

Annual Report 2021-22

Destination Queenstown Incorporated

1 July 2021 - 30 June 2022

queenstownNZ.nz



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Chairman's Report

It was another very disruptive year for the Destination Queenstown (DQ) team and our members with more lockdowns, even more changes to alert levels, COVID-19 settings and uncertainty around border openings. The combination of these made for a frustrating and difficult year of starting, stopping and restarting for everyone within the tourism industry.

This ever-changing COVID-19 environment has tested us all. It's truly remarkable how our members adapted and demonstrated a steely resolve to get through it with little additional financial assistance from Government for many of our members. It's been a true testament to your resilience.

The DQ team and board welcomed Paul Abbot to the organisation as Chief Executive about a week before we were put back into lockdown with the COVID-19 outbreak in Auckland. As the country went back into lockdown in their homes, Paul spent his first weeks getting to know the DQ team and organisation via the internet from a small apartment in Queenstown.

As you all know, Paul's time with DQ was cut short due to not being able to get his family to New Zealand because of border restrictions. He returned to Australia in December, resigning in February. I'd like to thank Paul for his brief time with DQ. It certainly wasn't easy with his family stuck across the Tasman.

The board began the recruitment process again and went back to market. I am extremely impressed by how the DQ team just got on with the task at hand. This was obviously a very disruptive period for the team - having a leader and then not.

The senior leadership team of Sarah O'Donnell, Kiran Nambiar and Katie Obermoser stepped up to fill the void yet again. Big thanks to you all and your highly capable teams. The entire DQ team has delivered with some outstanding results while having to navigate and react to the ever-changing environment we were forced to operate in.

DQ delivered some exciting new marketing activity this year. We saw the introduction of DQ's first direct-to-consumer database and eDM strategy, a new event marketing programme kicked off, we launched a new data and insights hub for members, created market development plans for the biking and food & drink sectors and moved to an always-on digital strategy in New Zealand and Australia. Of course, all this was backed by world-class campaign activity and a very strong media famil programme.

With international travel now back on the agenda we are seeing strong demand from many of our traditional markets. We continue to nurture and grow our domestic market and we've welcomed back our Australian visitors. Albeit challenged by staffing shortages and illness, the beginning of winter had a real vibrancy about it with our town full of Australians spending throughout the region.

The trade team are back in market and fully engaged in re-establishing Queenstown in our long-haul markets with North America leading the way in terms of demand and enquiry. We are also seeing the supply side of things start to scale up with a number of routes being re-established.

And last, but certainly not least, the new draft destination management plan for the region, "Tourism for a better future" was launched for public feedback. This partnership between DQ, LWT and QLDC outlines an exciting path for the industry towards regenerative tourism by 2030.



Richard Thomas
Chairman
Destination Queenstown





Chief Executive's Report

This is an exciting time to be joining the team at Destination Queenstown. I've been fortunate to work in the Southern Lakes in some amazing tourism roles that have enabled a strong understanding of the challenges we currently face. As a member of the steering group working on the destination management plan (DMP), I felt it was important to offer continuity to this work as the incoming CE. I'm deeply passionate that tourism remains a positive force for the economy, for people and for our natural environment.

It's a privilege to lead DQ as we welcome back our international visitors. We are in a strong position with an incredible offering of experiences, accommodation and hospitality. The challenges that COVID-19 has presented are like nothing we have seen before. However, we have learnt to operate through border closures, lockdowns and various other restrictions. We can now look back at the past, learn from it and plan for an optimistic future.

I think back to the uncertainty of March 2020 as New Zealand entered this new world of COVID-19. At the time, we were all producing many different scenarios with our pessimistic to optimistic business plans based on when we might see the international borders reopen. Unfortunately, many of our plans might not have been pessimistic enough.

After a year of disruption, the Delta outbreak in August put us into a nationwide lockdown, just in time for the arrival of the best snow of the season. Then Auckland continued to stay in lockdown until 15 December. The new variant Omicron reached New Zealand in December and was forecast to peak in mid-March. Finally, on 16 March, we heard the news we had been waiting for - the borders were reopening to Australia on 13 April, and travellers from visa-waiver countries could enter NZ from 2 May. While this was good news for planning for the winter and summer season ahead, the next problem became evident - where had our work force gone?

As borders have reopened, we have been generating demand and preference for Queenstown from domestic, Australian and selected long-haul markets. The team has been busy with consumer marketing activity, media and communications, welcoming trade on famils, and domestic and international trade shows.

The past two years have allowed us (in partnership with Queenstown Lakes District Council and Lake Wānaka Tourism) to develop our destination management plan (DMP). This plan was enabled by funding from the Strategic Tourism Asset Protection Programme (STAPP). We know the region is known for majestic landscapes, world-class tourism and the strong economic performance this has delivered. However, pre COVID-19 the region's tourism industry faced significant challenges driven by local, national and global forces. The DMP supports the district's journey toward a renewed pride in tourism that improves local wellbeing and the environment while offering exceptional experiences.

The funding secured via MBIE during FY19-20 for the Southern Lakes Regional Events Fund (REF) saw two more funding rounds with a total of \$5 million being allocated to events around the region. The fund has now been fully allocated with events booked out to July 2023.

The fund has given new and existing events financial security to proceed during the challenging COVID-19 environment, and for those events that were cancelled, the fund has supported them to remain financially sustainable for the future. The REF fund has successfully driven out of region visitation and in turn significant economic benefit to the region.

I would like to thank the Destination Queenstown team for all their hard work over the past 12 months as they have continued to support members through member capability, nurturing our domestic market and reconnecting with our international markets.

Finally, I would like to thank the DQ board for the hours of work they give to this organisation on a voluntary basis. In particular, thank you to the Chair Richard Thomas for the extra support he has provided the team this year whilst recruiting a CE.



Mat Woods
Chief Executive
Destination Queenstown

Board Structure

Destination Queenstown is an incorporated society governed by a board of directors made up of tourism industry sector representatives.

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.

About Us

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

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

Board Members

as at 30 June 2022

Chairman and Activities Sector

Richard Thomas

Retail/Service/Professional Sector

Trish May

Accommodation Sector

Carlyn Topp

Jim Moore

General Sector

Matthew Day

Glyn Lewers

QLDC Representative

Mike Theelen

Ex-Officio

Mayor Jim Boulton

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

Destination Queenstown

Destination Queenstown (DQ) is a regional tourism organisation (RTO) and is responsible for marketing Queenstown domestically and internationally on behalf of the local business community. Latterly the organisation has also been involved in the development of a destination management plan for the region, in partnership with Lake Wānaka Tourism and Queenstown Lakes District Council, with a focus on regenerative tourism by 2030.

Our History

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

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

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

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

The four main channels are Trade, Media, Consumer Marketing, and Conference and Incentive (C&I).

The DQ team is dedicated to providing the right assistance to the right people around the world—be it members, frontline staff, corporate contacts, travel agents or media—in order to achieve the collective 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.

In 2020, DQ was the recipient of Strategic Tourism Asset Protection Programme (STAPP) funding and in 2021, DQ received Support, Recovery and Re-set Plan funding. This investment from central government was designed to support RTOs to implement destination management and planning, support the broader tourism industry, stimulate regional demand, increase industry capability and progress the goals of the New Zealand-Aotearoa Government Tourism Strategy.

RTOs were grouped into three categories, small, medium and large. Destination Queenstown is considered a large RTO and was therefore eligible to receive up to \$1 million from STAPP and \$1.5M from Support, Recovery and Re-set Plan funding.

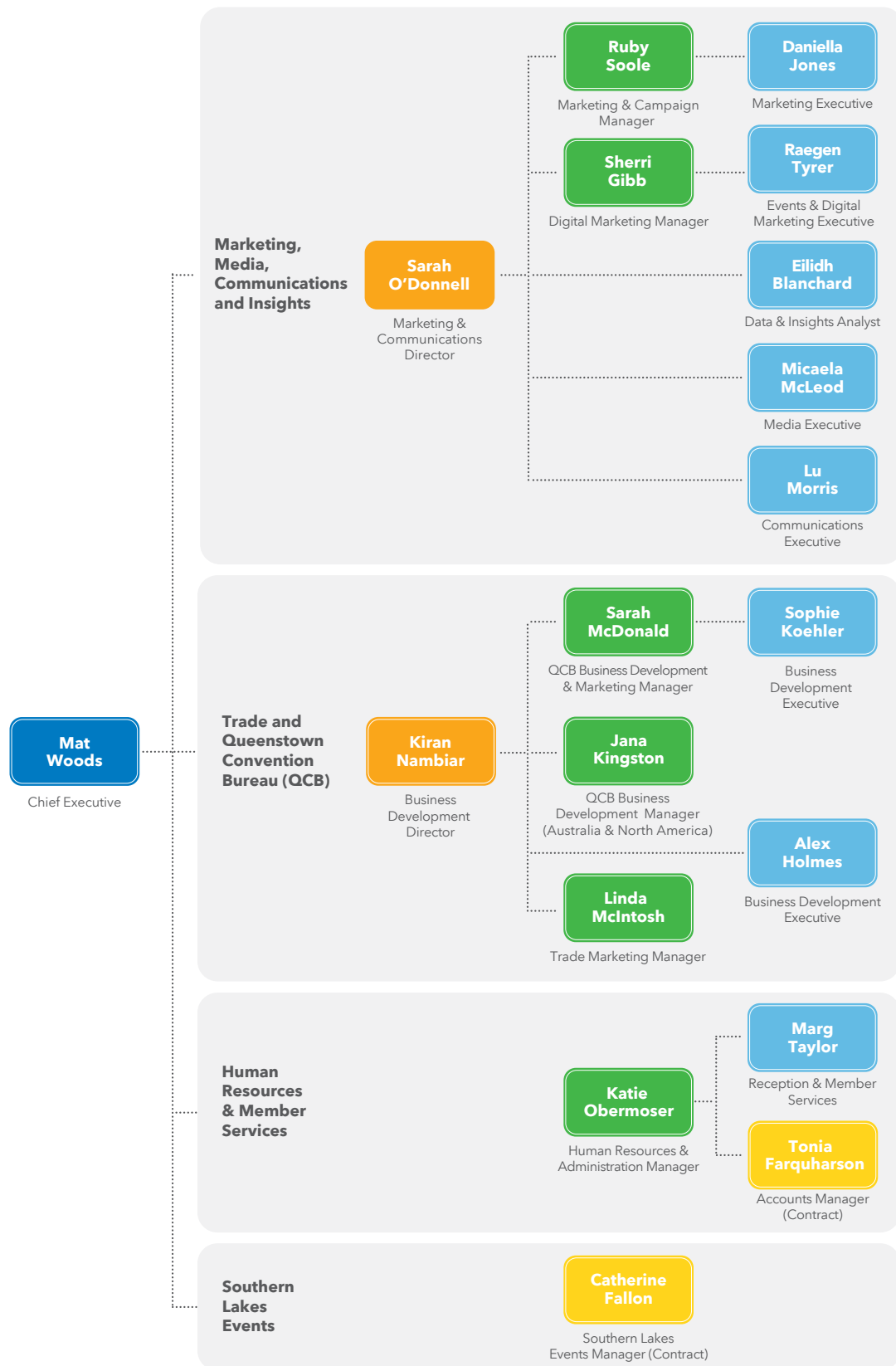
DQ Members

DQ has three types of membership: Commercial Rate Contributing Members, Individual Subscription Members and Corporate Subscription Members.

Businesses that contribute to the commercial rate, either directly or via commercial rent, pay no additional fee to join DQ. Businesses that do not contribute to the commercial rate and meet membership criteria are eligible to join DQ and receive benefits by paying an annual subscription fee.

Team Members

as at 30 June 2022



DQ's Year in Review 2021-22



DQ's Year in Review

1 NZ at Alert Level 1

4 18 AUGUST – All NZ Alert Level 4

4-3 Auckland remains at Alert Level 4 then 3

4 Auckland remains at Alert Level 3

JULY

New Chief Executive Appointed

Paul Abbott moves from Australia to take up DQ CE position.

KarryOn Partnership

Australia's leading travel trade publication delivers a series of eDM, blog and social content including website takeover to establish the *Home of Adventure* brand.

Regenerative Tourism Microsite Launch

DQ builds and launches regenerativetourism.co.nz in collaboration with QLDC and LWT to develop and communicate our work on the destination management plan for the district.



Destination Management Plan Engagement Begins

The process will include over 60 one-to-one interviews, eight design forums and seven community events held across the region, a tourism operators forum, community workshop (delivered as part of the WAO Summit) and specific questions in the QLDC Quality of Life 2021 survey.

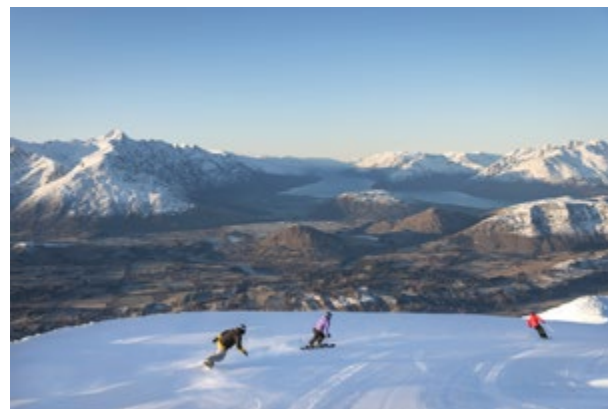
AUGUST

TECNZ Conference

DQ attends the TECNZ conference and facilitates 30 appointments. This provides an invaluable opportunity to cover new product and developments over the COVID-19 period.

Domestic Winter Campaign

Following May's high impact domestic winter campaign, a second burst of the campaign runs across social and digital channels to drive referrals to members for the late winter season. Scheduled to run over August, it's cut short by Level 4 lockdown. **Generates 266,536 website visits & 60,654 member referrals.**



Launch of Accessible Queenstown Online Hub

Working with local operators and inclusive tourism specialists, DQ reviews and enriches the Accessible Queenstown online resource for visitors with access needs - to help position Queenstown as the home of inclusive adventure.



SEPTEMBER

Trade Socials

DQ establishes two new communication channels to deliver Queenstown messages to the global travel trade with the launch of a closed Facebook group for travel sellers and a YouTube channel for all video content to support travel trade education.

Launch of Events Hub

DQ launches new Events section of the website to create a comprehensive resource to promote Queenstown as an event destination and to help visitors plan their trip.



OCTOBER

Launch of Bike Market Development Plan

Undertaken in collaboration with the industry and facilitated by industry experts TRC, the plan is designed to contribute to the biking sector's development and promotion in a coordinated and cohesive way. It has an overarching vision for Queenstown to be the Southern Hemisphere's premier biking destination that biking visitors from New Zealand and around the world aspire to visit.

Domestic Spring-Summer Campaign

The first phase of the spring-summer campaign is a four week, full-funnel campaign, focused on five core consumer segments including walking & hiking, biking, adrenaline, golf and family travellers. The objective is to drive preference and immediate demand for spring visitation from the domestic market, supporting direct bookings for members. The campaign is supported with domestic retail package partnerships on QueenstownNZ.co.nz. **Generates 107,748 website visits and 16,210 member referrals.**



DQ's Year in Review

3 Auckland remains at Alert Level 3

2 DECEMBER
COVID-19 Protection Framework (traffic lights) introduced. South Island moves to Orange, (Auckland moves to Red).

24 JANUARY
All NZ moves to 'Red' traffic light

10 FEBRUARY
First Omicron COVID-19 community case confirmed in Queenstown.

NOVEMBER

Australian Business Events Strategy

QCB publishes this 2-3 year strategy to ensure a wider sales approach explores and maximises returns on all opportunities from the market. Additional activity like engaging Clockwise Consulting for database expansion and lead generation, and Zadro for more PR engagement with the business industry and direct to end-user clients is introduced.

Launch of Food & Drink Market Development Plan

Undertaken in collaboration with the industry and facilitated by industry experts Food + Drink New Zealand, the plan enables DQ to assist the diverse range of industry stakeholders to contribute to the food & drink sector's development and promotion in a coordinated and cohesive way.



DECEMBER

Inaugural Crankworx Summer Series

DQ media hosts Crankworx athletes on a range of activities resulting in coverage with a combined international reach of almost 1M social media followers. Successfully pitched to NZ media - Mediaworks, Mountain Scene, Otago Daily Times, Newshub and Seven Sharp provide coverage of Queenstown during the event. **International coverage is also significant, with a reach of over 330,000 on social media and over 800,000 unique views on the EDGEsport broadcast network.**



Domestic Spring-Summer Campaign

This second burst of spring-summer marketing activity drives preference and immediate demand for late summer visitation from the domestic market, supporting direct bookings for members. Unfortunately, in January, NZ shifts to 'Red' traffic light resulting in travel hesitancy. **This campaign generates 124,689 website visits and 23,510 member referrals.**



JANUARY

Meet the Experts – QCB Video Campaign

This series is created to introduce the business events audience to our local experts to share the amazing things they do within the events industry. Showcasing a variety of activities, venues and companies, it is promoted through all QCB communication channels.



Launch of New Queenstown Official Visitor Guide

Queenstown's Official Visitor Guide receives a significant revamp, reducing the printing requirement, while aligning the content to our segment-led marketing approach.

FEBRUARY

Cuisine Magazine

DQ media hosts Cuisine Editor Kelli Brett resulting in two articles in the July edition – Due South and a Local Heroes Queenstown-inspired dish.

Australia Virtual Reconnect Expo

The trade team organises a follow-up event for Queenstown operators involved in the 2021 Australia Roadshow to facilitate training for frontline sellers in Melbourne and Sydney.

Our People, Our Home Launch

DQ launches a ten-part video series *Our People, Our Home* to celebrate Queenstown's people, place, and community spirit, and introduce New Zealanders to some of the passionate locals who own and operate incredible experiences in Queenstown. **Generates 2.9M video plays so far.**



Domestic Autumn Campaign

This four week, full-funnel campaign, focuses on two core consumer segments: active relaxation/wellness and food & drink. The initial campaign performance is strong, but the Omicron outbreak creates travel hesitancy from March. **Generates 135,670 website visits and 21,462 member referrals.**

DQ's Year in Review

12 MARCH – Isolation period drops to 7 days.

25 MARCH – Removal of limits for outdoor gatherings.

Vaccine passes no longer general requirement.
13 APRIL – All NZ moves to 'Orange' setting.
13 APRIL – Border opens to Australians.

2 MAY – Border opens to vaccinated travellers from visa-waiver countries

MARCH

DQ CE Departs

CE Paul Abbott leaves DQ due to ongoing uncertainty caused by border restrictions between NZ & Australia.

AIME 2022 – Melbourne

Joining the TNZ stand, QCB has a full schedule of 32 appointments and a further 35 walk-ups, successfully generating 18 leads from the two-day activity.

TIA & RTO Famil Groups

While the border is closed DQ trade provides the opportunity to connect key board members and key trade partners. This results in visits from our RTO partners from Lake Wānaka, Central Otago, Southland and Fiordland (September); the TIA Board (November); and Renata West, Pacific Storytelling (March).



APRIL

Dish Magazine & Australia Ski Guide

DQ media partners with Dish to profile a range of Queenstown chefs, distillers and winemakers. The first article in the 4-part series appears in the April edition.

Creating demand for Queenstown winter, DQ media assists Escape.com.au with 'Your complete guide to the Queenstown ski season 2022'.

Domestic QCB Famil

This three day famil showcases the best of Queenstown as the ultimate business events destination. Delivered in partnership with Air NZ, 16 attendees represent a variety of top performing NZ corporate companies.

Travel Professionals (USA) Marketing Campaign

DQ travel trade engages in digital advertising, an email marketing campaign, blog content and webinar training through Travel Professionals (USA).

TRENZ Connect New Digital Platform

DQ engages with key industry contacts in the Western and Eastern appointment schedule, successfully securing 66 appointments across both events.



Always-on Event Campaign launches

DQ launches a nationwide event marketing campaign 'What's On This Winter' to generate awareness of major events. 'What's On' will be updated and extended to showcase seasonal events throughout the FY22-23 year. This section of the website sees page views increasing 50% on last year.

MAY

Australia Media Winter Shoots

DQ media hosts Style and Mindfood Australia magazines for winter shoots which include articles on Queenstown's food & drink scene and soft adventure.

Singapore & Japan – 200M View Queenstown

As part of TNZ's reconnect strategy with international media, DQ media team hosts media groups from Singapore and Japan with a combined reach of around 200 million.

