

Annual Report 2020–21

Destination Queenstown Incorporated
1 July 2020 – 30 June 2021

queenstownNZ.nz



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Chairman's Report

What a whirlwind year FY20-21 has been for the Destination Queenstown (DQ) team and our members. Pivoting was the cliché buzzword when we all came out of lockdown and most within the tourism industry moved into survival mode, challenged with the task of reshaping business models and right-sizing their operations in some shape or form.

This ever-changing COVID-19 environment has tested us all. It truly has been a year filled with uncertainty and unknowns but I have been overwhelmingly impressed with our members.

You have banded together, collaborated and supported each other, adjusted your offerings for a domestic market, and adjusted again for an Australian market. The ebbs and flows of international travel have been frustrating and tested our Southern resilience and can-do attitude, and it has not been the silver bullet we were hoping for. But local tourism operators have taken this in their stride and are making the best out of the situation.

I am not alone in feeling impressed by you all. Ann Lockhart, the DQ team, and my fellow Board members thank you all for your efforts over this last year, for your resilience, and for adapting along with us.

Thanks also to DQ team who are sublime! They have done an exemplary job at adjusting our destination marketing accordingly at every point to best support you and your business. This has included everything from re-writing the Annual Plan in a week to adapting to a domestic-only market and pulling all levers to drive demand, planning ahead for a trans-Tasman bubble and launching a campaign as soon as it happened. The team has also begun the conversation about Regenerative Tourism by 2030, a destination management plan for our district to help us design our own path to viable and regenerative tourism future.

It may seem like the wrong time to be talking about regenerating tourism while some operators are trying to ride the COVID wave and survive, but this is the opportunity COVID has given our community and industry. We have a chance now to rewrite the playbook or at least set the tone before international borders reopen.

This destination management plan is about our people, our place, and how we protect what we all value for the future generations of residents and visitors alike.

Although international travel may not come back in great magnitude for the next year or so, it is important to remind ourselves that our region has that *je ne sais quoi*. It has something incredibly special which will always make it a popular tourist location. Hold onto that thought, keep collaborating, and get involved with other members and DQ on Regenerative Tourism by 2030. Let's take the opportunity that COVID has thrust upon us, and the Government funding we've received, to transition once more and design a pathway towards tourism which is future-proofed and provides economic benefits but also environmental and social benefits too.

Richard Thomas
Chairman
Destination Queenstown



Chief Executive's Report

Operators and those who support the tourism system have had a year unlike any other. The disruption that COVID-19 has caused has been incredibly challenging with various lockdowns, border closures, and uncertainty.

I have been the Interim Chief Executive of Destination Queenstown for the last 18 months, following the departure of Graham Budd in January 2020, and while it has been a time of considerable change, it has been a privilege to be at the helm of DQ and helping the organisation adapt to this new world. I would like to take a moment to thank you, our members, for your efforts over this last year. You have shown incredible resilience, support and understanding over this period. Thank you also for allowing me to lead DQ over this challenging time.

As Richard alluded to in his report, pivoting and collaborating have been the key themes over this last year.

At DQ, this has meant a significant shift to a very commercial approach, fully focussing our efforts on driving demand and visitor numbers to Queenstown – a space we hadn't concentrated on for many years as we managed pre-COVID demand levels. The organisation has had to be very flexible and nimble in planning and delivering activity, responding to national Alert Levels, Auckland lockdowns, Australian snap lockdowns and quarantine-free travel (QFT) pauses.

Many of you will have adapted your business operations and structure over this last year, and DQ did too. After lockdown was lifted, and in the face of closed international borders for the foreseeable future, the difficult decision was made to disestablish our International Trade Manager roles as well as the Queenstown Winter Festival roles.

Towards the end of 2020, Jessica Harkins and Diana Mendes also left the team for new pursuits. In early 2021 however, Lu Morris joined as Communications Executive, Daniella Jones joined as Marketing Executive, and Ruby Soole was promoted to Marketing and Campaign Manager. Sherri Gibb was also promoted to Digital Marketing Manager and Linda McIntosh was promoted to Trade Marketing Manager.

Post-lockdown, we marketed to a domestic only market and were humbled by the support of New Zealanders and how many visited the region.

We are immensely grateful for the support they provided and that they continue to show. We will continue to focus on retaining our domestic market as loyal, repeat visitors.

This domestic-only approach was in place until the bubble announcement in April 2021. The team had been working steadily behind the scenes in anticipation of a potential bubble, so they had an Australian campaign ready to kick-off as soon as it was announced. Although the QFT arrangement has been rocky, I hope we see more consistency with it once the vaccination roll-out gathers pace on both sides of the Tasman.

Over the last year, DQ has continued to be involved in the Southern Lakes Business Recovery Group (BRG) which was set up in response to COVID-19 to provide coordinated communications and a support network for local businesses. This group includes Destination Queenstown, the Queenstown Lakes District Council's (QLDC) Economic Development team, Ignite Wanaka Chamber, Queenstown Chamber of Commerce, Lake Wānaka Tourism, and Regional Business Partners.

We met daily in the midst of the crisis and continue to meet regularly. The group is continuing to evolve its focus and purpose in order to provide appropriate support to the wider business community.

An extension of the BRG work is the funding we have received from Government. We secured funding from the Domestic Events Fund, which enabled the Welcome to Winter event. Strategic Tourism Assets Protection Programme (STAPP) funding was provided by the Ministry of Business, Innovation and Employment (MBIE) to all regional tourism organisations, \$1 million of which was given to DQ to use across destination management and planning, industry capacity building, and domestic marketing. DQ was also appointed lead agency, on behalf of four surrounding RTOs, to oversee the \$8.5 million Regional Events Fund (of which \$2.5 million was allocated during the first funding round) to support a wide range of events over the next 12-18 months.

Another result of this collaboration is the advocacy work Queenstown Chamber has led in conjunction with DQ and QLDC for a Queenstown Lakes District Skills Hub. We have recently presented a formal proposal to senior representatives at the Ministry of Social Development (MSD) and MBIE recommending this is established. This Skills Hub will be a key workforce asset and would coordinate attraction, retention and development efforts.

I am grateful for this collaborative effort across the agencies and look forward to seeing how these relationships evolve and can be used to rebuild and enhance our region and district.

In this report, we have summarised all the key achievements and challenges faced in the context of this fast-changing environment. I am very proud of the DQ team's individual and collective achievements, and commend them for their outstanding skills, passion and commitment to the organisation and the role we undertake on behalf of the community. Thank you to them all, on behalf of our members.

Thanks also to the DQ Board who volunteer their time to provide support and guidance to DQ. You have been readily available and your input has been greatly appreciated.

This is my last report before I hand the reins over to Paul Abbot, but DQ will hold a special place in my heart. My role was always an interim one after Graham Budd left, but it has been incredibly rewarding and equally challenging.

Sincere thanks.

Ann Lockhart
Interim Chief Executive
Destination Queenstown

Board Structure

Destination Queenstown is an Incorporated Society governed by a sector-represented Board of Directors.

The DQ Board meets each month to ensure the organisation's objectives and strategic goals are being achieved by its executive staff.

A formal Strategic Review Board (SRB) meeting is held annually to ratify the DQ business plan.

The SRB encompasses broader sector representatives from across Queenstown businesses and industries, representing 30 different sectors.

The Board is tasked with reviewing the DQ business plan to ensure the organisation maintains a broad market and member focus.

About Us

Queenstown's journey to becoming the Southern Hemisphere's premier four-season lake and alpine resort, and the "Home of Adventure," started when it became a popular summer holiday destination for Southerners as far back as the late 1800s. As better roads and facilities were established, the town became a picturesque overnight stop for coach tours. The opening of Coronet Peak in 1947 brought ski resort popularity.

The region has always been a magnet for adventurers and entrepreneurs and it was their innovative ways of enjoying the spectacular natural environment, such as jet boating and bungy jumping, that forged Queenstown's enduring reputation as a world leader in adventure tourism.

Board Members

as at 30 June 2021

Chairman and Activities Sector

Richard Thomas

Retail/Service/Professional Sector

Trish May

Accommodation Sector

Carlyn Topp

Jim Moore

General Sector

Matthew Day

Glyn Lewers

QLDC Representative

Mike Theelen

Ex-Officio

Mayor Jim Boulton

Now, with its majestic beauty, unrivalled range of activities and attractions, superior accommodation choices and friendly southern hospitality, Queenstown has become one of the world's most desirable destinations.

Destination Queenstown

Destination Queenstown (DQ) is a Regional Tourism Organisation (RTO) and is responsible for marketing Queenstown domestically and internationally on behalf of the local business community.

Our History

Back in the early 1980s, Queenstown had two tourism groups. One was a private collective of the 'Top 5' companies which would each send representatives to trade and travel expos to promote their own product and Queenstown. The second, the National Travel Association, included tourism representatives who met to discuss travel but didn't actively promote Queenstown.

In 1985, the Queenstown Promotion Bureau was officially launched as an industry body with the purpose of marketing and promoting the region to visitors.

Over the years, the organisation grew and developed with the town and in 1996 was renamed Destination Queenstown.

It now works with its members (commercial ratepayers in Queenstown and subscription members), partners, and industry groups (such as Tourism New Zealand and the Tourism Industry Aotearoa), across a range of marketing channels to facilitate and promote visitor growth.

The four main channels are Trade, Media, Consumer Marketing, and Conference and Incentive (C&I). The DQ team is dedicated to providing the right assistance to the right people around the world – be it members, frontline staff, corporate contacts, travel agents or media – in order to achieve the collective marketing goals.

How DQ is Funded

DQ is funded by all businesses in town via a contribution from their commercial rates. This is collected by the Queenstown Lakes District Council on DQ's behalf.

This structure was developed because tourism was recognised as Queenstown's primary industry, providing benefits to all local businesses.

DQ's funding and organisational structure offers a unique, collective approach that provides destination-level, brand positioning marketing and promotion for all businesses in town.

Strategic Tourism Asset Protection Programme funding was made available to RTOs for the 2020/2021 year that could demonstrate a commitment to:

- a) Advancing the goals of the New Zealand-Aotearoa Government Tourism Strategy and create a more productive, sustainable and inclusive tourism sector;
- b) Retaining RTO investment from Local Government;
- c) 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
- d) Domestic marketing activity that complements Tourism New Zealand's domestic marketing.

The STAPP allocation was developed in consultation with Regional Tourism New Zealand (RTNZ) and calculated based on Local Government contributions. RTOs were grouped into three categories, small, medium and large. Destination Queenstown is considered a large RTO, with a local government contribution over \$3 million and were therefore eligible to receive up to \$1 million.

STAPP funding support was available for a programme of activity across three categories and appropriately scaled to the RTO's needs, priorities and an agreed investment plan:

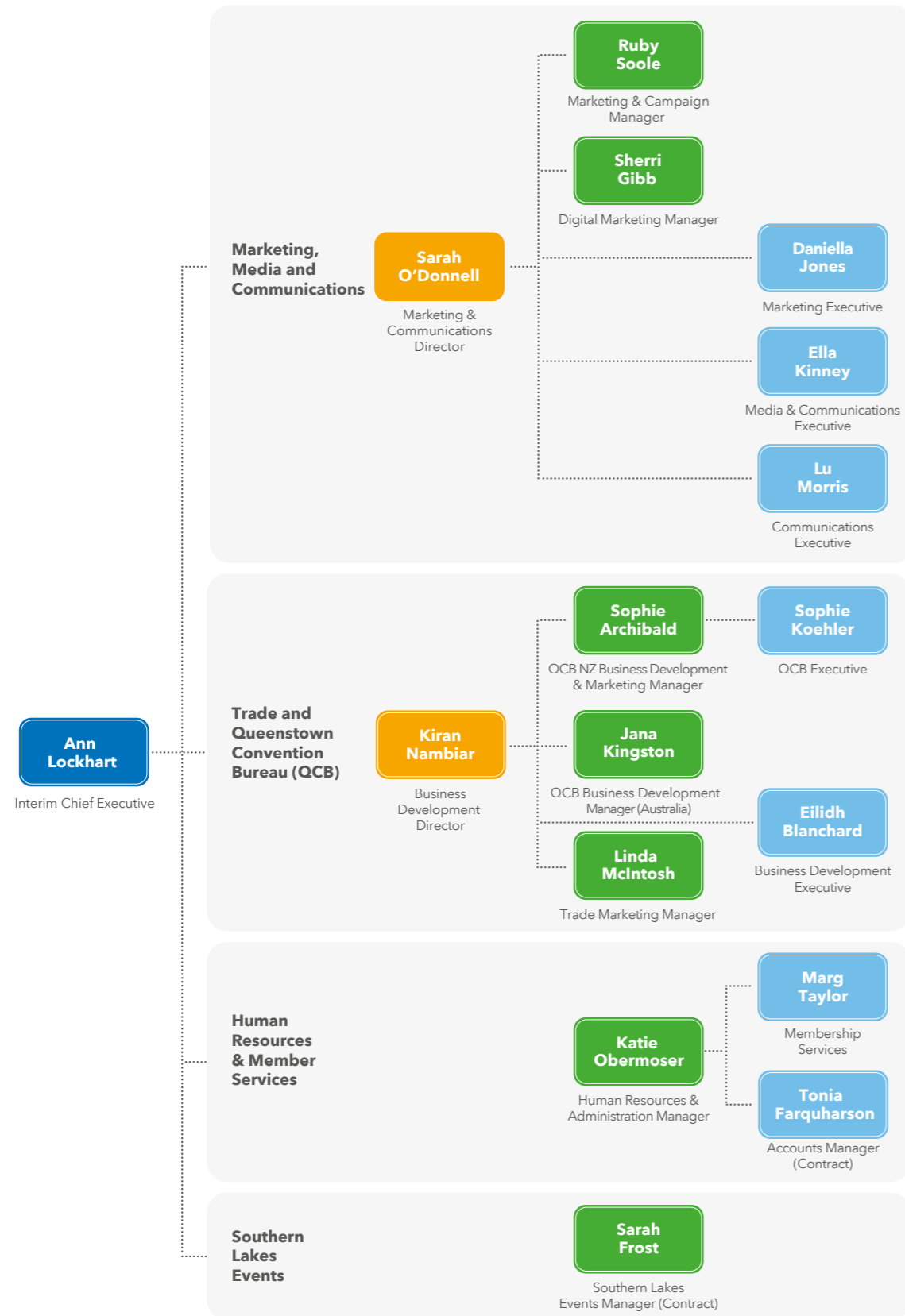
- 1) Destination Management & Planning
- 2) Industry Capacity Building and Product Development
- 3) Domestic Marketing

DQ Members

DQ has three types of membership: Commercial Rate Contributing Members, Individual Subscription Members and Corporate Subscription Members. Businesses that contribute to the commercial rate, either directly or via commercial rent, pay no additional fee to join DQ. Businesses that do not contribute to the commercial rate and meet membership criteria are eligible to join DQ and receive benefits by paying an annual subscription fee.

Team Members

as at 30 June 2021



DQ's Year in Review 2020-21

DQ's Year in Review

RTO STAPP

Funding Announced

DQ received \$1M in STAPP funding to use across destination management and planning, industry capacity building, and domestic marketing.

JULY



Stuff Travel Brook Sabin Famil

Travel writer, videographer and social media advocate Brook Sabin visited on a winter adventure themed media famil in early July. Following his trip, 11 of Brook's video-led articles were published on Stuff and four were published in the Sunday Star Times, reaching a combined audience of 2.9 million.

Home of Adventure Brand Unveiled in the Domestic Market

Years in the making and built upon the essence and culture of our place, DQ was proud to launch the evolved brand for Queenstown. The brand proposition and concept brings to life our adventurous spirit and passion for creating experiences we share with others. The brand builds on the concept that adventure means different things to different people and that Queenstown is a place that will inspire you to go further than you've gone before, introducing you to the person you've always wanted to be.



OCTOBER



Market Segment Strategy Launched and Embedded Across DQ Work

This new targeted approach is based on key drivers and aims to attract travellers who best benefit our destination. The leisure market has ten segments and the business/groups market has three.

- Leisure: Ski enthusiast, winter lover, trail shredder, biking explorers, golf buddies, outdoor explorers, adrenalin seekers, luxury indulgers, family adventures, and food and wine lovers.
- Business/groups: Meetings/conference, incentives, weddings.

DQ Website Refresh

Content was updated and rebuilt to ensure the website matched the relevant segments for the spring and summer seasons.

Domestic Spring and Summer Campaign

This was the first campaign activity under the Home of Adventure brand and the market segment strategy. The campaign ran from October to February and focussed on walking and hiking, biking, mountain biking, adrenalin, golf, and family.



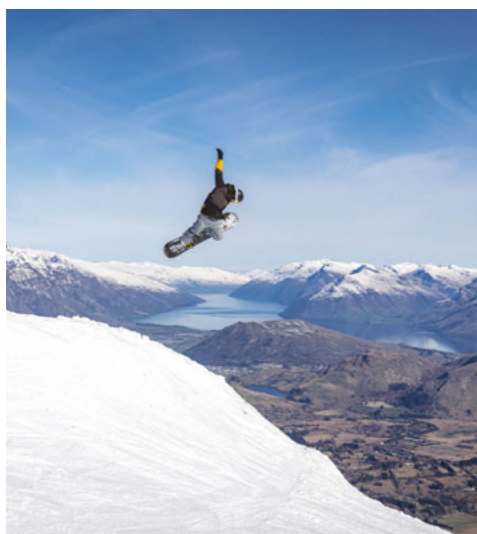
Tourism New Zealand QCB Support

QCB secured financial support by way of a contribution from Tourism New Zealand Business Events. This funding was used for marketing activity in the New Zealand domestic market and ran from October to June. The funding enabled QCB to produce more content and increase media spend to reach more of our target audience, positioning Queenstown as a world class business event destination.

AUGUST



12-30 AUGUST: Auckland in Alert Level 3, impacting what had started as a strong domestic winter season.



Winter Campaign Second Burst

Following the launch of the high impact domestic winter campaign in June 2020, a second burst of the campaign ran across social and digital channels from mid-August to mid-September with the objective of driving referrals to members for the late winter season. In total, across both phases of the 2020 winter campaign, 78,000 member referrals were generated.

SEPTEMBER

QCB Campaign

Queenstown Convention Bureau (QCB) produced new video and written content to target the domestic business events market. This campaign ran from September 2020 to June 2021 and the content was promoted through multiple channels – covering sales, marketing and PR. The campaign reached a total audience of 650,000 and contributed to the increase in domestic leads from 56 in FY18-19 to 138 in FY20-21. It also helped to increase brand awareness in market.

Domestic Events Funding (DEF) Secured

The Government provided DQ with DEF funding which enabled the Welcome to Winter event to take place from 2-4 July 2021.



NOVEMBER

Domestic Trade Marketing Activity

This activity included hosting domestic travel sellers, delivering webinars and also joint venture (JV) marketing campaigns promoting Queenstown packages and targeting consumers with flight credits.

The Hits Drive

DQ hosted The Hits Drive crew – Anika Moe, Mike Puru and Stacey Morrison – on a three-day famil during the Queenstown Marathon weekend. The team broadcasted the show live from Queenstown to over 475,000 listeners and the crew also shared their Queenstown experiences to a combined audience of 120,000 on social media.

DQ's Year in Review

Trade Website Refresh

New trade-related content was created and published on the DQ website. This refreshed content resulted in an increase in average reading time from 1m48s to 2m14s, while maintaining annual unique page views at about 4,000.

JANUARY



14-17 FEBRUARY:
Auckland in Alert Level 3.

19 FEBRUARY:
First COVID-19 vaccinations given in New Zealand.



28 FEBRUARY-7 MARCH:
Auckland in Alert Level 3.

FEBRUARY

Trade Facebook Group

A dedicated Facebook group was created in March 2021 to streamline communications between global trade contacts and DQ. The group has been used to enhance newsletter communications, content and promote virtual events.

Market Development Plans

As part of the segment led approach to marketing Queenstown, DQ began to develop plans to support, promote, and maximise specific markets. The first market development plans underway are Food and Drink, and Biking.



DECEMBER

Central Otago Touring Route Launched

In conjunction with Tourism Central Otago and Enterprise Dunedin, DQ helped to launch and promote the new 341-kilometre scenic drive linking Dunedin to Queenstown.

Regional Events Funding (REF) Secured

The Government provided DQ, Lake Wānaka Tourism, Tourism Central Otago and Fiordland with REF funding to stimulate inter and intra-regional visitation through events. The Business Events Incentive Scheme was enabled through the REF fund and aimed to attract domestic business events to Queenstown to help fill the gap in expenditure left by the international visitor market.



