



**C&I Members Update
27 April 2018**

QCB Team

Kiran Nambiar – QCB Director

Louise Clark – Sales & Marketing Manager

Jana Kingston – Business Development Manager Australia

Chelsea King – Sales & Marketing Executive

Ella Zhang – International Markets Manager Asia



Good evening and welcome to our update

I am Kiran, QCB Director; I will start off the session today by introducing the QCB team

Louise is the Sales & Marketing Manager

Jana is not with us today, she is based in Melbourne and works as the Business Development Manager Australia

Chelsea is the Sales & Marketing Executive and helps both Jana & Louise to implement our activities

We also have our International Markets Manager for Asia from the Trade team Ella Ella, henceforth will spend more time with C&I related work in Asia, especially to unlock opportunities for Queenstown in China

On behalf of the team, I thank you for your incredible support all thru year and thank you for your time today

Agenda

2018-19 QCB Strategy & Business Plan

2017-18 QCB Activity Highlights

Australia Market Trends

Networking Drinks



Today's update is in three parts,

I will start off with the QCB Strategy and Business plan for 2018-19

Louise will then take us thru the highlights of the current year

Then I will cover some Australian market trends that Jana has compiled for us

And end with drinks so we get some quality time together to discuss your feedback

2018-19 QCB Strategy



The 2018-19 strategic framework is built on four pillars – Grow Value, Grow Leads, Identify new opportunities and to develop New Partnerships

With limited resources and funding available, we have developed a strategy that identifies clearly where we allocate our resources to maximise returns for our members

In the current year we have invested in improving systems (simple view) and in creating visual assets (C&I photo shoot) that will deliver long term returns in the coming years

The business plan for 2018-19 has a good balance of building on our existing core work and investing in some new activity

Four Pillars

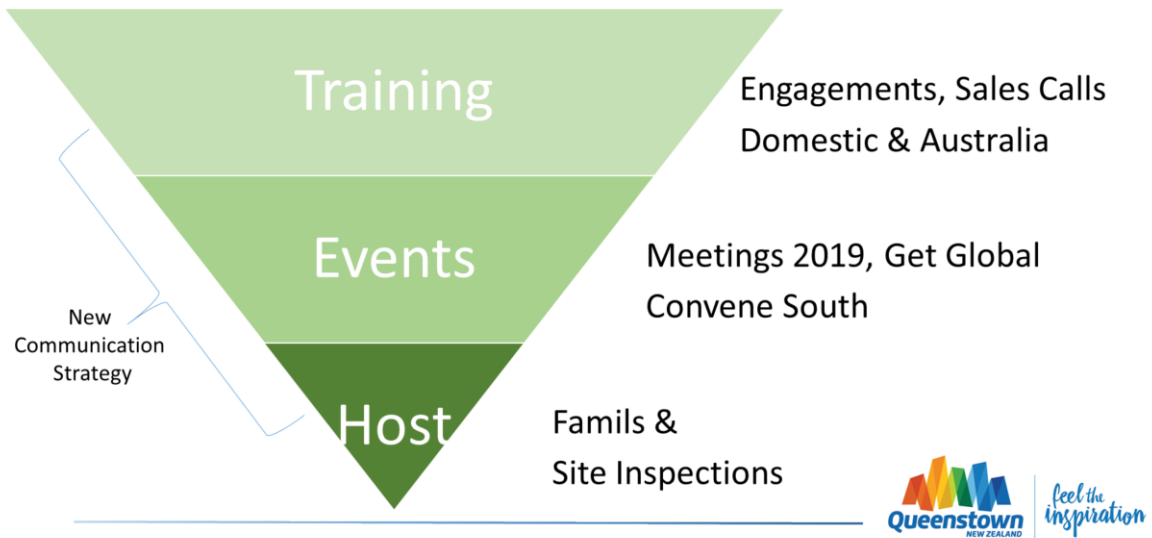
Grow value by upskilling and educating clients supplying them with the tools to promote and upsell pre/post conference and incentive opportunities.

Develop a marketing strategy to generate leads and to grow awareness focusing on the Queenstown C&I sector and building on the QCB positioning pillars and key messages

Deeper penetration of current markets and identify new opportunities both geographically and within different market segments to ensure a diverse portfolio of markets.