Launch of Direct-to-Consumer strategy

DQ launches its direct-to-consumer strategy to build relationships with potential visitors, delivering tailored, relevant and timely eDM content. This is aligned with subscriber interests, designed to increase advocacy for Queenstown and encourage repeat visitation throughout the year in line with DQ's consumer segment audience interests.

Australia & Domestic Winter Campaigns

Two separate full-funnel campaigns, focus on ski enthusiasts and winter lovers. The campaign positions Queenstown as NZ's ultimate winter holiday destination and the 'Home of Winter'.

Australia campaign generates 154,745 website sessions and 20,911 member referrals.

New Zealand campaign generates 321,317 website visits and 71,907 member referrals from May to end of June.

JUNE

Meetings 2022, Christchurch

The Queenstown stand has a strong presence with a record number of 20 members exhibiting. Both QCB's domestic and Australian appointment streams are full (29 appointments each) with 17 leads generated over the two days.



MOU Signed Between Auckland Unlimited, Auckland Airport and DQ

Tātaki Auckland Unlimited, Auckland Airport and DQ create an MOU to work together to create packages for leisure and business travellers. The itineraries will focus on must-do experiences in the regions including food, golf, luxury, outdoors, arts and culture and low-carbon experiences.

CIAL Ski Shows

Events in Melbourne, Sydney and Brisbane give DQ and other industry partners the chance to educate 80 agents on selling ski.



DQ Auckland ITO Event

The lack of a formal TRENZ event sees DQ organise an Inbound Tour Operator event in Auckland alongside 31 Queenstown operators and 56 ITO representatives.

Trade Microsite launched

A streamlined and intuitive microsite is designed to support travel sellers with tools and updates to the latest information, while providing a call to action to sign up to our social pages and newsletter.

Launch of Member Data and Insights Hub

In response to demand from members for a central data and research resource, DQ launches the hub to pull together a variety of easy-to-access publicly available tourism data, as well as DQ commissioned research and purchased data.

End of Year Website Performance

QueenstownNZ.co.nz performance year end:
Sessions: 1.92M sessions
Referrals: 409,490
Conversion rate: 21.3%

FY21-22 Strategic Approach

DQ has had a twofold responsibility over the near and mid-term:

- 1) In FY21-22 the short-term focus has been on generating demand from the domestic and Australian markets attracting visitors to Queenstown and encouraging repeat visitation to sustain our businesses as much as possible within a limited market.
- 2) The mid to long-term focus is on supporting the delivery of work programmes from the destination management plan for the Queenstown Lakes region, which seeks to move the industry toward regenerative tourism by 2030, to enrich the district economically, environmentally, socially and culturally.

SUSTAIN – RECOVER – THRIVE

Over FY21-22 DQ operated under a Sustain-Recover-Thrive strategy. Key goals were established for each horizon.

Sustain

- Generate demand for Queenstown from the domestic market from leisure and business travellers to drive both year-round and repeat visitation.
- Increase value from visitors by increasing length of stay, increasing spend and improving seasonality spread.
- Leverage events supported by the regional events fund to drive visitation to Queenstown.

Recover

- Commence re-entry work into the Australian market, via both consumer and trade channels, to convert pent-up demand when the border opens.
- Support business recovery and rebuild, assisting businesses through member capability building programmes.
- Ensure Queenstown's brand is strong and in the best position to capture market share, as and when available. Embed our brand in trade and business events channels. This work will be critical to ensure Queenstown is well positioned as a desirable destination as travel restrictions are lifted.
- Utilise STAPP funding to deliver industry capability building, support marketing and destination management planning and implementation.
- Proactively partner with other key agencies, such as local government, industry groups, TNZ and central agencies, to capture business intelligence and collaboratively work on the recovery of the industry.
- Be prepared and proactive to drive demand from international markets immediately upon borders opening.

Thrive

- Protect our reputation and solidify our brand with the aim of remaining New Zealand's premier visitor destination.
- Evolve our destination narrative to attract visitors to Queenstown whose values align with those of our people and place.
- Develop and implement a destination management plan that will guide the Queenstown industry toward regenerative tourism by 2030. Take a leadership role in the discussion of this locally and regionally, supporting our industry and members to respond to a changed market and putting our place, our people, and a sustainably profitable industry at the centre of the plan.
- Support members to respond to a dynamic macro environment helping the industry evolve, build resilience, and adapt, to overcome the challenges faced during and following COVID-19.
- Evolve our brand and marketing strategy to ensure we protect Queenstown's destination brand and reputation in the long term, evolving from conversion-focused, full-funnel activity to long-term brand building activity.
- Continue to promote Queenstown to the domestic market in the mid to long-term to drive ongoing visitation and support from New Zealanders.

FY21-22 Strategic Approach

FY21-22

FY22-23

FY23-24

Protect our reputation and build our brand through stories of people and place.

Define our destination's values, articulate this in our brand, celebrate our culture, share our stories.

A desirable destination brand well positioned to attract high value visitors.

Demand generation and conversion to support tourism business.

Attract high value visitors who spend longer in our region, seek the experiences we offer and value our environment and community.

Visitors who enrich Queenstown's social, cultural, environmental & economic wellbeing.

Reactivation of visitor markets to drive demand as they open.

Market stimulus and development. Diversity of visitors and markets.

Limit susceptibility to negative macro events through diverse portfolio.

Pride of place and building community support for tourism.

Commence destination management implementation.

On the pathway to regenerative tourism in a community that feels tourism enriches our place.



Destination Management

The COVID-19 pandemic created a unique opportunity to rethink the visitor sector's purpose, the principles by which we operate and how we measure success. Destination Queenstown, Lake Wānaka Tourism (LWT) and Queenstown Lakes District Council (QLDC) partnered to develop a destination management plan for the district, focused on regenerative tourism by 2030. By harnessing the collective knowledge, expertise, experience and values of both our industry and community, the goal has been to collectively design our own path to a viable and regenerative tourism future.

The tourism industry in the Queenstown Lakes has much to be proud of. The region is known for strong economic performance and world-class experiences and has seen incredible development and change over the last century. There is no doubt that the combination of majestic natural landscapes and a world-class tourism system has underpinned this success. Prior to COVID-19, the region saw a tourism boom, visitor expenditure grew exponentially, and tourism accounted for 55% of GDP and around half of all employment. Despite this success, the region's visitor industry faced significant, interrelated challenges driven by local, national and global factors.

The destination management plan aims to shape tourism growth to be productive, sustainable and inclusive. Tourism takes place in, and cannot be separated from, our community. That is why the destination planning process was designed to be community-driven from the start. Over the past 18 months there have been many conversations and through this engagement process, the people of Queenstown Lakes have expressed their aspirations for what tourism can become.

The plan has been created with, and for, our local communities and there have been many opportunities to contribute ideas to the development of the plan. Over the course of FY21-22 eight design forums and seven community events were held throughout the district; over 60 one-to-one interviews were held, there was a forum for tourism operators, questions were included in the QLDC Quality of Life 2021 survey and an interactive three-hour session that included a panel discussion, keynote address and community workshop was held as part of WAO Summit.

In July 2022 "Tourism for a better future" was released for feedback. This is the first iteration of the plan and offers a collective vision of tourism in Queenstown Lakes, and the strategies to get us there.

The community's combined feedback has led to a destination management plan that will guide the Queenstown Lakes District toward a future for tourism that everyone can be proud of.

For information regarding the destination management plan visit www.regenerativetourism.co.nz



Performance Report 2021-22



DQ Member Support

Objective

Support our members with capability building, regular communications and information sharing. Represent and advocate for our industry locally.

KPI

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

Comments

Achieved. The annual DQ satisfaction survey showed that 89% of members are either satisfied, very satisfied or extremely satisfied with DQ's overall performance in FY21-22. This is up from 77% last year.

Activity	Results
<p>1. Participate in the Southern Lakes Business Recovery Group (BRG), consisting of DQ, QLDC, Lake Wānaka Tourism, the Queenstown Chamber of Commerce and Ignite Wānaka to provide a coordinated local response and support network following the impact of COVID-19. The role of the BRG is to:</p> <ul style="list-style-type: none">• Gather and provide consistent and accurate information via organisation's and other channels.• Ensure businesses know where to go for resources and support when they need it.• Once appropriate, move into a coordinated recovery phase to ensure businesses can return to business as usual as soon as possible.	<p>Achieved. Throughout FY21-22, the BRG continued to be a prominent local voice for COVID-19 related information during lockdowns, alert level and traffic light setting changes. As restrictions have eased and freedom of travel returned, the BRG remains connected and continues to share information relevant to local business through their individual networks. BRG-joint communications are not required outside of COVID-19 restrictions, however the BRG will be reactivated as required.</p>
<p>2. Member capability building:</p> <ul style="list-style-type: none">• Deliver a programme of member capability building, through Queenstown Connect, member workshops and webinars that meet the industry development needs of DQ members.	<p>Achieved. A range of member workshops and webinars were held during FY21-22:</p> <ul style="list-style-type: none">• WAO Climate Action Initiative workshops• GoodYarn SME mental wellbeing workshops• WAO Summit destination management plan workshops• Queenstown Connect (DQ's member capability building sessions) Data and Insights Hub• NZUP roadworks webinar.

Activity	Results
<p>3. Product development support:</p> <ul style="list-style-type: none"> Identify operators within the region that are in a position to develop their businesses, and advocate for funding/support where relevant. Work with industry on an ongoing basis to provide planning support where identified. 	<p>Achieved. Working groups have been established for the biking and food & drink sectors. These groups will help roll-out workstreams from the market development plans (MDPs) and advocate for these sectors. Other MDPs are currently underway.</p> <p>Comprehensive data and insights continue to be used to inform members (i.e. 90-Day Forward Outlooks and a Member Data and Insights Hub). This data aims to assist operators with their planning.</p>
<p>4. Work with the industry, facilitating a vision and goalsetting for what we want to be as an industry to contribute to the destination management plan.</p>	<p>Ongoing. Considerable work has taken place over FY21-22 to draft a destination management plan in partnership with Lake Wānaka Tourism and QLDC. This has included 60 one-to-one industry interviews, seven design forum events, eight community events, workshops at WAO Summit, tourism industry forum, and inclusion in the Quality of Life survey.</p>
<p>5. Ensure we are well placed to leverage any government or key agency support.</p>	<p>Achieved. In 2021 RTOs, including DQ, were the recipients of the government's Support, Recovery and Re-set Plan funding. This investment from central government was designed to support RTOs to implement destination management and planning, support the broader tourism industry, stimulate regional demand, increase industry capability and progress the goals of the New Zealand-Aotearoa Government Tourism Strategy. DQ implemented workstreams across destination management development, industry capability and destination marketing.</p>
<p>6. Advocate for our share of TNZ's marketing investment and work with TNZ on their marketing campaigns. Ensure Queenstown is well placed to benefit from this.</p>	<p>Ongoing. Marketing and Communications Director sits on TNZ's marketing advisory group.</p>
<p>7. Promote member information sharing and support a network for local industry to remain connected and well prepared to respond to the changing environment.</p>	<p>Achieved. Please refer to the sections covering BRG, member webinars, and product development.</p>

Trade

Objective

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

KPI

- Increase travel trade website traffic by 25% over previous year, improve engagement levels with global travel trade
- Communication reach (eight newsletters annually reaching 6,000 unique travel sellers)
- Further improve global travel trade database to 10,000 active contacts
- Training sessions (remote and in-person) delivered to 1,000 attendees
- Grow reach on Facebook travel sellers page by 3,000 members
- Trade road shows in New Zealand and in-market reaching 1,500 buyers
- Famils in Queenstown (50 participants hosted)
- Maintain member satisfaction rate for trade marketing activity at a minimum of 80%.

Comments

Partly achieved. The past year has still had its share of ups and downs with uncertainty around the border reopening and the implications of the New Zealand traffic light system. The trade team have used this time to predominantly keep travel sellers updated on the Queenstown, *Home of Adventure* brand proposition. We have highlighted product development and major pipeline activity, including advancing training opportunities for travel sellers. We have created two social channels to enhance engagement and stream on-demand training opportunities; sent quarterly news updates including translations; and leveraged industry events to support our partners and operators.

Activity	Results
<p>1. Continue development of new trade training content for domestic, Australia and long-haul markets re-positioning Queenstown as the <i>Home of Adventure</i> and pushing core pillars and seasonal credentials.</p>	<p>Ongoing. Created a new trade microsite with easier access to training videos and presentations for agents.</p>
<p>2. Establish new communication channels to deliver Queenstown messages to global travel trade in a timely manner.</p>	<p>Ongoing. Created two new social channels—a closed Facebook group for travel sellers and YouTube channel to house all video content for further training development.</p>
<p>3. Continue to re-build a comprehensive and updated global trade distribution channel database.</p>	<p>Ongoing. Completed joint venture with two key market providers—KarryOn (Australia), Travel Professionals (US). Worked across platforms like TRENZ Connect and through channel partners—TNZ, Air NZ, wholesalers etc.</p>
<p>4. Build an Australian trade distribution channel database to capture travel sellers of long-haul destinations from Australia that will look for short-haul options.</p>	<p>Ongoing.</p>

Activity	Results
5. Deliver remote and in-person training sessions to global travel trade on Queenstown's propositions.	Ongoing. Apart from a few opportunities to connect with domestic partners (TECNZ, Pacific Storytelling, Flight Centre etc.) the development of our stream-on-demand training sessions sent quarterly helped us to deliver seasonal messages and Queenstown's propositions.
6. Host trade famils in partnership with Air New Zealand, Tourism New Zealand and other distribution channel partners.	Ongoing. Due to closed borders, trade famils were limited but we did host the TIA Board, TNZ Trade & Media team, RTO partners from surrounding regions and Renata West from Pacific Storytelling.
7. Host key New Zealand Inbound Operators famil to influence their Queenstown itineraries.	Achieved and ongoing. Hosted the TEC board in June 2021, attended the TECNZ conference, DQ's ITO event in Auckland and participated at RTNZ training with both sellers on ITO teams and their senior management.
8. Reclaim Queenstown's reduction in length of stay of coach tour and FIT itineraries in all markets for 2023 to 2025 programs.	Not achieved. With borders closed no work has been implemented to achieve this target with suitable partners. Training and quarterly newsletters from DQ have held our brand proposition.
9. Develop DQ's long-haul portfolio of markets to align DQ Business Plan for FY22-23.	Ongoing.
10. Activation in Australia travel trade media (content and quizzes) to raise awareness of Queenstown as a spring/summer destination and to recruit travel sellers into DQ webinars.	Achieved. Partnered with KarryOn to share content on Queenstown and leveraged this partnership to encourage agents to join our Virtual Reconnect Expo (Feb 2022) and sign-up to receive our trade communications.
11. Establish <i>Home of Adventure</i> brand to travel trade in the Australian market.	Achieved. Our Australia Roadshow in 2021 reconnected with core travel trade. Our <i>Home of Adventure</i> brand and core segments were further advanced with our virtual reconnect expo in Feb 2022 and quarterly news updates.
12. Brief Australian Ski wholesalers on DQ's consumer campaign and offer assets they can leverage to maintain winter and encourage spring Ski in 2022.	Achieved. Two successful joint venture promotions with key Ski wholesalers resulted in sales, enquiries and conversions all up on pre COVID-19 figures.
13. Deliver trade partnership campaign in Australian market to launch <i>Home of Adventure</i> in New Zealand market and to push Winter & Ski proposition.	Achieved. Two joint venture campaigns delivered with key Ski wholesalers in May 2022.

Activity	Results
14. Develop a China recovery strategy to implement when the market turns around after the slow down due to the impact of COVID-19.	Ongoing. Quarterly Trade Remarks newsletter translated into both simplified and traditional Chinese. Development of a WeChat strategy.
15. Host China key trade famil in partnership with Tātaki Auckland Unlimited, TNZ and Air New Zealand to deliver 'Queenstown is open' message in China.	Not achieved. Due to border restrictions.
16. Deliver a Travel Trade Sales Roadshow in China covering Beijing and Shanghai within eight weeks of the China border opening to raise the profile of Queenstown in the China market.	Not achieved. Due to border restrictions.
17. Translate travel trade webpages pages in simplified Chinese to improve reach and penetration of DQ trade messages to Chinese travel trade sellers using China-user-friendly platforms.	Not achieved. We have evolved our quarterly newsletter communication to include translation to both simplified and traditional Chinese. We have established a WeChat strategy to implement once there is further certainty with the recovery of this market.
18. Deliver the evolved and sophisticated Queenstown stand at TRENZ 2022.	Not achieved. TRENZ was predominantly an online event with networking opportunities only available in Queenstown and Auckland with NZ operators. No offshore buyers were present.
19. Host 40 TRENZ 2022 participants in TRENZ pre/post famils.	Not achieved. Due to border restrictions and no international buyers.
20. Undertake domestic sales calls to target key trade partners (IBOs, TNZ) and long-haul airlines in Auckland, Wellington and Christchurch.	Achieved. Through the advantage of coordinated industry events, participated in TECNZ Conference, RTNZ training days, and delivered our own DQ ITO event in Auckland.
21. In conjunction with travel trade partners and TNZ, host famils and actively seek out opportunities to host key decision makers on famils.	Ongoing. Due to border restrictions, we haven't achieved the delivery of hosting famils for any international buyers.
22. Attend TNZ's Kiwi Link events to launch <i>Home of Adventure</i> as long-haul markets open up.	Not achieved. Due to border restrictions.
23. Roll out <i>Home of Adventure</i> globally through events and in-market activity within DQ's portfolio of markets.	Achieved. In-person activity has been limited to Australia. All activity globally has been done online.
24. Develop resources for Muslim market in Malaysia and Indonesia to increase arrivals and length of stay.	Not achieved. This was due to the border restrictions and no BDM for Asia.

Activity	Results
25. Develop content for trade to push Queenstown's new product portfolio. Reinforce the key segments and reasons to visit in Queenstown, including ski, food & drink, luxury, family, golf, biking and adventure.	Achieved. Stream-on-demand training has reinforced reasons to visit throughout the year, highlighting and identifying our key segments to share with the travel trade.
26. Deliver activity in Australia, China and North America specific to development of Queenstown's luxury credentials.	Not achieved.
27. Attend the annual TEC conference and other events to influence distribution channels.	Achieved. In addition to attending the annual conference the opportunity was provided to have one-to-one appointments with IBO. This resulted in 30 appointments.
28. Host famils supporting TNZ and trade partner famils where objectives align.	Ongoing. Border restrictions prevented TNZ famils from taking place but industry trade partner famils were held with TIA Board, RTO (lower south), Renata West (contracting), General Travel, and Flight Centre.
29. Attend RTO training day in Auckland	Achieved. 43 appointments completed over two days.
30. Attend TNZ RTO workshop in Australia.	Achieved. 26 appointments connecting with key Australia travel trade partners.
31. Support Christchurch Airport's Kia Ora South Trade Roadshow in China and US.	Not achieved. Due to border restrictions.
32. Publish quarterly reports summarising trade activity to members.	Achieved.
33. Create opportunities for Queenstown operators to visit market for sales calls.	Achieved. As an extension of the DQ roadshow in 2021 created an online virtual reconnect expo to educate frontline agents and key decision makers.
34. Leverage events to drive visitation in the shoulder season.	Not achieved. Due to border restrictions and/or disruptions with COVID-19 Traffic Light System and event cancellations.

Queenstown Convention Bureau

Objective

Maintain existing and develop new industry relationships and partnership opportunities to generate more awareness of Queenstown as the ultimate business events destination and to increase leads.

KPI

- Number of leads generated (tbc based on markets coming online: 100 New Zealand, 90 Australia, 30 long-haul markets, 220 total leads)
- LinkedIn digital C&I campaign reach, web traffic and leads generated
- Newsletter communication reach (8 newsletters reaching 3,000 PCOs, Incentive and Corporates)
- Sales calls completed (40 one-to-one and 200 webinars)
- Attend/organise road shows in New Zealand and Australia (130 attendees as buyers)
- Famils and site inspections (50 participants hosted)
- Maintain member satisfaction rate for QCB activity at a minimum of 80%.

Comments

Achieved. Leads generated were 99 NZ, 108 AU and 10 international, totalling 217 leads across markets. Although very close to targets, the continued border closures in Australia (until 14 April) and event limitations in New Zealand saw a decrease in enquiries for large periods of FY21-22. Four seasonal newsletters were sent to the database of 3592 contacts across all markets with a 22.3% open rate. 308 sales calls were conducted in FY21-22 through one-to-one sales meetings in NZ and Australian markets, tradeshow scheduled appointments and contracted services of Clockwise Solutions in Australia.