MARCH

Domestic Autumn Campaign

This was the second campaign activity in-line with Home of Adventure and the market segment strategy. The campaign ran from March to April and focussed on food and drink as well as active relaxation and wellness which incorporated biking, hiking, and relaxation experiences.



Coast Breakfast Radio

DQ showcased Queenstown as the ultimate destination for an autumn break with the Coast Breakfast Radio crew – Toni Street, Sam Wallace and Jase Reeves. The crew visited for a three-day fam, broadcasting two live shows from Queenstown locations and sharing their experiences to an audience of over 125,000 on social media.

Regenerative Tourism by 2030

Work began on Regenerative Tourism by 2030, the destination management plan for the Queenstown Lakes district in collaboration with Lake Wānaka Tourism and Queenstown Lakes District Council.

DQ's Year in Review

9 APRIL:
Government announces trans-Tasman bubble arrangement between New Zealand and Australia.

Home of Adventure Brand Launched in Australia

On 19 April, the day that quarantine-free travel with Australia commenced, DQ launched the Home of Adventure brand campaign to the Australian market, leveraging the bubble news to best effect for Queenstown.

19 APRIL:
Bubble opens and the first international flight, QF121, lands in Queenstown at 2.30pm.



Photo: Nick Hyne

First Flight Media Coverage

The first flights from Australia into New Zealand were heavily publicised by Australian and domestic media. DQ assisted with a media interview with the DQ Chairman, two interviews with the DQ Interim Chief Executive and a range of local connections and suggestions for seven visiting media outlets.

Qantas Magazine

DQ's media team were quick off the bat to host Australian media, with the first file, a Senior Editor at Qantas magazine, arriving two days after the first Australian flight. The editor produced a seven page article in the June issue of Qantas magazine and a Queenstown ski image was selected as the front cover.

23-28 APRIL:
Quarantine-free travel with Western Australia paused.

APRIL

VIP Famil Groups

Off the back of a busy Australian roadshow, the trade team hosted three VIP famil groups in June. These were Australian key trade partners, TECNZ Board and the TNZ trade marketing team. Each provided a great opportunity to connect Queenstown-based trade managers to famil participants while showcasing a wide range of local product.

Today Show

Australia's Today Show was broadcast live from Queenstown on 18 June in partnership between Tourism New Zealand and DQ. The live broadcast reached over 313,000 Australians.

22 JUNE:
Quarantine-free travel with Victoria resumes; NSW paused.

JUNE



MAY

1-3 MAY:
Quarantine-free travel with Western Australia paused.

6-9 MAY:
Quarantine-free travel with NSW paused.

17 MAY:
Bubble extends to Cook Islands.

Winter Campaign

This was the third campaign in-line with Home of Adventure and the market segment strategy. The campaign began in May in the domestic and Australian markets and focussed on Ski Enthusiasts and Winter Lovers.

DQ Australia Roadshow

In May 2021, the Trade and QCB teams carried out their first trans-Tasman roadshow since lockdown. The roadshow provided a chance to reconnect with these channels and encourage visitation to Queenstown. As part of this, 28 Queenstown companies met 86 Australian Product buyers from 57 companies; and 33 Queenstown companies met over 120 Australian conference and incentive (C&I) buyers.



25 MAY:
Quarantine-free travel with Victoria paused.

28 MAY:
Pre-departure testing introduced for Australian travellers.

30 MAY:
Australian Prime Minister Scott Morrison and Prime Minister Jacinda Ardern visit Queenstown.



Official Launch of Regenerative Tourism by 2030 Process

At the 24 June Member Update, DQ outlined Regenerative Tourism by 2030 and encouraged members to get involved in the six-month process to develop the roadmap.

23 JUNE:
Wellington, Wairarapa and Kāpiti Coast in Alert Level 2.

26 JUNE:
Quarantine-free travel with all Australian states paused.

DQ Website Performance

At year end, the QueenstownNZ.co.nz performance was up considerably on the previous year with:

- 2 million sessions (+21% YoY)
- 470k member referrals (+32% YoY)
- 23% conversion rate (+10% YoY)

QCB Lead Generation

At year end, the QCB team saw a 2.5x increase in domestic New Zealand market leads. In the last three financial years, leads have risen from 48 to 56 to 138.

Queenstown Lakes District Skills Hub

DQ contributed seed funding towards the set-up of a Skills Hub in conjunction with Queenstown Chamber and QLDC. This Skills Hub will be a key workforce asset coordinating attraction, retention and development efforts.

Organisational Focus



Near and Long Term Focus

DQ has a twofold responsibility over the near and medium term. The first is to immediately work towards attracting visitors back to Queenstown to support our community and businesses. The second is to lead a conversation around destination management planning.

Destination management planning is covered in more detail on the following page but is a key component of the national focus on the future of tourism, economic recovery and resilience.

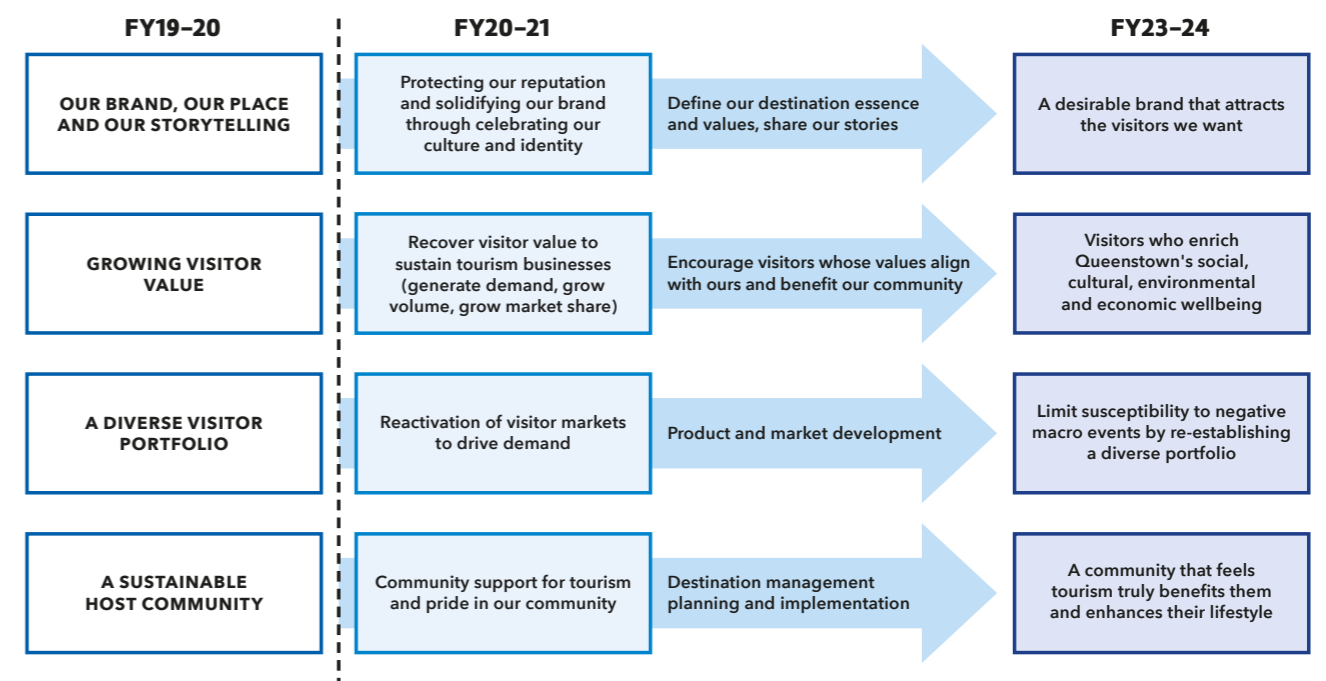
Near Term Focus (FY20–21)

- Aiding recovery and rebuilding, assisting in business response and leveraging our core skills of destination marketing to assist with kick-starting the local tourism industry.
- Supporting our member businesses through these challenging times, assisting them to be recovery ready.
- Ensuring Queenstown’s brand is strong and in the best position to capture available market share as travel restrictions are lifted.
- Developing an integrated and holistic destination marketing plan to guide Queenstown through the recovery phase.

Mid-Long Term Focus (FY21–24)

- Being a key player in the rebuild, taking a leadership role in discussing the future of the local tourism industry and co-designing a destination management plan.
- Supporting industry and members to respond to a dynamic macro environment and a changed market.
- Helping the industry evolve, build resilience, and adapt to overcome the challenges faced by COVID-19.
- Supporting members to deliver social, cultural, environmental and economic sustainability.
- Proactively partnering with key agencies, such as local government, national industry groups, TNZ and central agencies to capture business intelligence and collaboratively work on recovery of the industry.
- Continuing to work closely with key partners such as Air New Zealand, airports, TNZ, TIA, RTNZ, CINZ and TECNZ to fully leverage future opportunities.

Strategic Priorities



Destination Management

DQ has signalled its intention to move into the destination management space in FY20-21 in order to help guide tourism growth in a sustainable way which protects and enhances our region.

The Government has also stated that it wants tourism growth to be productive, sustainable and inclusive and has provided RTOs (including DQ) with funding to undertake work on destination management planning. This forms part of the Government's COVID-19 recovery work and aims to enrich Aotearoa New Zealand through tourism growth which improves the social, cultural, environmental and economic wellbeing of New Zealanders.

While COVID-19 has caused considerable disruption to the tourism system, it has provided an opportunity to rethink and build back better in the future. It is a chance to have tourism sitting harmoniously and cohesively within the community and environment, before international visitation returns in scale.

Queenstown requires a long-term, collaborative tourism plan that guides the industry towards a common vision, leading the journey from the restart and reactivation in FY20-21, through the recovery period and on to the future state of the New Zealand tourism ecosystem, in which Queenstown plays an integral part. At the heart of that is our place, our people, and a sustainably profitable industry.

While growth in the visitor economy has historically brought much benefit to the Queenstown Lakes region, both economic and social, it has also placed pressure on the community.

Visitors are increasingly keen to make responsible travel decisions and it is important to create a framework to facilitate this. Tourism remains the largest, and most important, economic driver for Queenstown. While we need to encourage the return of the tourism economy and prosperity for our businesses, we also need to ensure this returns in a way that supports social and environmental initiatives while benefiting and enhancing the lifestyle of people who live here.

Tourism contributes to our destination brand and is often the introductory tool to attract talent and residents to our region, as it showcases the destination

as a great place to live, play and work. This supports diversification while also encouraging investment opportunities and innovation in our region.

Tourism creates economic opportunities and brings social benefits across our regions and communities. It creates opportunities to enter the workforce, but often also provides a pathway for growth and development and is a social enabler for a diverse workforce in Queenstown.

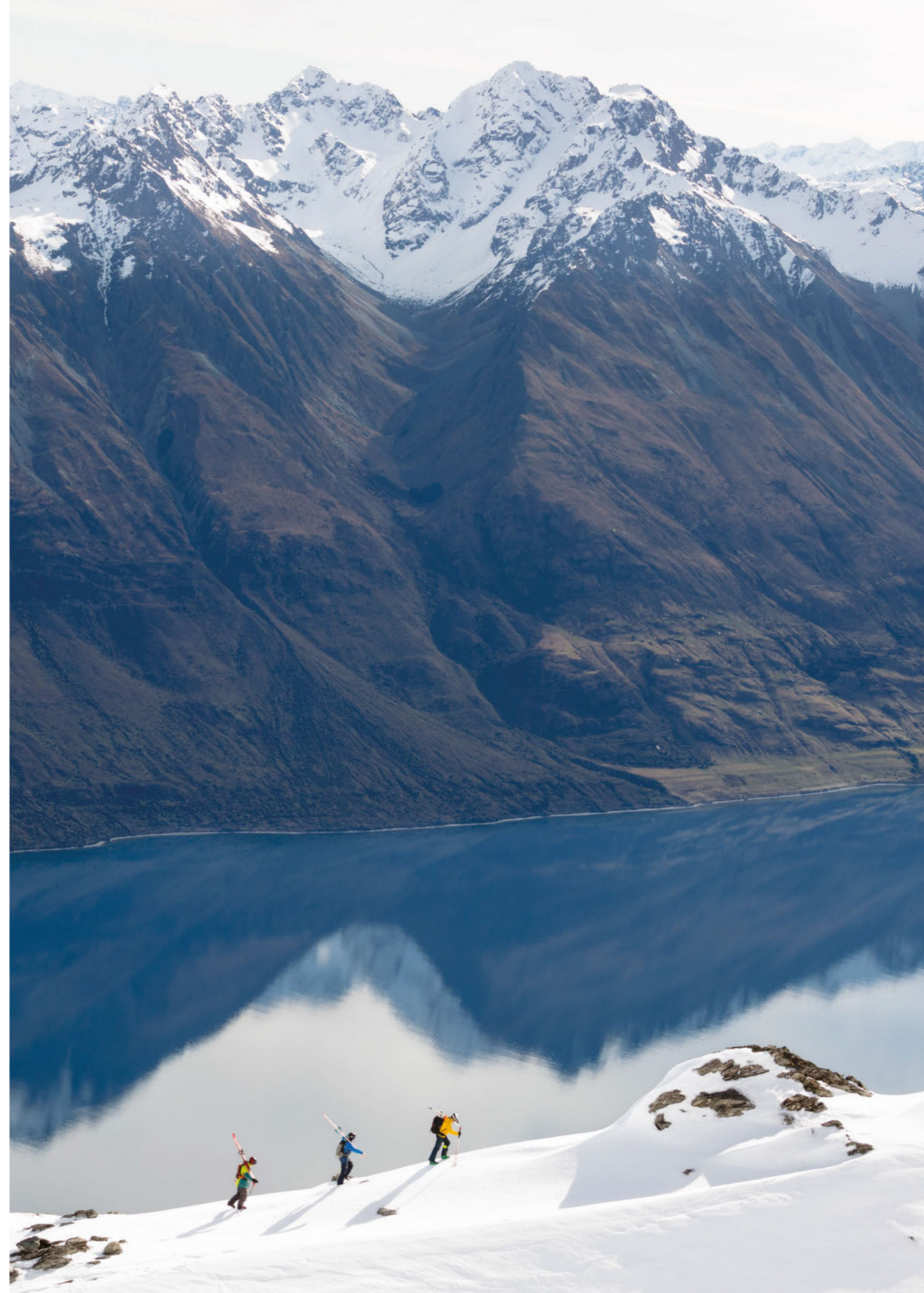
Pre-COVID visitor growth increased the benefits of tourism, but it also highlighted challenges that need to be carefully considered and addressed.

The inability to respond to these challenges in some areas can mean that opportunities afforded by this growth are not always fully realised, and the pressures not always adequately managed.

Pre-COVID, a travel pattern had emerged with visitors keen to seek greater connection and meaning from their travel experiences. A move away from being a 'tourist,' to seeking engagement with local communities and cultures and immersing themselves in a destination. How we manage the return of tourism can support both our community but also our visitors, ensuring we offer products that meet the needs of travellers while enhancing our community.

For this reason, we have begun the journey to Regenerative Tourism by 2030 – a destination management plan for our district. This is being developed by DQ together with Lake Wānaka Tourism and Queenstown Lakes District Council. We are seeking input from local businesses and the wider community so we create a co-designed roadmap that suits our unique landscape and local community while enabling a viable future for tourism.

For more information on Regenerative Tourism by 2030 and to find out how and when to get involved, please visit: www.regenerativetourism.co.nz



Performance Report 2020–21

DQ Member Support

Objective

To support our members to adapt to the new environment through a member capability program, regular communications and information sharing. Represent and advocate for our industry locally.

KPI

Achieve overall membership satisfaction of 80% as measured by the annual member satisfaction survey.

Comments

- The annual DQ satisfaction survey showed that 77% of members are either satisfied, very satisfied, or extremely satisfied with DQ's overall performance in FY20-21. Those who stated they were extremely satisfied increased by 12% over the previous financial year.

Activity	Results
<p>Member capability building:</p> <ul style="list-style-type: none"> Deliver a program of member capability programs, through Queenstown Connect and member workshops and webinars that meet the industry development needs of DQ members. 	<p>Achieved.</p> <p>A series of member webinars and workshops were delivered across FY20-21 including:</p> <ul style="list-style-type: none"> DQ Campaign Roadmap webinar DQ Revised Strategic Plan webinar DQ and TNZ Partner webinar DQ Visitor Demand Mapping webinar Air NZ's update and forecast webinar Cardrona/Treble Cone & Expedia webinar Content Marketing for Busy Business Owners Digital Practices with Darren Craig Spring & Summer Campaign webinar Strategic priorities and consumer marketing webinar Ski Season Update and Domestic Research Data Story – Digital Marketing DQ Winter Campaign Opportunity webinar
<p>Product development support:</p> <ul style="list-style-type: none"> Identify operators within the region that are in a position to develop their businesses, and advocate for funding/support where relevant. Work with industry on an ongoing basis to think about how they can plan and then implement. 	<p>Achieved.</p> <p>Member support was delivered through various webinars and training courses including training for front-line service staff (in partnership with Queenstown Chamber and Queenstown Resort College) as well as an extensive webinar program and communications from the Business Recovery Group (BRG).</p> <p>Lobbying was undertaken to central Government around repatriation flights for migrant workers, subsidy extensions, immigration settings, Australian bubble and border opening.</p> <p>Comprehensive new data models were developed including a local 90-day demand and long term border opening forecast to assist operators with estimating future demand to support resource management.</p>

Activity	Results
Work with the industry on facilitating a vision/ goalsetting for reinvention: what we want to be as an industry (social, environmental and economic sustainability). Work alongside the industry to garner support from our local community and stakeholders as the industry rebuilds.	Ongoing. Work has begun on the Regenerative Tourism by 2030 plan in collaboration with QLDC and Lake Wānaka Tourism.
Stimulus funding activation. Government or key agencies may look to provide further stimulus so it is vital to ensure we are prepared to leverage this, including: <ul style="list-style-type: none"> Identifying any key visitor infrastructure gaps within our destination. Identifying any product/experience gaps within the region as a result of the crisis and advocate for the development of these experiences (when timing/ conditions are right). 	Ongoing. STAPP funding received in FY20-21 for projects across three main areas: <ol style="list-style-type: none"> Destination Management & Planning Industry Capability & Product Development Domestic Marketing Regional Events Funding of \$8.5m was granted to DQ, Lake Wānaka Tourism, Central Otago and Fiordland. Southern Lakes Events Investment Panel (SLEIP) created to manage the contestable fund. To date \$2.5m has been allocated to events in our wider region.
Advocate for our share of Tourism New Zealand's (TNZ) marketing investment and work with TNZ on their marketing campaigns. Ensure Queenstown is well placed to benefit from this.	Ongoing. Marketing & Communications Director sits on TNZ's marketing advisory group.
Deliver a program of member capability training – e.g. webinars, Queenstown Connect sessions, workshops.	Achieved. 13 webinars delivered.
Member information sharing: <ul style="list-style-type: none"> Promote information sharing, collaboration and support network through a shared platform for local industry to remain connected and well prepared to respond to the changing environment. Create a closed Facebook platform, fully moderated by DQ, to exchange key information. Share quarterly reports outlining key activity on DQ website. 	Achieved. The Business Recovery Group (BRG) was set up prior to the first COVID-19 lockdown and in response to the crisis situation escalating. The purpose of the BRG was to provide accurate and consistent information on the immediate COVID-19 situation. This information was for the stakeholders and members of Destination Queenstown, Lake Wānaka Tourism, QLDC, Queenstown Chamber of Commerce, Ignite Wānaka and Regional Business Partners. Daily meetings of the BRG were held during lockdown and then moved to weekly meetings from June 2020. Weekly meetings have been held over the year to ensure consistent communications and intel are shared with businesses across our region. DQ created a private LinkedIn members group in June 2021. LinkedIn was chosen as the preferred platform over Facebook for this content. Quarterly reports are shared with members and published on the Member section of the DQ website.
Connect local tourism industry and provide a support network, exchanging and sharing information and facilitate access to support initiatives.	Achieved. Please refer to the section covering BRG and member webinars.

Trade

Objective

Enhance the profile of Queenstown within travel trade distribution channels globally. Influence and improve presentation of Queenstown's core proposition within communications and channels of key trade partners reaching end consumers.

