

Annual Report 2019–20

Destination Queenstown Incorporated
1 July 2019 - 30 June 2020



queenstownNZ.nz



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Chairman's report

In every sense of the phrase, it was a year of two halves in FY 2019/2020. We began the year in review clear in our responsibility to respond to softening demand from some international markets, and ready to implement the programme of activity that was strengthened by the increase in our funding voted on in the previous year.

In the first six months of the year, Destination Queenstown rolled out this activity across its consumer, media and PR, trade marketing and Queenstown Convention Bureau departments as planned, representing our destination on the global stage and reinforcing our brand messages across all channels.

December was the harbinger of volatile times ahead when neighbouring regions West Coast and Fiordland were affected by terrible weather that disrupted the early summer season. Then, Australia drew the world's attention with catastrophic bushfires, and we considered what impact this would have on winter.

Of course, even then we did not know what was in store for the world, but in February the emergence of Covid-19 put an absolute full stop on 'business as usual' for the foreseeable future.

Alongside re-writing the Annual Plan for the upcoming year with the new normal and recovery firmly in mind, DQ quickly established a working plan for the remainder of the year under review.

Review, respond and recover was the mantra as the team walked back on major activity including the highly anticipated Adventure Festival and the unveiling of Queenstown's 'Home of Adventure' brand proposition. The difficult decision was taken to also cancel the Real Journeys Queenstown Winter Festival when it became clear the effects of Covid-19 would extend beyond a couple of months.

International market activity across trade, media, marketing and the Bureau was suspended, and our focus shifted rapidly to the local community, surrounding regions and domestic market for the remainder of the year. We had the competitive advantage of a true winter proposition to take to market when travel restrictions lifted and New Zealanders were permitted to travel, much earlier than we had dared hope.

The professionalism, speed and agility, work ethic, capability and output of the DQ team in their response to the Covid-19 crisis was second to none. It was the envy of RTO's around New Zealand and as members you should be extremely proud of them. To the DQ team, you were sublime and the Board and I thank you for your efforts under very trying and uncertain circumstances.

Additionally, a massive thanks to Ann Lockhart for stepping up to the plate as interim chief executive. Your leadership and navigation of the organisation through Covid-19 was excellent.

This Board volunteer their time, and during Covid-19 they made themselves readily available during the day and into the evenings whilst attending their individual Covid-19 related business responsibilities, challenges, and issues. Sincere thanks.

There is a long road ahead to recovery, and Destination Queenstown is positioned to ensure we fulfil our role as destination marketers for this crucial phase. At the same time, we'll work collaboratively with all stakeholders in the rebuild of the tourism industry to ensure that it benefits the people of Queenstown and continues to enrich our lives and place, while lessening the pressure points we experienced during our most recent phase of growth.

Richard Thomas
Chairman
Destination Queenstown



Chief Executive's report

At the start of 2019, DQ set in motion planning for FY19-20 with a view to further embed the strategic priorities established for 2019 to 2021, consolidating four key strategies that reflected the current tourism environment and the need to shift our approach to meet the demands associated with softening source markets in some cases.

To re-cap, the first strategy was at the core of our role to manage our brand and tell the stories that will inspire future visitors. Secondly, we continued to emphasise and target a visitor mix that grew value ahead of the rate of any volume growth. Related to this was a detailed approach to identifying and targeting a balanced portfolio of visitors including domestic, Australian and long haul international markets and segments. The final strategic focus was defined as having a sustainable host community. This is critically important to DQ as an organisation and of course to our community.

The first half of the year played out largely as expected, and DQ's business was rolled out in-line with the Annual Plan, as you will see in this report.

Then, in January we began to see reports from China of a new flu-like virus emerging that was presenting a major challenge to healthcare systems. The first impact of Covid-19 for New Zealand was the restriction of travel from China in February and by mid-March the New Zealand Government had taken the unprecedented step of closing New Zealand's borders to all international travellers to stop the flow of the infection. Almost overnight, international visitor arrivals ceased and Queenstown has been one of the most severely impacted regions in New Zealand, both economically and socially.

At the time of writing New Zealand has largely contained the virus, with some setbacks with the resurgence of Covid-19 and moving through alert levels, and now we are tasked with rebuilding our tourism industry with a domestic focus in the short to medium term until international travel begins again.

DQ had just submitted the draft FY2020-21 Annual Plan for ratification, but it was clear the approach for the year was no longer relevant and the plan had to be rewritten to reflect the environment at the time and with a view to a very different future.

During Alert Level 4 the Destination Queenstown team, all working from home, worked to adapt our activity under a 'Response, Review and Recovery' framework. We joined with our district's Chambers of Commerce, the QLDC and Lake Wanaka Tourism to form the Southern Lakes Business Response Group.

We also established a local campaign to encourage support for our member businesses under the #WeAreQueenstown banner.

When it became apparent domestic travel would return (faster than we had anticipated) DQ quickly went to market with a winter campaign and a coordinated body of work across PR and media and trade activity in the domestic space.

In this dynamic time, a new annual activity plan was written and we look forward to putting into place the activity within that plan to help drive Queenstown's recovery.

The injection of monetary support from Central Government via the Strategic Tourism Assets Protection Programme has been welcomed and will enable DQ to help position Queenstown for a sustainable future.

In this report we summarise all of the key achievements and challenges faced in the context of this fast-changing environment. I present this report to our members as a summary of these challenges and achievements. The organisation responded to Covid-19 with strong financial management and prudent use of remaining funds diverted into early recovery activity, carrying over a small surplus, approx. 5% of budget. Funding for 2020-21 is reduced by 7.5% and the modest surplus from 2019-20 will be carried over to ensure the organisation's activity remains robust.

At the start of 2020 we said a fond farewell to Chief Executive Officer Graham Budd, after nearly 13 years at Destination Queenstown, seven of them as CEO. I took on the role on an interim basis in March 2020.

In other organisation changes, Sophie Archibald moved into the Business Development team from Consumer Marketing, taking up the new role of NZ Business Development and Marketing Manager. Chelsea King crossed the Tasman on a new adventure, and we welcomed Eilidh Blanchard to the Business Development Executive role. We also bid farewell to Sarah Norton from our trade team, with Kate Baxter starting as International Markets Manager - Western, in late 2019. In consumer marketing, Ruby Soole took up the Marketing Executive role in January.

Late 2019 also saw the departure of Rae Baker as Queenstown Winter Festival Director. Rae was instrumental in transitioning the Festival into a four-day event over the last two years. We look forward to some new initiatives around the 2021 event following its cancellation in 2020, another casualty of the Covid-19 pandemic.

I am very proud of all of the DQ team's individual and collective achievements, in particular during the very challenging Covid-19 closedown, and once again they have demonstrated their outstanding skills, passion and commitment to DQ and the role we undertake on behalf of the community. My sincere thanks to them all, on behalf of our members.

I'd like to acknowledge and thank the DQ Board for their support and guidance through the year.

The previous year's CEO report concluded as Graham reflected on Queenstown's resilience and ability to meet challenges together. I believe this sentiment holds true, even as the headwinds he signalled have been far stronger than we could have anticipated. I want to commend Destination Queenstown's members, their teams and our community for the way they've stood together through this time. After all, it is by working together that we will get through this, and be in a position to evolve and adapt our industry for a stronger future.

Ann Lockhart
Interim Chief Executive Officer
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 business and industry, representing 30 different sectors.

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

Board members

as at 30 June 2020

Chairman and Activities Sector

Richard Thomas

Retail/Service/Professional Sector

Jonathan Browne

Accommodation Sector

Chris Ehmann

Jim Moore

General Sector

Matthew Day

Glyn Lewers

QLDC Representative

Mike Theelen

Ex-Officio

Mayor Jim Boulton

Co-Opted Directors

Ann Lockhart

Jolanda Cave

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.

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 (or DQ for short). DQ now works with its members (all 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 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, and benefits all members of the community.

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 don't 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 2020



DQ's Year in Review 2019-20



DQ's Year in Review



Kia Ora South US

DQ was joined by ChristchurchNZ and 12 South Island tourism operators on the inaugural Kia Ora South US, where gala dinners and training sessions were held in New York, Dallas and Los Angeles.

Kia Ora South China

As part of Kia Ora South China 2019, DQ took three ski field operators to China for the first time showcasing Queenstown as the premier ski & winter holiday destination in China. The group visited three tier 1 cities and engaged with over 300 key travel trade agents and conducted over 20 media interviews.



QCB Singapore Workshop

For the first time, QCB hosted 12 key PCOs for a full day Queenstown Business Event workshop in Singapore where more than 10 leads were generated.

JULY



The Late Show with Stephen Colbert

came to New Zealand to film five segments for The Late Show where Colbert became "The Newest Zealander" in partnership with TNZ, with Queenstown featuring heavily. More than 3.5 million tuned in to watching the episode when it first aired in the US, and it's since been viewed more than 1.7 million times on YouTube.



OCTOBER

AOT/ATS Mega Famil

DQ hosted 27 top wholesale partners from key offshore markets in UK/Europe and US for an evening to educate and inspire.



QCB Australia Roadshow

QCB (and 25 member partners) hosted 112 buyers in Sydney and Melbourne over two cocktail party events, showcasing some of the best Queenstown has to offer for business events organisers.



CINZ Conference

Queenstown successfully hosted the annual CINZ Conference and AGM for over 120 key industry personnel from around the country.

SEPTEMBER

Queenstown Ski Club

September 2019 DQ showcased Queenstown as the ultimate winter destination for Independent Professional Australians with the Queenstown Ski Club. Australian social media advocates Brooke Hogan, Carmen Hamilton, Ally May Carey and Will Tresidder, and Jett Kenny, showcased their incredible Queenstown winter experiences to a combined audience of over 1.2 million.



Karen Walker Family Trip

September 2019 Fashion designer and influential New Zealander Karen Walker visited Queenstown showcasing a winter trip on the official Karen Walker brand social channels, to her close friends and international trend setters on her personal Instagram platform and in US fashion titles Coveteur and InStyle. Karen has mentioned Queenstown extensively within interviews in titles including Fashion Quarterly, NZ Herald and Denizen.



TNZ SSEA Mega famil & training day

TNZ hosted more than 120 frontline agents and Kiwi Specialists from South and South East Asia. DQ hosted over 60 frontline agents from India, South East Asia on three itineraries. DQ also attended a one day training workshop in Auckland prior.

ANZCRO Mega Famil

DQ hosted 25 top performing travel agents across Australia, NZ and the UK with a focus on winter in the South Island. The format was a presentation evening whereby preferred operators were also included for an evening of product training.



Tiaki Promise

DQ embedded the Tiaki Promise into Queenstown, with member workshops and direct engagement with downtown businesses to build Tiaki's visibility. DQ presented at a TNZ Roadshow to help operators unlock Tiaki and was awarded the Tourism New Zealand Tiaki Engagement Award at the 2019 Regional Tourism New Zealand Awards, as the RTO that has best promoted the values of Tiaki.



New Zealand & China Year of Tourism

Closing ceremony in Guangzhou included engagement with over 200 senior business leaders from the tourism industry, airline executives and media outlets from China at the event.

NOVEMBER

TNZ Australia Mega Famil & Training day

DQ hosted 20 pax as part of the TNZ Australia Mega famil including in a major RTO training day in Christchurch for the 100-strong group.

Kiwi Link China

The largest ever Queenstown contingent attended Kiwi Link China, with over 16 operators meeting more than 120 key travel trade agents and airline partners in Chengdu.

DQ's Year in Review



JANUARY

DQ Australia trade Roadshow

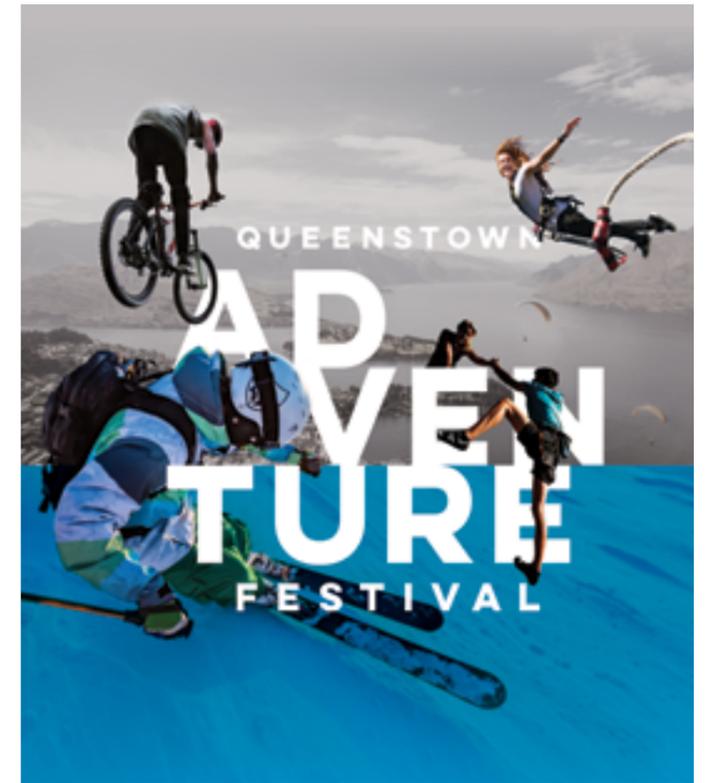
DQ and 10 operators visited Brisbane, Sydney and Melbourne. Attendance at each event was strong considering the bush fires with 36 product managers attending lunch events, 233 agents came to evening networking functions, and 37 agents attended sales calls and training. A survey of the buyers who attended the roadshow showed that 86% were very or extremely satisfied with the event delivery.



Adventure Festival

In March 2020 DQ was poised to launch the Home of Adventure brand proposition for Queenstown, embracing our unique culture and visitor experience. Nearly 18 months of production and preparation culminated in a beautiful new asset to share with the world. The team gave stakeholder presentations across the industry to begin to embed the brand, a content strategy, famils with key media and trade, and was about to present an oversubscribed event with the Queenstown Adventure Festival on 19 March. DQ members came on board for Adventure Week deals. Just days before the event, on 16 March, the New Zealand border closed and the event was cancelled.

MARCH



DECEMBER

Carlson Wagonlit Travel VIP Corporate Client famil

Six buyers plus the General Manager were hosted for a three day famil.



FEBRUARY

Traumedia International Media Marketplace

DQ attended TravMedia's Summit and International Media Marketplace (IMM) to connect with Australian journalists and content creators—meeting 35 individuals over the day, including quality freelancers, CNN Travel, BBC Travel and editors for all major Australian travel publications.

AIME Lunch

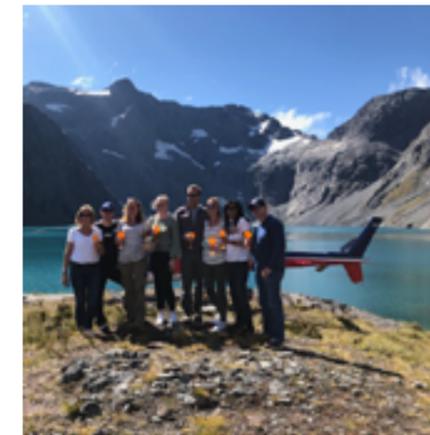
QCB hosted 25 key buyers and industry partners to a VIP lunch held during AIME 2020.



3 February 2020 Covid-19 stops all travel from China

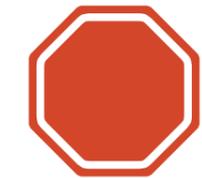
DQ US Roadshow

DQ and 12 operators visited four cities over five days - New York, Washington DC, Chicago and Los Angeles. Activity included sales calls and an evening event hosting travel advisors and key industry partners. The quality of the travel advisors was high with a strong previous knowledge of New Zealand; among them TNZ Kiwi Specialist, Virtuoso and Tzell agents. A total of 180 travel advisors across all events attended.



Magellan Top Achievers famil

DQ hosted seven agents alongside Air New Zealand for a showcase of Queenstown's premium experience.



Flight Centre Canada Mega Famil

DQ hosted 32 agents in Queenstown for two days

19 March 2020 New Zealand Border Closes



26 March 2020 New Zealand Enters Lockdown Level 4

DQ's Year in Review



DQ re-writes 20-21 Annual Plan



APRIL

DQ Webinar Series

DQ kicked off a webinar series mid-April 2020 in response to Covid-19. The series focussed on directly connecting with DQ members during lockdown to keep them abreast of DQ's plans. As Alert Levels eased the focus moved to member capability building, bringing in external experts on various subjects. Member engagement with the webinar series was high with anywhere from 60-190 members tuning to watch each of the live webinars.