We did not facilitate QCB hosted roadshow (NZ or AU) due to COVID-19 and border restrictions. QCB attended roadshows and events to represent Queenstown e.g. TNZ roadshow in Australia, however there were limited opportunities for operators to directly participate. 57 participants attended site inspections and famils during FY21-22. Member satisfaction remains high at 85% satisfaction rate for QCB activity.

Activity	Results
1. Host New Zealand domestic corporate end user famil in partnership with Air New Zealand.	Achieved. 16 domestic corporate end users (EAs & PAs) attended the three-day famil with 59 suppliers participating across the various elements of the itinerary.
2. Host NZ trade based event managers famil (PCOs, Incentive Houses) in partnership with Air NZ.	Not achieved.
3. Continue development of new business events content—video, presentations and new tools on the website—for domestic, Australia and long-haul markets re-positioning Queenstown as the <i>Home of Adventure</i> .	Achieved and ongoing. Several videos and written content/resources produced, housed on the QCB website, and promoted through channels (newsletters, LinkedIn, YouTube and paid campaigns) across all markets. <i>Home of Adventure</i> branding present on all material.

Activity	Results
4. Deliver a LinkedIn digital campaign for NZ & Australia with an always-on approach.	Achieved.
5. Deliver networking events and forums to connect Queenstown C&I operators to buyers from New Zealand corporates.	Achieved. Operators invited to networking functions as part of itinerary for domestic and Australian famils hosted in Queenstown.
6. Continue promoting <i>Home of Adventure</i> to channel partners in the Australian market.	Achieved. <i>Home of Adventure</i> material and messaging present through collateral in all markets.
7. Attend BEIA's Meetings 2022 and leverage famil opportunities around it.	Achieved. QCB held two full appointment schedules (domestic & Australia), both meeting 29 buyers each. 11 Australian buyers attended the pre-meetings famil.
8. Host Australian C&I buyers famil in partnership with Air NZ to deliver 'Queenstown is open' message for Australian business event organisers and corporate end users.	Not achieved. Due to borders closing again.
9. Attend AIME 2022 Melbourne and use the platform to deliver Queenstown <i>Home of Adventure</i> .	Achieved. QCB represented the region on the TNZ stand at the event held in April 2022. 32 pre-scheduled appointments, a further 37 walk-up appointments and 18 leads were generated.
10. Attend Get Global or similar events in Australia.	Achieved.
11. Support TNZ participation at IBTM Singapore in April 2022.	Not achieved. Show was cancelled.
12. Participate and facilitate Queenstown operators' presence at Meetings 2022 in Christchurch.	Achieved. 20 operators exhibited on the Queenstown stand – the largest cohort QCB has had at Meetings to date.
13. Host 15 C&I buyer participants in Meetings 2022 pre/post famils.	Achieved. 11 hosted Australian buyers attended pre-meetings famil, complemented by four TNZ offshore team members hosting post-meetings.
14. Partnering with BEIA to attend the Australia Direct Selling Association Conference in June 2022.	Not achieved. BIEA and TNZ decided to not go ahead with activity.
15. Run three QCB Advisory Board meetings to collect input for the annual QCB business plan and to review QCB strategy and activity.	Achieved. Four meetings held with the advisory board during FY21-22.
16. Engage closely with key partners in market – Air NZ, Qantas, CINZ, TNZ, AuSAe, iSITE.	Achieved.

Activity	Results
17. Continue close partnership with Auckland Convention Bureau to deliver Auckland and Queenstown dual destination proposition to Incentive programs in long-haul markets with focus on China, South East Asia and the United States.	Ongoing.
18. Develop a US incentive strategy in partnership with Auckland Convention Bureau.	Ongoing.
19. Undertake sales calls in NZ, Australia and long-haul markets (once borders open) to target key business event organisers and corporate end users.	Achieved. For NZ and Australian markets.
20. Attend the annual BEIA conference and other events to influence distribution channels.	Not achieved. Event cancelled due to COVID-19 Traffic Light System restrictions.
21. Attend global business events trade shows supported and promoted by TNZ in markets as borders open.	Achieved. Attended TNZ events in the Australian market.
22. Host famils – QCB famils and supporting TNZ and channel partner famils where objectives align.	Achieved. QCB domestic famil hosted in partnership with Air NZ.
23. Publish Quarterly Reports summarising bureau activity to members.	Achieved.
24. Create opportunities for Queenstown operators to visit market for sales calls.	Not achieved. Due to border closures and traffic light restrictions.

Communications

Objective 1

Protect and build Queenstown’s reputation as the Southern Hemisphere’s premier visitor destination in both domestic and international markets and enhance our reputation as a world class destination that visitors from New Zealand and abroad love.

KPI

Tourism Sentiment Index score stays in the upper quartile of the global sentiment range or within 5 points of the upper score of the TSI Global score.

Comments

Achieved. Queenstown’s TSI score for the year was 28, well within the upper quartile of the global sentiment range and 4 points away from the upper limit of the global score which was 32. For comparison the national TSI score was 20.

Activity	Results
1. Reflecting the value of our reputation as a strategic asset, deliver activity that supports and enhances our reputation.	Achieved. Proactive media releases distributed and communications delivered for key activity. Co-ordinated key messages across local agencies on major tourism issues.
2. Undertake proactive media communications that enhance our reputation and mitigate negative domestic sentiment toward Queenstown.	Achieved. Proactive media releases distributed as appropriate. Media coverage also monitored to gauge perception and reputation. Increased local messaging around positive sentiment activity such as <i>Our People</i> , <i>Our Home</i> video series.
3. Undertake sentiment tracking to monitor perception of, and sentiment toward, Queenstown.	Achieved. Sentiment tracking undertaken and positive sentiment score of 28 achieved. The Net Promoter Score for Queenstown was 70 at year-end June 2022. The New Zealand Net Promoter Score was 55.
4. Continue to work with other local agencies in the destination reputation management group to create a coordinated strategic approach to destination reputation.	Achieved. DQ leads and facilitates the quarterly destination reputation management group meetings and has prepared various key messages for use. The group includes QAC, Chamber of Commerce, LWT and Police.
5. Utilise DQ media programme to help support positive sentiment through storytelling.	Achieved. Media programme included 28 DQ media files hosted in FY21-22 which generated positive destination coverage.

Activity	Results
6. Leverage local partnerships, sharing human interest stories about our people and place, to positively shape perception showing the authentic Queenstown. Consider ways to extend the #WeAreQueenstown concept further.	Achieved. Content partnerships resulted in 125 articles featuring interviews with Queenstown locals. <i>Our People</i> , <i>Our Home</i> videos were also promoted through various channels. New <i>Queenstown Cares</i> content produced for website.
7. Utilise DQ channels to deliver initiatives that build pride of place and share our stories locally.	Achieved. The DQ media programme, DQ LinkedIn page, social channels, and local media outlets have been used to share stories which build pride of place. .

Objective 2

Positively build Queenstown’s brand through sharing our stories and guiding positive media relations.

KPI

Target a 2% increase in the Net Promoter Score as measured by the Visitor Insights Programme.

Comments

Not achieved. Net Promoter Score decreased by 4% at year-end June 2022. However the Net Promoter Score was 70 for Queenstown, well above the national average of 55.

Activity	Results
1. Maintain a communications schedule of key messaging and media opportunities, with the goal of producing proactive media releases and communications relating to destination performance, ensuring we generate short lead media coverage based on newsworthy stories that work toward positive positioning of Queenstown.	Achieved. Communications schedule has been maintained throughout FY21-22, reintroducing destination performance stories as required. Proactive messaging on destination has been distributed when appropriate to media.
2. Leverage the news cycle to deliver positive Queenstown stories in the national media.	Achieved. Strong coverage received for Queenstown at key times—e.g. first snowfall, border announcements, rankings for destination and awards and accolades.
3. Utilise the <i>Home of Adventure</i> platform to celebrate our adventurous and resilient spirit and pride of place, in domestic media.	Achieved. Adventure titles and segment-led angles upweighted in DQ media programme. Coverage secured that promoted the range of adventures available to visitors demonstrating how adventure means different things to different people. Messaging also used where appropriate in media releases.
4. Continue to develop and find new ways to leverage <i>Queenstown Cares</i> content as a platform for sharing positive environmental initiatives by local businesses and community organisations.	Achieved. Four <i>Queenstown Cares</i> stories (video and written content) were produced in FY21-22.

Objective 3

Support our members and industry through enhanced stakeholder engagement and initiatives.

KPI

Target 5% increase in the community satisfaction score relating to tourism as measured by the Quality of Life survey.

Comments

Ongoing. The Quality of Life 2021 report results showed a more complex sentiment toward tourism versus prior year, highlighting the need for effective management - 32% would like to see a decrease in visitor numbers but 43% opted instead for better management of visitor numbers.

Results outlined the positive impacts from tourism:

- The highest scoring positive impacts were the trail network (59%), efforts to restore the environment (50%), better roads (39%), range of hospitality (36%) and the presence of the airport for ease of travel (33%).
- The highest scoring negative impacts included traffic congestion (50%), burden on ratepayers (42%), higher cost of living (46%), higher house prices (42%) and pressure on parking (35%).
- Respondents highlighted the following tools as the best for improving tourism management: economic diversification (52%), a local visitor levy (48%), a general NZ visitor levy (42%), better management of freedom camping (40%) and development of a destination management plan (28%).

Activity	Results
1. Deliver consistent and relevant communications to 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.	Achieved. Fortnightly Remarks and other newsletters sent regularly to members. BRG communications separated out from Special Remarks database to provide members with the option to opt-out of COVID-19 comms. Data and Insights comms established. eDM system moved over to Act-On which has enabled more user-friendly comms. LinkedIn private group utilised as a channel to communicate with members outside of newsletters.
2. Run a member capability building programme in line with member requirements.	Partially achieved. A range of member workshops and webinars were held during FY21-22: <ul style="list-style-type: none"> • WAO Climate Action Initiative workshops. • GoodYarn SME mental wellbeing workshops. • WAO Summit destination management plan workshops. • Queenstown Connect Data and Insights Hub. • NZUP roadworks webinar.
3. Deliver a schedule of member events including quarterly DQ member updates, Queenstown Connect and ad hoc member engagement opportunities as required.	Partially achieved. The AGM was held virtually but we did not achieve a full member update event each quarter, as lock-downs and the COVID-19 traffic light system impacted this.
4. Utilise <i>Home of Adventure</i> platform to celebrate our adventurous and resilient spirit, continue the messaging of locals supporting local.	Achieved. HoA used across domestic media messages. Locals supporting local used in media releases and editorials, particularly BRG materials. Comms also developed around key activity like <i>Our People, Our Home</i> and <i>Accessibility in Queenstown</i> .

Activity	Results
5. 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.	Achieved. <i>Queenstown Cares, Our People, Our Home</i> , and media releases used as a way to share stories and facts in relation to local tourism. DMP-related comms also reinforced this messaging.
6. Undertake an annual member communications survey to evaluate DQ's communications with members.	Achieved. Formed part of the DQ member satisfaction survey.
7. Continue to emphasise and embed the Tiaki Promise in DQ activity and explore new ways to use and leverage this asset.	Ongoing. This will be a core focus for the next financial year, in line with the refreshed Tiaki materials available and as part of the DMP outputs.
8. Work with QLDC, community, agencies, the QLDC events office and industry organisations to determine our approach to collective positioning of Queenstown.	Achieved. Worked closely with QLDC and Lake Wānaka Tourism on DMP work and community engagement and TCO on event-based work. Continued to work closely with members of the Destination Reputation Management group and BRG. Regularly attended Film Office meetings. Created new bike and food & drink sector stakeholder groups through market development plan work.
9. Deliver the quarterly insights dashboard for members.	Achieved.
10. Investigate the viability of an intranet portal via Simpleview to create a single hub for member interaction with DQ.	Not achieved. This will be explored in FY22-23.

Objective 4

Ongoing. Support the development of a destination management plan for the region and support community and industry engagement with that plan.

KPI

Destination management plan completed and launched by Q2 FY21-22.

Comments

Ongoing. 'Tourism for a better future' – the region's draft destination management plan – was shared with the community for feedback in July 2022.

Activity	Results
1. Develop a destination management plan in conjunction with QLDC and Lake Wānaka Tourism, to guide our region toward regenerative tourism by 2030.	Ongoing. The draft plan was shared with the community for feedback in July 2022. It will be presented to QLDC councilors for adoption in September 2022.

Activity	Results
2. Implement initiatives identified in the Queenstown Lakes district destination management plan.	Not achieved. Work programmes from the DMP will begin to be implemented in the coming FY22-23 year.
3. Enhance liaison and engagement with our community to shape positive sentiment toward tourism.	Ongoing. Contact list established for the community so DMP-related information could be shared in addition to utilising local media channels. Community events also held for DMP.
4. Promote information sharing, collaboration and support network through a shared platform for local industry to remain connected.	Achieved. www.regenerativetourism.co.nz microsite built and maintained for DMP-related information. LinkedIn private group also set up for members to be informed about items including DMP.

Objective 5

Manage the reporting function for DQ and the liaison and support function with local and national agencies regarding business recovery and crisis management.

KPI

Reports delivered on time and to operational schedule.

Comments

Achieved. Annual Report, Board reporting, member updates and business planning delivered to schedule.

Activity	Results
1. Continue to be member of the Southern Lakes Response and Recovery team, both in the short-term relating to COVID-19 but also as the group and its role evolves.	Achieved. Continue to work closely with members of the Destination Reputation Management group and BRG. Continue to share information and collaborate when appropriate.
2. Manage DQ's organisational plans and communications including the Annual Report, the Business Plan and Crisis Management plan.	Achieved. Plans delivered on time.
3. Engage with and support lead agencies in response to crisis situations (QLDC, QAC, CDEM, TORQUE).	Achieved. Continue to share information with lead agencies and collaborate when appropriate. TORQUE meetings held and facilitated by DQ. Marcomms director and HR manager attend CIMS and PIM training via QLDC & CDEM.
4. Undertake an annual member satisfaction survey to evaluate DQ's performance and assess member needs and expectations.	Achieved.

Media

Objective 1

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

KPI

Target a 2% increase in the Net Promoter Score as measured by the Visitor Insights Program.

Comments

Not achieved. This year's Net Promoter Score was 70, the year-end June 2021 NPS score was 73.

Activity	Results
1. Facilitate content generation aligned with consumer marketing priorities and in response to demand from media and market trends	Achieved. A range of segment-led stories pitched and coverage delivered.
2. Identify ongoing partnership opportunities in key markets and target consumer segments.	Partially achieved. Content partnerships undertaken in Australia with Broadsheet and Urban List. Due to COVID-19, DQ and TNZ have only just reentered long-haul markets.
3. Leverage key local events via the DQ media program to showcase the event to drive destination visitation.	Achieved. Crankworx, Cyclorama, Welcome to Winter and Matariki Arrowtown Lights were supported with coverage via the DQ media program.
4. Explore the use of a PR agency based in Australia.	Achieved. A Sydney based PR agency, PEPR, was appointed in May for the FY22-23 year.
5. Embed the <i>Home of Adventure</i> brand position, clearly articulating the range and diversity of activities that represent 'adventure' in Queenstown. Seek media opportunities that support this.	Achieved. A range of coverage pitched and secured that supports the variety of adventures available to visitors, showcasing how 'adventure' means different things to different people.
6. Develop content for DQ's own channels tailored for key long-haul markets as well as domestic and Australian markets.	Achieved. 53 articles covering the key visitor segments created internally for DQ website.

Objective 2

Tell Queenstown’s stories through owned and earned media channels, supporting long-term brand positioning, and driving positive PR.

KPI

Produce a minimum of 40 pieces of DQ generated earned media in the domestic market.

Comments

Achieved. 52 pieces of positive travel content was generated in the domestic market via the DQ Media Program, plus 13 pieces of destination sponsored content delivered.

Actiuty	Results
<p>1. Use and influence the International Media Program to secure inspiring and engaging media coverage in key international markets, as part of market re-entry strategy.</p> <p>Utilise Tourism New Zealand’s content ‘Newsroom’ to secure coverage in key long-haul markets that align with DQ’s strategic priorities.</p>	<p>Achieved. TNZ media activity featuring Queenstown reached over 420.3million* people worldwide in FY21-22. The DQ Newsroom was paused until long-haul markets came back online.</p> <p><small>*Source: TNZ media portal</small></p>
<p>2. Use the DQ media program to support positioning for key visitor segments and in line with consumer marketing priorities.</p>	<p>Achieved. All paid content partnerships and DQ media famils aligned with consumer marketing priorities.</p>
<p>3. Explore regional partnership opportunities to showcase Queenstown and products.</p>	<p>Achieved. Trail Towns (Australian TV Bike production) created an episode showcasing Wānaka and Queenstown. Ongoing work with TCO and LWT on the Southern Way Project (lower south marketing collaboration), bike marketing, and the Central Otago and Southern Scenic touring routes.</p>
<p>4. Leverage the news cycle to promote destination messages.</p>	<p>Achieved. Strong coverage received for Queenstown on first Qantas flight, commencement of ski season, Crankworx Summer Series Mountain Bike Festival and Welcome to Winter.</p>
<p>5. Utilise key opinion leaders to reach specific demographics, promoting and positioning Queenstown as an aspirational destination.</p>	<p>Partially achieved. Crankworx athletes were hosted, and a range of content produced as a result.</p>
<p>6. Prepare for re-entry to long-haul markets, identifying media opportunities offshore to promote Queenstown and drive year-round awareness.</p>	<p>Partially achieved. Preparatory work completed and delivery has begun since borders have started to reopen.</p>

Actiuty	Results
<p>7. Leverage the news cycle around the opening of the trans-Tasman bubble to;</p> <ul style="list-style-type: none"> • Ensure Queenstown messaging is part of the trans-Tasman news cycle and inspirational Queenstown content is visible in Australia • Drive demand and grow share of visitors to Queenstown. 	<p>Achieved. Interim Chief Executive attended first Australian flight event and media opportunity.</p> <p>Contracted Sydney-based PR agency PEPR to assist with positive positioning for Queenstown.</p>
<p>8. Support the market development plan work through:</p> <ul style="list-style-type: none"> • Targeted media hosting programme to support consumer segments. • Utilise influencers and third parties (such as brands or sponsored content) to amplify messaging for each segment and showcase Queenstown’s credentials in each area. 	<p>Achieved. Segment-led stories pitched and delivered. A range of sponsored content used to amplify Queenstown and consumer messaging.</p>

Consumer Marketing

Objective 1

Generate and convert demand for Queenstown amongst New Zealand travellers.

KPI

- Contribute to the organisational goal of achieving \$1.2B in visitor expenditure in Queenstown by year-end June 2022, as measured by Marketview electronic card data.
- Drive 10% overall growth in visitation from the domestic market, as measured by DataVentures visitation data.
- Grow propensity to visit Queenstown score from 30% to 40% in the domestic market as measured by the Visitor Insights Programme.
- Deliver 2.5% growth in member referrals from the QueenstownNZ website.

Comments

Not achieved. Total visitor expenditure for year-end June 2022 was \$519M*. This period was significantly impacted by a national Alert Level 4, extended Auckland Alert Level 4 and community COVID-19 outbreak.

- Domestic visitor numbers for FY21-22 were down -29.% against FY20-21 (3M vs 4.3M cumulative visitors).
- Propensity to visit Queenstown decreased from 30% to 27% at year-end June 2022. However, destination appeal increased from 54% to 57%.
- Member referrals from QueenstownNZ.co.nz were down -13%.

*as measured by Marketview electronic card-only payment data. (This is a different data set to the MRTes which were previously used, which were modelled for cash spending and pre-departure spend.)

Activity	Results
1. Generate demand for Queenstown by delivering four high-impact domestic campaigns in FY21-22, based on key consumer segments and aligned with seasonal demand needs.	<p>Achieved. The marketing team delivered five high impact campaigns. Four seasonal domestic campaigns were focused on key segments and were full-funnel (Dream-Plan-Book) driving demand and conversion in the form of referrals to members.</p> <p>One campaign <i>Our People, Our Home</i> was designed to celebrate our people and share the stories of our passionate locals, with the domestic market.</p> <ul style="list-style-type: none"> • Late Winter/Spring Ski (August 2021) • Spring campaign (October-November 2021) • Summer campaign (January 2022) • <i>Our People, Our Home</i> (February-June 2022) • Autumn (March-April 2022) • Winter (May-June 2022).

