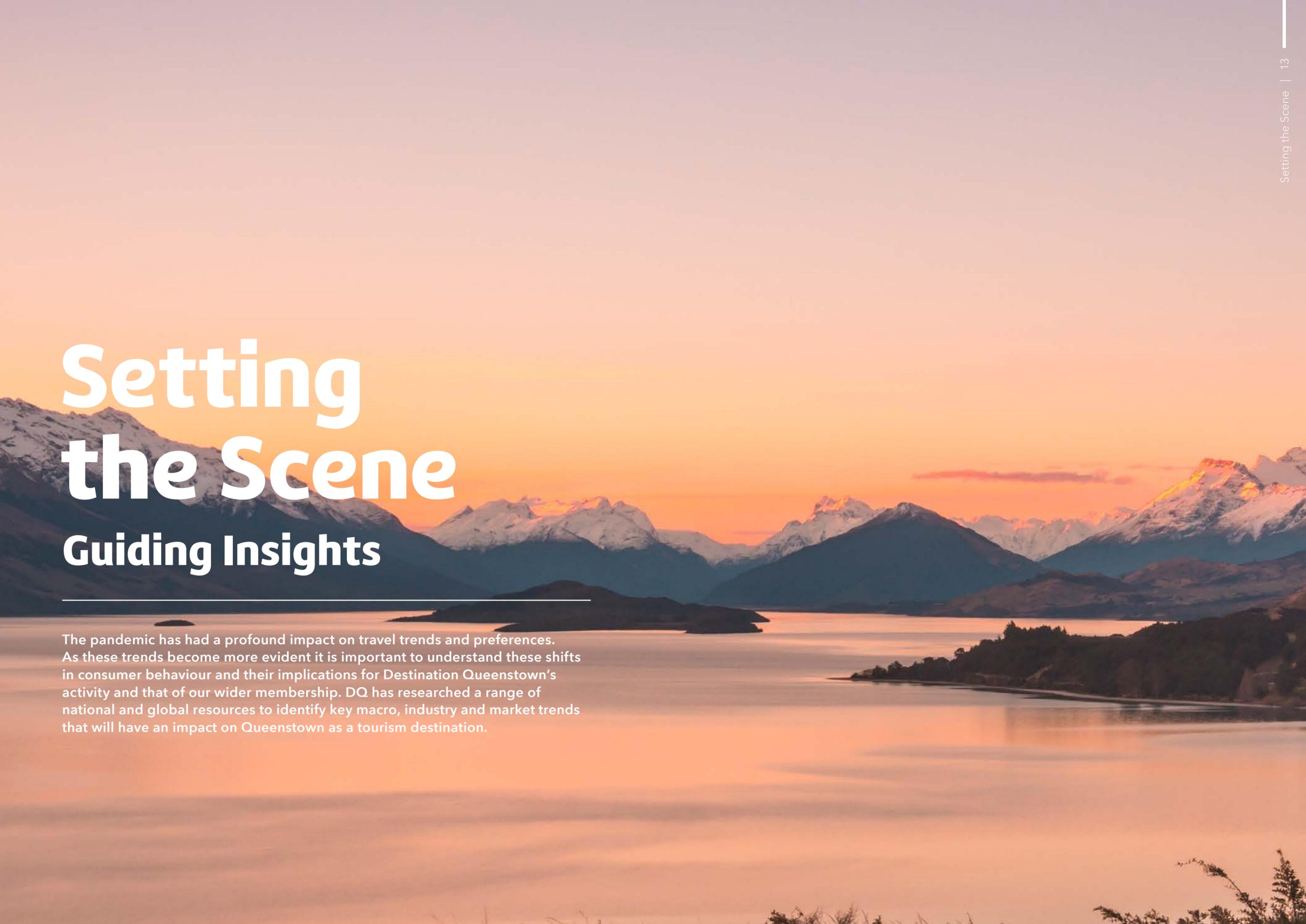
1. To support the recovery of the local visitor economy by generating demand and preference for Queenstown from the domestic, Australian and selected long haul markets;
2. To participate in the delivery of initiatives from the Queenstown Lakes destination management plan that seek to move the industry toward regenerative tourism by 2030, to enrich the district on all levels – economically, environmentally, socially and culturally.

As DQ considers both its short-term objective of supporting demand generation for the next 12 months alongside a longer-term industry goal of regenerative tourism, an organisational approach and marketing strategy that bridges these goals is required. Destination Queenstown's activity will deliver both short-term demand generation in FY22-23 as well as commencing longer term positioning of the destination brand, supporting initiatives that move the industry toward regenerative tourism by 2030.

Ultimately the goal from a regenerative tourism approach is to enrich our visitor's experience, benefit the local community, the natural systems and the environment, while ensuring an appropriate return to businesses and the local economy.

DQ has a two-fold responsibility over the short to medium term; to support the recovery of the local visitor economy but to ensure that recovery is in a style that benefits the local community





Setting the Scene

Guiding Insights

The pandemic has had a profound impact on travel trends and preferences. As these trends become more evident it is important to understand these shifts in consumer behaviour and their implications for Destination Queenstown's activity and that of our wider membership. DQ has researched a range of national and global resources to identify key macro, industry and market trends that will have an impact on Queenstown as a tourism destination.

Macro Trends



Climate Change and travel and tourism's impact on the environment has been highlighted and reevaluated by consumers through a period that has been mostly travel free. This has been accelerated by a number of high-profile summits such as COP26, reports like the IPCC's 6th annual report and commitments like the Aviation Climate Taskforce.



Equity, Inclusion and Diversity issues have been brought to the forefront of consumer's collective conscious. This has been accelerated by social movements such as Black Lives Matter and the inequity between developed and developing nations in the vaccine roll out. Locally the importance of recognizing Te Tiriti O Waitangi, Te Ao Māori and becoming good treaty partners has increased.



Mental Health issues such as depression and anxiety have increased significantly due to isolation and loneliness created by the pandemic and lockdowns. People have become more conscious of managing their mental health and overall wellness.



The Great Reevaluation / Resignation. The pandemic was a catalyst for personal introspection and reevaluation of circumstances, values and lifestyle choices. This, combined with extended periods of isolation and working remotely, has led people to seek increased work/life balance.



The Economic Impact of the pandemic has been unpredictable. Initially there were record low interest rates, high levels of unemployment, huge government stimulus. Fast forward to 2022 and interest rates are climbing, property prices have increased dramatically, unemployment levels are low, the rate of inflation is consistently increasing and consumer and business confidence indexes are waning.



Geopolitical Tensions generally result in increased levels of uncertainty and hesitancy to travel internationally. Currently tensions are escalating on several fronts including the war in Ukraine, the withdrawal of USA from Afghanistan and increased tension between China and the western world - most notably including the USA and Australia.



Pandemic Related Uncertainty is likely to linger for many years to come. This will result in confusion and hesitancy to travel due to different restrictions and requirements around travel, potential for borders to close if new variants emerge and the extra effort required to meet other country's covid related requirements.

Key Industry Trends

Connectivity As aviation and commercial vehicle rental companies have had an extended period of reduced turnover, fleet sizes and connection routes have been significantly impacted.

Labour and Skill Shortage The New Zealand tourism industry is experiencing a shortage of tourism and hospitality workers and shortage of skilled labour due to extended border closures, no working holiday visas and an incredibly competitive domestic labour market.

Financial Performance Lack of access to capital and overall lack of turnover and reduced revenues means tourism companies haven't had the ability to invest in or update property and plant, extend product offerings or develop their people.

Central Government Direction Central Government continues to encourage the incorporation of their wellbeing approach. The wider tourism industry is being encouraged to view tourism marketing and management through the four pillars of sustainability and RTOs are required to deliver a Destination Management Plan for their region.

High Levels of Destination Competition Competition for visitors is fierce as border restrictions ease globally. NZ's border restrictions throughout the Covid-19 pandemic could result in potential loss of visitors to competitor destinations

Key Marketing & Consumer Trends

Responsible or "Slow" Tourism Consumers are more conscious of their impact on destinations when they travel and will seek experiences that are sustainable or seek ways to engage and give back to the community to offset the impacts of travel.

Wellness There is undoubtedly a heightened focus on traveling for mental and physical wellbeing, and a growing demand for trips that will have a healing or transformational effect for many travellers.

Nature Seekers For many the great outdoors has provided the perfect antidote to periods of confinement and they are seeking the wide-open spaces and physical challenges in nature-based destinations.

The Bucket List or "GOAT" Mindset Consumers are wanting to experience new destinations and experiences and push themselves outside of their comfort zones and take their 'greatest of all time' bucket list trip.

Blurring the Lines Between Work and Travel As the world shifted to remote work, companies realised that offices weren't needed to ensure productivity. Remote working has hit the mainstream and the lines between work, home holidays and play become more blurred.

Changing Business Events Demand Organisations have utilised online video conference platforms and hybrid conference models to carry out business and events. As the world emerges from the pandemic the importance of incentives and opportunities to reconnect have never been more important for morale and staff retention.

Domestic Visitors Will Continue to be Critical Many Kiwi's – especially the more risk adverse – will opt to continue to holiday at home for the near future as border restrictions remain in place and potential new variants emerge.

Stay Longer, Spend More Many global industry surveys are indicating that when consumer are able to travel again, there will be a trend for staying longer and spending more on their holiday experiences.

Queenstown's Visitor Economy

The visitor economy refers to the production of goods and services for all visitors including the industries that directly serve visitors. The visitor economy plays a vitally important role in the local economy.

Queenstown Visitor Economy YE December 2021

VISITATION

3.3m Cumulative Visitors*

3.3m Domestic
45.2k International
(down 26% vs prior year)

* Annual cumulative visitor count is the total of unique visitors on a given day. (e.g. a visitor that stayed three nights will be counted three times)

Guest Nights

1.8 million

1.6m Commercial
168k Non Commercial

EXPERIENCE

Experience

Net Promoter Score: Experience Score:

+ 71

9.0 / 10

Online Sentiment

Tourism Sentiment Index Score:

27
(NZ: 21)

EXPENDITURE

Tourism Expenditure

\$539m

\$484m Domestic
\$56m International
(down 9% vs prior year)

Tourism Employment**

49.2%
of FTE jobs

9,033
FTE jobs

(down 48% vs prior year)

Contribution to GDP**

36%
of total GDP

\$677
million

(down 54% vs prior year)

** Infometrics tourism data is based on the Queenstown Lakes District (Wānaka and Queenstown) and the time period is April 2020-March 2021.

