

Annual Report 2022–23

Destination Queenstown Incorporated

1 July 2022 - 30 June 2023

queenstownNZ.nz



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CHAIRMAN'S REPORT

The Destination Queenstown board and team welcomed Mat Woods as our new Chief Executive in late June 2022.

Mat has hit the ground running at pace and has slotted into the role very well. July 2022 marked the end of New Zealand's border closures, which had been locked down since March 2020. New Zealand and Queenstown were open to the world once more and not a moment too soon for our members. While positive, this still made for a very challenging year. Scaling up, and returning to more familiar visitation levels, wasn't without its share of pain for operators. A very tight labour market and overly onerous working visa regulations made for a hard slog through winter, putting pressure on service levels and impacting service delivery for some businesses.

FY22-23 also saw a spooling up of airline route capacity and flight schedules, both domestically and internationally. With the trans-Tasman coming back on stream again we were able to welcome those all-important Australian visitors to Queenstown for the winter.

With some fantastic early snow conditions in 2022, we were off to a cracking start. It was incredible to see capacity coming back, operators returning to more typical trading patterns and staff getting back into the swing of welcoming our guests. As travel and access to overseas markets resumed through spring and on into summer, we began to see more international visitors arrive in Queenstown.

With the new year upon us Destination Queenstown, Lake Wānaka Tourism and Queenstown Lakes District Council launched the region's destination management plan - *Travel to a Thriving Future*. The plan was unanimously endorsed by QLDC Councillors and has been praised locally, nationally and internationally as being forward thinking and transformational. *Travel to a Thriving Future* was a widely consulted and significant collaboration between DQ, LWT and QLDC.

It's fantastic to see the level of engagement and endorsement of the plan across the district. Never have stakeholders in this district been more aligned. Now the real work starts - delivery and execution of the plan.

The destination management plan is now the guiding framework for the region's two RTOs as we evolve conventional RTO marketing work and introduce destination management workstreams, where appropriate for the RTOs to lead. For the first time ever LWT and DQ have aligned their annual plans for FY23-24 and are working more collaboratively than ever before.

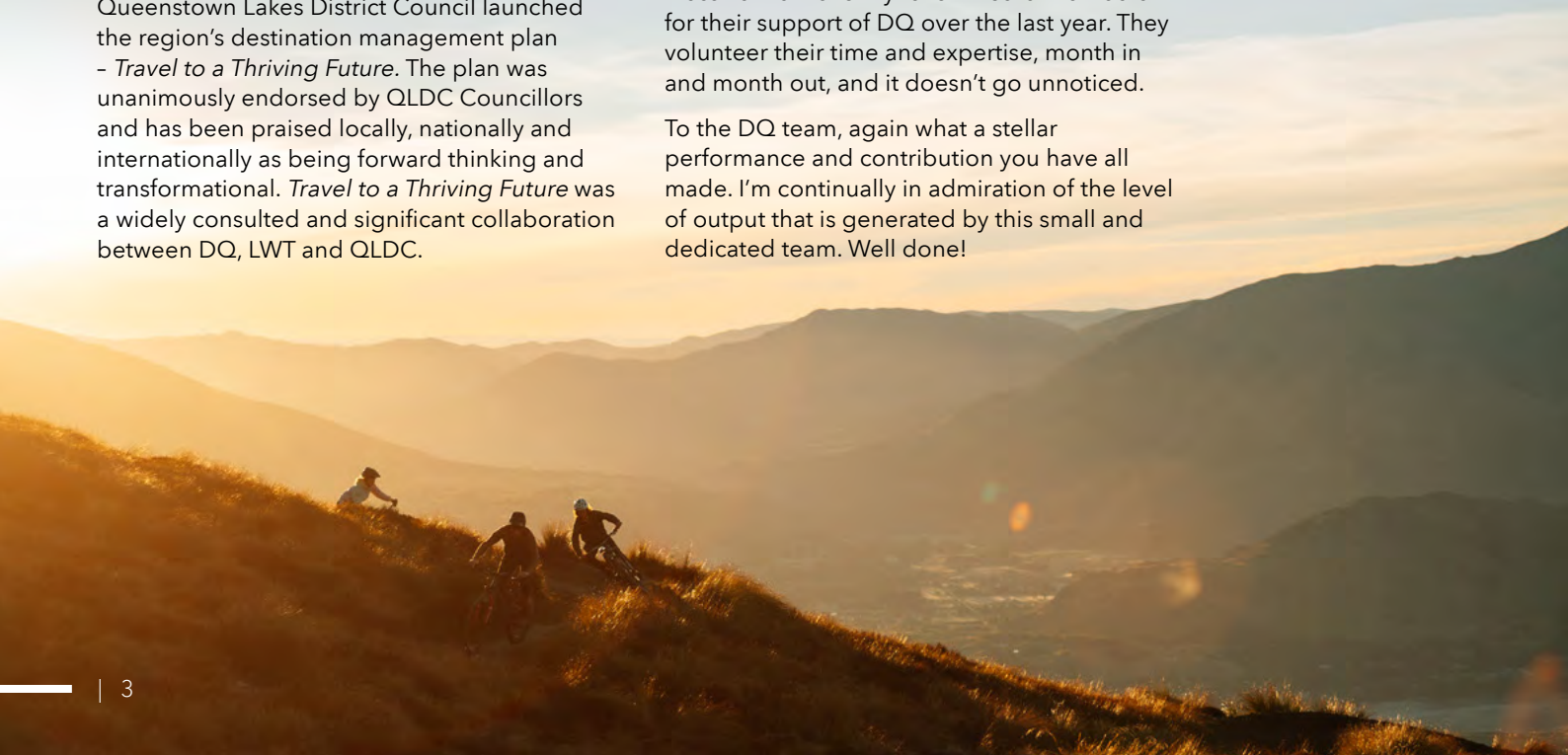
It has been a year of change. Establishing how we evolve our activity and influence a quality over quantity approach has redefined our markets and our marketing. A real focus is being placed on how we attract high contributing visitors that add value to our people and our place. It's imperative we continue to keep a close eye on our community sentiment toward tourism and recognise the importance of an industry that contributes value economically, environmentally, socially and culturally.

As we look forward to FY23-24 it's exciting to see a new approach for the RTOs, one that balances destination marketing and management and continues to evolve in delivering value to our members and the wider community and stakeholders.

Massive thanks to my fellow Board members for their support of DQ over the last year. They volunteer their time and expertise, month in and month out, and it doesn't go unnoticed.

To the DQ team, again what a stellar performance and contribution you have all made. I'm continually in admiration of the level of output that is generated by this small and dedicated team. Well done!

Richard Thomas
Chairman
Destination Queenstown



CHIEF EXECUTIVE'S REPORT

Ka mua, ka muri: Looking back in order to move forward.

This has been an extraordinary year for Destination Queenstown (DQ). Welcoming back our manuhiri from around New Zealand and the rest of the world. Transitioning from completing our destination management plan to implementing it. Dealing with workforce shortages and the ongoing housing crisis and everything in between. There continues to be strong demand for Queenstown and now, more than ever, it's important we shape this demand as meaningfully as we can to support our region's vision for tourism in the Queenstown Lakes.

Although the challenges of the border closures during Covid were felt instantly, the sudden re-opening of the border was equally dramatic as we all quickly prepared for this new demand. Congratulations to all our local businesses and your teams! This was no easy task, but one you took on with a smile, delivering our renowned manaakitanga and Queenstown's characteristic warm welcome, despite some of the long hours and lack of staff.

The completion of our destination management plan (DMP), *Travel to a Thriving Future*, in FY22-23 was the first step in delivering our vision that tourism in the Queenstown Lakes is regenerative and resilient, delivering benefits environmentally, socially, culturally, and economically, enriching the lives of the people who live here and the people who visit.

The DMP is a truly collaborative project between Destination Queenstown, Lake Wānaka Tourism and Queenstown Lakes District Council. There has been huge engagement with our community and our industry over the past two and a half years during the development of this plan. Pre Covid the region's tourism industry faced significant challenges and the plan acknowledges these and looks at how the visitor economy can add value to our region across all four of the wellbeing pillars. The endorsement of the DMP with the unanimous vote from the Queenstown Lakes District Councillors back in February was a monumental achievement and provides further confidence in the plan as we move into implementation.

I'm continued to be inspired by our region's outstanding tourism operators and their positive embrace of the DMP approach. Particularly the challenge of being a leading destination in tourism decarbonisation, with the ambitious goal of the Queenstown Lakes visitor economy being carbon zero by 2030. This keystone project creates the urgency we need to rapidly decarbonise, as well as creating opportunities for Queenstown Lakes to be a first mover in adopting, implementing and developing new technologies and behaviour change.

Our first project from the DMP was launched in March in conjunction with Lake Wānaka Tourism. 'Love Queenstown' and 'Love Wānaka' are community funds that enable visitors to give back and support local conservation, biodiversity and climate change. We look forward to the first round of funds being allocated later in FY23-24.

As we look forward to the year ahead we will continue to focus on telling stories of people and place while shaping demand to attract high contributing visitors. Along with our conventional RTO work in both trade and marketing we will be implementing the foundation projects of the DMP. Including appointing a board for the newly created Destination Management Office, development of a place-based brand and securing funding for a variety of DMP projects.

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 storytelling, shaping demand, famils, tradeshow, member capability, nurturing our domestic market and reconnecting with our international markets.

Finally, I would like to thank the DQ board for the support, guidance and hours of work they give to this organisation on a volunteer basis. In particular, thanks to Chairman Richard Thomas for the continuous support and knowledge he has provided DQ.

Mat Woods
Chief Executive
Destination Queenstown



BOARD STRUCTURE

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

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

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

The SRB encompasses broader sector representatives from 30 different sectors across Queenstown business and industry.

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

BOARD MEMBERS

as at 30 June 2023

CHAIRMAN AND ACTIVITIES SECTOR

Richard Thomas

RETAIL/SERVICE/PROFESSIONAL SECTOR

Trish May

ACCOMMODATION SECTOR

Carlyn Topp

Jim Moore

GENERAL SECTOR

Matthew Day

CO-OPTED

Erik Barnes

QLDC REPRESENTATIVE

Mike Theelen

EX-OFFICIO

Mayor Glyn Lewers

ABOUT US

Queenstown's journey to becoming the Southern Hemisphere's premier four-season lake and alpine resort started when it became a popular summer holiday destination for Southerners as far back as the late 1800's.

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 that forged Queenstown's enduring reputation as a world leader in adventure tourism.

Now, with its majestic beauty, unrivalled range of activities, attractions and accommodation 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 destination marketing, domestically and internationally, as well as destination management. In 2023 the region's destination management plan, a partnership between DQ, Lake Wānaka Tourism and Queenstown Lakes District Council, was endorsed by councillors and launched. The destination management plan focuses on regenerative tourism, and a carbon zero visitor economy, 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 destination marketing and management initiatives.

HOW DQ IS FUNDED

DQ is funded by all businesses in Queenstown 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 marketing as well as a region-wide approach to destination management.

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.

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Year in Review 2022-23



DESTINATION QUEENSTOWN

Year in Review

July 2022

Draft *Travel to a Thriving Future* shared with community

The final draft of *Travel to a Thriving Future*, the region's destination management plan, is shared with the community and business for feedback. Over 1600 people viewed the document and over 30 pieces of detailed feedback were received. This community feedback led to the introduction of the ambitious Carbon Zero by 2030 goal in the plan.

DQ launches consumer newsletters

DQ rolls out its first direct to consumer E-newsletters on a new eDM platform. By year end June 2023 the consumer database has grown to be almost 20,000 contacts.

Welcome to Winter

The 2022 Welcome to Winter event lights up the sky above Queenstown Bay, along with local craft markets and Kiwi artist Boh Runga headlining the TomTom Sound Stage.

Australian Travel Trade Famil

DQ hosts 13 agents for the Australian Travel Trade Famil from 31 July to 3 August, the first famil from Australia post-Covid.

USA Travel Trade Roadshow

DQ leads 12 operators through Boston, New York, Philadelphia and Washington DC on the USA Roadshow. This trip also included attending TNZ Kiwi Link North America in Los Angeles.

Winter Media Famil

Journalists writing for Sydney Morning Herald, International Traveler, The Weekend Australian, Explore, The Australian, Travel & Luxury, The Sunday Age, Traveller Australia and The Canberra Times are hosted by DQ for a winter themed famil which results in many positive stories promoting winter in Queenstown.

Queenstown Connect relaunches

DQ relaunches its monthly 'Queenstown Connect' member capability building sessions.

August 2022

DQ joins the Otago Collaborative Trails Marketing Group

DQ officially joins the Otago Collaborative Trails Marketing Group, working with Tourism Central Otago, Clutha, Dunedin and the Trail Trusts to promote the region's trails and Great Rides in a coordinated approach.

TNZ Kiwi Link UK and Europe

DQ attends the TNZ Kiwi Link UK and Europe event, as the Southern Lakes International Marketing Alliance, that sees 49 companies representing New Zealand to 50 buyers in market.



TNZ Kiwi Link Asia

DQ attends TNZ Kiwi Link Asia in Singapore with 51 product buyers from South Korea, Japan, Singapore, Malaysia, and India. There were two extensions added to this trip; the Christchurch Airport Singapore Tourism Leaders lunch and the New Delhi and Mumbai presentations and sales calls.

Trails Town airs in Australia

The Queenstown episode of Trails Town airs in Australia, to an audience of over 26k viewers.

Māori Cultural Workshop

The full DQ team attends a Māori cultural workshop hosted by Darren Rewi and work commenced on a Pepeha and Mihi for DQ.

DESTINATION QUEENSTOWN

Year in Review

September 2022

Air New Zealand inaugural New York flight famil

In partnership with Air New Zealand, Auckland Unlimited and Auckland Airport, DQ hosts 10 key partners for a famil, following the JFK inaugural flight to NZ.



Executive Association Inc Board Famil

QCB hosts the Executive Association Inc Board in Queenstown for a 3-day famil. QCB also attends the BEIA conference in Napier.



DQ aligns organisational policies with *Travel to A Thriving Future*

DQ updates and launches its new sustainability policy, plan and handbook with new goals aligned with *Travel to A Thriving Future*.

Te Ūnga Mai

DQ participates in RTNZ's Te Ūnga Mai destination management professional development programme.

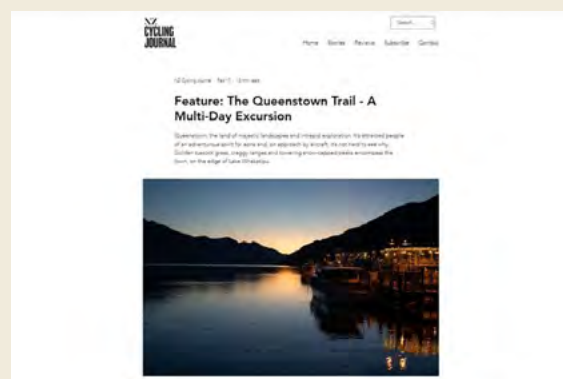
October 2022

IMEX America

QCB attends IMEX America in Las Vegas from 17 - 19 October. This is complimented by joint sales calls with Auckland Convention Bureau in the USA as part of the MOU.

NZ Cycling Journal

DQ hosts NZ Cycling Journal and NZ Mountain Biker Magazine on a four-day biking famil resulting in a 12-page feature on the Queenstown Trail and an eight-page feature on the Queenstown mountain biking scene.



Virgin Australia Famil

DQ marketing works with Virgin Australia and GroPro on the post-Covid inaugural Virgin flight to Queenstown, assisting with famils and content capture to promote the route.

Emerging Traveller Trends Research shared

The Emerging Traveller Trends research is shared with the membership, which explores how travellers' expectations, desires and demands have shifted due to factors including the pandemic, climate change and geopolitical situations.

Golf Market Development Plan

DQ launches the Golf Market Development Plan.

Traffic Light System

DQ removes the organisation's Covid-19 Protection Framework (Traffic Light System) and returns to 'standard' H&S plan.

DESTINATION QUEENSTOWN

Year in Review

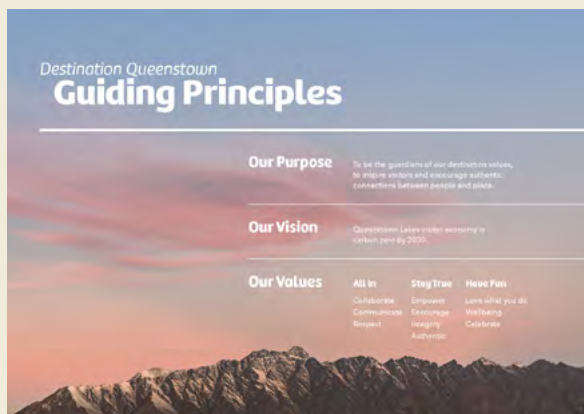
November 2022

Food & Drink Photo Sector photo shoots

The first project from DQ's Food & Drink market development plan launches to members - a co-funded content development project focused on elevating the region's 'destination dining' video and photo content.

DQ Guiding Principles

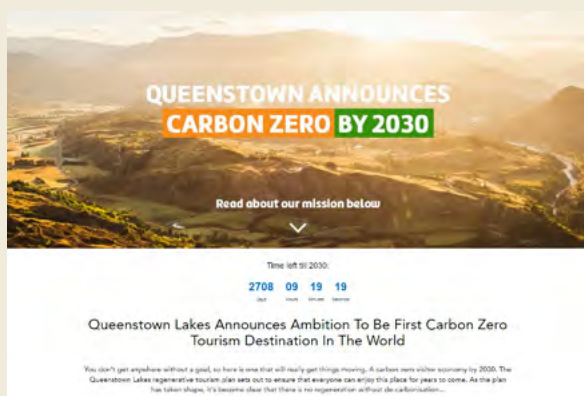
The DQ team revise the team values and change them to: ALL IN | STAY TRUE | HAVE FUN
The team participates in the Lightfoot Initiative Active8 programme and Good Yarn mental health workshop.