Activity	Results
2. Work with the trade team, third party suppliers and airlines to partner on activity to convert domestic demand.	<p>Partially achieved. Worked with the trade team and third parties to identify opportunities within campaign periods to maximise and convert domestic demand.</p> <p>The domestic autumn campaign featured a partnership with House of Travel in March, designed to convert domestic demand for a 'short autumn break' between mid-March to mid-June.</p> <p>Marketing worked closely with the domestic Air NZ team throughout the year to capitalise on their retail promotions, ensuring Queenstown was present in as much activity as possible.</p> <p>Key domestic travel trade partners (Flight Centre, House of Travel and You Travel) were also re-engaged ahead of every campaign period, with opportunities to load domestic travel packages within campaign activity.</p>
3. Drive preference for Queenstown to encourage year-round visitation, measured by the domestic visitor perception survey.	<p>Achieved. Delivered four passion-point-led high-impact campaigns during FY21-22 and ran an always-on digital marketing campaign in the domestic market to generate awareness of experiences and drive year-round visitation.</p> <p>Queenstown destination appeal increased from 54% to 57% as measured by the VIP.</p>
4. Drive repeat visitation from the domestic market <ul style="list-style-type: none"> • Retargeting audiences who have engaged with content at different stages of the travel booking cycle with compelling reasons to return in various seasons. • Development of consumer database and eDM schedule. 	<p>Achieved. DQ ran a comprehensive strategy throughout FY21-22 to retarget website visitors with relevant experiences, content and deals.</p> <p>DQ launched its direct-to-consumer eDM strategy in May 2022 to build an ongoing relationship with potential visitors and encourage repeat visitation from the domestic market throughout the year.</p> <p>22% of domestic users to the website in FY21-22 were returning users.</p>

Objective 2

Continue to build the Queenstown brand and fully embed the *Home of Adventure* proposition.

KPI

- Grow the percentage of New Zealanders who consider Queenstown 'highly appealing' from 54% to 65%, as measured by the Visitor Insights Programme.
- Grow perception of Queenstown as the *Home of Adventure* in the NZ market from 69% to 75%, as measured by the Visitor Perception programme.

Comments

Achieved. The percentage of New Zealanders who consider Queenstown 'highly appealing' increased from 54% to 57%. The perception that Queenstown is the *Home of Adventure* increased from 69% to 75%.

Activity	Results
1. Execute campaigns under <i>Home of Adventure</i> brand for each target segment, articulating Queenstown's range of experiences and how adventure resonates with the different consumer segments and means different things to different people.	Achieved. Four high impact campaigns ran under the <i>Home of Adventure</i> brand in both domestic and Australian markets to target the following consumer segment audiences and passion points; walking and hiking, biking, golf, family, food & drink, adrenaline, winter lovers and ski enthusiasts.
2. Explore activation opportunities to drive brand awareness and penetration and support the consumer segment activity.	Not achieved. While the <i>Home of Adventure</i> brand underpinned all consumer marketing and segment activity, no brand activation or experiential marketing activity took place due to the operating environment with COVID-19 outbreaks and travel restrictions.
3. Weave <i>Home of Adventure</i> message in all DQ activity including media, trade and consumer.	Achieved. The <i>Home of Adventure</i> brand continued to underpin all DQs consumer marketing activity including high impact campaigns, content, editorial and media partnerships, as well as relevant trade activity, both on and offshore.
4. Ensure industry partners are equipped to appropriately represent our destination, unique positioning, and key messages, in their activity.	Achieved. Along with the Queenstown Brand Book which was designed to help deliver the <i>Home of Adventure</i> story, all high impact campaigns featured a Campaign Project Plan and Campaign Toolkit to provide partners and members with campaign context, creative assets, media plans, key messages and how to get involved and leverage the activity.
5. Produce high-quality branded materials and collateral to reflect the new <i>Home of Adventure</i> proposition: <ul style="list-style-type: none"> Update collateral and signage with new <i>Home of Adventure</i> tag line as and when required. Update DQ-owned footage and imagery aligned with new brand proposition and consumer segments, enabling DQ to best portray our destination. Produce branded collateral including visitor guides, corporate gifts, event signage and others. Produce and license images for DQ public image library to increase the breadth and quality of assets that can be shared with third parties. 	Achieved. New footage and imagery was produced for multiple segments throughout the year. Photo and video shoots included: hiking, trail biking, mountain biking, golf, food & drink, as well as a culture and heritage shoot in collaboration with Tohu Whenua and APBA. Branded collateral has been updated and refreshed including uniforms, event signage, DQ's Corporate Gift, as well as the Official Queenstown Visitor Guide which was revamped in line with DQ's consumer segment strategy in January 2022.
6. Provide marketing services support to the wider organisation ensuring appropriate brand representation.	Achieved. Provided ongoing support to the wider organisation to ensure appropriate use and inclusion of the Queenstown brand. From general admin support to QCB and trade partnership activity, as well as supporting with the build of the new trade microsite.

Activity	Results
7. Create market development plans for each of the key target segments identified in the consumer segment matrix; to implement and deliver recommended activity for each sector as identified in the market development plans. <ul style="list-style-type: none"> Undertake market research for each sector to identify opportunities to strengthen Queenstown's position in the relevant segment. Utilise research from the market development plans to inform targeting of each segment. Leverage <i>Home of Adventure</i> brand proposition to grow, cement or evolve our positioning domestically in each segment. Utilise market development plan findings for each consumer segment, to inform the regional events strategy. Develop an integrated content strategy and calendar of activity to support tactical objectives. Produce visual assets to refresh image libraries to adequately represent this proposition. Produce articles and videos for organic and paid digital channels driving preference by growing the understanding of Queenstown's proposition relating to each consumer segment. Work with key stakeholders within the local community to consolidate propositions. Develop a strategy to carry DQ's campaigning activity from immediate, seasonal demand-generation marketing to segment-led, passion point based marketing beyond FY21-22. 	Partially achieved. Market development plans have been written and finalised for biking and food & drink, while golf and ski plans are underway. An integrated and targeted content strategy was developed to drive preference in key consumer segments and continue building Queenstown's brand and <i>Home of Adventure</i> proposition. An events strategy for the region is currently being undertaken, enabled through the Regional Events Fund. DQ commissioned and produced a range of imagery and video assets for the following segments: hiking, trail biking, mountain biking, golf and food & drink. Over FY21-22, 53 blogs were produced to speak to key consumer segments, two new segment-led video assets were produced and existing segment videos were refreshed and renewed for paid campaign activity and organic channels. DQ's campaign activity continued to run during each of the four seasons to drive year-round demand and support our membership during another year of reliance on the domestic market. However the strategy shifted from seasonally-led content, to targeting passion points.

Objective 3

Drive consumer preference for Queenstown through owned and paid channels.

KPI

- Grow new user engagement by channel by 2% over prior year.
- Grow volume of traffic to site from social channels by 5% over prior year.
- Grow propensity to visit Queenstown score from 30% to 40% in the domestic market as measured by the Visitor Insights Programme.

Comments

Not achieved. The volume of new users to the website decreased by -3.8% against FY20-21. Combined traffic from paid and owned channels decreased by -5.1%. Propensity to visit Queenstown decreased from 30% to 27% at year-end June 2022.

Activity	Results
<p>1. Develop content strategies to consolidate Queenstown's proposition, driving consumer preference:</p> <ul style="list-style-type: none"> • Develop an integrated content strategy to support tactical objectives. • Produce articles and videos for organic and paid digital channels expanding on the <i>Home of Adventure</i> proposition. • Ongoing content strategy driving preference and visitation by growing the understanding of Queenstown's unique proposition relative to different traveller segments. 	<p>Achieved. An integrated and targeted content strategy was developed to drive preference in key consumer segments and continue building Queenstown's brand and <i>Home of Adventure</i> proposition.</p> <p>Over FY21-22, 53 blogs were produced to speak to key consumer segments, two new segment-led video assets were produced and existing segment videos were refreshed and renewed for paid campaign activity and organic channels.</p> <p>DQ partnered with a range of publications and media in FY21-22, driving brand awareness and preference among key consumer segments, resulting in 14 sponsored content partnerships with the likes of MiNDFOOD, Urban List, We Are Explorers, Pinkbike, Spoke, Kidspot, Signature Luxury Travel, NZ Golf and NZ Golf Magazine and more.</p> <p>DQ also re-commissioned the Queenstown/ Wānaka weekly Snow Reports in partnership with Mountainwatch and LWT during the winter season and launched a new weekly Queenstown Wānaka Dirt Report series during the spring and summer seasons.</p>
<p>2. Utilise highly targeted always-on activity to generate demand from potential travellers in New Zealand and Australia:</p> <ul style="list-style-type: none"> • Ongoing delivery of targeted and integrated digital activity, including paid and organic, to communicate the variety of experiences in Queenstown to qualified potential visitors. • Drive potential travellers' web visitation, engagement and referrals through Queenstown's official website. • Expand programme of activity to focus on lower funnel and demand generation, protecting Queenstown's market share. • Continue utilising high quality social media content to consolidate brand proposition, shape positive destination reputation inspire potential travellers and drive visitation to website. 	<p>Partially achieved. DQ ran a comprehensive always-on digital strategy in FY21-22 across paid and organic channels including; Facebook, Instagram, GDN, paid search, native and TikTok to communicate a variety of experiences, shape positive destination reputation and drive website visitation.</p> <p>The always-on strategy drove strong engagement and referrals from the domestic and Australian markets. Despite combined total website sessions from the two markets being down 7%, and referrals down 14% on last year, the conversion rate remained healthy at 22.3%.</p>

Objective 4

Continue to enhance the Queenstown Official Website maintaining its position as a leading source of visitor information.

KPI

- Increase annual website visitation by 5% over prior year.
- Reduce bounce rate by 4% over prior year.

Comments

Not achieved. DQ campaigned heavily throughout the year to drive traffic, optimise website content for search, and leverage Simpleview CMS capabilities to continually improve user experience to drive users down the funnel from Plan to Book. Annual website traffic dropped by -4.8%, generating a total of 1.92M visits for the year. Bounce rate increased from 43% to 48%.

Activity	Results
1. Act as a key referral source for our member websites to generate direct channel bookings.	Achieved. DQ generated 409,500 referrals to DQ operators over FY21-22.
2. Implement an ongoing SEO strategy to maintain and improve search rankings and onsite experience.	Achieved. DQ launched an SEO strategy in FY21-22 and worked with our digital agency to monitor search ranking, identify keyword and SEO opportunities, and optimise or develop content accordingly.
3. Maximise Simpleview investment identifying capabilities that can be leveraged to enhance digital practices.	Achieved. DQ continued to improve user experience in FY21-22, producing a new Accessible Queenstown hub, Events hub, and refining and improving usability throughout the site.
4. Continue to improve usability of the website by monitoring user experience and refining functionalities to increase engagement and drive referrals.	
5. Ongoing technical support, license fees and hosting.	
6. Update of all key assets and strategy to reflect a new local tourism environment, including revision of content and listings to reflect most up to date products and services.	Achieved. DQ website content up to date with the changes in alert levels/traffic light system, adapting activity in response to travel restrictions and continuing to drive users down the funnel to conversion.

Objective 5

Utilise research and data to inform both consumer marketing work (to ensure it is targeted and highly relevant) and to support members.

KPI

- Begin benchmarking website visitation for each of the core consumer segments to respective landing pages.
- Share quarterly insights dashboard with members.

Comments

Achieved. DQ produced data and insights resources for its members including the quarterly insights dashboard which evolved into a monthly data snapshot; the 90 Day Forward Outlook series and launched a new data and insights hub for DQ members. DQ produced an internal segment-specific dashboard to track and monitor growth per segment across each layer of the Dream-Plan-Book funnel and better understand user behaviour to inform activity.

Activity	Results
1. Identify priority requirements for investment in insights, data and research to cover: <ul style="list-style-type: none"> • Visitation data and expenditure data. • Market sentiment and intelligence. • Visitor insights programme - experience and perception. • Monitoring destination perception and sentiment (TSI). • Consumer segmentation research. 	<p>Achieved. Completed a data and insights member survey to inform the development of the refreshed resource offering. At the end of FY21-22 DQ's member resources include the member data and insights hub, monthly data snapshots and the 90 Day Forward Outlook.</p> <p>DQ research includes:</p> <ul style="list-style-type: none"> • Visitor Insights Programme to measure visitor experience and perception • Sentiment monitoring through the Tourism Sentiment Index. • Visitation and expenditure.

Objective 6

Support operators through member capability building, visitor messaging and opportunities to leverage marketing activity.

KPI

- Grow the 'extremely satisfied' and 'very satisfied' categories with DQ's consumer marketing activity from 47% to 55% as measured by the annual member satisfaction survey.
- Deliver 2.5% growth in member referrals from DQ website.

Comments

Partially achieved. DQ adapted its activity and visitor messaging in line with current travel restrictions and drove demand for Queenstown through full-funnel, tactical activity. DQ communicated opportunities to leverage consumer marketing activity throughout the year and reinstated its Queenstown-Connect capability building series. Satisfaction with DQ's consumer marketing activity rose to 61% exceeding the 55% target.

Total member referrals for FY21-22 were down 13% against prior year.

Activity	Results
1. Utilise DQ owned channels to support social license and community support for our industry and members, building pride of place in Queenstown.	<p>Partially achieved. Launched sentiment campaign strategy in FY21-22 across DQ social channels to address some of the negative sentiment seen online from the domestic market pre & post-COVID-19, and to celebrate our people and build pride in our place and community.</p> <p>DQ commenced work on the destination management plan for the district, in conjunction with LWT and QLDC.</p>
2. Utilise channels to both promote and inform future visitors; ensuring our communications continually always show appropriate information for Queenstown visitors.	<p>Achieved. Regular updating of website content in line with changing border restrictions and government travel advice. Social media content was adapted according to the various stages of trans-Tasman border opening and a robust paid media strategy was established to easily turn on and off specific audience targeting as alert levels and travel restrictions changed.</p>
3. Develop member capability building initiatives, relative to marketing, based on member needs and feedback.	<p>Not achieved. DQ reinstated Queenstown Connect sessions in FY21-22, however no initiatives specific to marketing were run.</p>
4. Revising website and social media channels to reflect latest travel advice, relative to COVID-19 and travel restrictions.	<p>Achieved. Regular updates to website in line with border restrictions and government travel advice. Social content was adapted according to the various stages of trans-Tasman border opening and a robust paid media strategy was established to easily turn on and off specific audience targeting as alert levels and travel restrictions.</p>
5. Revising the social media content strategy including frequency of posts, adapting message and tone and evolving content to suit response, review and recovery stages as alert levels change or borders reopen.	
6. Provide a common message for businesses to align with, promoting a consistent and compelling destination message. Continue building on Queenstown's brand equity and unique proposition by weaving the <i>Home of Adventure</i> messaging through all activity.	<p>Partially achieved. <i>Home of Adventure</i> messaging continues to build presence and meaning as it is woven through all DQ activity.</p> <p>Developing <i>Home of Adventure</i> messaging that can be used by all partners is a work in progress.</p>
7. Produce brand toolkits and marketing resources for media, trade and partners, ensuring channels are well-equipped to amplify a consistent and compelling destination brand message.	<p>Achieved. Along with the Queenstown Brand Book, all high impact campaigns throughout the year featured a Campaign Toolkit to provide partners and members creative assets and messaging that was available for sharing on their channels.</p>

Objective 7

Drive preference for Queenstown in the Australian market, and selected long-haul markets, to convert demand when borders re-open.

KPI

Convert pent-up demand within the first 8 weeks of borders opening.

Comments

Achieved. DQ launched an always-on campaign into Australia to push autumn and early winter visitation as soon as the border reopening was announced. A high impact winter campaign ran in Australia from 1-31 May to defend Queenstown's reputation as the best skiing and snowboarding destination in the Southern Hemisphere and drive bookings. DQ's Australian winter campaign generated 154,000 website sessions and 21,000 referrals over four weeks.

Activity	Results
1. Build off the back of the brand launch campaign in Australia in April 2020, leveraging content partnerships and PR opportunities.	Partially achieved. Due to the ongoing travel restrictions over the year the appointment of the Australian PR company did not take place until May 2022 however two sponsored content partnerships were delivered including a Broadsheet Media x Tourism New Zealand partnership and Signature Luxury Travel ski content.
2. Deliver a high impact, fully integrated campaign, in the Australian market within 4 weeks of the border announcement.	Achieved. DQ was live in market the same week that the reopening of the border was announced, with always-on digital as well as launching a high impact winter campaign focused on driving preference and converting demand for a Queenstown winter holiday. The winter campaign also featured joint venture conversion activity with airlines and ski wholesalers. The Webjet and Air New Zealand partnership activity resulting in a +26% increase in flight bookings vs prior month. Ski wholesalers Sno'n'Ski reported a +32% increase in bookings vs May 2019, and Oz Snow a +25% increase in bookings vs May 2021.
3. Explore offshore content partnerships to build profile and demand in selected long-haul markets.	Not achieved. Border remain closed to long-haul markets, however a partnership ran with Pinkbike targeting an Australian, US and Canadian audience.
4. Maintain brand presence in offshore markets while borders remain closed: <ul style="list-style-type: none"> • Activate a positive, yet empathetic approach, to always-on digital content to remain top of mind with our visitor segments and markets. • Develop recovery strategies and identify new priorities based on border opening. e.g. considering direct to consumer activity in long-haul markets for the first time. Designing campaign strategies to suit. 	Achieved. Digital content strategy updated in line with the COVID-19 environment to ensure communications were reflective and mindful of the visitors' home environment and NZ's own restrictions. DQ's social content strategy was adapted to subtly remain top of mind in other long-haul markets through frequency of posting and inspirational content. DQ launched its direct-to-consumer eDM strategy to build relationships with potential travellers from the domestic and Australian markets and provide an avenue to communicate directly with long-haul travellers for the first time.

Objective 8

Regional collaboration with neighbouring lower south regional tourism organisations.

KPI

Work in partnership with neighbouring RTOs to leverage regional initiatives.

Comments

Achieved. DQ has worked in partnership with the eight lower south RTOs on the Southern Way touring route partnership, the Central Otago and Southern Scenic touring routes and with Tourism Central Otago and Lake Wānaka Tourism on sector initiatives.

Activity	Results
1. Continue to be an active participant of the newly developed 45 South partnership (lower south RTOs/EDAs), leveraging this collaboration to drive further inter-regional opportunities for product and marketing development, building relationships and creating a cohesive and aligned southern approach.	Achieved. The lower south RTO collective has rebranded 45 South to Southern Way. A brand and website have been developed and marketing work will commence in FY22-23.
2. Be an active participant in Southern Scenic Route (SSR) activity.	Achieved. DQ hosted the annual SSR meeting to discuss objectives, key messaging and campaign activity. Ongoing paid digital and social activity was rolled out across the year, including a digital activation with Otago Daily Times. The SSR brochure was also updated and redistributed to domestic i-SITES.
3. Work with neighbouring RTOs to leverage events funded through the Regional Events Fund.	Achieved. DQ delivered regional events funding via SLEIP, in partnership with LWT and TCO. A new event marketing hub was launched during FY21-22 and kicked off a new always-on event marketing campaign across social and digital channels to leverage events, drive awareness and visitation.
4. Consider partnership opportunities, where appropriate, with QAC, AIAL and CIAL.	Partially achieved. DQ signed an MOU with Tātaki Auckland Unlimited and Auckland International Airport to develop consumer itineraries in long-haul markets. Trade team delivered the powder highway initiative.

Organisation

Objective

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

KPI

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

Comments

Achieved. Despite another disruptive year activity has been achieved with the team delivering to a high standard, remaining highly motivated and being well supported. Professional development and wellbeing have remained a core focus, while working towards embedding sustainability practices across all facets of our business is well under way.

Activity	Results
1. Ensure the DQ organisational structure is ready to adapt to changes in the NZ industry, such as border openings/closures.	Achieved. The DQ team is almost back to its pre COVID-19 headcount, with a core staff of 16. Additionally, a Southern Lakes Events Manager was contracted to deliver the Regional Events Fund. Government funding also allowed for the 12-month contract of an Events & Digital Marketing Executive.
2. Create and provide a comprehensive induction and continued support for the incoming CE, ensuring they have the tools and knowledge to lead the organisation.	Achieved.
3. Ensure the DQ team charter is fully embedded and the organisation is operating in line with the charter maintaining the 100% commitment of staff to the values in the 2021 engagement survey.	Achieved. Workshop of the team charter completed.
4. Undertake an annual key skill and competency review to develop and deliver a targeted training and development plan for each team member.	Achieved.
5. Deliver the induction plan for each new starter to ensure they are appropriately inducted over their first four weeks at DQ, this includes undertaking a personality assessment.	Achieved. Additionally, Clifton Strengths results were included in workshops at both the May and December 2021 team days.