#WeAreQueenstown

During Covid-19 lockdown DQ produced a local campaign, featuring the people of Queenstown, to celebrate our community, build local pride, support Queenstown's reputation nationally and encourage locals to support local businesses. The campaign led with a hero video and was supported by social media. This also featured businesses operating in Alert Level 3 and 2 and their associated offers. This was followed by a series of video interviews with high profile locals.



13 May 2020 New Zealand moves to Alert Level 2

QCB Domestic Strategy

The first phase of strategy development was gaining insights from Queenstown based operators active in C&I to understand the business generated within New Zealand. QCB then obtained a national perspective from key stakeholders. The strategy is designed to generate greater demand from the domestic business events market for the next 12 months.

MAY



Weddings Strategy

In May QCB implemented a new weddings target segment. The wedding strategy landing pages on the QueenstownNZ.nz website were rebuilt, and QCB worked with Queenstown Wedding Association (QWA) on new content. A domestic digital campaign was also launched. QCB sees an opportunity to raise the profile of Queenstown weddings domestically and grow the overall value of events for Queenstown and QCB members.



COVID -19 Demand Mapping Scenarios

The objective of this comprehensive paper is to map the various scenarios on how we expect visitor demand to start, set and scale for Queenstown Lakes District over the next four years. It is updated fortnightly.

\$ May visitor spend \$41 million



April visitor spend drops to \$4m

TNZ China Livestreaming

DQ did its first ever livestreaming event with the support of TNZ to over 4300 trade contacts during Alert Level 4. Livestreaming is the most popular way to engage with consumers in Asia, particularly in China. The Queenstown stream attracted the highest number of viewers for any RTO since TNZ started livestreaming in March 2020.



27 April 2020 New Zealand moves to Alert Level 3

Domestic Winter Campaign

DQ launched its first domestic campaign in the Covid-19 environment on 31 May, showcasing Queenstown as a Kiwi winter favourite using primetime TV placements and a layered digital campaign covering the 'dream, plan, book' phases. The video was a celebration of being back in the outdoors, exploring, discovering and being with friends, showcasing Queenstown's unique ski offering and varied winter experience. The TV and Breakfast Show integration reached Kiwis 2 million times, the digital campaign layers had combined reach of 7.7 million, and overall 38k referrals to DQ members were generated, up 120% YoY.

PR + Media

In May and June DQ worked with domestic media outlets to generate pre-season editorial content in Stuff, NZ Herald (and NZME regional dailies), MiNDFOOD magazine, Dish, Avenues and Metropol.



8 June 2020 New Zealand moves to Alert Level 1. International border remains closed

DQ & Flight Centre Travel Group Campaign

The collaboration between DQ and FCTG delivered a Queenstown focused campaign across the three FCTG leisure brands - Flight Centre, Travel Associates and Travel Managers Group. The national activity included digital advertising, in-store digital screens, website promotion and eDMs. The campaign resulted in a 332% increase in Queenstown room nights and a 287% increase in Queenstown sales during the campaign period of 10-28 June 2020 compared to 12-30 June 2019.



JUNE

Jason Li livestream

DQ and TNZ hosted a livestream with Chinese food and lifestyle influencer Jason Li to showcase Queenstown's offerings and our premium leisure activities. More than 4.33 million people watched.



June visitor spend reaches \$80 million

Performance report 2019–20

Strategic priorities FY 2019–21

Over the last five years, tourism in Queenstown had experienced sustained success with multiple tail winds driving growth. However during 2019 we began to see this trend shift. By the end of 2019 global tourism growth was starting to decline, before the industry experienced the devastating effects of the Covid-19 virus.

The strategic focus for Destination Queenstown activity for the three-year period FY19-21 centred on four core priority areas as outlined below. FY19-20 was the second year in the 2019-2021 cycle and focus was given to four organisational objectives that reflect those priority areas, and the operating environment at the time.



Organisational Objectives FY19–20

- 1) Continue to build our brand positioning to inspire visitors and strengthen Queenstown's reputation.
- 2) Continue to target a diverse portfolio of visitors to optimise opportunities and drive sustainable future demand for our members.
- 3) Grow the value of visitors to Queenstown by positioning Queenstown as an aspirational and accessible destination for travellers of all styles.
- 4) Engage with our stakeholders to support positive community sentiment toward tourism.

Covid-19 Response, Review and Recovery

At the onset of Covid-19 DQ established a 'response, review, recovery' framework that would guide the organisation's activity, allowing for flexibility and a nimble approach to a dynamic and unpredictable situation.

RESPONSE

Provide **accurate information** and appropriate response to safeguard **destination reputation** and assist member **business continuity**.

- Southern Lakes Business Response Group
- Crisis communication plan
- Visitor channels leveraged for crisis comms

REVIEW

Support local businesses through the crisis, **review macro environment** and prepare the **foundation for recovery**.

- Scenario development
- Immediate review of strategic priorities
- #WeAreQueenstown local campaign
- Member webinars and information

RECOVERY

Provide leadership in **restarting local tourism industry** through **marketing initiatives** suited to **present scenario**.

- Welcome to Winter full-funnel campaign
- Domestic trade strategy
- Implementation of QCB domestic strategy
- Weddings strategy

Consumer marketing

Continue to build our brand positioning to inspire visitors and strengthen Queenstown's reputation

Strategy 1: Produce high quality branded materials and collateral to represent our destination

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> Produce branded collateral including DLE visitor guides, corporate gifts, event signage and others Produce and license images for DQ image library as required 	<p>Collateral produced on time, on budget and according to brand guidelines</p>	<p>Achieved. Official Visitor Guide reviewed, updated and delivered nationwide to i-Sites. Corporate gifts and signage maintained and utilised where possible</p> <p>Achieved. Licensing and production of new imagery and footage to support new and ongoing marketing activity.</p>

Strategy 2: Utilise storytelling to position our brand and shape positive perception

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> Produce hero brand video to inspire potential travellers and engage our community, showcasing our unique proposition and solidifying Queenstown's position as the Southern Hemisphere's premier four season lake and alpine resort Deliver a programme to launch the brand video and embed brand messaging 	<p>Commence production of assets in FY19-20</p>	<p>Achieved. Hero brand video and outputs produced. New brand proposition (Home of adventure) developed and partially launched.</p> <p>Postponed. Brand launch event and associated famils were cancelled due to Covid-19. Launch strategy has been reviewed and will be in market in the new financial year.</p>

Strategy 3: Develop an integrated content strategy to drive preference in key consumer segments and continue building Queenstown's brand

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> Develop an integrated content strategy to support tactical objectives, consolidate brand pillars and build brand equity. The ongoing content strategy should drive brand reference and visitation by growing the understanding of Queenstown's diverse activity offering, supporting seasonal activity and consolidating brand pillars to showcase Queenstown's unique positioning. Produce copy, imagery and video content to deliver the content strategy on organic and paid digital channels. Produce or repurpose content for use in target long-haul markets via DQ channels and/or third party channels. 	<p>Achieve a combined reach of 2 million people within target segments</p>	<p>Achieved. In FY 19-20 Queenstown's combined integrated channels reached over 35 million people.</p> <p>Achieved. In addition to in-house content production, a network of freelance journalists, videographers and photographers were used to produce content required to deliver our organic and paid digital strategies.</p> <p>Achieved. Content produced and supplied to media and trade partners in strategic long haul markets.</p>

Strategy 4: Provide marketing services support to the wider organisation ensuring appropriate brand representation

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> Provide marketing services to support the development of trade show stand concepts as required Provide marketing services to support the production of specific collateral and sales materials as required 	<p>Brand application as per guidelines, delivering 100% brand compliance</p>	<p>Achieved. Marketing team provided ongoing support to wider DQ team in developing branded materials, trade show presence and collateral.</p>

Grow the value of visitors by positioning Queenstown as an aspirational destination for travellers of all styles

Strategy 1: Continue to develop the Autumn proposition in the domestic market driving sustainable growth

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> Deliver a high impact campaign positioning autumn as a unique and desirable time to visit Utilise autumn activity to continue communicating Queenstown's authentic experience through local stories 	<ol style="list-style-type: none"> Increase domestic guest nights in May and June by 4%. Increase domestic visitor expenditure by 5% in May and June. 	<p>Cancelled. Autumn campaign scheduled for March was cancelled due to Covid-19. May domestic spend was down -34.7% YoY due to lockdown. June domestic spend was up 14.6% YoY.</p> <p>Achieved. Ten local video interviews produced under the 'We Are Queenstown' umbrella after lockdown, featuring the faces behind some of our businesses to inspire support from locals and domestic visitors.</p>

Strategy 2: Utilise PR to position Queenstown as the Southern Hemisphere's leading four season destination

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> Undertake ongoing PR activity in Australia and NZ to support our brand positioning and campaign activity. Utilise PR activity for the ongoing enhancement of the Queenstown brand in the domestic market, helping to mitigate any negative messaging in the media environment. Leverage events as reasons to visit Queenstown in shoulder seasons. 	<ol style="list-style-type: none"> Increase Australian visitor expenditure by 4%. Increase annual domestic visitor expenditure by 6%. 	<p>Not achieved. An extensive program of media and branded stories was delivered throughout the year. Australian expenditure was down 13.3% against prior year, due to the closure of international borders in response to Covid-19. Prior to the border closure in March, Australia spend was up 7.9% YoY.</p> <p>Not achieved. Domestic expenditure was down 10.4% against prior year due to lockdown from March - May 2020.</p>

Strategy 3: Deliver a domestic spring campaign

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> Deliver a spring campaign to motivate domestic travel in September-November, defining Queenstown's unique spring proposition. 	<ol style="list-style-type: none"> Increase domestic guest nights in September-November by 5%. 	<p>Achieved. High impact spring 2020 campaign produced and ready for launch. In Spring 2019, domestic guest nights increased by 6.68% in September, CAM data not available for October-November as it was discontinued from October 2019. Domestic expenditure in September-November 2019 increased by 4.93% YoY.</p>

Strategy 4: Drive preference for Queenstown as a winter destination amongst Australian and New Zealand travellers

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> Utilise the new winter brand video in a campaign to position Queenstown as the leading ski and winter holiday destination in the Southern Hemisphere, defending our position in the market and drive preference for Queenstown. Increase activity in the domestic market to ensure Queenstown remains top of mind as NZ's premium winter destination. Continue to position Queenstown as a ski destination with always on promotional activity on a year-round basis. Identify and support opportunities with strategic partners (trade channels, media and industry) to deliver messaging more effectively in the Australian market, in conjunction with the trade marketing team. 	<ol style="list-style-type: none"> Increase Australian spend in winter (July, August, September) by 4%. Increase domestic spend in winter by 5%. 	<p>Not achieved. Winter 2020 integrated campaign delivered successfully, reaching 4.9M Australians and 3.5M video views. However Australian visitation and expenditure didn't eventuate due to Covid-19 border restrictions. Additional winter domestic campaign delivered in response to new environment.</p> <p>Achieved. Additional domestic winter campaign launched in May to motivate travel post-lockdown, achieving a reach of 8.9M New Zealanders, 4M video views and 18,362 member referrals through the DQ website. Domestic spend in June 2020 was \$69m, up 14.7% against 2019. Domestic visitation over July school holidays was up 43% versus prior year.</p>

Strategy 5: Support Winter Festival ensuring it continues to provide a platform to launch the winter season

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> Leverage Winter Festival as the primary winter marketing activation in the domestic and Australian markets. 	<ol style="list-style-type: none"> Increase guest nights in June by 4%. 	<p>Cancelled. Winter Festival was cancelled in March 2020 due to Covid-19.</p>

Continue to target a diverse portfolio of visitors to drive sustainable future demand for our members

Strategy 1: Ongoing enhancement of Queenstown Official Website maintaining its position as a leading source of visitor information

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> Enhance website user experience to continue increasing engagement and driving referrals. Maximise Simpleview investment identifying capabilities that can be leveraged to enhance digital practices. Ongoing technical support, license fees and hosting 	<p>5% decrease in bounce rates and 5% increase in referrals</p>	<p>Partially achieved. Website platform upgraded to Simpleview, providing a better experience for web visitors and members utilising our extranet. Bounce rates improved by 9%, session duration increased +18%. However referrals were down -8.2% in FY19-20 versus prior year, mostly due to demand interruption arising from COVID-19. When excluding lockdown period of 16 March - 30 April referrals in FY19-20 are up 2.86% YoY.</p>

Strategy 2: Maintain highly targeted always on activity on key information channels

Activity	Outcome/KPI	Comments
<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 potential qualified visitors. Drive potential travellers' web visitation, engagement and referrals through Queenstown official website. Expand programme of activity to encompass select long-haul markets, providing more targeted information by repurposing existing content and creating new where required, via market-specific channels. 	<p>5% growth in website visitation</p>	<p>Not achieved. Integrated digital strategy delivered driving great engagement and visitation, however restrictions arising from COVID-19 health response impacted traffic negatively. Website sessions decreased by 18.7% in FY19-20 versus prior year, mostly due to COVID-19. When excluding lockdown period of 16 March - 20 April, web traffic was down 10% YoY, despite ongoing international restrictions.</p>

Strategy 3: Collaborate with lower SI RTOs on joint positioning initiatives

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> Continue to support the Southern Scenic Route collective Participate in SOUTH partnership. Leverage opportunities with neighbouring regions. 	<p>Create content to support this proposition</p>	<p>Achieved. Continued support and participation in the Southern Scenic Route, SOUTH and 45 South.</p> <p>Achieved. Collaborative activity developed with neighbouring regions including regional campaign with LWT.</p>

Strategy 4: Create engaging social media content to inspire potential visitors and support the dreaming and planning phases.

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> Utilise DQ's social media channels to support our brand positioning, delivering inspiring content that engages with our audience. Leverage events and high profile visitors on our social media channels to showcase Queenstown and encourage visitation. Leverage User Generated Content on our own social channels to share the positive experiences of our visitors. 	<p>Grow Facebook to 360,000 followers and grow Instagram followers to 130,000 followers.</p>	<p>Partially achieved. Our integrated social media strategy has been utilised to support strategic messages including brand positioning and emergency information during COVID-19 response. User Generated Content was utilised to create the viral campaign 'We Are Queenstown' in lockdown.</p> <p>Facebook followers increased 2.6% from 324,500 to 332,800.</p> <p>Instagram increased 9.4% from 128k to 140k followers.</p> <p>Note: Facebook usage has been slowing whilst Instagram continues to grow in popularity.</p>

Engage with our stakeholders to support positive community sentiment toward tourism

Strategy 1: Continue to build our brand pillars to protect Queenstown’s unique proposition as a world-class alpine destination.

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> • Produce a launch program supporting and expanding on the new Queenstown brand video, consolidating core messages and reinvigorating our adventure credentials. • Leverage local stories to showcase authentic Queenstown experiences. • Celebrate Queenstown’s uniqueness and diversity through our ongoing content strategy. 	<p>Publish 10 new local stories through DQ platforms</p>	<p>Achieved. Over 10 local stories in both written and video format were produced throughout the year. Home of adventure proposition was supported by branded content in Mountain Scene on the lead up to launch, as well as media partnerships including MiNDFOOD magazine. Local stories were particularly important during and immediately after lockdown and were published as part of our ‘We Are Queenstown’ campaign.</p>

Additional Activity in response to Covid-19 crisis

Activity	Outcome/KPI
<ul style="list-style-type: none"> • Revise and adjust our consumer communications strategy to ensure appropriate information is reaching Queenstown visitors during Covid. • Support local tourism ecosystem through the crisis and prepare the foundation for recovery with the development of the ‘The Adventure Continues’ landing page and digital strategy to keep the energy of Queenstown alive during lock-down through online experiences and encouraging community to shop local • Development and roll-out of local business resilience and advocacy campaign: #WeAreQueenstown designed to inspire pride and rally locals to support local and assist in awareness and survival through hibernation by maintaining a connection between consumers and Queenstown businesses. • Full review and restart of always-on activity to compete directly for leads and increase direct referrals to members. • Strategise, concept, development and roll out of 2020 domestic winter campaign in response to our border closure and subsequent announcement that domestic travel would be able to occur under Alert Level 2 and our ski resorts would be able to operate. Designed to tap into New Zealanders’ desire to explore again, and support demand for the ski season. Targets: Reach: 1,000,000, Referrals: 10,000 • Development of regional campaign in conjunction with Lake Wanaka Tourism to encourage communities to support and explore both towns. 	<p>Consumer marketing team reviewed all content and social media activity to adapt to border closures including utilising these channels to support health and emergency responses.</p> <p>Adventure Continues page has featured businesses through the lockdown period achieving 2,901 page views between 14 April - 20 May 2020.</p> <p>‘We Are Queenstown’ local campaign was launched to support community spirit and business morale. The campaign video went viral achieving:</p> <p>218k views 6k likes 523 comments 1.9k shares</p> <p>Branded paid search sessions +3.92% YoY, bounce -19.4% YoY, referrals +61.6% YoY</p> <p>Paid social sessions +53.5%, bounce -15%, referrals +901% YoY.</p> <p>Domestic winter campaign achieved great results above original target:</p> <p>TV TV ad reach: 741,000 people TV Cume Reach: 1,250,000 New Zealanders Breakfast social reach: 169,000 New Zealanders</p> <p>Digital Combined reach: 7,737,794 (+673.8% above target) Video views: 4,292,950 Website sessions: 108,842 (+8.8% above target) Campaign referrals to members: 18,362 (+83.6% above target) Total referrals generated: 38,624 (+120% YoY)</p> <p>Destination Queenstown and Lake Wanaka Tourism collaborated on ‘Flatten the Hill’, a campaign designed to encourage travel between our two regions, leveraging local personalities and content on digital channels alongside newspaper and bus-back advertising.</p>

Media & communications

Continue to build our brand positioning to inspire visitors and strengthen Queenstown's reputation

Strategy 1: Support Queenstown's brand positioning by effectively communicating our region's key messages, specifically building our seasonal propositions and showcasing our adventure and activity credentials.