December 2022

Queenstown NZ website aligned to DMP

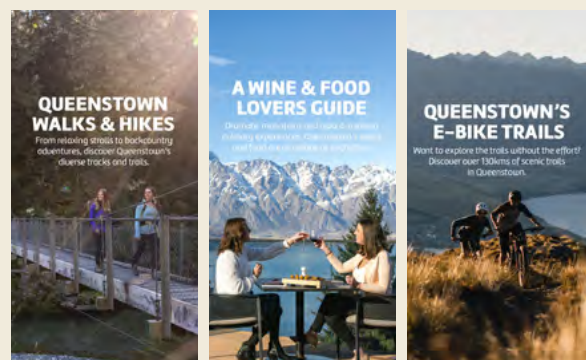
DQ updates the queenstownNZ homepage and website content to reflect the carbon zero by 2030 goal, including a countdown clock.



January 2023

Always-on Digital and Social

In FY22-23 DQ launched a new upweighted always on digital and social campaign in Australia and New Zealand. A six-month review in January showed the always on campaign was resulting in a stronger year-round presence in key markets and increased member referrals.



China and Hong Kong webinar

DQ trade team conduct China Hong Kong product training webinar with TNZ

Carbon Zero Discussion Paper work starts

Work begins on the Carbon Zero by 2030 Discussion Paper



Forward Outlook Evolution

Evolution of the Forward Outlook resource is undertaken, including being housed in the Member Data and Insights hub and hosted on PowerBI.

DESTINATION QUEENSTOWN

Year in Review

February 2023

Southern Way launches

Southern Way launches - a collaborative project between the eight lower south RTOs that showcases the region, encouraging longer stays in the lower South.



Australian Sales Calls

DQ's Australia sales visit connects with key trade partners in Sydney, Brisbane and Gold Coast. The DMP is introduced as well as the launch of Love Queenstown and a general product update for senior managers and frontline agents, including ski training for winter 2023.

AIME Melbourne

QCB attends AIME 2023 in Melbourne from 13 - 15 February. This was followed by a POST AIME fam in Queenstown with buyers from Asia, in partnership with TNZ.

QCB Microsite

Queenstown Convention Bureau microsite launches



Good Morning America Broadcast

DQ media works with TNZ to host Good Morning America in Queenstown, resulting in broadcast, print, online and social coverage of the region.

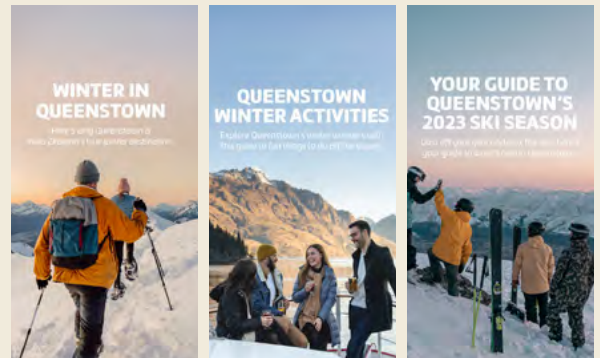
Travel to a Thriving Future endorsed

QLDC Councillors unanimously vote to adopt *Travel to a Thriving Future*, the region's destination management plan.

March 2023

Winter Campaign launches in Australia

DQ's 2023 Winter Campaign launches in Australia with new brand video assets, and across social, print and digital channels.



Crankworx

Crankworx Summer Series returns to the region for its second annual event across Queenstown, Wānaka and Central Otago.



India Travel Trade Sales Calls

DQ attends the TNZ India Travel Trade training event & General Travel tradeshow visiting Mumbai, Delhi, Chennai, Kolkata, Bangalore and Ahmedabad over 12 days connecting with over 275 agents.

Domestic Event Planner Famil

QCB hosts the annual domestic corporate end-users famil in partnership with Air New Zealand from 19 - 22 March. This four-day programme invited 14 qualified corporate EAs/PAs to experience Queenstown as a business events destination.

DQ starts sustainable procurement record

The DQ procurement record is established, recording the sustainable considerations of every purchase made by the organisation.

DESTINATION QUEENSTOWN

Year in Review

April 2023

Love Queenstown Launches

The Love Queenstown Community Fund - the first project from the Destination Management Plan - is launched on 4 April in conjunction with the Love Wānaka Community Fund. It is a community fund and giving platform established to enable visitors to give back to our region, supported by a DQ led marketing programme



Mountain Travel Symposium

DQ attends Mountain Travel Symposium in Canada, meeting with 36 trade and 19 group exchange appointments. DQ also visits the USA for the Auckland Unlimited and AIAL USA Roadshow that was attended by 10 Queenstown operators meeting with over 250 agents during the week.

Queenstown Travel Trade and Business Events Showcase in Auckland

The DQ business development team host a showcase event in Auckland with 30 Queenstown operators, targeting travel trade and business events markets. Across the three events, 50 inbound managers, 80 frontline agents and 70 business events buyers attended.



May 2023

TRENZ

The first TRENZ in four years is held, with the largest ever contingent of Queenstown operators attending. DQ delivers two full appointment streams across Western and Asian markets, connecting with over 110 buyers. DQ also hosts pre and post famils, with a total of 27 agents.



New Zealand Winter Campaign Launches

The 2023 winter campaign launches in New Zealand across TV, social, print and digital channels.



IMEX Europe

QCB attends IMEX Frankfurt with Tourism New Zealand from 23 - 25 May.

Australia Media visit

DQ CEO and Marketing & Communications Director visit Sydney to meet with key media to share the region's regenerative tourism ambition. Stories resulting from this visit ran in the Sydney Morning Herald, The Age, Mindfood Magazine and Escape.

Sunrise Australia Broadcast

DQ media work with TNZ to host the Sunrise Australia live broadcast from Glenorchy.

DESTINATION QUEENSTOWN

Year in Review

June 2023

Freehub Travel Guide Launches

Freehub's Queenstown Travel Guide goes live in the US showcasing Queenstown's mountain biking scene and passionate biking community.



China trade famil

DQ hosts the first China trade famil in Queenstown, organised by TNZ China.

Activity Segment Insight Guides

DQ shares the Activity Segment Insight Guides with DQ members which aims to provide easy insights into some of the region's key visitor activity segments.

DQ expands organisational emissions measures

The project to expand the scope of carbon measuring data to include staff travel to and from work and the carbon associated with famils and hosting is established.

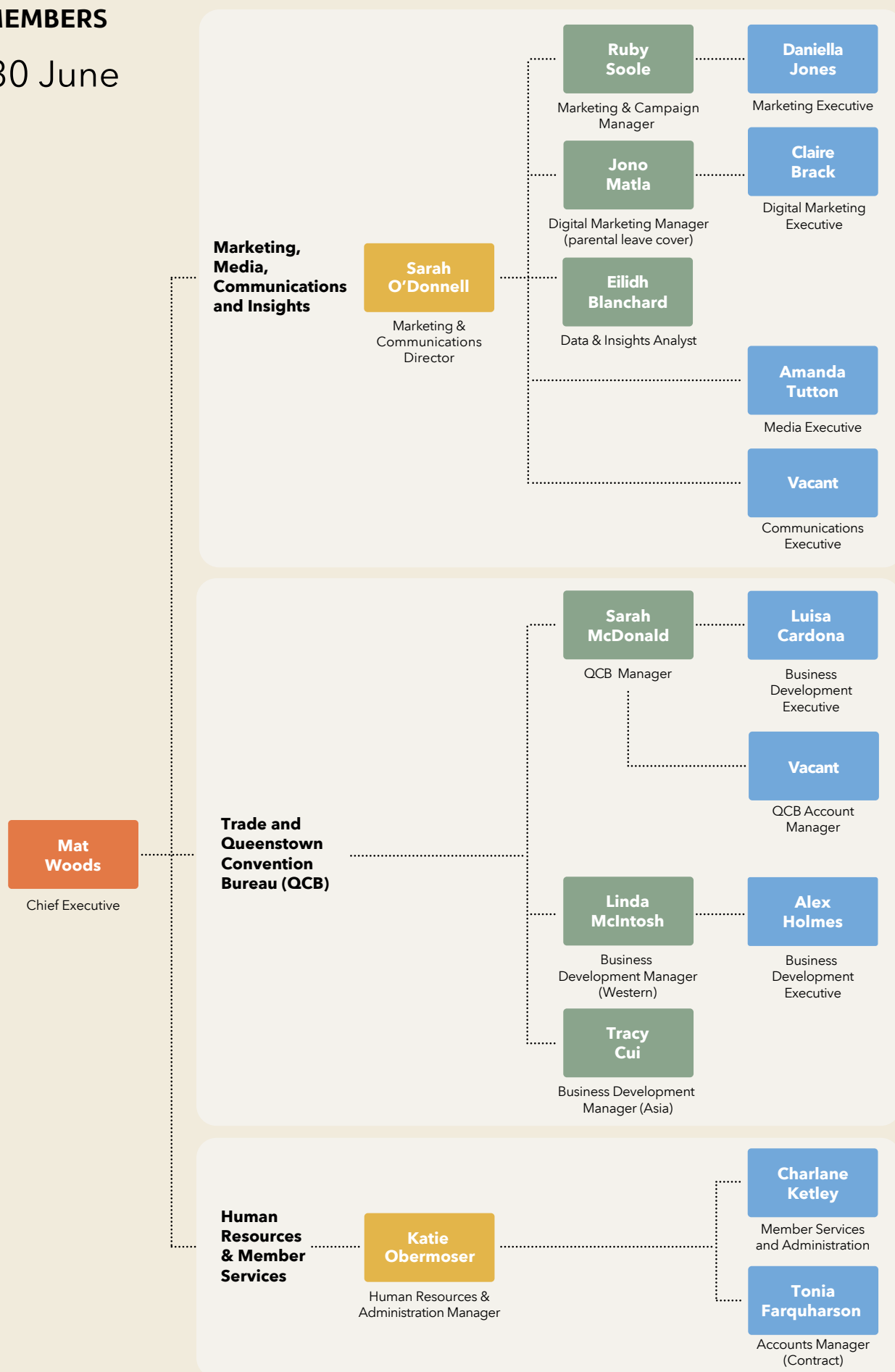
DQ attend BEIA MEETINGS 2023

QCB and 21 operators attend BEIA Meetings 2023. As well as two days of pre-scheduled appointments with hosted Australian and New Zealand buyers, QCB create opportunities for attending operators to connect with incentive buyers through hosted SITE NIGHT party.



TEAM MEMBERS

as at 30 June
2023



3

Organisational Focus



FY22-23 STRATEGIC FOCUS

The strategic focuses for DQ in FY22-23 prioritised destination marketing, however a destination management approach started to be included across DQ's activities.

DQ committed its full resource from the QLDC tourism levy to driving demand from both the domestic and international markets (when borders opened). DQ executed a robust paid and earned marketing and media strategy nationally and in Australia and a trade/third party strategy both domestically and internationally. The focus was driving brand awareness

and consideration, positioning Queenstown as a year-round destination, increasing positive economic outcomes for the region. This paired with high-impact marketing and third-party partnerships targeted high value visitors, guiding their destination choice and generating conversion to a Queenstown visit.

FY21-22

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

FY22-23

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

FY23-24

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

Demand generation and conversion to support tourism businesses.

Attracting high value visitors. Values based marketing & segment strategy. CRM strategy.

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

Reactivation of visitor markets to drive demand as they open.

Product and market 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.

FY22-23 STRATEGIC FOCUS

Our Aims over FY22-23

Sustain

- Generate demand for Queenstown and drive visitation from both leisure and business travellers in the domestic and Australian markets.
- Increase value from visitors by increasing length of stay, increasing spend and improving seasonality spread.
- Leverage local and regional events to drive visitation to Queenstown.
- Protect our reputation and our brand with the aim of remaining New Zealand's premier visitor destination.

Recover

- Commence re-entry work into the Australian market, via both consumer and trade channels, to convert pent up demand and drive trans-Tasman travel.
- Proactively drive demand from international markets immediately upon borders opening.
- Support business recovery and rebuilding, 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.
- Proactively partner with other key agencies, such as local government, industry groups, TNZ and central agencies to capture business intelligence and collaboratively work on recovery of the industry.

Thrive

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



DESTINATION MARKETING

Priority themes from FY22-23

1. Target high-value visitors

Marketing activity focused on attracting high value visitors and sustainable year-round visitation. Aspects of high value visitors include visitors who stay longer or repeatedly visit our region, who share our values and have an interest in the types of experiences we offer and who respect our environment and engage with our community.

2. Nurture our destination brand and foster positive destination reputation

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

3. Keep our destination brand alive in international markets

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

4. Promote and leverage events

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

5. Support member capability building

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

6. Attract business events

Generate awareness of Queenstown as the ideal business event destination to drive leads for our operators.

7. Be a data and insights driven organisation

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

DESTINATION MANAGEMENT

Priority themes from FY22-23

Destination Management

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

This appeal had led to significant sustained growth in both visitor numbers and resident population over many years. In mid-2020 Destination Queenstown and Lake Wanaka Tourism were recipients of Strategic Assets Protection Programme (STAPP) funding. STAPP funding was available to RTOs that could demonstrate a commitment to:

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

In addition to the directive to RTOs to undertake destination management planning, QLDC has had a formal Whaiora (Grow Well) Partnership with Kāi Tahu and the Crown since 2019. This resulted in the development of a Spatial Plan that highlighted the development of both a Destination Management Plan and an Economic Diversification Plan as a priority. Progress is reported via a governance structure that includes senior leaders, the Mayor, and Ministers. Funding granted to DQ and LWT for the purposes of destination management planning was utilised to do so for the Southern Lakes region, incorporating Queenstown and Wānaka, in partnership with QLDC. The work was led by a steering group consisting of representatives from DQ, LWT and QLDC.

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

A regenerative tourism sector is one where businesses:

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

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

Significant work was undertaken to gain input from our local community and stakeholders to shape the DMP. The draft plan was shared with the community in July 2022. A significant amount of feedback was received, and this shaped the final plan, including the goal of a carbon zero visitor economy by 2030. The plan was unanimously endorsed by the Queenstown Lakes district councilors in February 2023.

The pillars of the destination management plan are:

- Enrich communities and enhance the visitor experience
- Restore the environment and decarbonise the visitor economy
- Build economic resilience, capability and productivity
- Foundations for success

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

4

Performance Report 2022-23



PERFORMANCE REPORT 2022–23

Consumer Marketing

Objective 1: Generate and convert demand for Queenstown from New Zealand travellers and encourage seasonal spread.

KPI	RESULTS
Drive a 5% growth in domestic visitor expenditure in FY22-23, as measured by Marketview electronic card data.	Achieved. Annual domestic visitor expenditure increased 5% against FY21-22.
Increase average domestic length of stay from 2.9 nights to 3.1 nights as measured by the Accommodation Data Programme (ADP).	Not Achieved. Average domestic length of stay is 3.0 at year-end June 2023.
Deliver 2% growth in member referrals from the domestic market via the QueenstownNZ.nz website.	Achieved. Member referrals from from the domestic market were up 14% year on year.

ACTIVITY	RESULTS
Implement and fully embed a segment-led marketing strategy across all consumer, media and trade channels to drive preference and sustainable year-round visitation to Queenstown.	Achieved. The segment-led strategy was well established throughout all DQ departments and implemented via owned, earned and paid activity.
Launch year-round, always-on digital marketing to showcase the seasonal propositions and variety of experiences to be had in Queenstown to drive conversion from the domestic market.	Achieved. An always-on, full-funnel digital and social marketing campaign launched 1 July targeting domestic visitors with reasons to visit throughout the year. Activity was designed to keep Queenstown top of mind, generate demand, and showcase the key consumer segments as well as a variety of experiences to be had.
Work with the trade team, third party suppliers and airlines to partner on activity aligned to DQ's key markets to generate destination preference and demand from the domestic market.	Achieved. DQ supported a range of trade and airline activity driving and converting demand throughout FY22-23. 10+ paid partnerships with aligned third party brands driving destination preference amongst the key consumer segments (e.g. Mountain Biking, Ski, Family, Leisure Biking etc) were delivered.
Act as a key referral source for our members to generate direct bookings.	Achieved. Total member referrals were up 63% year on year totalling 668,000 by year end and providing a key source of traffic for members.

PERFORMANCE REPORT 2022–23

Consumer Marketing

Objective 2: Drive preference for Queenstown in the Australian market, targeting high value visitors, converting demand and supporting year-round visitation.

KPI	RESULTS
Drive a 5% growth in expenditure over FY18-19 (last pre-Covid year) from the Australian market.	Not Achieved. Annual expenditure from the Australian market increased 2% against FY18-19.
Grow the percentage of Australians who consider Queenstown as highly appealing from 53% to 60% as measured by the Visitor Insights Programme.	Partially Achieved. The percentage of Australians who consider Queenstown as highly appealing grew from 53% to 56%.