Activity	Results
6. Focus on improving in the areas recommended by FY20-21 engagement survey whilst maintaining or improving overall outcome.	Achieved. A key takeaway from the 2021 employee engagement survey was a desire for flexibility to be maintained in relation to hours and place of work. A flexible working arrangements policy was created along with enabling staff to continue to work from home as and when required.
7. Workplace health and safety is a top priority in everything Destination Queenstown does. Continue to promote active participation across the team regarding health and safety matters, initiatives, improvements and procedures.	Achieved. Zero H&S incidents were reported and staff followed the guidance of COVID-19 H&S Plans resulting in zero evidence of the transmission of COVID-19 in the workplace.
8. Provide internal training to the DQ team on the following: Health and Safety at Work Act (2015), hazard identification and reporting, DQ H&S policies and procedures, DQ office health and safety walkthrough, chains for winter driving.	Achieved. This was via activity such as induction, training, participation in the national shakeout programme (earthquake preparation), the ongoing H&S committee meetings and creation and reviews of policies.
9. Embed Simpleview content management system utilisation into all areas of the organisation.	Partially achieved. Simpleview capability building continued throughout FY21-22. Gains were made in events utilisation, business development reporting, itinerary compiling, and media enquiry tracking.
10. Ensure the health and safety policy and plan continues to be adhered to, implemented and updated. Health and safety committee to undertake an annual review and update of DQ's health and safety plan including emergency response and evacuation procedures, DQ procedures and hazard/ risk assessment.	Achieved.
11. Provide external Employee Assistance Program.	Achieved. Utilised several times by staff.
12. All DQ staff who regularly host clients and media have a first aid certification.	Achieved.
13. All DQ staff to undertake driver training.	Achieved.
14. Maintain a business continuity plan for DQ including communication procedures, identification of key personnel, identification of business-critical processes and files, IT backups and access, insurance and contact details.	Achieved.

Activity	Results
15. DQ participation in the Tourism Operators Responder of Queenstown (TORQUE) group which supports Emergency Management Otago and QLDC following major disruption to facilities and infrastructure in the Queenstown area.	Achieved.
16. Elevate sustainability concepts across Destination Queenstown, ensuring the organisation meets the DQ sustainability policy and plan.	Achieved. Version 2 of the DQ Sustainability Policy and Plan launched. The organisation's first carbon emissions report was compiled reflecting pre COVID-19 activity and setting the benchmark for reductions over the coming years. Participation in pilot programme Active 8 – transforming workplace travel.
17. DQ sustainability committee continues to ensure the organisation meets the sustainability commitment internally.	Achieved.
18. Work with the wider team to implement external sustainability initiatives.	Partially achieved. Applying sustainability guidelines to famil and hosting processes is underway.
19. Destination Queenstown has the appropriate information and communication technology infrastructure, hardware and software to deliver the requirements of the strategic and annual plan.	Achieved.
20. Provide an outstanding service to DQ members: facilitate new member briefings, process new member applications within five working days, updates to member listings are reviewed and published within two working to days, monitor DQ member portal via Simpleview, providing an efficient platform for members to access relevant information, manage leads and update website listings.	Achieved.





Performance Targets

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

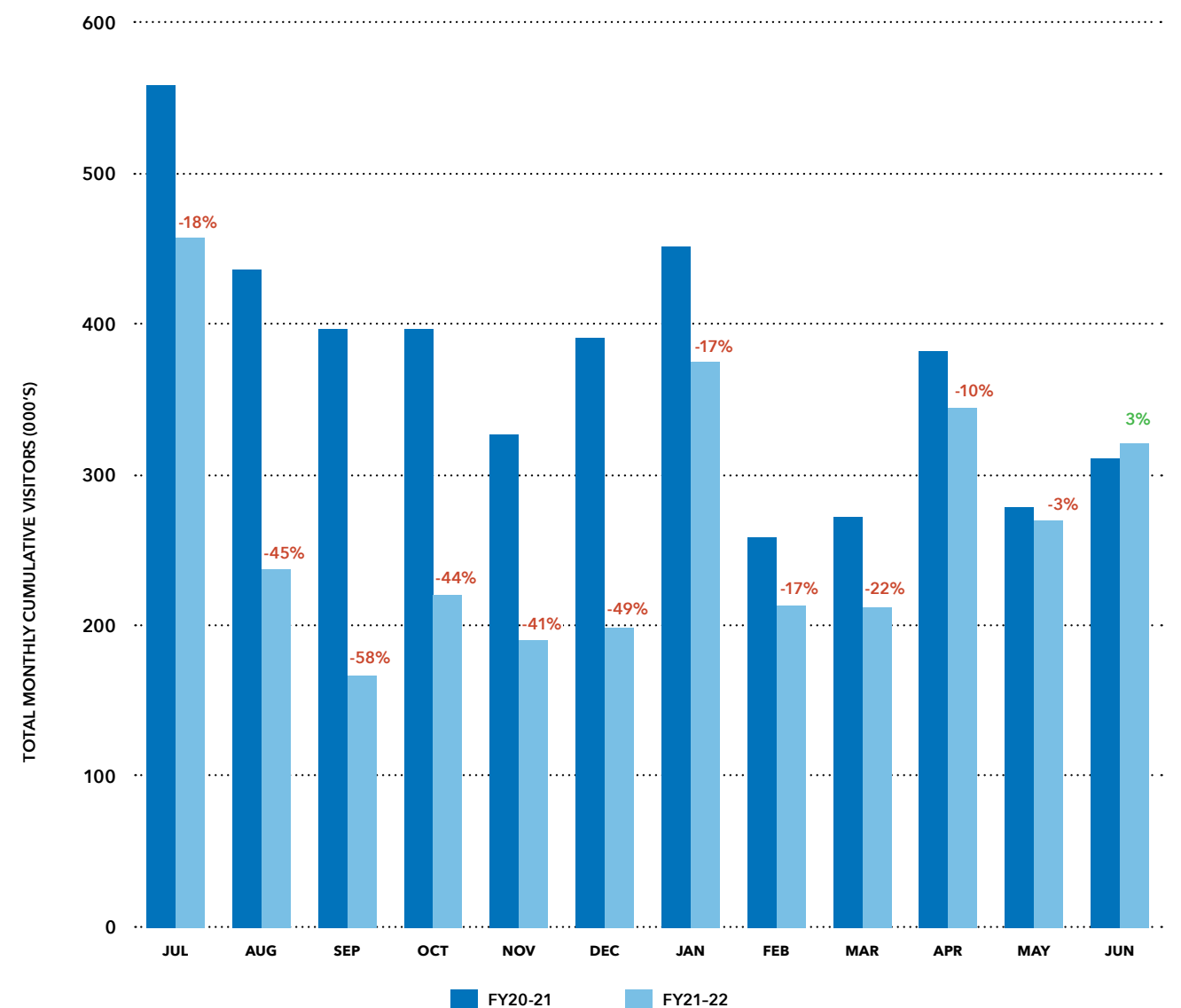
Measure	Data Source	Frequency	Indicator	Results FY21-22
Community sentiment	QLDC Quality of Life Survey (QoL)	Annually	Target 4-point increase in resident perception that the community benefits from tourism across our district (Queenstown and Wānaka).	In 2020 and 2021 the QoL survey was altered to capture resident views on certain aspects of tourism largely relating to COVID-19. The resident perception question wasn't repeated this year so DQ is unable to report on this.
Visitor satisfaction	Visitor Insights Program (VIP)	Annually	Target an average destination satisfaction score of 9.0/10 as measured by the VIP.	Not achieved. Visitor satisfaction score was 8.8 for year-end June 2022.
Visitor value	Marketview electronic card transaction data	Annually	Achieve \$1.2 billion in visitor expenditure at year end June 2022.	Not achieved. Total visitor expenditure at year-end June 2022 was \$520M.
Satisfaction with DQ	DQ Membership Satisfaction survey	Annually	Increase overall satisfaction from 85% to 90%. Grow 'extremely satisfied' and 'very satisfied' categories from 54% to 60%.	Partially achieved. The annual DQ satisfaction survey showed that 89% of members are either 'satisfied', 'very satisfied', or 'extremely satisfied' with DQ's overall performance in FY21-22. This was an increase in overall satisfaction from 77% last year. The 'very/extremely satisfied' categories increased to 71% from 68% last year.

Market and Performance Trends

Queenstown Visitation

Annual total visitation to Queenstown was down 28% compared to FY20-21. This was likely due to ongoing border restrictions, the August 2021 national level four alert level shift and continued raised alert levels in Auckland, (Queenstown's largest source market) until December 2021, followed by widespread community transmission of COVID-19 with the arrival of the Omicron variant in early 2022.

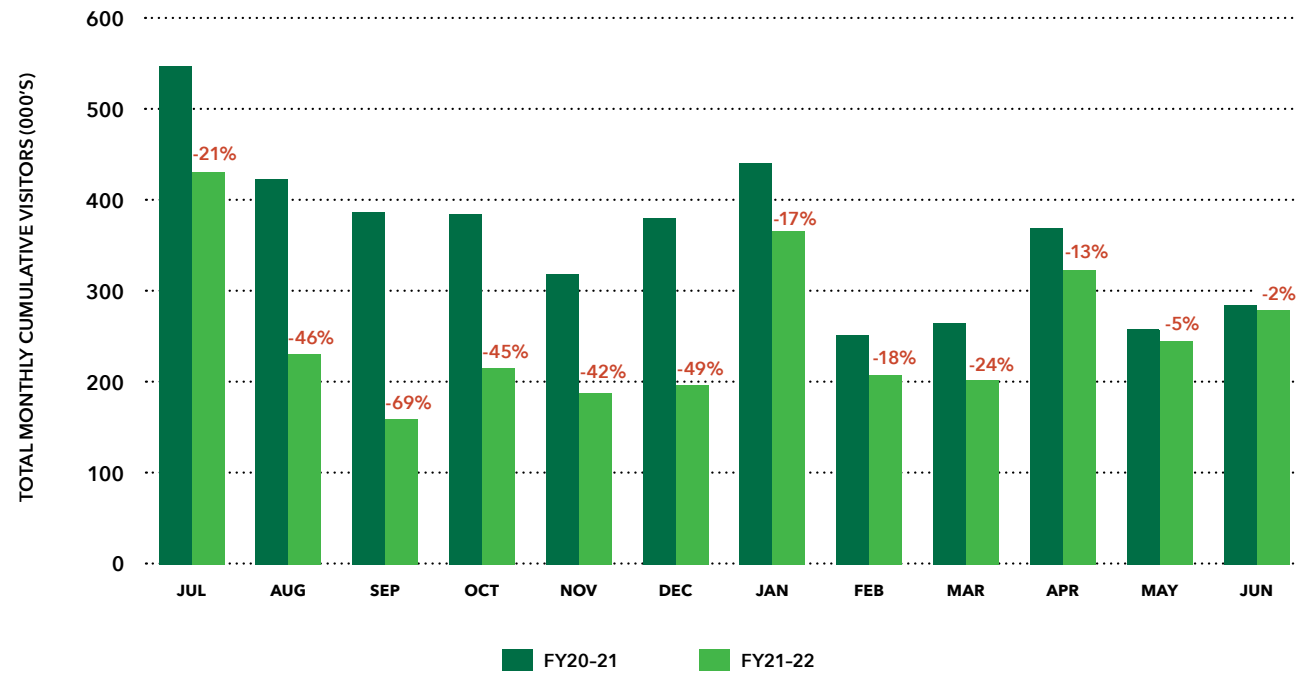
Queenstown total cumulative visitor count by month (FY20-21 us FY21-22)



[Source: Data Ventures Tourism New Zealand Tool. 1 July 2020 - 30 June 2022]

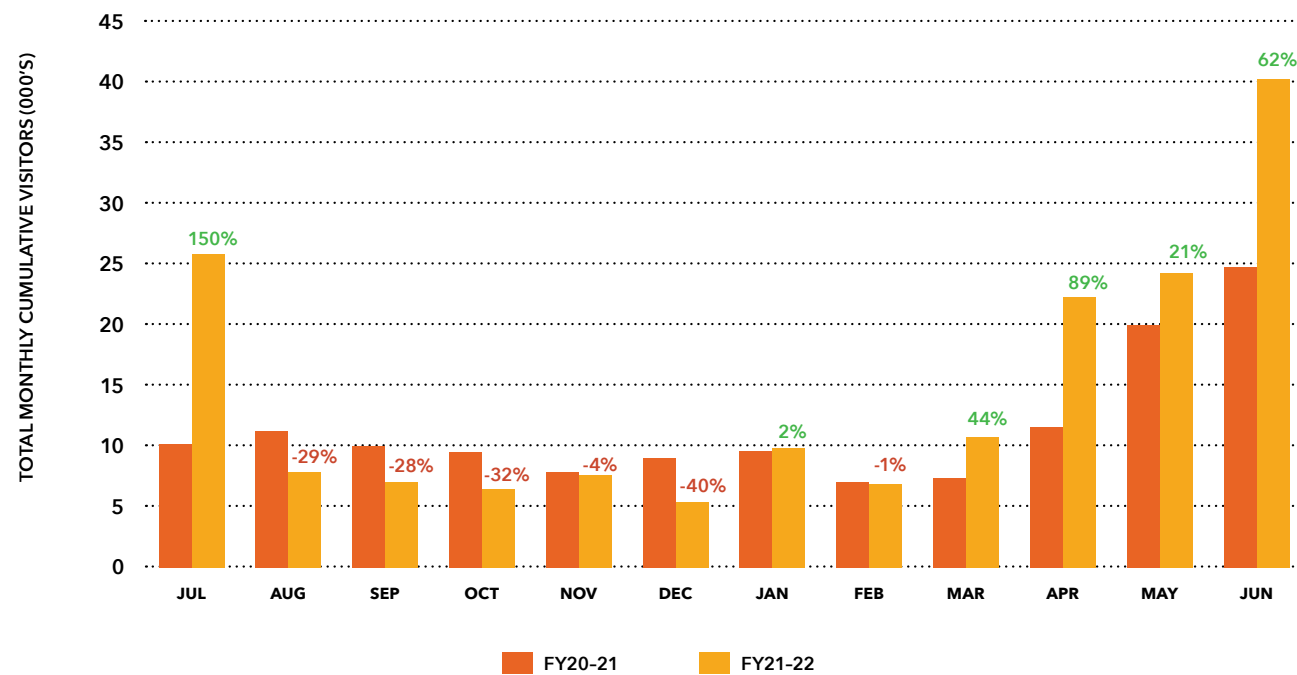
Note: Visitor count is total unique visitors on a given day but doesn't account for visitors who stay overnight. This means a visitor who stays three nights is counted three times.

Queenstown domestic cumulative visitor count by month (FY20-21 us FY21-22)



Domestic visitation was down 28% on last year (FY20-21). The decline is a result of alert level implementation (National Alert Level 4 in August and restricted movement in Auckland until mid-December 2021) and then community transmission of COVID-19 from February 2022 onwards.

Queenstown international visitor count by month (FY20-21 us FY21-22)

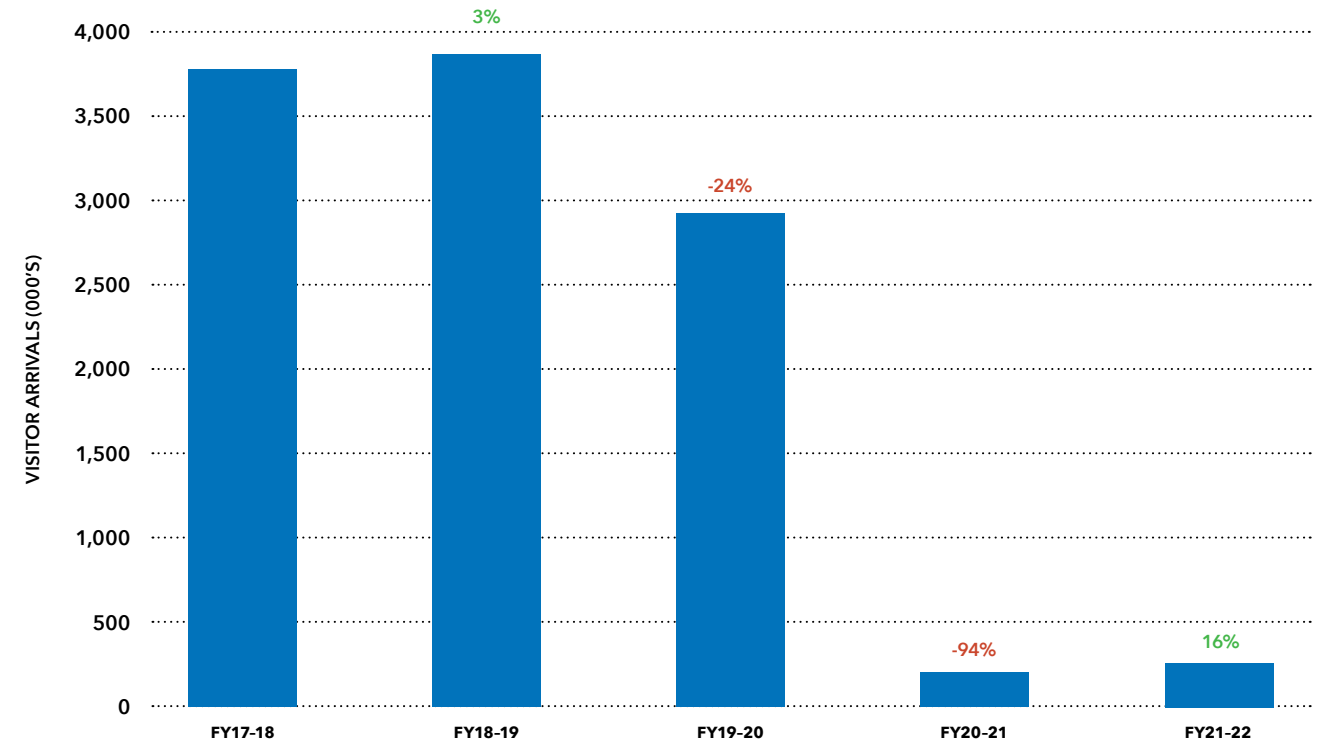


International visitation was up 26% compared to a low base last year (FY20-21). July 2021 shows the last visitors from the quarantine-free travel arrangement with Australia (which started in April 2021). In April 2022 border restrictions were eased and Queenstown saw an increase in international visitation for the rest of the FY. In June 2022 direct aviation capacity was reestablished with Australia.

New Zealand Visitor Arrivals

FY21-22 saw total New Zealand visitor arrivals increase by 16% to 309,902 versus FY20-21. FY21-22 included one month of quarantine free travel from Australia (July 2022) but most international visitors arrived when border restrictions were gradually eased from April 2022.