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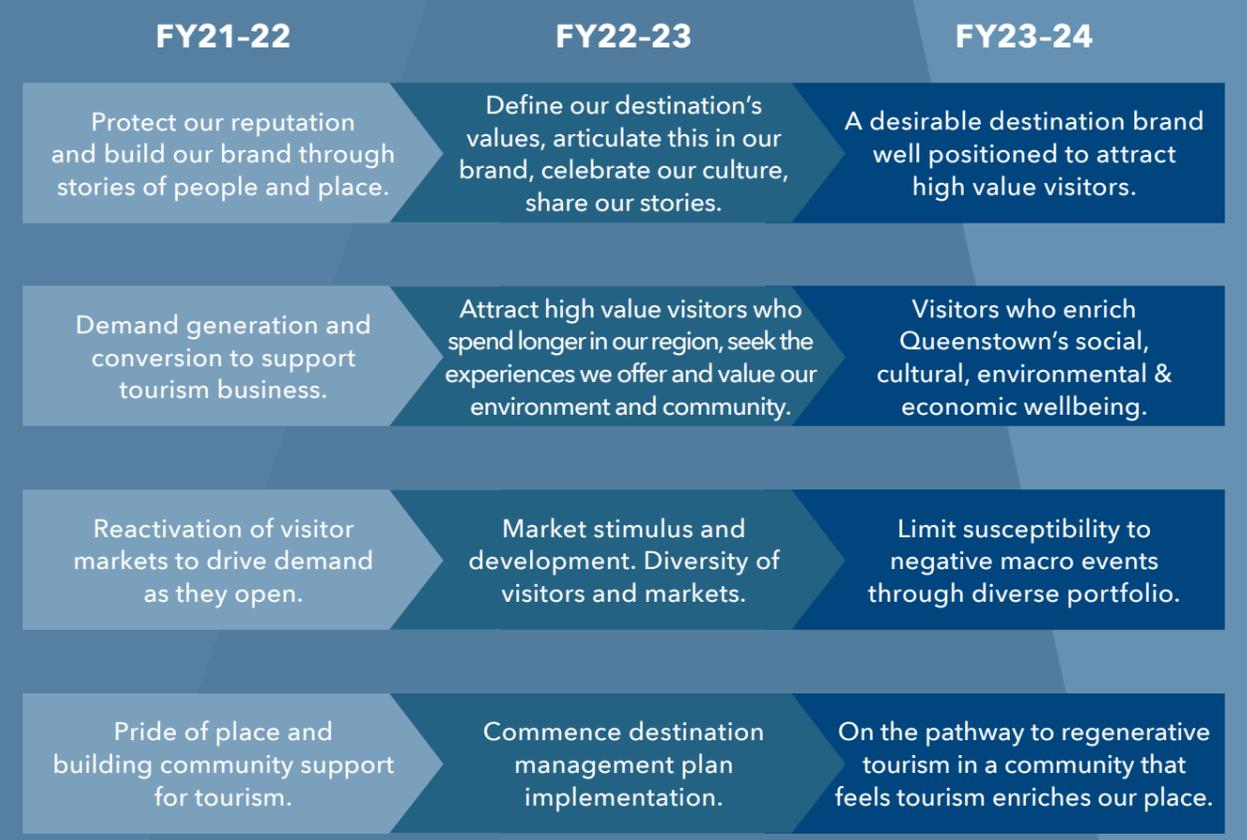
Strategic Focus

The strategic focus for DQ in FY22-23 prioritises destination marketing however a destination management approach will start to be included across DQ activity

DQ will continue to commit its full resource from the targeted tourism levy to driving demand from both the domestic and international markets, converting this demand to visitation and expenditure. DQ will execute a robust paid and earned marketing and media strategy in NZ and Australia and a trade/third party strategy internationally. The focus is to drive brand awareness and consideration, positioning Queenstown as a year-round destination, increasing positive economic

outcomes for the region. This paired with high-impact marketing activity and third-party partnerships aim to target high value visitors, guiding their destination choice and generating conversion to a Queenstown visit.

While destination marketing will remain a priority to support recovery in FY22-23, initial work programmes from the region's new destination management plan, which focuses on regenerative tourism by 2030, will be introduced.



Our Aim

Recover

- Generate demand for Queenstown and drive visitation from both leisure and business travellers in the domestic and Australian markets.
- Convert pent up demand driving trans-Tasman travel via both consumer and trade channels.
- Proactively drive demand from international markets immediately upon borders opening.
- Increase value from visitors by increasing length of stay, increasing spend and improving seasonality spread by showcasing the breadth and depth of visitor experiences.
- Leverage local and regional events to drive visitation to Queenstown.
- Protect our reputation and enhance our brand with the aim of remaining New Zealand's premier visitor destination.
- Support business recovery and rebuilding, assisting businesses through member capability building programmes.
- Proactively partner with other key agencies, such as local government, industry groups, TNZ and central agencies to capture business intelligence and collaboratively work on recovery of the industry.

Thrive

- Support and deliver work programmes identified in the Queenstown Lakes destination management plan, that will guide the Queenstown industry toward regenerative tourism by 2030.
- Evolve our destination narrative to attract visitors to Queenstown whose values align with those of our people and place.
- Support members to respond to a dynamic environment helping the industry evolve, build resilience, and adapt to overcome the challenges faced during and following COVID-19.
- Evolve our brand and marketing strategy to ensure we protect Queenstown's destination brand and reputation in the long term, evolving from conversion-focused to long term brand building activity.
- Continue to promote Queenstown to the domestic market to drive repeat visitation and positive sentiment from New Zealanders.

Priority Themes

Destination Marketing



Target High-Value Visitors

Focus our marketing activities on attracting high value visitors and sustainable year round visitation. Aspects of high value visitors include quality visitors of all travel styles who share our community's values, who seek the types of experiences we offer, intend to stay longer or visit repeatedly, are keen to explore across the seasons, who respect our environment and wish to engage with our community, sharing with us their culture and knowledge.



Nurture our Destination Brand and Foster Positive Destination Reputation

Protect our reputation and build our brand through storytelling that celebrates our people and place building preference for Queenstown in the domestic and Australian markets.



Build our Destination Brand in International Markets

Work with key partners, the travel trade and through our digital channels to ensure we are an aspirational destination. Priority markets include Australia, North America, China, UK, Japan, Korea and South East Asia.



Promote and Leverage Consumer Events and Festivals

Develop a bespoke plan to support the promotion and leverage of local and regional events to benefit Queenstown.



Support Member Capability Building

Provide support to our members through capability building initiatives, both directly where DQ are subject matter experts, and indirectly by connecting our members with third-party resources and expertise.



Attract Business Events through the Queenstown Convention Bureau

Generate awareness of Queenstown as the ideal conference and incentive destination to drive leads for our operators.



Be a Data and Insights Driven Organisation

Use data to inform our activity and provide data and insights to our members to inform theirs.

Destination Management



Enrich Communities and Enhance the Visitor Experience

Embrace the unique identity of our communities in ways that enhance visitors' experience and their sense of connection to our place.



Foster an Environmentally Positive Visitor Economy

Ensure the visitor economy has a positive environmental impact and is aligned with being net zero emissions and zero waste by 2050.



Build Business Resilience, Capability, and Productivity

Nurture development of a thriving visitor economy that is resilient, productive and ready for the future.



Enable a Regenerative Visitor Economy

Create and support the relationships, structures and systems needed to enable a regenerative visitor economy.



Destination Marketing Activity

Marketing & Communications Team

The marketing and communications team is responsible for consumer marketing, brand, media, communications, destination reputation and data and insights. In FY22-23 Destination Queenstown's marketing strategy will cover both short-term demand generation and longer-term positioning of the destination brand to build preference for Queenstown among high value visitors that align with our destination management objectives and enhance our reputation.

DQ will continue to target consumer segments that begin to put us on a pathway that balances economic, environmental and social sustainability. We will tailor our invitation to visitors to target those who seek holiday experiences that Queenstown is well positioned to fulfil; that want to engage with our community, participate in our activities, respect our environment, respect Te Ao Māori values, spend longer here getting to know us and understand our place, and also share their culture and knowledge with us.

Our strategy for FY22/23 will move our conversion focused activity, delivered through DQ's own, earned and paid marketing channels, to an always-on year round approach. High impact campaign activity will focus on telling our brand story, building our destination reputation and supporting our key segment activity.

Consumer Marketing

Objective: Generate and convert demand for Queenstown from New Zealand travellers and encourage seasonal spread.

STRATEGIES

- Implement and fully embed a segment-led marketing strategy across all consumer, media and trade channels to drive preference and sustainable year-round visitation to Queenstown.
- Launch year-round, always-on digital marketing to showcase the seasonal propositions and variety of experiences to be had in Queenstown to drive conversion from the domestic market.
- Work with the trade team, third party suppliers and airlines to partner on activity aligned to DQ's key markets to generate destination preference and demand from the domestic market.
- Act as a key referral source for our members to generate direct bookings.

KPI

1. Drive a 5% growth in domestic visitor expenditure in FY22-23, as measured by Marketview electronic card data.
2. Increase average domestic length of stay from 2.9 nights to 3.1 nights as measured by the Accommodation Data Programme (ADP).
3. Deliver 2% growth in member referrals from the domestic market via the QueenstownNZ.nz website.

Objective: Drive preference for Queenstown in the Australian market, targeting high value visitors, converting demand and supporting year-round visitation.

STRATEGIES

- Build brand awareness and generate preference for Queenstown by delivering integrated marketing activity across all channels including owned, paid and relevant content partnerships in the Australian market.
- Work with the trade team, third party suppliers and airlines to partner on activity to convert demand from the Australian market.
- Ensure industry partners (TNZ, trade, airlines) are equipped to appropriately represent our destination, our unique positioning and reflect our key messages in their activity.
- Launch a year-round always-on digital marketing campaign to showcase the seasonal propositions and variety of Queenstown experiences to generate demand and drive conversion from the Australian market.
- Work closely with TNZ in the Australia market to leverage activity and partner on relevant opportunities aligned with DQ's segment strategy.
- Leverage the activity from DQ's Australian PR agency to support DQ marketing activity and opportunities to activate in the Australian market.

KPI

1. Drive a 5% growth in expenditure over FY18-19 (last pre-Covid year) from the Australian market.
2. Grow the percentage of Australians who consider Queenstown as highly appealing from 53% to 60% as measured by the Visitor Insights Programme.

Objective: Continue to build the Queenstown brand, supporting our positioning as the Southern Hemisphere's premier visitation destination, enhancing our reputation as a world-class destination and telling the stories of our people and place.