ACTIVITY	RESULTS
Build brand awareness and generate preference for Queenstown by delivering integrated marketing activity across all channels including owned, paid and relevant content partnerships in the Australian market.	Achieved. DQ ran year-round integrated marketing activity across organic and paid digital and social channels including Facebook, Instagram, TikTok, Google and YouTube, as well as campaign bursts across Connected TV and a range of third-party content partnerships aligned to DQ's segment-led strategy.
Work with the trade team, third party suppliers and airlines to partner on activity to convert demand from the Australian market.	Achieved. DQ supported relevant airline and third-party activity driving and converting demand throughout FY22-23, however there were no paid partnerships or JVs.
Ensure industry partners (TNZ, trade, airlines) are equipped to appropriately represent our destination, our unique positioning and reflect our key messages in their activity.	Achieved. Industry partners were kept up to date and equipped with DQ's key messages, brand proposition and imagery for their relevant Queenstown activity.
Launch a year-round always-on digital marketing campaign to showcase the seasonal propositions and variety of Queenstown experiences to generate demand and drive conversion from the Australian market.	Achieved. An always-on, full-funnel digital and social marketing campaign launched 1 July 2022 targeting Australian visitors with reasons to visit throughout the year. Activity was designed to keep Queenstown top of mind, generate demand and showcase the key consumer segments as well as a variety of experiences.
Work closely with TNZ in the Australia market to leverage activity and partner on relevant opportunities aligned with DQ's segment strategy.	Achieved. DQ partnered with TNZ throughout the year with specific activity aligned to DQ's segment strategy focused on driving destination awareness and preference. A data-sharing test was also implemented to understand efficiencies with converting demand and referrals from the Australian market.
Leverage the activity from DQ's Australian PR agency to support DQ marketing activity and opportunities to activate in the Australian market.	Partially Achieved. Segment led story angles were pitched to media to support campaign activity.

PERFORMANCE REPORT 2022–23

Consumer Marketing

Objective 3: Continue to build the Queenstown brand, supporting our positioning as the Southern Hemisphere's premier visitation destination, enhancing our reputation as a world-class destination and telling the stories of our people and place.

KPI	RESULTS
Grow the percentage of New Zealanders and Australians who consider Queenstown highly appealing from 61% to 63% for New Zealanders and 53% to 60% for Australia, as measured by the Visitor Insights Programme.	Partially Achieved. Annual expenditure from the Australian market increased. The percentage of Australians who consider Queenstown as highly appealing grew from 53% to 56%. The percentage of New Zealanders who consider Queenstown as highly appealing remained stable at 61%.
Grow propensity to visit Queenstown score from 27% to 30% in the domestic market and 20% to 30% in the Australian market as measured by the VIP.	Partially Achieved. Propensity to visit remained stable for the domestic market (26%) and Australian market (20%).

ACTIVITY	RESULTS
Leverage Queenstown's brand proposition as the 'Home of Adventure' to grow, cement or evolve our positioning within each consumer segment, in both the domestic and Australian markets.	Achieved. Queenstown's Home of Adventure positioning was reinforced throughout owned, paid and partnership segment activity, within the first half of FY22-23 before the brand focus changed in line with DMP.
Develop and communicate a deeper understanding of the brand proposition to demonstrate how it applies to the visitor experience across all segments and activity.	Not Achieved. As of December 2022, DQs brand proposition as the Home of Adventure was reviewed to ensure alignment with the new regenerative tourism strategy, accordingly it was not further developed for each consumer segment or activity.
Commence a brand development project which evolves the 'Home of Adventure' brand proposition and encompasses the Destination Management Plan.	Achieved. An interim brand evolution project was commenced and completed with the purpose of reviewing the Home of Adventure proposition and visual identity. This resulted in an interim pared back brand approach to better align with the regenerative tourism strategy. A larger rebrand project will commence in FY23-24.
Further develop the Our People Our Home video series which celebrates our people, our place, and our community spirit to foster a sense of pride in our place and build a human connection with potential visitors. Produce and launch Series Two during FY 22-23, featuring new people, passions and businesses as a platform to tell their regenerative tourism story.	Partially Achieved. Filming of series two commenced in FY22-23 however it will launch as part of FY23-24 activity.
Ensure the Queenstown brand is present in international markets via owned channels and partnerships positioning Queenstown as an aspirational destination.	Achieved. A range of third-party partnerships in Australia and the US, aligned to the segment-led strategy, went live during FY22-23 promoting Queenstown as an aspirational destination to visit.

PERFORMANCE REPORT 2022–23

Consumer Marketing

ACTIVITY	RESULTS
Develop an integrated content strategy and calendar of activity which builds on our brand through storytelling and content creation.	Partially Achieved. A strong storytelling and content production approach was taken, which built on the brand pillars, however no formal content strategy was developed.
Ensure Queenstown's brand assets including Visitor Guides, Corporate Gifts, Branded Collateral and Uniforms are relevant and up to date.	Achieved. Branded collateral has been updated throughout the year including uniforms, event signage, corporate gifts, as well as the Official Visitor Guide which received an updated design with the launch of the Love Queenstown Community Fund.

Objective 4: Introduce a consumer relationship strategy to build direct and personalised relationships with both new and existing visitors, drive advocacy in the domestic market and encourage repeat visitation.

KPI	RESULTS
Increase in percentage of returning website visitors from 19% to 24%.	Partially Achieved. Increased returning visitors to QueenstownNZ.co.nz by 21%.
Grow propensity to 'definitely visit Queenstown in the next 12 months' from 16% to 20% in the domestic market as measured by the Visitor Insights Programme.	Not Achieved. Propensity to 'definitely visit' Queenstown in the next 12 months declined by 1 percentage point to 15%.
Achieve open rate of 40% (or alternative metric reflective of iOS 15 changes).	Achieved. Average EDM open rate for FY22-23 was 43%, showing strong engagement from the segment-led EDM database.

ACTIVITY	RESULTS
Launch a consumer EDM strategy in alignment with key segment interests to build a first party database of engaged travellers within the domestic, Australian and long haul markets to counteract the deprecation of third party cookie data.	Achieved. DQ's EDM strategy launched in July 2022 aiming to build personal relationships with a segment-based database focused primarily on domestic and Australian markets. Database growth in the first year was strong totaling over 18K sign ups.

PERFORMANCE REPORT 2022–23

Consumer Marketing

ACTIVITY	RESULTS
Develop personalised communications and an ongoing relationship with our domestic visitors via a consumer eDM strategy to drive repeat visitation, drive advocacy and support our destination reputation in the domestic market.	Achieved. Of DQ's total EDM database, approximately 70% is from the domestic market, allowing for targeted messaging and communications. A total of 27 consumer EDMs were sent during FY22-23 with strong engagement.
Drive repeat visitation from the domestic market via tactical retargeting strategies with compelling reasons to return in various seasons.	Achieved. An always-on, full-funnel digital and social marketing campaign launched 1 July 2022 which included a strategic retargeting layer encouraging high intent domestic travelers to book their trip.

Objective 5: Provide support to our members through capability building initiatives, regular communications and information sharing.

KPI	RESULTS
Roll out of marketing assistance and capability building programmes for interested businesses.	Achieved. A total of nine Queenstown Connects were held in FY22-23, providing capability building across a range of areas, such as marketing, accessibility, PR and sustainability.
Grow the 'extremely satisfied' and 'very satisfied' levels with DQ's consumer marketing activity from 63% to 67% as measured by the annual member satisfaction survey.	Not Achieved. 63% of respondents were extremely or very satisfied, consistent with the score from the previous financial year.

ACTIVITY	RESULTS
Support operators through offering opportunities to leverage DQ marketing activity and develop member capability initiatives relative to marketing.	Achieved. The Digital Influence Programme commenced in conjunction with Simpleview with two cohorts during FY22-23 helping a total of 19 small businesses develop their digital marketing capability and skills.
Provide a common message for businesses to align with, promoting a consistent and compelling destination proposition.	Partially Achieved. The Home of Adventure tagline will be phased out in FY23-24, however it did provide a unifying brand proposition for activity across FY22-23.

PERFORMANCE REPORT 2022–23

Consumer Marketing

ACTIVITY	RESULTS
Provision of clear, concise campaign communications, marketing resources and brand toolkits to assist members to amplify and leverage DQ activity in market.	Achieved. Quarterly Marketing Updates were created and sent to DQ's member database. A marcomms quarterly report was also developed for members. Special Remarks shared upcoming activity, partnerships and ways for members to leverage DQs activity.
Work with existing local initiatives and organisations to develop a programme of capability building initiatives to support tourism businesses to develop and succeed, including building digital capability, and data and insights.	Achieved. A total of ten Queenstown Connects were held in FY22-23. Of those, four sessions partnered with local initiatives or industry organisations including TIA, Making Trax, Love Queenstown and Data Story.

Objective 6: Develop a bespoke plan to promote and leverage local and regional events to benefit Queenstown.

KPI	RESULTS
Drive 2% growth in cumulative visitation count from the domestic market, as measured by Dataventures visitation data.	Achieved. Cumulative domestic visitor count increased 12% against FY21-22.
Achieve 4% growth in domestic visitor expenditure against FY 21-22 as measured by Marketview expenditure data.	Achieved. Annual domestic visitor expenditure increased 5% against FY21-22.
Achieve a 5 point increase the TSI score relating to "Festivals + Events + Concerts" against FY21-22 as measured by the Tourism Sentiment Index Score.	Not Achieved. TSI score for FY22-23 was 23, a decrease of 9 points from the FY21-22 score of 32.
Grow traffic to the QueenstownNZ.co.nz events hub by 5%.	Achieved. Traffic to the Events Hub on QueenstownNZ.nz grew by 104% year on year, achieving an average of 14,600 views per month.

PERFORMANCE REPORT 2022–23

Consumer Marketing

ACTIVITY	RESULTS
Use market development plan research for each consumer segment to inform the future regional events strategy.	Partially Achieved. Market development plan research used to inform biking event activity.
Develop an event marketing strategy to promote local and regional events via consumer, PR and media channels to create awareness, generate demand and drive visitation to Queenstown.	Achieved. A year-round 'What's On This Season' events marketing campaign was implemented across DQ's owned and paid channels, as well as key events featured within select media and PR activity.
Ongoing review and optimisation of the events hub on QueenstownNZ.co.nz, ensuring timely updates to reflect upcoming events and event-related news.	Achieved. QueenstownNZ.nz is continuously updated to reflect upcoming events within a carousel placement on the homepage and the events hub.
Work in partnership with neighbouring RTOs to promote and leverage cross-region events that align with our key segment priority focus.	Not Achieved. While a range of segment aligned events were promoted via DQ's owned channels and paid marketing, there were no marketing partnerships with neighbouring RTOs for cross-regional events.
Incorporate event marketing into always-on digital activity across DQ's website, social and digital channels.	Achieved. A year-round 'What's On This Season' events digital marketing campaign was implemented across DQ's owned and paid channels.
Assist major and significant events with signage, content capture and media support where relevant.	Achieved. A range of major, segment aligned and community driven events were supported with Queenstown signage, relevant brand assets and content capture, including Crankworx Summer Series, ROAM Food and Wine Festival, LUMA and more.
Explore co-funded marketing partnerships with major events.	Not Achieved. While a range of major events were promoted via DQ's owned channels and paid marketing, there were no co-funded marketing partnerships with those events.

PERFORMANCE REPORT 2022–23

Consumer Marketing

Objective 7: Use data to inform our activity and provide data and insights to members to inform theirs.

KPI	RESULTS
Benchmark and increase website visitation and engagement metrics for each key consumer market segment to measure growth of these audiences.	Partially Achieved. Seven consumer market segments were benchmarked and website visitation was up by an average of 62% year on year, however engagement across these pages declined.

ACTIVITY	RESULTS
Utilise research and data to inform consumer marketing work (to ensure its targeted and highly relevant) and to support members.	Achieved.
Continued market research to identify opportunities to strengthen Queenstown's positioning within each segment.	Partially Achieved. From December 2022 the focus on segments reduced to enable capacity to incorporate regenerative tourism storytelling. However, segment insight guides for the top six segments were produced for members.
Utilise research from each market development plan to inform channels and targeting for each segment.	Partially Achieved. Research and insights from Market Development Plans were utilised to inform certain segment activity, channels and targeting.
Use campaign performance data to optimise marketing activity on an ongoing basis.	Achieved. The performance and results of DQ's activity was analysed on a monthly basis with assets and budget optimised accordingly.
Implement visitor persona research to overlay against market development plans.	Not Achieved. With the introduction of the focus on regenerative tourism and the evolution of key audiences, the persona work was not needed.

PERFORMANCE REPORT 2022–23

Consumer Marketing

Objective 8: Continue to enhance the Queenstown official website maintaining its position as a leading source of visitor information.

KPI	RESULTS
Increase annual website visitation by 5% YoY.	Achieved. Annual visits to QueenstownNZ.nz increased by 47% year ending June 2023, totaling 2.81M cumulative sessions.
Reduce bounce rate by 4% YoY.	Not Achieved. Bounce rate increased by 18% due to high-budget digital campaigns in the first half of FY22-23 tasked with driving large amounts of additional traffic to focus on support for member referrals.

ACTIVITY	RESULTS
Act as a key referral source for our member websites to generate direct channel bookings.	Achieved. Member referrals were up 63% totaling 668,000 by year end June 2023, providing a key source of traffic for members.
Ongoing SEO optimisation to improve search rankings and relevance of information.	Achieved. A dedicated SEO strategy was implemented resulting in over 60+ new blogs which captured keywords and increased organic traffic by 45% year on year.
Maximise Simpleview investment by identifying capabilities that can be leveraged to adhere to best digital practices.	Achieved. Monthly calls continued with Simpleview to ensure QueenstownNZ.nz adhered to best digital practices.
Continue to improve website usability to optimise user experience and increase engagement.	Achieved. Several updates were introduced to improve the website usability and experience throughout the user journey.
Ongoing technical support, license fees and hosting.	Achieved. All support hours with Simpleview were utilised during the year to resolve any errors in a succinct and timely manner.

PERFORMANCE REPORT 2022–23

Consumer Marketing

Objective 9: Foster and participate in collaborative initiatives with both lower South Island RTO's and local partners.

KPI	RESULTS
Launch the 45 SOUTH touring route including a regenerative tourism itinerary.	Achieved. www.southernway.co.nz launched.
Work in partnership with neighbouring RTOs to leverage regional initiatives.	Not achieved. A range of regional initiatives were leveraged throughout FY22-23 including projects for Southern Way, Central Otago Touring Route, Crankworx and the Otago Trails Marketing Group.

ACTIVITY	RESULTS
Develop a collaborative marketing relationship with QAC and explore partnerships and activity.	Achieved. A range of activity in partnership with QAC launched across the year including a Central Otago Touring Route campaign, as well as features within third party content partnerships.
Collaborate with the 45 South partners to support the development and promotion of the touring route and associated assets.	Achieved. Southern Way, a collaboration between the eight Lower South RTO's, was launched in early 2023 with a website, social channels and paid media/PR activity. Southern Way also attended TRENZ 2023.
Support the development of an EV and E-Bike touring routes.	Ongoing. Low impact travel options are included within the Southern Way and Central Otago Touring Route websites, however further itineraries need to be developed, produced and added.
Be an active participant in the Southern Scenic Route activity.	Partially Achieved. DQ attended the annual SSR meeting and assisted with new website and brochure concepts. SSR is undergoing a review in light of Southern Way launching and encompassing the lower south touring routes.
Working with neighbouring RTOs to leverage the events supported by the regional events fund.	Not achieved. While a range of REF events were promoted via DQ's owned channels and paid marketing, there were no marketing partnerships with neighbouring RTOs.

PERFORMANCE REPORT 2022–23

Communications

Objective 1: Reinforce our reputation as a safe and desirable place to visit.

KPI	RESULTS
The Tourism Sentiment Index (TSI) score remains in the upper quartile of the global sentiment range or within 5 points of the upper score of the TSI Global score.	Achieved. TSI score was 26 for FY22-23, which is in the upper quartile of scores.
Target a 9/10 score for the aspects of "I feel/ felt safe in Queenstown" and "I feel/felt welcome in Queenstown" in the Quality of Visitor Experience survey results.	Not Achieved. 8.9 score for "I feel/ felt safe in Queenstown", and 8.5 for "I feel/felt welcome in Queenstown", as measured by the Visitor Experience programme.
Grow the percentage of New Zealanders and Australians who consider Queenstown highly appealing from 61% to 63% for New Zealanders and 53% to 60% for Australians, as measured by the Visitor Insights Programme.	Partially Achieved. The percentage of Australians grew from 55% to 56%, and New Zealanders remained stable at 61%.

ACTIVITY	RESULTS
Ensure visitors have the information they need to plan for their visit to Queenstown.	Achieved. QueenstownNZ visitor information updated. Website sessions improved by 47% against FY21-22, generating a total of 2.81 million website visits for the year.
Carry out sentiment tracking to monitor perception of, and sentiment toward Queenstown.	Achieved. Visitor Insights Programme research facilitated.
Communicate to members and stakeholders key information relating to safe travel.	Achieved. Relevant safe travel communicated through member platforms.
Tell our regions' stories through the Queenstown Cares platform.	Achieved. 'Queenstown Cares' evolved into the 'Regenerative Tourism' platform showcasing regenerative tourism stories.
Co-ordinate the inter-agency destination reputation management group to collaboratively address and manage issues impacting destination reputation.	Achieved. Two meetings held at DQ to address destination reputational issues.
Maintain and update the DQ crisis communications plan and engage with and support lead agencies in response to crisis situations (QLDC, QAC, CDEM, TORQUE).	Achieved. Crisis communications plan updated, and two TORQUE meetings held at DQ.
Work with Tourism New Zealand and Tourism Industry Aotearoa in communications working groups to support industry.	Achieved. Includes fortnightly meetings via RTNZ and monthly meetings with TIA communications team.