KPI

- Seasonal communication reach (four newsletters reaching 6,000 travel sellers)
- Training sessions delivered (reach 700 attendees)
- Trade roadshows in New Zealand and in-market (150 attendees as buyers, 15 members as sellers)
- Famils (100 participants hosted)
- Trade partnership campaigns (value generated and reach)

Comments

- Seasonal communications achieved. Newsletter communications are sent quarterly. They are sent to a segmented database (New Zealand, Australia and Rest of World) of over 6,000 contacts. Seasonal communications in Simplified Chinese and Traditional Mandarin for travel trade in China Market also started this financial year. Two additional communications were added for 'stream on demand' training which goes to the same database.
- Training sessions achieved. 2,431 total agents trained. This included 1,692 Kiwi, 276 Australian, 59 Western, and 401 Eastern travel trade.
- Trade roadshows in New Zealand and in-market. Partially achieved – TRENZ 2021 did not have buyer appointments, however the DQ Australia roadshow connected 86 Product Managers and Directors to 28 Queenstown companies.
- Famils partially achieved. 45 famil participants were hosted in Queenstown.
- Trade partnership campaigns achieved. Campaigns held with Flight Centre and House of Travel.

Q1 JUL–AUG–SEP 2020

Activity	Results
Deliver a range of member capability programs, through Queenstown Connect and member workshops and webinars that meet the industry development needs of DQ members.	Not achieved.
Build a domestic trade distribution channel database.	Achieved. Segmented communications provided for the domestic market. Domestic Trade Strategy published in the DQ Members Area of the website.
Deliver training sessions to New Zealand Domestic Trade on Queenstown's winter and spring proposition.	Achieved.
Host New Zealand domestic trade famil in partnership with Air New Zealand.	Achieved. Domestic retail partners famil in July 2020.

Q1 JUL–AUG–SEP 2020 continued

Activity	Results
Host key New Zealand Inbound Operators famil to influence their Queenstown itineraries.	Achieved. Famil held in June 2021.
Reclaim Queenstown's lost length of stay in coach tour and FIT itineraries in all markets for 2022-24 programs.	Ongoing.
Build an Australian trade distribution channel database to capture travel sellers of long haul destinations from Australia that will look for short haul options.	Ongoing. Segmented quarterly communications delivered to the Australia market.
Activation in Australia travel trade media (Contents and Quizzes) to raise awareness of Queenstown as a spring/summer destination and to recruit travel sellers into DQ webinars.	Not achieved. This was due to the delay in trans-Tasman bubble opening.
Deliver trade partnership campaign in Domestic market to launch Home of Adventure brand in New Zealand market and to push spring and summer proposition.	Achieved. This was via Flight Centre and House of Travel campaigns.

Q2 OCT–NOV–DEC 2020

Activity	Results
Deliver trade partnership campaign in domestic market to push Summer & Autumn proposition.	Achieved. Campaign held with Flight Centre.
Develop a China recovery strategy to implement when the market turns around after the slow down due to the impact of COVID-19.	Not achieved. This was due to COVID-19. Work is ongoing.
Launch Home of Adventure to trade in the Australian market.	Achieved. Quarterly communications and DQ Australia Roadshow in May 2021.

Q3 JAN–FEB–MAR 2021

Activity	Results
Develop DQ's long haul portfolio of markets to align with DQ Business Plan for FY20-21.	Not achieved. Moved to new financial year.
Host Australian trade famil in partnership with Air New Zealand to deliver 'Queenstown is open' message for Aussie trade and end-consumers.	Achieved. Australia VIP famil in June 2021. Ten participants ex Sydney and Brisbane. Melbourne participants cancelled due to COVID-19.
Deliver a Trade Roadshow in Australia covering Sydney and Melbourne/Brisbane within four weeks of the trans-Tasman bubble opening to raise the profile of Queenstown as a summer destination in the Australian market.	Achieved. DQ Roadshow in May 2021 six weeks after border opened.
Host China key trade famil in partnership with ATEED, TNZ and Air New Zealand to deliver 'Queenstown is open' message in China.	Not achieved. This was due to COVID-19, moved to new financial year.

Q4 APR–MAY–JUNE 2021

Activity	Results
Deliver the evolved and sophisticated Queenstown Stand at TRENZ. Attend TRENZ 2021 with 2 appointment streams.	Not achieved. This was due to COVID-19, moved to new financial year.
Host 40 TRENZ participants in TRENZ pre/post famils.	Not achieved. This was due to COVID-19, moved to new financial year.
Brief Australian ski wholesalers on DQ's consumer campaign and offer assets they can leverage to maintain winter and encourage spring Ski in 2021.	Achieved. Integrated consumer and trade winter campaigns with Sno'N'Ski, Oz Snow and ANZCRO.
Deliver a trade roadshow in China covering Beijing and Shanghai within four weeks of the China border opening to raise the profile of Queenstown in the China market.	Not achieved. This was due to COVID-19.

YEAR ROUND

Activity	Results
Undertake domestic sales calls to target key trade partners (IBOs, TNZ) and long haul airlines in Auckland, Wellington and Christchurch.	Achieved for IBOs and TNZ; Not achieved for airlines due to COVID-19.
In conjunction with travel trade partners and TNZ, host famils, actively seek out opportunities to host key decision makers on famils.	Not achieved. This was due to COVID-19.
Attend TNZ's Kiwi Link events as they are announced in order to launch Home of Adventure as long-haul markets open up.	Not achieved. This was due to COVID-19.
Roll out Home of Adventure globally through events and in-market activity within DQ's portfolio of markets.	Not achieved. This was due to COVID-19, but work was done passively through our quarterly communications with the Travel Trade.
Develop resources for Muslim market in Malaysia and Indonesia to increase arrivals and length of stay.	Not achieved. This was due to COVID-19.
Develop content for Trade to push Queenstown's new product portfolio. Reinforce the key special interest groups and reasons to visit Queenstown, including ski, food & wine, golf, biking and adventure.	Ongoing. New toolbox for travel trade developed.
Deliver activity in Australia, China and North America specific to development of Queenstown's luxury credentials.	Not achieved. This was due to COVID-19.
Attend the annual TECNZ conference and other events to influence distribution channels.	Not achieved. Due to COVID-19, conference held in August 2021.
Host famils – supporting TNZ and trade partner famils where objectives align.	Not achieved. This was due to COVID-19.
Attend RTO training day in Auckland.	Not achieved. This was due to COVID-19.
Attend TNZ RTO workshop in Australia.	Not achieved. This was due to COVID-19.
Support Christchurch Airport's Kia Ora South Trade Roadshow in China and US in 2021.	Not achieved. This was due to COVID-19.
Publish Quarterly Reports summarising Trade activity.	Achieved.
Create opportunities for Queenstown operators to visit market for sales calls.	Not achieved. This was due to COVID-19
Leverage events to drive visitation in shoulder season.	Not achieved. This was due to COVID-19

Queenstown

Convention Bureau

Objective

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

KPI

- Number of leads generated (100 New Zealand, 60 Australia, 30 long-haul markets, 190 total leads)
- LinkedIn-led digital C&I campaign reach, web traffic and leads generated
- Weddings campaign reach, web traffic and referrals
- Seasonal communication reach (4 newsletters reaching 3,000 PCOs, Incentive and Corporates)
- Sales calls completed (40 one-on-one and 200 webinars)
- Trade roadshows in New Zealand and in-market (130 attendees as buyers, 20 members as sellers)
- Famils and site inspections (50 participants hosted)

Comments

- Achieved. QCB launched a New Zealand domestic events strategy during Alert Level 4 lockdown in April 2020, with the objective to increase demand and domestic lead generation. With this targeted focus and increase in activity in the New Zealand market, leads grew from 56 (FY19-20) to 138 leads (+146%) in FY20-21. Australia generated 63 leads against a target of 60. Total leads generated were 211 leads compared to 190 leads as KPI.
- Achieved. A three week business event campaign ran throughout September. Website sessions were 5,408 versus 886 in 2019 and new users were 3,607 versus 644 in 2019.
- Ongoing strategic and targeted sponsored content also featured on LinkedIn achieving over 500,000 total ad impressions.
- Achieved. Weddings were established as a new target segment and a three week wedding campaign generated 1,083,093 ad impressions, 4,932 website users and 531 member referrals.
- Achieved. Seasonal communications were sent to the QCB database, segmented by country to keep content relevant for different markets.
- Achieved. QCB hosted 62 famil participants and 42 participants on site inspections.
- Achieved. QCB conducted 95 sales calls versus a target of 40 one-on-one calls.
- DQ Australia roadshow connected 130+ C&I buyers to 33 Queenstown companies.

Q1 JUL–AUG–SEP 2020

Activity	Results
Host New Zealand domestic corporate end user famil in partnership with Air New Zealand.	Achieved. Hosted 13 buyers from NZ corporate companies plus Air New Zealand, BEIA and Meeting Newz.
Develop new business events and wedding content – video, presentations and new tools on the website – for domestic, Australia and long haul markets re-positioning Queenstown as the Home of Adventure.	Achieved. Produced 12 new videos and a series of written content for the business events market. Written content for weddings market also created and housed on the DQ website. All content produced supported the Home of Adventure brand positioning.

Q2 OCT-NOV-DEC 2020

Activity	Results
Launch Home of Adventure to channel partners in the Australian market.	Not achieved. This was due to the delay in trans-Tasman bubble opening.
Attend CINZ's BE Reconnected and leverage famil opportunities around it.	Partially achieved. Attended BE Reconnected but there were no famil opportunities.

Q3 JAN-FEB-MAR 2021

Activity	Results
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.	Not achieved. This was due to COVID-19.
Deliver a QCB C&I roadshow in Australia covering Sydney and Melbourne within four weeks of the trans-Tasman bubble opening to raise the profile of Queenstown in the Australian C&I market.	Achieved. 62 attendees in Melbourne and 117 attendees in Sydney.
Attend AIME Melbourne and use the platform to deliver Queenstown Home of Adventure brand.	Not achieved. Show cancelled due to COVID-19.

Q4 APR-MAY-JUNE 2021

Activity	Results
Support TNZ participation at IBTM Singapore in April 2021.	Not achieved. Show cancelled due to COVID-19.
Participate and facilitate Queenstown operators presence at Meetings 2021 in Christchurch.	Achieved.
Host 15 C&I buyer participants in MEETINGS 2021 pre/post famils.	Achieved. 17 Australian participants in post-MEETINGS famil.
Partnering with CINZ to attend the Australia Direct Selling Association Conference in June 2021.	Not achieved. Unable to travel due to COVID-19 restrictions.

YEAR ROUND

Activity	Results
Run three QCB Advisory Board meetings to collect input for the annual QCB business plan and to review QCB strategy and activity.	Achieved.
Engage closely with key partners in market - CINZ, TNZ, AuSAE, SITE.	Achieved.
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 and the United States.	Achieved.
Undertake sales calls in New Zealand, Australia and long haul markets (once borders open) to target key business event organisers and corporate end users.	Achieved in New Zealand market.
Deliver a QCB C&I and weddings campaign in Australia and New Zealand markets to drive traffic to the website and increase leads.	Partially achieved. Ran wedding and C&I campaigns in New Zealand market only, due to the Australian border being closed.
Attend the annual CINZ conference and other events to influence distribution channels.	Achieved.
Attend global business events trade shows supported and promoted by TNZ in markets as borders open.	Not achieved. Due to COVID-19.
Host famils – QCB famils and supporting TNZ and channel partner famils where objectives align.	Achieved. Hosted three domestic famils this financial year with support from Air New Zealand (usually we would only host one domestic famil).
Publish quarterly reports summarising Bureau activity to members.	Achieved.
Create opportunities for Queenstown operators to visit market for sales calls.	Achieved for Australia.

Communications

Objective

Reputation is a strategic asset. Maintain Queenstown’s reputation as a world class destination, loved by visitors from around New Zealand and overseas.

KPI

Tourism Sentiment Index score relating to Queenstown’s reputation as New Zealand's premier holiday destination.

Comments

- Achieved. Queenstown’s Tourism Sentiment Score for the last financial year was 27, which is significantly above New Zealand’s national score of 21, despite some negative social media commentary about Queenstown post-lockdown.
- The emotional tone of the conversation related to Queenstown was “joy” and topics that drove positive sentiment included Nature, Outdoor Activities and Accommodation.

Activity	Results
<p>In recognition of the value of our reputation as a strategic asset, deliver activity that supports and enhances our reputation:</p> <ul style="list-style-type: none"> a. Participate in the local inter-agency destination reputation management group. b. Undertake proactive media communications that enhance our reputation. c. Undertake sentiment tracking to monitor perception of, and sentiment towards Queenstown. d. Utilise traditional media program to maintain positive sentiment. e. Leverage 'local' content partnerships to reach detractors, sharing human interest stories about our people and place, to positively influence perception. 	<p>Achieved.</p> <ul style="list-style-type: none"> a. DQ leads and facilitates the quarterly Destination Reputation management group meetings. b. Proactive media releases distributed when possible. Media coverage also monitored to gauge perception and reputation. c. Sentiment tracking undertaken and positive sentiment score of 27 achieved. DQ also reinstated the Visitor Experience and Visitor Perception surveys in July 2020. The Net Promoter Score for Queenstown stayed consistently above 72 throughout the financial year. The New Zealand average was 64. d. Media program included 29 DQ media files hosted in FY20-21 which generated positive coverage. e. Content partnerships resulted in 22 articles featuring interviews with Queenstown locals.

Activity	Results
<p>Enhance liaison, engagement and visibility within our community to shape positive sentiment toward tourism.</p> <ul style="list-style-type: none"> a. Utilise Home of Adventure platform to celebrate our adventurous and resilient spirit, continue the messaging of locals supporting local. b. Continue to emphasise and embed the Tiaki Promise in DQ activity and explore new ways to use and leverage this asset. c. Reinforce the value of tourism to Queenstown by sharing our stories about the key role tourism plays in our social diversity, cultural vibrancy, range of amenities and economic success. d. Continue to develop and find new ways to leverage “Queenstown Cares” content as a platform for sharing positive environmental initiatives by local businesses and community organisations. e. Continue to work with other local agencies in the Destination Reputation Management group to create a coordinated strategic approach to destination reputation. f. Work with QLDC, community, agencies, the events office and industry organisations to determine our approach to collective positioning of Queenstown. 	<p>Achieved.</p> <ul style="list-style-type: none"> a. Achieved. 22 articles featuring interviews with Queenstown’s locals and showcasing our resilient, adventurous spirit have been produced in FY20-21. b. Partially achieved. Tiaki Promise activity is ongoing. New ways to use and leverage this asset have been identified and will be explored in FY21-22 with the Tiaki Governance Board. c. Achieved. Message continues to be woven into article content and DQ media program activity. d. Achieved. Seven Queenstown Cares articles produced in FY20-21. e. Achieved. Destination Reputation Management meetings have been held quarterly throughout FY20-21. f. Achieved. Regenerative Tourism by 2030 plan underway. Ongoing collaboration with the Southern Lakes Business Response Group.
<p>Continuation of targeted member and stakeholder communication and enhance member information sharing:</p> <ul style="list-style-type: none"> a. Promote information sharing, collaboration and support network through a shared platform for local industry to remain connected. b. Create a closed Facebook platform, fully moderated by DQ, to exchange key information. 	<p>Achieved.</p> <p>Fortnightly Remarks and other e-newsletters regularly sent to members. LinkedIn selected as the appropriate member social media platform. DQ Member group launched in June 2021.</p>
<p>Maintain a 'live' communications schedule of key messaging and media opportunities, with the goal of re-introducing proactive media releases and communications relating to destination performance, ensuring we generate short lead media coverage based on newsworthy stories that work toward positive positioning of Queenstown.</p>	<p>Partially achieved.</p> <p>Live communications schedule has been updated throughout FY20-21. Proactive messaging on destination performance has been paused throughout FY20-21 due to COVID-19 operating environment.</p>
<p>Continue to be member of the Southern Lakes Response and Recovery team, in the short-term relating to COVID-19 but also as the group and its role evolves.</p>	<p>Achieved.</p> <p>Southern Lakes Business Response Group (BRG) has met weekly over FY20-21. The group has agreed to continue to operate on an ongoing basis to support Queenstown recovery and inter agency communication.</p>
<p>Manage DQ’s organisational plans and communications including the Annual Report, the Business Plan and Crisis Management Plan. Update DQ communications strategy to reflect new operating environment.</p>	<p>Achieved.</p> <p>Delivered on time and to budget.</p>

Activity	Results
Engage with and support lead agencies in response to crisis situations (QLDC, Queenstown Airport, Tourism Operator Responders of Queenstown (TORQUE) and Civil Defence Emergency Management).	Achieved. Monthly TORQUE meetings now held and facilitated by DQ.
Enhance member and stakeholder engagement. a. Deliver consistent and relevant communications to DQ members to ensure we are engaged with them (newsletters, briefings and trainings, member events) while being aware of ongoing opportunities to improve this. b. Deliver a schedule of member events including quarterly DQ member updates, Queenstown Connect and ad hoc member engagement opportunities as they arise. c. Undertake an annual member communications survey to evaluate DQ's communications with members. d. Undertake an annual member satisfaction survey to evaluate DQ's performance and assess member needs and expectations.	Partially achieved. a. Achieved. Member communications are moving to a new and improved eDM platform in FY21-22. b. Achieved. Four quarterly members updates delivered. Two new member meetings delivered. 13 member webinars delivered. c. Not achieved. Communications content is included in overall member survey. d. Achieved. DQ carried out the annual member satisfaction survey which showed 89% of members are satisfied with communications received and 96% are satisfied with the frequency of communications.

Media

Objective

Create engaging content to inspire visitors, supporting the dreaming and planning phase and positioning Queenstown top of mind to drive preference for short and medium-term travel.

KPI

Produce a minimum of 40 pieces of DQ generated content and target a 10% increase in volume of positive media coverage for Queenstown in FY20-21.

Comments

- Achieved. 56 pieces of positive travel content generated via the DQ Media Program, plus 12 pieces of destination sponsored content delivered.

Activity	Results
Develop the concept of a DQ Newsroom to drive an increase in positive travel stories for Queenstown. a. Canto portal for asset development. b. Content generation aligned with consumer marketing priorities and also in response to demand from media and trends in various markets. c. Targeting key markets, and identifying ongoing partnership opportunities to contribute content to third parties.	Partially achieved. DQ Newsroom concept paused until long haul markets are back online. a. Ongoing. Canto portal development ongoing. b. Achieved. Segment-led stories pitched and delivered. c. Not achieved. This was due to COVID-19 and not operating the media program for long haul markets.
Leverage key local events via the DQ media program to showcase events and drive destination visitation.	Achieved. We Are Winter 2020 and LUMA 2021 both supported with coverage via the DQ Media Program.
Explore regional partnership opportunities for sponsored content and DQ media program.	Achieved. Central Otago Touring Route has hosted two media famils, generating two articles in FY20-21. Two further articles expected in FY21-22.
Leverage the news cycle to promote destination messages.	Achieved. Strong coverage received for Queenstown off the back of the QFT announcement in April 2021.
Utilise key opinion leaders to reach specific demographics, promoting and positioning Queenstown as an aspirational destination.	Achieved. Multiple media influencers hosted and content produced as a result.
Prepare for re-entry to long haul markets, identifying media opportunities offshore to promote Queenstown and drive year-round awareness.	Partially achieved. Preparatory work completed but not delivered due to border remaining shut to long haul visitors.

Activity	Results
<p>Leverage the opening of the trans-Tasman bubble to:</p> <ul style="list-style-type: none"> a. Ensure Queenstown messaging is part of the trans-Tasman news cycle and inspirational Queenstown content is visible in Australia. b. Drive demand and grow share of visitors to Queenstown. c. Explore engagement of a PR agency in Australia. 	<p>Partially achieved.</p> <ul style="list-style-type: none"> a. Achieved. Nine articles directly supported. Interim Chief Executive attended first Australian flight media event. b. Not achieved. Australian arrivals in May 2021 down 45% on May 2019 (Stats NZ). Quarantine-free travel paused from 26 June 2021, immediately prior to Australian school holidays. c. In progress. Marketing and Communications Director exploring Sydney-based agency PEPR.
<p>Use and influence the International Media Program to secure inspiring and engaging media coverage in key international markets, as part of market re-entry strategy. Utilise Tourism New Zealand's content 'Newsroom' to secure coverage in key long-haul markets that align with DQ's strategic priorities.</p>	<p>Achieved.</p> <p>TNZ media activity featuring Queenstown reached 290.5 million people worldwide in FY20-21. TNZ content team is regularly updated on Queenstown by DQ media team.</p>
<p>Embed the Home of Adventure brand position, clearly articulating the range and diversity of activities that represent 'adventure' in Queenstown. Seek media opportunities that support this.</p>	<p>Achieved.</p> <p>Adventure titles and segment-led angles upweighted in DQ Media Program. Coverage secured that promoted the range of adventures available to visitors and put a different lens on adventure, showing it means different things to different people.</p>
<p>Develop content for DQ's own channels tailored for key long haul markets as well as domestic and Australian markets.</p>	<p>Achieved.</p> <p>142 articles written for DQ website.</p>



Consumer Marketing

Objective

Drive preference for Queenstown and create demand amongst Australian and New Zealand travellers.