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> • Drive awareness of Queenstown as the Southern Hemisphere's leading ski destination through increased coverage in the domestic and Australian media. • Continue to grow the autumn proposition in the domestic market using the DQ media programme to drive positive content about autumn • Develop awareness of Queenstown's spring proposition in domestic and Australian markets through a programme of media activity to drive seasonal messaging. • Ensure we maintain Queenstown's adventure positioning and credentials on an international stage by seeking media opportunities that support this. • Use the International Media Programme to secure inspiring and engaging media coverage in key long-haul markets. • Respond to media opportunities that support the summer proposition in long haul markets • Develop strong domestic media relationships to cement Queenstown's key messages on an ongoing basis and be at the forefront of new opportunities • Respond to reactive media and PR opportunities when results will deliver a strong return on investment in line with key objectives • Utilise both targeted niche market influencers, as well as influencers with mass audiences, to share positive content about Queenstown. • Explore a sponsored content campaign in domestic channels to tell positive Queenstown stories and address any barriers to travel here. 	<p>Secure 100 pieces of positive international media coverage for Queenstown in FY19-20.</p>	<p>Achieved. 148 pieces earned editorial published.</p> <p>TNZ media activity featuring Queenstown reached over 427.4 million people worldwide in FY19-20.</p>

Grow the value of visitors by positioning Queenstown as an aspirational destination for travellers of all styles

Strategy 1: Create engaging content to inspire potential visitors and support the dreaming and planning phase

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> • Develop content for DQ's own channels, tailored for key long-haul markets as well as domestic and Australian markets. • Create content for distribution through third party channels to target key markets such as China. • Develop content to address barriers to travel in the domestic market. • Explore local and domestic sponsored content opportunities to further tell Queenstown's story. 	<p>Deliver a consistent programme of content development to deliver on market objectives.</p>	<p>Achieved</p>

Strategy 2: Grow Queenstown's autumn and spring propositions to inspire visitors to travel in shoulder seasons

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> • Utilise the DQ media programme to target relevant domestic and Australian media, showcasing Queenstown and the unique reasons to visit in autumn and spring. • Create and distribute content and stories that authentically showcase the seasons and reasons to visit. • Respond to reactive media and PR opportunities when results will deliver a strong return on investment in line with key objectives. 	<p>Secure 25 pieces of positive domestic and Australian media coverage for Queenstown in FY19-20.</p>	<p>Achieved. 51 pieces of earned editorial published. 4 additional pieces of content were published in June as part of sponsored content partnerships.</p> <p>DQ media activity reached over 30.3 million people, primarily in NZ and Australia in FY19-20.</p>

Continue to target a diverse portfolio of visitors to drive sustainable future demand for our members

Strategy 1: Leverage the Queenstown Winter Festival to support Queenstown’s position as the Southern Hemisphere’s leading winter and ski destination

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> Secure media coverage of Winter Festival outside of the Winter Festival event period itself, to generate demand out of season Work with Winter Festival to secure domestic broadcast media opportunities during Winter Festival that support the key messages of announcing the arrival of the winter season and positioning Queenstown as the Southern Hemisphere’s leading winter destination Utilise influencers and third party sponsored content to amplify Winter Festival messaging and showcase winter and ski in the Australian market 	<p>Grow awareness of Winter Festival and reasons to visit in the domestic and Australian media.</p>	<p>Not achieved. Winter Festival was cancelled due to Covid-19.</p>

Engage with our stakeholders to support positive community sentiment toward tourism

Strategy 1: Enhance liaison, engagement and visibility within our community to shape positive sentiment toward tourism

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> Reinforce the value of tourism to Queenstown by sharing our stories about the key role tourism plays for our social diversity, cultural vibrancy, range of amenities and economic success Explore a range of opportunities for the CEO to engage with local community groups to discuss tourism. Leverage and curate assets from the Tiaki Promise to encourage uptake of the initiative by the DQ membership. Continue to develop “Queenstown Cares” as a platform for sharing positive environmental initiatives by local businesses and community organisations Explore opportunities to share local stories at a national level. Continue to work with local agencies and the destination reputation management group to create a co-ordinated strategic approach to destination reputation Maintain availability for media comment on appropriate issues Utilise local content created by DQ to engage with our local community and grow pride in our region. 	<p>Secure positive community sentiment toward tourism and our visitors</p>	<p>Activity delivered. Work that contributes to improving community sentiment toward tourism is ongoing.</p>

Strategy 2: Enhance and increase stakeholder engagement

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> • Deliver consistent and relevant communications with DQ members to ensure we are engaged with our members (newsletters, briefings and trainings, member events) while being aware of ongoing opportunities to improve this • Deliver a schedule of member events including DQ member updates as well as adhoc member engagement opportunities as they arise • Undertake an annual member communications survey to evaluate DQ's communications with members • Undertake an annual member satisfaction survey to evaluate DQ's performance and assess member needs and expectations • Explore ways to engage more deeply with a variety of sectors within our membership. 	<p>1. Grow the 'very informed' segment of members from 50% to 60% as measured by the DQ communications survey</p> <p>2. Grow overall member satisfaction from 72% to 75% as measured by the annual DQ member satisfaction survey</p>	<p>1. Not achieved. The 'very informed' segment of members grew to 56%.</p> <p>2. Achieved. Member satisfaction increased to 85%</p>

Strategy 3: Develop and manage organisational planning and reporting

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> • Review and refresh communications plan for DQ. • Manage DQ's organisational plans and communications including the Annual Report, the Business Plan and Crisis Management plan. • Generate short lead media coverage via press releases and proactive comms activity based on relevant and newsworthy stories. • Maintain confidence and support for DQ through proactive communications and transparency of process. • Isentia subscription for media database. 	<p>Complete organisational documentation within allocated timeframe and achieving ratification where required.</p>	<p>Achieved. DQ generated 63 media articles or mentions in national, local or industry media from proactive media releases and communications activity.</p>

Additional Activity in response to Covid-19 crisis

Activity	Outcome/KPI
<ul style="list-style-type: none"> • DQ Webinar Series • Ensuring Queenstown is involved in the conversation around COVID-19 via media appearances, comments and op-ed • DQ Member Business Winter Business Operations Survey • Southern Lakes Business Response and Recovery Group • Famil and Hosting Health & Safety Policies Update for COVID Alert Levels 	<p>7 DQ Webinars hosted from mid-April - end June focusing on member capability building and informing members</p> <p>24 news appearances by the CEO or Chair via proactive, reactive and op-ed media opportunities through May and June</p> <p>119 Business responded across a range of different business sectors. Survey results were used to inform media releases, destination messaging, and in various other aspects of DQ planning/information sharing.</p> <p>DQ joined QLDC Economic Development, Ignite Wanaka Chamber, Queenstown Chamber of Commerce and Lake Wanaka Tourism, in forming the Southern Lakes Business Response and Recovery Group (SLBRG) to support the business community following the effects of COVID-19. SLBRG Communications were shared via Mailchimp EDM Updates and received consistently good engagement, with open rates sitting around 50% per update.</p> <p>DQ Completed an updated Famil Health and Safety Process for planning and hosting DQ famils at COVID Alert Level 2 and Alert Level 1</p>

Trade

Grow the value of visitors by positioning Queenstown as an aspirational destination for travellers of all styles

Strategy 1: Grow value by upskilling and educating travel trade partners to attract high value visitors and drive demand over shoulder season and value over peaks by positioning Queenstown as a year round destination

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> Attend TRENZ 2020 with 2 appointment streams. Undertake domestic sales calls to target key trade partners (IBOs, TNZ) and long haul Airlines in Auckland, Wellington and Christchurch. In conjunction with travel trade partners and TNZ, host famils, actively seek out opportunities to host key decision makers across three areas in shoulder season. 1) In Australia – Ski opportunities and Queenstown Winter Festival 2) In North American – Premium partners 3) China (including Premium & Ski), 4) South & SE Asia – Premium. Undertake an Australia Roadshow with Trade and QCB, targeting product managers, senior management, key ski wholesalers and reservations staff. Brief Ski wholesalers on DQ's consumer campaign and offer assets they can leverage to maintain Winter and encourage Spring Ski. Deliver a US Mission to increase the profile of Queenstown to maximize opportunity with the new Chicago route. Attend Kiwi Link China with supported sales trips in tier 1 and 2 cities, to develop China Ski market and travel outside peaks. Attend Kiwi Link India with extension to other tier 1 cities to increase length of stay in May. Develop resources for Halal market SEA; member capability building workshops. Develop youth adventure content for Trade in UK and Germany to push Queenstown's adventure credentials. Identify and support opportunities for Queenstown operators to push conversions in market for Autumn arrivals specifically in late booking Asian markets. 	<p>1. Increase length of stay from 2.51 nights (at year end Dec 2018) to 2.60 nights (at year end June 2020).</p> <p>2. Achieve higher y-o-y growth in value over shoulder months Vs peak months (delivering average of 5% growth in value over the year).</p>	<p>1. The Commercial Accommodation Monitor was discontinued in September 2019, there is no replacement. DQ is unable to report on this KPI.</p> <p>2. Not achieved. Spring growth was 3% but Autumn growth was -67% due to Covid-19. Peak seasons grew 4% in Winter and 2% in Summer.</p> <p>Trade hosted 18 famils in FY 19-20 and hosted 226 participants.</p>

Strategy 2: Implement a luxury strategy for North America and China by influencing travel sellers in the luxury space.

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> Implement the luxury strategy developed in 2018-19 that identifies opportunities and targeted markets that offer best value for Queenstown. Target luxury sellers at TRENZ, Kiwi Links and on sales calls. Support DQ luxury strategy by participating in all TNZ premium famils. Influence and host TNZ premium famils from all markets. 	<p>Influence 100 agents in key markets, including 80 in market and 20 famil participants</p>	<p>Partially Achieved. Agents in key markets were reached but due to Covid-19 TRENZ and TNZ Premium Famils were cancelled.</p>

Strategy 3: Implement an efficient communication platform to increase knowledge and updates in a timely manner for travel trade partners

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> Leverage the Trade website as a platform for up to date trade specific information including operator information/deals/ contacts details/media releases. Continue online training on different platforms such as webinars. Set-up new communication channels to connect and engage with Trade globally. 	<p>Grow page views to the trade pages on the website by 10%</p>	<p>Achieved. 14.2% increase on page views for trade related pages.</p>

Strategy 4: Utilise world class resources to support our premier four season destination proposition with the international travel trade

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> • Explore an evolved and sophisticated Queenstown presence at TRENZ. • Continue development of additional presentations and sales tools for the Trade library for different trade segments. • Further develop content for trade web pages. • Video edits to enable Trade channels to deliver key Queenstown messages. 	<p>Measure trade feedback regarding collateral and booth via a post TRENZ survey</p>	<p>Not achieved as TRENZ was not held due to Covid-19</p>

Strategy 5: Maintain and develop industry relationships to reinforce Queenstown as a preferred destination with capacity for growth

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> • Attend the annual TEC conference • Complete domestic sales calls and visit key TNZ and trade agents • Host famils - supporting TNZ and trade partner famils where objectives align • Reinforce the key SIGs and reason to visit in Queenstown, including ski, food & wine, golf, biking and adventure • Attend RTO training day in Auckland • Attend TNZ RTO Workshop in Australia 	<p>Increase guest nights in shoulder seasons (May/June and September/October) by 2% as measured by CAM.</p>	<p>1. The Commercial Accommodation Monitor was discontinued in September 2019, there is no replacement. DQ is unable to report on this KPI.</p> <p>2. Not achieved. Spring growth was 3% but Autumn growth was -67% due to Covid-19. Peak seasons grew 4% in Winter and 2% in Summer.</p> <p>Trade hosted 18 famils in FY 19-20 and hosted 226 participants.</p>

Continue to target a diverse portfolio of visitors to drive sustainable future demand for our members

Strategy 1: Deeper penetration into current markets and capitalise new opportunities both geographically and within different market segments

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> • Attend Kiwi Link shows as either DQ or in IMA in consultation with partners • Undertake a US Mission in 2019-2020 taking 8-10 local operators into the US market targeting Chicago opportunity. • Create opportunities for Queenstown operators to visit market for sales calls. 	<p>Increase length of stay from 2.51 nights (at year end Dec 2018) to 2.60 nights (at year end June 2020).</p>	<p>1. The Commercial Accommodation Monitor was discontinued in September 2019, there is no replacement. DQ is unable to report on this KPI.</p> <p>2. Not achieved. Spring growth was 3% but Autumn growth was -67% due to Covid-19. Peak seasons grew 4% in Winter and 2% in Summer.</p> <p>Trade hosted 18 famils in FY 19-20 and hosted 226 participants.</p>

Strategy 2: Leverage Queenstown events in shoulder season to portray Queenstown as a year round destination

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> • Support and influence TNZ famils into shoulder season events • Leverage events to drive visitation in shoulder season. 	<p>1. Increase guest nights in shoulder seasons by 5% as measured by CAM</p> <p>2. Increase international visitor expenditure by 5% in shoulder seasons</p>	<p>1. The Commercial Accommodation Monitor was discontinued in September 2019, there is no replacement. DQ is unable to report on this KPI.</p> <p>2. Not achieved. Spring international growth was tracking at a 2.2% increase but Autumn figures show a 72% decrease.</p> <p>Trade hosted 18 famils in FY 19-20 and hosted 226 participants.</p>

Additional Activity in response to Covid-19 crisis

Activity	Outcome/KPI
<ul style="list-style-type: none"> • Destination Queenstown Domestic Trade Marketing Strategy created and implemented. • Flight Centre Travel Group campaign partnership • DQ led Domestic Webinar Training series. A series of five online training sessions for New Zealand based agents completed in June and July. • DQ led webinar training for domestic market to build knowledge level of domestic sellers • TNZ led Webinars and Online trainings completed in international markets to maintain engagement with key markets. • Live streaming sessions. Supporting Tourism New Zealand and Alibaba by utilising different live stream platforms to engage with visitors from China and NZ 	<p>Researched and completed relevant scoping and have started implementing the strategy. Part of this is the Domestic Trade Marketing activity and insights document compilation.</p> <p>Flight Centre reported a successful campaign driving strong incremental growth for June-July 2020.</p> <p>461 registrations and 336 live viewers.</p> <p>House of Travel – 60 travel sellers First Travel Group – 43 sellers World Travellers – 157 sellers</p> <p>Over 2665 agents reached based in China, India, Singapore, Taiwan and the USA over several webinars.</p> <p>Queenstown content and key messages reached over 20,000 people.</p>

Queenstown Convention Bureau

Grow the value of visitors by positioning Queenstown as an aspirational destination for travellers of all styles

Strategy 1: Grow value by educating clients supplying them with the tools to upsell pre/post opportunities

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> • Undertake domestic sales calls to target PCOs and direct clients. • Host five TNZ famils including SQ Corporate End User Famil Sep 2019. • Host 20 site inspections for potential clients with active leads, genuine business • Attend the MEETINGS tradeshow, coordinating the regional presence and undertaking two appointment streams • Host pre-MEETINGS famil with qualified Australian Hosted Buyers (12-15 pax) • Host a domestic famil event in Queenstown from potential clients and qualified leads; 15-20 PCOs/Corporate clients • Australian sales calls to targeted PCOs, Associations and direct clients - 3 x Sydney (August 2019, April 2020, December 2019), 1 x Brisbane (September 2019), ongoing Melbourne rotation. • Deliver an Australian Roadshow for QCB (maybe combined with Trade). 	<p>Drive a 10% increase in leads generated in FY19-20 over FY18-19</p>	<p>Achieved. 29% increase. Generated 177 leads in 2019-20 against 137 yoy.</p> <p>QCB hosted four famils and 16 site inspections with a total of 50 participants.</p>

Strategy 2: Develop a marketing strategy to generate leads and to grow awareness focusing on the Queenstown C&I sector and building on the QCB positioning pillars and key messages.