PERFORMANCE REPORT 2022–23

Communications

Objective 2: Positively build Queenstown's brand through guiding positive media relations.

KPI	RESULTS
Target a 2-point increase in the Net Promoter Score as measured by the Visitor Insights Programme.	Not Achieved. NPS score for FY22-23 was 66, a decline from FY21-22's NPS score of 72.
The Tourism Sentiment Index (TSI) score remains in the upper quartile of the global sentiment range or within 5 points of the upper score of the TSI Global score.	Achieved. TSI score was 26 for the FY22-23, which is in the upper quartile of scores.

ACTIVITY	RESULTS
Maintain a communications schedule of key messaging and media opportunities, with the goal of producing proactive media communications that enhance our reputation or showcase destination performance.	Achieved. Schedule kept; media launch for Love Queenstown held and nine media releases distributed.
Leverage the news cycle to deliver positive Queenstown stories in national media.	Achieved. Strong coverage for Queenstown delivered for best snow conditions in decades, Queenstown named one of world's greatest places (TIME) and one of the most loved destinations (Tourism Sentiment Index) and at key milestones of regenerative tourism strategy.
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. 11 Fortnightly Remarks blogs and website stories on DQ home page created.
Support our members to share their positive stories and gain media coverage where appropriate.	Achieved. Two Queenstown Connect member capability sessions held (1 media, 1 comms). Key messages and interview tips sent to support media interviews.

PERFORMANCE REPORT 2022–23

Communications

Objective 3: Work with the Tiaki Promise to strengthen the Kaupapa of the promise and raise awareness of its goals

KPI	RESULTS
Number of businesses who have committed to the Tiaki Promise in our region.	Not Achieved. There is no available registry of businesses that have committed to the Tiaki Promise.

ACTIVITY	RESULTS
Continue to emphasise and embed the Tiaki Promise in DQ activity and explore new ways to use and leverage this asset.	Ongoing. Will be a core focus for the next financial year, in line with the Tiaki project in the DMP.
Encourage local agencies, tourism businesses and the community to champion the Tiaki Promise so that all visitors are aware of it and understand it.	Ongoing.
Amplify and reinforce the kaupapa of the Tiaki Promise throughout the region to instil a sense of stewardship through deeper knowledge and connections with people and place.	Achieved. Via member communications and Our People, Our Home. Tiaki is a priority output of the DMP.

Objective 4: Provide support to our members through capability building initiatives

KPI	RESULTS
Grow the 'extremely satisfied' and 'very satisfied' categories in the annual member satisfaction survey by 5 points.	Not Achieved. 64% extremely or very satisfied, a 2-point increase from last financial year.

ACTIVITY	RESULTS
Work with existing local initiatives and organisations to develop a programme of capability building initiatives to support tourism businesses to develop and succeed. Example topics include regenerative tourism, sustainability, digital capability, data and insights.	Achieved. Queenstown Connect reinstated. Topics covered include; emerging trends in travel (Thrive Spaces and Places); sustainability (TIA); accessibility & inclusivity (Making Trax); improving guest experience and yield with data-driven insights (Data Story) plus market-specific presentations.
Support tourism businesses and their staff to build their knowledge and understanding of local cultural heritage.	Partially achieved. DQ staff completed two business training sessions with Queenstown cultural consultancy Take Tuia.

PERFORMANCE REPORT 2022–23

Communications

ACTIVITY	RESULTS
Showcase practical examples of tourism businesses who are successfully demonstrating sustainable tourism achievements and objectives (e.g. reducing carbon emissions, eliminating waste, integrating mātauranga Māori, or achieving positive biodiversity impacts).	Achieved. 11 regenerative tourism stories told in Fortnightly Remarks and on home page of DQ website.
Encourage local tourism businesses to enter relevant national and international business awards that recognise excellence in sustainable and regenerative business practices.	Achieved. Award opportunities shared through member communications and achievements celebrated. DQ was a sponsor of the Chamber of Commerce Business Awards in 2022.
Continue to be member of the Southern Lakes Response and Recovery team (BRG), both in the short-term relating to Covid-19 but also as the group and its role evolves.	Achieved. Continued to work closely with members of the group to share information and collaborate when appropriate.
Ensure we are well placed to leverage any government or key agency support.	Achieved. Formal submissions made to MBIE tourism data leadership group, MBIE tourism insights and evidence centre, as well as on Better Work Action Plan, Queenstown Airport master plan, Resource consent submission on state highway improvements & expansion of bus hub and freedom camping.

Objective 5: Provide members with regular communications and information sharing.

KPI	RESULTS
Achieve an average of 45% readership of member communications.	Achieved. 51% average readership.

ACTIVITY	RESULTS
Deliver consistent and relevant communications to DQ members (newsletters, briefings and trainings, member events) while being aware of ongoing opportunities to improve this.	Achieved. Fortnightly Remarks (revised twice) and other newsletters sent regularly to members, including monthly Data and Insights update. LinkedIn members group utilised as additional channel.
Deliver a schedule of member events including quarterly DQ member updates, Queenstown Connects and ad hoc member engagement opportunities as required.	Achieved. Maintained regular schedule of member events. Full quarterly DQ member updates held as well as 10 Queenstown Connects and a members' Destination Management Plan presentation with Destination Think.

PERFORMANCE REPORT 2022–23

Communications

ACTIVITY	RESULTS
Support delivery of market development plans through regular member communications.	Partially achieved. Golf development plan completed, and updates provided to food and drink and biking sector groups.

Objective 6: Manage the reporting function for DQ.

KPI	RESULTS
DQ reports delivered to operational schedule.	Achieved.

ACTIVITY	RESULTS
Report on DQ's organisational plans including the Annual Report, the Business Plan and DMP.	Achieved. Annual report FY21-22, business plan FY23-24 and destination management plan all completed and endorsed by QLDC.
Carry out an annual member satisfaction survey to evaluate DQ's performance and assess member needs and expectations.	Achieved. Survey sent July 2022 for review of FY21-22 year. Survey for FY22-23 sent June 2023.
Support and facilitate the new Quarterly Reports for the Marketing and Communications department.	Achieved. New reporting established in Q2 of this financial year.

Objective 7: Support the implementation of the destination management plan for the region.

KPI	RESULTS
Initiatives from the Destination Management plan that are included in the FY22-23 plan are completed and launched by 1 July 2023.	Partially achieved. Project 14 - Love Queenstown launched and discussion paper for Keystone Project 9 - Carbon Zero by 2030 completed.
Target a 2-point increase in the Queenstown Lakes district community's Tourism Approval Rating (TAR) score as measured in the Views on Tourism survey.	Not achieved. Queenstown Lakes Community Tourism Approval Rating score declined by 2 points for international visitors and 17 for domestic visitors.

PERFORMANCE REPORT 2022–23

Communications

ACTIVITY	RESULTS
Enhance liaison and engagement with our community to shape positive sentiment toward tourism.	Ongoing. Continue to liaise with Destination Reputation Group. 'Local Profiles' of legends in the community promoted through 'Always On' strategy, using paid social and website home page.
Implement initiatives identified in the Queenstown Lakes district destination management plan (DMP).	Achieved. Initiatives started include Project 14 (Love Queenstown), Development of place-based brand (foundation project 4), and the scoping for Project 9 (Carbon zero).
Continue regular communications with community groups, stakeholders and media on DMP progress and member initiatives.	Achieved. Community engagement meetings held by DMP Steering Group and Destination Think to inform and gather feedback from community groups, stakeholders and media. Significant and ongoing interest from media. Media launch for Love Queenstown held on site at DQ.
Ensure the DMP microsite remains up-to-date reflecting key developments and updates for both industry and community.	Achieved. The regenerative tourism site has continued to evolve and develop over the year reflecting the ongoing DMP work.

PERFORMANCE REPORT 2022–23

Media

Objective 1: Focus our media activity on attracting high value visitors and sustainable year-round visitation in alignment with the consumer marketing approach.

KPI	RESULTS
Produce a minimum of 40 pieces of DQ generated earned media.	Achieved. 73 pieces of positive travel content was generated via the DQ hosted Media Program.

ACTIVITY	RESULTS
Facilitate content generation, via the DQ media hosting programme that is aligned with consumer marketing priorities and in response to demand from media and market trends.	Achieved. A range of segment-led stories were pitched and coverage delivered.
Work with TNZ on International Media Programme to secure international media coverage for Queenstown.	Achieved. Support provided to TNZ to both secure international media and assist with hosting in Queenstown. In total DQ supported 35 EXNZ (Experience NZ) files.
Identify ongoing partnerships and opportunities in key consumer segments (including influencers/ambassadors).	Achieved. Content partnerships undertaken with NZ Herald, Dish, Mindfood, Avenues, Virgin Australia and Escape showcasing a range of the key segments (Ski, food and drink, biking).
Seek earned media opportunities through the DQ media programme.	Achieved. 59 NZ articles and 96 International articles produced via DQ and TNZ media programmes.
Develop content for DQ's own channels tailored for key long-haul markets as well as domestic and Australian markets.	Achieved. The media team published 16 blogs for the website in FY22-23.
Support DQ's market development plans through the media programme.	Achieved. Earned content achieved in NZ & AU showcasing skiing, food and drink and biking in the region. See media results in appendix. AU media were hosted in winter, targeting skiing content.

PERFORMANCE REPORT 2022–23

Media

Objective 2: Build our brand through owned and earned media channels, supporting storytelling that celebrates our people and place and drives positive PR.

KPI	RESULTS
Build awareness and knowledge of Queenstown as a tourism destination from 88% to 91% in the New Zealand Audience and from 63% to 70% in the Australian Audience as measured by the Visitor Insights Programme (Visitor Perceptions Survey).	Partially Achieved. Awareness grew from 88% to 89% in the New Zealand market and remained stable in the Australian market.
The Tourism Sentiment Index (TSI) score remains in the upper quartile of the global sentiment range or within 5 points of the upper score of the TSI Global score.	Not Achieved. TSI score was 26 for the FY22-23, below the global TSI score of 34.

ACTIVITY	RESULTS
Utilise DQ media programme to help support positive sentiment through storytelling.	Achieved. Media informed about, and encouraged to follow, regenerative tourism angles utilising the DQ website. Content created showcasing locals and their passion for Queenstown.
Continue to develop, expand and leverage the "Queenstown Cares" platform to share positive environmental initiatives by local businesses and community organisations, and regenerative stories aligned with the DMP.	Achieved. Developed the 'Queenstown Cares' platform into a more accessible 'Regenerative Tourism' segment in Fortnightly Remarks, which links to the more prominent DQ home page. As DQ's focus moves to regenerative tourism, Queenstown Cares will be retired as the content becomes mainstream across the site.

Objective 3: Work with key partners, the travel trade and through our digital channels to ensure we are an aspirational destination as borders reopen.

KPI	RESULTS
Produce a minimum of 50 pieces of DQ generated earned media in the international market.	Achieved. 103 pieces of positive travel content was generated in the international market.
The Tourism Sentiment Index (TSI) score remains in the upper quartile of the global sentiment range or within 5 points of the upper score of the TSI Global score.	Not Achieved. TSI score was 26 for the FY22-23, below the global TSI score of 34.

PERFORMANCE REPORT 2022–23

Media

ACTIVITY	RESULTS
Build new relationships, and reinforce existing relationships, with Australian and international media contacts ahead of borders reopening.	Achieved. DQ CE and Marcomms Director visited Sydney to meet with media around the destination management plan and carbon zero goal. Met with writers contributing to Sydney Morning Herald, Escape, Australia Financial Review, Mindfood and Qantas Magazine.
Work in partnership with TNZ and an Australian PR agency to inspire the return of international visitation to Queenstown.	Achieved. DQ has worked with Australian based PR agency PEPR to deliver 94 pieces of earned media.
Use and influence the International Media Programme to secure inspiring and engaging media coverage in key international markets, as part of market re-entry strategy.	Achieved. Worked with the TNZ EXNZ team to include Queenstown in media famils as markets reopened. DQ hosted 35 TNZ media files.
Continue to build strong relationship with TNZ to ensure Queenstown is well placed to benefit from their marketing investment.	Achieved. The Marketing & Communications Director is on the RTNZ-TNZ national marketing steering group. DQ enjoys a good relationship with the NZ & AU TNZ teams.

Objective 4: Support the promotion and leverage of local & regional events to benefit Queenstown.

KPI	RESULTS
Grow the TSI score regarding festivals, events and concerts by 5 points.	Not Achieved. TSI score for festivals, events and concerts was 23, a decrease of 9 from the FY21-22 score 32.

ACTIVITY	RESULTS
Include events in relevant sponsored content and pitches for media famils and help drive destination visitation.	Achieved. Events were pitched to media for inclusion in earned content. DQ has introduced a new marketing support matrix for events in the region, for both owned and earned channels.
Promote events in member and community communications where relevant.	Achieved. Upcoming Events section introduced to Fortnightly Remarks, as well as featuring in the Local News section.

PERFORMANCE REPORT 2022–23

Data & Insights

Objective 1: Support the DQ focus on attracting high value visitors and driving sustainable year-round visitation with timely and relevant data and insights.

KPI	RESULTS
Increase average length of stay from 2.9 nights to 3.1 nights as measured by the Accommodation Data Programme (ADP).	Partially Achieved. Average length of stay increased to 3.0 nights.
Average 3% growth over FY21/22 in association of key segments activities/ experiences associated with Queenstown as measured by the Visitor Insights Programme.	Not Achieved. Associations stayed largely consistent across the key segments.

ACTIVITY	RESULTS
Launch, manage and support the use of the internal data and insight dashboard.	Not Achieved. The Member Data and Insights Hub provided sufficient level of detail for DQ staff.
Provide actionable and timely insights to guide both DQ team and member activity.	Achieved. Implemented Monthly Data and Insights presentations and created Teams forum to share insights with team.
Conduct comprehensive research to ensure in-depth knowledge of DQ's key visitor segments and identify opportunities for DQ, members and community stakeholders.	Achieved. Published Activity Insights Guides, facilitated the Visitor Insights Research programme.
Develop pre-campaign data and insights to inform marketing campaigns.	Achieved. Collaborated with Consumer Marketing team to provide research as needed.
Complete mindset or persona-based research to support future targeted marketing activity.	Not achieved. Evolved research to take place in FY23-24 as part of brand evolution.

PERFORMANCE REPORT 2022–23

Data & Insights

Objective 2: Facilitate and support the development of segment Market Development Plans.

KPI	RESULTS
Deliver two new market development plans.	Partially Achieved. Facilitated the creation of the Golf market development plan.
Conduct annual progress review for implementation of biking and food and drink plans.	Partially Achieved. Established review groups. Work to deliver the plans is ongoing.

ACTIVITY	RESULTS
Develop and deliver two new market development plans to identify opportunities to strengthen Queenstown's position in the relevant segment.	Partially Achieved. Delivered the Golf market development plan.
Continue to refine, utilise and support the implementation of the four market development plans either completed or in development (biking, food and drink, golf, ski).	Partially Achieved. The evolved destination marketing strategy and destination management direction has meant the role of Market Development Plans has changed. Work has continued on delivery of some workstreams from the MDPs.
Share information on DQ's key visitor segments and related opportunities with members and Queenstown community stakeholders as appropriate.	Achieved. Published Activity Insights Guides, facilitated the Visitor Insights Research programme, shared relevant research and insights as appropriate.

Objective 3: Provide DQ members with timely and consistent data and insights on the regional and visitor economies and the wider tourism ecosystem.

KPI	RESULTS
Achieve 500 logins to the member data and insights hub in FY22-23.	Achieved The data and insights hub received 3,062 entrances.
Complete annual segment insight guides for DQ's hero segments.	Achieved. Activity Insights Guides published June 2023.

PERFORMANCE REPORT 2022–23

Data & Insights

ACTIVITY	RESULTS
Launch, manage and support online member data and insight hub in line with the four pillars of sustainability as set out by TIA (visitor, resident, economy, environment).	Achieved. Data and Insight hub launched and evolved over FY22-23. Now includes the Forward Outlook and Research and Insights page.
Compile annual hero segment insight guides for DQ internal and members use.	Achieved. Activity Insights Guides published June 2023.
Utilise third party research, articles and datasets to guide activity and share with DQ team and members when relevant.	Achieved. Shared with team and relevant members through internal monthly presentations, Teams Forum, Member Updates, Monthly Data Snapshots and Fortnightly Remarks Data and Insights section.

Objective 4: Be a data and insights driven organisation

KPI	RESULTS
Every DQ staff member trained to independently use the internal data & insights dashboard.	Achieved Team is trained in how to use the Data and Insights hub.
Achieve 500 logins to the member data and insights hub in FY22-23.	Achieved. The data and insights hub received 3,062 entrances.
Achieve a score of at least 65% of members 'extremely satisfied' and 'very satisfied' levels with DQ's data and insights activity as measured by the annual member satisfaction survey.	Achieved. 84% extremely or very satisfied, a 2-percentage point increase from FY21-22.

ACTIVITY	RESULTS
Enable and empower DQ staff and members to discover and utilise datasets to support them to independently develop insights to guide their activity.	Partially Achieved. Team is increasing their skill level of being able to independently use the Data and Insights Hub and supported through the Data and Insights Analyst role.
Develop, manage, and continuously improve the Member Data and Insights Hub microsite.	Achieved. Continued to consistently maintain and update the data sources in the Data and Insights Hub and added the Forward Outlook page.