STRATEGIES

- Leverage Queenstown's brand proposition as the 'Home of Adventure' to grow, cement or evolve our positioning within each consumer segment, in both the domestic and Australian markets.
- Develop and communicate a deeper understanding of the brand proposition to demonstrate how it applies to the visitor experience across all segments and activity.
- Commence a brand development project which evolves the 'Home of Adventure' brand proposition and encompasses the Destination Management Plan.
- Further develop the Our People Our Home video series which celebrates our people, our place, and our community spirit to foster a sense of pride in our place and build a human connection with potential visitors. Produce and launch Series Two during FY 22-23, featuring new people, passions and businesses as a platform to tell their regenerative tourism story.
- Ensure the Queenstown brand is present in international markets via owned channels and partnerships positioning Queenstown as an aspirational destination.
- Develop an integrated content strategy and calendar of activity which builds on our brand through storytelling and content creation.
- Ensure Queenstown's brand assets including Visitor Guides, Corporate Gifts, Branded Collateral and Uniforms are relevant and up to date.

KPI

1. Grow the percentage of New Zealanders and Australians who consider Queenstown highly appealing from 61% to 63% for New Zealanders and 53% to 60% for Australia, as measured by the Visitor Insights Programme.
2. Grow propensity to visit Queenstown score from 27% to 30% in the domestic market and 20% to 30% in the Australian market as measured by the VIP.

Objective: Introduce a consumer relationship strategy to build direct and personalised relationships with both new and existing visitors, drive advocacy in the domestic market and encourage repeat visitation.

STRATEGIES

- Launch a consumer eDM strategy in alignment with key segment interests to build a first party database of engaged travellers within the domestic, Australian and long haul markets to counteract the deprecation of third party cookie data.
- Develop personalised communications and an ongoing relationship with our domestic visitors via a consumer eDM strategy to drive repeat visitation, drive advocacy and support our destination reputation in the domestic market.
- Drive repeat visitation from the domestic market via tactical retargeting strategies with compelling reasons to return in various seasons.

KPI

1. Increase in percentage of returning website visitors from 19% to 24%.
2. Grow propensity to 'definitely visit Queenstown in the next 12 months' from 16% to 20% in the domestic market as measured by the Visitor Insights Programme.
3. Achieve open rate of 40% (or alternative metric reflective of iOS 15 changes).

Objective: Provide support to our members through capability building initiatives, regular communications and information sharing.

STRATEGIES

- Support operators through offering opportunities to leverage DQ marketing activity and develop member capability initiatives relative to marketing.
- Provide a common message for businesses to align with, promoting a consistent and compelling destination proposition.
- Provision of clear, concise campaign communications, marketing resources and brand toolkits to assist members to amplify and leverage DQ activity in market.
- Work with existing local initiatives and organisations to develop a programme of capability building initiatives to support tourism businesses to develop and succeed, including building digital capability, and data and insights.

KPI

1. Roll out of marketing assistance and capability building programmes for interested businesses.
2. Grow the 'extremely satisfied' and 'very satisfied' levels with DQ's consumer marketing activity from 63% to 67% as measured by the annual member satisfaction survey.

Objective: Develop a bespoke plan to promote and leverage local and regional events to benefit Queenstown.

STRATEGIES

- Use market development plan research for each consumer segment to inform the future regional events strategy.
- Develop an event marketing strategy to promote local and regional events via consumer, PR and media channels to create awareness, generate demand and drive visitation to Queenstown.
- Ongoing review and optimisation of the events hub on QueenstownNZ.co.nz, ensuring timely updates to reflect upcoming events and event-related news.
- Work in partnership with neighbouring RTOs to promote and leverage cross-region events that align with our key segment priority focus.
- Incorporate event marketing into always-on digital activity across DQ's website, social and digital channels.
- Assist major and significant events with signage, content capture and media support where relevant.
- Explore co-funded marketing partnerships with major events.

KPI

1. Drive 2% growth in cumulative visitation count from the domestic market, as measured by Dataventures visitation data.
2. Achieve 4% growth in domestic visitor expenditure against FY 21-22 as measured by Marketview expenditure data.
3. Achieve a 5 point increase the TSI score relating to "Festivals + Events + Concerts" against FY21-22 as measured by the Tourism Sentiment Index Score.
4. Grow traffic to the QueenstownNZ.co.nz events hub by 5%.

Objective: Use data to inform our activity and provide data and insights to members to inform theirs.

STRATEGIES

- Utilise research and data to inform consumer marketing work (to ensure its targeted and highly relevant) and to support members.
- Continued market research to identify opportunities to strengthen Queenstown's positioning within each segment.
- Utilise research from each market development plan to inform channels and targeting for each segment.
- Use campaign performance data to optimise marketing activity on an ongoing basis.
- Implement visitor persona research to overlay against market development plans.

KPI

1. Benchmark and increase website visitation and engagement metrics for each key consumer market segment to measure growth of these audiences.

Objective: Continue to enhance the Queenstown official website maintaining its position as a leading source of visitor information.

STRATEGIES

- Act as a key referral source for our member websites to generate direct channel bookings.
- Ongoing SEO optimisation to improve search rankings and relevance of information.
- Maximise Simpleview investment by identifying capabilities that can be leveraged to adhere to best digital practices.
- Continue to improve website usability to optimise user experience and increase engagement.
- Ongoing technical support, licence fees and hosting.

KPI

1. Increase annual website visitation by 5% YoY.
2. Reduce bounce rate by 4% YoY.

Objective: Foster and participate in collaborative initiatives with both regional lower South Island RTO's and local partners.

STRATEGIES

- Develop a collaborative marketing relationship with QAC and explore partnerships and activity.
- Collaborate with the 45 south partners to support the development and promotion of the touring route and associated assets.
- Support the development of an EV and E-Bike touring routes.
- Be an active participant in the Southern Scenic Route activity.
- Working with neighbouring RTOs to leverage the events supported by the regional events fund.

KPI

1. Launch the 45 SOUTH touring route including a regenerative tourism itinerary.
2. Work in partnership with neighbouring RTOs to leverage regional initiatives.

Communications

Objective: Reinforce our reputation as a safe and desirable place to visit.

STRATEGIES

- Ensure visitors have the information they need to plan for their visit to Queenstown.
- Carry out sentiment tracking to monitor perception of, and sentiment toward, Queenstown.
- Communicate to members and stakeholders key information relating to safe travel.
- Tell our regions' stories through the Queenstown Cares platform.
- Co-ordinate the inter-agency destination reputation management group to collaboratively address and manage issues impacting destination reputation.
- Maintain and update the DQ crisis communications plan and engage with and support lead agencies in response to crisis situations (QLDC, QAC, CDEM, TORQUE).
- Work with Tourism New Zealand and Tourism Industry Aotearoa in communications working groups to support industry.

KPI

1. The Tourism Sentiment Index (TSI) score remains in the upper quartile of the global sentiment range or within 5 points of the upper score of the TSI Global score.
2. Target a 9/10 score for the aspects of "I feel/ felt safe in Queenstown" and "I feel/felt welcome in Queenstown" in the Quality of Visitor Experience survey results.
3. Grow the percentage of New Zealanders and Australians who consider Queenstown highly appealing from 61% to 63% for New Zealanders and 53% to 60% for Australia, as measured by the Visitor Insights Programme.

Objective: Positively build Queenstown's brand through guiding positive media relations.

STRATEGIES

- Maintain a communications schedule of key messaging and media opportunities, with the goal of producing proactive media communications that enhance our reputation or showcase destination performance.
- Leverage the news cycle to deliver positive Queenstown stories in national media.
- Reinforce the value of tourism to Queenstown by sharing our stories about the key role tourism plays for our social diversity, cultural vibrancy, range of amenities and economic success.
- Support our members to share their positive stories and gain media coverage where appropriate.

KPI

1. Target a 2-point increase in the Net Promoter Score as measured by the Visitor Insights Programme.
2. The Tourism Sentiment Index (TSI) score remains in the upper quartile of the global sentiment range or within 5 points of the upper score of the TSI Global score.

Objective: Work with the Tiaki Promise to strengthen the Kaupapa of the promise and raise awareness of its goals.

STRATEGIES

- Continue to emphasise and embed the Tiaki Promise in DQ activity and explore new ways to use and leverage this asset.
- Encourage local agencies, tourism businesses and the community to champion the Tiaki Promise so that all visitors are aware of it and understand it.
- Amplify and reinforce the k of the Tiaki Promise throughout the region to instil a sense of stewardship through deeper knowledge and connections with people and place.

KPI

1. Number of businesses who have committed to the Tiaki Promise in our region

Objective: Provide support to our members through capability building initiatives.

STRATEGIES

- Work with existing local initiatives and organisations to develop a programme of capability building initiatives to support tourism businesses to develop and succeed. Example topics include regenerative tourism, sustainability, digital capability, data and insights.
- Support tourism businesses and their staff to build their knowledge and understanding of local cultural heritage.
- Showcase practical examples of tourism businesses who are successfully demonstrating sustainable tourism achievements and objectives (e.g. reducing carbon emissions, eliminating waste, integrating mātauranga Māori, or achieving positive biodiversity impacts).
- Encourage local tourism businesses to enter relevant national and international business awards that recognise excellence in sustainable and regenerative business practices.
- Continue to be member of the Southern Lakes Response and Recovery team (BRG), both in the short-term relating to COVID-19 but also as the group and its role evolves.
- Ensure we are well placed to leverage any government or key agency support.

KPI

1. Grow the 'extremely satisfied' and 'very satisfied' categories in the annual member satisfaction survey by 5 points.

Objective: Provide members with regular communications and information sharing.

STRATEGIES

- Deliver consistent and relevant communications to DQ members (newsletters, briefings and trainings, member events) while being aware of ongoing opportunities to improve this.
- Deliver a schedule of member events including quarterly DQ member updates, Queenstown Connects and ad hoc member engagement opportunities as required.
- Support delivery of market development plans through regular member communications.

KPI

1. Achieve an average of 45% readership of member communications.

Objective: Manage the reporting function for DQ.

STRATEGIES

- Report on DQ's organisational plans including the Annual Report, the Business Plan and DMP.
- Carry out an annual member satisfaction survey to evaluate DQ's performance and assess member needs and expectations.
- Support and facilitate the new Quarterly Reports for the Marketing and Communications department.

KPI

1. DQ reports delivered to operational schedule.

Objective: Support the implementation of the destination management plan for the region.

STRATEGIES

- Enhance liaison and engagement with our community to shape positive sentiment toward tourism.
- Implement initiatives identified in the Queenstown Lakes district destination management plan (DMP).
- Continue regular communications with community groups, stakeholders and media on DMP progress and member initiatives.
- Ensure the DMP microsite remains up-to-date reflecting key developments and updates for both industry and community.