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> • Create a marketing strategy utilising both digital and traditional channels. Position Queenstown as a credible business destination for C&I in Australia and Incentive in USA to generate interest in shoulder seasons. • Continue content curation on QCB website as key referral platform. Review all links and URLs. • Continue to build image and video assets for promotional/marketing use • Target and secure media coverage in trade publications, with a specific focus on conference and incentive media • Quarterly distribution of Bureau Remarks newsletter to industry 	<p>Grow page views to the conference pages on the website by 20%</p>	<p>Not achieved. 37% decrease. 2018-2019 55,567 page views, 2019-2020 34,689 page views. In FY 2018-2019 a paid campaign driving users to the business events pages ran for the month of June 2019, no paid similar campaign was run this year as the website was under redevelopment. COVID-19 also reduced the number of organic searches across March - June.</p>

Continue to target a diverse portfolio of visitors to drive sustainable future demand for our members

Strategy 1: Deeper penetration of current markets and identify new opportunities both geographically and within different market segments to ensure a diverse portfolio of markets

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> • Identify and attend shows/forums to grow the corporate/direct client business. • Attend IMEX USA and consider additional initiatives with TNZ in this market. • Global meetings & incentives summit - 26 - 27 October 2019, Chicago, supporting TNZ. • IMEX Frankfurt - 20 - 23 April 2020. • Leverage Asian Trade representation in China & SSEA. Attend BE component training after Kiwi Link SSEA, or extend existing attendance in market for BE Asia sales call. Leverage success of Amway China Incentive to raise Queenstown's profile in Asian markets. • US Mission to reach Incentive decision makers (Chicago or Houston/Dallas) potentially with Trade. • Leverage Asian Trade domestic sales call. • Encourage QCB involvement in Asia/Western IBO C&I specific famils and hosting opportunities. • Participate in TNZ PCO/Association Showcase 2020. 	<p>1. Drive a 10% increase in leads generated from Association business</p> <p>2. Undertake 10 new corporate client meetings per quarter</p>	<p>Achieved. 34% increase. 2019-2020 55 incentive leads were generated, up from 41 incentive leads in 18/19.</p> <p>Achieved. 41 new corporate client meetings were undertaken in FY2019-2020. Most were generated from the Australia Roadshows, IMEX tradeshow appointments and US sales calls.</p>

Strategy 2: Maintain existing and develop new industry relationships and partnership opportunities to generate more awareness, increase lead generation and improve lead management

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> Attend appropriate industry forums and events. CINZ conference, CINZ Gold Membership and Regional Bureaux meetings. Deliver a successful CINZ conference in Queenstown in October 2019, use the event to strengthen Queenstown's position as a leading C&I destination, using the welcome function, famils and hosted dinners, NZCB meeting. Continue with local industry advisory group meetings to help develop QCB strategies. Continue to build relationships with industry partners and influencers. Engage and participate in industry wide initiatives. NZ convention Bureaux group, CINZ, Tourism NZ Business Events team. Actively influence TNZ business events famils. Proactive in itinerary recommendations. Work proactively with the TNZ International Bids team in marketing/pitching Queenstown for international conference opportunities. Hold regional seminars with TNZ encouraging local academics to pitch Queenstown as a destination for their global conference. Maintain Auckland Convention Bureau and NZICC partnership. Leverage Dunedin Bureau to drive more leads from Otago University. Maximise Simpleview capabilities for lead follow up to increase conversion. Research and work through databases acquired from industry partners and from past trade shows for new client leads. Develop partnerships for Conferences market in Australia. Maintain relationships with industry partners and influencers through regular contact - Air NZ, Virgin Australia, CINZ, TNZ Australian BE team. Develop partnership with TNZ Australia BE. Maintain ongoing communications with TNZ Australian BE team in marketing/pitching Queenstown for CAP opportunities, and work close with them on Australian business events famils. 	<p>1. Grow leads generated from new sources to 15% of total leads</p>	<p>1. Achieved. Leads generated from new sources accounted for 31% of total leads (54 leads out of 177). 33 of these leads were generated through the website/ RFP.</p> <p>Famils: four famils were hosted with 25 participants (5 were postponed due to Covid-19)</p> <p>Site Inspections: 16 site inspections were hosted with 25 participants.</p>

Additional Activity in response to Covid-19 crisis

Activity	Outcome/KPI
<ul style="list-style-type: none"> Research, develop and implement a domestic market business events strategy Implement weddings as a new target segment and drive preference for Queenstown as a wedding destination in the domestic market. Develop an integrated content strategy, to consolidate QCBs core proposition and key messages. Identify key channels to utilise with the goal to increase awareness and lead generation. 	<p>Conducted interviews with members to gain insights into the domestic market, developed four key pillars to focus domestic market strategy around and began implementing the strategy in May.</p> <p>Conducted interviews to gain insights on the audience. Webpages redesigned and bespoke content created. Went to market with a digital campaign, resulting in a 1,363% increase in website sessions compared to the same period last year (5,780 vs 395 session) and 531 member referrals.</p> <p>Content strategy implemented which led to the redesign of QCB web pages and creation of new content.</p> <p>LinkedIn was identified as a key channel for QCB and organic use of the channel has commenced.</p>



Organisation

Strategy 1: Destination Queenstown is an appropriately resourced, structured and motivated team to deliver the requirements of the strategic and annual plan

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> • Focus on key elements of the DQ Team Charter via three team days over the year. • Undertake a key skill and competency review to develop and deliver a targeted training and development plan for each team member. • 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. • Continue to embed 'The way we work at DQ' (organisation policies and procedures) throughout the organisation. • Undertake annual employee engagement survey. 	<p>Engagement rating in employee engagement survey</p>	<p>Achieved - our final team day was held over lockdown via ZOOM.</p> <p>Partially Achieved - Lockdown had an impact on the completion of development plans for all staff.</p> <p>Achieved.</p> <p>Achieved - although further engagement with the charter will be a focus for FY20-21 for our newer staff.</p> <p>Achieved.</p>

Strategy 2: Workplace health and safety is a top priority in everything Destination Queenstown does and the organisation promotes active participation across the team regarding health and safety matters, initiatives, improvements and procedures

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> • 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 • Provide an external Employee Assistance Program via EAP Services • All DQ staff who regularly host clients and media have a first aid certification • All DQ staff to undertake driver training. • Undertake annual review and update of DQ's health and safety plan including emergency response and evacuation procedures, DQ procedures and hazard/risk assessment 	<p>Zero serious harm incidents</p>	<p>Achieved</p>

Strategy 3: Review, assess and develop a continuity and contingency plan in case of an emergency/ natural disaster

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> • 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 	<p>Refresh business continuity plan</p>	<p>Partially Achieved. Business Continuity plans were created for each level of the pandemic.</p> <p>Work continues to complete natural disaster continuity plan.</p>

Strategy 4: Elevate sustainability concepts across Destination Queenstown

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> • DQ sustainability committee will continue to develop and execute our actions against the sustainability commitment framework. 	<p>Determine, monitor and record key measures to develop baseline metrics to enable appropriate targets to be developed in future years</p>	<p>Partially achieved - the impact of Covid-19 on the industry has meant a reset.</p> <p>Highlights pre Covid were the member capability session 'Implementing the TIA Commitment' and participation in the Keep NZ Beautiful Clean Up. Recovery focus will be on continuing to elevate sustainability concepts across DQ.</p>

Strategy 5: Destination Queenstown has the appropriate information and communication technology infrastructure, hardware and software to deliver the requirements of the strategic and annual plan.

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> • Review system and infrastructure requirements including the DQ servers. • Review and refresh hardware devices as required. • DQ Board room equipped with appropriate hardware for presentations and meetings. • Utilise Simpleview CRM system effectively across the entire organization, optimizing functionality to deliver return on investment. 	<p>Review ICT Plan.</p>	<p>Achieved</p>

Strategy 6: Provide an outstanding service to DQ members

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> • Deliver at least four member meetings during the financial year • Facilitate new member briefings as required and provide each new member the opportunity to meet one on one with DQ staff • Review and process new member applications within five working days • New member website listings, and updates to 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 & update website listings. • Provide training to members on how to access and use DQ's image library • Ensure all member information is recorded, maintained and updated in Simpleview • Review uniform requirements 	<p>Measure Member Service satisfaction in the next member engagement survey to use as a baseline for future KPI development</p>	<p>Achieved. Overall satisfaction with DQ Member Services was 87% in FY19-20, with 0% unsatisfied, according to the 2020 DQ Member Satisfaction Survey.</p>

Strategy 7: Industry Strategies and Destination Management

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> • Ensure DQ is an active participant in industry wide strategic initiatives. This includes the CEO's role in the development of Government and industry strategies and as Chairman of Regional Tourism New Zealand and a Board member of Tourism Industry Aotearoa. • Work with Tourism NZ across the organisation, aligning and partnering on consumer, trade, media and C&I initiatives at multiple levels. • Work with Lake Wanaka Tourism through the DQ/LWT Strategic Advisory Board with the objective of aligning key strategic tourism issues across the district. Various other operational partnerships with LWT. • DQ will take an active role in destination management thinking as this develops further in the district, identifying our specific role and influence within this. 	<p>Effective input to collaborative activity with partner agencies and organisations.</p>	<p>Achieved</p>

Additional Activity in response to Covid-19 crisis

Activity	Outcome/KPI
<ul style="list-style-type: none"> • Creation of Business Continuity Plan - Pandemic. 	<p>Work from home policy</p> <p>Entire team enabled to work from home</p> <p>Seamless engagement of team throughout lockdown</p>
<ul style="list-style-type: none"> • Creation of H&S Plans for Alert Levels 3,2 & 1. 	<p>Continued commitment to the H&S Act and staff welfare.</p> <p>Adhesion to government guidelines.</p>

Queenstown Winter Festival

Continue to build our brand positioning to inspire visitors and strengthen Queenstown's reputation

Strategy 1: Announce to local, domestic and international markets through marketing, media and PR coverage that New Zealand's winter season has started. Solidify Queenstown's reputation as the leading ski and winter destination in New Zealand

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> • Create and deliver programming, media, and marketing strategies that engage with target markets and delivers coverage ahead, during and after festival • Solidify our message of 'NZ's winter has started' across all marketing and media channels • Engage with national TNZ campaigns 	<p>Secure \$5 million in ASR value across all media channels</p>	<p>Not achieved. In March 2020 the difficult decision was taken to cancel the 2020 Winter Festival due to Covid-19.</p>

Strategy 2: Create a celebrated reason to visit Queenstown in an otherwise shoulder season, strengthening the business economy and encouraging early winter visitation

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> • Deliver a high quality event that is both celebrated by our community and sought after by visitors • Strengthen marketing and ensure festival is on every Kiwi's 'bucket list' • Work with DQ and partners to utilise Winter Festival as a hook to promote winter/ski in our region via marketing and travel trade • Drive increased visitor nights over the Winter Festival period 	<p>Increase attendance year on year as measured by various data</p>	<p>Not achieved.</p>

Strategy 3: Reflect the essence of Queenstown in our celebration

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> • Deliver a dynamic programme that showcases the benefits of our region, encourages participation in events, and generates energy and vibrancy in Queenstown • Communicate participation opportunities within festival to our business and residential communities via our website, social channels, radio and EDM • Engage with community to showcase via festival 	<p>Increase entries to festival events year on year</p>	<p>Not achieved.</p>

Strategy 4: Achieve key financial and business objectives while satisfying all key stakeholders

Activity	Outcome/KPI	Comments
<ul style="list-style-type: none"> • Provide partners with opportunity to leverage from festival by activating throughout festival • Ensure communication is clear about longer term framework 	<p>Build and maintain strong relationships with partners and adhere to agreed budget restrictions</p>	<p>Not achieved.</p>

Additional Activity in response to Covid-19 crisis

Activity	Outcome/KPI
<ul style="list-style-type: none"> • Creation of We Are Winter celebration to mark the start of winter and provide an umbrella activity for a collection of existing events to sit under. Event executed 4 July 2020. 	<p>'We Are Winter' generated positive local media coverage in the lead-up to the start of Winter school holidays. Crowds at the event through the day were strong.</p>



Performance targets

Destination Queenstown's performance is measured by the following key performance indicators:

Measure	Data Source	Frequency	Indicator	Results FY19/20
1. Visitor volume - numbers	<ul style="list-style-type: none"> Commercial Accommodation Monitor (CAM) 	<ul style="list-style-type: none"> Monthly Quarterly Annually 	<ol style="list-style-type: none"> Vs. prior year Vs. national average 	<ul style="list-style-type: none"> In September 2019 the Commercial Accommodation Monitor, the measure used to track visitor volume, was discontinued. An alternative, the Accommodation Data Programme, is launching in September 2020.
2. Visitor value - \$	<ul style="list-style-type: none"> Regional Tourism Estimates (RTE's) 	<ul style="list-style-type: none"> Monthly Quarterly 	<ol style="list-style-type: none"> \$ spend growth vs. prior year \$ spend growth Queenstown vs. national average 	<ul style="list-style-type: none"> Expenditure growth in Queenstown grew 12.1% to \$2.27B at year end June 2020, exceeding DQ's KPI of 6% growth. This was up from \$2.02B at year end June 2019. This exceeded the national average expenditure growth rate of 8.5%.
3. Satisfaction	<ul style="list-style-type: none"> QLDC commercial ratepayers survey DQ member satisfaction survey 	<ul style="list-style-type: none"> Annually 	<ol style="list-style-type: none"> Vs. target satisfaction Vs. prior year 	<ul style="list-style-type: none"> The 2016 QLDC Residents Survey was discontinued in 2018, replaced with the Quality of Life Survey. In the first 2019 survey, 58% of respondents agreed or strongly agreed that the community benefits from tourism. This figure will benchmark future results. The annual DQ satisfaction survey showed that 85% of members are either satisfied, very satisfied or extremely satisfied with DQ's overall performance in FY19-20. This was up from 72% in FY18-19.

Market and performance trends

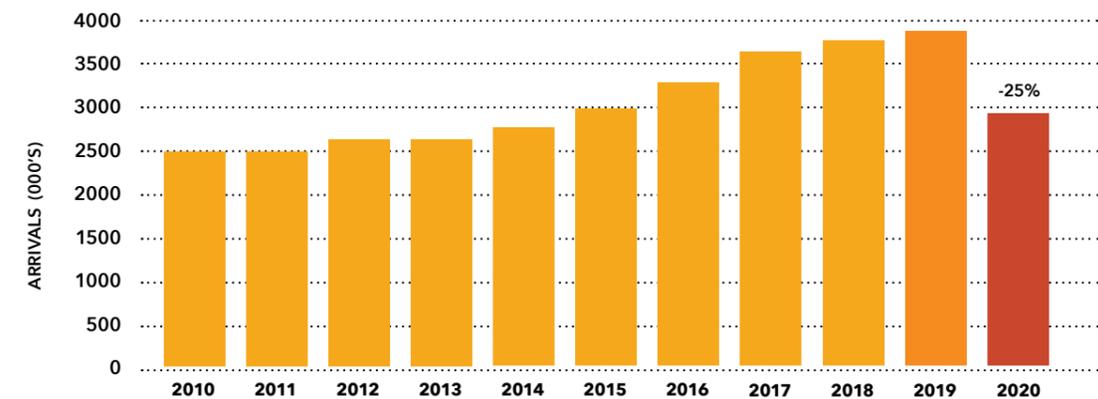
Annual visitor arrivals to NZ

At year-end June 2020 total New Zealand arrivals fell by 25%, to 2.9 million arrivals, versus year-end June 2019. This is largely due to the impact of the March border closure following the impact of Covid-19. For the first six months of the FY19-20 financial year (July - December 2019) international arrivals were flat (only 0.38% growth) against the same period prior year.