Maintain existing and develop new industry relationships and partnership opportunities to generate more awareness, increase lead generation and improve lead management

Grow Value



The activities within this pillar is fundamental and core to our operations. This includes the engagements, appointments, sales calls, interactions we have with our channel, your clients on a daily basis to train and upskill these sellers on the Queenstown C&I proposition. It also includes the Trade Shows, Conferences and Events we attend all thru the year to meet buyers with prospective business for our members

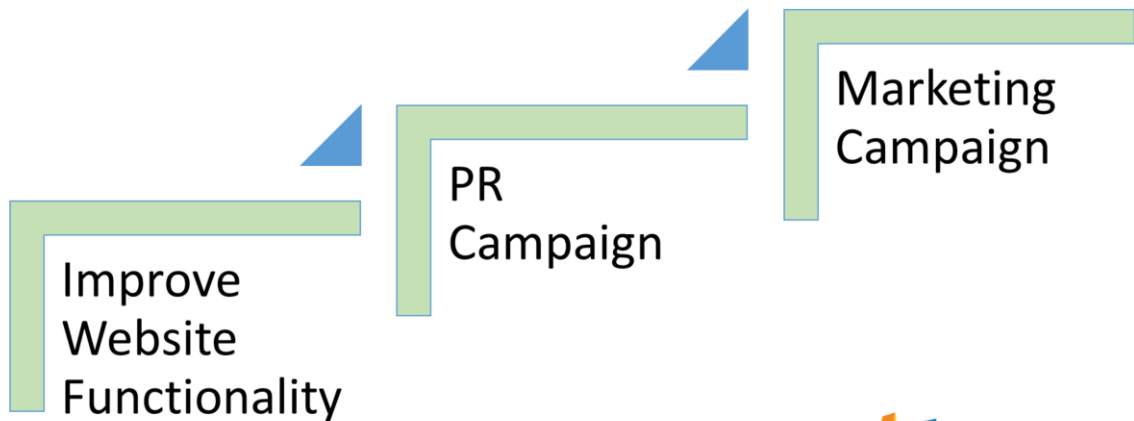
And it includes hosting buyers on famils and site inspections

Key events for the year are Get Global, Convene South and Meetings 2019

We will not participating in AIME 2019 as it has a new management and the costs have increased dramatically and raises questions on the ROI it delivers

We will run an Australian buyers famil this year instead of the roadshows done in the past – this is s strategic move to align to (1) the saturation the market has with roadshows (2) Our belief that we make a lasting impression delivering a life changing experience to every individual we host in Queenstown in comparison to the impact we have on them with a road show. We are in the process improving our communication strategy with the market - Next year we will identify new channels to improve engagement (maybe run more Webinars) and we will review our e-newsletter approach to deliver timely and more relevant content to our audience in market

Grow Leads



Grow leads – the first step within this strategy is to improve our website functionality with an efficient site structure and images/video content that funnels thru more referrals and leads

The next step is to run a PR campaign in the domestic and Australian markets that includes hosting C&I media and using PR to deliver Queenstown’s C&I proposition to our target audience

The third step is a digital led Marketing Campaign we intend to run with the single focus of generating more qualified leads for Queenstown

Key markets – New Zealand and Australia for C&I; and US & China for Incentives

The leads that are generated with this three step process will be managed effectively by using Simple View so the response times are tracked closely and follow ups are timely

New Markets

Identify New Opportunities And Markets

Target new Corporates sectors and new PCOs

TNZ Events & Famils

Increase US market activity

Leverage Amway China Incentive & Leverage Asia Trade work



The purpose of this strategy is to unlock demand by going deeper into our existing markets. Markets in term of geographic markets and also in terms of new sources of business for us within the existing geographic markets

The activity within this strategic pillar includes participation in new events like the EA/PA Show, AuSAE (Australasian Society of Association Executives Conference to connect to Corporates and Association Professionals

And to support TNZ with some of their new initiatives like – TNZ Incentive

Visionary Summit – LA and TNZ PCO/Association showcase in Australia Mar 2019 and support TNZ Famlls

While we are not participating at AIME next year - that budget has been used to participate in other multiple events to reach new markets