PERFORMANCE REPORT 2022–23

Data & Insights

ACTIVITY	RESULTS
Develop, manage and continuously improve the Internal Destination Queenstown PowerBI dashboard.	Partially Achieved. The Data and Insights Hub has been designed so that it provides sufficient level of detail for the DQ team to not need an internal dashboard.
Deliver member trainings on how to use the Data and Insight Hub.	Not Achieved. There has not been a dedicated member training on the Data and Insights hub since launch in June 2022.
Support DQ team and members to inform their activity with relevant and timely data.	Achieved. Support of the DQ team and members with relevant and customised insights and guidance when possible.
Run and continuously improve the 90 day forward outlook.	Achieved. Migrated to the Data and Insights Hub to create one source for all data and insights, shifted to powerBI to enable better interpretation, functionality and efficiencies.

Objective 5: Support efforts to build destination brand and foster positive destination reputation.

KPI	RESULTS
Every DQ staff member is skilled to proactively use the dashboard and is accessing it regularly.	Partially Achieved The DQ team is increasing their skill to independently use the Data and Insights Hub but are still heavily supported through the Data and Insights Analyst role.

ACTIVITY	RESULTS
Measurement and monitoring of visitor experience and sentiment metrics.	Achieved. Continued to facilitate the Visitor Insights Programme (Visitor Experience and Visitor Perception) and have evolved for FY23-24 to reflect the destinations shift toward regenerative tourism. Also facilitated the Views on Tourism resident sentiment research.
Implement regular internal reporting through a variety of existing or additional data and research sources to measure experience and sentiment related to destination brand and reputation.	Achieved. Reviewed results of the Visitor Insights Programme and Views on Tourism and shared with relevant stakeholders including staff, members, and key partners such as QLDC and the Destination Reputation group. Achieved through Destination Reputation meetings, Monthly Internal Meetings, Member Updates and Monthly Data Snapshots.

PERFORMANCE REPORT 2022–23

Travel Trade

Objective 1: Enhance the profile of Queenstown, our product range and portfolio within Travel Trade distribution channels globally. Influence and improve presentation of Queenstown's core proposition using Home of Adventure assets within communications and channels of key trade partners reaching high value end consumers. Improve value and spend in Queenstown and leverage destination marketing opportunities with key partners in the distribution channel.

KPI	RESULTS
Improve reach by increasing DQ's Travel Trade database from the current 5,000 distribution channel partners to 10,000 by the end of FY22-23.	Partially Achieved. Through Covid the trade database dropped below 5K but has steadily grown back up to 7,600.
Improve visitor spend by upskilling the distribution channel with Queenstown destination and product training sessions (remote and in-person) to reach 2,000 distribution channel partners the end of FY 22-23.	Achieved. Delivered in-person sales meetings, trade shows, online webinar training, and industry events, including famil groups.
Increase travel trade website traffic by 50% over previous year, improve engagement levels with global travel trade.	Not Achieved. Achieved growth of 40% for unique page views and users with increased average time on page. Trade microsite was launched in May 2022
Communications reach (12 newsletters annually reaching an average of 7,500 unique travel sellers).	Achieved. Monthly communications delivered, including newsletter, on-demand training and webinars.
Grow reach and engagement threefold for Queenstown Travel Sellers social channels—Facebook, YouTube and WeChat.	Partially Achieved. Facebook group grew to 828 members, a 52% increase. YouTube grown to 230 subscribers. 18K views on page. WeChat not achieved.
Host 200 famil participants in Queenstown to improve value of Queenstown packages sold globally.	Achieved. 210 famil participants hosted.
Maintain member satisfaction rate for Travel Trade activity at a minimum of 80%.	Achieved. 86% member satisfaction rate for the travel trade activity.

ACTIVITY	RESULTS
Continue to maintain, update and rebuild a comprehensive global trade distribution channel database.	Achieved. Trade global database now 7,600.
Participate in travel tradeshow in international markets organised by TNZ, airports, airlines, wholesalers and other organisations. (Kiwi Link, RTO Workshops, Kia Ora South, WTM, ITB, ILTM, Virtuoso, MTS, etc).	Achieved. Participated in TNZ Kiwi Link North America & UK/Europe & Asia.; Asia sales mission; Mountain Travel Symposium (MTS); Auckland Unlimited & Auckland Airport MOU US Sales mission; TNZ India & General Travel Frontline Training & Roadshow.

PERFORMANCE REPORT 2022–23

Travel Trade

ACTIVITY	RESULTS
Organise DQ roadshows and DQ sales missions to key markets not covered by TNZ events to facilitate market access to DQ members.	Achieved. DQ led the USA East Coast Sales Mission, Australia sales visit and Auckland ITO event.
Attend the annual TEC conference and other events to influence distribution channels.	Achieved. Updated content delivered.
Deliver 3x newsletters with new products, visual content and webinar calendars each quarter (12x annually).	Achieved. Monthly communications delivered – newsletter, on-demand training and webinar.
Deliver translated communication via quarterly newsletters – simplified and traditional Chinese.	Achieved. Communications translated and shared.
Deliver remote training sessions and virtual roadshows to global travel trade on Queenstown's propositions.	Achieved. 467 webinar attendees.
Develop an inventory of famil product capacity with DQ members to facilitate and improve share of TNZ famils.	Achieved.
Support TNZ famils from all international markets.	Achieved. Hosted agents from North America, UK & Europe, SEA, China and Japan.
Support airlines, airports, inbound operators and wholesaler famils.	Achieved. Supported Air NZ Hong Kong & Taiwan, Air NZ & Auckland MOU – New York and California, Flight Centre, General Travel.
Work with strategic airline, airport partners to deliver DQ's own famils.	Achieved.
Host 40 TRENZ 2023 participants in TRENZ pre/post famils.	Achieved.
Deliver on shore and offshore, in person and virtual networking events and forums to connect Queenstown operators to buyers from the distribution channel from international markets.	Achieved.
Participate and facilitate Queenstown operators presence at TRENZ 2023 in Christchurch.	Achieved.
Publish Quarterly Reports summarising Travel Trade Marketing Activity to members and deliver Quarterly Member updates on key markets and travel trade marketing activity.	Achieved.

PERFORMANCE REPORT 2022–23

Travel Trade

ACTIVITY	RESULTS
Create opportunities for Queenstown operators to visit markets for sales calls.	Achieved.
Develop resources for Muslim market in Malaysia and Indonesia to increase length of stay.	Not Achieved.
Engage closely with key partners like TNZ, Airlines, Airports, TEC, Auckland Unlimited to create opportunities for Queenstown content to get into market.	Achieved.
Take a leadership position in developing and delivering the regional IMA strategy.	Achieved.
In partnership with Auckland & Christchurch Airports, develop and implement a China re-entry strategy including key market segments and seasonal dispersal opportunities.	Not Achieved.
Develop DQ's long haul portfolio of markets to align DQ Business Plan for FY 2023–24.	In progress.

PERFORMANCE REPORT 2022–23

Business Events

Objective 1: 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	RESULTS
Number of leads generated (90 New Zealand, 100 Australia, 30 long-haul, 220 total leads).	Partially achieved. 195 leads generated overall 57 NZ 103 Australia 35 Long Haul
LinkedIn led digital C&I campaign reach, web traffic and leads generated.	Achieved. 21% growth over last FY.
Newsletter communication reach (12 newsletters reaching 3,000 PCOs, incentive and corporates globally).	Partially achieved. 9 newsletters sent to over 3,000 industry contacts.
Sales calls completed (40 New Zealand and 60 Australian one-on-one).	Partially achieved. 86 sales calls completed, 9 New Zealand, 54 Australian, 23 Rest of World.
Attend/organise road shows in New Zealand and Australia (130 attendees as buyers).	Partially achieved. QCB hosted an event with Queenstown operators in Auckland in April 2023 that was attended by 49 domestic buyers.
Famils and site inspections (50 participants hosted).	Achieved. QCB hosted 64 famil and site inspection participants across FY22-23.
Maintain member satisfaction rate for QCB activity at a minimum of 80%.	Achieved. 85% satisfaction score for FY22-23.

ACTIVITY	RESULTS
Continue development of new Business Events content – video, presentations, and new tools on the website – for domestic, Australia and long-haul markets re-positioning Queenstown as the Home of Adventure.	Achieved. Business Events website redesigned as a microsite and resources continually reviewed and developed.
Deliver a LinkedIn led digital campaign for New Zealand and Australia with an always-on approach.	Not achieved. Resource focused elsewhere.
Continue promoting Home of Adventure to channel partners in the Australian market.	Partially achieved. Home of Adventure specific activity was paused from February 2023 in preparation for the brand redevelopment work.
Host buyers with prospective and confirmed business for Queenstown to improve spend.	Achieved.

PERFORMANCE REPORT 2022–23

Business Events

ACTIVITY	RESULTS
Host New Zealand Domestic Corporate End User Famil in partnership with Air New Zealand.	Achieved. This famil was hosted from 19 – 22 March with 14 qualified domestic EAs/PAs hosted.
Host New Zealand Trade based Event Managers Famil (PCOs, Incentive Houses) in partnership with Air New Zealand.	Not achieved. Alternative activity through sales calls and supporting TNZ saw connection with this market.
Host Australian C&I Buyers Famil in partnership with Air New Zealand to deliver 'Queenstown is open' message for Australian business event organisers and corporate end users.	Not achieved. Limited opportunity with AirNZ available. Efforts focused on sales call with this market.
Host 15 C&I buyer participants in MEETINGS 2023 pre/post famils.	Not achieved. BEIA did not host a formal pre/post famil programme for Meeting 2023. However, in partnership with TNZ, QCB did host 8 North American Buyers post Meetings, as well as 1 independent Australian buyer.
Host famils – QCB famils and supporting TNZ and channel partner famils where objectives align.	Achieved.
Attend BEIA's MEETINGS 2023 and leverage famil opportunities around it.	Achieved.
Attend AIME 2023 Melbourne and use the platform to deliver Queenstown Home of Adventure.	Achieved.
Attend Get Global, Direct Selling Association or similar business event trade shows and conferences in Australia.	Partially achieved. QCB made the strategic decision to attend PCOA in Hobart instead of Direct Selling Association for better return on investment. Get Global was cancelled for 2022.
Sales calls in Australia.	Achieved.
Sales calls and business event trade shows in New Zealand.	Achieved.
Attend global business events trade shows (IMEX Las Vegas) supported and promoted by TNZ in markets as borders open.	Achieved. QCB attended IMEX Frankfurt & IMEX Las Vegas in 2022 & 2023.
Support TNZ participation at IBTM Singapore (April 2023), Prevue Incentive Summit (US), TNZ Business Events Australia Roadshow.	Partially achieved. QCB supported the TNZ Business Events Australia Roadshow. IBTM was cancelled for 2023.

PERFORMANCE REPORT 2022–23

Business Events

ACTIVITY	RESULTS
QCB Australia Roadshow (Dec 2022).	Not achieved. Scheduled to take place Oct/Nov 2023.
Engage closely with key partners in market – Air New Zealand, Qantas, American Airlines, United, Singapore Airlines, BEIA, TNZ, AuSAE, SITE and new NZ Convention Centres.	Achieved. QCB are in contact with all key partners regularly and invite them to any opportunity or engagement organised by QCB in their respective markets.
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.	Achieved. Joint activity with Auckland Convention Bureau executed in US market and through sales efforts of JCIM recruited by QCB, ACB and Auckland Venues to execute in market sales calls in China.
Develop a US incentive Strategy in partnership with Auckland Convention Bureau.	Not achieved.
Attend the annual BEIA conference and other events to influence distribution channels.	Achieved. QCB was represented in Napier for the 2023 Conference.
Deliver networking events and forums to connect Queenstown C&I operators to buyers from New Zealand corporates.	Achieved. As part of the Business Development programme in Auckland in April, QCB hosted a C&I networking evening with 25 Queenstown operators and had 50 buyers in attendance.
Participate and facilitate Queenstown operators' presence at MEETINGS 2023 in Wellington.	Achieved. Accompanied by 21 Queenstown operators on regional stand, QCB had a very successful Meetings 2023 with single appointment stream focusing on Australian buyer connection.
Run three QCB Advisory Board meetings to collect input for the annual QCB business plan and to review QCB strategy and activity.	Achieved.
Publish Quarterly Reports summarising QCB activity to members and deliver Quarterly Member updates.	Achieved.
Create opportunities for Queenstown operators to visit markets for sales calls.	Achieved.

PERFORMANCE REPORT 2022–23

Organisation

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

KPI	RESULTS
100% completion of HR and organisational deliverables.	Achieved.

ACTIVITY	RESULTS
Ensure the DQ organisational structure is ready to adapt to changes in the New Zealand industry.	Achieved.
Create and provide a comprehensive induction and continued support for the incoming CEO, ensuring they have the tools and knowledge to lead the organisation.	Achieved.
Support staff to develop new skills via targeted training and development plans.	Partially Achieved. With dynamic staff movements this FY the organisation focused on providing individual development opportunities in a less structured approach. All staff have been supported to become members of the Marketing Association and YoungTec (if applicable) enabling access to training and development opportunities.
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.
Focus on improving in the areas recommended by 2021 engagement survey whilst maintaining or bettering overall outcome.	Achieved. Development and implementation of new organisational values. 1: Physical set up of office - achieved. All staff now have standup desks to support physical wellbeing. 2: Increased transparency on strategy - achieved via establishment of fortnightly Manager's meetings. 3: Support wellbeing - achieved via upkeep of flexibility of WFH and hours. 4: Fairness and Inclusion - achieved via review of reporting lines resulted in BD executives reporting to managers. Establishment of Trade Marketing Executive role in the Consumer Marketing team.
Provide an external Employee Assistance Program via EAP Services.	Achieved.
All DQ staff who regularly host clients and media have a first aid certification.	Achieved.
All DQ staff to undertake winter driver training.	Achieved.

PERFORMANCE REPORT 2022–23

Organisation

ACTIVITY	RESULTS
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.	Ongoing. This is an ongoing and always evolving plan.
Support the audit process by ensuring all records are maintained and available (including Board minutes, visa approvals and HR documentation) ensuring a clean audit year on year.	Achieved.

Objective 2: Workplace health and safety is a top priority in everything Destination Queenstown does.

KPI	RESULTS
Zero harm incidents and health and wellbeing initiatives provided to staff.	Achieved.

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

PERFORMANCE REPORT 2022–23

Organisation

Objective 3: Prioritise and promote sustainability initiatives across the organisation.

KPI	RESULTS
Participate in the Wao Climate Action Initiative to measure DQ carbon footprint.	Achieved. A focus during FY22-23 has been to expand our scope of climate data collection.

ACTIVITY	RESULTS
Implement and review sustainability concepts across Destination Queenstown, ensuring the organisation meets the DQ Sustainability policy and plan (version 2).	Achieved. The DQ Sustainability Policy and Plan and the DQ Sustainability handbook were fully reviewed in consideration of DMP objectives.
DQ sustainability committee continues to ensure support the implementation of sustainability policy internally.	Achieved.
Work with the wider team to implement relevant destination management work programmes.	Achieved. Specific to the area of data collection relating to Famils and hosting.

PERFORMANCE REPORT 2022–23

Success Measures

	Measure	Results
Economic		
Targeted growth in visitor expenditure.	Drive a 2% growth in domestic visitor expenditure in FY22-23, as measured by Marketview electronic card data.	Achieved. Domestic visitor expenditure grew 5% over FY21-22.
	Drive a 5% growth in expenditure over FY18-19 (last pre-Covid year) from the Australian market.	Not Achieved. Annual expenditure from the Australian market increased 2% against FY18-19.
Recovery of tourism's contribution to Queenstown Lakes GDP.	Grow tourism's contribution to the Queenstown Lakes District GDP to 30% at YE March 2023. (Infometrics).	Partially Achieved. Tourism's contribution to Queenstown Lakes GDP grew to 27.5% at YE March 2023, a 3.5% increase on YE March 2022.
Recovery of number of FTE's related to tourism in the Queenstown Lakes.	The Tourism Industry generates 15,000 FTE positions across the Queenstown Lakes District at YE March 2023. (Infometrics).	Not Achieved. There were 9712 FTEs in the tourism industry at YE March 2023.
Resident		
Maintain Community Sentiment and social license in the region with the return of international tourism.	Grow the International Tourism Approval Rating in the Queenstown region 2 points to 31 in the FY22/23 Views on Tourism research.	Not Achieved. The international tourism approval rating score was 28 in the FY22-23 Views on Tourism research.
	Maintain the Domestic Tourism Approval Rating in the Queenstown region at 67 in the FY22/23 Views on Tourism research.	Not Achieved. The Domestic Tourism Approval Rating in the Queenstown region was 51 in the FY22/23 Views on Tourism research.
Grow awareness of the Regenerative Tourism by 2030 Destination Management Plan.	Grow awareness of the Destination Management plan from 36% to 60% as measured by the Views on Tourism research.	Partially Achieved. Awareness of the destination management plan grew to 41%.