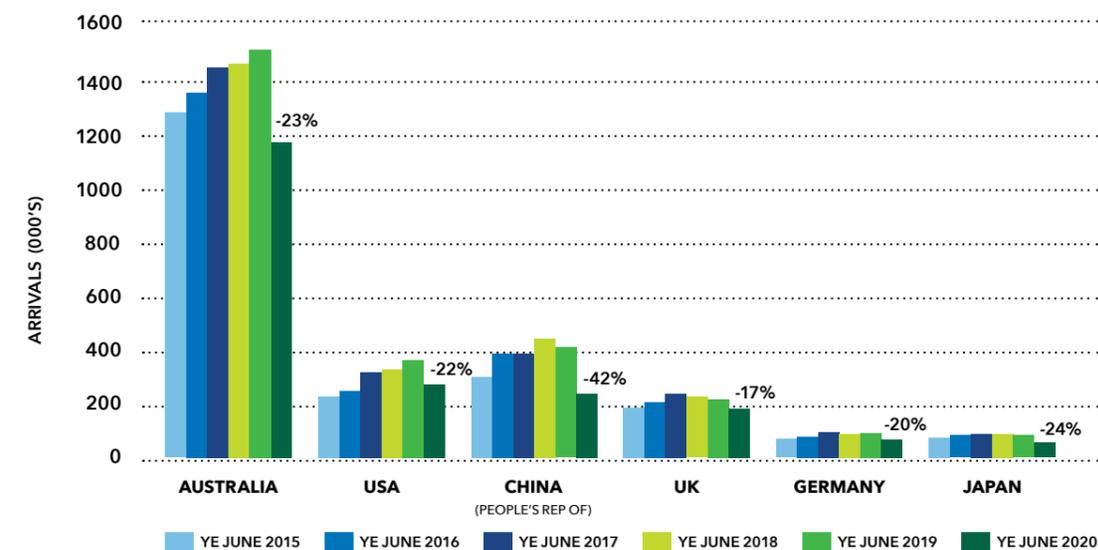
Australia (1.2 million), US (286,000) and China (246,000) remained New Zealand's biggest visitor sources in FY19-20, however this year the US was the

second largest arrival origin, overtaking China, due to the closure of the border to Chinese travellers in January. All international arrival markets have seen a decrease in arrivals compared to the previous year. Most major markets saw between a -17% -24% decrease compared to the FY18-19 period with the significant outlier being China which experienced a -42% decline due to the early closure of the border (January) which prevented the peak Chinese arrival period around Chinese New Year (February) from occurring.

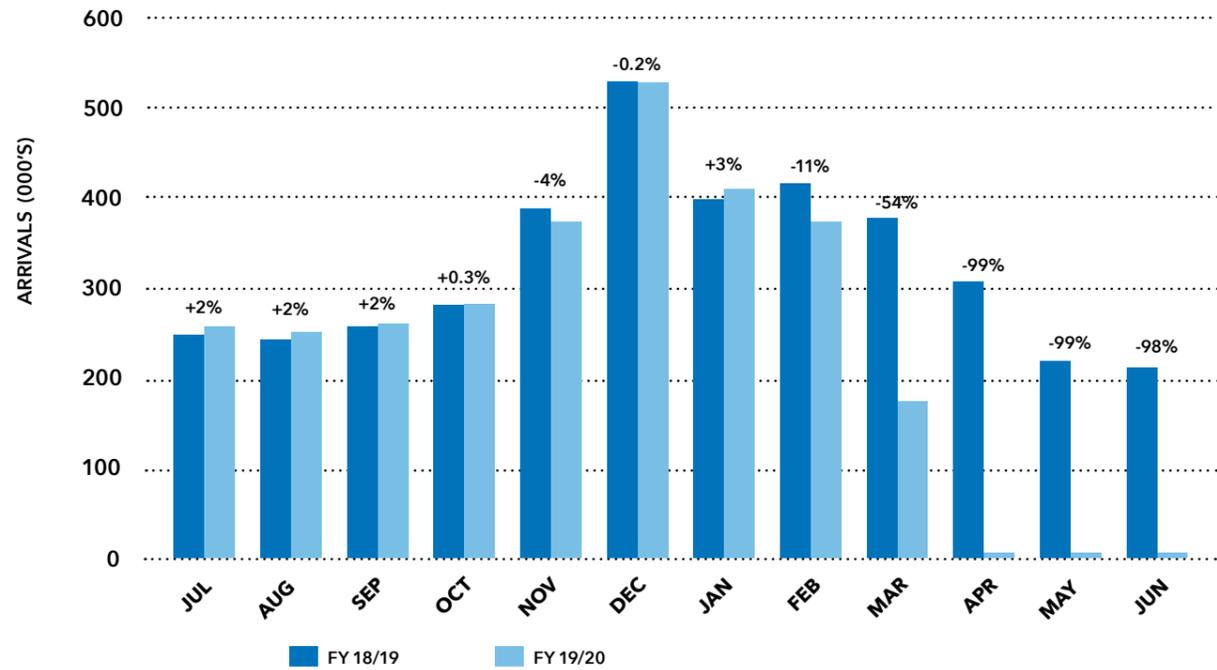
New Zealand annual visitor arrivals



New Zealand annual visitor arrivals by country of origin



New Zealand Monthly Visitor Arrivals Comparison FY18/19 – FY19/20



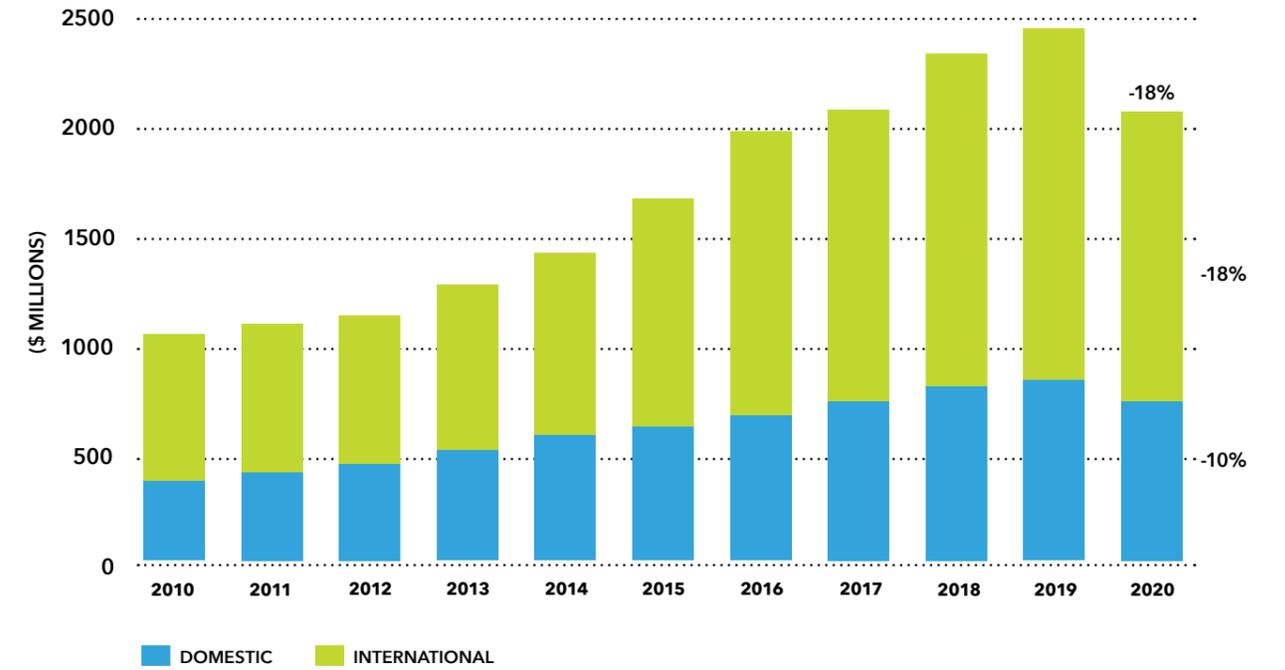
Visitor expenditure Queenstown

Total tourism expenditure in Queenstown fell 18% at year end June FY19-20. The majority of the decline is directly related to Covid-19 restrictions limiting tourism activity both domestically and internationally. The first half of the period was unaffected by Covid-19 (July - December), and spending was tracking toward a 4% increase over same period previous year, predominately driven by international markets.

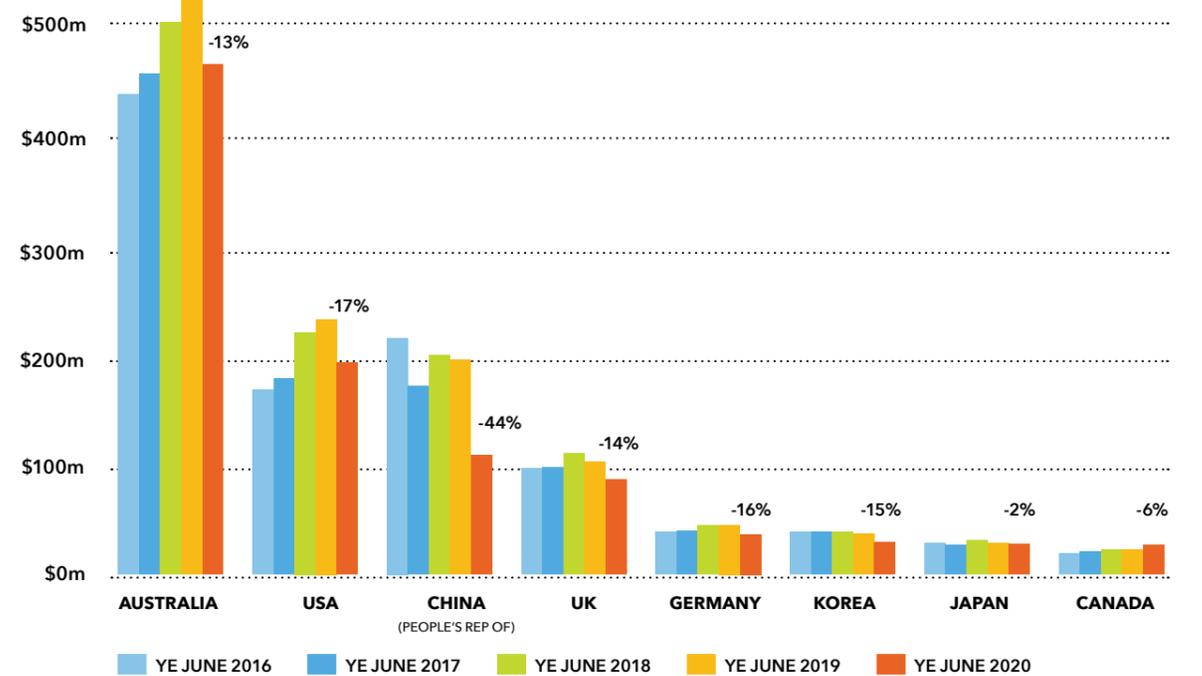
International visitors still accounted for 64% of Queenstown's total tourism expenditure, with international spend down 18% YoY. Domestic visitors remain Queenstown's single biggest market at 36% of

expenditure share and saw a 10% decline YoY, mostly occurring during the lockdown period. Following lockdown, domestic tourism spend was up 15% compared to June 2019. Australia continues to be our largest international market accounting for 35% of total international spend, and 22% of total spend. This was lower than prior year due to soft spend in the October/ November/ December period due to the Australian bushfires and the border closure, resulting in a 13% decrease in spending. Next largest expenditure markets at YE June 20 were USA (9%), China (5%) and the UK (4%).

Queenstown visitor expenditure year end June 2020



International markets by expenditure (last five years)





Queenstown online

Covid-19 website impact

From February 2020 total website traffic began to decrease as the Covid-19 outbreak worsened globally and New Zealand increased its alert levels. Traffic dropped by -24% in February, -54% in March and -79.5% in April as the organisation paused all digital activity under Alert Level 4.

During this period DQ adjusted its website and digital communications strategy to support the organisation's crisis communications plan and ensure appropriate information reached our visitors, including the latest travel advisories and resources. DQ also developed initiatives to maintain the connection between Queenstown, its businesses and potential visitors. 'The Adventure Continues' landing page featured activities, delivery services for locals in Alert Level 3 onward, online streaming content and initiatives visitors could access from home.

This was followed by the launch of local business resilience and advocacy project, '#WeAreQueenstown', designed to rally locals to support local businesses and assist in awareness through hibernation by maintaining a connection between consumers and Queenstown businesses. The messaging focused on celebrating Queenstown's culture, instilling pride in our community, and supporting businesses through the initial stages of the crisis. The hero video alone received 218k views and around 9000 engagements across digital platforms. The video was also picked up by partners and media including Go with Tourism and Lonely Planet TV.

and worked to create a new domestic ski campaign to influence kiwis to travel post-lockdown, drive preference for Queenstown and generate direct referrals to members' websites. This was a full-funnel approach, from generating awareness and brand positioning all the way to driving demand via listings and special offers on QueenstownNZ.nz. The domestic ski campaign achieved a combined reach of 7.7M, 4.2M video views, 108k website sessions (+8.8% above target) and 18,362 referrals (+83.6% above target).

The easing of movement restrictions and effective campaigning saw domestic traffic increase +32.5% YoY in May and +186.121% YoY in June.

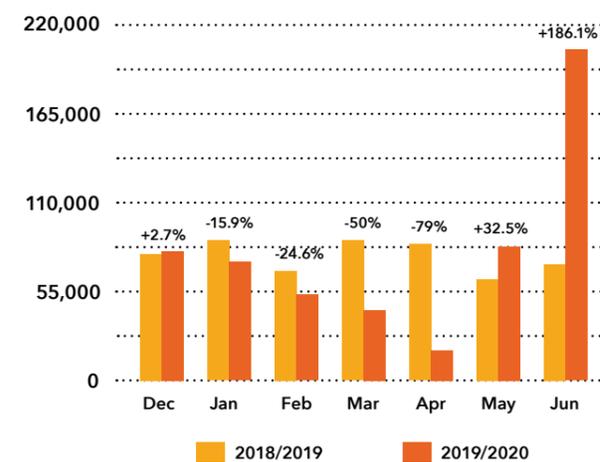
Visits to QueenstownNZ.nz

Border restrictions ramping up and lockdown in New Zealand resulted in an -18.8% decline in traffic to QueenstownNZ.nz in the year to June 2020. The traffic increased significantly as domestic travel restarted due to pent up demand, effective campaigns and desirability of Queenstown holidays.

Website bounce rates have improved markedly against FY18-19, decreasing by 9.04%, the lowest in five years, indicating DQ's success in the continued improvement of content and the user experience. Over half of all website visitors (56%) are consuming information via mobile, reiterating the importance of a mobile-first design.

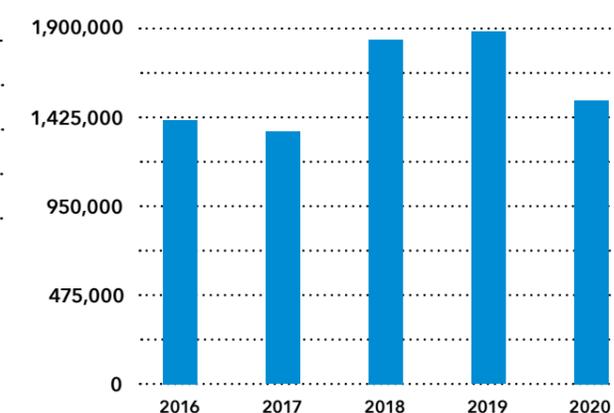
Member referrals were down -9.6% YoY, predominantly due to the impact of Covid-19 restrictions on domestic and international visitation. However we have seen a positive uptake from the domestic market after strong campaigning to drive visitation in winter 2020.