KPI

1. Initiatives from the Destination Management plan that are included in the FY22-23 plan are completed and launched by 1 July 2023.
2. Target a 2-point increase in the Queenstown Lakes district community's Tourism Approval Rating (TAR) score as measured in the Views on Tourism survey.



Media

Objective: Focus our media activity on attracting high value visitors and sustainable year-round visitation in alignment with consumer marketing activity.

STRATEGIES

- Facilitate content generation, via the DQ media hosting programme that is aligned with consumer marketing priorities and in response to demand from media and market trends.
- Work with TNZ on International Media Programme to secure international media coverage for Queenstown.
- Identify ongoing partnerships and opportunities in key consumer segments (including influencers/ambassadors).
- Seek earned media opportunities through the DQ media programme.
- Develop content for DQ's own channels tailored for key long-haul markets as well as domestic and Australian markets.
- Support DQ's market development plans through the media programme.

KPI

1. Produce a minimum of 40 pieces of DQ generated earned media.

Objective: Build our brand through owned and earned media channels, supporting storytelling that celebrates our people and place and drives positive PR.

STRATEGIES

- Utilise DQ channels to deliver initiatives that build pride of place and share our stories locally.
- Utilise DQ media programme to help support positive sentiment through storytelling.
- Continue to develop, expand and leverage the "Queenstown Cares" platform to share positive environmental initiatives by local businesses and community organisations, and regenerative stories aligned with the DMP.

KPI

1. Build awareness and knowledge of Queenstown as a tourism destination from 88% to 91% in the New Zealand Audience and from 63% to 70% in the Australian Audience as measured by the Visitor Insights Programme (Visitor Perceptions Survey).
2. Tourism Sentiment Index (TSI) score to remain in the upper quartile of the global sentiment range or within 5 points of the upper score of the TSI Global score.

Objective: Work with key partners, the travel trade and through our digital channels to ensure we are an aspirational destination as borders reopen.

STRATEGIES

- Build new relationships, and reinforce existing relationships, with Australian and international media contacts ahead of borders reopening.
- Work in partnership with TNZ and an Australian PR agency to inspire the return of international visitation to Queenstown.
- Use and influence the International Media Programme to secure inspiring and engaging media coverage in key international markets, as part of market re-entry strategy.
- Continue to build strong relationship with TNZ to ensure Queenstown is well placed to benefit from their marketing investment.

KPI

1. Produce a minimum of 50 pieces of DQ generated earned media in the international market.

Objective: Support the promotion and leverage of local & regional events to benefit Queenstown.

STRATEGIES

- Include events in relevant sponsored content and pitches for media famils and help drive destination visitation.
- Promote events in member and community communications where relevant

KPI

1. Grow the TSI score regarding festivals, events and concerts by 5 points.

Insights and Data

Objective: Support the DQ focus on attracting high value visitors and driving sustainable year-round visitation with timely and relevant data and insights.

STRATEGIES

- Launch, manage and support the use of the internal data and insight dashboard.
- Provide actionable and timely insights to guide both DQ team and member activity
- Conduct comprehensive research to ensure in-depth knowledge of DQ's key visitor segments and identify opportunities for DQ, members and community stakeholders.
- Develop pre-campaign data and insights to inform marketing campaigns.
- Complete mindset or persona-based research to support future targeted marketing activity.

KPI

1. Increase average length of stay from 2.9 nights to 3.1 nights as measured by the Accommodation Data Programme (ADP).
2. Average 3% growth over FY21/22 in association of key segments activities/ experiences associated with Queenstown as measured by the Visitor Insights Programme.

Objective: Facilitate and support the development of segment Market Development Plans.

STRATEGIES

- Develop and deliver two new market development plans to identify opportunities to strengthen Queenstown's position in the relevant segment.
- Continue to refine, utilise and support the implementation of the four market development plans either completed or in development (biking, food and drink, golf, ski).
- Share information on DQ's key visitor segments and related opportunities with members and Queenstown community stakeholders as appropriate.

KPI

1. Deliver two new market development plans.
2. Conduct annual progress review for implementation of biking and food and drink plans.

Objective: Provide DQ members with timely and consistent data and insights on the regional and visitor economies and the wider tourism ecosystem.

STRATEGIES

- Launch, manage and support online member data and insight hub in line with the four pillars of sustainability as set out by TIA (visitor, resident, economy, environment).
- Compile annual hero segment insight guides for DQ internal and members use.
- Utilise third party research, articles and datasets to guide activity and share with DQ team and members when relevant.

KPI

1. Achieve 500 logins to the member data and insights hub in FY22/23.
2. Complete annual segment insight guides for DQ's hero segments.

Objective: Be a data and insights driven organisation

STRATEGIES

- Enable and empower DQ staff and members to discover and utilise datasets to support them to independently develop insights to guide their activity.
- Develop, manage, and continuously improve the Member Data and Insights Hub microsite.
- Develop, manage and continuously improve the Internal Destination Queenstown PowerBI dashboard.
- Deliver member trainings on how to use the Data and Insight Hub.
- Support DQ team and members to inform their activity with relevant and timely data
- Run and continuously improve the 90 day forward outlook.

KPI

1. Every DQ staff member trained to independently use the internal data & insights dashboard.
2. Achieve 500 logins to the member data and insights hub in FY22/23.
3. Achieve a score of at least 65% of members 'extremely satisfied' and 'very satisfied' levels with DQ's data and insights activity as measured by the annual member satisfaction survey.

Objective: Support efforts to build destination brand and foster positive destination reputation.

STRATEGIES

- Measurement and monitoring of visitor experience and sentiment metrics.
- Implement regular internal reporting through a variety of existing or additional data and research sources to measure experience and sentiment related to destination brand and reputation.

KPI

1. Every DQ staff member is skilled to proactively use the dashboard and is accessing it regularly.



Business Development Team

The business development team is responsible for travel trade activity and business events. The focus for this year will be generating demand and increasing spend in the visitor economy from high spending long haul international markets and from Australia to ensure recovery and profitability for Queenstown businesses thus improving Queenstown's economy and contributing to enriching the lives of our local community.

This will be measured by the following KPIs:

- Increase the average daily rates for accommodation from the current annual average of \$175 (2021) to \$242 by YE 2023. (Source STR).
- Increase trading levels for tourism businesses (activities, attractions, hospitality, touring products) from the current average range of 1%-30% to 60%-85% (of pre-pandemic levels) by YE 2023.
- Rebuild Queenstown's economy from \$3.16b at YE March 2021 (-11.2% GDP decline over YE March 2020) to \$3.50b in 2023. (Source QLDC Infometrics).

Objective: Enhance the profile of Queenstown, our product range and portfolio within Travel Trade distribution channels globally. Influence and improve presentation of Queenstown's core proposition using Home of Adventure assets within communications and channels of key trade partners reaching high value end consumers. Improve value and spend in Queenstown and leverage destination marketing opportunities with key partners in the distribution channel.

STRATEGIES

Reestablish international travel trade relationships and recruit new travel sellers into DQ's distribution channel database.

- Continue to maintain, update and rebuild a comprehensive global trade distribution channel database.
- Participate in travel tradeshows in international markets organised by TNZ, airports, airlines, wholesalers and other organisations. (Kiwi Link, RTO Workshops, Kia Ora South, WTM, ITB, ILTM, Virtuoso, MTS, etc).
- Organise DQ roadshows and DQ sales missions to key markets not covered by TNZ events to facilitate market access to DQ members.
- Attend the annual TEC conference and other events to influence distribution channels.

Upskill buyers with easy to consume Queenstown products content using newsletters, webinars, DQ Travel Trade channels and campaigns.

- Continue development of new trade training content – video, presentations and new tools on the website.
- Deliver 3x newsletters with new products, visual content and webinar calendars each quarter (12x annually).
- Deliver translated communication via quarterly newsletters – simplified and traditional Chinese.
- Grow reach and engagement in DQ's travel trade social channels – Facebook, YouTube and WeChat.
- Deliver remote training sessions and virtual roadshows to global travel trade on Queenstown's propositions.

Famil and Site Inspections

- Develop an inventory of famil product capacity with DQ members to facilitate and improve share of TNZ famils.
- Support TNZ famils from all international markets.
- Support airlines, airports, inbound operators and wholesaler famils.
- Work with strategic airline, airport partners to deliver DQ's own famils.
- Host 40 TRENZ 2023 participants in TRENZ pre/post famils.

Member Capability Building

- Deliver on shore and offshore, in person and virtual networking events and forums to connect Queenstown operators to buyers from the distribution channel from international markets.
- Participate and facilitate Queenstown operators presence at TRENZ 2023 in Christchurch.
- Publish Quarterly Reports summarising Travel Trade Marketing Activity to members and deliver Quarterly Member updates on key markets and travel trade marketing activity.
- Create opportunities for Queenstown operators to visit markets for sales calls.
- Develop resources for Muslim market in Malaysia and Indonesia to increase length of stay.

Strategic Partnerships

- Engage closely with key partners like TNZ, Airlines, Airports, TEC, Auckland Unlimited to create opportunities for Queenstown content to get into market.
- Take a leadership position in developing and delivering the regional IMA strategy.
- In partnership with Auckland & Christchurch Airports, develop and implement a China re-entry strategy including key market segments and seasonal dispersal opportunities.
- Develop DQ's long haul portfolio of markets to align DQ Business Plan for FY 2023-24.

KPI

- Improve reach by increasing DQ's Travel Trade database from the current 5,000 distribution channel partners to 10,000 by the end of FY22-23.
- Improve visitor spend by upskilling the distribution channel with Queenstown destination and product training sessions (remote and in-person) to reach 2,000 distribution channel partners the end of FY 22-23.
- Increase travel trade website traffic by 50% over previous year, improve engagement levels with global travel trade.
- Communications reach (12 newsletters annually reaching an average of 7,500 unique travel sellers).
- Grow reach and engagement threefold for Queenstown Travel Sellers social channels—Facebook, YouTube and WeChat.
- Host 200 famil participants in Queenstown to improve value of Queenstown packages sold globally.
- Maintain member satisfaction rate for Travel Trade activity at a minimum of 80%.

Business Events

Objective: Maintain existing and develop new industry relationships and partnership opportunities to generate more awareness of Queenstown as the ultimate Business Events destination and to increase leads.

STRATEGIES

Content and campaign

Marketing and digital content, social media channel development.