New Zealand annual international visitor arrivals (year-end June)



[Source: International visitor arrivals 1 July 2017 - 30 June 2022]

Queenstown Visitor Expenditure

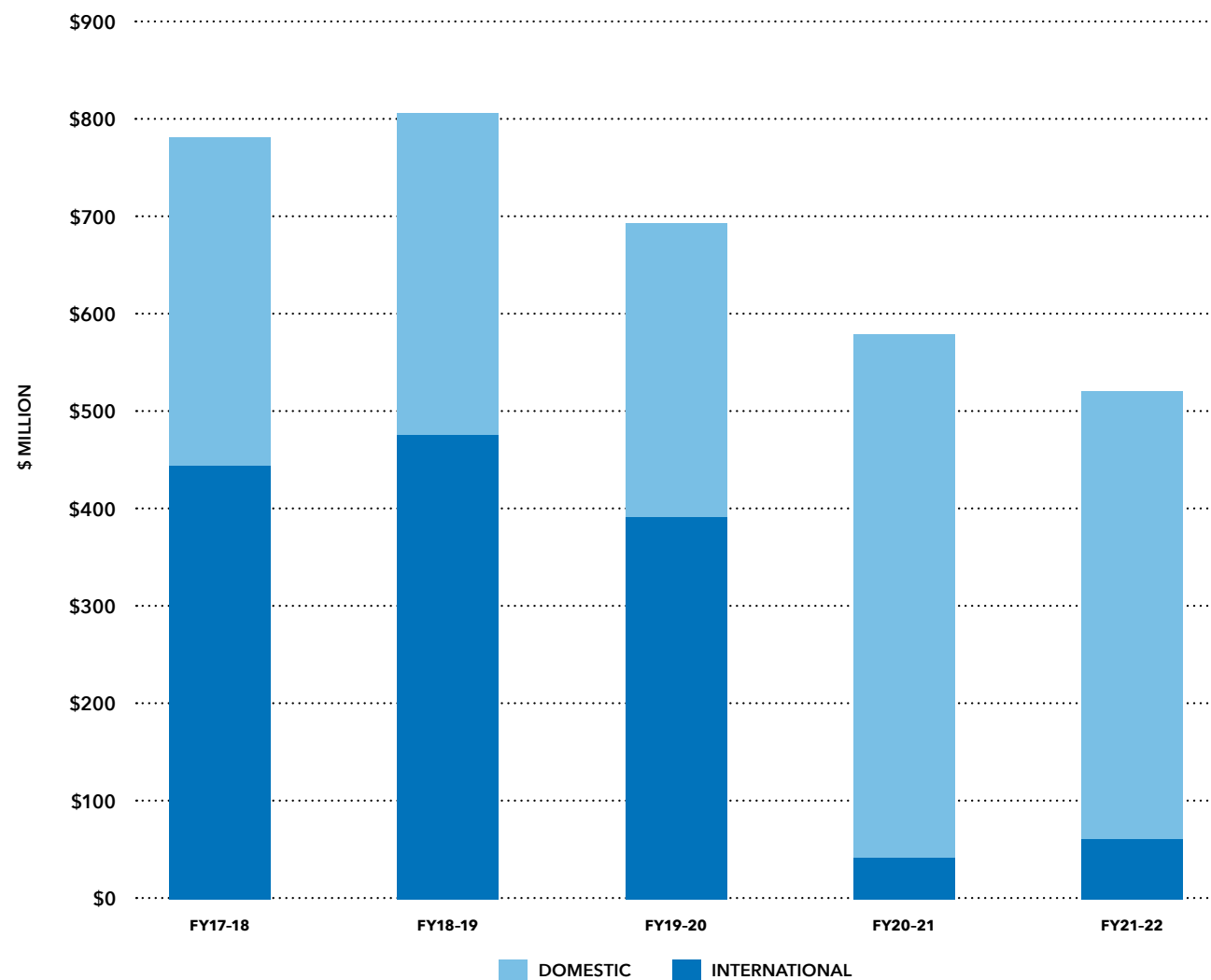
Total tourism expenditure in Queenstown fell 10% in FY21-22 compared to the year prior. The majority of the decline (-14%) was due to a decrease in domestic expenditure. This was a result of raised alert levels in August - December 2021 and then COVID-19 community transmission from February 2022, which limited ability and appetite to travel. Domestic expenditure was still up 54% for FY21-22 compared to FY19-20.

Border restrictions in place for most of the year also severely impacted international visitor expenditure, however this was up 39% compared to FY20-21, but down 85% compared to FY19-20.

This financial year, domestic expenditure accounted for 88% of all spend while international expenditure accounted for just 12%.

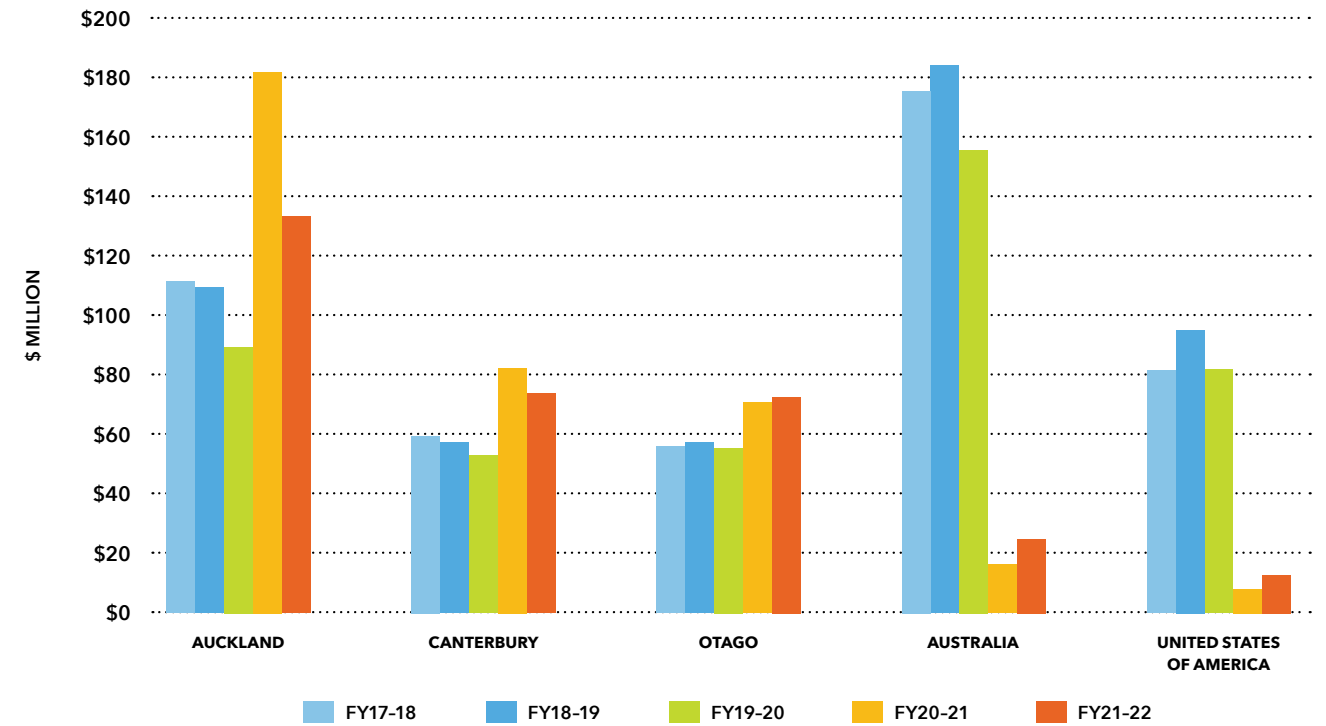
Auckland comprised 26% of total spend, followed by the drive markets of Canterbury (14%) and Otago (14%) then Wellington (9%).

Queenstown visitor expenditure (last five years)



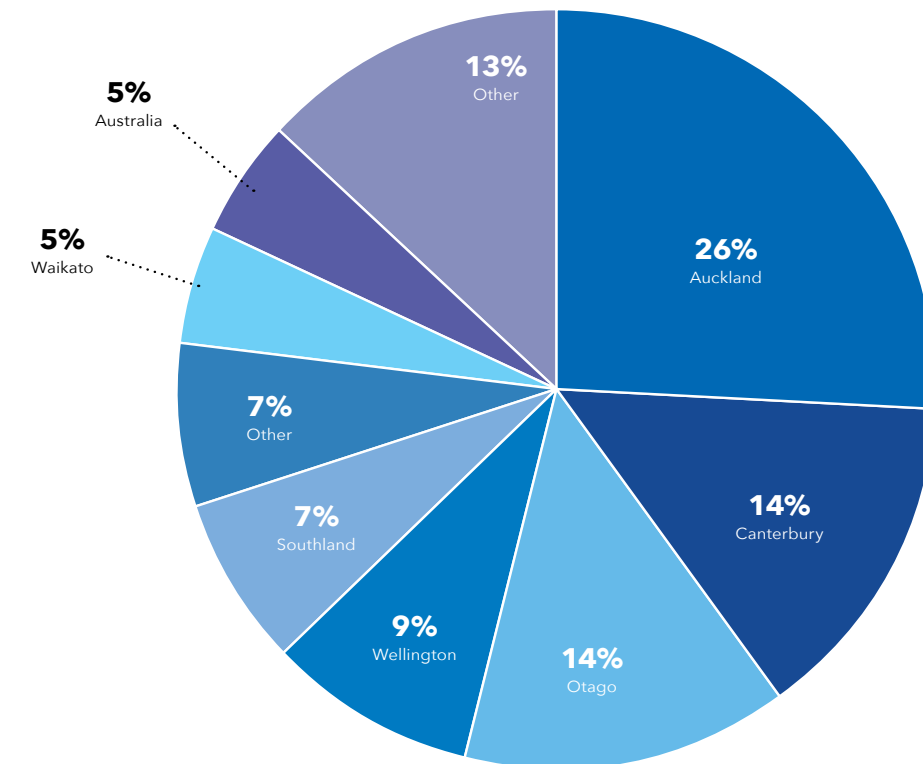
[Source: Verisk Marketview, 1 July 2017-30 June 2021]

Top five markets by expenditure (last five years)



[Source: Verisk Marketview, 1 July 2017-30 June 2022]

Market by expenditure FY21-22

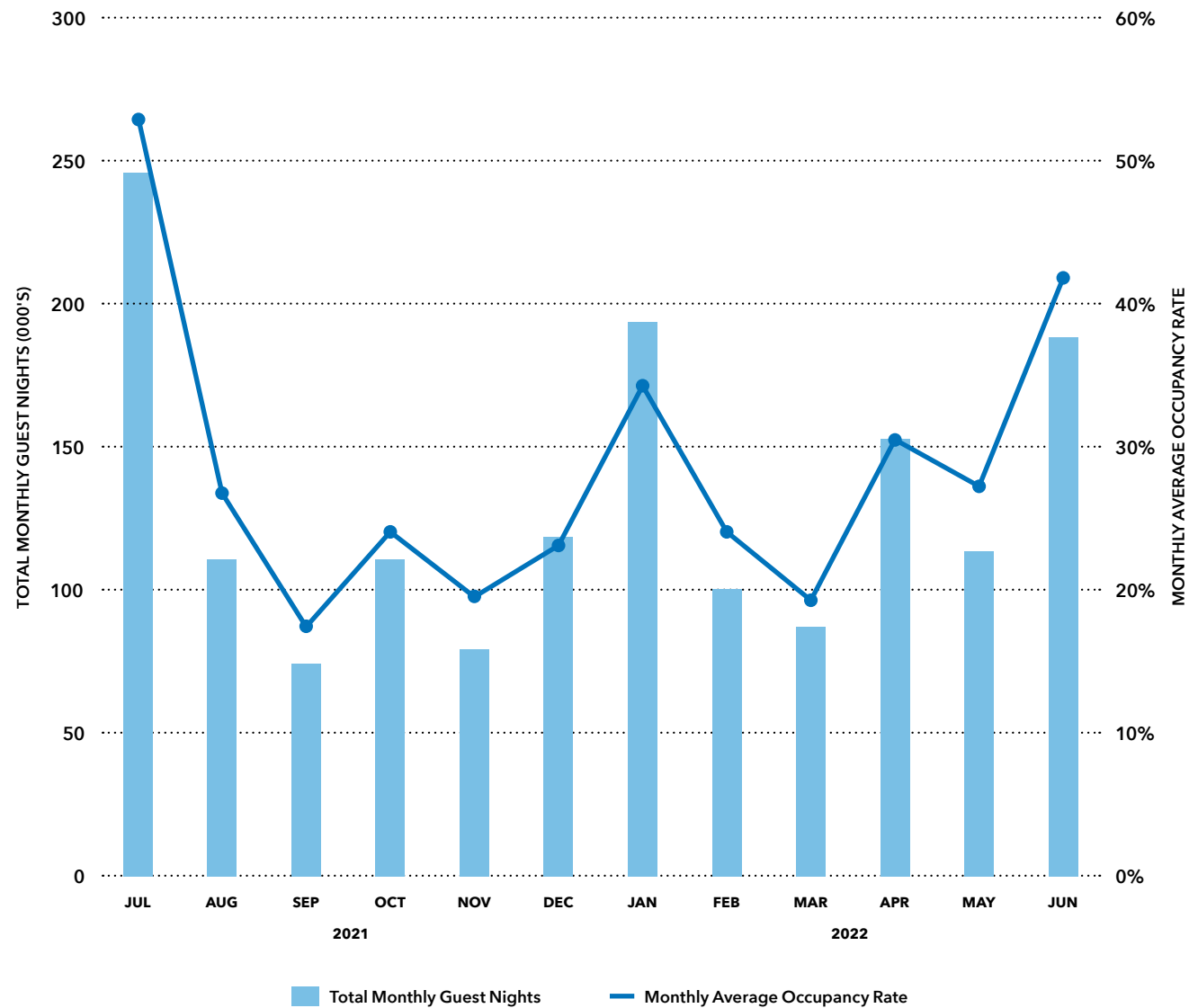


[Source: Verisk Marketview, 1 July 2021-30 June 2022]

Queenstown Visitor Nights

Queenstown's commercial guest nights for year-end June 2022 totalled 1,566,700 which is 7% of total New Zealand guest nights. Queenstown's occupancy rate fluctuated between a 62% high in July 2021 to a 20% low in September. For FY21-22, Queenstown's average occupancy rate was 33%.

Queenstown guest nights and average occupancy rate by month FY21-22



[Source: Accommodation Data Programme (ADP), 1 June 2021-30 June 2022]

Queenstown Visitor Experience

Visitor Insights Programme

The Visitor Insights Programme (VIP) is DQ's own research initiative conducted by Angus & Associates. This is an ongoing intercept visitor survey and the results are published quarterly. Outlined below are the FY21-22 overall experience rating and Net Promoter Score.

Overall experience in Queenstown

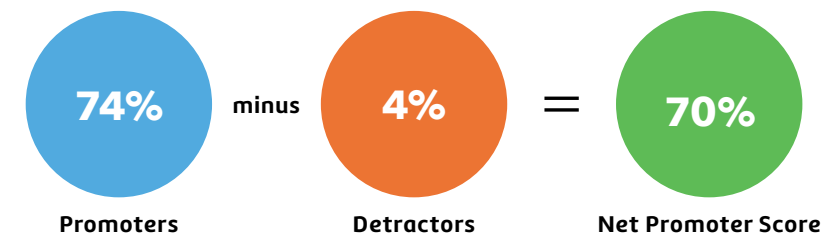
Overall experience ratings stayed very consistent for the year.

FY21-22 (July 2021-June 2022) 8.8/10

Net Promoter Score

The Net Promoter Score stayed within the low - mid 70% range through the year which is consistently higher than the 55% New Zealand average at year-end June 2022.

FY21-22 (July 2021-June 2022)

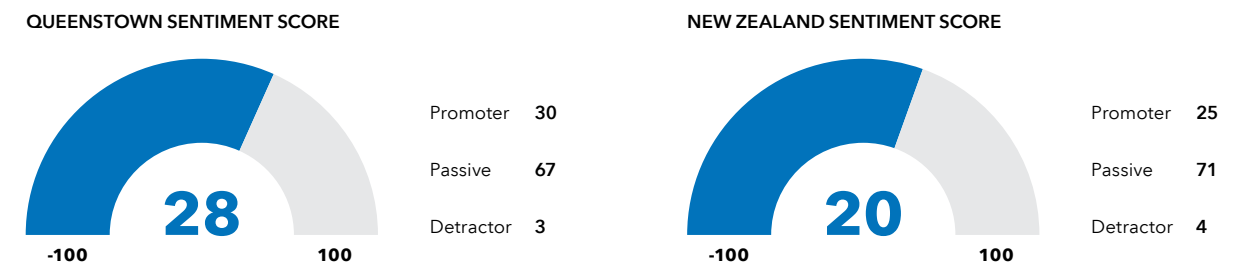


Tourism Sentiment Index

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

For year-end June 2022, Queenstown's TSI score was 28, well above the New Zealand TSI score of 20.

Tourism Sentiment Index score year-end June 2022



Queenstown Online

Visits to QueenstownNZ.co.nz

A sole reliance on the domestic market for most of FY21-22 and continued closure of international borders until late in the financial year, saw annual traffic to the QueenstownNZ.co.nz website drop by 4.8% against FY20-21, generating a total of 1.92 million website visits for the year.

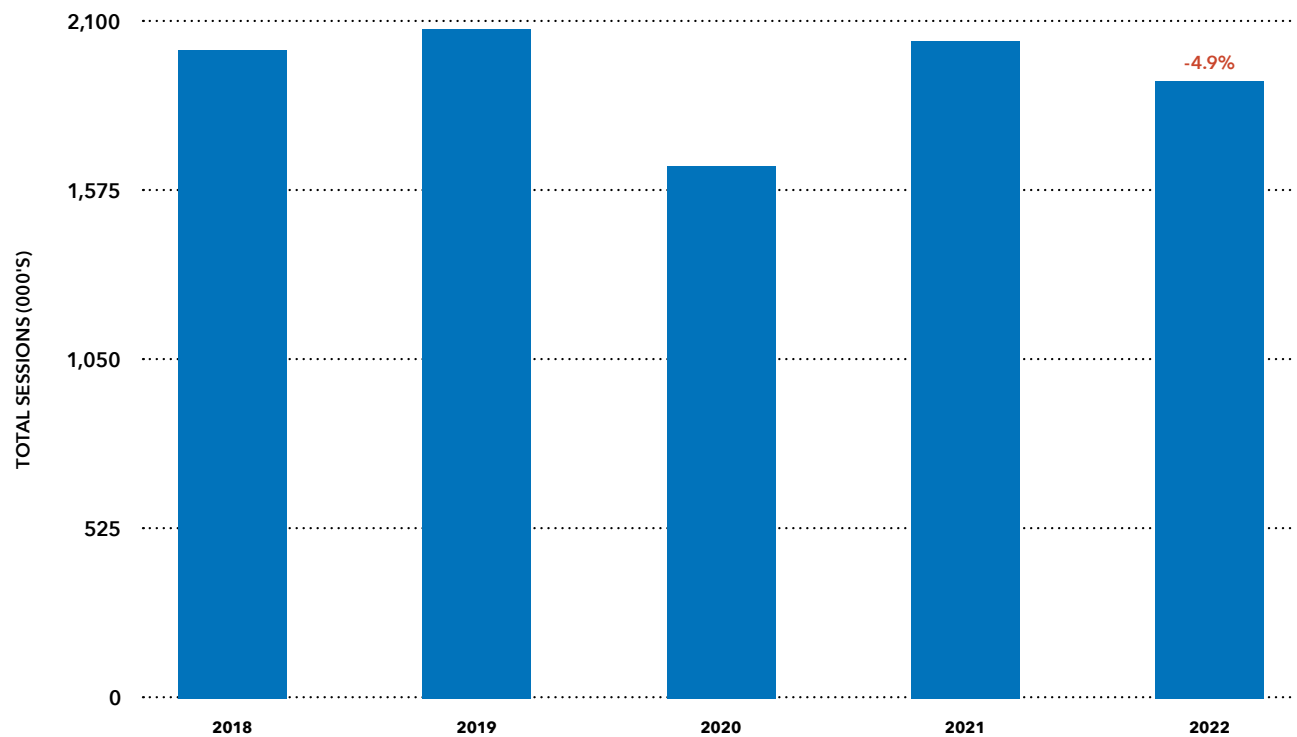
DQ continued to work hard to drive demand for Queenstown, running four high impact, Dream-Plan-Book campaigns, as well as an always-on digital strategy with the objective of driving traffic and conversions to members in the form of referrals from QueenstownNZ.co.nz.

DQ generated 409,490 member referrals over FY21-22, at a healthy conversion rate of 21% of traffic referring out to DQ members' websites via listings and deals. This conversion rate indicates DQ was driving quality traffic to the website and our full-funnel digital activity was effective at driving potential visitors down the path to conversion.

However, the volume of total member referrals was down -13%. This was due to the move in and out of alert levels/'traffic lights' earlier in the year, and the outbreak of Omicron which saw initial travel hesitancy from the domestic market causing QueenstownNZ.co.nz traffic and referrals to dip significantly for a period.

The way potential visitors are consuming online content also continued to evolve over the year, with mobile traffic now making up 66% of all sessions, the highest DQ has seen to date.