Domestic Sessions



As New Zealand moved to Alert Level 2 with domestic travel enabled and confirmation that ski areas would operate, DQ ramped up its digital 'always-on' activity

Website Visitation YE June



Appendix 1: Glossary

DQ	Destination Queenstown
TNZ	Tourism New Zealand
RTO	Regional Tourism Organisation
QCB	Queenstown Convention Bureau
C&I	Conference and Incentive
SRB	Strategic Review Board
IMP	International Media Programme (Tourism New Zealand)
CINZ	Conference Incentives New Zealand
AIME	Asia-Pacific Incentives and Meetings Expo
PCO	Professional Conference Organiser
MICE	Meetings, Incentives, Conventions and Exhibitions
MBIE	Ministry of Business, Innovation & Employment
RTNZ	Regional Tourism New Zealand
TIA	Tourism Industry Aotearoa
TECNZ	Tourism Export Council of New Zealand
TREZNZ	Tourism Rendezvous New Zealand (New Zealand's largest travel trade show, owned by TIA)
IMA	International Marketing Alliance (Destination Queenstown is grouped with Lake Wanaka Tourism and Destination Fiordland)
ITO	Inbound Tour Operator

Appendix 2:

Media results

PUBLICATION / PROGRAMME	MARKET	READERSHIP/ AUDIENCE	MEDIUM	PUBLICATION DATE	MONTH OF VISIT	MEDIA PROG	MEDIA PARTICIPANTS
@sally_scott_ - Instagram	Australia	1,471	Social	3/10/19	3/10/19	DQ	Sally Scott
@ainsleyhansen - Instagram	Australia	4,000	Social	5/09/19	5/09/19	DQ	Ainsley Hansen
@allymaycarey - Instagram	Australia	84,000	Social	5/09/19	5/09/19	DQ	Ally May Carey
@bartcelestino - Instagram	Australia	18,000	Social	25/09/19	25/09/19	DQ	Bart Celestino
@brookehogan - Instagram	Australia	691,000	Social	5/09/19	5/09/19	DQ	Brooke Hogan
@carmengracehamilton - Instagram	Australia	289,000	Social	5/09/19	5/09/19	DQ	Carmen Hamilton
@catncal - Instagram	Australia	3,273	Social	5/09/19	5/09/19	DQ	Calvin Hoffmeyer
@collectivehub - Instagram	Australia	171,000	Social	21/08/19	21/08/19	DQ	Lisa Messenger
@fitzy18 - Instagram	Australia	122,000	Social	7/07/19	7/07/19	DQ	Ryan Fitzgerald
@her_journeys - Instagram	Indonesia	161,825	Social	7/07/19	12/11/18	IMP	Anggey Anggraini
@her_journeys Instagram Story	Indonesia	169,029	Social	22/04/20	12/11/18	IMP	Anggey Anggraini
@jettkenny - Instagram	Australia	43,400	Social	5/09/19	5/09/19	DQ	Jett Kenny
@karen_walker - Instagram	New Zealand	1,213	Social	28/09/19	28/09/19	DQ	Karen Walker
@lisamessenger - Instagram	Australia	122,000	Social	21/08/19	21/08/19	DQ	Lisa Messenger
@lizcantor	Australia	15,800	Social	6/09/19	31/01/20	IMP	Liz Cantor
@lovewant - Instagram	Australia	29,800	Social	25/09/19	25/09/19	DQ	Bart Celestino
@markberetta - Instagram	Australia	72,000	Social	5/10/19	5/10/19	DQ	Mark Beretta
@mmonica_ha - Instagram	South Korea	4,168	Online	9/03/20	25/11/19	IMP	mmonica_ha
@mylespitt - Instagram	Australia	9,365	Social	5/09/19	5/09/19	DQ	Myles Pitt

PUBLICATION / PROGRAMME	MARKET	READERSHIP/ AUDIENCE	MEDIUM	PUBLICATION DATE	MONTH OF VISIT	MEDIA PROG	MEDIA PARTICIPANTS
@no_hooni - Instagram	South Korea	26,200	Online	14/04/20	23/11/19	IMP	no_hooni
@paulmichael - Instagram	New Zealand	16,300	Social	2/06/20	2/05/20	DQ	Paul Fowler
@rizkydkurniadi Instagram	Indonesia	14,728	Social	10/02/20	1/11/19	IMP	Rizky Kurniadi
@seung_asarabia - Instagram	South Korea	42,100	Online	19/02/20	25/11/19	IMP	seung_asarabia
@sineadcorcoran - Instagram	New Zealand	2,334	Social	20/01/20	20/01/20	DQ	Sinead Corcoran
@snowspots.ltd - Instagram	Australia	28,700	Social	8/09/19	8/09/19	DQ	Will Tresidder & Ally May Carey
@takemetoaustralia - Instagram	Australia	109,000	Social	11/09/19	11/09/19	DQ	Claire, Rod & Mia Southwell
@thestyleinsider - Instagram	New Zealand	21,300	Social	9/09/19	9/09/19	DQ	Leonie Barlow
@TravelandShare - Instagram	Brazil	220,000	Social	23/02/20	23/02/20	IMP	Romulo Wolff
@TravelandShare - Instagram	Brazil	219,000	Social	23/02/20	23/02/20	IMP	Romulo Wolff
@travelholic_insta - Instagram	South Korea	1,160,000	Online	4/03/20	23/11/19	IMP	Travel Holic
@willtres - Instagram	Australia	50,200	Social	5/09/19	5/09/19	DQ	Will Tresidder
3sat	Germany	280,000	Broadcast	26/04/20	1/11/15	IMP	James Heyward, Bruce Morrison
3sat	Germany	900,000	Broadcast	12/08/19	1/02/16	IMP	James Heyward, Bruce Morrison
ABC Nightlife with Philip Clark	Australia	600,000	Radio	16/10/19	3/10/19	IMP	Craig Tansley
ABC, Griff's Great Road Trip	Australia	798,000	Broadcast	30/12/19	31/01/20	IMP	Griff Rhys Jones
Afar.com	USA	876,568	Online	5/09/19	14/05/19	IMP	Sarah Buder
Armidale Express Extra	Australia	5,750	Print	17/07/19	5/03/19	IMP	Andrew Bain
AUSTRIA: ReiseLust	Other	80,000	Print	21/01/20	18/11/19	IMP	Daniel Scherz
AUSTRIA: Traveller online	Other	12,690	Online	4/02/20	18/11/19	IMP	Daniel Scherz
Barbara Barielle - Instagram	USA	9,890	Social	14/09/19	14/09/19	DQ	Barbara Barielle
Biz Events Asia	Singapore	13,000	Print	1/08/19	24/05/19	IMP	Lauren Arena

PUBLICATION / PROGRAMME	MARKET	READERSHIP/ AUDIENCE	MEDIUM	PUBLICATION DATE	MONTH OF VISIT	MEDIA PROG	MEDIA PARTICIPANTS
Biz Events Asia	Singapore	13,000	Print	1/08/19	24/05/19	IMP	Lauren Arena
Biz Events Asia	Singapore	13,000	Print	1/08/19	24/05/19	IMP	Lauren Arena
Boss Hunting	Australia	1,600,000	Online	28/08/19	3/08/19	DQ	John McMahon
Boss Hunting - Facebook Link Post	Australia	241,000	Social	28/08/19	3/08/19	DQ	John McMahon
Boss Hunting - Instagram	Australia	166,000	Social	3/08/19	3/08/19	DQ	John McMahon
Boss Hunting - Instagram Video	Australia	19,594	Social	15/08/19	3/08/19	DQ	John McMahon
Boss Hunting - Video Post	Australia	29,000	Social	16/08/19	3/08/19	DQ	John McMahon
Broadway World.com	USA	3,359,599	Online	23/11/19	28/11/19	Partners & Projects	Stage Tube
Canberra Times	Australia	153,479	Print	1/04/20	15/09/19	IMP	Craig Tansley
Coveteur	USA	1,000,000	Online	7/11/19	28/09/19	DQ	Karen Walker
Cuisine Magazine	New Zealand	273,000	Print	15/02/19	17/09/19	DQ	Kelli Brett
Daily Mail	Australia	2,928,562	Online	24/08/19	25/07/19	IMP	Charlie Moore
Daily Mail	Australia	2,928,562	Online	12/08/19	25/07/19	IMP	Matilda Rudd
Dish - Paid	New Zealand	69,083	Online	23/06/20	N/A	Sponsored Content	
Dish - Paid	New Zealand	166,000	Print	15/06/20	N/A	Sponsored Content	
Donna	Malaysia	121,260	Online	24/07/19	31/07/19	Partners & Projects	Donna
Easthampton Star	USA	772,000	Online	3/01/20	14/09/19	DQ	Barbara Barielle
ETB Travel News	Australia	42,583	Online	9/01/20	27/01/20	IMP	Justin North
Facebook	India	2,853	Social	22/04/20	1/05/18	IMP	shikha shah
Facebook - Late Show With Stephen Colbert - Nov 2019 - 16x posts	USA	2,815,025	Social	18/11/19	29/11/19	Partners & Projects	Stephen Colbert
Facebook - Travel Holic	South Korea	2,031,449	Online	29/04/20	23/11/19	IMP	Travel Holic

PUBLICATION / PROGRAMME	MARKET	READERSHIP/ AUDIENCE	MEDIUM	PUBLICATION DATE	MONTH OF VISIT	MEDIA PROG	MEDIA PARTICIPANTS
Facebook / Instagram	South Korea	3,064,512	Social	13/12/19	25/11/19	IMP	Travel Holic
Facebook and YouTube	South Korea	2,329,512	Social	29/12/19	23/11/19	IMP	Travel Holic
Facebook-Bobby Dou	Taiwan	212,864	Social	6/09/19	11/12/19	Partners & Projects	Bobby Dou
Facebook-Chen Handian	Taiwan	364,324	Social	5/09/19	11/12/19	Partners & Projects	originalpopping
Facebook-clockgoodgood	Taiwan	125,845	Social	5/09/19	11/12/19	Partners & Projects	clockgoodgood
Facebook-dayuanlin	Taiwan	575,999	Social	6/09/19	11/12/19	Partners & Projects	dayuanlin
Facebook-Jacky Wu	Taiwan	2,191,315	Social	7/09/19	11/12/19	Partners & Projects	Jacky Wu
Facebook-KaiLi	Taiwan	581,245	Social	6/09/19	11/12/19	Partners & Projects	KaiLi
Facebook-KunDa	Taiwan	459,525	Social	6/09/19	11/12/19	Partners & Projects	KunDa
Facebook-Mr.Player	Taiwan	1,638,357	Social	6/09/19	2/12/19	Partners & Projects	Mr.Player
Facebook-MrPlayer.tw	Taiwan	199,193	Social	18/10/19	12/12/19	Partners & Projects	MrPlayer.tw
Facebook/Instagram/YouTube	South Korea	3,499,512	Social	18/12/19	25/11/19	IMP	Travel Holic
Fantastico	Brazil	14,569,548	Broadcast	6/10/19	28/04/19	IMP	Renata Ceribelli
Fantástico	Brazil	40,000,000	Broadcast	15/09/19	29/04/19	IMP	Renata Ceribelli
Fantástico	Brazil	2,000,000	Social	10/09/19	30/04/19	IMP	Fantástico
Forbes.com	USA	29,788,885	Online	11/12/19	3/10/19	IMP	Katherine Parker-Magyar
Galerie Magazine.com	USA	33,236	Online	23/03/20	6/05/19	IMP	Stefanie Waldek
Haute Living.com	USA	434,499	Online	12/08/19	7/05/18	IMP	Laura Schreffler
Hype Malaysia	Malaysia	537,210	Online	11/07/19	31/07/19	Partners & Projects	Hype Malaysia
Illawarra Mercury	Australia	82,994	Print	13/07/19	5/03/19	IMP	Andrew Bain

PUBLICATION / PROGRAMME	MARKET	READERSHIP/ AUDIENCE	MEDIUM	PUBLICATION DATE	MONTH OF VISIT	MEDIA PROG	MEDIA PARTICIPANTS
Instagram	India	72,405	Social	20/05/20	10/12/18	IMP	Kamiya Jani
Instagram	South Korea	55,900	Social	28/11/19	23/11/19	IMP	Seosum
Instagram - @zannavandijk YouTube - Zanna van Dijk	UK	386,411	Social	23/02/20	23/02/20	IMP	Zanna van Dijk
Instagram - no_hooni	South Korea	23,300	Social	29/12/19	23/11/19	IMP	no_hooni
Instagram @travelholic_insta	South Korea	1,160,000	Online	4/05/20	23/11/19	IMP	Travel Holic
Instagram posts - Awara Diaries	India	18,100	Social	1/10/19	1/10/19	IMP	Awara Diaries
Instagram posts - Parampara Patil Hashmi	India	2,270	Social	1/10/19	1/10/19	IMP	Parampara Patil Hashmi
Instagram posts - Parampara Patil	India	2,306	Social	27/12/19	18/12/19	IMP	Parampara Patil Hashmi
Instagram posts - Parichay Mehta	India	693	Social	1/10/19	1/10/19	IMP	Parichay mehta
Instagram - aes_alien	Taiwan	731,000	Social	3/09/19	11/12/19	Partners & Projects	aes_alien
Instagram - bobbyduo	Taiwan	38,500	Social	6/09/19	11/12/19	Partners & Projects	bobbyduo
Instagram - dancinggood	Taiwan	459,000	Social	5/09/19	11/12/19	Partners & Projects	dancinggood
Instagram - dayuanlin	Taiwan	226,000	Social	6/09/19	11/12/19	Partners & Projects	dayuanlin
Instagram - gracewtc	Taiwan	160,000	Social	7/12/19	11/12/19	Partners & Projects	gracewtc
Instagram - hsieh_kunda	Taiwan	384,000	Social	6/09/19	11/12/19	Partners & Projects	hsieh_kunda
Instagram - kailiofficial	Taiwan	128,000	Social	6/09/19	11/12/19	Partners & Projects	kailiofficial
Instagram - Mr. Player	Taiwan	158	Social	6/09/19	11/12/19	Partners & Projects	Mr. Player
Instagram - mr.player.tw	Taiwan	543,000	Social	3/09/19	2/12/19	Partners & Projects	mr.player.tw
Instagram - originalpopping	Taiwan	106,000	Social	5/09/19	11/12/19	Partners & Projects	originalpopping

PUBLICATION / PROGRAMME	MARKET	READERSHIP/ AUDIENCE	MEDIUM	PUBLICATION DATE	MONTH OF VISIT	MEDIA PROG	MEDIA PARTICIPANTS
InStyle US	USA	7,345,000	Print	1/02/20	28/09/19	DQ	Karen Walker
International Traveller	Australia	50,000	Online	23/10/19	3/10/19	DQ	Sally Scott
JCB The Premium	Japan	1,100,000	Print	1/10/19	6/05/19	IMP	Senri Ashihara
Late Show With Stephen Colbert	USA	3,853,673	Broadcast	3/01/20	27/02/20	Partners & Projects	Stephen Colbert
Late Show With Stephen Colbert	USA	3,530,176	Broadcast	22/11/19	28/11/19	Partners & Projects	Stephen Colbert
Launceston Examiner	Australia	17,164	Print	13/07/19	5/03/19	IMP	Andrew Bain
Lifestyle.com.au	Australia	1,203,888	Online	21/12/19	1/09/19	IMP	Markeeta Waddington
Love Want Magazine	Australia	216,000	Print	1/12/19	25/09/19	DQ	Bart Celestino
Luxury Escapes	Australia	20,000	Print	12/12/19	2/11/19	IMP	Kirstie Bedford
Mail Today (Delhi) Mail Today (Online)	India	54,055,506	Print	14/06/20	1/10/19	IMP	Neeta Lal
Matador Network.com	USA	3,825,684	Online	29/10/19	1/12/19	Partners & Projects	Matthew Meltzer
Metropol - Paid	New Zealand	8,000	Online	25/06/20	N/A	Sponsored Content	
Metropol - Paid	New Zealand	55,900	Print	25/06/20	N/A	Sponsored Content	Publisher claim circulation
MSN.com	USA	10,031,198	Online	1/10/19	23/05/19	IMP	Jessica Zickefoose
Mudgee Guardian & Gulgong Advertiser, Mudgee	Australia	1,473	Print	19/07/19	5/03/19	IMP	Andrew Bain
National Herald (Print) National Herald (Online)	India	616,050	Print	30/12/19	1/01/20	IMP	Karishma Kirpalani
Naver	South Korea	150,000	Online	23/01/20	23/11/19	IMP	Travel Holic
Naver	South Korea	150,000	Online	27/12/19	25/11/19	IMP	Travel Holic
news.com.au	Australia	12,200,000	Online	7/08/19	21/06/19	DQ	Bronte Coy
Nijihiro Jean	Japan	5,078,986	Broadcast	30/11/19	1/11/19	IMP	Tsuyoshi Iwahashi
North & South	New Zealand	199,000	Print	1/03/20	5/10/19	DQ	Mike White