KPI

Contribute to the organisational goal of achieving \$1B in visitor expenditure in Queenstown by YE June 2021.

Comments

- Not achieved. This KPI was set against the Monthly Regional Tourism Estimates (MRTes) which were disestablished in October 2020.
- If Marketview expenditure data is substituted for YE June 2021, total expenditure from domestic and Australian visitors has increased 22% compared to FY 19-20. This was primarily driven by domestic expenditure growth which increased 79% in FY 20-21 against FY 19-20. The figure for total visitor expenditure was \$579.6 million at YE June 2021.

Activity	Results
Drive preference for Queenstown by delivering campaigns to support year-round visitation.	<p>Achieved. A total of six high impact campaigns were delivered within the domestic and Australian market. Campaign activity was developed in-line with the new consumer marketing segment strategy.</p> <p>Five of these high impact campaigns were focussed on full-funnel (Dream-Plan-Book) activity driving demand and conversion in the form of high-quality referrals to members.</p> <ul style="list-style-type: none"> • Home of Adventure brand launch and spring campaign (domestic) • Summer (domestic) • Autumn (domestic) • Winter (domestic) • Home of Adventure brand launch (Australia) • Winter (Australia)
<p>Launch and fully embed the Home of Adventure proposition:</p> <ul style="list-style-type: none"> • Weave 'Home of Adventure' message in all DQ activity including media, trade, QCB and consumer. • Ensure industry partners are aware and equipped to appropriately represent our destination, unique positioning, and key messages in their activity. 	<p>Achieved. The Home of Adventure brand was successfully launched with high impact campaigns in both the domestic and Australian markets. The brand proposition was implemented and weaved through all aspects of DQ activity on and offshore.</p> <p>A Queenstown 'Brand Book' was developed and launched to succinctly tell the Home of Adventure story, providing partners with the information required to promote and sell the Queenstown story.</p>

Activity	Results
<p>Develop content strategy to consolidate Queenstown's proposition, driving consumer preference:</p> <ul style="list-style-type: none"> • Develop an integrated content strategy to support tactical objectives. • Produce articles and videos for organic and paid digital channels expanding on the 'Home of Adventure' concept. • Ongoing content strategy driving preference and visitation by growing the understanding of Queenstown's unique proposition relative to different traveller segments. 	<p>Achieved. An integrated and targeted content strategy was developed to drive preference in key consumer segments and continue building Queenstown's brand and Home of Adventure proposition.</p> <p>Over FY20-21, 11 campaign videos and 85 blogs were produced to speak to key traveller segments.</p>
<p>Utilise highly targeted 'always on' activity to generate demand from potential travellers in New Zealand and Australia:</p> <ul style="list-style-type: none"> • Ongoing delivery of targeted and integrated digital activity, including paid and organic, to communicate the variety of experiences in Queenstown to qualified potential visitors. • Drive potential travellers' web visitation, engagement, and referrals through Queenstown official website. • Expand program of activity to focus on lower funnel and demand generation, protecting Queenstown's market share. • Continue utilising high quality social media content to consolidate brand proposition, inspire potential travellers and drive visitation to website. 	<p>Achieved. Integrated 'always on' digital strategy generated strong engagement, website visitation and referrals from the domestic and Australian markets.</p> <p>Website sessions from these two markets increased 39% in FY20-21 versus prior year. Domestic and Australian combined referrals increased 47% YoY due to DQ's focus on demand generation to support members post-lockdown. Conversion rates also improved by 5% YoY indicating DQ's targeted digital activity was driving quality traffic to the website.</p>
<p>Ongoing enhancement of the Queenstown official website maintaining its position as a leading source of visitor information:</p> <ul style="list-style-type: none"> • Leverage website and digital presence to support member referrals and direct channel bookings. • Maximise Simpleview investment identifying capabilities that can be leveraged to enhance digital practices. • Enhance website user experience to continue increasing engagement and driving referrals. • Ongoing technical support, licence fees and hosting. 	<p>Achieved. The Simpleview CMS platform enabled DQ to quickly pivot and adapt activity post-lockdown to effectively drive users down the funnel from plan to book. Total website visits increased 21% YoY, generating two million sessions. 470,000 member referrals were generated, up 32% YoY.</p>
<p>Identify priority research requirements for investment in insights, data and research:</p> <ul style="list-style-type: none"> • Visitation data, expenditure data (Marketview). • Market sentiment and intelligence. • Visitor insights program (VIP) - experience and perception. • Monitoring destination perception and local community sentiment (TSI). • Consumer segmentation research. 	<p>Partially achieved.</p> <ul style="list-style-type: none"> • A Data and Insights Analyst role for DQ was created and a core part of their role will be to develop an internal dashboard to manage and communicate all key data sets. • A quarterly insights dashboard for members was created and distributed. • The VIP program was reinstated to measure visitor experience and perception. • Sentiment monitoring commenced.

Activity	Results
<p>Produce high quality branded materials and collateral to reflect the new Home of Adventure proposition:</p> <ul style="list-style-type: none"> Update appropriate collateral and signage with new Home of Adventure tag line. Update DQ visual library with footage and imagery aligned with new brand proposition enabling DQ and partners to appropriately portray our destination. Produce branded collateral including visitor guides, corporate gifts, event signage and others. Produce and license images for DQ image library as required. 	<p>Achieved. New footage and imagery was produced for multiple segments throughout the year to ensure DQ's content best positions and sells the Home of Adventure proposition.</p> <p>Branded collateral has been updated and refreshed as needed.</p> <p>The process of refreshing the Visitor Guide is underway to align it with the consumer strategy and reduce the print footprint. This will be completed in FY21-22.</p>
<p>Ensure our consumer communications strategy continually evolves to show appropriate information for Queenstown visitors, utilising our main channels to promote to and inform future visitors:</p> <ul style="list-style-type: none"> Revising website and social media channels to reflect latest travel advice, relative to COVID-19 and travel restrictions. Revising the social media content strategy including frequency of posts, adapting message and tone and evolving content to suit response, review and recovery stages. 	<p>Achieved. DQ was proactive in updating its website content to reflect changing border restrictions and government travel advice. Social content was adapted according to the various stages of trans-Tasman border opening and a robust paid media strategy was established to easily turn on and off specific audience targeting as alert levels and travel restrictions changed throughout FY20-21.</p>
<p>Utilise DQ channels to ensure continued social license and community support for DQ and tourism industry.</p>	<p>Partially achieved. DQ is working on a sentiment strategy across its social channels to subtly and authentically address some of the negative sentiment seen online from the domestic market.</p> <p>DQ has begun work on Regenerative Tourism by 2030 – the destination management plan for the district – in conjunction with Lake Wānaka Tourism and QLDC.</p>
<p>Utilise DQ channels to rally support for member businesses.</p>	<p>Achieved. Digital activity was adapted across all channels for FY20-21 to amplify booking messaging and drive conversions to product listings and special offers from a range of member businesses. This resulted in member referrals increasing 32% against FY19-20, despite a reliance on only the domestic market for most of the year.</p>
<p>Maintain Brand Presence:</p> <ul style="list-style-type: none"> Activate a positive, yet empathetic approach, to always on digital content to remain top of mind with our visitor segments and markets. Continue evolving content strategy for each roadmap stage. Remain authentic and true to Queenstown's DNA. 	<p>Achieved. 'Always on' digital content strategy reviewed to match the changing COVID-19 environment, to ensure communications were reflective and mindful of the visitors' home environment. While aiming to drive visitation from domestic and Australian markets as borders reopened, DQ's social content strategy was adapted to subtly remain top of mind in other markets through frequency of posting and inspirational content.</p>

Activity	Results
<p>Continue to be an active participant of the newly developed 45 South partnership (lower South RTOs/ EDAs), leveraging this collaboration to drive further inter-regional opportunities for product and marketing development, building relationships and creating a cohesive and aligned Southern approach.</p>	<p>Achieved. The 45 South collaboration between the seven lower South Island RTOs continued in FY20-21. The development of a Touring Route was the initial focus of this group. However an investment mapping logic process has been completed to ensure the group leverages the collaboration for most benefit across the wider region, identifying further opportunities to work together.</p>
<p>Provide a common platform/mission for businesses to align with promoting a consistent and compelling destination message. Continue building on Queenstown brand equity and unique proposition by weaving the 'Home of Adventure' messaging through all activity.</p>	<p>Partially achieved. Home of Adventure messaging continues to build presence and meaning as it is weaved through activity in all departments of DQ.</p> <p>Ensuring the Home of Adventure messaging can be used by all partners is a work in progress. Providing partners access to and knowledge of how they can use 'Home of' in their campaigns has started but needs to be developed further.</p>
<p>Produce brand toolkits and marketing resources for media, trade and partners, ensuring channels are well-equipped to amplify a consistent and compelling destination brand message.</p>	<p>Achieved. Along with the Queenstown Brand Book with its purpose to help deliver the Home of Adventure story, all high impact campaigns featured a 'Campaign Toolkit' providing partners and members with background on the campaign, audience insights, key messages and how to get involved and leverage DQ's activity.</p>
<p>Develop and execute market recovery plans, based on the roadmap established in scenario planning:</p> <ul style="list-style-type: none"> Develop recovery strategies and identify new priorities based on different recovery scenarios. e.g. considering direct-to-consumer activity in long-haul markets for the first time. Designing campaign strategies to suit. Develop and activate a staged recovery plan based on tiered activity, starting with local activation, then regional, domestic, and finally international campaigns, following scenario planning. Build consumer marketing campaigns around each tier. 	<p>Achieved. Market re-entry strategy was developed and followed for commencement of work in the Australian market once quarantine-free travel was introduced.</p> <p>Consideration of long-haul market re-entry, with consumer activity, is ongoing.</p>
<p>Evolve consumer content strategy ensuring Queenstown's channels remain relevant and retain leadership through recovery stages.</p>	<p>Achieved. Content strategy was evolved to match the new consumer led strategy. Landing pages were built and updated for key segments and new article content was produced. This was underpinned by consumer insights and SEO research to ensure relevancy. Photoshoots and video creation were carried out over the FY20-21 year to acquire fresh content for our channels.</p>

Activity	Results
Update all key assets and strategy to reflect a new local tourism environment, including revision of content, website and overall activity to portray most up to date products and services.	<p>Achieved. Website article content was regularly reviewed and updated in accordance with the new operating environment.</p> <p>A new product listing filter was added to the website so users could filter results by listings open for business versus seasonal or businesses yet to re-open.</p>
Provide marketing services support to the wider organisation ensuring appropriate brand representation.	<p>Achieved. The Marketing team provided ongoing support to the wider organisation as and when required to ensure appropriate use and inclusion of the Queenstown brand. This also included general admin support to trade partnership activity and new website developments for QCB and Trade.</p>

Organisation

Objective

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

KPI

100% completion of HR and organisational deliverables, as outlined below.

Comments

- Partially achieved.
- The dynamic COVID-19 environment necessitated some changes in priorities regarding resources. For example, disestablishing the International Trade Marketing and Events roles.
- Supporting the team with development and mental health support has remained a focus during these unprecedented times.

Activity	Results
Ensure the DQ Team Charter is fully embedded, and the organisation is operating in line with the charter maintaining the 100% commitment of staff to the values in the 2020 engagement survey.	<p>Achieved. The DQ Team Charter values are:</p> <ol style="list-style-type: none"> 1. Collaborate & Communicate 2. Respect & Trust 3. Empower & Encourage 4. Have Fun
Undertake a key skill and competency review to develop and deliver a targeted training and development plan for each team member.	<p>Partially achieved. 100% of staff performance reviews completed with 50% of development plans signed off. This result has been affected by staff departing and onboarding throughout the year.</p>
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 Myers-Briggs Type Indicator assessment.	<p>Achieved. This was improved through implementing Clifton Strengths personality profiling (DQ previously used Myers Briggs).</p>
Focus on improving in the areas recommended by 2020 engagement survey whilst maintaining or bettering overall outcome.	<p>Partially achieved. One of the key recommendations from the employee engagement survey was the desire for more training and development opportunities to be offered and to ensure the team are clear about flexible working arrangements.</p> <p>These were partially achieved via several internal promotions and increased responsibilities and the creation of a working from home policy.</p>

Activity	Results
Workplace health and safety is a top priority, in everything Destination Queenstown does. Continue to promote active participation across the team regarding health and safety matters, initiatives, improvements, and procedures.	Achieved. Zero H&S incidents were reported.
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 walkthrough, chains for winter driving.	Achieved. Through activity such as induction training, participation in the National Shakeout (earthquake preparation), ongoing H&S Committee meetings and creation and review of policies in relation to the impact of living with COVID-19.
Ensure the health and safety policy and plan continues to be adhered to, 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.	Achieved.
Provide an external Employee Assistance Program via EAP Services.	Achieved. This has been utilised several times by staff.
All DQ staff who regularly host clients and media have a first aid certification.	Achieved.
All DQ staff to undertake driver training.	Achieved.
Develop 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.	Partially achieved. Business Continuity plans were updated with key personnel changes. The HR & Administration Manager and Marketing & Communications Director undertook CIMS4 training (Co-ordinated Incident Management System training). The landline phone system was disestablished and a switch to a fibre-based system implemented. The internal server was replaced adding a cloud backup system replacing the need for manual backups.
DQ participation in the Tourism Operators Responder of Queenstown (TORQUE group) which supports emergency management Otago and QLDC in the event of major disruption to facilities and infrastructure in the Queenstown area.	Achieved and ongoing. The HR & Administration Manager became the driving force of the TORQUE group, fostering a close relationship with Otago Civil Defence Emergency Management.
Elevate sustainability concepts across Destination Queenstown, ensuring the organisation meets the DQ Sustainability policy and plan.	Achieved and ongoing. The work on Regenerative Tourism by 2030 has reignited the impetus for sustainability initiatives to be introduced in DQ, beginning with participation in the 'Back to Life' Regenerative Tourism online course. DQ is currently exploring Carbon Offset options through Ekos.

Activity	Results
DQ sustainability committee continues to ensure the organisation meets its internal sustainability commitment.	Partially achieved. Staff changes and a staff focus on delivery of tangible outcomes in the dynamic COVID-19 environment resulted in difficulty maintaining a committee. This area is a key focus going into FY21-22 as the organisation leads by example co-leading Regenerative Tourism by 2030.
Work with the wider team to implement external sustainability initiatives.	Partially achieved and ongoing. This carries over into FY21-22 as a key focus as it is essential the wider team is empowered to participate in sustainability initiatives and contribute to Regenerative Tourism by 2030.
Explore the opportunity to enter the DQ sustainability program into an industry awards program.	Not achieved.
Destination Queenstown has the appropriate information and communication technology infrastructure, hardware and software to deliver the requirements of the strategic and annual plan.	Achieved. All staff moved onto laptops to enable remote work; servers have been replaced; and the phone system and fibre lines have been updated.
Provide an outstanding service to DQ members: <ul style="list-style-type: none"> Facilitate new member briefings. Process new member applications within five working days. Updates to member listings are reviewed and published within two working days. Monitor DQ member portal via Simpleview, providing an efficient platform for members to access relevant information, manage leads and update website listings. 	Achieved. <ul style="list-style-type: none"> According to the DQ Member Satisfaction Survey, overall satisfaction with member services was 87% – the same figure as the previous financial year. Four new members meetings have been held. All new member applications have been processed within five working days. Member listings updates have been completed within two days. The members area of Simpleview is also being increasingly utilised.



Performance Targets

Destination Queenstown's performance is measured annually by the key performance indicators, at a destination level, outlined in the table below:

Measure	Data Source	Frequency	Indicator	Results FY20-21
Community sentiment	QLDC Quality of Life resident survey	Annually	Target 4 point increase, from 58% to 62%, in resident perception that the community benefits from tourism across our district (Queenstown and Wānaka)	QLDC altered the Quality of Life 2020 survey questions due to the COVID-19 environment. As a result, the metrics for this indicator are not available.
Visitor satisfaction	Visitor Insights Program	Annually	Overall visitor experience satisfaction score of 8/10 and benchmarked for following year	Overall visitor experience satisfaction score was 9.1/10 in FY20-21.
Visitor value	Monthly Regional Tourism Estimates (MRTEs)	Annually	Achieve \$1B in visitor Expenditure at year end FY20-21	Monthly Regional Tourism Estimates (MRTEs) were disestablished in October 2020. Based on Marketview expenditure data, which does not include cash spend or pre-departure spend, total visitor expenditure in the region was \$579.6 M at YE June 2021.
Satisfaction with DQ	DQ Membership Satisfaction survey	Annually	Achieve overall membership satisfaction of 80%	The annual DQ satisfaction survey showed that 77% of members are either satisfied, very satisfied, or extremely satisfied with DQ's overall performance in FY20-21. Those who stated they were extremely satisfied increased by 12% over the previous financial year.

Market and Performance Trends

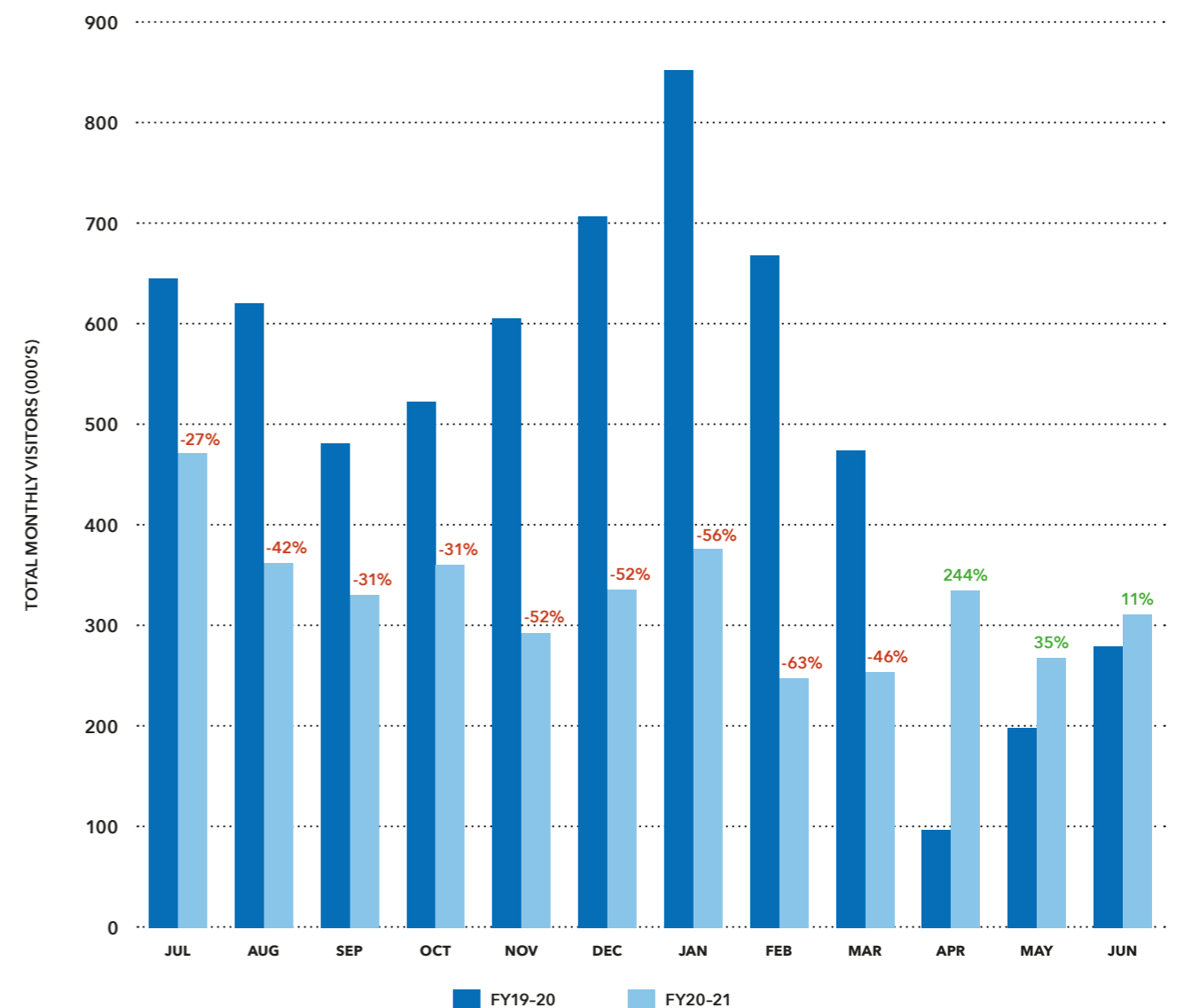


Annual Queenstown Visitation

Annual total visitation to Queenstown was down 36% compared to year end June 2020 due to border closures which have affected Queenstown visitation since January 2020.