We intend to move from a relationship management approach to a lead generation driven approach

Another examples of going deeper is around the event IMEX in Las Vegas after which we intend to add new cities (maybe Chicago following the Air NZ news) to reach new Incentive markets

We will also leverage our Asia Trade work to push demand for Incentives into Queenstown; this will be achieved with Sales Calls in Asia to leverage Amway China Incentive;

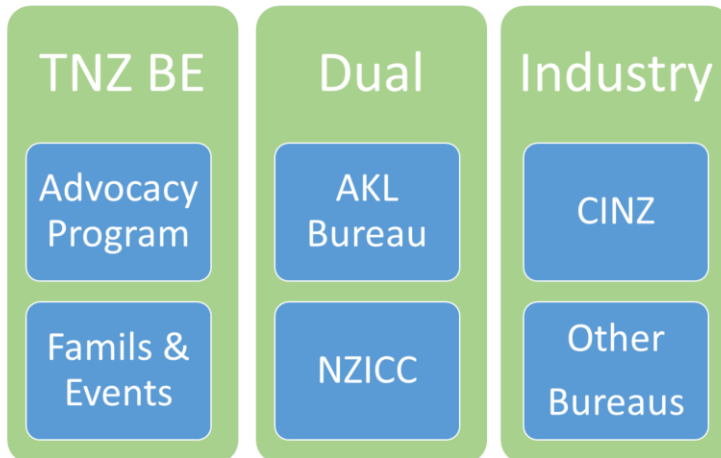
We will also support industry led C&I famils (that include famils run by IBOs, Hotel

Chains and PCOs)

In addition, we will do some desk research and analysis to collect insights to target new corporate sectors and businesses, small-medium sized associations and new PCOs;

Partnerships

Develop new partnerships, Grow existing relationships



Develop new partnerships and grow existing relationships - Activity within this pillar includes attending the CINZ Conference, participating in Regional Bureau meetings;

Participating in TNZ BE events; TNZ famils; Working closely with TNZ BE team to deliver an effective Advocacy program

We will pursue dual destination marketing opportunities with AKL Bureau and NZICC as this opens up a new market for long haul groups in the 250 to 1000pax space that have the option of doing their Conference component in AKL and the Incentive part of the program in Queenstown

We will also access research and work through databases acquired from industry partners and from past trade shows for new client leads

Simple View Implementation



Account Management

Lead Management

Traces for Activity Tracking, Follow-ups

Benefits Summary for Members

Reporting



A huge long term investment from the Bureau to improve efficiency is in the Simple View system

Simple View is the industry's most widely used CRM

Their client list includes Bureaus of Alaska, Boston, Chicago to Las Vegas, New Orleans, San Francisco and Seattle

QCB is the first bureau in New Zealand to implement Simple View

Next FY Simple View will become the backbone of our operations

Simple View will enable us improve our effectiveness with Account Management, Lead Management and with tracking activity and doing regular follow ups

The reports it generates will help us track closely the benefits our members have received and to report on our KPIs at a granular level

Simple View Implementation

Historic leads input updated

Usage for market side - Live Online

Usage for members side –
captured offline, Live new FY

Once members benefits is live – Famil and Referrals
will be updated retrospectively



The roll out started with a training program delivered by Simple View in our offices in January

At this stage all leads for the current year are in the system

The data base on the demand side or the market side are been cleaned up

The team is using Simple View on a daily basis to record and track activity in market

Information on the members side is still getting captured offline and we will go live with the members side or the supply side in the new FY

2018-19 KPIs

7% increase in leads generated

Grow page views by 20%

10% increase in leads from Associations

Improve lead turn around time by 10%

Leads from new sources to 15%

40 new corporate client meetings



The macro level KPIs for 18-19 are:

7% increase in total leads generated

10% increase in leads from Associations

Leads from new sources to 15%

Grow website page views by 20%

Improve lead turnaround time by 10%

40 new corporate client meetings

2018-19 KPIs

- Appointments, Engagements
- Interactions, Buyers Hosted
- New Org Accounts
- Business Queries
- Business Leads
- Website Traffic
- Website Leads
- Airline Support Generated
- Industry Support Generated
- Trade Shows
- Roadshows
- Conferences
- Sales Calls & Training
 - PCO, Associations, Corp
- Famils
- Site Inspections