- Continue development of new Business Events content – video, presentations and new tools on the website – for domestic, Australia and long-haul markets re-positioning Queenstown as the Home of Adventure.
- Deliver a LinkedIn led digital campaign for New Zealand and Australia with an always-on approach.
- Continue promoting Home of Adventure to channel partners in the Australian market.

Famil and site inspections

- Host buyers with prospective and confirmed business for Queenstown to improve spend.
- Host New Zealand Domestic Corporate End User Famil in partnership with Air New Zealand.
- Host New Zealand Trade based Event Managers Famil (PCOs, Incentive Houses) in partnership with Air New Zealand.
- Host Australian C&I Buyers Famil in partnership with Air New Zealand to deliver 'Queenstown is open' message for Australian business event organisers and corporate end users.
- Host 15 C&I buyer participants in MEETINGS 2023 pre/post famils.
- Host famils – QCB famils and supporting TNZ and channel partner famils where objectives align.

Direct buyer engagement

Sales calls, business event trade shows, buyer networking events

- Attend BEIA's MEETINGS 2023 and leverage famil opportunities around it.
- Attend AIME 2023 Melbourne and use the platform to deliver Queenstown Home of Adventure.
- Attend Get Global, Direct Selling Association or similar business event trade shows and conferences in Australia.
- Sales calls in Australia.
- Sales calls and business event trade shows in New Zealand.
- Attend global business events trade shows (IMEX Las Vegas) supported and promoted by TNZ in markets as borders open.
- Support TNZ participation at IBTM Singapore (April 2023), Prevue Incentive Summit (US), TNZ Business Events Australia Roadshow.
- QCB Australia Roadshow (Dec 2022).

Strategic partnerships

- Engage closely with key partners in market – Air New Zealand, Qantas, American Airlines, United, Singapore Airlines, BEIA, TNZ, AuSAE, SITE and new NZ Convention Centres.
- Continue close partnership with Auckland Convention Bureau to deliver Auckland and Queenstown dual destination proposition to incentive programs in long haul markets with focus on China, South-East Asia and the United States.
- Develop a US incentive Strategy in partnership with Auckland Convention Bureau.
- Attend the annual BEIA conference and other events to influence distribution channels.

Member Capability Building

- Deliver networking events and forums to connect Queenstown C&I operators to buyers from New Zealand corporates.
- Participate and facilitate Queenstown operators presence at MEETINGS 2023 in Christchurch.
- Run three QCB Advisory Board meetings to collect input for the annual QCB business plan and to review QCB strategy and activity.
- Publish Quarterly Reports summarising QCB activity to members and deliver Quarterly Member updates.
- Create opportunities for Queenstown operators to visit markets for sales calls.

KPI

- Number of leads generated (90 New Zealand, 100 Australia, 30 long-haul, 220 total leads).
- LinkedIn led digital C&I campaign reach, web traffic and leads generated.
- Newsletter communication reach (12 newsletters reaching 3,000 PCOs, incentive and corporates globally).
- Sales calls completed (40 New Zealand and 60 Australian one-on-one).
- Attend/organise road shows in New Zealand and Australia (130 attendees as buyers).
- Famils and site inspections (50 participants hosted).
- Maintain member satisfaction rate for QCB activity at a minimum of 80%.



Organisation

DQ Team Charter

Our Purpose

Together we inspire visitors to experience, share and care for our place.

Our Vision

To be a valued, collaborative, empowered team that has a positive impact for our members.

Our Values

Collaborate and communicate

Trust and Respect

Empower and encourage

Have fun

Organisation

Objective: Destination Queenstown is an appropriately resourced, structured and motivated team to deliver the requirements of the annual plan.

STRATEGIES

- Ensure the DQ organisational structure is ready to adapt to changes in the New Zealand industry.
- Create and provide a comprehensive induction and continued support for the incoming CEO, ensuring they have the tools and knowledge to lead the organisation.
- Support staff to develop new skills via targeted training and development plans.
- Deliver the induction plan for each new starter to ensure they are appropriately inducted over their first four weeks at DQ, this includes undertaking a personality assessment.
- Focus on improving in the areas recommended by 2021 engagement survey whilst maintaining or bettering overall outcome.
- Provide an external Employee Assistance Program via EAP Services.
- All DQ staff who regularly host clients and media have a first aid certification.
- All DQ staff to undertake driver training.
- Maintain a Business Continuity Plan for DQ including communication procedures, identification of key personnel, identification of business-critical processes and files, IT backups and access, insurance and contact details.
- Support the audit process by ensuring all records are maintained and available (including Board minutes, visa approvals and HR documentation) ensuring a clean audit year on year.

KPI

1. 100% completion of HR and organisational deliverables.

Objective: Workplace health and safety is a top priority in everything Destination Queenstown does.

STRATEGIES

- Continue to educate and to promote active participation across the team regarding health and safety matters, initiatives, improvements and procedures.
- Provide internal training to the DQ team on the following: Health and Safety at Work Act (2015), hazard identification and reporting, DQ H&S policies and procedures, DQ office health and safety walk-through, chains for winter driving.
- Ensure the health and safety policy and plan continues to be adhered, implemented and updated. Health and safety committee to undertake an annual review and update of DQ's health and safety plan including emergency response and evacuation procedures, DQ procedures and hazard/risk assessment.

KPI

1. Zero harm incidents and health and wellbeing initiatives provided to staff.

Objective: Prioritise and promote sustainability initiatives across the organisation.

STRATEGIES

- Implement and review sustainability concepts across Destination Queenstown, ensuring the organisation meets the DQ Sustainability policy and plan (version 2).
- DQ sustainability committee continues to ensure support the implementation of sustainability policy internally.
- Work with the wider team to implement relevant destination management work programmes.

KPI

1. Participate in the Wao Climate Action Initiative to measure DQ carbon footprint.

Destination Management



Destination Management Introduction

Queenstown has long been New Zealand's most renowned visitor destination. Majestic landscapes, diverse communities, an open and warm welcome and an intangible energy combine to make Queenstown a highly appealing destination.

This appeal had led to significant sustained growth in both visitor numbers and resident population over many years.

In mid-2020 Destination Queenstown and Lake Wānaka Tourism were recipients of Strategic Assets Protection Programme (STAPP) funding. STAPP funding was available to RTOs that could demonstrate a commitment to:

- Advancing the goals of the New Zealand-Aotearoa Government Tourism Strategy and create a more productive, sustainable and inclusive tourism sector;
- Retaining RTO investment from Local Government;
- Adopting a destination management approach in line with MBIE's Destination Management Guidelines which includes working with industry, communities and stakeholders to plan for the future, supporting industry capability and product development opportunities; and
- Domestic marketing activity that complements Tourism New Zealand's domestic marketing.



In addition to the directive to RTOs to undertake destination management planning, QLDC has had a formal Whaiora (Grow Well) Partnership with Kāi Tahu and the Crown since 2019. This resulted in the development of a Spatial Plan that highlighted the development of both a Destination Management Plan and an Economic Diversification Plan as a priority. Progress is reported via a governance structure that includes senior leaders, the Mayor and Ministers.

Funding granted to DQ and LWT for the purposes of destination management planning is being utilised to do so for the Southern Lakes region, incorporating Queenstown and Wānaka, in partnership with QLDC. The work is being led by a steering group consisting of representatives from DQ, LWT and QLDC.

In 2020, working with MBIE, a DMP prototype was created. This work developed the initial outcome on which the work was developed – regenerative tourism by 2030 and highlighted that a ‘whole of system’ approach was needed. Vision Beyond 2050 is the guiding vision for the work. This process identified that regenerative was more than an output, it is a methodology and way of working. It requires collaborators to take a place-based approach and build upon the connections that our residents, businesses and visitors have to the landscapes around them. A regenerative approach requires a positive impact, not a ‘do no harm’ mindset.

A regenerative tourism sector is one where businesses:

- Thrive, innovate and provide fair returns on investment
- Play an active role in making our whole community happier, more resilient and more equitable
- Proactively protect the cultural values of tangata whenua and those who called this place home before us
- Play an active role in ensuring our environment and ecosystems are healthy, resilient and self-regenerating

In a regenerative tourism future, we all help create and share value that goes well beyond money and jobs. We create a place that is healthy and thriving in every way.

Significant work has been undertaken to gain input from our local community and stakeholders to shape the DMP. It is estimated that the final plan will be complete by July 2022.

The pillars of the destination management plan are:



Enrich communities and enhance the visitor experience



Foster an environmentally positive visitor economy



Build business resilience, capability and productivity



Enable a regenerative visitor economy

The DMP approach will support local communities to flourish and be proud hosts. Visitors will be enriched through authentic experiences and interactions with the unique essence, stories, culture and heritage of the district’s places and communities.

Destination Vision

“Tourism for a better world”

To complement the inspiring natural setting of our place with opportunities for reflection, self-discovery and personal growth...

In a way that supports the wellbeing and vitality of local communities, reinforces their sense of place and enables the health of all living systems now and for the future...

So that the Queenstown Lakes District may serve as an example for how the visitor economy can deliver a thriving future and wellbeing for our community, our visitors and our places.

Destination Values



Manaakitaka – Mutual Respect

We give a warm welcome to visitors (manuhiri), building unity through authentic connections and the act of sharing so that those arriving as manuhiri leave as extended family (whānui). We care for the health and wellbeing of everyone in our community because those who are least visible are an important indicator for the health of the whole.



Whanaungataka – One Together

Reciprocal relationships which are valued, strong, enduring and weave us together as whānui. These relationships nourish our community, as well as enabling a productive and thriving visitor economy. We support and celebrate local whenever we can. We invite manuhiri to share equally in the kinship of our communities through meaningful experiences and connections, rather than through transactions.



Kaitiakitaka – Guardianship

Recognising the life-supporting balance of nature, we consciously care for our unique environment and biodiversity so that nature thrives for the benefit of all species, whilst providing for the wellbeing of our people and our place.



Destination Guiding Principles



Building Communities

Our communities are the living heart of the district. We understand, respect and treasure their unique essence, identity and values by giving them an authentic voice and opportunity to shape their futures.



Enabling Regeneration

We consciously nurture those people, activities and organisations that are already lively forces of regeneration, so that others will follow their lead and create the conditions for a regenerative community.



Demonstrating Leadership

Using economically sustainable and agile businesses, we collaborate to innovate joint ventures with nature, communities and places which will enrich manuhiri, locals, workers and the environment.



Working Together

We must work together because no single organisation can achieve our vision alone. Organisations and agencies with a role to play openly share information and resources in the shared interests of achieving our goals.



Embracing Change

We look backwards to learn from the past and plan with prudence to prepare for the future. We do not fear change but embrace it as an opportunity to improve and be of greater service to our communities.