While there was little international visitation in FY20-21, domestic visitation grew over the prior year, helping to partially offset the significant drop from lack of international visitors.

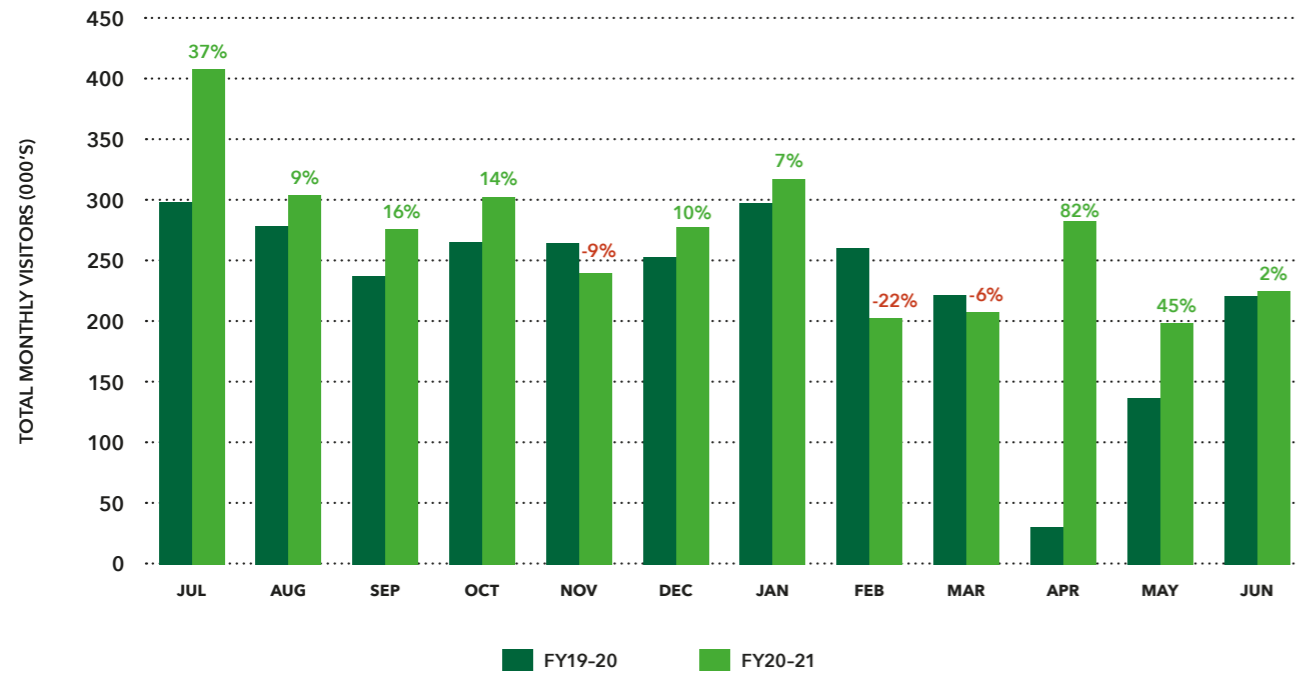
Queenstown Total Visitor Count by Month (FY19-20 Versus FY20-21)



[Source: Data Ventures Tourism New Zealand Tool. 1 January-31 December 2019, 2020, 2021]

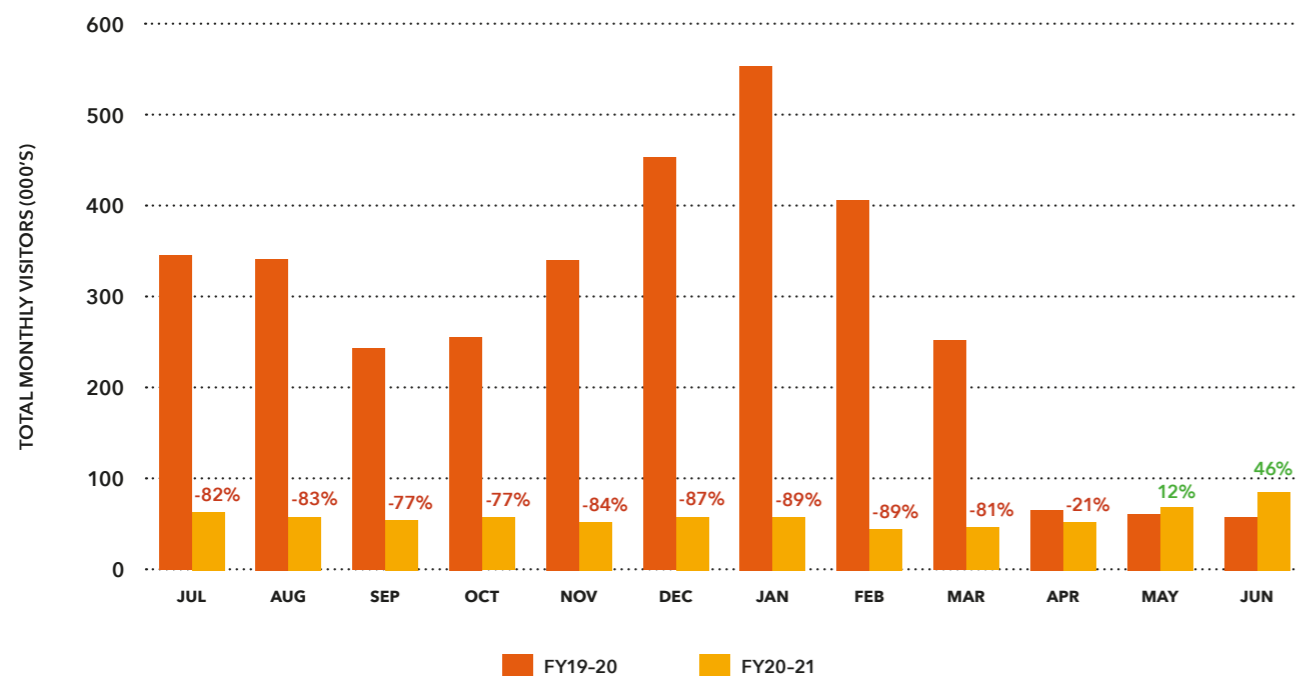
Note: This data comes from the Dataventures tourism population movement tool. Visitor count is total unique visitors on a given day but doesn't account for visitors who stay overnight. This means a visitor who stays three nights is counted three times.

Queenstown Domestic Visitor Count by Month (FY19-20 Versus FY20-21)



Domestic visitation was up 17% for year end June 2021 versus YE June 2020. This was primarily driven by strong visitation in the Winter/Ski period (July, August, September & October). Several events are likely to have affected visitation levels for Auckland, our key domestic audience. We may have seen higher visitation levels if Auckland had not gone into Alert Level 3 in August. Summer visitation may have also been affected by the America's Cup taking place in Auckland.

Queenstown International Visitor Count by Month (FY19-20 Versus FY20-21)

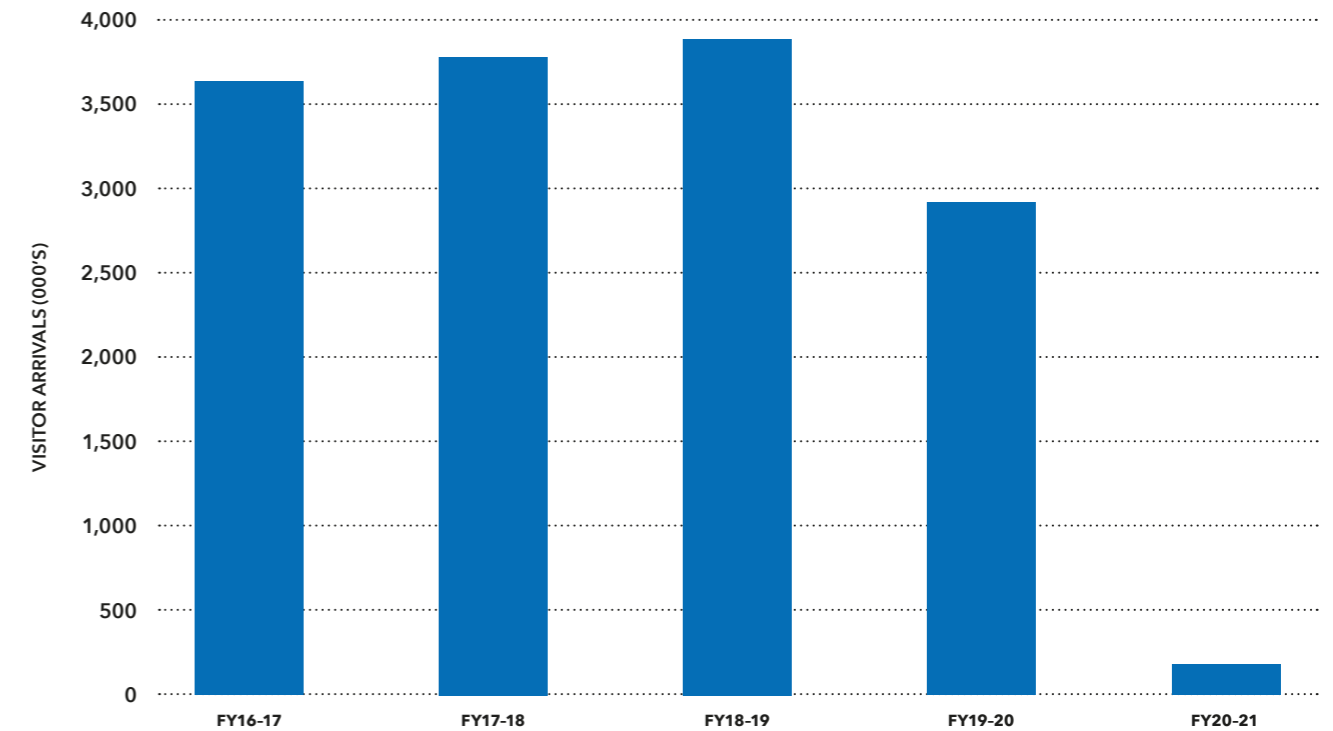


International visitation was down 79% for year end June 2021 compared to June 2020. This was a result of the border restrictions being in place for most of the year. Following the commencement of the quarantine-free travel arrangement with Australia in April 2021, Queenstown saw an increase in international visitation in May-June 2021.

Annual Visitor Arrivals to New Zealand

At year-end June 2021 total New Zealand visitor arrivals fell by 94% to 186,385 versus year-end June 2020. The drop is due to the border restrictions in place as part of the New Zealand COVID-19 management strategy. At the end of April 2021, the quarantine-free travel corridor commenced between Australia and New Zealand. Quarantine-free travel was largely in place for the May and June 2021 months. In May there were 57,605 arrivals and in June there were 51,950 – a significant lift compared to the 10 months prior when there was an average of 5,000 international arrivals each month.

New Zealand Annual International Visitor Arrivals (Year End June)



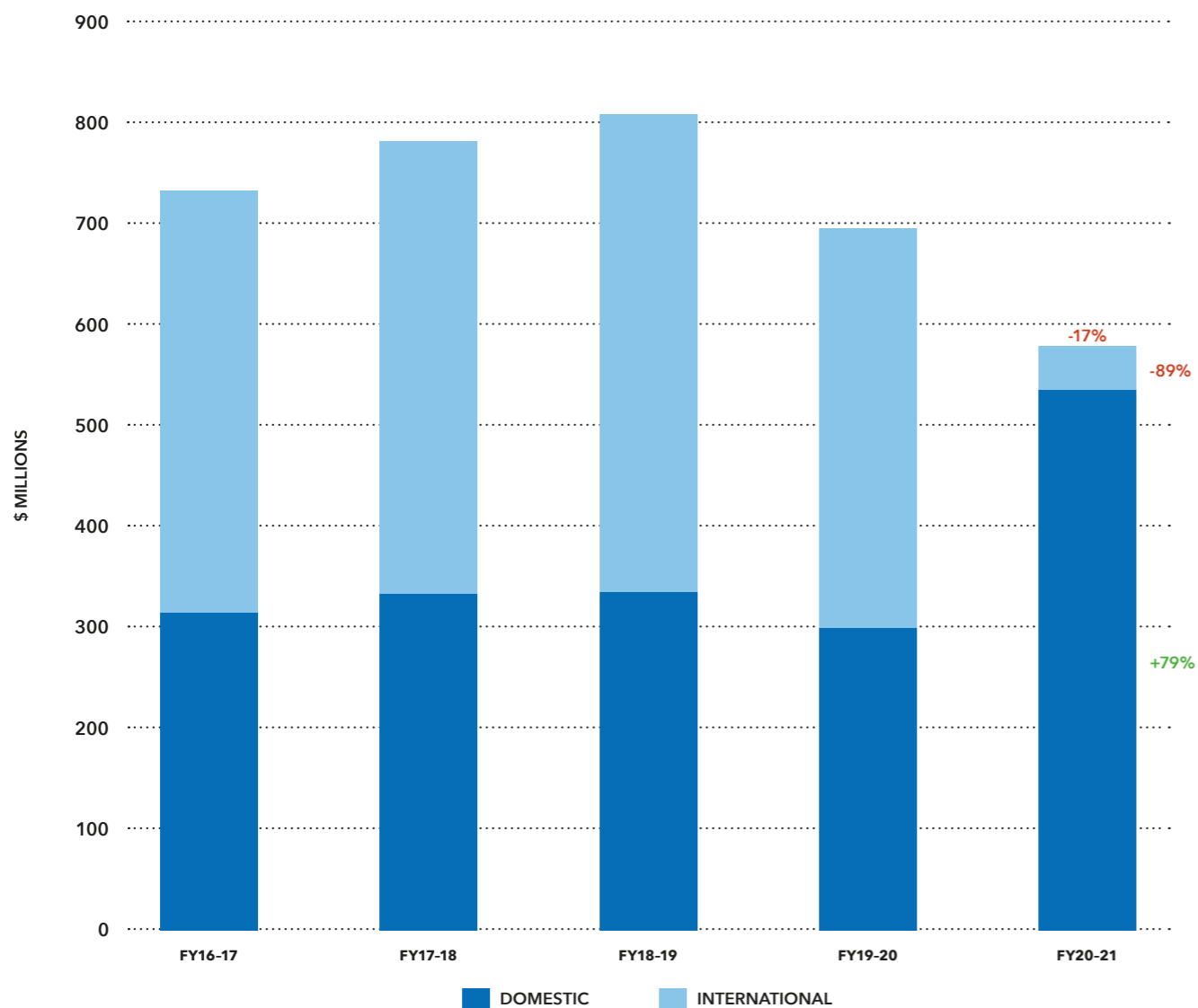
[Source: International visitor arrivals YE June 2021]

Visitor Expenditure Queenstown

Total tourism expenditure in Queenstown fell 17% at year end June FY20-21. The majority of the decline (89%) was due to the drop in international expenditure as a result of border restrictions being in place for most of the year. However, expenditure from the domestic market performed strongly with some of the total expenditure recovered due to domestic spend increasing by 79% for the year end June 2021 period. This financial year, domestic expenditure accounted for 93% of all spend while international expenditure accounted for just 7%.

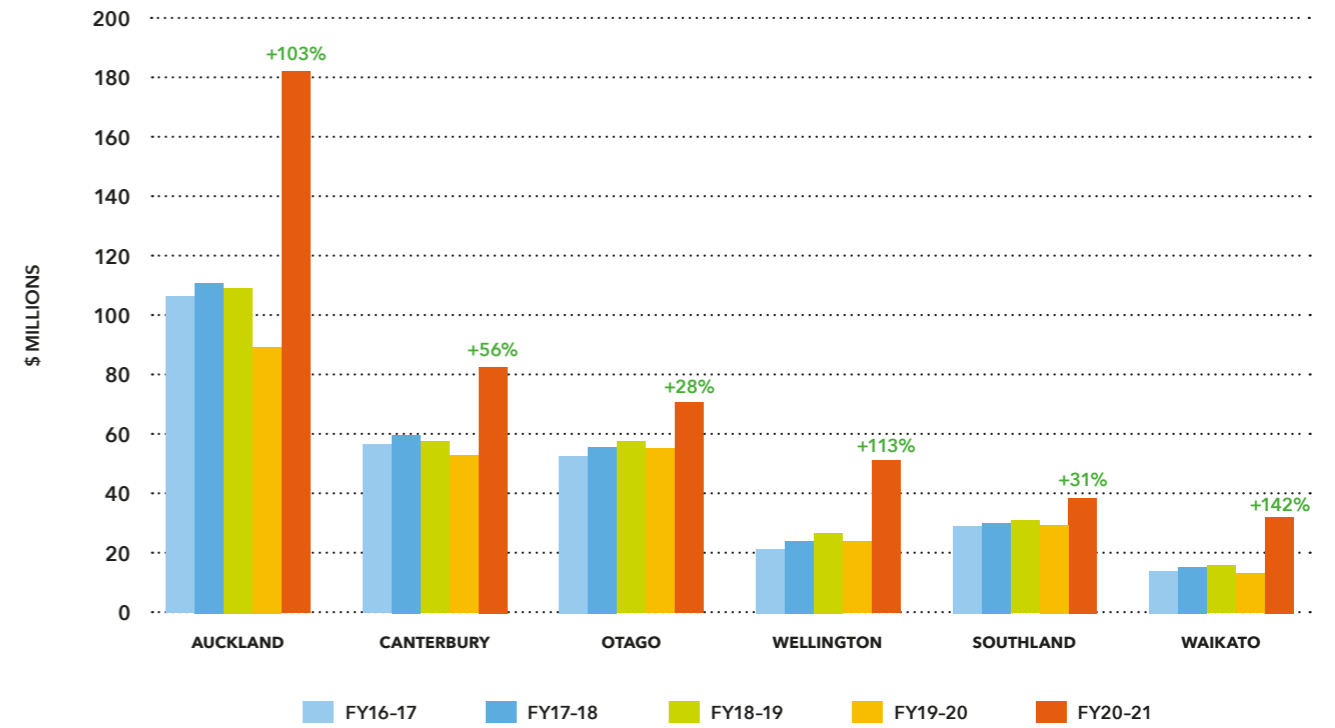
Auckland was our largest domestic spending region with total Auckland expenditure more than doubling. Auckland comprised 34% of total domestic spend, followed by the drive markets of Canterbury (16%) and Otago (13%) then Wellington (10%).