PERFORMANCE REPORT 2022–23

Success Measures

	Measure	Results
Environment		
Commitment to caring for our environment.	Actively track the number of organisations involved with sustainability commitments (TIA's Tourism Sustainability Commitment, Tiaki Promise Commitment, Qualmark qualification, other).	Not Achieved. Could not identify a record of the local businesses signed up to TIA Sustainability Commitment or Tiaki Promise.
	Leading by example Destination Queenstown will participate in Wao Climate Action Initiative to measure DQ carbon footprint and actively work toward reducing environmental impacts through DQ's Sustainability Policy.	Achieved. DQ is measuring its organisational carbon footprint through EnviroAccounts, including scope 1,2 and 3 emissions. Sustainability Policy has been reviewed and updated.
Building awareness/ knowledge and measuring impacts.	Actively track the number of organisations that have completed the Wao Climate Action Initiative programme and are tracking carbon.	Partially Achieved. In total EAS has worked with approximately 47 companies that are linked to the Tourism Sector. Three companies have returned to us to repeat the process.
Visitor		
Grow our destination brand and foster positive destination reputation.	Grow the percentage of New Zealanders and Australians who consider Queenstown highly appealing from 61% to 63% for New Zealanders and 53% to 60% for Australia, as measured by the Visitor Insights Programme.	Partially Achieved. The percentage of Australians who consider Queenstown as highly appealing grew from 53% to 56%. The percentage of New Zealanders who consider Queenstown as highly appealing remained stable at 61%.
	Grow propensity to visit Queenstown score from 27% to 30% in the domestic market and 20% to 30% in the Australian market as measured by the VIP.	Not Achieved. Propensity to visit remained stable for the domestic market (26%) and Australian market (20%).
	Target a 2-point increase in the Net Promoter Score as measured by the Visitor Insights Programme.	Not Achieved. NPS score for FY22-23 was 63, a decline from FY21-22's NPS score of 72.

PERFORMANCE REPORT 2022–23

Success Measures

	Measure	Results
	The Tourism Sentiment Index (TSI) score remains in the upper quartile of the global sentiment range or within 5 points of the upper score of the TSI Global score.	Not Achieved. TSI score was 26 for the FY22-23, below the global TSI score of 34.
	Increase annual website visitation by 5% YoY.	Achieved. Visitation up 47% with 2.81m website sessions in 22-23 vs 1.92m prior year.
Harness the potential of high value visitors.	Increase average domestic length of stay from 2.9 nights to 3.1 nights as measured by the Accommodation Data Programme.	Partially Achieved. Average length of stay increased to 3.0 nights.
	Increase intention to return within 6-12 months from 30% to 35% as measured in the VIP.	Achieved. Intention to return in the next 12 months increased to 38%.
	Grow visitor spend at a greater rate than cumulative visitor numbers. (Marketview and Dataventures).	Achieved. Visitor spend increased 81% year on year but cumulative visitor days grew 61% year on year, showing spend grew at a greater rate than visitor numbers.
	Increase business event leads to 220 for the year.	Not Achieved. 195 leads generated for the year.
Growth in visitor participation in our key segments.	Benchmark and increase website visitation and engagement metrics for each key consumer market segment to measure growth of these audiences.	Partially Achieved. <ul style="list-style-type: none"> - Biking visitation up 20% and referrals up 59%. - Hiking visitation up 161% and referrals up 159%. - Golf visitation up 41% and referrals up 48%. - F&B visitation up 36% and referrals up 60%. - Adrenaline visitation up 112% and referrals up 65%. - Ski visitation up 40% and referrals up 58%. - Events visitation up 27% and referrals up 77%.
	Average 3% growth over FY21/22 in activities/ experiences associated with Queenstown, that are in line with our key segment as measured by the Visitor Insights Programme.	Partially Achieved. The association levels of key activities with Queenstown remained consistent with FY21/22, however there was growth in key segments including Ski (5%), golf (3%) and Hiking (7%).

5

Destination Insights & Performance Trends



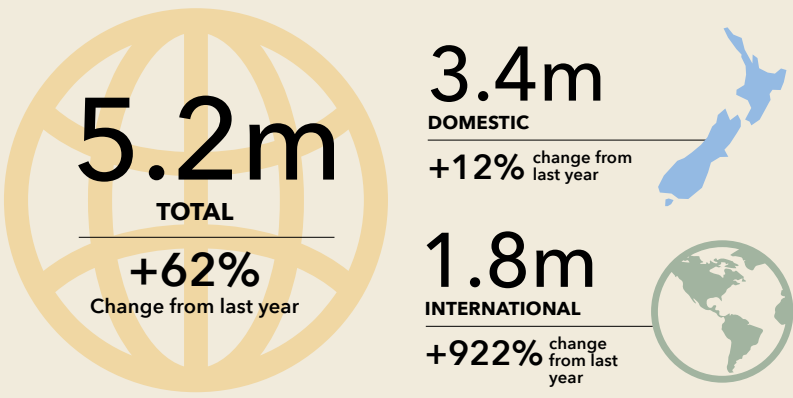
DESTINATION INSIGHTS

Queenstown Visitation

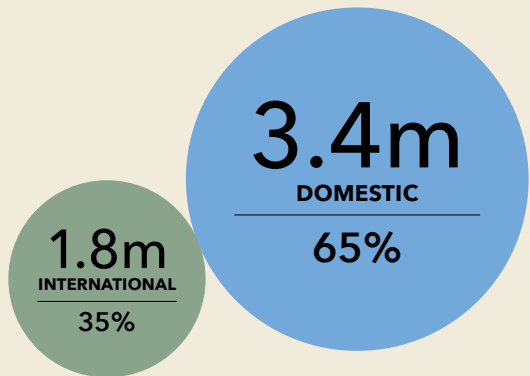
Cumulative visitor days in Queenstown totalled just over 5.2 million visitor days in FY22-23. This is a 62% increase over FY21-22. The increase was largely due to the removal of international border restrictions. There were 1.8 million international visitor days in Queenstown. There was also a 12% increase in domestic visitor days, largely due to FY22-23 being free of any Covid alert level travel restrictions. There were 3.4 million domestic visitor days in Queenstown.

Note: cumulative visitor count is a total of unique visitors on a given day (e.g. a visitor that stays three nights is counted three times).

Queenstown Cumulative Visitor Days (FY22-23)

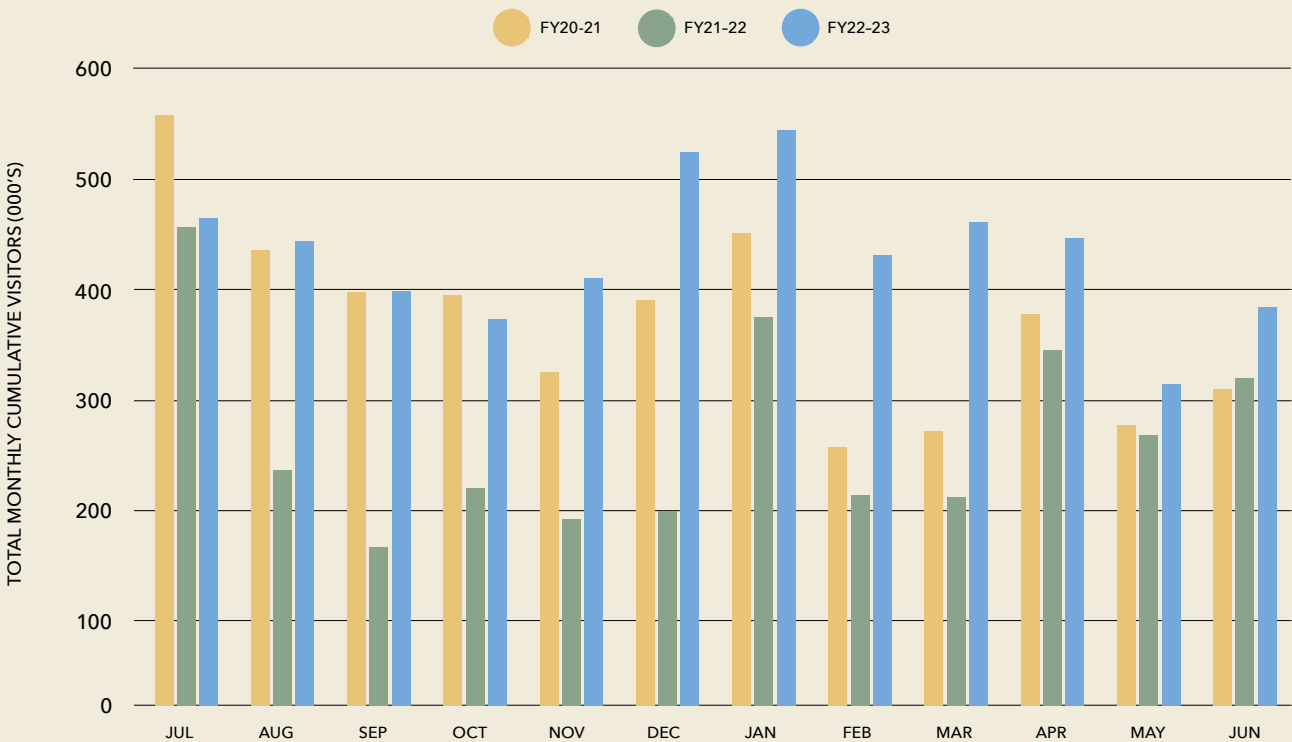


Queenstown Total Cumulative Visitor Days by domestic/international split



[Source: DataVentures Tourism New Zealand Visitor and Local Population Estimates Tool. 1 July 2022 – 30 June 2023]

Queenstown Total Cumulative Visitor Days by Month



[Source: DataVentures Tourism New Zealand Visitor and Local Population Estimates Tool. 1 July 2020 – 30 June 2023]

DESTINATION INSIGHTS

Queenstown Visitor Experience

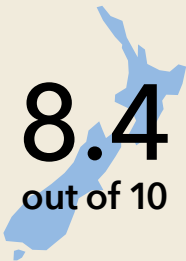
The overall visitor experience in Queenstown declined in FY22-23 compared to FY21-22. The total overall experience was 8.5 out of 10, and a Net Promoter Score of 63. The decline is potentially due to staffing challenges, which resulted in limited capacity and opening hours, as well as ongoing infrastructure upgrades around Queenstown. However, experience measurements improved in the January-July period, when staffing levels increased and the CBD infrastructure upgrades were completed.

The Visitor Experience Survey is DQ’s own research initiative conducted by Angus & Associates. This is an ongoing visitor survey and the results are published quarterly.

Total Overall Experience in Queenstown



New Zealand



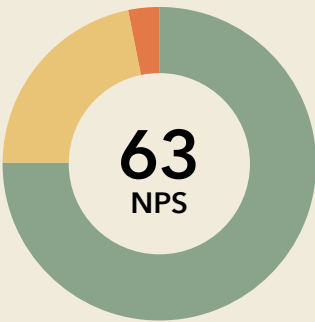
Australia



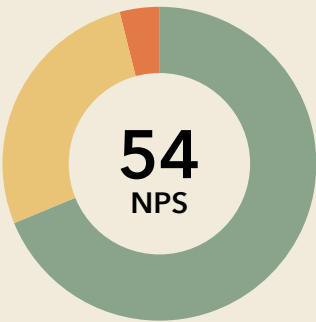
Rest Of World



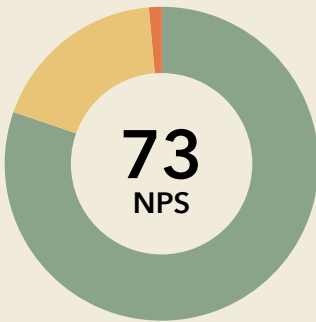
Total Net Promoter Score (NPS)



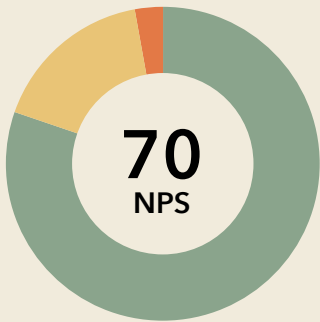
New Zealand



Australia



Rest of World



Promoter Passive Detractor

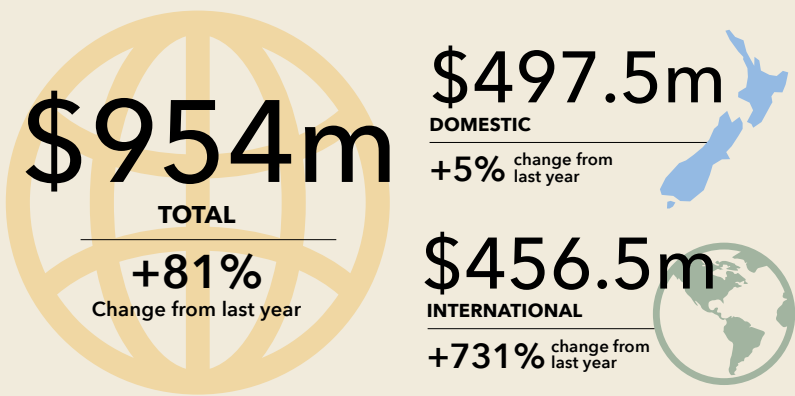
[Source: Destination Queenstown Visitor Experience Programme (Angus & Associates), July 2022 – June 2023]

DESTINATION INSIGHTS

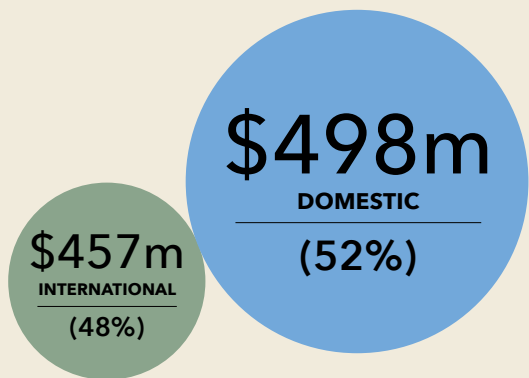
Queenstown Visitor Expenditure

Visitor related electronic card expenditure in FY22-23 totalled \$954 million, which is the largest recorded visitor expenditure year for the region and an 81% increase on FY21-22. The domestic/ international split is almost 50/50 (52% domestic, 48% international) indicating continued strong expenditure from the domestic market.

Queenstown Visitor Expenditure (FY22-23)

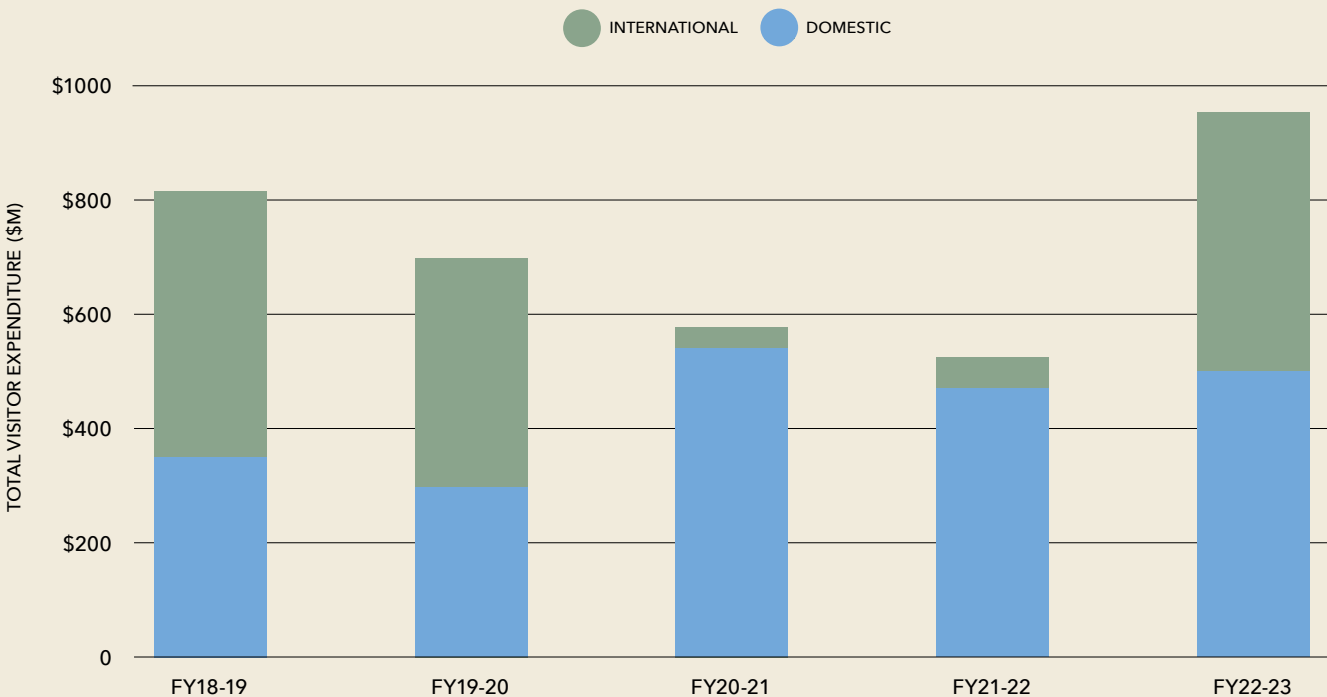


Expenditure by Domestic/ International Split



[Source: Marketview Tourism Data Tool. 1 July 2022 – 30 June 2023]

Queenstown Visitor Expenditure (by Financial Year)



[Source: Marketview Tourism Data Tool. 1 July 2018 – 30 June 2023]

DESTINATION INSIGHTS

Queenstown Visitor Nights

Commercial visitor nights in Queenstown increased significantly to 3.3 million in 2023, with short-term holiday rental property listing nights also up to 353,000. This is likely due to the return of international visitors. The average length of stay was 3.0 nights in commercial accommodation and 3.9 nights in short-term holiday rental accommodation.

Note: commercial visitor nights represent how many accommodation units were recorded (so in a hotel it is bed nights, in a campground it is campsites). Short term holiday rental property listing nights represent the number of properties that were booked, this measure doesn't capture the number of accommodation units in each property.