**NB the destination vision, values and principals could evolve in line with feedback on the Destination Management Plan.*

Destination Management Activity



Destination Management

Destination Queenstown has identified work programmes from the draft destination management plan that are the RTO deliverables in FY22-23. Third party funding will be sought for these work programmes as they are not funded through the existing tourism promotion levy.

It should be noted that there are a range of work programmes included in the DMP designed to deliver on these goals that will be managed across the three partners of the plan. The bullet points below only reflect the work DQ is looking to commence in year 1, FY22-23. The full list of DMP work programmes will be outlined in the final destination management plan.



Pillar: Enrich communities and enhance the visitor experience

Goal: Embrace the unique identity of our communities and empower them to share their values and connection to place

PROJECT

Work with communities to understand their unique places and their values

WORK PROGRAMMES

- Co- create a schedule of regular opportunities to listen to and engage proactively with our communities about tourism. These ongoing forums will be organised in partnership with communities in a range of places across the district to ensure a broad and complete understanding of place-specific issues and desires.
- Develop a toolkit that makes it easy for tourism businesses to integrate and support the values of the communities where they operate; and enables communities to support progress of tourism businesses where appropriate.
- Work with Tourism NZ and third-party travel trade organisations to raise their awareness about and support our community values-based approach.

PROJECT

Show leadership in caring for our place

WORK PROGRAMMES

- Use all opportunities to amplify and reinforce the kaupapa (intention and principles) of the Tiaki Promise throughout the district in a consistent way so that the values of Tiaki become a commonly used benchmark of behaviours.
- Encourage local agencies, the community and tourism businesses to champion the Tiaki Promise so that all visitors are aware of it and understand it.
- Identify and acknowledge examples of behaviour and practices that aligns with the Tiaki Promise so that there are a growing number of leading examples to inspire others.

PROJECT

Be good Treaty partners and support Te Ao Māori

WORK PROGRAMMES

- Establish an effective and strong working partnership with authorised Kāi Tahu, Rūnaka and mana whenua representatives to enable their active involvement in destination planning.



Pillar: Foster an environmentally positive visitor economy

Goal: Demonstrate that the environmental footprint of the visitor economy is known and is being reduced.

PROJECT

Understand and measure the tourism and visitor economy's environmental footprint

WORK PROGRAMMES

- Raise tourism businesses' awareness about the importance and benefits of managing the environmental footprint of their business; and support them to create sustainability and environmental improvement plans.

PROJECT

Support innovation and leadership to reduce the visitor economy's environmental footprint

WORK PROGRAMMES

- Work with existing local initiatives and organisations to support businesses to reduce waste. This specifically includes:
 - Continuing to reduce and then eliminating waste from single use plastics.
 - Rescuing and reusing organic and food waste, with a particular focus on hospitality businesses.
 - Supporting accommodation providers and short-term rental providers to reduce waste and maximise waste diversion in ways that are easy for guests to implement.
- Champion locally and regionally produced products that showcase the very best of the Queenstown Lakes district and surrounding South Island regions (e.g., food and beverage).

PROJECT

Travel lighter

WORK PROGRAMMES

- Work with partners within and beyond the district to support the development and promotion of EV and e-bike touring routes
- Identify further opportunities to develop walking and cycling transport networks that serve local communities, as well as visitors, to make cycling and walking a convenient way to get around.
- Leveraging the district's reputation as a premier biking destination, identify opportunities for improving biking amenities that will benefit both the community and visitors.

PROJECT

Improve biodiversity, water and ecosystem health outcomes

WORK PROGRAMMES

- Promote existing practical initiatives and opportunities for tourism businesses and visitors to contribute time and/or money to improving biodiversity outcomes.
- Investigate and support accreditation options for tourism businesses that partner with local environmental groups to deliver measurable, enduring outcomes for Te Taiao.



Pillar: Build business resilience, capability and productivity

Goal: Build on the resilience of the visitor economy to provide a positive and productive future for business owners and workers.

PROJECT

Support business capability and resilience

WORK PROGRAMMES

- Work with local organisations to provide mentoring, training, information, resources and other useful ongoing support for tourism business owners, managers and employees. This will enable them to develop their businesses in ways that improve productivity and financial returns and build practical capabilities aligned with regenerative tourism and for achieving specific objectives in this plan.

PROJECT

Support a thriving and skilled workforce

WORK PROGRAMMES

- Work with existing local initiatives and organisations to develop a range of capability building programmes specifically for the tourism workforce aligned with achieving the objectives of this plan.

PROJECT

Recognise and celebrate tourism business excellence

WORK PROGRAMMES

- Showcase practical examples of tourism businesses which are successfully demonstrating achievement of this plan's values and objectives (for example: reducing carbon emissions, eliminating waste, integrating mātauranga Māori, or achieving positive biodiversity and ecosystem health impacts).
- Encourage and support local tourism businesses to enter relevant national and international business awards that recognise excellence in sustainable and regenerative business practices (for example: Sustainable Business Network, Qualmark, TIA, GreenTec, Skål International Sustainable Tourism, Regenerative Travel Impact awards etc.).



Pillar: Enable a regenerative visitor economy

Goal: Create and support the relationships, structures and systems needed to enable a regenerative visitor economy to emerge

PROJECT

Establish community funding bodies

WORK PROGRAMMES

- Establish a community fund that targets visitor give-back and financial contributions to support social and environmental outcomes

PROJECT

Create a single source of truth for destination data

WORK PROGRAMMES

- Improve the collection and sharing of data and information through a collaborative approach between relevant regional and national organisations to support achieving the objectives of this plan; and to facilitate improved visitor flows within the district and between surrounding districts.

PROJECT

Foster collective industry communication and understanding of tourism for a better world

WORK PROGRAMMES

- Create regular forums to encourage a shared understanding of the district's vision for regenerative tourism across visitor economy businesses
- Consistently share stories of regenerative tourism locally, nationally and globally to raise understanding about the potential for tourism to create a better world



Pillar: Foundations for success



Goal: Setting the foundations to realise the vision of 'tourism for a better world'

FOUNDATION

Create an effective governance approach to administer the plan

WORK PROGRAMMES

- Develop a formal partnership for the delivery and future development of this plan which includes the RTOs, QLDC, Department of Conservation and Kāi Tahu as the initial core partners.

FOUNDATION

Create an effective communication structure to support governance and implementation

WORK PROGRAMMES

- Raise awareness of the plan with tourism sector leaders, tourism businesses, the community and all relevant agencies in a way that invites and encourages ongoing dialogue as part of the iterative process for future development of this plan. Ensure the community and tourism businesses are aware that there is an open invitation to collaborate and partner to achieve the plan's objectives.

FOUNDATION

Ensure necessary funding and resources

WORK PROGRAMMES

- Understand and support the capability and capacity required to successfully implement the plan. Develop appropriate programmes to address any issues or gaps identified.
- Research, investigate, identify and secure appropriate funding from the public and private sectors to support work programmes that require financial support.

FOUNDATION

Collaborate and align strategically

WORK PROGRAMMES

- Align RTO and QLDC processes and business plans with the Destination Management Plan and embed the visions, values and guiding principles.
- Develop an inter-regional destination management planning network to support achievement of the plan's objectives in collaboration with other regions and their own destination management plans



Destination Queenstown Success Measures



Economic

Measures

Targeted growth in visitor expenditure

- Drive a 2% growth in domestic visitor expenditure in FY22-23, as measured by Marketview electronic card data.
- Drive a 5% growth in expenditure over FY18-19 (last pre-Covid year) from the Australian market.

Recovery of tourism's contribution to Queenstown Lakes GDP

- Grow tourism's contribution to the Queenstown Lakes District GDP to 30% at YE March 2023. (Infometrics)

Recovery of number of FTE's related to tourism in the Queenstown Lakes

- The Tourism Industry generates 15,000 FTE positions across the Queenstown Lakes District at YE March 2023. (Infometrics)



Resident

Measures

Maintain Community Sentiment and social license in the region with the return of international tourism

- Grow the International Tourism Approval Rating in the Queenstown region 2 points to 31 in the FY22/23 Views on Tourism research.
- Maintain the Domestic Tourism Approval Rating in the Queenstown region at 67 in the FY22/23 Views on Tourism research.

Grow awareness of the Regenerative Tourism by 2030 Destination Management Plan

- Grow awareness of the Destination Management plan from 36% to 60% as measured by the Views on Tourism research.



Environmental

Measures

Commitment to caring for our environment

- Actively track the number of organisations involved with sustainability commitments (TIA's Tourism Sustainability Commitment, Tiaki Promise Commitment, Qualmark qualification, other).
- Leading by example Destination Queenstown will participate in Wao Climate Action Initiative to measure DQ carbon footprint and actively work toward reducing environmental impacts through DQ's Sustainability Policy.

Building awareness/knowledge and measuring impacts

- Actively track the number of organisations that have completed the Wao Climate Action Initiative programme and are tracking carbon.



Visitor

Measures

Grow our destination brand and foster positive destination reputation

- Grow the percentage of New Zealanders and Australians who consider Queenstown highly appealing from 61% to 63% for New Zealanders and 53% to 60% for Australia, as measured by the Visitor Insights Programme.
- Grow propensity to visit Queenstown score from 27% to 30% in the domestic market and 20% to 30% in the Australian market as measured by the VIP.
- Target a 2-point increase in the Net Promoter Score as measured by the Visitor Insights Programme.
- The Tourism Sentiment Index (TSI) score remains in the upper quartile of the global sentiment range or within 5 points of the upper score of the TSI Global score.
- Increase annual website visitation by 5% YoY.

Harness the potential of high value visitors

- Increase average domestic length of stay from 2.9 nights to 3.1 nights as measured by the Accommodation Data Programme.
- Increase intention to return within 6-12 months from 30% to 35% as measured in the VIP.
- Grow visitor spend at a greater rate than cumulative visitor numbers. (Marketview and Dataventures)
- Increase business event leads to 220 for the year.

Growth in visitor participation in our key segments

- Benchmark and increase website visitation and engagement metrics for each key consumer market segment to measure growth of these audiences.
- Average 3% growth over FY21/22 in activities/ experiences associated with Queenstown, that are in line with our key segment as measured by the Visitor Insights Programme.