Queenstown Visitor Expenditure Year End June 2021 (Last Five Years)



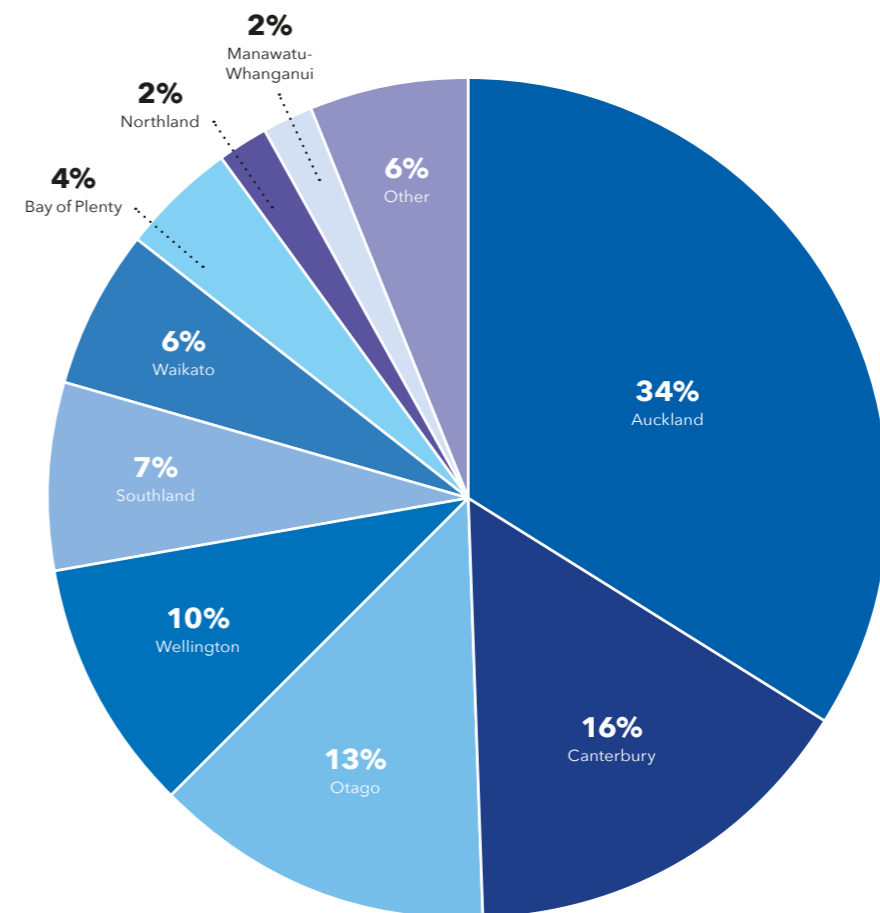
[Source: Verisk Marketview, 1 July 2016-30 June 2021]

Top 6 Domestic Markets by Expenditure (Last Five Years)



[Source: Verisk Marketview, 1 July 2016-30 June 2021]

Domestic Market Expenditure FY20-21 Split



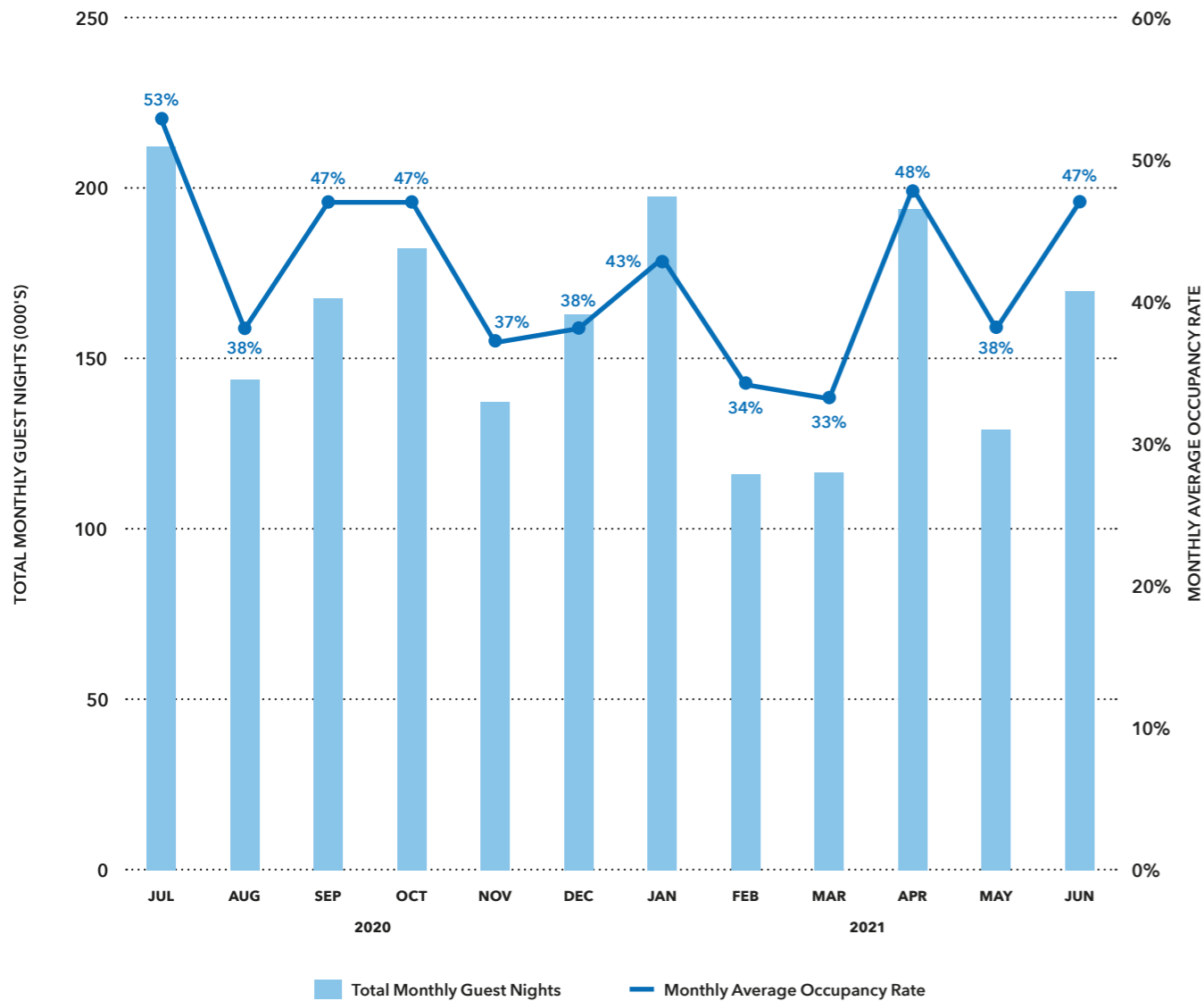
[Source: Verisk Marketview, 1 July 2020-30 June 2021]

Annual Queenstown Visitor Nights

Queenstown's commercial guest nights for year end June 2021 totalled 1,930,400 which is 6.5% of total New Zealand guest nights. This figure was the fourth highest region for number of guest nights in New Zealand – behind Auckland, Canterbury, and Wellington.

Queenstown's occupancy rate fluctuated between a 53% high in July 2021 to a 34% low in February and March 2021. For the year end June 2021, Queenstown's average occupancy rate was 41.8% which was 0.2% lower than the New Zealand average of 42%.

Queenstown Guest Nights and Average Occupancy Rate by Month FY20-21



[Source: Accommodation Data Programme (ADP), 1 June 2020-30 June 2021]

Visitor Experience

Visitor Perception

The Visitor Insights Programme (VIP) is DQ's own research initiative conducted by Angus & Associates. This is an ongoing intercept visitor survey and the results are published quarterly. Outlined below are the FY20-21 overall experience rating and Net Promoter Score.

Overall Experience in Queenstown

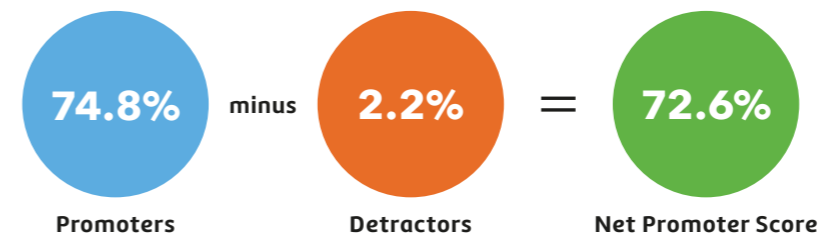
Overall experience ratings stayed very consistent for the year, ending the period at 9.1/10.

FY20-21 (July 2020-June 2021) 9.1/10

Net Promoter Score

The Net Promoter Score stayed within the mid 70% range through the year which is consistently higher than the 64% New Zealand average. There was a slight dip over the October-December period but that bounced back strongly in the January-March period.

FY20-21 (July 2020-June 2021)

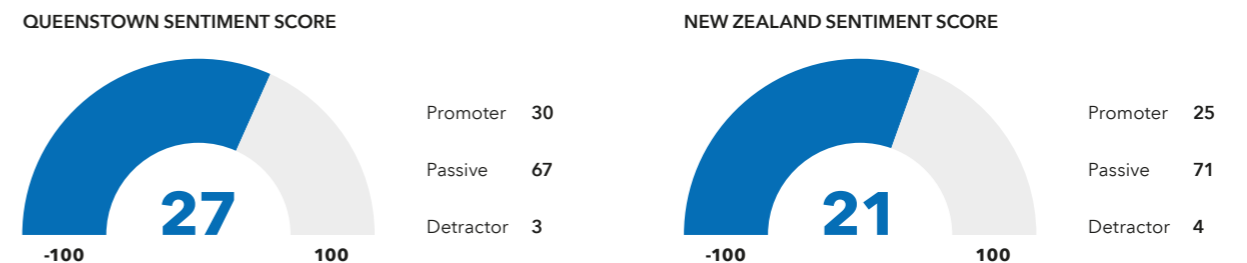


Tourism Sentiment Index

The Tourism Sentiment Index (TSI) is the measure of a destination's ability to generate positive word of mouth. It is an aggregate score derived from the tone of online conversations that relate to visitors' tourism experiences in a destination. TSI's can range from -100 to +100 (lowest to highest performance).

For year end June 2021, Queenstown's TSI score was 27, well above the New Zealand TSI score of 21.

Tourism Sentiment Index Score Year End June 2021



Queenstown Online

Visits to QueenstownNZ.nz

Despite the closure of international borders and a reliance on the domestic market for the majority of FY20-21, annual traffic to the QueenstownNZ.nz website grew by 20.6% against FY19-20, generating a total of 2 million website visits for the year.

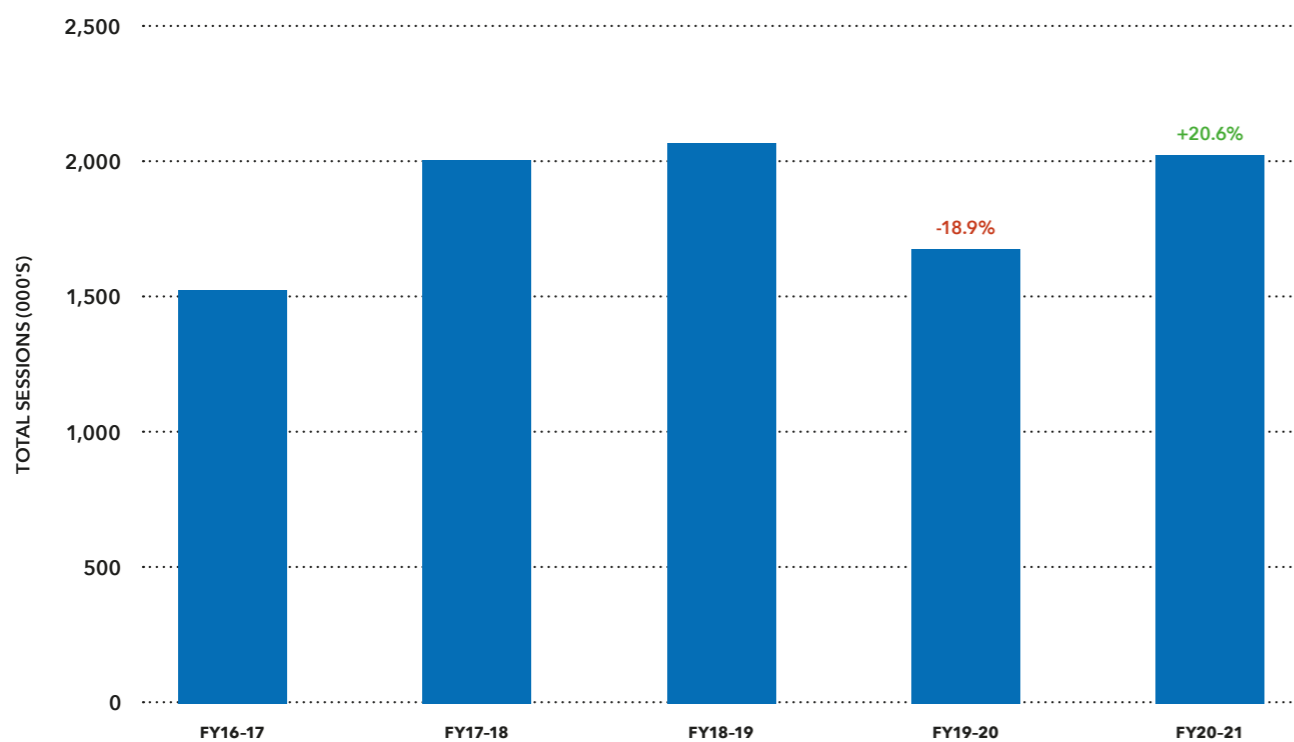
DQ worked hard to drive demand for Queenstown during FY20-21, running five high impact, full-funnel campaigns and also revising our always-on digital strategy with the objective of generating referrals to support members. This approach saw the number of total annual website visits generated on par with pre-COVID levels at two million sessions.

Bounce rates increased marginally due the high volume of traffic we were driving with additional campaign activity in domestic and Australian markets. But this remained healthy at 42% and was the second lowest bounce rate we have had in the last five years.

DQ drove 470,700 referrals to member websites in FY20-21, up 32% YoY against FY19-20 and up 6% against FY18-19. This is the strongest conversion rate we have seen in three years, indicating that we have been driving quality traffic and our full-funnel digital activity has been effective in guiding our users down the path to conversion.

The way potential visitors are consuming online content also continues to evolve, with mobile traffic now making up 64% of all sessions, the highest we have seen to date. Desktop now makes up just 31% of users.

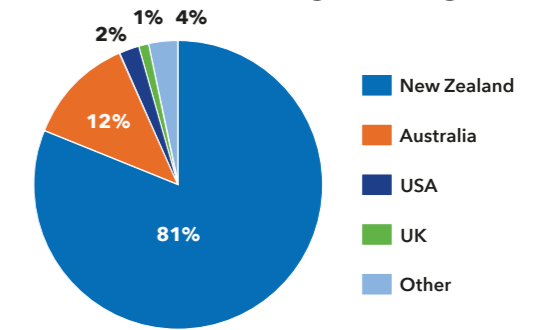
QueenstownNZ.nz Annual Website Visitation (Year End June 2021)



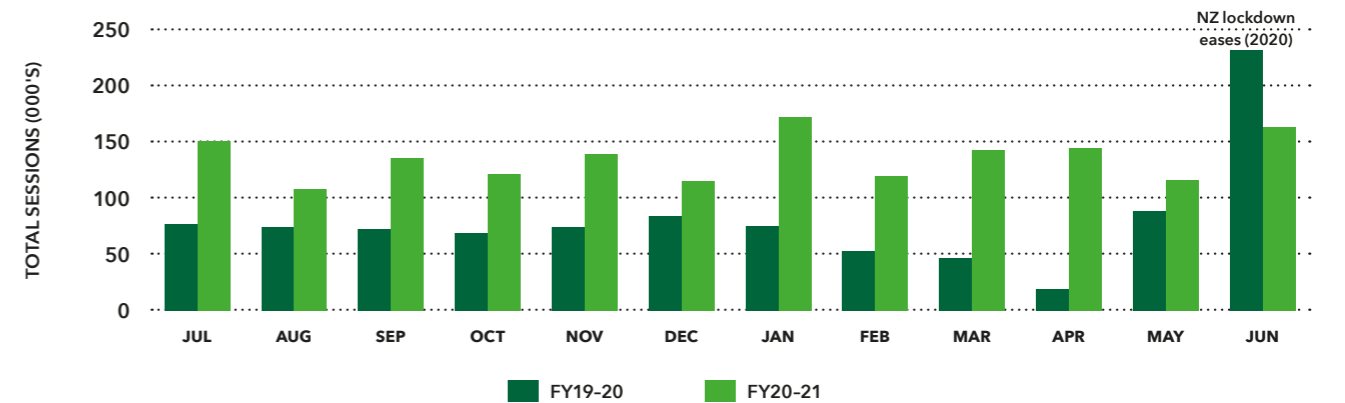
Domestic & Australian Market Performance

We saw significant growth in domestic website visitation in FY20-21, with New Zealand based sessions up 69% against FY19-20. The domestic audience share also grew to 81% of all website visitors (this was 58% in FY19-20). The top five locations for web visitors were: Auckland (37%), Christchurch (17%), Queenstown (16%), Wellington (7%) and Dunedin (4%). This shows that users continue to use our website to plan activities and dining when they are in-destination.

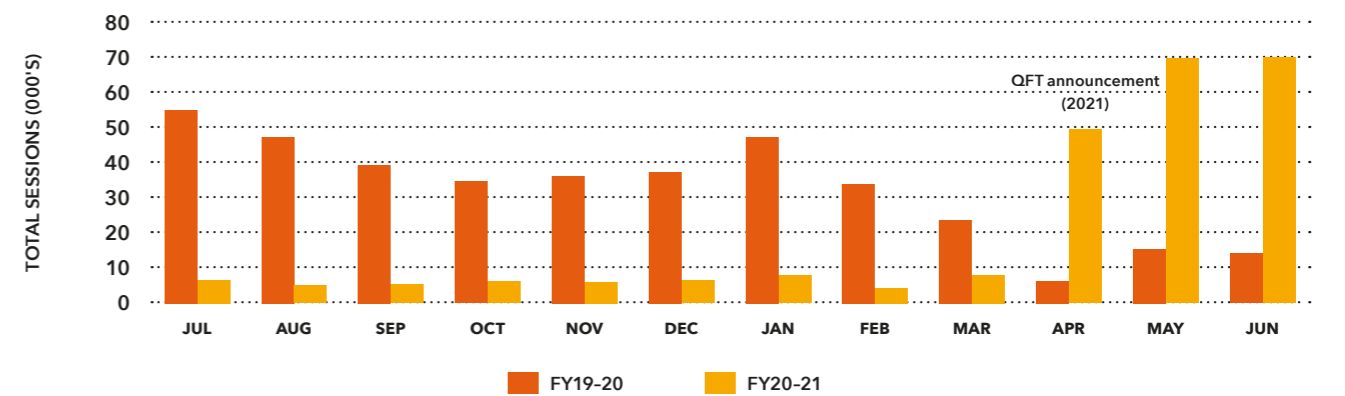
Website Visitors by Country



Domestic Website Visits



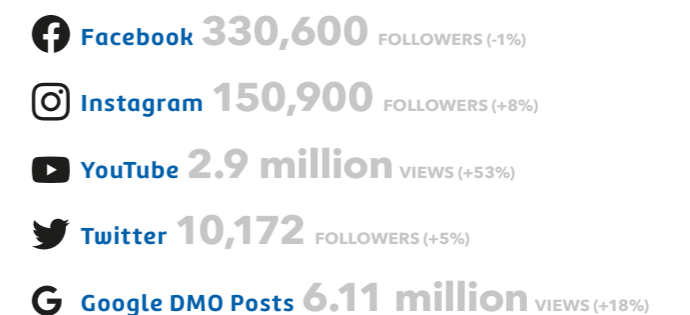
Australian User Website Visits



The closure of international borders for most of FY20-21 saw a direct correlation in volumes of web traffic from Australia remaining low until the quarantine-free travel (QFT) announcement in April 2021. When this was made, we immediately saw a spike in website visitation from Australia, generating the highest levels of Australian based traffic we had seen in three years, indicating strong pent-up demand for travel to Queenstown from this market.

Social Media (Organic)

DQ continues to retain the largest official RTO social media accounts in New Zealand. Due to the COVID-19 environment and closure of international borders, there was a slight dip in our international following on Facebook with page likes dropping by 1%, but all other channels saw significant growth and engagement in the FY20-21 year, particularly from the domestic market.