**At a micro level our KPIs are around these parameters on the screen across all our activity like Trade Shows, Sales Calls and Famils
These KPIs will be tracked on an annual basis**

Our broader KPIs for the Bureau like groups confirmed and economic impact for Queenstown will be tracked across multiple financial years

2018-19 KPIs

Quarterly Reporting

- Leads generated
- Proposals won
- Lost business summary
- Famils hosted
- Sales Calls
- Trade Shows attended

Members Update

- October 2018
- April 2019



These KPIs will be reported Quarterly through newsletters and bi-annually thru the Members update

AMWAY China Incentive Leverage Plan

Case Study Video Release in mid-May
Target Asia buyers at Meetings 2018
Asia Sales Calls



The Amway China Incentive is the largest Incentive to date for Queenstown and New Zealand

TNZ & QCB are producing a 3mins video case study on the movement

The crew covered Wave D of the movement from Apr14 to 18 and have a lot of content capturing activities, overall experience and interviews with the participants

The final edit will be used to raise awareness of Queenstown as the perfect destination for large Asian Incentives and will push the Autumn proposition

The video will be released around mid-May for immediate use for Asia buyers at Meetings 2018

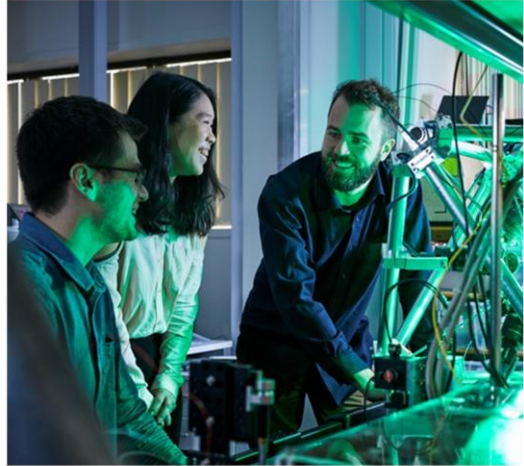
And will be a big part of our communication strategy in Asia in general and China in particular over the next few years

TNZ Advocacy Event

Proposed for August
2018 in Queenstown

Activate interest within
thought leaders

Most advocacy happens
at the local level



To unlock the potential of attracting groups to Queenstown through an Advocacy program, QCB & TNZ are hosting an Advocacy Event in Queenstown in late August 2019

This event will activate interest from thought leaders like academics, scientists, researchers, executives within associations or societies to enable them pitch Queenstown as the next destination for Conferences within their sector

Most advocacy happens at the local level and based on the feedback and returns from this event we might invest more in an full scale Advocacy program

TOURISM NEW ZEALAND

Who do we work with to win business?

- Partnerships are vital to scale TNZ's work & gaining reach
- New domestic partnerships: Crown Research Institutes
- What are your local partnerships?

Domestic Partnerships



International Partnerships



Australian Partnerships



TNZ are currently doing some research on the Queenstown Lakes region – in the health science, medical science, and entrepreneurial sectors.

This is to establish key people who are based in or near the region, who attend international conferences and who may be willing to consider hosting an international conference in Queenstown.

If the research outcome is positive, then DQ in collaboration with TNZ will look to host an event of key people in late August this year

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TOURISM NEW ZEALAND

Conference Assistance Programme (CAP)

- Financial feasibility by a PCO
- Customised bid documents & presentations
- Supports travel costs to present bid
- Post-win delegate marketing resources
- Financial support for site visits

Where to find more information:
[Businesssevents.newzealand.com](https://businesssevents.newzealand.com)



TNZ will offer help to the thought leaders with their Conference Assisted Programme to convert the interest for groups to have their next conference in Queenstown

This list on the screen are some examples of TNZ support.