Queenstown Visitor/ Property Nights (FY22-23)

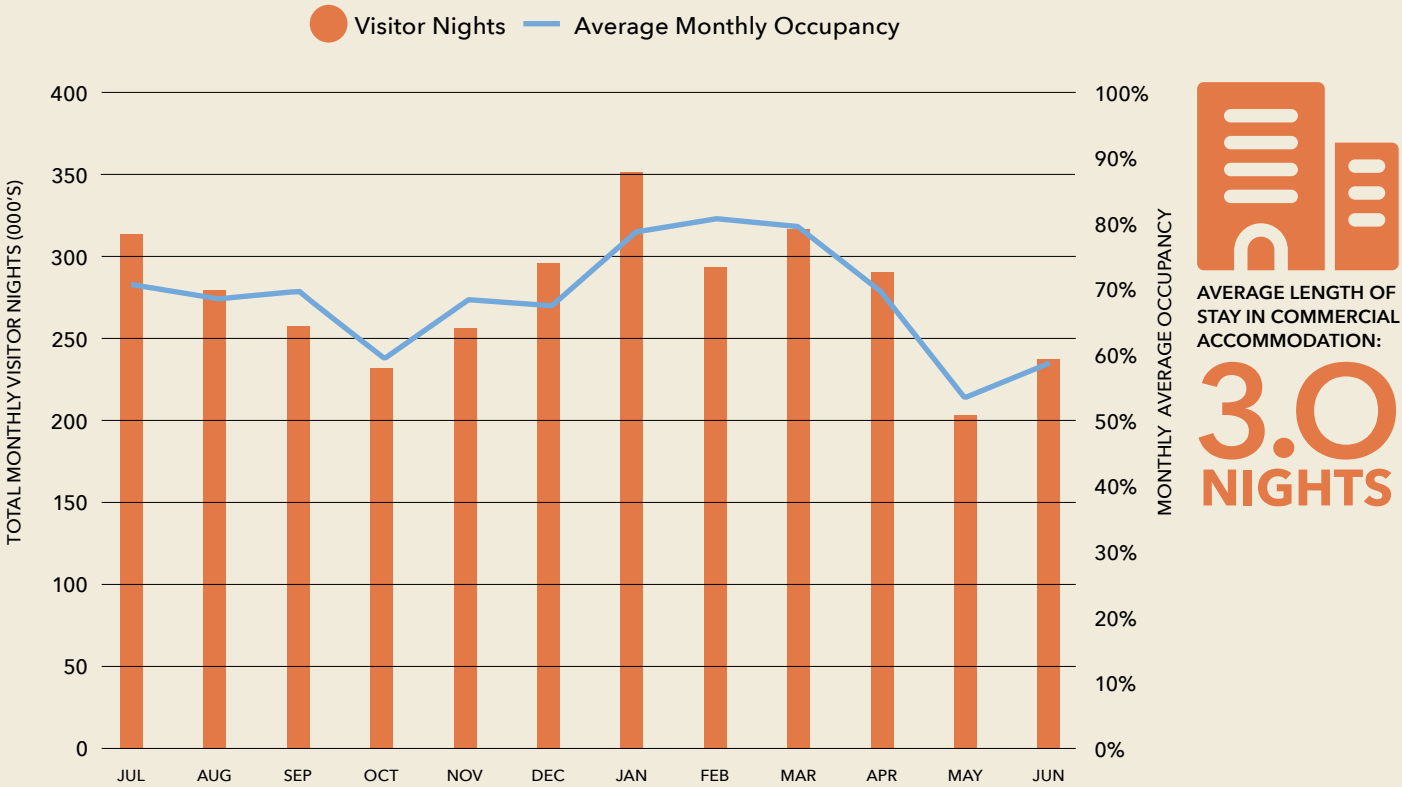


[Source: Accommodation Data Programme (ADP), 1 July 2022 - 30 June 2023]



[Source: AirDNA, 1 July 2022 - 30 June 2023]

Queenstown Commercial Visitor Nights and Average Occupancy Rate by Month

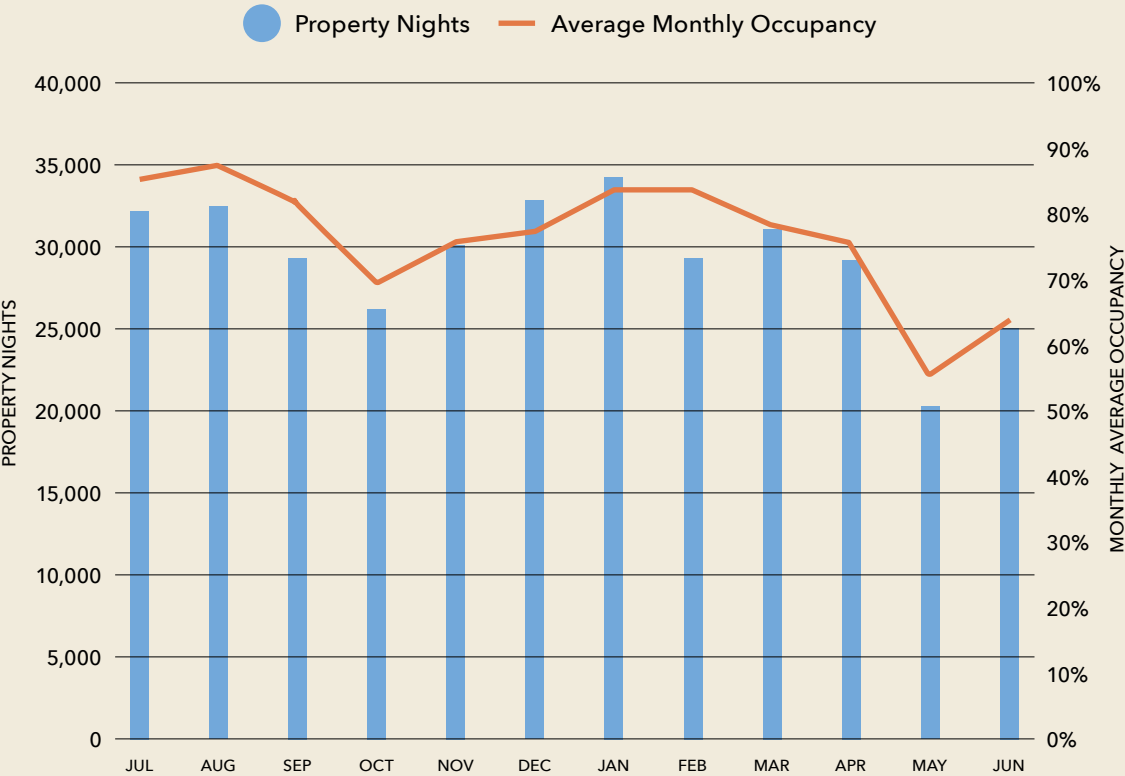


[Source: Accommodation Data Programme (ADP), 1 July 2022 - 30 June 2023]

DESTINATION INSIGHTS

Queenstown Visitor Nights

Queenstown Short Term Holiday Rental Property Nights and Average Occupancy Rate by Month



AVERAGE LENGTH
OF STAY IN NON-
COMMERCIAL
ACCOMMODATION:

3.9
NIGHTS

[Source: AirDNA, 1 July
2022 – 30 June 2023]

MARKET & PERFORMANCE TRENDS

Queenstown Online

Visits To QueenstownNZ.co.nz

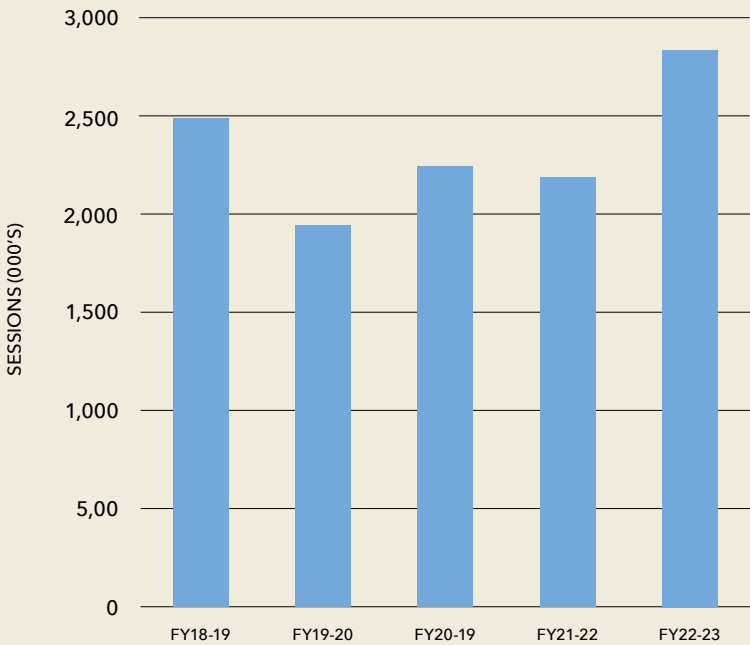
A strong recovery after international borders opened and a great winter season to start the FY22-23 financial year saw record-setting visitation for the QueenstownNZ.co.nz website. Sessions improved by 47% against FY21-22, generating a total of 2.8 million website visits for the year.

DQ continued to be present in all areas of the Dream-Plan-Book traveller journey, utilising an always-on segmented digital strategy to drive high-quality traffic and conversions to members through referrals from QueenstownNZ.co.nz. The segment-based approach allowed DQ to be specific in targeting motivations for travel and provide the highest intent referrals to members.

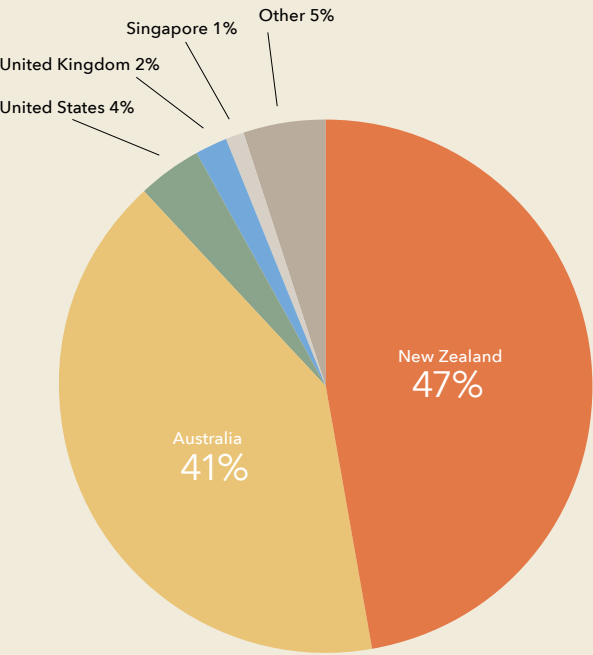
DQ generated 668,196 member referrals over FY22-23, at an improved conversion rate of 23.6% via listings, events, and deals. This conversion rate strongly indicates that DQ was driving high-quality traffic to member websites, and the full-funnel strategy effectively drove potential visitors to conversion. Due to the strong market recovery and an efficient digital strategy, the volume of total member referrals saw a 67% increase compared to FY21-22.

The quality of traffic was also indicated by increased returning users of 7% year on year, and increased average session durations, despite the dramatic uplift in traffic.

QueenstownNZ.co.nz Annual Website Visitation
Total Sessions (by Financial Year)



Users by Country



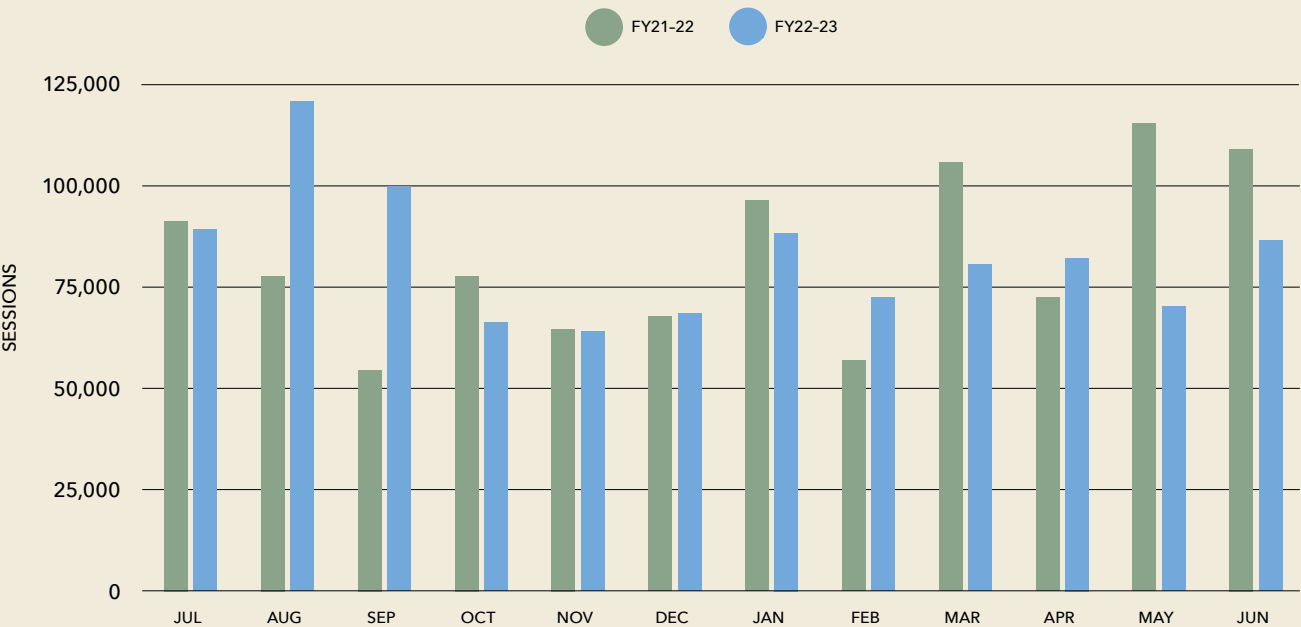
MARKET & PERFORMANCE TRENDS

Queenstown Online

New Zealand Market Performance

Annual domestic website visitation was resilient and increased by 1% compared to FY21-22, despite increased competition with many international destinations reopening and macroeconomic forces such as inflation. The domestic market continues to make up a significant share of our website visitation at 47% of all traffic. However, this percentage has changed significantly year on year as international visitation gradually increased. The top five visitor locations were: Auckland (47%), Christchurch (16%), Queenstown (10%), Wellington (5%) and Invercargill (2%). This shows users continue to use our website to plan activities and experiences when they are in destination.

New Zealand Website Sessions



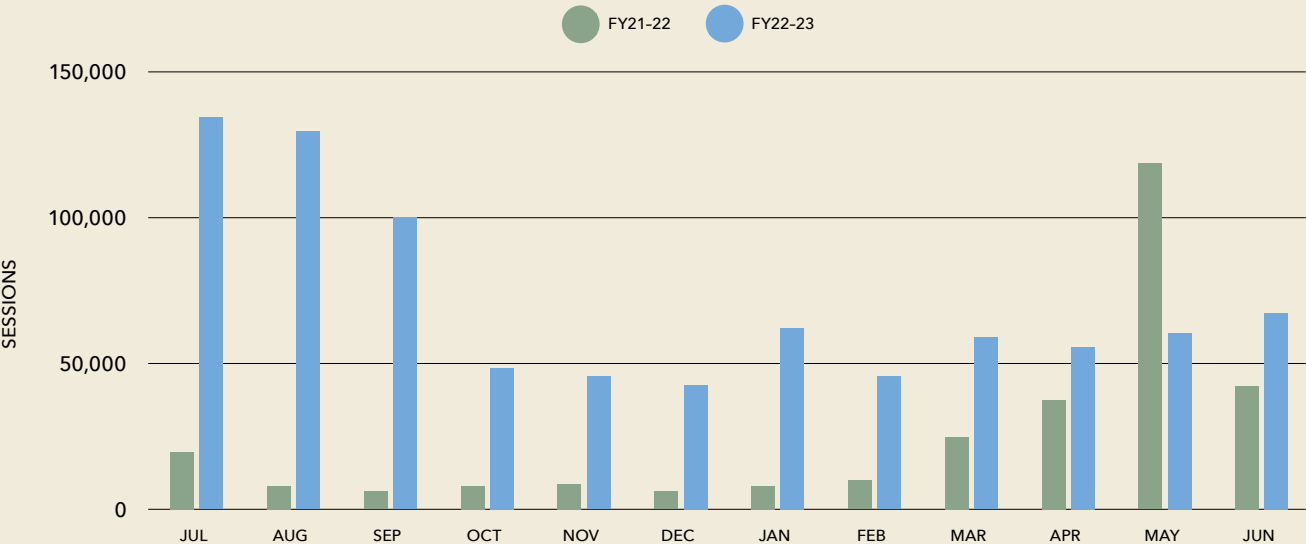
Australian Market Performance

With the borders reopening to Australia shortly before the new financial year, total Australian website sessions increased by 190%, from 381k in FY21-22 to 1.1m in FY22-23, making up 40% of all website sessions for the year. The winter season demand and DQ's full-funnel digital activity saw high traffic and referrals, indicating that Australians were ready to travel and experience a Queenstown winter for the first time in two years. There was also an increase in 'rest of world' traffic, from 8.5% of total sessions in FY21-22 to 11.9% of sessions in FY22-23. The United States was a substantial driver of this, seeing a 63% increase in traffic in FY22-23.

MARKET & PERFORMANCE TRENDS

Queenstown Online

Australian Website Sessions



Social Media (Organic)

DQ continues to retain New Zealand's largest official regional tourism organisation account on Facebook and saw good growth in likes and followers across most channels during FY22-23. Short-form videos continued to grow in popularity, driving a large amount of views on Instagram and TikTok.