PUBLICATION / PROGRAMME	MARKET	READERSHIP/ AUDIENCE	MEDIUM	PUBLICATION DATE	MONTH OF VISIT	MEDIA PROG	MEDIA PARTICIPANTS
North & South	New Zealand	199,000	Print	1/10/19	5/10/19	DQ	Mike White
North & South - Facebook	New Zealand	8,100	Social	3/03/20	5/10/19	DQ	Mike White
North & South - Facebook	New Zealand	8,100	Social	1/10/19	5/10/19	DQ	Mike White
North & South - Instagram	New Zealand	2,191	Social	3/03/20	5/10/19	DQ	Mike White
North & South - Instagram	New Zealand	2,191	Social	1/10/19	5/10/19	DQ	Mike White
Now to Love	Australia	1,454,764	Online	20/07/19	27/11/19	Partners & Projects	Anita Lyons
NTV/ItteQ	Japan	13,084,846	Broadcast	17/11/19	17/09/19	IMP	Suzuka Arashima
NZ Herald Travel	New Zealand	123,000	Online	20/10/19	30/09/19	DQ	Stacey Hunt
NZ Herald Travel	New Zealand	371,000	Print	20/10/19	30/09/19	DQ	Stacey Hunt
NZ Herald Travel	New Zealand	123,000	Online	25/06/20	20/01/20	DQ	Sinead Corcoran
NZ Herald Travel	New Zealand	371,000	Print	25/06/20	20/01/20	DQ	Sinead Corcoran
Outdoor	Germany	220,000	Print	1/12/19	1/04/18	IMP	Alex Krapp
Phoenix	Germany	240,000	Broadcast	25/12/19	1/02/16	IMP	James Heyward, Bruce Morrison
PIN Prestige	Singapore	15,000	Print	1/12/19	5/09/19	IMP	Siew Moi
PORTFOLIO	Singapore	15,000	Print	1/09/19	1/11/18	IMP	Sonja Piontek
Qantas	Australia	130,000	Print	31/05/20	8/03/20	IMP	Kirsten Galliot and Akash Arora
Qantas Magazine	Australia	203,979	Online	20/02/20	14/06/19	IMP	Kate Barracosa
Qantas Travel Insider	Australia	203,979	Online	20/02/20	14/06/19	IMP	Kate Barracosa
Qantas Travel Insider	Australia	203,979	Online	18/06/20	8/03/20	IMP	Kirsten Galliot
Qantas, National	Australia	130,000	Print	1/03/20	14/06/19	DQ	Kate Barracosa
Robb Report Magazine	Malaysia	11,000	Print	14/08/19	22/05/19	IMP	Charmaine Tai
Robb Report Magazine Online	Malaysia	5,000	Online	7/08/19	22/05/19	IMP	Charmaine Tai

PUBLICATION / PROGRAMME	MARKET	READERSHIP/ AUDIENCE	MEDIUM	PUBLICATION DATE	MONTH OF VISIT	MEDIA PROG	MEDIA PARTICIPANTS
Robb Report Singapore	Singapore	15,000	Print	1/08/19	22/05/19	IMP	Charmaine Tai
Robb Report Singapore	Singapore	37,500	Online	26/07/19	22/04/19	IMP	Charmaine Tai
RoyalAuto	Australia	1,462,240	Print	1/05/20	26/09/19	IMP	Michael Gebicki
Sanlian Life Weekly	China	980,000	Print	5/08/19	13/11/18	IMP	Lisha Yu
Sun Herald, Sydney	Australia	135,093	Print	8/03/20	28/09/18	IMP	Tatyana Leonov
Syndicated - @ariefmuhammad Instagram	Indonesia	1,848,677	Social	15/12/19	1/11/19	IMP	Arief Muhammad
Syndicated - @ariefmuhammad Instagram	Indonesia	1,808,055	Social	1/11/19	1/11/19	IMP	Arief Muhammad
Syndicated - @ariefmuhammad Instagram Story	Indonesia	1,808,055	Social	3/11/19	1/11/19	IMP	Arief Muhammad
Syndicated - @nielshepherd Instagram	Indonesia	27,192	Social	6/05/20	1/11/19	IMP	Daniel Shepherd Nggebu
Syndicated - @nielshepherd Instagram	Indonesia	26,067	Social	5/11/19	1/11/19	IMP	Daniel Shepherd Nggebu
Syndicated - Arief Muhammad YouTube	Indonesia	2,290,000	Social	21/12/19	1/11/19	IMP	Arief Muhammad
Syndicated Result - Info Arenales, La Nacion, La Nacion, Perfil	Argentina	90,415,000	Online	1/12/19	15/01/20	Partners & Projects	Sebastian Medina
Syndicated Story*	Germany	2,037,701	Print	4/04/20	7/03/19	IMP	Steve Przybilla
Take me to Australia	Australia	TBC	Online	25/09/19	11/09/19	DQ	Claire, Rod & Mia Southwell
Telegraph online	UK	20,020,000	Online	20/11/19	29/11/19	IMP	Griff Rhys Jones
The New Daily	Australia	3,100,000	Online	31/01/20	1/10/19	IMP	Sangeeta Kocharekar
The Peak Singapore	Singapore	53,259	Print	1/11/19	5/09/19	IMP	Victoria Burrows
The Province	Canada	657,000	Print	7/06/20	15/05/19	IMP	Elaine O'Connor
The Province (E-Edition)	Canada	803,000	Online	7/06/20	15/05/19	IMP	Elaine O'Connor
The Straits Times	Singapore	968,000	Print	18/08/19	21/06/19	Air NZ	Denise Lim

PUBLICATION / PROGRAMME	MARKET	READERSHIP/ AUDIENCE	MEDIUM	PUBLICATION DATE	MONTH OF VISIT	MEDIA PROG	MEDIA PARTICIPANTS
The Straits Times	Singapore	2,677,000	Online	18/08/19	21/06/19	Air NZ	Denise Lim
The Straits Times	Singapore	1,318,570	Facebook	18/08/19	21/06/19	Air NZ	Denise Lim
The Style Insider - Facebook	New Zealand	37,000	Social	9/09/19	9/09/19	DQ	Leonie Barlow
The Style Insider - Youtube	New Zealand	2,281	Online	13/09/19	9/09/19	DQ	Leonie Barlow
The Telegraph	UK	1,136,292	Online	30/12/19	2/11/19	IMP	Bryn Reade
The Telegraph	UK	477,299	Print	23/11/19	11/05/19	IMP	Griff Rhys Jones
The Upsider	Australia	100,000	Online	29/10/19	1/10/19	IMP	Sangeeta Kocharekar
The Urban List	Australia	2,244	Online	11/07/19	26/06/19	IMP	Jess Willemse
The Weekend Australian	Australia	1,800,000	Online	22/11/19	24/08/19	DQ	Penny Hunter
The Weekend Australian	Australia	598,000	Print	22/11/19	24/08/19	DQ	Penny Hunter
Time.com	USA	43,457,536	Online	22/08/19	21/11/18	IMP	Ali Wunderman
TimeOut Melbourne	Australia	284,333	Online	9/07/19	20/06/19	DQ	Claire Finneran
"Travel and Leisure (National Travel and Leisure (Online))"	India	210,820	Print	13/01/20	1/05/20	IMP	Phorum Dalal
Travel and Leisure.com	USA	3,164,163	Online	21/09/19	11/05/19	IMP	Brad Japhe
Travel Pulse.com	USA	698,359	Online	30/09/19	23/05/19	IMP	Jessica Zickefoose
Travel Weekly.com	USA	459,031	Online	28/10/19	1/12/19	Partners & Projects	Robert Silk
Traveller	Australia	989,000	Online	4/03/20	28/09/18	IMP	Tatyana Leonov
Traveller	Australia	145,231	Print	14/09/19	5/03/19	IMP	Andrew Bain
Urban List	Australia	1,375,219	Online	1/08/19	26/06/19	IMP	Jess Willemse
Urban List Facebook	Australia	10,652	Social	18/07/19	26/06/19	IMP	Jess Willemse
Vancouver Sun	Canada	700,000	Print	6/06/20	15/05/19	IMP	Elaine O'Connor
Vancouver Sun (E-Edition)	Canada	827,000	Online	6/06/20	15/05/19	IMP	Elaine O'Connor

PUBLICATION / PROGRAMME	MARKET	READERSHIP/ AUDIENCE	MEDIUM	PUBLICATION DATE	MONTH OF VISIT	MEDIA PROG	MEDIA PARTICIPANTS
Vogue	Australia	50,366	Print	31/03/20	7/10/19	IMP	Mark Sariban
Vogue	Australia	547,000	Online	29/06/20	7/10/19	IMP	Mark Sariban
Wagga Wagga Daily Advertiser	Australia	7,964	Print	13/07/19	5/03/19	IMP	Andrew Bain
Weverse	South Korea	3,543,932	Social	7/01/20	17/09/19	IMP	Big Hit Entertainmet
Weverse	South Korea	3,543,932	Social	31/12/19	17/09/19	IMP	Big Hit Entertainmet
Weverse	South Korea	3,543,932	Social	24/12/19	17/09/19	IMP	Big Hit Entertainmet
WHO	Australia	82,789	Online	25/10/19	25/10/19	IMP	Amy Mills
WHO Magazine	Australia	82,789	Print	22/08/19	28/08/19	IMP	Keshnee Kemp
www.mrplayer.tw	Taiwan	3,366	Online	21/10/19	12/12/19	Partners & Projects	Xiaohua
YouTube	Taiwan	860,049	Social	20/10/19	11/12/19	Partners & Projects	Mr. Player
YouTube - Stephen Colbert - Nov 2019 - 5x posts	USA	6,940,000	Social	19/11/19	29/11/19	Partners & Projects	Stephen Colbert
YouTube - Travel and Share	Brazil	319,000	Social	23/02/20	23/02/20	IMP	Romulo Wolff
Zanna van Dijk Blog	UK	30,000	Online	28/03/20	23/02/20	IMP	Zanna van Dijk

DQ and TNZ media activity reached over 457.7 million people worldwide over FY19-20.

*Syndicated Story: Alb Bote (Südwest Presse), Backnanger Kreiszeitung, Bietigheimer Zeitung, Der Teckbote, Fellbacher Zeitung, Gäubote, Kornwestheimer Zeitung, Kreiszeitung Böblinger Bote, Leonberger Kreiszeitung, Marbacher Zeitung, Mühlacker Tagblatt, Murrhardter Zeitung, Nürtinger Zeitung, NWZ Göppinger Kreisnachrichten, Rems-Zeitung, Reutlinger Nachrichten Pfullinger Zeitung, Schorndorfer Nachrichten, Sindelfinger Zeitung Böblinger Zeitung, Stuttgarter Nachrichten (Fernausgabe), Stuttgarter Nachrichten (Stadtausgabe), Stuttgarter Nachrichten Filder-Zeitung Nord FIV, Stuttgarter Nachrichten Filder-Zeitung Süd FIL, Stuttgarter Nachrichten Kreisausgabe K, Stuttgarter Nachrichten Nord-Rundschau S, Stuttgarter Nachrichten Strohgäu extra SG, Stuttgarter Zeitung D, Stuttgarter Zeitung F, Stuttgarter Zeitung Fellbach & Rems-Murr-Kreis FZ, Stuttgarter Zeitung Filder-Zeitung Nord FIV, Stuttgarter Zeitung Filder-Zeitung Süd FIL, Stuttgarter Zeitung Kornwestheim & Kr. Ludwigsburg LU, Stuttgarter Zeitung Kreis Böblingen, Stuttgarter Zeitung Kreis Esslingen, Stuttgarter Zeitung Kreis Ludwigsburg, Stuttgarter Zeitung Marbach & Bottwartal LU, Stuttgarter Zeitung Neckar-Blick, Stuttgarter Zeitung R (Regional Göppingen), Stuttgarter Zeitung Rems-Murr-Kreis, Stuttgarter Zeitung S, Stuttgarter Zeitung Strohgäu extra SG, Südwest Presse Ehinger Tagblatt, Südwest Presse Iller- und Rothtal, Südwest Presse Iller- und Weihungstal, Südwest Presse Laichinger Alb, Südwest Presse Metzinger-Uracher Volksblatt, Südwest Presse Ulm, Vaihinger Kreiszeitung, Waiblinger Kreiszeitung, Welzheimer Zeitung, Wendlinger Zeitung, Winnender Zeitung

Appendix 3: QCB famils

QUARTER	FAMIL/SITE INSPECTION	DATE	CLIENT	MARKET	PAX	STATUS
	Site Inspection	3-Jul-19	Mainland National Conference	New Zealand	1	Completed
	Site Inspection	5-Jul-19	Audiology Australia	Australia	1	Completed
	Site Inspection	31-Jul-19	Master Plumbers site visit	New Zealand	1	Completed
	Site Inspection	5-Aug-19	Conference Innovators - ANZSLA	New Zealand	2	Completed
	Site Inspection	19-Aug-19	Steel Construction Site Inspection	New Zealand	1	Completed
Q1	Site Inspection	1-Sep-19	Resilium Conf 2020 Site Inspection	Australia	3	Completed
	Site Inspection	5-Sep-19	Leisure Time Tours Site Inspection	New Zealand	1	Completed
	Site Inspection	9-Sep-19	Bus & Coach Association Site Inspection	New Zealand	3	Completed
	Famil	10-Sep-19	QCB India Corporate End users famil Sep 2019	India	5	Completed
	Famil	25-Sep-19	TNZ & Hilton SEA Incentive Manager	South East Asia	12	Completed
	Site Inspection	28-Sep-19	Meet4Impact	Canada	2	Completed
	Site Inspection	12-Oct-19	Total Event	New Zealand	1	Completed
	Site Inspection	28-Oct-19	CINZ VIP Famil October 2019	USA	2	Completed
	Site Inspection	1-Nov-19	Slip Stream Coaching Site Inspection	Australia	1	Completed
Q2	Site Inspection	11-Nov-19	Imaje Events & PLAN Australia Site Inspection	Australia	2	Completed
	Famil	25-Nov-19	7Platinum Site Inspection - Hosted by Ripple	Australia	1	Completed
	Famil	3-Dec-19	CWT Meetings & Events Famil	Australia	7	Completed
	Site Inspection	13-Dec-19	SITE Incentive Summit Asia Pacific 2020	USA	1	Completed

QUARTER	FAMIL/SITE INSPECTION	DATE	CLIENT	MARKET	PAX	STATUS
	Site Inspection	11-Feb-20	Current Events Site Inspection - Hosted by Dinamics	New Zealand	2	Completed
Q3	Famil	17-Mar-20	Home of Adventure C&I Famil	Australia	4	Postponed
	Site Inspection	23-Mar-20	Event Travel Management Site Inspections	New Zealand	1	Cancelled
	Famil	24-Mar-20	IDNZ/TNZ/AA Famil	North America	11	Postponed
	Famil	15-Apr-20	Pre-MEETINGS Famil	China	8	Cancelled Covid-19
	Famil	16-Apr-20	Pre-MEETINGS Famil	South East Asia	6	Cancelled Covid-19
Q4	Famil	19-Apr-20	Pre-MEETINGS Famil	India	8	Cancelled Covid-19
	Famil	24-Apr-20	Post-MEETINGS Famil	Australia	22	Cancelled Covid-19
	Famil	7-Jun-20	QCB Domestic Famil	New Zealand	15	Postponed
TOTAL COMPLETED						
	Famil	4 Famils hosted			25 participants	
	Site inspections	16 site inspections			25 participants	

Appendix 4: QCB Lead Status Report

Leads by Source Country

Status	Australia	New Zealand	Rest of the World	TOTAL
Leads Generated	87	56	34	177
Leads Won	10	10	11	31
Leads Lost	26	10	6	42
Leads Cancelled	7	10	2	19
Leads in Progress	44	26	15	85

Leads by Market Segment

Market Segment	Confirmed	Lost	Prospective	Cancelled	TOTAL
Associations	8	6	15	4	33
Corporate	9	14	25	8	56
PCO/ Incentive House	14	22	45	7	88
Total	31	42	85	19	177

Lost Leads by Reason

Lost Reason	Number
Health Concerns - Covid-19	14
Lost to Alternative Destination	10
Infrastructure Constraints	6
Event Cancelled/Postponed	5
PCO Lost the Business	2
Hotel/Meeting Space Not Available	2
No Response From Client During Follow Up	1
Dates not Available	1
Rates too High	1
Grand Total	42