2017-18 QCB Activity – Highlights

Queenstown Week

C&I Photo Shoot

Remarkable Famil

2017-18 Summary of Bureau activities

Meetings 2018

QCB Positioning & Pillars

Web Traffic



I will now pass the floor to Louise our Sales & Marketing Manager to cover the activity highlights for the current financial year

Queenstown Week

Joint venture with Air NZ and Virgin Australia

Hosted 25 key C&I accounts/ airline staff

Targeted senior staff

Showcase Queenstown in a new light

4 day/ 3 night programme

Famil and half day tradeshow



Air NZ put all 2017/2018 Queenstown famil seats out of Australia into Queenstown Week – no other organisation (TNZ, hotel chains etc) allocated any FOC seats – our initiative aligned directly with their C&I strategy of targeting PCOs to drive business to NZ

Queenstown Week



Positive feedback

Suggestions for future from buyers:

- More “new” product rather than what they already know.
- Not so many hotel changes –changing property every day was frustrating.
- More free time needed to see any additional things not included in the itinerary.
- Trade show component would be great to catch up with products they already “know”.
- Keep the famil component for new products they have never experienced before.



2017-18 C&I Photoshoot

Completed in mid – March
First time ever for QCB

5 x shoots:

- High end incentive
- Group activity
- Gala dinner
- Conference
- Cocktail function



The Bureau has never commissioned a photo shoot specific to the C&I market. We want to start focusing on a specific marketing plan which will need images that relate to our target audience. The QCB also struggle when creating print adverts/DQ marketing collateral e.g. the Product Directory, as there are no images we have full ownership of, or are of high enough quality that we can use.

High end incentive



High end incentive



Group activity



Gala dinner



Conference



Cocktail function



2017-18 Remarkable Famil

29 April – 2 May 2018

Supported by AirNZ

19 buyers

37 Operators

Half day tradeshow and cocktail function



- 1 x AirNZ
- 1 x TNZ
- 1 x Assoc
- 10 x PCO/DMC/Incentive House
- 4 x Corporates
- 2 x ITOs

2017-18 Summary of Bureau Activities

Date Hosted	Client	Origin	# Pax	Date of Event	Status	
13-15 July 2017	National Mortgage Brokers (through PCO)	Aus	1	May 2018	Pending	100pax conference
20-23 July 2017	ASCEPT (through PCO)	Aus	1	Nov/Dec 2019	Confirmed	350pax conference
7-9 Sept 2017	DFK ANZ	Aus	1	May 2018	Confirmed	150pax conference
9-11 Sept 2017	Convene South Pre-Famil	Aus/NZ	6	Multiple	N/A	N/A
13-15 Sept 2017	Imagine Experiences	Aus	1	Oct 2018	Lost	150pax conference
21-23 Sept 2017	SEA Incentive Managers Famil - TNZ	SEA	10	Multiple	N/A	N/A
25 Oct 2017	Bayer	NZ	1	June 2018	Confirmed	30pax conference
1-4 Nov 2017	Queenstown week	Aus	26	Multiple	N/A	N/A
2-4 Oct 2017	Business Pass	EU	2	April 2018	Confirmed	50pax incentive
27 Nov 2018	HLB Mann Judd (through PCO)	AUS	5	May 2018	Confirmed	180pax conference
13 Feb 2018	Irrigear	AUS	1	August 2018	Confirmed	150pax conference
25-26 Feb 2018	Insurance Advisernet (Through PCO)	AUS	3	April 2019	Confirmed	120pax conference
26 Feb - 1 Mar 2018	Resilium (through PCO)	AUS	2	Aug 2019	Confirmed	300pax conference
19 - 20 Mar 2018	Hospitality NZ	NZ	2	Sept/Oct 2018	Confirmed	200pax conference
29 Apr - 2 May	Remarkable Domestic Famil	NZ	20	Multiple	N/A	N/A

Leads generated:
 93 leads since July 2017
 16 won
 15 Lost
 Remaining still pending



Send lead – always follow up 5 days after sending the lead
 If event is within 12months - follow up within 30days
 Then on ad hoc basis after this – depending on info supplied by client
 If event is over 12months – follow up within 90days
 Then on ad hoc basis after this – depending on info supplied by client

This would also differ if info given by client is specific e.g. next board meeting is xxxx so set trace to follow up after this

Pax hosted 16-17

Total – 53
 Oz – 21
 NZ – 12
 SEA – 14
 USA – 6
 Other – 0

Pax hosted 17-18 (to date)

Total - 82
 Oz - 44
 NZ - 26
 SEA - 10
 USA - 0
 Other - 2

(pre meetings famils USA x 13, Oz x 14 and SEA x 15)