Appendix 1: Glossary

AIME	Asia-Pacific Incentives and Meetings Expo
BRG	Business Response Group
C&I	Conference and Incentive
CINZ	Conference Incentives New Zealand
DEF	Domestic Events Fund
DQ	Destination Queenstown
IMA	International Marketing Alliance
IMP	International Media Program (Tourism New Zealand)
ITO	Inbound Tour Operator
MBIE	Ministry of Business, Innovation & Employment
MICE	Meetings, Incentives, Conventions and Exhibitions
PCO	Professional Conference Organiser
QCB	Queenstown Convention Bureau
QFT	Quarantine-free travel
QLDC	Queenstown Lakes District Council
REF	Regional Events Fund
RTNZ	Regional Tourism New Zealand
RTO	Regional Tourism Organisation
SRB	Strategic Review Board
STAPP	Strategic Asset Protection Program
TECNZ	Tourism Export Council of New Zealand
TIA	Tourism Industry Aotearoa
TNZ	Tourism New Zealand
TREZNZ	Tourism Rendezvous New Zealand (New Zealand's largest travel trade show, owned by TIA)

Appendix 2: Media Results

PUBLICATION / PROGRAMME	MARKET	REACH	MEDIA TYPE	PUBLICATION DATE	MONTH OF VISIT	MEDIA PROG	MEDIA PARTICIPANTS
Adventure Magazine	NZ	20,500	Print	1/12/20	1/11/20	DQ	Steve Dickinson
Adventure Magazine	NZ	20,500	Print	1/01/20	1/11/20	DQ	Steve Dickinson
Adventure Magazine	NZ	298,000	Social	19/04/21	27/03/21	DQ	Andrew Davidson
Anika Moa - Instagram	NZ	87,000	Social	21/11/21	21/11/21	DQ	Anika Moa
Asahi Shimbun Digital & Travel	Japan	240,000	Online	22/07/20	3/12/15	IMP	Chieko Koseki
Australian Gourmet Traveller	Australia	58,269	Print	1/07/21	4/07/21	IMP	Joanna Hunkin
Avenues Magazine	NZ	69,000	Print	1/08/20	NA	DQ Sponsored Content	NA
Avenues Magazine	NZ	69,000	Print	1/06/21	1/06/21	Sponsored Content	NA
Bloomberg.com	USA	35,768,991	Online	22/07/20	9/05/19	IMP	Brad Japhe
Boundless Magazine	UK	250,000	Print	1/01/21	9/10/19	IMP	Heather Greenwood Davis
Capital Magazine	NZ	45,000	Print	2/02/21	NA	Sponsored Content	NA
Coast Breakfast - Facebook	NZ	2,400	Social	25/03/21	25/03/21	DQ	Sam Wallace, Toni Street, Jase Reeves
Coast Breakfast - Instagram	NZ	17,100	Social	25/03/21	25/03/21	DQ	Sam Wallace, Toni Street, Jase Reeves
Coast Radio	NZ	138,691	Radio	25/03/21	25/03/21	DQ	Sam Wallace, Toni Street, Jase Reeves
Coast Radio Breakfast	NZ	138,691	Radio	26/03/21	26/03/21	DQ	Sam Wallace, Toni Street, Jase Reeves
Dish Magazine	NZ	89,000	Print	1/03/21	NA	Sponsored Content	NA
Drax Project - Instagram	NZ	65,800	Social	23/03/21	23/03/21	PR Assist	Drax Project

PUBLICATION / PROGRAMME	MARKET	READERSHIP/ AUDIENCE	MEDIUM	PUBLICATION DATE	MONTH OF VISIT	MEDIA PROG	MEDIA PARTICIPANTS
ELLE Gourmet	Japan	900,000	Online	16/11/20	1/11/18	IMP	Yumiko Takayama
Explore Local NZ - Facebook	NZ	118,000	Social	20/07/21	20/07/21	DQ	Lilia Alexander
faz.net	Germany	3,061,104	Online	24/03/21	3/03/21	IMP	Ulf von Rauchhaupt
Forbes.com	USA	91,438,770	Online	14/09/20	13/10/19	IMP	Katherine Parker-Magyar
GMA Network	Philippines	1,528,046	Broadcast	4/12/20	13/09/18	IMP	Kara David
GOOD Magazine	NZ	52,000	Print	1/02/21	1/01/21	DQ	Hemma Vara
GOOD Magazine	NZ	24,869	Online	1/02/21	1/01/21	DQ	Hemma Vara
Haven Magazine	NZ	20,000	Print	1/07/21	6/04/21	PR Assist	Vanessa Marshall
Herald on Sunday	NZ	654,000	Print	3/07/20	NA	Sponsored Content	NA
I-Witness - Facebook	Philippines	1,810,855	Social	2/12/20	13/09/18	IMP	Kara David
I-Witness - Facebook	Philippines	1,810,855	Social	3/12/20	13/09/18	IMP	Kara David
I-Witness - Facebook	Philippines	1,810,855	Social	4/12/20	13/09/18	IMP	Kara David
I-Witness - Facebook	Philippines	1,810,855	Social	4/12/20	13/09/18	IMP	Kara David
I-Witness - Twitter	Philippines	90,000	Social	2/12/20	13/09/18	IMP	Kara David
I-Witness - Twitter	Philippines	90,000	Social	3/12/20	13/09/18	IMP	Kara David
I-Witness - Twitter	Philippines	90,000	Social	4/12/20	13/09/18	IMP	Kara David
I-Witness - Twitter	Philippines	90,000	Social	4/12/20	13/09/18	IMP	Kara David
Jase Reeves - Instagram	NZ	3,100	Social	25/03/21	25/03/21	DQ	Jase Reeves
Kamiya Jani - Instagram	India	75,600	Social	30/07/20	1/05/18	IMP	Kamiya Jani
Kamiya Jani - Instagram	India	88,125	Social	30/08/20	1/05/18	IMP	Kamiya Jani
Kamiya Jani - Instagram	India	88,125	Social	30/08/20	1/05/18	IMP	Kamiya Jani
Kamiya Jani - Instagram	India	276,000	Social	30/08/20	1/05/18	IMP	Kamiya Jani
Kamiya Jani - Instagram	India	88,125	Social	30/08/20	1/08/20	IMP	Kamiya Jani
Kamiya Jani - Instagram	India	98,538	Social	28/09/20	1/05/18	IMP	Kamiya Jani

PUBLICATION / PROGRAMME	MARKET	READERSHIP/ AUDIENCE	MEDIUM	PUBLICATION DATE	MONTH OF VISIT	MEDIA PROG	MEDIA PARTICIPANTS
Kamiya Jani - Instagram	India	102,000	Social	10/10/20	10/11/18	IMP	Kamiya Jani
Kamiya Jani - Instagram	India	186,000	Social	3/01/21	1/05/18	IMP	Kamiya Jani
Karen Walker - Instagram	NZ	2000	Social	11/11/20	11/11/20	PR Assist	Karen Walker
Karen Walker - Instagram	NZ	2000	Social	5/05/21	5/05/21	PR Assist	Karen Walker
Kia Ora (Air New Zealand Magazine)	NZ	453,000	Print	1/04/21	1/01/21	DQ	Matt Philp
Kia Ora (Air New Zealand Magazine)	NZ	453,000	Print	1/01/21	1/10/20	DQ	Sharon Stephenson
Kia Ora (Air New Zealand Magazine)	NZ	453,000	Print	2/01/21	1/10/20	DQ	Sharon Stephenson
Kia Ora (Air New Zealand Magazine)	NZ	453,000	Print	1/06/21	3/03/21	DQ	Shelley Howells
Lap of Luxury	NZ/AU	NA	Broadcast	16/02/21	1/09/20	PR Assist	NA
Latitude Magazine	NZ	98,000	Print	16/07/21	NA	DQ	NA
Lilia Alexander - Instagram	NZ	26,700	Social	20/07/21	20/07/21	DQ	Lilia Alexander
Lilia Alexander - LinkedIn	NZ	4,000	Social	20/07/21	20/07/21	DQ	Lilia Alexander
Lilia Alexander - Tik Tok	NZ	24,100	Social	20/07/21	20/07/21	DQ	Lilia Alexander
Lorripops - Instagram	NZ	11,600	Social	1/11/21	1/11/21	PR Assist	Lorien Gulchen
Malini Agarwal - Instagram	India	124,000	Social	19/11/20	18/02/11	IMP	Malini Agarwal
Matador Network.com	USA	1,515,169	Online	16/03/21	6/05/19	IMP	Noelle Alejandra Salmi
Mike Puru - Instagram	NZ	14,000	Social	21/11/21	21/11/21	DQ	Mike Puru
MiNDFOOD Magazine	Australia	65,000	Print	1/06/21	1/06/21	IMP	MiNDFOOD
MiNDFOOD Magazine	NZ	252,000	Print	1/06/21	NA	DQ Sponsored Content	NA
Miss Malini - Instagram	India	1,200,000	Social	19/11/20	18/02/11	IMP	Miss Malini
Nadia: A Seasonal Journal	NZ	20,000	Print	1/03/21	NA	Sponsored content	NA
nine.com.au	Australia	262,084	Online	14/06/21	18/06/21	IMP	TODAY show

PUBLICATION / PROGRAMME	MARKET	READERSHIP/ AUDIENCE	MEDIUM	PUBLICATION DATE	MONTH OF VISIT	MEDIA PROG	MEDIA PARTICIPANTS
NZ Herald	NZ	123,000	Online	Various	NA	TNZ Content	At least 35 articles (various writers)
NZ Herald Travel	NZ	468,000	Print	6/04/21	25/03/21	DQ	Sam Wallace, Toni Street, Jase Reeves
NZ Herald Travel	NZ	123,000	Online	20/01/21	1/11/20	DQ	Anna King Shahab
NZ Herald Travel	NZ	123,000	Online	16/02/21	1/11/20	DQ	Anna King Shahab
NZ Herald Travel	NZ	123,000	Online	18/03/21	1/11/20	DQ	Anna King Shahab
NZ Herald Travel	NZ	123,000	Online	30/06/21	1/11/20	DQ	Anna King Shahab
NZ Herald Travel	NZ	123,000	Online	19/06/21	1/04/21	DQ	Peter Dragicevich / freelance writer
NZ Herald Travel	NZ	123,000	Online	5/06/21	1/05/21	DQ	Maggie Wicks / Deputy Travel Editor
NZ Herald Travel	NZ	123,000	Online	3/07/20	NA	Sponsored Content	NA
Otago Daily Times	NZ	107,000	Online	22/09/20	1/08/20	DQ	Emma Perry
Pip Edwards - Instagram	Australia	177,000	Social	27/05/21	27/05/21	DQ	Pip Edwards
Qantas Magazine	Australia	130,000	Print	1/07/21	1/05/21	IMP	Qantas
Qantas Magazine	Australia	130,000	Print	1/07/21	1/05/21	IMP	Qantas
Qantas Magazine	Australia	393,000	Print	1/06/21	4/06/21	DQ	Faith Campbell
Qantas Traveller Insider	Australia	193,113	Online	29/05/21	4/06/21	DQ	Faith Campbell
Sam Wallace - Instagram	NZ	33,100	Social	25/03/21	25/03/21	DQ	Sam Wallace
Scout Magazine	NZ	20,000	Print	1/06/21	6/05/21	DQ	Jamie Wright
Seven Sharp - Hilary Barry	NZ	546,056	Broadcast	31/03/21	14/03/21	PR Assist	Hilary Barry
Sidharth Malhotra - Facebook	India	10,536,874	Social	6/07/20	9/11/15	IMP	Sidharth Malhotra
Sidharth Malhotra - Instagram	India	11,200,000	Social	8/07/20	9/11/15	IMP	Sidharth Malhotra
Sidharth Malhotra - Twitter	India	9,600,000	Social	6/07/20	9/11/15	IMP	Sidharth Malhotra
Sky One	UK	15,000,000	Broadcast	7/06/21	7/07/21	IMP	Sky One
Stacey Morrison - Instagram	NZ	15,000	Social	21/11/21	21/11/21	DQ	Stacey Morrison

PUBLICATION / PROGRAMME	MARKET	READERSHIP/ AUDIENCE	MEDIUM	PUBLICATION DATE	MONTH OF VISIT	MEDIA PROG	MEDIA PARTICIPANTS
Stuff Travel	NZ	193,000	Online	1/03/20	1/07/21	DQ	Brook Sabin
Stuff Travel	NZ	193,000	Online	4/05/20	1/07/21	DQ	Brook Sabin
Stuff Travel	NZ	193,000	Online	13/07/20	1/07/21	DQ	Brook Sabin
Stuff Travel	NZ	193,000	Online	12/07/20	1/07/21	DQ	Brook Sabin
Stuff Travel	NZ	193,000	Online	26/08/20	1/07/21	DQ	Brook Sabin
Stuff Travel	NZ	193,000	Online	21/09/20	1/07/21	DQ	Brook Sabin
Stuff Travel	NZ	193,000	Online	2/07/20	1/07/21	DQ	Brook Sabin
Stuff Travel	NZ	193,000	Online	28/10/20	1/07/21	DQ	Brook Sabin
Stuff Travel	NZ	193,000	Online	30/01/21	1/11/21	DQ	Brook Sabin
Stuff Travel	NZ	193,000	Online	16/02/21	1/11/21	DQ	Brook Sabin
Stuff Travel	NZ	193,000	Online	14/02/21	1/11/21	DQ	Brook Sabin
Stuff Travel	NZ	193,000	Online	10/05/21	10/03/21	DQ	Mary De Ruyter
Stuff Travel	NZ	193,000	Online	17/05/21	10/03/21	DQ	Mary De Ruyter
Stuff Travel	NZ	193,000	Online	30/05/21	10/03/21	DQ	Mary De Ruyter
Stuff Travel	NZ	193,000	Online	14/10/21	NA	TNZ Content	NA
Stuff Travel - Winter Glossy	NZ	459,000	Print	1/05/21	NA	Sponsored Content	NA
Sunday Star Times	NZ	217,000	Print	12/07/20	1/07/21	DQ	Brook Sabin
Sunday Star Times	NZ	217,000	Print	30/01/21	1/11/21	DQ	Brook Sabin
Sunday Star Times	NZ	217,000	Print	16/02/21	1/11/21	DQ	Brook Sabin
Sunday Star Times	NZ	217,000	Online	14/02/21	1/11/21	DQ	Brook Sabin
Sunrise Weather	Australia	448,000	Broadcast	14/06/21	14/06/21	PR Assist	Sam Mac
Sky Rugby Club	NZ	NA	Broadcast	17/05/21	24/05/21	PR Assist	Israel Dagg, Joey Wheeler
Syndicated Stories: Frankfurter Allgemeine Sonntagszeitung, Rhein-Main-Zeitung am Sonntag	Germany	1,128,992	Print	21/03/21	1/03/20	IMP	Ulf von Rauchhaupt

PUBLICATION / PROGRAMME	MARKET	READERSHIP/ AUDIENCE	MEDIUM	PUBLICATION DATE	MONTH OF VISIT	MEDIA PROG	MEDIA PARTICIPANTS
TBS / Sekai Fushigi Hakken "Discovery of the World's Mysteries"	Japan	6,198,085	Broadcast	15/08/20	1/07/20	IMP	Hiroko Fukushima
The Edge Breakfast - Instagram	NZ	63,900	Social	10/10/20	10/10/20	Paid Partnership	Dom Harvey, Meg Annear and Clinton Randall
The Edge TV	NZ	1,023,800	Broadcast	10/10/20	10/10/20	Paid Partnership	Dom Harvey, Meg Annear and Clinton Randall
The Hits Drive Radio	NZ	476,000	Radio	21/11/21	21/11/21	DQ	Anika Moa, Mike Puru, Stacey Morrison
The Hits Drive Radio - Instagram	NZ	3,000	Social	21/11/21	21/11/21	DQ	Anika Moa, Mike Puru, Stacey Morrison
TODAY	Australia	341,000	Broadcast	18/06/21	30/06/21	IMP	TODAY Show
TODAY Show	Australia	313,000	Broadcast	23/04/21	19/04/21	IMP	Christine Ahern
TODAY Show	Australia	320,000	Broadcast	14/06/21	18/06/21	IMP	TODAY
Toni Street - Instagram	NZ	70,000	Social	25/03/21	25/03/21	DQ	Toni Street
Tots to Teens	NZ	23,000	Print	1/04/21	NA	Sponsored Content	NA
Traveller Magazine	Australia	190,997	Print	14/05/21	8/05/21	IMP	Michael Gebicki
Trip Cast 360 - Podcast	USA	1	Radio	7/09/20	3/10/19	IMP	Katherine Magyar-Parker
Trip Cast 360.com	USA	1	Online	28/06/21	3/10/19	IMP	Katherine Parker-Magyar
TV Asahi - Tabi Salada (Travel Salad)	Japan	6,886,751	Broadcast	5/12/20	11/01/18	IMP	Yuki Narasaki
TVNZ Breakfast	NZ	1,401,000	Broadcast	26/03/21	26/03/21	TNZ Partnership	Matty Mclean
Urban List NZ	NZ	432,000	Online	25/11/21	20/10/21	DQ	Annabel Herbison
We Are Explorers	NZ	364,000	Online	26/04/21	NA	Sponsored Content	NA
Wellington Live - Facebook	NZ	212,169	Social	20/07/21	20/07/21	DQ	Lilia Alexander
Wellington Live - Instagram	NZ	66,600	Social	20/07/21	20/07/21	DQ	Lilia Alexander
Woman's Day Magazine	NZ	152,000	Print	10/05/21	1/02/21	PR Assist	Leena Tailot
Yahoo News	Japan	81,200,000	Online	24/07/20	3/12/15	IMP	Chieko Koseki

Appendix 3: QCB Famils

QUARTER	FAMIL/SITE INSPECTION	DATE	CLIENT	MARKET	PARTICIPANTS	STATUS
Q1	Site Inspection	2 July 2020	CiEvents - Site Inspection - July 2020	New Zealand	1	Completed
	Site Inspection	9 July 2020	Graham Henry Reunion (Fortis Events)	New Zealand	1	Completed
	Site Inspection	15 July 2020	Mitsubishi/ PlaceMakers Incentive	New Zealand	4	Completed
	Famil	19 July 2020	QCB Domestic Famil 2020	New Zealand	17	Completed
	Site Inspection	23 July 2020	Breeze Coaching Site Inspection	New Zealand	1	Completed
	Site Inspection	11 August 2020	Spark NZ - Site Inspection	New Zealand	2	Completed
Q2	Site Inspection	15 October 2020	PSC Connect Site Inspection	New Zealand	4	Completed
	Site Inspection	16 October 2020	1e Events Site Inspection	Australia	2	Completed
	Site Inspection	26 November 2020	Auto Super Shoppe Conference Site Inspection	Australia	2	Completed
	Site Inspection	29 November 2020	BCD Travel Site Inspection	New Zealand	1	Completed
	Site Inspection	7 December 2020	C&I Travel Specialists Site Inspection	New Zealand	2	Completed
	Site Inspection	11 December 2020	S2N Events Site Inspection	New Zealand	1	Completed
Q3	Site Inspection	19 January 2021	Altus NZ Site Inspection	New Zealand	1	Completed
	Famil	25 February 2021	One Plus One Famil	New Zealand	2	Completed
	Site Inspection	1 March 2021	KPMG Site Inspection	New Zealand	1	Completed
	Famil	7 March 2021	QCB Domestic Famil 2021	New Zealand	15	Completed

QUARTER	FAMIL/SITE INSPECTION	DATE	CLIENT	MARKET	PARTICIPANTS	STATUS
Q4	Site Inspection	15 April 2021	Beds R Us Site Inspection	New Zealand	1	Completed
	Site Inspection	20 April 2021	Activities & Events Unlimited Site Inspection	New Zealand	1	Completed
	Site Inspection	21 April 2021	CD Event Management Site Inspection	New Zealand	2	Completed
	Site Inspection	27 April 2021	Events With Moore Site Inspection	Australia	4	Completed
	Site Inspection	18 May 2021	Versatile Site Inspection	New Zealand	1	Completed
	Site Inspection	19 May 2021	S2N Events Site Inspection May 2021	New Zealand	2	Completed
	Famil	4 June 2021	QCB Post-Meetings Famil 2021	Australia	19	Completed
	Site Inspection	8 June 2021	Site Inspection - Conference Innovators	New Zealand	4	Completed
	Site Inspection	10 June 2021	DNA Event Management Site Inspection	Australia	2	Completed
	Site Inspection	14 June 2021	212F Site Inspections	New Zealand	2	Completed
	Famil	20 June 2021	QCB Event Managers Famil	New Zealand	9	Completed
TOTAL COMPLETED						
	Famil		5 famils hosted		62 participants	
	Site inspections		22 site inspections		42 participants	

Appendix 4: QCB Lead Status Report

Leads by source country

Status	New Zealand 2020-2021	Australia 2020-2021	International 2020-2021	TOTAL 2020-2021
Leads generated	138	63	10	211
Leads won	67	10	1	78
Leads lost	34	6	3	43
Leads cancelled	0	0	0	0
Leads postponed	2	6	1	9
Leads in progress	35	41	5	81

Leads by market segment

Market segment	Won	Lost	Postponed	Prospective	TOTAL
PCO/Incentive house	36	17	5	37	95
Corporate	27	14	2	25	68
Association/Society	13	9	2	18	42
IBO/Wholesaler	2	2	0	1	5
Other	0	1	0	0	1
Total	78	43	9	81	211

Lost leads by reason

Lost reason	Number
Lost to alternative destination	18
Health concerns - COVID-19	9
No response from client during follow up	7
Other	5
Event cancelled/postponed	2
Dates not available	1
PCO lost the business	1

Appendix 5: Trade Famils

DATE	FAMIL	MARKET	PARTICIPANTS	SEGMENT	NOTES
26-28 July 2020	Domestic Trade Famil	New Zealand	8	FIT	Fully hosted DQ lead famil
14-16 June 2021	Renata West Pacific Storytelling	North America	1	FIT	Partially hosted DQ lead
15-16 April 2021	Flight Centre Travel Group - Jodie Burnard & Victoria Courtney	New Zealand	2	FIT	Fully hosted DQ lead famil
17-20 June 2021	Air NZ VIP Australia Trade	Australia	10	FIT	Fully hosted DQ lead famil
22-25 June 2021	TECNZ Board Famil	New Zealand	12	FIT	Fully hosted DQ lead famil
28-30 June 2021	TNZ Trade and IMP Famil	New Zealand	15	FIT	Fully hosted DQ lead famil