Appendix

The Destination Queenstown FY2022-23 Annual Plan has been created in consideration of the following:

Queenstown Lakes District Vision 2050

'A Unique Place. An Inspiring Future | He Wāhi Tūhāhā. He Āmua Whakaohooho'

In 2018 QLDC convened a diverse group of thinkers to reflect the many voices in the district and key concepts, including tākata whenua, the rich heritage of the area, today's diverse communities, and the business and tourism perspectives. Community engagement followed and a community vision for the Queenstown Lakes district was born – titled 'A Unique Place. An Inspiring Future | He Wāhi Tūhāhā. He Āmua Whakaohooho'. In March 2019, the Council unanimously agreed to commit to the vision as a guiding document to inform future decision making and planning. DQ aims to align with Queenstown's Vision 2050 which identifies Queenstown's aspiration to be a community

that holds true to the values that collectively define what is unique about Queenstown Lakes District. DQ will ensure that it delivers work in a way that supports the vision statements and intent of Vision 2050. The development of a regional destination management plan would assist the RTOs to develop objectives for the visitor economy that align with, and deliver on, the district's Vision 2050.

"We aspire to be a community that holds true to the values that collectively define what is unique about Queenstown Lakes District – our home. These vision statements underpin everything we do."



New Zealand – Aotearoa Government Tourism Strategy

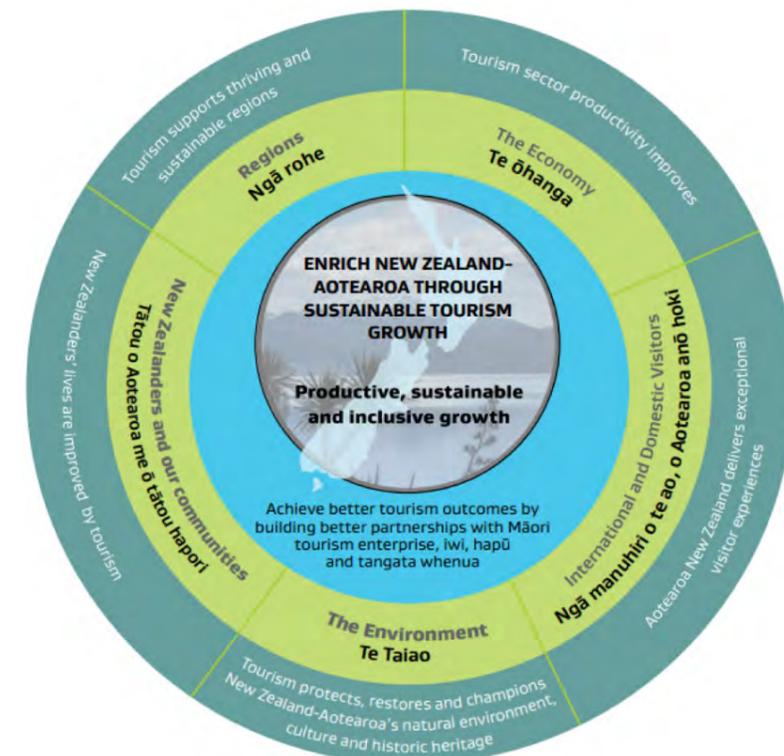
The government's goals for tourism is to enrich NZ Aotearoa through sustainable tourism growth.

Enrich means wanting tourism to improve New Zealander's social, cultural, environmental and economic wellbeing. 'Sustainable' includes environmental, social and economic sustainability. We need to make sure the natural environment is protected and enhanced, that communities embrace visitors, and that we are economically better off.

To enrich New Zealand-Aotearoa through sustainable tourism growth, the Tourism Strategy sets out five integrated outcomes. A productive te ōhanga/economy requires a healthy functioning te taiao/environment to

support it. It's the drawcard for ngā manuhiri o te au, o Aotearoa anō hoki/ international and domestic visitors seeking quality experiences which we must protect and restore to sustain tourism in New Zealand-Aotearoa. Tourism should benefit tātou o Aotearoa me Ō tātou hapori/New Zealanders and our communities through jobs, education and growth, and spread these benefits across our ngā rohe/regions.

The government will strengthen their stewardship of the tourism system and work more actively with iwi, hapū and tangata whenua, local government, industry, businesses, regions and communities to shape future growth, manage its impact and better coordinate investments.



New Zealand Tourism Sustainability Commitment

The New Zealand Tourism Sustainability Commitment aims to see every New Zealand tourism business committed to sustainability by 2025.

The vision is Leading the World in Sustainable Tourism – Toitū te taiao, toitū te tāpoi. E kōkiri ana e Aotearoa. To deliver on this, we must achieve ambitious economic goals while sharing the overwhelming benefits with supportive communities, contributing to restoring, protecting and enhancing our natural environment, and continuing to be a high-quality destination of choice for domestic and international visitors.

The TSC was developed by Tourism Industry Aotearoa. They are inviting every New Zealand tourism business to join them on this sustainability journey. The Tourism Sustainability Commitment works towards twelve Commitments across the four elements of tourism sustainability: Economic, Visitor, Community and Environment.

The goal is to create a truly sustainable tourism industry that makes a positive and enduring contribution to Aotearoa New Zealand.

DQ has committed to the NZ tourism sustainability commitment and is working towards the 12 individual commitments that make up the tourism sustainability commitment.

www.sustainabletourism.nz

Anything extra related to TNZ or Parliamentary Commissioner for the Environment



ECONOMIC

Economically sustainable, resilient and innovative businesses.

VISITOR

World-leading experiences that exceed visitor expectations.

COMMUNITY

Communities which benefit from and are supported by tourism.

ENVIRONMENT

Protecting, restoring and enhancing our natural environment and biodiversity.

Our Brand

BRAND PROPOSITION

Home of Adventure

Queenstown will inspire you to go further than before and introduce you to the person you've always wanted to be.

CONSUMER INSIGHT

I want to feel free and energised in a place where anything is possible.

REASONS TO BELIEVE

PIONEERING HISTORY

Home to many firsts, Queenstown has fuelled the imagination and inspired adventurers for centuries.

POWERFUL LANDSCAPES

Queenstown's magnetic energy inspires you to explore beyond your own frontiers.

THE ADVENTURE CAPITAL

We invite you to share in our passion for adventure. Here, everyone can experience something new.

TRANSFORMATIVE EFFECT

Adventure is a path to self-discovery. Embarking on your journey will reward and enrich you.

BRAND PILLARS

ESCAPE

Escape from the stress of work, away from the everyday. It's the core to every Queenstown holiday.

MAJESTIC

The mountains, the lakes, the steep valleys and gullies. The stage that makes it all possible.

OPEN TO THE WORLD

Open hearts & minds, open to new ideas and experiences. Welcoming, friendly, cosmopolitan. This is the people of Queenstown.

ENERGY

Vibrancy, excitement, a beating heart. The feeling of a Queenstown holiday which is our unique point of difference.

DQ's Consumer Segment Strategy

Destination Queenstown's marketing strategy for FY2022-23 will be an evolution building on past years activity to carry us from short-term demand generation, led by conversion focused campaigning, to longer term positioning of the destination brand building preference for Queenstown and enhancing our reputation. Positioning our destination to target markets that align with the values of the destination and with what Queenstown offers is a pathway toward this. Queenstown is a highly desirable destination with a wide variety of experiences and appeal, and actively seeking travellers who best benefit our destination will continue in FY22-23.

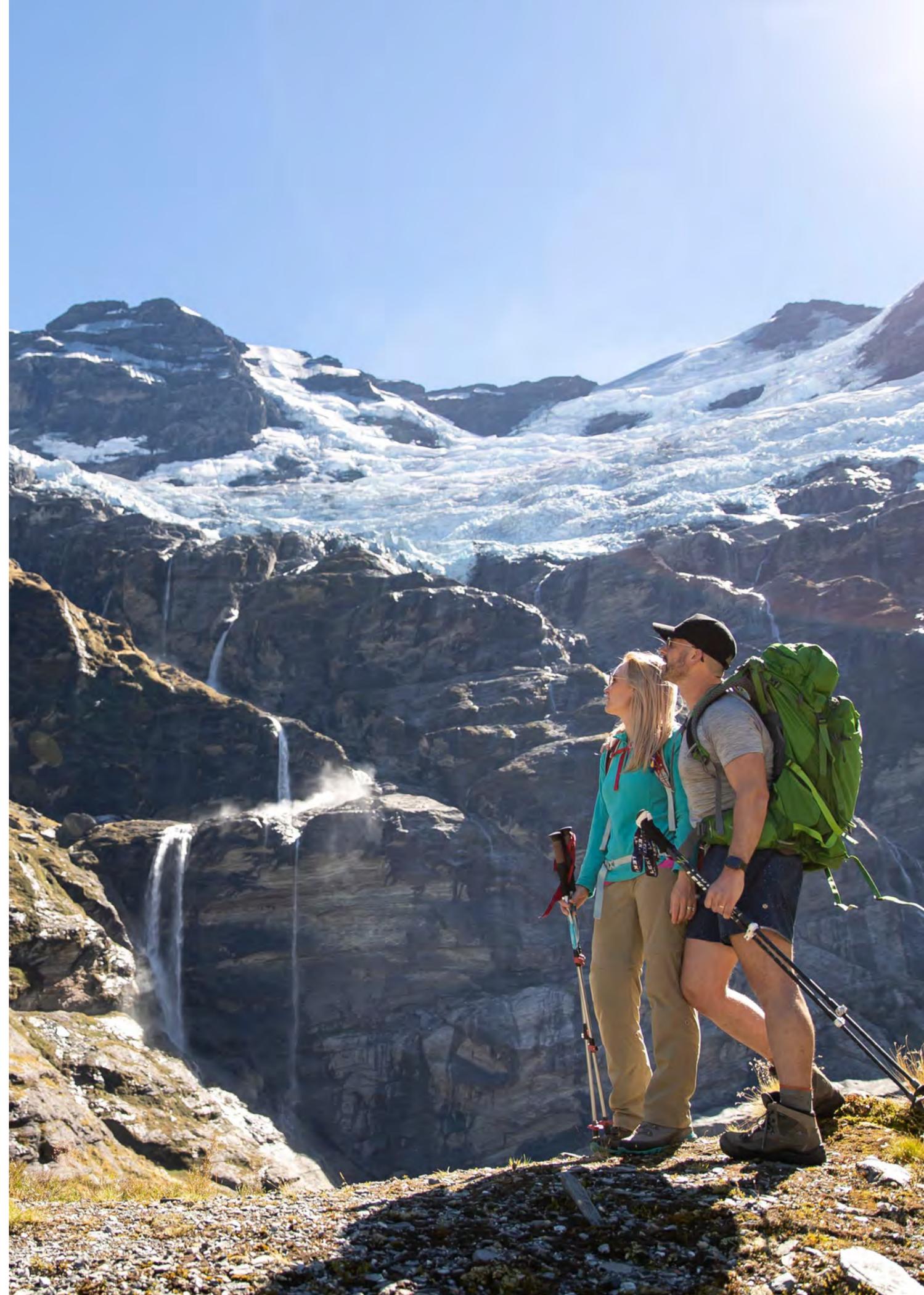
By attracting visitors whose values we believe align with those of our destination and host community, we seek to achieve a more harmonious and complementary relationship between our visitors and our residents. Promoting ourselves to consumers whose interests line up with our own, seeks to ensure we attract visitors that want to engage with our community, participate in our activities, respect our environment, spend longer here getting to know and understand our place and also share their culture and knowledge with us.