Summary of lost business: 4 x infrastructure constraints, 1 x event postponed, 1 x

PCO lost business, 2 x rates too high, 5 x lost to alternative destination, 2 x other

Leads 16-17

Total leads 114

58 lost

39 won

17 still pending

2017-18 Summary of Bureau Activities

Tradeshows: contacts/leads

Get Global (Sydney): 2 leads – one confirmed

CIBTM (Beijing): 8psa, 36 new contacts

Convene South (Christchurch): 15psa, 2 leads

IMEX (Las Vegas): 7psa, 2 leads, 22 new contacts

PCO Association Conference (Aus): exhibited as part of the NZ stand at the conference.

AIME (Melbourne): 35 contacts, no appointments, 3 leads

2 AIME Hosted lunches (Melbourne): 15 clients and industry partners plus ZQN operators at each lunch

TNZ Association/PCO showcase (Adelaide and Melbourne): 2 x networking events

TNZ Conference Assistance Programme (CAP):

World Hereford Conference, 400pax, March 2020 (won)

Women in Physics (WiP), 400pax, Feb 2020 (pending)

Noise and Vibration Engineering Methods (NOVEM), 2021, (lost - originally dual destination pitch with Auckland, but decided to remain as single destination)



TNZ's Conference Assistance Programme (CAP) is available to any internationally-affiliated association or organisation that wants to bid to host an international conference in New Zealand. Any organisation's bid must include a minimum of 200 international delegates to be eligible for this programme.

Meetings 2018



New stand in 2017

Great feedback just a few additional tweaks

18 Exhibitor booths

14 pax on Pre Meetings famil (26-28 May)



Pre-Meetings Famil details

14 buyers (2 Associations, 2 corporates, 1 NFP and 9 PCOs)

11 out of the 14 are new companies that we have NEVER hosted before in any way

3 are companies we have hosted previously but new personnel – all 3 are major top tier PCOs with multiple accounts and account managers

QCB Positioning & Pillars

The goal was to create a brand truth and brand promise about Queenstown as a Business Events destination, which complimented the Destination Queenstown consumer positioning.

Pillars	Extraordinary Setting	Majestic Landscapes	Authentic Welcome	Remarkable Experiences
	Easily accessible, but a world apart, Queenstown offers a variety of quality accommodation, meeting facilities and venue options set against a stunning natural backdrop.	The mountains, the lakes, the steep valleys and gullies. Queenstown's beautiful, clean and safe environment sets the stage for an unforgettable event.	Our community is vibrant and culturally diverse. We are passionate about our place and offer genuine hospitality, welcoming visitors from around the world with open arms, hearts and minds.	Queenstown's pioneering spirit has inspired iconic attractions, from bungy jumping to award winning wineries. Queenstown's unparalleled range of activities make it the perfect place to create unique and memorable experiences.



Business events value proposition

Extraordinary destination

Majestic natural setting, renowned activities and quality infrastructure meet in Queenstown, New Zealand's premier visitor destination, setting the stage for truly inspiring business events.

Tag line

Feel the inspiration

Where business meets inspiration

Key Messages

Inspirational landscape and environment

World class activities

Professional service

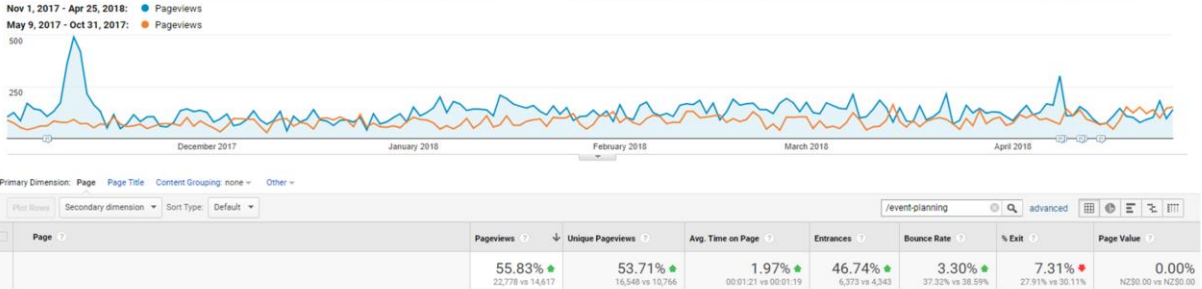
Accommodation and venues to meet your needs