QueenstownNZ.co.nz annual website visitation (year-end June 2022)

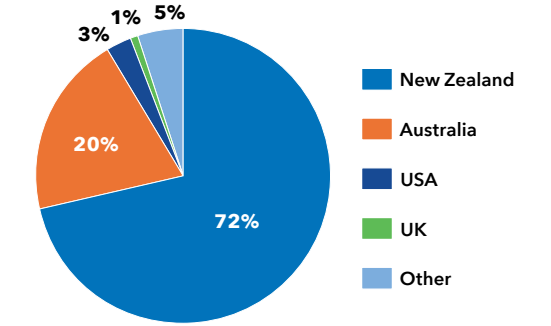


Domestic market performance

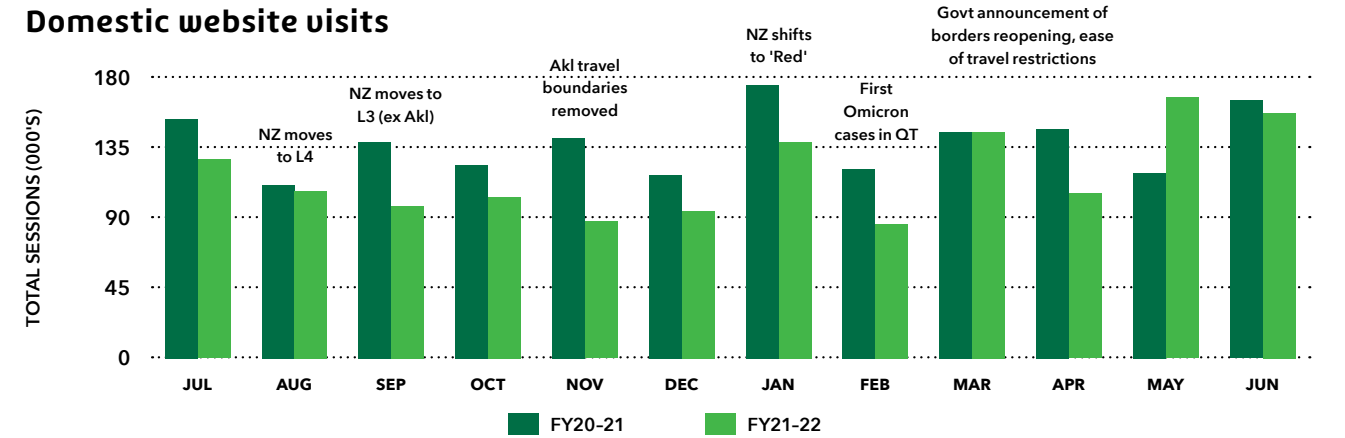
Annual domestic website visitation dropped 16% compared to FY20-21, due to the move in and out of alert levels in the first half of the year and increased competition from other destinations in the second half of the year with the reopening of international borders from May 2022. However, the domestic market still continues to make up a significant share of our website visitation at 72% of all traffic.

The top five visitor locations were: Auckland (36%), Christchurch (20%), Queenstown (9%), Wellington (7%) and Dunedin (4%). This shows users continue to use our website to plan activities and experiences when they are in-destination.

Website visitors by country



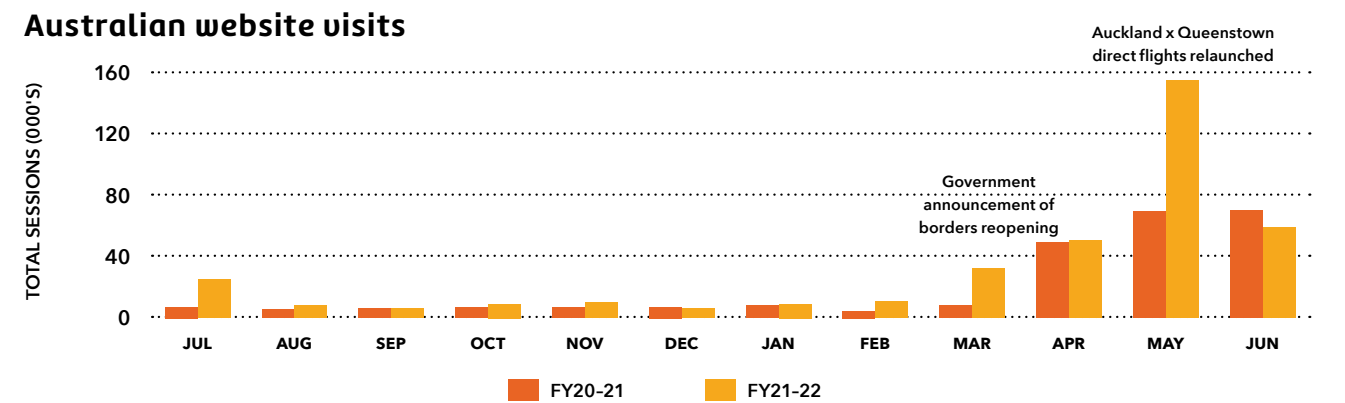
Domestic website visits



Australian market performance

Total Australian website sessions increased by 54% from 248k in FY20-21 to 381k in FY21-22, making up 20% of all website sessions for the year. The border announcement in March 2022 and commencement of DQ's paid digital activity into Australia saw website visitation immediately spike, generating the highest levels of Australian-based traffic in two years, indicating that there was strong pent-up demand for travel to Queenstown from this market. There was also an increase in other 'rest of world' traffic, from 6% of total sessions in FY20-21 to 8.5% of sessions in FY21-22.

Australian website visits



Social media (organic)

DQ continues to retain New Zealand's largest official regional tourism organisation accounts on Facebook and Instagram. We saw growth in likes and followers across most channels during FY21-22. A rise in the popularity of short form video content saw DQ launch its own Queenstown NZ TikTok channel for the first time in FY21-22, to maintain relevance with an audience that is neither present on Facebook or Instagram.

- Facebook 332,600 LIKES (+1%)
- Instagram 159,000 FOLLOWERS (+8%)
- YouTube 2.5 million VIEWS
- Twitter 10,300 FOLLOWERS (+1%)
- TikTok 13,500 LIKES (LAUNCHED IN FY 21-22)

Appendix One: Glossary

AIME	Asia-Pacific Incentives and Meetings Expo
APBA	Arrowtown Promotion & Business Association
AUSAE	Australasian Society of Association Executives
BEIA	Business Events Industry Aotearoa
BRG	Business Response Group
C&I	Conference and Incentive
CINZ	Conference Incentives New Zealand
CIMS	Co-ordinated Incident Management System
DEF	Domestic Events Fund
DMP	Destination Management Plan
DQ	Destination Queenstown
IMA	International Marketing Alliance
IMP	International Media Program (Tourism New Zealand)
ITO	Inbound Tour Operator
LWT	Lake Wānaka Tourism
MBIE	Ministry of Business, Innovation & Employment
MICE	Meetings, Incentives, Conventions and Exhibitions
PCO	Professional Conference Organiser
PIM	Public Information Management
QAC	Queenstown Airport Corporation
QLDC	Queenstown Lakes District Council
QCB	Queenstown Convention Bureau
QFT	Quarantine-free travel
REF	Regional Events Fund
RTNZ	Regional Tourism New Zealand
RTO	Regional Tourism Organisation
SLEIP	Southern Lakes Events Investment Panel
SRB	Strategic Review Board
STAPP	Strategic Asset Protection Program
TCO	Tourism Central Otago
TECNZ	Tourism Export Council of New Zealand
TIA	Tourism Industry Aotearoa
TNZ	Tourism New Zealand
TORQUE	Tourism Operator Responders of Queenstown
TRENZ	Tourism Rendezvous New Zealand (New Zealand's largest travel trade show, owned by TIA)
TSI	Tourism Sentiment Index

Appendix Two: Media Results

PUBLICATION / PROGRAMME	MARKET	REACH	MEDIA TYPE	PUBLICATION DATE	MONTH OF VISIT	MEDIA PROG	MEDIA PARTICIPANTS
Australian Gourmet Traveller	Australia	58,269	Print	1/07/21	4/07/21	DQ	Joanna Hunkin
Avenues Magazine	NZ	91000	Print	29/09/21	NA	Sponsored Content	NA
Avenues Magazine	NZ/CHC	69,000	Print	29/10/21	NA	Sponsored Content	NA
Avenues Magazine	NZ	91,000	Print	28/02/22	NA	Sponsored Content	NA
Avenues Magazine	NZ	91000	Print	7/06/22	NA	Sponsored Content	NA
Bar & Dining	South Korea	4,500,000	Print	1/04/22	NA	PR Assist	TNZ
Capital Magazine	NZ	45,000	Print	25/01/22	NA	Sponsored Content	NA
Capital Magazine	NZ	45,000	Print	28/04/22	NA	Sponsored Content	NA
Concrete Playground	Australia	16,107	Online	11/04/22	NA	PR Assist	Sarah Templeton
Crankworx	International		Broadcast	3/12/21	1/12/21	Sponsored Content	NA
Cuisine Magazine	NZ	225,000	Print	15/02/22	Feb-22	DQ	Kelli Brett
Cuisine Magazine	NZ	225,000	Print	3/04/22	15/02/22	DQ	Kelli Brett
Dish Magazine	NZ	89,000	Print	14/04/22	NA	Sponsored Content	NA
Dish Magazine	NZ	89,000	Print	06/08/22	11/06/22	DQ	Sarah Tuck
Dish Magazine	NZ	89,000	Print	14/04/22	NA	Sponsored Content	NA
Dish Magazine	NZ	89,000	Print	10/06/22	NA	Sponsored Content	NA

PUBLICATION / PROGRAMME	MARKET	REACH	MEDIA TYPE	PUBLICATION DATE	MONTH OF VISIT	MEDIA PROG	MEDIA PARTICIPANTS
Dish Magazine	NZ	89,000	Print	10/06/22	NA	Sponsored Content	NA
Escape	Australia	98,481	Online	1/04/22	NA	PR Assist	Kate Allman
Escape	Australia	98,481	Online	5/05/22	10/01/22	DQ	Pamela Wade
Escape	Australia	98,481	Online	14/05/22	NA	PR Assist	TNZ
Ex Best Thing	NZ		Broadcast	Apr-22	Feb-22	PR Assist	Pango Productions
Exceptional Alien	Australia		Online	6/12/21	NA	PR Assist	Marley Ng
Explore	Australia	98,481	Online	24/03/22	NA	PR Assist	Mark Sariban
Explore South	NZ	50,000	Print	1/11/21	NA	Sponsored Content	NA
Family Times	NZ		Online	10/05/22	NA	PR Assist	Kate Barber
Family Times	NZ		Online	8/08/22	NA	PR Assist	Sonia Speedy
Family Times	NZ		Online	15/08/22	NA	PR Assist	Sonia Speedy
GOOD Magazine	NZ	52,000	Print	28/03/22	NA	Sponsored Content	NA
Gourmet Traveller Wine	Australia	58269	Print	5/08/21	NA	PR Assist	Ellen Erickson
Halliday Wine Companion Magazine	Australia	62,000	Print	2/02/22	NA	PR Assist	Simone Madden-Grey
Influencer Media	International	951,367	Social	30/11/21	30/11/21	DQ	Billy Meaclem, Brady Stone, Joseph Nation, Sam Blenkinsop, Tuhoto-Ariki, Casey Brown, Harriet Burbidge-Smith, Katy Winton, Kialani Hines, Mikey Haderer, Martha Gill, Vaea Verbeeck, Caroline Buchanan, Nicholi Rogatkin
Japan Reconnect Trip	Japan	69,500	Print	28/06/22	28/05/22	EXNZ	Hanako
Japan Reconnect Trip	Japan	1,224,253	Online	30/06/22	28/05/22	EXNZ	Hanako
Kia Ora Magazine	NZ	536,000	Print	1/02/22	20/10/21	DQ	Laura Williamson
Kia Ora Magazine	NZ	536,000	Print	1/03/22	NA	PR Assist	Sharon Stephenson
Kia Ora Magazine	NZ	536,000	Print	1/05/22	NA	PR Assist	Cath Bennett

PUBLICATION / PROGRAMME	MARKET	REACH	MEDIA TYPE	PUBLICATION DATE	MONTH OF VISIT	MEDIA PROG	MEDIA PARTICIPANTS
Kia Ora Magazine	NZ	536,000	Print	28/06/22	1/04/22	DQ	Sharon Stephenson
Kia Ora Magazine	NZ	536,000	Print	22/12/22	NA	PR Assist	Melissa Porter
Mediaworks	NZ		Radio	26/11/21	NA	PR Assist	Joel Palmer
Mediaworks	NZ		Radio	3/11/21	NA	PR Assist	Joel Palmer
Mindfood Magazine	NZ	241,000	Print	4/10/21	NA	Sponsored Content	NA
Mindfood Magazine	NZ	65,000	Print	10/05/22	NA	Sponsored Content	NA
Mindfood Magazine	Australia	65,000	Print	1/07/22	23/05/22	DQ	Ashley Nolan
Motorhomes, Caravans & Destinations	NZ	88,000	Online	21/01/22	NA	PR Assist	Cheree Morrison
Motorhomes, Caravans & Destinations	NZ	88,000	Print	5/07/22	10/01/22	DQ	Pamela Wade
Neatplaces	NZ	4777	Online	20/10/21	NA	PR Assist	Ashlyn Oswalt
NeuseelandNews	Germany	10,000	Online	10/12/21	NA	PR Assist	TNZ
Newshub	NZ	241,656	Broadcast	5/12/21	4/12/21	DQ	Isobel Ewing
Newstalk ZB	NZ	744,000	Radio	1/12/21	12/11/21	DQ	Mike Yardley
Newstalk ZB	NZ	744,000	Radio	11/12/21	12/11/21	DQ	Mike Yardley
NZ Golf Magazine	NZ	105,000	Print	1/12/21	NA	Sponsored Content	NA
NZ Herald	NZ	123,000	Online	7/12/21	Sep-21	DQ	Sarah Bennett
NZ Herald	NZ	123,000	Print	23/02/22	NA	PR Assist	Sarah Pollok
NZ Herald	NZ	123,000	Print	24/02/22	NA	PR Assist	Ewan McDonald
NZ Herald	NZ	123,000	Print	20/04/22	NA	PR Assist	Anna King Shahab
NZ Herald	NZ	123,000	Print	26/04/22	NA	PR Assist	Anna King Shahab
NZ Herald	NZ	123,000	Print	28/04/22	NA	PR Assist	Jo Burzynska
NZ Herald	NZ	123,000	Print	31/05/22	NA	PR Assist	Ewan McDonald
NZ Herald	NZ	123,000	Print	1/06/22	NA	PR Assist	Ewan McDonald

PUBLICATION / PROGRAMME	MARKET	REACH	MEDIA TYPE	PUBLICATION DATE	MONTH OF VISIT	MEDIA PROG	MEDIA PARTICIPANTS
NZ Herald	NZ	123,000	Print	2/06/22	NA	PR Assist	Anna King Shahab
NZ Herald	NZ	123,000	Print	24/06/22	NA	PR Assist	Anna Murray
NZ Herald	NZ	123,000	Print	29/06/22	NA	PR Assist	Stephanie Holmes
NZ Herald	NZ	123,000	Online	Various	NA	TNZ Partnership	At least 25 articles (various artists)
NZ Herald Travel	NZ	123,000	Online	7/07/21	2021	DQ	Alexia Santamaria
NZ Herald Travel	NZ	123,000	Online	3/08/21	NA	PR Assist	Stephanie Holmes
NZ Herald Travel	NZ	123,000	Online	17/08/21	20/07/21	PR Assist	Sarah Daniell
NZ Herald Travel	NZ	123,000	Online	31/08/21	NA	PR Assist	Ewan McDonald
NZ Herald Travel	NZ	123,000	Online	28/09/21	NA	PR Assist	Jessica Wynne Lockhart
NZ Herald Travel	NZ	123,000	Online	1/10/21	NA	PR Assist	Ewan McDonald
NZ Herald Travel	NZ	123,000	Print	12/10/21	28/09/21	DQ	Thomas Bywater
NZ Herald Travel	NZ	123,000	Online	14/10/21	NA	PR Assist	NZ Herald
NZ Herald Travel	NZ	123,000	Online	19/10/21	NA	PR Assist	Jessica Wynne Lockhart
NZ Herald Travel	NZ	123,000	Online	26/10/21	NA	PR Assist	Ewan McDonald
NZ Herald Travel	NZ	123,000	Online	26/10/21	NA	PR Assist	Ewan McDonald
NZ Herald Travel	NZ	123,000	Online	26/10/21	NA	PR Assist	NZ Herald
NZ Herald Travel	NZ	123,000	Online	26/10/21	28/09/21	DQ	Thomas Bywater
NZ Herald Travel	NZ	123,000	Print	1/12/21	12/11/21	DQ	Mike Yardley
NZ Herald Travel	NZ	123,000	Print	11/12/21	12/11/21	DQ	Mike Yardley
NZ Herald Travel	NZ	123,000	Print	26/01/22	NA	PR Assist	Ewan McDonald
NZ Mountain Biker Magazine	NZ	6,462	Social	3/12/21	3/12/21	DQ	Liam Friary
NZ Mountain Biker Magazine	NZ	10,000	Print	26/12/21	3/12/21	DQ	Liam Friary
Qantas Magazine	Australia	130,000	Print	1/08/22	10/06/22	DQ	Jennie Noonan

PUBLICATION / PROGRAMME	MARKET	REACH	MEDIA TYPE	PUBLICATION DATE	MONTH OF VISIT	MEDIA PROG	MEDIA PARTICIPANTS
Singapore Reconnect Trip	Singapore	30,120	Online	1/06/22	28/05/22	EXNZ	BYkidO
SnowsBest.com	Australia	200,000	Online	9/05/22	NA	PR Assist	Kate Allman
South	NZ	324,000	Print	4/04/22	NA	Sponsored Content	Gavin Bertram
Spoke	NZ		Print	25/01/22	NA	Sponsored Content	NA
Stuff Travel	NZ	193,000	Online	17/07/21	NA	DQ	Pamela Wade
Stuff Travel	NZ	193,000	Online	25/07/21	NA	DQ	Pamela Wade
Stuff Travel	NZ	193,000	Online	1/08/21	NA	DQ	Pamela Wade
Stuff Travel	NZ	193,000	Online	21/08/21	NA	PR Assist	Sarah Catherall
Stuff Travel	NZ	193,000	Online	3/10/21	NA	DQ	Brook Sabin
Stuff Travel	NZ	193,000	Online	3/10/21	NA	PR Assist	Juliette Sivertson
Stuff Travel	NZ	193,000	Online	3/10/21	NA	PR Assist	NA
Stuff Travel	NZ	193,000	Online	14/10/21	NA	PR Assist	NA
Stuff Travel	NZ	193,000	Online	19/02/22	10/01/22	DQ	Pamela Wade
Stuff Travel	NZ	193,000	Online		10/01/22	DQ	Pamela Wade
Stuff Travel	NZ	193,000	Online	11/04/22	10/01/22	DQ	Pamela Wade
Stuff Travel	NZ	193,000	Online	22/04/22	20/04/22	DQ	Eleanor Hughes
Style Magazine (New Zealand)	NZ	225,000	Print	29/06/22	23/05/22	DQ	Ashley Nolan
Sun-Herald	Australia	452,000	Print	19/06/22	NA	PR Assist	Katherine Scott
The West Australian	Australia	205,782	Print	7/05/22	NA	PR Assist	Stephen Scourfield
Thrillist Magazine	Australia & USA	11,537,716	Print	22/06/22	15/06/22	DQ	Natasha Bazika
Trail Towns	Australia		Broadcast	28/07/22	16/03/22	DQ	Kirsty Marshall
Traveller	Australia	41,670	Online	10/12/21	NA	PR Assist	TNZ
Traveller	Australia	39,946	Online	25/04/22	NA	PR Assist	Ben Groundwater

PUBLICATION / PROGRAMME	MARKET	REACH	MEDIA TYPE	PUBLICATION DATE	MONTH OF VISIT	MEDIA PROG	MEDIA PARTICIPANTS
Traveller	Australia	41,832	Online	17/06/22	NA	PR Assist	Katherine Scott
Traveller	Australia	41,670	Online	15/07/22	21/06/22	DQ	Anthony Dennis
TVNZ Breakfast	NZ	112,000	Broadcast	1/12/21	1/12/21	DQ	Matt Gibb
TVNZ Seven Sharp	NZ	1,800,000	Broadcast	6/12/21	2/12/21	DQ	Jendy Harper
TVNZ Seven Sharp	NZ	1,800,000	Broadcast	27/03/22	22/03/22	PR Assist	Jendy Harper
Urban List	Australia	3,000,000	Online	4/05/22	NA	Sponsored Content	Jessica Ellis
VIVA	NZ	241,000	Print	25/03/22	NA	Sponsored Content	NA
VIVA	NZ	241,000	Print	30/04/22	17/03/22	DQ	Jo Elwin
Wayfarer	Australia	200,000	Print	10/08/21	Jul-21	DQ	James Wilkinson
Weibo	China	14,442,205	Social	10/12/21	NA	PR Assist	TNZ
Weibo	China	13,426,367	Social	10/12/21	NA	PR Assist	TNZ
Weibo	China	292,406	Social	10/12/21	NA	PR Assist	TNZ
Wilderness Magazine	NZ	70,000	Online	15/04/22	20/04/22	DQ	Eleanor Hughes
Woman's Day	NZ	464,000	Print	3/04/22	2/12/22	DQ	Sebastian Van Der Zwan