Appendix 6: Financial Report

DESTINATION QUEENSTOWN INCORPORATED STATEMENT OF FINANCIAL PERFORMANCE FOR YEAR ENDED 30 JUNE 2021

	2021 (Note 1)	2020 (Note 1)
TOTAL INCOME	5,540,285	4,517,660
TOTAL EXPENDITURE	5,205,867	4,285,205
NET SURPLUS/(DEFICIT)	334,418	232,455

DESTINATION QUEENSTOWN INCORPORATED STATEMENT OF MOVEMENTS IN EQUITY FOR YEAR ENDED 30 JUNE 2021

	2021	2020
Total equity at the beginning of the year	1,044,298	880,347
Add Net Surplus (Deficit)	334,418	232,455
Deduct Study Queenstown Transfer	-	68,504
TOTAL EQUITY AT THE END OF THE YEAR	1,378,716	1,044,298
Funds held as:		
Members Funds	1,378,716	1,044,298
TOTAL FUNDS HELD END OF THE YEAR	1,378,716	1,044,298



DESTINATION QUEENSTOWN INCORPORATED STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2020

	2021	2020
EQUITY	1,378,716	1,044,298
Current Assets		
Bank	(4) 2,372,511	1,225,290
Term Deposit	(4) 3,495,196	77,500
Prepayments	(5) 159,760	23,519
Debtors	153,278	968
Total Current Assets	6,180,745	1,327,276
Fixed Assets	(6) 130,759	164,098
TOTAL ASSETS	6,311,503	1,491,374
Current Liabilities		
Creditors and Accruals	(7) 1,214,044	390,805
GST	(76,378)	56,271
Regional Events Fund	(8) 3,795,122	-
TOTAL LIABILITIES	4,932,788	447,076
NET ASSETS	1,378,716	1,044,298



DESTINATION QUEENSTOWN INCORPORATED
Notes to the Financial Statements
FOR YEAR ENDED 30 JUNE 2021

Note	Actual 2021/20	Budget 2021/20 (Unaudited)	Actual 2020/19
Note 1 - Income and Expenditure			
Targeted tourism levy collected by QLDC	4,311,900	4,311,000	4,503,751
STAPP Funding	1,000,000	1,000,000	-
Miscellaneous Income	120,133	-	12,270
Destination Management Plan Contributions	93,118	-	-
Interest Income	15,134	-	1,639
Total Income	5,540,285	5,311,000	4,517,660
Operational Costs	1,793,237	1,851,717	1,813,006
Marketing Costs:			
Consumer Marketing	1,961,650	2,088,009	1,844,797
Media and Communications	191,837	148,302	128,351
Trade	157,070	245,509	157,643
Conference and Incentive	247,901	228,008	169,474
Other Organisation Costs	53,562	45,852	21,876
STAPP Expenditure	800,610	1,000,000	-
Winterfest Costs	-	-	150,059
Total Expenditure	5,205,867	5,607,397	4,285,205
Net Surplus	334,418	(296,397)	232,455



DESTINATION QUEENSTOWN INCORPORATED
Notes to the Financial Statements
FOR YEAR ENDED 30 JUNE 2021

Note	Actual 2021/20	Budget 2021/20 (Unaudited)	Actual 2020/19
Note 2 - Operational Costs			
Accident Compensation	2,493	3,501	2,521
Accountancy Fee	55,000	53,000	58,300
Audit Fees	8,967	11,000	8,250
Bank Fees	2,025	2,040	1,788
Chairman's Fees	7,500	7,500	7,500
Depreciation	61,549	50,400	46,883
Other Operational Costs	1,655,704	1,724,276	1,687,765
Operational Costs	1,793,237	1,851,717	1,813,006
Note 3 - Marketing Costs			
Consumer Marketing			
Branded Material & Collateral	61,199	100,004	106,846
Destination Video	62,453	80,001	220,059
Storytelling	118,328	171,000	93,357
High impact Campaigns	1,093,938	1,000,001	1,006,405
Publicity & PR	50,441	40,001	34,105
Website Hosting & Development	118,821	120,000	170,185
Paid Digital Media	193,964	192,000	116,080
Regional Partnerships	6,253	30,001	35,633
Insights	85,672	110,001	62,128
Total Consumer Marketing	1,961,650	2,088,009	1,844,797
Media and Communications			
Isential Media Database	2,280	2,301	4,560
Member Engagement	20,629	18,000	31,174
Community Sentiment	184	18,000	6,046
Media Relationships - DQ Media Program	94,276	48,000	47,089
Reporting	12,601	13,001	15,280
Leverage Winter Festival	-	13,000	2,105
PR Opportunities	61,867	36,000	22,095
Total Media and Communications	191,837	148,302	128,351



DESTINATION QUEENSTOWN INCORPORATED
Notes to the Financial Statements
FOR YEAR ENDED 30 JUNE 2021

Note	Actual 2021/20	Budget 2021/20 (Unaudited)	Actual 2020/19
Trade			
Southern Lakes Marketing	-	20,000	-
Western Markets	(579)	22,001	55,051
TRENZ	3,120	40,001	2,180
Online Trade Training	14,130	30,001	16,152
Queenstown Famil Programme - Asia	1,337	10,001	5,779
Queenstown Famil Programme - Western	31,507	5,001	5,464
Queenstown Famil Programme - Domestic	1,642	5,001	-
Sales Calls - Australia	2,822	5,001	1,874
Asian Markets (China Mission)	7,520	40,001	16,243
South	-	6,500	-
Sales Calls - Domestic Asia	1,808	6,000	4,265
Sales calls - Domestic Western	5,707	6,000	45
Collective Marketing/Representation	30,524	20,000	32,423
Trade Australia Roadshow	23,783	30,001	18,167
Trade Marketing JV Campaign	33,750	-	-
Total Trade	157,070	245,509	157,643
Conference and Incentive			
Meetings Tradeshow	48,961	30,001	21,538
AIME Tradeshow	-	6,001	3,959
QCB Marketing Activity	68,609	46,000	36,120
Asia Sales Activity	289	5,001	8,021
North America Sales Activity	-	25,001	35,500
Famils & Site Inspections	15,333	16,000	11,888
Domestic Sales Activity	5,619	4,000	8,425
Memberships/Conferences	17,219	20,000	27,782
Australian Trade Shows / Conference	2,835	5,501	-
Remarkable Australian Famil	-	-	1,528
Australian Sales Activity	13,863	22,000	23,402
Remarkable Domestic Famil	14,952	6,001	-
NZ Trade Shows	11,468	10,001	-
QCB Australian Roadshow	48,751	32,501	(13,843)
ROW Sales Activity	-	-	5,154
Total Conference and Incentive	247,901	228,008	169,474



DESTINATION QUEENSTOWN INCORPORATED
Notes to the Financial Statements
FOR YEAR ENDED 30 JUNE 2021

Note	Actual 2021/20	Budget 2021/20 (Unaudited)	Actual 2020/19
Marketing Organisation Costs			
Uniforms	4,844	-	2,647
Memberships	11,345	11,276	11,366
Simpleview Annual License	37,373	34,576	7,864
Total Marketing Organisation Costs	53,562	45,852	21,876
STAPP Expenditure			
Destination Management & Planning (Development)	64,956	100,000	-
Destination Management & Planning (Implementation)	50,000	200,000	-
Destination Management & Planning (VEM))	65,375	60,000	-
Industry Capability	23,957	40,000	-
Product Development	25,000	75,000	-
Sector Development	68,328	90,000	-
Domestic Marketing (Consumer)	287,585	185,000	-
Domestic Marketing (Trade)	100,000	100,000	-
Business Events	101,773	100,000	-
Event Marketing	13,635	50,000	-
Total STAPP Expenditure	800,610	1,000,000	-
Winterfest Costs			
Winterfest Deficit	-	-	150,059
Total Winterfest Costs	-	-	150,059
Total Costs	5,205,867	5,607,397	4,285,205
Total Income	5,540,285	5,311,000	4,517,660
Surplus/Deficit	334,418	(296,397)	232,455



DESTINATION QUEENSTOWN INCORPORATED
Notes to the Financial Statements
FOR YEAR ENDED 30 JUNE 2021

	2021	2020
Note 4		
Bank		
ANZ		
Destination Queenstown Current Account	87,032	573,231
Destination Queenstown Deposit Account	723,435	627,139
Destination Queenstown Term Deposit	1,091,782	77,500
Regional Events Fund Current Account	1,562,043	-
Regional Events Fund Term Deposit	2,403,414	-
BNZ		
Winter Festival Cheque Account	-	24,370
Winter Festival Call Account	2	30
Winter Festival EFTPOS Account	-	519
Winter Festival Undeposited Funds	-	-
Destination Queenstown Inc has credit cards with a limit of \$81,000. ANZ holds a term deposit as guarantee.		
	5,867,707	1,302,790

Note 5		
Prepayments		
Marketview Tourism Tool Subs	-	11,155
Other Prepayments	-	1,268
COVID Flight Credits	10,657	11,096
Welcome to Winter 2-4 July 2021	149,103	-
	159,760	23,519

	2021		2020	
	Cost	Accum Depr	Book Value	Book Value
Note 6				
Fixed Assets				
Computer Equipment	308,888	251,936	56,952	78,115
Plant and Office Equipment	140,196	69,053	71,142	82,903
Leasehold Improvements	6,273	3,609	2,664	3,080
	455,357	324,599	130,759	164,098
Depreciation				
	2021	2020		
Computer Equipment	37,710	36,217		
Plant and Office Equipment	23,423	10,185		
Leasehold Improvements	416	481		
	61,549	46,883		



DESTINATION QUEENSTOWN INCORPORATED
Notes to the Financial Statements
FOR YEAR ENDED 30 JUNE 2021

	2021	2020
Note 7		
Creditors		
DQ Accounts Payable	783,870	247,925
DQ Holiday Pay Accrued	99,067	92,239
DQ Accrued Expenses	76,436	50,640
DQ PAYE Accrued	24,206	-
Regional Events Fund Accounts Payable	230,465	-
	1,214,044	390,805

Note 8		
Regional Events Fund		
Revenue		
Grant received	5,420,000	-
Interest earned	3,414	-
Total funds available	5,423,414	-
Expenses		
Operating expenses	94,217	-
Funds distributed	1,534,076	-
Total Expenses	1,628,292	-
Funds held at year end	3,795,122	-
Represented by:		
Current Assets		
Bank	3,965,456	-
GST refund	60,130	-
Total Current Assets	4,025,586	-
Current Liabilities		
Creditors	230,465	-
Fund Equity	3,795,122	-

	Actual	Budget
	2021/20	2021/20 (Unaudited)
Note 9		
STAPP Summary		
Funding		
STAPP Funding	1,000,000	1,000,000
Destination Management Plan Contributions	93,118	-
Total Funding	1,093,118	1,000,000
STAPP Expenditure	800,610	1,000,000
STAPP Surplus carried forward to 2021/22	292,508	-



DESTINATION QUEENSTOWN INCORPORATED
NOTES FOR THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021

Note 10 Statement of Accounting Policies

Reporting Entity

Destination Queenstown Incorporated was incorporated on the 11th day March 1985 under the Incorporated Societies Act 1908.

Basis of preparation

The financial statements are special purpose financial statements and have been prepared in accordance with the incorporated society's accounting policies on page 8 and 9 of the financial statements. The financial statements have been prepared for the use of the members of the incorporated society.

These financial statements have been prepared on a historical cost basis unless otherwise stated in the specific accounting policies. The financial statements are presented in New Zealand dollars. All values are rounded to the nearest dollar.

Destination Queenstown Inc's operation and viability is dependent upon the continued collection of targeted rates by Queenstown Lakes District Council.

Nature of Business

Destination Queenstown's role is to co-ordinate, facilitate, motivate and develop the marketing of Queenstown as a four season lake and alpine destination.

Particular Accounting Policies

The following particular accounting policies have a material effect on the measurement and reporting of results and of financial position.

Accounts Receivable

Accounts Receivable are stated at expected realisable value.

Fixed Assets

Fixed assets are stated at cost less accumulated depreciation

Depreciation

Depreciation has been charged at the following rates

Computer Equipment	40% Diminishing value method
Office Plant and Equipment	20% Diminishing value method
Leasehold Improvements	25% Diminishing value method

Goods and Service Tax

The accounts have been prepared on a GST exclusive basis, except that all receivables and all payables are shown GST inclusive

Taxation

Taxation had not been provided for as Destination Queenstown meets the criteria for exemption from income tax in terms of Section CW40(1)(a)(i) of the Income Tax Act 2007.

Inventory

Inventories are not shown as an asset. Brochures and slides are deemed to have a very short useful life and are shown as expenses in the year of expenditure.

Revenue recognition

Revenue is measured at the fair value of the consideration received or receivable for the sale of goods and services, to the extent it is probable that the economic benefits will flow to the organisation and revenue can be reliably measured. Sales of services are recognised in the period by reference to the stage of completion of the transaction at the end of the reporting period. Interest received is recognised as interest accrues, gross of refundable tax credits received. Government grants are recognised as revenue on receipt where no performance conditions have been specified on receipt of the grant.



DESTINATION QUEENSTOWN INCORPORATED
NOTES FOR THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021

Note 11 Capital Expenditure

There are no capital expenditure commitments at balance date (2020 Nil).

Note 12 Contingent Liabilities

There are no contingent liabilities at balance date (2020 Nil)

Note 13 Disclosure of Remuneration

Destination Queenstown Inc has paid Wages and Salaries totaling \$1,014,210 (2020 \$1,309,250) during the financial year.

Note 14 Related Party Transactions

Destination Queenstown Inc (including Queenstown Winter Festival) carried out the following transactions with related parties during the year:

- Queenstown Lakes District Council (QLDC) collected income on behalf of Destination Queenstown Inc to the value of \$4,311,900. QLDC contributed \$50,072 to the STAPP Destination Management & Planning costs, \$6,471 to the cost of the Forward Outlook Chart and \$4,278 to We are Winter costs. The CEO of QLDC, Mike Theelen, is a board member. Glyn Lewers, a QLDC councillor is also a board member.
- Destination Queenstown Inc purchased goods and services to the value of \$5,016 from Novotel Queenstown of which board member, Jim Moore is General Manager.
- Destination Queenstown Inc purchased goods and services to the value of \$3,980 from Wayfare Ltd of which board member, Matthew Day is an employee.
- Board Chairman Richard Thomas receives an honorarium of \$7,500 p.a. Destination Queenstown Inc purchased goods and services to the value of \$1,901 from Skyline Enterprises of which Richard is a director.
- Destination Queenstown Inc purchased goods and services to the value of \$2,476 from Hilton Queenstown of which Chris Ehmann is General Manager. Chris retired as a Destination Queenstown Inc board member during the year.
- Destination Queenstown Inc purchased goods and services to the value of \$1,381 from Sky City Queenstown of which Jonathan Browne is General Manager. Jonathan retired as a Destination Queenstown Inc board member during the year.

Note 15 Member Funds

Destination Queenstown Inc holds reserves of \$1,378,716 (2020 \$1,044,298) of which \$700,000 has been allocated on the following basis:

- Capital Contingency \$100,000
- Contingency Marketing Fund \$225,000
- Operating Contingency \$375,000

The allocation of Reserves will be reviewed by the Destination Queenstown Board on an annual basis prior to the end of the financial year.

Note 16 Regional Events Fund

As part of the Government's Tourism Recovery Package, a \$47.75 million Regional Events Fund (REF) is available to the nine International Marketing Alliance (IMA) groupings of Regional Tourism Organisations (RTO). The purpose of the REF is to stimulate inter and intra-regional visitation through funding events that will encourage expenditure missed by international visitor markets.

Through the Ministry of Business, Innovation and Employment (MBIE) a maximum of \$8,500,000 (plus GST) over two years has been granted to the Southern Lakes District of which \$5,420,000 (plus GST) was received in the 2021 financial year. Destination Queenstown Inc was appointed Lead Entity with responsibility for overseeing the distribution of funds in accordance with the Regional Investment Plan approved by MBIE. \$645,000 (plus GST) was immediately distributed to the Southern Regional



Development Agency. The Regional Events Fund does not constitute members funds and this has been reflected in Destination Queenstown Inc's Statement of Financial Position.

Note 17 Strategic Tourism Asset Protection Programme (STAPP) Funding

STAPP is intended to protect the assets in the tourism landscape that form the core of our essential tourism offerings to ensure their survival through the disruption caused by COVID-19. The investment will support RTOs to implement destination management and planning, and encourage more people to explore their regions. The funding will also allow RTOs to support the broader tourism industry, stimulate regional demand, increase industry capability and progress the goals of the New Zealand-Aotearoa Government Tourism Strategy. \$20.2 million was allocated to 31 RTO's and in this financial year Destination Queenstown Inc received \$1 million (plus GST) in STAPP funding.

Note 18 COVID-19

The Board is aware of the current COVID-19 emergency and the New Zealand Government's decision that all non-essential businesses closed effective 17 August 2021. This matter is being addressed with business continuity planning and the committee have considered that this is a "non-adjusting" subsequent event and there is no impact on the 2021 financial year.

This will have the potential to change the Society's forecast financial performance which supports the going concern assumption under which these financial statements have been prepared. The Society's ability to continue operating is not impacted as the Society has sufficient resources to continue operating.

Signed:



Richard Thomas
CHAIRMAN

Signed:



Paul Abbot
Chief Executive Officer



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INDEPENDENT AUDITOR'S REPORT

To the Committee members of Destination Queenstown

Opinion

We have audited the special purpose financial statements of Destination Queenstown (the Society) on pages 1 to 11, which comprise the balance sheet as at 30 June 2021 and the income statement for the year then ended, and notes to the special purpose financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying special purpose financial statements present fairly, in all material respects, the financial position of the Society as at 30 June 2021, and its financial performance and its cash flows for the year then ended in accordance with the accounting policies as disclosed in Note 1 of the special purpose financial statements.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (New Zealand) (ISAs (NZ)). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Special Purpose Financial Statements* section of our report. We are independent of the Society in accordance with Professional and Ethical Standard 1 *International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand)* issued by the New Zealand Auditing and Assurance Standards Board, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other than in our capacity as auditor we have no relationship with, or interests in, the Society.

Emphasis of Matter – Basis of Accounting and Restriction on Distribution

We draw attention to Note 10 to the special purpose financial statements, which describes the basis of accounting. The special purpose financial statements are prepared to for the committee members. As a result, the special purpose financial statements may not be suitable for another purpose. Our report is intended solely for the Society, and should not be distributed to parties other than the Society and its members. Our opinion is not modified in respect of this matter.

Emphasis of Matter

We draw attention to Note 18 of the financial statements, which describes the effects of the current Covid-19 emergency and the New Zealand Government's decision that all non-essential businesses are to close effective 17 August 2021. Our opinion is not modified in respect of this matter.

Information Other Than the Special Purpose Financial Statements and Auditor's Report

The Committee members are responsible for the other information. Our opinion on the special purpose financial statements does not cover the other information included in the annual report and we do not and will not express any form of assurance conclusion on the other information. At the time of our audit, there was no other information available to us.

In connection with our audit of the special purpose financial statements, if other information is included in the annual report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the special purpose financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed on the other information that we obtained prior to the date of our auditors' report, we concluded that there is a material misstatement of this other information, we are required to report that fact.

Committee members' Responsibilities for the Special Purpose Financial Statements

The Committee members are responsible on behalf of the Society for the preparation of the special purpose financial statements in accordance with the accounting policies as disclosed in Note 1 of the special purpose financial statements and for such internal control as the Committee members determine is necessary to enable the preparation of special purpose financial statements that are free from material misstatement, whether due to fraud or error.

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In preparing the financial statements, the Committee members are responsible for assessing the Society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Committee members either intend to liquidate the Society or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Special Purpose Financial Statements

Our objectives are to obtain reasonable assurance about whether the special purpose financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (NZ) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of these special purpose financial statements.

As part of an audit in accordance with ISAs (NZ), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the special purpose financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Society's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of the use of the going concern basis of accounting by the Committee members and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the special purpose financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Society to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the special purpose financial statements, including the disclosures, and whether the special purpose financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Committee members regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Restriction on Use

This report is made solely to the Society's committee members, as a body. Our audit has been undertaken so that we might state to the Society's committee members those matters we are required to state in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Society and the Society's committee members as a body, for our audit work, for this report, or for the opinions we have formed.

Crowe

Crowe New Zealand Audit Partnership
CHARTERED ACCOUNTANTS

Dated at Invercargill this 6th day of September 2021

The title 'Partner' conveys that the person is a senior member within their respective division, and is among the group of persons who hold an equity interest (shareholder) in its parent entity, Findex Group Limited. The only professional service offering which is conducted by a partnership is the Crowe Australasia external audit division. All other professional services offered by Findex Group Limited are conducted by a privately owned organisation and/or its subsidiaries.



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