Fabulous hospitality, food and wine

Safe and secure destination

Easily accessible

2017-18 Web Traffic



- Page views +56%
- New Engagement Strategy & Campaign to drive traffic growth



Thank you Lou, This chart tracks the website traffic on the QCB pages for the last six months in comparison to the six months before that

There is a clear upward trend for website traffic that is +56% for the last six months

For 18-19 we will be monitoring this closely and with the new engagement strategy and the campaign we expect the traffic to translate into more referrals for members and more leads for the Bureau

Australia C&I Market Trends



In the next few slides I will cover some trends from the Australia market which Jana has compiled for us today
She had some inputs from these companies that we deal with regularly

Australia C&I Market Trends

Competition

Lead Times Trending shorter

Key Factors for Conversion



Current Competition for Queenstown is Fiji, Japan, Noumea, Phuket, Singapore, Vietnam, South AM, Gold Coast

Lead times are trending shorter, one of the companies had a 700pax group query with 12 weeks lead time

The lead times are longer with existing clients but shorter with new clients and with Venue find only clients

35% groups have less than 6-8months lead times

Key factors that help in conversion are direct flight access, duration; pricing, safety, WOW factor, unique meeting spaces and creative program options at destination

Australia C&I Market Trends

Queenstown is very popular, but:

- Need Convention Centre to take it to the next level
- Availability limited for groups of 200+
- Only new product will get groups to repeat
- Availability tricky over peak periods



Queenstown is very popular, but:

To take it to the next level a Convention Centre aligned with more rooms is needed

Venue options and availability are limited for groups of 250+

Challenge to get groups to repeat the destination, new product will help in pitching the destination again

Availability tricky over peak periods esp Chinese New Year which is peak meetings period for the Aussie market

What do clients want?

Limited Loyalty From Clients

Business Out To Tender

Management Fee Model

Third Party Invoices

Emotional and memorable touch points

Direct flight access very attractive

Destinations linked to flight time: 3hrs, 5hrs, 7+hrs



Loyalty from clients are limited; Majority of clients putting their business out to tender;

Business is won purely based on program and pricing

Most clients moving to management fee model and want to see third party invoices

Need for emotional and memorable touch points in the program and inclusion of more bespoke features

Direct flight access to Queenstown is very attractive

Destinations linked to flight time: 3hrs, 5hrs, 7+hrs

What do clients want?

Attendees expect more at events

Want pre-event lead-up interaction (teasers)

Apps to improve attendee engagement

Engagement to optimize interaction

Need to be creative



Attendees expect more at events, want pre-event lead-up interaction like teasers to keep it interesting

Apps used more to improve attendee engagement, networking, sharing and live polling – these Apps are developed by client or the PCO

Engagement extends to experiences outside the event like optional extras, gala dinners, other activities that optimize interaction

Need to be creative to impress and delight delegates in the holistic experience they are having

What do clients want?

Health & Wellbeing

Healthier meals

More dietary options

Meditation sessions

Safety, Security, Confidentiality

Concern of media coverage



Health & Wellbeing more important than ever: healthier meals, more dietary options, demand for authentic and locally sourced food

Stress management with meditation sessions now included in programs

Attendees need plenty of breaks to re-charge

There is a huge focus on safety and security which includes information security, confidentiality and concern of media coverage

Australia Trends Summary

Increase in air capacity

Convention Centre for long term growth

Lead times getting shorter

New Product crucial to get repeat business



**So the summary is that the 28% increase in flight capacity between Australia & Queenstown in the last 24 months is making Queenstown more attractive
This trend will continue as Air NZ continues to increase capacity between Oz and ZQN**

For the industry to keep growing in the 5-7 year horizon we will need a Convention Centre that attracts groups between 300pax to 1000pax

Queenstown missing out demand from groups with short lead time

Inclusion of new product in communications and on famils crucial to convert repeat business

Q&A

Networking Drinks



Thank you again for your time, we look forward to your continued support and are happy to answer any questions you might have