As we work through the sustain and recovery phases, we will prioritise and target travellers whose behaviour's contribute positively to Queenstown's wellbeing. The implementation of a targeted marketing and product development approach will support tourism to serve as an instrument to enhance our lifestyle and benefit a wide range of business sectors.

In FY20-21 DQ identified target consumer segments that we believe align with key drivers, including visitors who seek holiday experiences that Queenstown is well positioned to fulfil; market size and potential economic value; propensity to visit in different seasons creating year-round demand; participation in activities that support our leisure infrastructure and lifestyle (e.g. ski resorts, biking trails, walking tracks, food & wine, etc); diversity of travel styles to benefit a range of operators and businesses sectors; and finally immersive travel behaviour and engagement with our local culture.

Taking a consumer segment approach, beyond only seasonal and geographic market-based promotion, is the first step to attracting visitors whose values align with ours. Ideally it will be a step toward more resilience and less risk from the impact of macro environmental factors, reflecting our journey to evolving our destination approach.

These priority visitor segments will be targeted through a coordinated approach across the main functions of DQ's integrated marketing activity (consumer marketing, media, trade and events) allowing us to become more effective and relevant to each of these segments.



Consumer Segment Matrix

Leisure Segments

LEISURE	DESCRIPTION	OBJECTIVE	PROPOSITION	STRATEGY	TRAVEL TIME
 <p>SKI ENTHUSIASTS</p>	Passionate about snow sports and mainly motivated by on-snow experience and adventurous lifestyle.	Reclaim Queenstown's reputation as the best skiing and snowboarding destination in the Southern Hemisphere.	Heart of the Alps, variety of terrain, world class on mountain and après ski.	Decline: Reinvigorate Position Queenstown as an aspirational mountain destination, showcasing our epic alpine experiences and ski credentials.	Winter
 <p>WINTER LOVERS</p>	Fascinated by the magic of winter, seeks to experience the full offering of a Queenstown winter holiday.	Position Queenstown as a fun winter destination offering alpine landscape, variety of activities snow play.	Landscapes, fun on and off the mountain, cosmopolitan atmosphere.	Mature: Maintain Maintain share of winter holiday visitors and mainstream ski/snowboard market.	Winter
 <p>TRAIL SHREDDERS</p>	Hard core mountain biker, seeks adrenaline enjoys social atmosphere and biking lifestyle. Biking is the most important travel motivator, travels to bike.	Position Queenstown as a world-class mountain biking destination and the best in New Zealand.	World-class biking with three lift-accessed parks, gravity-fed trails, terrain for a range of abilities and styles and social atmosphere.	Entry: Develop Coordinate and deliver market development plan.	Spring Summer Autumn
 <p>BIKING EXPLORERS</p>	Seeks an immersive travel experience and utilises biking as a means to explore the destination and take in the culture and sights.	Position Queenstown as a beautiful and fun biking holiday destination offering amazing landscapes and variety of experiences.	Gateway to an extensive network of trails through stunning landscapes complemented by a sophisticated visitor offering.	Entry: Develop Coordinate and deliver market development plan.	Spring Summer Autumn
 <p>GOLF BUDDIES</p>	Looking for fun with friends, golfing is the theme of the trip but social aspect, camaraderie, great food and wine complement the experience.	Enhance Queenstown's position as a New Zealand's leading golf hub to become the preferred destination domestically and rival Australian golf destinations.	New Zealand's Golfing hub with seven courses within an hour set against a majestic natural alpine backdrop and supported by high-end offering.	Growth: Scale Deliver a coordinated market expansion plan to expand Queenstown's positioning and market share.	Spring Summer
 <p>ADRENALINE SEEKER</p>	Travellers who challenge themselves, discover new limits and make memories. Comes to Queenstown drawn by our reputation as a pioneering extreme sport destination and heritage.	Reinvigorate our world renowned reputation as the adventure capital of the world, protecting us from challengers and claiming this status internationally.	Adventure capital of the world, birthplace of many pioneering adrenaline activities. Queenstown is nature playground setting the stage for range of outdoor pursuits.	Decline: Reinvigorate Reinvigorate adventure credentials, protect from challengers as other destinations seek to claim our positioning.	Spring Summer
 <p>OUTDOOR EXPLORER</p>	Inspired by the landscapes and natural environment of New Zealand, seeks to immerse in the wilderness and experience iconic tracks, variety of landscapes and untouched nature.	Continue driving visitation through leveraging our appealing landscapes, sharing our environmental initiatives and credentials and showcasing our nature-based proposition.	Gateway to the great walks and outdoor pursuits through varied landscapes, in the heart of the alps. Easily accessible and supported by great visitor infrastructure.	Mature: Maintain Reintroducing kiwis to the amazing great walks and outdoors experiences accessible from Queenstown.	Spring Summer

Consumer Segment Matrix

Leisure Segments

LEISURE	DESCRIPTION	OBJECTIVE	PROPOSITION	STRATEGY	TRAVEL TIME
 YOUNG EXPLORERS	Affluent young travellers seeking to explore the world and discover new experiences to grow and develop.	Engage with young traveller, who contribute to Queenstown's perception as a vibrant youthful destination, to attract them to Queenstown, building lifelong advocacy for Queenstown to inspire future visitation.	One of the world's most exciting, vibrant and diverse destinations offering fun, social interaction, innovative experiences and discovery.	Decline: Reinvigorate Restart specific targeting to motivate and reposition Queenstown and New Zealand in their preferred destination.	Year-round
 LUXURY INDULGERS	Attracted to Queenstown's luxury credentials, seeks unique luxury experiences in a stunning destination with unique activities, food and wine.	Position Queenstown as NZ's preeminent luxury destination in the minds of Kiwis and Aussies.	Authentic luxury experience driven by a pristine natural environment and shaped by New Zealand's culture and people.	Mature: Growth Showcase the range of luxury product Queenstown boasts, securing our reputation and growing our Australasian share of this market.	Spring Summer Autumn
 FAMILY ADVENTURES	Seeking to create moments of discovery and connection, enabling kids to experience things for the first time, creating memories and forging bonds that will last a lifetime.	Maintaining Queenstown's appeal to the family market to continue driving visitation whilst also building a pipeline of future generations.	Family friendly fun and excitement with a range of new experiences to discover.	Mature: Maintain Manage demand peaks and encourage out of peak travel.	Year-round (School Holidays)
 FOODIE & WINE LOVERS	Attracted to Queenstown's exceptional food and drink experiences, seeks to indulge and unwind amongst friends.	Continue building our world-class food and wine pillar as a primary driver for this segment, consolidating our cosmopolitan reputation which contributes to our point of difference and attractiveness to a range of travel segments.	Multi-cultural and vibrant town offering breadth and depth of F&B options which is the basis of an immersive Queenstown experience.	Mature: Grow Showcase the range of restaurants and wine experiences available in Queenstown to grow our reputation as an exciting destination.	Autumn

Consumer Segment Matrix

Business Segments

LEISURE	DESCRIPTION	OBJECTIVE	PROPOSITION	STRATEGY	TRAVEL TIME
 MEETINGS/ CONFERENCES	<p>Attracted to the range of venues and activities in an inspiring landscape, with the ability to mix business sessions with social elements.</p>	<p>Continue to position Queenstown as a world class conference destination providing excellent facilities and the “wow” factor to balance business with pleasure.</p>	<p>First class hotels and venues, a huge array of activities and experiences. An aspirational offering.</p>	<p>Growth: Scale Deliver a coordinated market expansion plan to expand Queenstown’s positioning and market share.</p>	<p>Year-round</p>
 INCENTIVES	<p>Seeks a destination that can provide life-changing experiences as reward for high performing staff or clients.</p>	<p>Continue to position Queenstown as a world class incentive destination with transformative experiences in a safe environment.</p>	<p>First class hotels and venues, a huge array of activities and experiences. An aspirational offering.</p>	<p>Growth: Scale Deliver a coordinated market expansion plan to expand Queenstown’s positioning and market share.</p>	<p>Year-round</p>
 WEDDING	<p>Couples planning a destination wedding, adventurous and individualistic, looking to get away from the everyday. Choose Queenstown for the landscapes, wedding venues, services and activities.</p>	<p>Enhance Queenstown’s position as a leading wedding destination in New Zealand.</p>	<p>Spectacular landscape, unbeatable photography, variety of activities pre and post, four-season destination. Diversity of options – Elopements. Big dos. Same-sex weddings. Sustainable weddings.</p>	<p>Entry: Develop Coordinate and deliver market development plan</p>	<p>Year-round</p>

Campaign Framework



Definitions

Destination marketing refers to marketing, promotion and brand development activity, delivered through direct to consumer and third-party channels, that aims to grow preference for the destination in order to attract visitors to come, stay longer and do more.

Destination management is about planning for sustainable growth, managing environmental sustainability, and creating a positive visitor experience. Successful destination management planning has the potential to deliver enormous benefits for our communities, the environment and tourism businesses and as asks us to think about the future, what we should treasure and what we should measure. It requires a collaborative approach across all stakeholders and a united vision to be successful.

Visitor The definition of a visitor includes holiday and leisure travellers, those visiting friends and relatives within the Queenstown region, those coming to attend events including sport and musical concerts; business travellers; those coming for business events or part of incentive group travel; and those coming for educational purposes including short training programmes or longer stay courses. Visitors include those staying overnight in Queenstown, as well as domestic or international visitors on day trips.

High Value Visitor Aspects of high value visitors include visitors who stay longer or repeatedly visit our region, who share our values and have an interest in the types of experiences we offer and who respect our environment and engage with our community.

Data Sources

- Dataventures/ Tourism New Zealand Population Density Tool
- Accommodation Data Programme (ADP), MBIE/ Fresh Info
- Worldline/ Marketview Tourism Data Tool
- Destination Queenstown Visitor Insights Programme (completed by Angus & Associates)
- TSI Live, Destination Think! Queenstown Profile
- Queenstown Region, Marketminder tool, AirDNA
- Infometrics Queenstown- Lakes District Economic Profile