Appendix 5: Trade famils

DATE	FAMIL	MARKET	PARTICIPANTS	SEGMENT	NOTES
18-Jul-2019	EYOUNZ Winter famil	China / Hong Kong / Taiwan / SEA	3	FIT, Premium	Suggested accommdation, itinerary
4-Aug-2019	SkiCan	USA	6	Group	E-introduction, itinerary suggestions and quick catch up
1-Sep-2019	FAM2002: TNZ SEA NZSP Mega Famil – mix	SSEA	18	FIT/ Group	Organised and hosted itinerary
1-Sep-2019	FAM2006: TNZ SEA NZSP Mega Famil – India	India	7	FIT/ Group	Organised and hosted itinerary
1-Sep-2019	FAM2004: TNZ SEA NZSP Mega Famil – Indonesia	Indonesia	20	FIT/ Group	Organised and hosted itinerary
1-Sep-2019	AirNZ/ANZCRO	Australia/UK	32	FIT	Assited in organising itinerary, host presentation and dinner with PS
16-Sep-2019	Air NZ China team winter famil	China	2	Premium FIT	Organised accommdation, meetings suggested itinerary
19-Sep-2019	FAM 2009: TNZ Taiwan Product Manager famil Sep	Taiwan	10	FIT/ Group	Organised and hosted
20-Sep-2019	FAM2010: TNZ China New Market famil	China	8	FIT/ Group	Organised and hosted
1-Oct-2019	AOT Mega famil	UK/Europe	30	FIT	Hosted dinner
18-Oct-2019	Manaaki Tours – Nike rugby group	USA	2	Group	Assited in organising, quick catch up
21-Oct-2019	FAM 2018: TNZ Korea Product Manager Famil	Korea	12	FIT/ Group	Organised and hosted
23-Oct-2019	FAM 2011: TNZ South China PD manager famil	China	11	FIT/ Group	Organised and hosted
14-Nov-2019	TNZ OZ Mega Famil – Waru	Australia	11	FIT/ Group	Organised and hosted itinerary
14-Nov-2019	TNZ OZ Mega Famil – Iwa	Australia	11	FIT/ Group	Organised and hosted
8-Dec-2019	TNZ Whanau Famil	USA/South America	2	–	Organised and hosted

Appendix 5: Trade famils continued

DATE	FAMIL	MARKET	PARTICIPANTS	SEGMENT	NOTES
14-Mar-2020	Magellen/Air NZ famil	Australia	8	Premium FIT	Booked and hosted
15-Mar-2020	Flight Centre Canada Famil	Canada	33	Trade	Organised and hosted
17-Mar-2020	Home of Adventure Trade Famil	Australia	3	Trade	Organised, cancelled due to Covid-19
17-Mar-2020	Home of Adventure Trade Famil	North America	1	Trade	Organised, cancelled due to Covid-19
17-Mar-2020	Home of Adventure Trade Famil	New Zealand	1	Trade	Organised, cancelled due to Covid-19
20-Apr-2020	FAM2057: TNZ AMEX Centurion South Island famil	Singapore	5	Premium	Confirmation received no bookings made
29-Apr-2020	Air NZ QLD Agents	Australia	9	Trade	Organised, cancelled due to Covid-19
9-May-2020	TNZ FAM 2064 Trade Ambassador / Millennials in Travel	North America	11	Trade	Organised, cancelled due to Covid-19
15-May-2020	Pre TRENZ Famil	Australia	3	Trade	Organised, cancelled due to Covid-19
15-May-2020	Pre TRENZ Famil – Air New Zealand US Sales Manager	North America	2	Trade	Organised, cancelled due to Covid-19
15-May-2020	Pre TRENZ Famil	New Zealand	1	Trade	Organised, cancelled due to Covid-19
22-May-2020	Post TRENZ Famil	Australia	3	Trade	Organised, cancelled due to Covid-19
22-May-2020	Post TRENZ Famil	North America	1	Trade	Organised, cancelled due to Covid-19
25-May-2020	TNZ FAM2052 Brazil post TRENZ	Brazil	5	Trade	Organised, cancelled due to Covid-19
TOTAL COMPLETED					
Famil	18 Familis hosted		226 participants		

Appendix 6: Financial report

DESTINATION QUEENSTOWN INCORPORATED STATEMENT OF FINANCIAL PERFORMANCE FOR YEAR ENDED 30 JUNE 2020

	2020 (Note 1)	2019 (Note 1)
TOTAL INCOME	4,517,660	4,135,298
TOTAL EXPENDITURE	4,285,205	3,989,156
NET SURPLUS/(DEFICIT)	232,455	146,142

DESTINATION QUEENSTOWN INCORPORATED STATEMENT OF MOVEMENTS IN EQUITY FOR YEAR ENDED 30 JUNE 2020

	2020	2019
Total equity at the beginning of the year	880,347	734,205
Add Net Surplus (Deficit)	232,455	146,142
Deduct Study Queenstown Transfer	68,504	-
TOTAL EQUITY AT THE END OF THE YEAR	1,044,298	880,347
Funds held as:		
Members Funds	1,044,298	880,347
TOTAL FUNDS HELD END OF THE YEAR	1,044,298	880,347



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

		2020	2019
Equity		1,044,298	880,347
Current Assets			
Bank	(4)	1,302,790	1,334,577
Prepayments	(5)	23,519	28,909
Debtors		968	103,219
TOTAL CURRENT ASSETS		1,327,276	1,466,706
Fixed Assets	(6)	164,098	88,171
TOTAL ASSETS		1,491,374	1,554,877
Current Liabilities			
Creditors and Accruals	(7)	390,805	651,979
GST		56,271	22,552
TOTAL LIABILITIES		447,076	674,531
NET ASSETS		1,044,298	880,347



DESTINATION QUEENSTOWN INCORPORATED
Notes to the Financial Statements
FOR YEAR ENDED 30 JUNE 2020

	Note	Actual 2019/20	Budget 2019/20	Actual 2018/19
Note 1 - Income and Expenditure				
Targeted tourism levy collected by QLDC		4,503,751	4,500,000	3,603,001
Study Queenstown Funding/Income		-	-	66,000
Miscellaneous Income		12,270	-	15,870
Winterfest Income		-	-	446,865
Interest Income		1,639	-	3,562
Total Income		4,517,660	4,500,000	4,135,298
Operational Costs		1,813,006	1,795,714	1,648,066
Marketing Costs:				
Consumer Marketing		1,844,797	2,023,000	1,044,132
Media and Communications		128,351	148,280	142,499
Trade		157,643	255,000	221,094
Conference and Incentive		169,474	244,000	214,880
Study Queenstown		-	-	29,870
Other Organisation Costs		21,876	34,006	41,771
Winterfest Costs		150,059	-	646,843
Total Expenditure		4,285,205	4,500,000	3,989,156
Net Surplus		232,455	-	146,142



DESTINATION QUEENSTOWN INCORPORATED
Notes to the Financial Statements
FOR YEAR ENDED 30 JUNE 2020

Note	Actual 2019/20	Budget 2019/20	Actual 2018/19
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Note 2 - Operational Costs

Accident Compensation	2,521	3,009	2,851
Accountancy Fee	58,300	55,000	51,000
Audit Fees	8,250	11,000	10,243
Bank Fees	1,788	3,000	2,802
Chairman's Fees	7,500	7,500	7,500
Depreciation	46,883	38,496	21,986
Other Operational Costs	1,687,765	1,677,709	1,551,684

Operational Costs	1,813,006	1,795,714	1,648,066
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Note 3 - Marketing Costs

Consumer Marketing			
Branded Material & Collateral	106,846	100,000	130,796
Destination Video	220,059	218,000	102,807
Storytelling	93,357	100,000	78,691
Marketing Services	-	-	17,000
High impact Campaigns	1,006,405	925,000	373,356
Publicity & PR	34,105	40,000	89,065
Website Hosting & Development	170,185	130,000	160,551
Paid Digital Media	116,080	115,000	85,081
Regional Partnerships	35,633	15,000	6,786
Insights	62,128	180,000	-

Total Consumer Marketing	1,844,797	2,023,000	1,044,132
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Media and Communications

Isential Media Database	4,560	2,280	2,280
Member Engagement	31,174	30,000	18,649
Community Sentiment	6,046	12,000	3,135
Media Relationships - DQ Media Program	47,089	45,000	17,373
Reporting	15,280	11,000	13,346
Leverage Winter Festival	2,105	13,000	10,912
PR Opportunities	22,095	35,000	25,014
Social Media	-	-	51,790

Total Media and Communications	128,351	148,280	142,499
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DESTINATION QUEENSTOWN INCORPORATED
Notes to the Financial Statements
FOR YEAR ENDED 30 JUNE 2020

Note	Actual 2019/20	Budget 2019/20	Actual 2018/19
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Trade

Southern Lakes Market/Jng	-	35,000	20,360
Western Markets	55,051	30,000	20,904
TRENZ	2,180	40,000	40,042
Online Trade Training	16,152	19,500	9,464
Queenstown Famil Programme - Asia	5,779	16,000	11,039
Queenstown Famil Programme - Western	5,464	16,000	2,703
Sales Calls - Australia	1,874	5,000	7,429
Asian Markets (China Mission)	16,243	32,500	62,859
Sales Calls - Domestic Asia	4,265	5,000	2,068
Sales calls - Domestic Western	45	5,000	746
Collective Marketing/Representation	32,423	41,000	43,481
Trade Australia Roadshow	18,167	10,000	-

Total Trade	157,643	255,000	221,094
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Conference and Incentive

Meetings Tradeshow	21,538	30,000	24,184
AIME Tradeshow	3,959	3,500	3,435
QCB Marketing Activity	36,120	20,000	36,444
Asia Sales Activity	8,021	21,000	23,836
North America Sales Activity	35,500	50,000	16,379
Famils & Site Inspections	11,888	16,000	11,458
Domestic Sales Activity	8,425	6,000	6,002
Memberships/Conferences	27,782	31,000	20,865
Australian Trade Shows / Conference	-	8,500	7,675
Remarkable Australian Famil	1,528	-	12,210
Australian Sales Activity	23,402	25,000	32,193
QCB Australian Roadshow	(13,843)	12,500	-
ROW Sales Activity	5,154	20,500	-
Remarkable Domestic Famil	-	-	3,767
NZ Trade Shows	-	-	16,432

Total Conference and Incentive	169,474	244,000	214,880
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Winterfest Costs

Winterfest Costs	150,059	-	646,843
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Total Winterfest Costs	150,059	-	646,843
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DESTINATION QUEENSTOWN INCORPORATED
Notes to the Financial Statements
FOR YEAR ENDED 30 JUNE 2020

Note	Actual 2019/20	Budget 2019/20	Actual 2018/19
Study Queenstown			
Prospectus/Collateral	-	-	4,010
Marketing/Representation	-	-	174
Other	-	-	919
International Events	-	-	11,164
Domestic Events	-	-	13,604
Total Study Queenstown	-	-	29,870
Marketing Organisation Costs			
Uniforms	2,647	8,016	1,333
Memberships	11,366	972	1,583
Simpleview Annual License	7,864	25,018	38,856
Total Marketing Organisation Costs	21,876	34,006	41,771
Total Costs	4,285,205	4,500,000	3,989,156
Total Income	4,517,660	4,500,000	4,135,298
Surplus/Deficit	232,455	-	146,142
Winterfest Summary			
Winterfest Income	4,319	-	446,865
Winterfest Expense	154,378	-	646,843
Shortfall Funded by Destination Queenstown	150,059	-	(199,978)



DESTINATION QUEENSTOWN INCORPORATED
Notes to the Financial Statements
FOR YEAR ENDED 30 JUNE 2020

	2020	2019		
Note 4				
Bank				
ANZ				
Cheque Account	573,231	450,624		
Deposit Account	627,139	472,888		
Term Deposit	77,500	76,597		
BNZ				
Winter Festival Cheque Account	24,370	241,395		
Winter Festival Call Account	30	30		
Winter Festival EFTPOS Account	519	74,371		
Winter Festival Undeposited Funds	-	18,673		
Petty Cash	-	-		
	1,302,790	1,334,577		
Note 5				
Prepayments				
Marketview Tourism Tool Subs	11,155	-		
COVID Flight Credits	11,096	-		
Other prepayments	1,268	1,295		
TEC Conference Aug 2019	-	4,899		
TIA Membership	-	1,160		
Sydney Film Festival	-	9,732		
Learning Search Fee	-	3,135		
Wanderlust 50% of Project	-	5,827		
Databasics Q1 Fee	-	2,861		
	23,519	28,909		
Note 6				
Fixed Assets				
	2020	2019		
	Cost	Accum Depr	Book Value	Book Value
Computer Equipment	271,291	193,176	78,115	53,485
Plant and Office Equipment	129,717	46,815	82,903	31,125
Leasehold Improvements	6,273	3,193	3,080	3,561
	407,282	243,184	164,098	88,171
Depreciation - DQ			2020	2019
Computer Equipment	36,217	15,397		
Plant and Office Equipment	10,185	6,810		
Leasehold Improvements	481	556		
	46,883	22,763		



DESTINATION QUEENSTOWN INCORPORATED
Notes to the Financial Statements
FOR YEAR ENDED 30 JUNE 2020

	2020	2019
Note 7		
Creditors		
Accounts Payable - DQ	247,925	148,277
Accounts Payable - Winter Fest	-	300,531
Holiday Pay	92,239	105,555
Accrued Expenses	50,640	98,010
PAYE	-	(395)
	390,805	651,979



DESTINATION QUEENSTOWN INCORPORATED
NOTES FOR THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2020

Note 8 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's continued operation and viability is dependent upon the continued support from the Queenstown Lakes District Council and the business community of Queenstown.

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 company 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.



**NOTES FOR THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2020**

Note 9 Capital Expenditure

There are no capital expenditure commitments at balance date (2019 Nil).

Note 10 Contingent Liabilities

There are no contingent liabilities at balance date (2019 Nil)

Note 11 Major Funding

Destination Queenstown Inc would like to acknowledge Queenstown Lakes District Council as its principal source of funding.

Note 12 Disclosure of Remuneration

Destination Queenstown Inc has paid Wages and Salaries totaling \$1,309,250 (2019 \$1,337,033) during the financial year.

Note 13 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 \$4,503,750. Purchases from QLDC for the year totaled \$603. The CEO of QLDC 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 \$609 from SkyCity Queenstown, of which board member Jonathan Browne is the General Manager.
- Destination Queenstown Inc purchased goods and services to the value of \$842 from Hilton Queenstown, of which board member Chris Ehmann is the General Manager
- Destination Queenstown Inc purchased goods and services to the value of \$323 from Wayfare Group, of which board member Matthew Day is the Commercial Director
- Destination Queenstown Inc purchased goods and services to the value of \$1,474 from Novotel Queenstown of which board member, Jim Moore is General Manager.
- Board Chairman Richard Thomas receives an honorarium of \$7,500 p.a. Destination Queenstown Inc purchased goods and services to the value of \$770 from Skyline Enterprises of which Richard is a director.

Note 14 Member Funds

Destination Queenstown Inc holds reserves of \$1,044,298 (2019 \$880,347) 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 15 COVID-19

The Board is aware that COVID-19 was declared a global health emergency on 31 January 2020 by the World Health Organisation. 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

Richard Thomas
CHAIRMAN

Signed: Ann Lockhart

Ann Lockhart
Chief Executive Officer



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INDEPENDENT AUDITOR'S REPORT**To the readers of the financial statements of Destination Queenstown****Opinion**

We have audited the special purpose financial statements of Destination Queenstown (the Society) on pages 1 to 10, which comprise the balance sheet as at 30 June 2020 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 2020, 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 1 to the special purpose financial statements, which describes the basis of accounting. 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 15 of the financial statements, which describes the effects of the World Health Organisation's declaration of a global health emergency on 31 January 2020 relating to the spread of COVID-19. Our opinion is not modified in respect of this matter.

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Responsibilities of the Committee members for the Special Purpose Financial Statements

The Committee members are responsible on behalf of the entity for the preparation of the special purpose financial statements in accordance 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.

In preparing the special purpose 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.
- 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. / OR Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.



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 members, as a body. Our audit has been undertaken so that we might state to the Society's members those matters we are required to state to them 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 members as a body, for our audit work, for this report, or for the opinions we have formed.

Crowe New Zealand Audit Partnership
CHARTERED ACCOUNTANTS

Dated at Invercargill this 17th day of August 2020



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OFFICIAL VEHICLE SUPPLIER
TO DESTINATION QUEENSTOWN