Appendix Three: QCB Famils

QUARTER	FAMIL/SITE INSPECTION	DATE	CLIENT	MARKET	PARTICIPANTS	STATUS
Q1	Site Inspection	9 August 2021	Life Vantage	Australia	2	Cancelled
	Famil	11 August 2021	Richard Clarke Auckland Unlimited Famil	Domestic	1	Completed
	Site Inspection	18 August 2021	Speedy Signs	Domestic	2	Cancelled
	Site Inspection	20 September 2021	Milestone Homes Site Inspection	Domestic	2	Completed
Q2	Site Inspection	27 October 2021	National Kitchen & Bathroom Association	Domestic	2	Completed
	Site Inspection	10 November 2021	NZ Aged Care Association	Domestic	1	Completed
	Famil	16 November 2021	TNZ Business Events Famil	Domestic	2	Completed
Q4	Site Inspection	15 December 2021	C&I Travel Specialists	Domestic	2	Completed
	Famil	3 April 2022	QCB Domestic Corporate End User Famil 2022	Domestic	18	Completed
	Site Inspection	13 April 2022	Brightstar	Domestic	1	Completed
	Site Inspection	4 May 2022	Local Government New Zealand	Domestic	4	Completed
	Site Inspection	10 May 2022	Aggregate & Quarry Association	Domestic	2	Completed
	Site Inspection	17 May 2022	Sanitarium Conference	Domestic	2	Completed
	Site Inspection	6 June 2022	Concept Event Management	Australia	1	Completed
	Famil	10 June 2022	Pre-Meetings Famil 2022	Australia	11	Completed
	Famil	17 June 2022	Post-Meetings TNZ Business Events Queenstown Famil	Domestic	4	Completed
	Site Inspection	22 June 2022	Unilever	Domestic	1	Completed

TOTAL COMPLETED

Famil	5 famils hosted	36 participants
Site Inspections	12 site inspections	22 participants



Appendix Four: QCB Lead Status Report

Leads by source country

Status	New Zealand	Australia	International	TOTAL 2021-2022
Leads generated	99	108	10	217
Leads won	49	23	1	73
Leads lost	9	9	1	19
Leads cancelled	6	1	0	7
Leads postponed	3	7	0	10
Leads in progress	32	68	8	108

Leads by market segment

Market segment	Generated	Won	Lost	Cancelled	Postponed	In Progress
Association/Society	31	7	4	1	0	19
Corporate	68	31	7	6	1	23
IBO/Wholesaler	1	0	1	0	0	0
Other	17	7	0	0	3	7
PCO/Incentive house	100	38	11	0	6	45
Total	217	83	23	7	10	94

Lost leads by reason

Lost reason	Number
Health concerns - COVID-19	15
Lost to alternative destination	15
Event cancelled/postponed	6
No response from client during follow up	5
Infrastructure constraints	3
Other	3
No air service	1
PCO lost the business	1
Rates too high	1

Appendix Five: Trade Famils

DATE	FAMIL	MARKET	PARTICIPANTS	SEGMENT	NOTES
23-26 September 2021	RTO Famil	Domestic	11	Regional Tourism Organisations	Fully hosted DQ lead famil
22-23 November 2021	TIA Board Famil	Domestic	8	Industry Partner	Fully hosted DQ lead famil
28-31 March 2022	Rënata West Famil	United States	2	Industry Partner	Partially hosted DQ famil
12-13 May 2022	Anna Black Site Visit	Domestic	1	Inbound Tour Operator	Fully hosted DQ lead famil

Appendix Six: Financial Report

Destination Queenstown Incorporated

Statement of Financial Performance For the Year Ended 30 June 2022

	Note	2022 (Note 1)	2021 (Note 1)
Total Income		5,774,365	5,540,285
Total Expenditure		5,776,662	5,205,867
NET SURPLUS/(DEFICIT)		(2,298)	334,418

Statement of Movements in Equity For the Year Ended 30 June 2022

		2022	2021
Total equity at the beginning of the year		1,378,716	1,044,298
Prior period adjustment	(20)	(199,390)	-
Add Net Surplus (Deficit)		(2,298)	334,418
TOTAL EQUITY		1,177,029	1,378,716
Funds held as:			
Members Funds		1,177,029	1,378,716
TOTAL FUNDS		1,177,029	1,378,716



Destination Queenstown Incorporated

Statement of Financial Position For the Year Ended 30 June 2022

	Note	2022	2021
Current Assets			
Cash & Bank	(4)	2,629,685	2,372,511
Term Deposit	(4)	591,149	3,495,196
Prepayments	(5)	6,812	159,760
Debtors		100,843	153,278
Total Current Assets		3,328,489	6,180,745
Fixed Assets	(6)	117,132	130,759
Total Assets		3,445,620	6,311,503
Current Liabilities			
Creditors and Accruals	(7)	1,749,298	1,214,044
GST		(174,356)	(76,378)
Income in Advance	(10)	401,054	-
Regional Events Fund	(8)	292,596	3,795,122
Total Liabilities		2,268,592	4,932,788
NET ASSETS		1,177,029	1,378,716
EQUITY		1,177,029	1,378,716



Destination Queenstown Incorporated

Notes to the Financial Statements

	Note	Actual 2022/21	Budget 2022/21 (Unaudited)	Actual 2021/20
Note 1 - Income and Expenditure				
Targeted tourism levy collected by QLDC		4,419,698	4,419,696	4,311,900
STAPP Funding	(9)	1,320,642	1,500,000	1,000,000
Miscellaneous Income		20,095	-	120,133
Destination Management Plan Contributions		-	-	93,118
Interest Income		13,929	-	15,134
Total Income		5,774,365	5,919,696	5,540,285
Operational Costs		1,782,219	1,808,498	1,793,237
Marketing Costs:				
Consumer Marketing		1,984,926	2,035,780	1,961,650
Media and Communications		98,458	160,330	191,837
Trade		295,611	255,000	157,070
Conference and Incentive		250,369	250,000	247,901
Other Organisation Costs		44,437	53,133	53,562
STAPP Expenditure		1,320,642	1,764,508	800,610
Total Expenditure		5,776,662	6,327,249	5,205,867
NET SURPLUS		(2,298)	(407,553)	334,418



Destination Queenstown Incorporated

Notes to the Financial Statements

	Note	Actual 2022/21	Budget 2022/21 (Unaudited)	Actual 2021/20
Note 2 - Operational Costs				
Accident Compensation		1,651	2,494	2,493
Accountancy Fee		55,000	53,000	55,000
Audit Fees		8,800	11,466	8,967
Bank Fees		2,553	2,072	2,025
Chairman's Fees		7,500	7,500	7,500
Depreciation		53,530	39,883	61,549
Other Operational Costs		1,653,185	1,692,083	1,655,704
Total Operational Costs		1,782,219	1,808,498	1,793,237
Note 3 - Marketing Costs				
Consumer Marketing				
Branded Material & Collateral		71,094	84,400	61,199
Destination Video		50,000	50,000	62,453
Storytelling		127,230	145,000	118,328
High impact Campaigns		943,552	1,000,000	1,093,938
Publicity & PR		18,150	100,000	50,441
Events		338,178	200,000	170,581
Website Hosting & Development		162,705	117,500	118,821
Paid Digital Media		193,658	194,880	193,964
Regional Partnerships		14,403	10,000	6,253
Insights		65,957	134,000	85,672
Total Consumer Marketing		1,984,926	2,035,780	1,961,650
Media and Communications				
Isential Media Database		-	2,400	2,280
Leveraged Events		-	10,000	
Member Engagement		8,824	17,930	20,629
Community Sentiment		1,269	18,000	184
Media Relationships - DQ Media Program		42,995	60,000	94,276
Reporting		16,727	12,000	12,601
PR Opportunities		28,643	40,000	61,867
Total Media and Communications		98,458	160,330	191,837



Destination Queenstown Incorporated

Notes to the Financial Statements

	Note	Actual 2022/21	Budget 2022/21 (Unaudited)	Actual 2021/20
Trade				
Western Markets		114,636	50,000	(579)
TRENZ		1,909	40,000	3,120
Online Trade Training		16,978	30,000	14,130
Queenstown Famil Programme - Asia		34	15,000	1,337
Queenstown Famil Programme - Western		47,456	15,000	31,507
Queenstown Famil Programme - Domestic		5,404	-	1,642
Sales Calls - Australia		3,512	10,000	2,822
Asian Markets (China Mission)		68,330	40,000	7,520
South		-	6,500	-
Sales Calls - Domestic Asia		1,312	5,000	1,808
Sales calls - Domestic Western		24,866	5,000	5,707
Collective Marketing/Representation		15,082	20,000	30,524
Trade Australia Roadshow		(973)	-	23,783
Trade Marketing JV Campaign		(2,934)	18,500	33,750
Total Trade		295,611	255,000	157,070
Conference and Incentive				
Meetings Tradeshow		41,011	30,000	48,961
AIME Tradeshow		5,066	7,000	-
QCB Marketing Activity		36,490	52,500	68,609
Asia Sales Activity		30,079	-	289
North America Sales Activity		1,231	50,000	-
Famils & Site Inspections		18,350	16,000	15,333
Domestic Sales Activity		24,122	10,000	5,619
Memberships/Conferences		41,001	30,000	17,219
Australian Trade Shows / Conference		8,117	8,500	2,835
Remarkable Australian Famil		-	5,000	-
Australian Sales Activity		19,403	25,000	13,863
Remarkable Domestic Famil		-	-	14,952
NZ Trade Shows		9,450	10,000	11,468
QCB Australian Roadshow		2,000	-	48,751
ROW Sales Activity		14,048	6,000	-
Total Conference and Incentive		250,369	250,000	247,901



Destination Queenstown Incorporated

Notes to the Financial Statements

	Note	Actual 2022/21	Budget 2022/21 (Unaudited)	Actual 2021/20
Marketing Organisation Costs				
Uniforms		2,775	4,508	4,844
Memberships		11,105	9,625	11,345
Simpleview Annual License		30,557	39,000	37,373
Total Marketing Organisation Costs		44,437	53,133	53,562
STAPP Expenditure				
Destination Management & Planning (Development)		220,499	80,000	64,956
Destination Management & Planning (Implementation)		117,626	240,000	50,000
Destination Management & Planning (VEM))		64,655	61,300	65,375
Industry Capability		81,849	142,000	23,957
Product Development		35,000	59,008	25,000
Sector Development		62,774	60,000	68,328
Domestic Marketing (Consumer)		159,028	225,000	287,585
Domestic Marketing (Trade)		71,890	100,000	100,000
Business Events		100,925	189,700	101,773
International Marketing		388,172	427,500	-
Event Marketing		18,224	180,000	13,635
Total STAPP Expenditure		1,320,642	1,764,508	800,610
Total Costs		5,776,662	6,327,249	5,205,867
Total Income		5,774,365	5,919,696	5,540,285
SURPLUS/(DEFICIT)		(2,298)	(407,553)	334,418



Destination Queenstown Incorporated

Notes to the Financial Statements

	2022	2021
Note 4		
Bank		
ANZ		
Destination Queenstown Current Account	617,937	87,032
Destination Queenstown Deposit Account	3,452	723,435
Destination Queenstown Term Deposit Cash	1,001,233	-
Destination Queenstown Term Deposit	591,149	1,091,782
Regional Events Fund Current Account	5,831	1,562,043
Regional Events Fund Term Deposit Cash	1,001,233	2,403,414
BNZ		
Winter Festival Call Account	-	2
Destination Queenstown Inc has credit cards with a limit of \$181,000. ANZ holds a term deposit of \$181,482 as a guarantee.		
Total Bank	3,220,834	5,867,707

Note 5 Prepayments

COVID Flight Credits	6,812	10,657
Welcome to Winter 2-4 July 2021	-	149,103
Total Prepayments	6,812	159,760

Note 6 Fixed Assets

	2022		2021	
	Cost	Accum Depr	Book Value	Book Value
Computer Equipment	345,043	281,151	63,892	56,952
Plant and Office Equipment	134,402	83,467	50,935	71,142
Leasehold Improvements	6,273	3,969	2,305	2,664
Total Fixed Assets	485,718	368,587	117,132	130,759

	2022	2021
	Depreciation	
Computer Equipment	29,214	37,710
Plant and Office Equipment	23,955	23,423
Leasehold Improvements	360	416
Total Depreciation	53,529	61,549

Note 7 Creditors

DQ Accounts Payable	579,580	783,870
DQ Holiday Pay Accrued	118,263	99,067
DQ Accrued Expenses	66,147	76,436
DQ PAYE Accrued	28,741	24,206
Regional Events Fund Accounts Payable	956,567	230,465
Total Creditors	1,749,298	1,214,044



Destination Queenstown Incorporated

Notes to the Financial Statements

	2022	2021
Note 8		
Regional Events Fund		
Revenue		
Grant received	-	5,420,000
Interest earned	6,537	3,414
Total funds available	6,537	5,423,414
Expenses		
Operating expenses	160,008	94,217
Funds distributed	3,349,055	1,534,076
Total Expenses	3,509,063	1,628,292
2021/22 Surplus/(Deficit)	(3,502,526)	3,795,122
Funds brought forward	3,795,122	-
Funds held at year end	292,596	3,795,122
Represented by:		
Current Assets		
Bank	1,007,064	3,965,456
GST refund	242,099	60,130
Total Current Assets	1,249,162	4,025,586
Current Liabilities		
Creditors	956,567	230,465
Regional Events Fund Equity	292,596	3,795,122

Note 9 STAPP Summary

	Actual 2022/21	Budget 2022/21 (Unaudited)	Actual 2021/20
Funding			
STAPP Funding	1,320,642	1,500,000	1,000,000
Destination Management Plan Contributions	-	-	93,118
Total Funding	1,320,642	1,500,000	1,093,118
STAPP Expenditure	1,320,642	1,764,508	800,610
STAPP Surplus	-	(264,508)	292,508

Note 10 Income in Advance

Sales Mission Contributions	22,306	-	-
STAPP Funding	378,809	-	-
Income in Advance	401,115	-	-



DESTINATION QUEENSTOWN INCORPORATED

NOTES FOR THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

Note 11 Statement of Accounting Policies

Reporting Entity

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

Basis of preparation

The financial statements have been prepared under the Special Purpose Financial Reporting Framework for use by For-Profit Entities 2018 as issued by Chartered Accountants Australia New Zealand. The financial statements have been prepared for the use of the members of the incorporated society.

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

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

Nature of Business

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

Particular Accounting Policies

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

Accounts Receivable

Accounts Receivable are stated at expected realisable value.

Fixed Assets

Fixed assets are stated at cost less accumulated depreciation

Depreciation

Depreciation has been charged at the following rates

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

Goods and Service Tax

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

Taxation

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

Inventory

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

Revenue recognition

Revenue is measured at the fair value of the consideration received or receivable for the sale of goods and services, to the extent it is probable that the economic benefits will flow to the organisation and revenue can be



reliably measured. Sales of services are recognised in the period by reference to the stage of completion of the transaction at the end of the reporting period. Interest received is recognised as interest accrues, gross of refundable tax credits received. Government grants are recognised as revenue on receipt where no performance conditions have been specified on receipt of the grant and in accordance with projected costs.

Note 12 Capital Expenditure

There are no capital expenditure commitments at balance date (2021 Nil).

Note 13 Contingent Liabilities

There are no contingent liabilities at balance date (2021 Nil)

Note 14 Disclosure of Remuneration

Destination Queenstown Inc has paid Wages and Salaries totaling \$1,276,638 (2021 \$1,014,210) during the financial year.

Note 15 Related Party Transactions

Destination Queenstown Inc 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 \$4,419,698. The CEO of QLDC, Mike Theelen, is a board member. Glyn Lewers, a QLDC councillor is also a board member. QLDC mayor Jim Boulton is an ex-officio DQ board member.
- Destination Queenstown Inc purchased goods and services to the value of \$3,361 from Novotel Queenstown of which board member, Jim Moore is General Manager.
- Destination Queenstown Inc purchased goods and services to the value of \$3,047 from Real Journeys Ltd of which board member, Matthew Day is an employee.
- Board Chairman Richard Thomas receives an honorarium of \$7,500 p.a. Destination Queenstown Inc purchased goods and services to the value of \$612 from Skyline Enterprises of which Richard is a director.

Note 16 Member Funds

Destination Queenstown Inc holds reserves of \$1,177,029 (2021 \$1,378,716 adjusted to \$1,179,326, see note 20 below) 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 17 Regional Events Fund

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

Through the Ministry of Business, Innovation and Employment (MBIE) a maximum of \$8,500,000 (plus GST) over two years has been granted to the Southern Lakes District of which \$5,420,000 (plus GST) was received in the 2021 financial year. Destination Queenstown Inc was appointed Lead Entity with responsibility for overseeing the distribution of funds in accordance with the Regional Investment Plan approved by MBIE. \$645,000 (plus GST) was immediately distributed to the Southern Regional Development Agency. The remaining funds will be received from MBIE in the 2023 financial year. The Regional Events Fund does not constitute members funds and this has been reflected in Destination Queenstown Inc's Statement of Financial Position.



Note 18 Strategic Tourism Asset Protection Programme (STAPP) Funding

STAPP is intended to protect the assets in the tourism landscape that form the core of our essential tourism offerings to ensure their survival through the disruption caused by COVID-19. The investment will support RTOs to implement destination management and planning, and encourage more people to explore their regions. The funding will also allow RTOs to support the broader tourism industry, stimulate regional demand, increase industry capability and progress the goals of the New Zealand-Aotearoa Government Tourism Strategy. \$20.2 million was allocated to 31 RTO's and in this financial year Destination Queenstown Inc received \$1.5 million (plus GST) (\$1million in 2021). As a condition of funding, MBIE has stipulated the remainder of the fund is to be utilised prior to 31 December 2022.

Note 19 Subsequent Events


There are no subsequent events affecting the reported financial year. (2021 - nil)

Note 20 Prior Period Adjustment

In retrospect of the finalisation of the financial statements for the year ended 30 June 2021, it was determined the STAPP funding which was not applied to expenditure in that financial year, being \$199,390, be recognised as Income in Advance in that year. Had this adjustment been recognised in the financial statements for the year ended 30 June 2021, 'STAPP Funding' would have been \$199,930 less and 'Income in Advance' would have been higher by the same amount, resulting in 'Members Funds' of \$1,179,326. In compliance with the reporting framework under which these financial statements have been prepared, the comparative figures have not been adjusted and this prior period adjustment is represented as an adjustment to Opening Equity in the year ended 30 June 2022.

Signed: 

Richard Thomas
CHAIRMAN

Signed: 

Mat Woods
Chief Executive Officer

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INDEPENDENT AUDITOR'S REPORT**To the Committee Members of Destination Queenstown****Opinion**

We have audited the special purpose financial statements of Destination Queenstown (the Society) on pages 1 to 11, which comprise the statement of financial position as at 30 June 2022 and the statement of financial performance and statement of movements in equity 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 2022, and its financial performance and its cash flows for the year then ended in accordance with the Special Purpose Financial Reporting Framework for use by For-Profit Entities 2018 as issued by Chartered Accountants Australia New Zealand.

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

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

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

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

Committee Members' Responsibilities for the Special Purpose Financial Statements

The Committee are responsible on behalf of the Society for the preparation of the special purpose financial statements in accordance with the Special Purpose Financial Reporting Framework for use by For-Profit Entities 2018 as issued by Chartered Accountants Australia New Zealand and for such internal control as the Committee determine is necessary to enable the preparation of special purpose financial statements that are free from material misstatement, whether due to fraud or error.

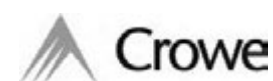
In preparing the financial statements, the Committee are responsible for assessing the Society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Committee either intend to liquidate the Society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

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

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

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

- Identify and assess the risks of material misstatement of the special purpose financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Society's internal control.



- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of the use of the going concern basis of accounting by the Committee and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the special purpose financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Society to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the special purpose financial statements, including the disclosures, and whether the special purpose financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Restriction on Use

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

Crowe

Crowe New Zealand Audit Partnership
CHARTERED ACCOUNTANTS

Dated at Invercargill this 25th day of August 2022

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





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