166k followers | +4.4%

+267% YoY Reach Growth

+27% YoY Profile Visits



2.7m views | +8.0%

+40% YoY Watch Time Growth



339k followers | +8.9%

+1% YoY Reach Growth

+11% YoY Profile Visits



108k likes | +700%

6 | Appendices



APPENDIX ONE:

Glossary



AIME	Asia-Pacific Incentives and Meetings Expo
APBA	Arrowtown Promotion & Business Association
AUSAE	Australian Society of Association Executives
BEIA	Business Events Industry Aotearoa
C&I	Conference and Incentive
CIMS	Co-ordinated Incident Management System
DMP	Destination Management Plan
DQ	Destination Queenstown
ENZ	Experience New Zealand (Tourism New Zealand)
IMA	International Marketing Alliance
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
REF	Regional Events Fund
RTNZ	Regional Tourism New Zealand
RTO	Regional Tourism Organisation
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)

APPENDIX TWO:

Media Results

PUBLICATION / PROGRAMME	MARKET	REACH	MEDIA TYPE	PUBLICATION DATE	MONTH OF VISIT	MEDIA PROGRAM
NZ Herald	NZ	123,000	Print	10/02/2022	Sep-21	DQ
Concrete Playground New Zealand - concreteplayground.com/auckland	AUS	16,107	Print	02/10/2022	Aug-22	DQ
Micenet	AUS	8,640	Online	02/07/2022	NA	PR Assist
NZ Herald	NZ	123,000	Print	03/07/2022	NA	PR Assist
Explore - exploretravel.com.au	AUS	98,481	Print	03/10/2022	Jul-22	DQ
The Australian - Travel + Luxury	AUS	41,670	Print	04/10/2022	Jul-22	DQ
Japan PR group	Japan	1,224,253	Print	05/09/2022	May-22	EXNZ
The Australian - Travel + Luxury	AUS	41,670	Print	05/09/2022	Jul-22	DQ
Concrete Playground New Zealand - concreteplayground.com/auckland	AUS	16,107	Print	05/09/2022	Aug-22	DQ
Virgin Australia Voyeur	AUS	Unknown	Print	06/11/2022	NA	Sponsored Content
Qantas Magazine	AUS	334,000	Print	07/09/2022	May-22	DQ
ESCAPE AU	AUS	829,000	Print	07/09/2022	Aug-22	DQ
Escape - escape.com.au	AUS	829,000	Print	07/09/2022	Aug-22	DQ
News Corp Australia National Reporting	AUS	477,405	Print	07/09/2022	Aug-22	DQ
The Sunday Telegraph	AUS	248,288	Print	07/09/2022	NA	PR Assist
Stuff - stuff.co.nz	NZ	193,000	Print	07/09/2022	NA	PR Assist
Robb Report Australia	AUS	2,679,698	Print	07/09/2022	NA	PR Assist
The Sunday Age	AUS	335,000	Print	07/09/2022	Jul-22	DQ
National Nine Today	AUS	50,500	Print	07/09/2022	Jun-22	DQ
The West Australian	AUS	205,782	Print	07/09/2022	May-22	DQ
Sunday Times, Perth	AUS	168,008	Print	07/09/2022	May-22	DQ
NZ Herald	NZ	123,000	Print	17/07/2022	NA	TNZ Content Partnership
NZ Herald	NZ	123,000	Print	17/07/2022	NA	TNZ Content Partnership
The Asian Parent	Asia	351,750	Print	17/07/2022	May-22	EXNZ

PUBLICATION / PROGRAMME	MARKET	REACH	MEDIA TYPE	PUBLICATION DATE	MONTH OF VISIT	MEDIA PROGRAM
NZ Herald	NZ	123,000	Print	17/07/2022	NA	PR Assist
NZ Herald	NZ	123,000	Print	17/07/2022	Jun-22	DQ
NZ Herald	NZ	123,000	Print	17/07/2022	NA	PR Assist
NZ Herald	NZ	123,000	Print	17/07/2022	Jun-22	DQ
NZ Herald	NZ	123,000	Print	17/07/2022	NA	PR Assist
NZ Herald	NZ	123,000	Print	17/07/2022	NA	PR Assist
NZ Herald	NZ	123,000	Print	17/07/2022	NA	PR Assist
Avenues Magazine	NZ	91,000	Print	17/07/2022	NA	Sponsored Content
Dish	NZ	89,000	Print	17/07/2022	NA	Sponsored Content
Mindfood	NZ	65,000	Print	17/07/2022	NA	Sponsored Content
SnowsBest.com	AUS	200,000	Print	17/07/2022	Aug-22	DQ
Style Magazine (New Zealand)	NZ	225,000	Print	17/07/2022	May-22	DQ
Style Magazine (New Zealand)	NZ	225,000	Print	17/07/2022	May-22	DQ
Style Magazine (New Zealand)	NZ	225,000	Print	17/07/2022	May-22	DQ
Trail Towns	AUS		Broadcast	17/07/2022	May-22	DQ
Luxury Travel - luxurytravelmag.com.au	AUS	10,797	Print	5/09/2022	NA	PR Assist
Lakes Weekly Bulletin	NZ	Unknown	Print	5/09/2022	NA	PR Assist
Kia Ora	NZ	536,000	Print	5/09/2022	NA	PR Assist
Tabi Salad	Japan	22,397,150	Print	29/09/2022	Jul-22	EXNZ
NZ Herald	NZ	123,000	Print	29/09/2022	Jul-22	DQ
AA Directions Magazine	NZ		Print	29/09/2022	Jan-22	DQ
The West Australian	AUS	205,782	Print	29/09/2022	May-22	DQ
Explore - exploretravel.com.au	AUS	98,481	Print	4/11/2022	Nov-22	DQ
NZ Herald	NZ	123,000	Print	8/11/2022	Jun-22	DQ
Broadsheet Sydney	AUS	16,823	Print	8/11/2022	Apr-22	DQ
Escape - escape.com.au	AUS	829,000	Print	8/11/2022	Aug-22	DQ
Escape - escape.com.au	AUS	829,000	Print	8/11/2022	NA	PR Assist
Escape - escape.com.au	AUS	829,000	Print	8/11/2022	NA	PR Assist
Escape - escape.com.au	AUS	829,000	Print	8/11/2022	NA	PR Assist

PUBLICATION / PROGRAMME	MARKET	REACH	MEDIA TYPE	PUBLICATION DATE	MONTH OF VISIT	MEDIA PROGRAM
Australian Traveller	AUS	39,337	Print	8/11/2022	Jun-22	DQ
Australian Traveller	AUS	39,337	Print	8/11/2022	Jun-22	DQ
Dish	NZ	89,000	Print	8/11/2022	NA	Sponsored Content
Dish	NZ	89,000	Print	8/11/2022	NA	Sponsored Content
Kia Ora	NZ	536,000	Print	8/11/2022	Apr-22	DQ
TripSavvy.com	USA	5,598,137	Print	10/11/2022	Jul-22	EXNZ
NZ Herald	NZ	123,000	Print	16/11/2022	Jun-22	DQ
The Weekend Australian	AUS	600,000	Print	16/11/2022	Jul-22	DQ
Traveller AU	AUS	39,337	Print	16/11/2022	Jul-22	DQ
The Canberra Times - PANORAMA	AUS	46,000	Print	16/11/2022	Jul-22	DQ
Australian Gourmet Traveller	AUS	58,269	Print	16/11/2022	Aug-22	DQ
Australian Gourmet Traveller	AUS	58,269	Print	16/11/2022	Aug-22	DQ
Daily Liberal	AUS	10,000	Print	16/11/2022	Jul-22	DQ
The Newcastle Herald	AUS	43,000	Print	16/11/2022	Nov-22	DQ
SnowsBest.com	AUS	200,000	Print	16/11/2022	NA	PR Assist
SnowsBest.com	AUS	200,000	Print	16/11/2022	Aug-22	DQ
Executive Traveller - executivetraveller.com	AUS	18,593	Print	22/11/2022	Nov-22	DQ
Otago Daily Times	NZ		Print	24/11/2022	NA	PR Assist
National Geographic	UK	784,196	Print	1/12/2022	Oct-22	EXNZ
NZ Cycling Journal	NZ	10,000	Print	2/12/2022	Nov-22	DQ
News.com.au	AUS	477,405	Online	14/12/2022	Nov-22	DQ
The Travel Temple	AUS	Unknown	Print	14/12/2022	NA	PR Assist
International Traveller	AUS	10,400	Print	14/12/2022	Jun-22	DQ
International Traveller	AUS	10,400	Print	14/12/2022	Jul-22	DQ
Executive Traveller - executivetraveller.com	AUS	18,593	Print	14/12/2022	Nov-22	DQ
Qantas Travel Insider - travelinsider.qantas.com.au	AUS	334,000	Print	14/12/2022	May-22	DQ
The West Australian	AUS	205,782	Print	14/12/2022	May-22	DQ
The West Australian	AUS	205,782	Print	15/12/2022	NA	PR Assist
The Latch	NZ	10,905	Print	16/12/2022	NA	PR Assist

PUBLICATION / PROGRAMME	MARKET	REACH	MEDIA TYPE	PUBLICATION DATE	MONTH OF VISIT	MEDIA PROGRAM
The Sydney Morning Herald	AUS	474,000	Print	20/12/2022	Jul-22	DQ
Pedestrian TV	AUS	1,300,000	Print	20/12/2022	Nov-22	DQ
International Traveller	AUS	75,000	Print	21/12/2022	Jul-22	DQ
Stuff - stuff.co.nz	NZ	193,000	Print	21/12/2022	NA	PR Assist
ESCAPE	AUS	829,000	Online	21/12/2022	Aug-22	DQ
High Tea Society	AUS	684,699	Print	22/12/2022	Jul-22	DQ
Stuff	NZ	193,000	Print	29/12/2022	NA	PR Assist
NZ Herald	NZ	123,000	Print	01/02/2023	Apr-22	DQ
NZ Herald	NZ	123,000	Print	01/02/2023	Apr-22	DQ
Luxury Travel magazine	AUS		Online	3/01/2023	NA	PR Assist
Telegraph UK	UK	1,136,000	Online	18/01/2023	NA	EXNZ
Telegraph UK	UK	1,136,000	Online	19/01/2023	NA	EXNZ
NZ Mountain Biker Magazine	NZ	10,000	Print	2/02/2023	Nov-22	Sponsored Content
ESCAPE	AUS	829,000	Print	5/02/2023	NA	EXNZ
ESCAPE	AUS	829,000	Online	10/02/2023	Aug-22	DQ
Travel + Leisure	India	421,800	Social	14/03/2023	Mar-23	EXNZ
STUFF Travel	NZ	193,000	Print	17/03/2023	NA	PR Assist
NZ Herald	NZ	123,000	Print	19/03/2023	Apr-22	DQ
Weibo- Daclodpress	China	243,110	Social	22/03/2023	Mar-23	EXNZ
STUFF Travel	NZ	193,000	Print	23/03/2023	NA	PR Assist
Weibo- Daclodpress	China	243,110	Online	24/03/2023	Mar-23	EXNZ
Weibo- Daclodpress	China	243,110	Online	25/03/2023	Mar-23	EXNZ
Weibo- Daclodpress	China	243,110	Online	26/03/2023	Mar-23	EXNZ
Weibo- Daclodpress	China	243,110	Online	26/03/2023	Mar-23	EXNZ
Weibo- Daclodpress	China	243,110	Online	27/03/2023	Mar-23	EXNZ
Urban List	NZ	3,000,000	Online	27/03/2023	NA	PR Assist
NZ Herald	NZ	123,000	Print	29/03/2023	Jan-22	DQ
Escape - escape.com.au	AUS	829,000	Print	29/03/2023	Aug-22	DQ
Point Hacks - pointhacks.com.au	AUS	42,278	Print	29/03/2023	Nov-22	DQ
Kia Ora	NZ	536,000	Print	29/03/2023	Dec-22	DQ

PUBLICATION / PROGRAMME	MARKET	REACH	MEDIA TYPE	PUBLICATION DATE	MONTH OF VISIT	MEDIA PROGRAM
Traveller	AUS	17,809	Online	29/03/2023	Nov-22	DQ
Bar&Dining	South Korea	4,500,000	Print	1/04/2023	NA	EXNZ
Style Magazine	AUS	20,000	Print	1/04/2023	Dec-22	DQ
Mothership	Singapore	1,626,570	Social	2/04/2023	Apr-23	EXNZ
STUFF Travel	NZ	193,000	Online	3/04/2023	NA	PR Assist
ESCAPE	AUS	829,000	Online	5/04/2023	NA	PR Assist
NZ Herald	NZ	123,000	Print	8/04/2023	Apr-22	DQ
ACM regional papers (13 syndications)	AUS	324,000	Print	8/04/2023	Nov-22	DQ
Sydney Morning Herald	AUS	10,037	Online	13/04/2023	Jun-22	DQ
Sydney Morning Herald	AUS	10,097	Online	13/04/2023	NA	PR Assist
Escape	AUS	1,440,000	Online	13/04/2023	NA	PR Assist
Dr Leslie	Singapore	778,254	Social	18/04/2023	Apr-23	EXNZ
Lonely Planet	UK	178,285	Online	18/04/2023	NA	EXNZ
NZ Herald	NZ	123,000	Print	22/04/2023	May-22	DQ
STUFF Travel	NZ	193,000	Print	24/04/2023	NA	PR Assist
Escape (10 syndications)	AUS	1,440,000	Online	28/04/2023	Nov-22	DQ
Sunday Telegraph Escape	AUS	829,000	Print	30/04/2023	Nov-22	DQ
Luxury Travel Magazine	AUS	10,797	Print	1/05/2023	NA	PR Assist
NZ Herald	NZ	123,000	Print	2/05/2023	NA	PR Assist
NZ Herald	NZ	123,000	Print	4/05/2023	NA	TNZ Content Partnership
NZ Herald	NZ	123,000	Print	4/05/2023	NA	TNZ Content Partnership
NZ Herald	NZ	123,000	Print	4/05/2023	NA	TNZ Content Partnership
NZ Herald	NZ	123,000	Print	4/05/2023	NA	TNZ Content Partnership
Escape	AUS	829,000	Print	4/05/2023	NA	PR Assist
Sunday News	AUS		Online	4/05/2023	NA	PR Assist
Good morning America	USA	2,939,428	Broadcast	4/05/2023	Feb-23	EXNZ
Good morning America	USA	20,084,735	Print	4/05/2023	NA	EXNZ
Good morning America	USA	262,030	Print	4/05/2023	NA	EXNZ

PUBLICATION / PROGRAMME	MARKET	REACH	MEDIA TYPE	PUBLICATION DATE	MONTH OF VISIT	MEDIA PROGRAM
Good Morning America	USA	2,939,428	Broadcast	4/05/2023	Feb-23	EXNZ
Good Morning America	USA	2,939,428	Broadcast	4/05/2023	Feb-23	EXNZ
Good Morning America	USA	2,939,428	Broadcast	4/05/2023	Feb-23	EXNZ
Good Morning America	USA	2,939,428	Broadcast	4/05/2023	Feb-23	EXNZ
Good Morning America	USA	9,187,911	Online	4/05/2023	Feb-23	EXNZ
Good Morning America	USA	9,187,911	Social	4/05/2023	Feb-23	EXNZ
Good Morning America	USA	142,265	Social	4/05/2023	Feb-23	EXNZ
Good Morning America	USA	222,625	Social	4/05/2023	Feb-23	EXNZ
Good Morning America	USA	989,000	Social	4/05/2023	Feb-23	EXNZ
Good Morning America	USA	98,830	Social	4/05/2023	Feb-23	EXNZ
Qantas magazine	AUS	334,000	Print	4/05/2023	NA	PR Assist
NZ Herald	NZ	123,000	Print	4/05/2023	NA	PR Assist
NZ Herald	NZ	123,000	Print	4/05/2023	NA	PR Assist
NZ Herald	NZ	123,000	Print	4/05/2023	NA	PR Assist
NZ Herald	NZ	123,000	Print	4/05/2023	NA	PR Assist
NZ Herald	NZ	123,000	Print	4/05/2023	NA	PR Assist
NZ Herald	NZ	123,000	Print	4/05/2023	NA	PR Assist
Stuff - stuff.co.nz	NZ	193,000	Print	4/05/2023	NA	PR Assist
Stuff - stuff.co.nz	NZ	193,000	Print	4/05/2023	NA	PR Assist
Stuff - stuff.co.nz	NZ	193,000	Print	4/05/2023	NA	PR Assist
Stuff - stuff.co.nz	NZ	193,000	Print	4/05/2023	NA	PR Assist
Stuff Travel - stuff.co.nz/travel	NZ	193,000	Print	4/05/2023	NA	PR Assist
STUFF Travel	NZ	193,000	Print	11/05/2023	NA	PR Assist
Sunrise Australia	AUS	1,300,000	Broadcast	19/05/2023	May-23	EXNZ

APPENDIX THREE:

QCB Famils and Site Inspections

QUARTER	FAMIL/ SITE INSPECTION	CLIENT	DATE	MARKET	GUESTS
Q1	Site Inspection	The Conference Company Site Inspection	26/07/2022	NZ	1
	Site Inspection	Front Row Events LJ Hooker Conference Site Inspection	3/08/2022	AUS	3
	Site Inspection	New Zealand Orthopaedic Association NZOA Site Inspection	9/08/2022	NZ	2
	Famil	QCB Famil - EA Inc Board	29/09/2022	NZ	5
Q2	Site Inspection	ASCCP 2023 Conference - YRD Site Inspection	3/10/2022	AUS	1
	Site Inspection	ACENZ Conference 2023 Site Inspection	19/10/2022	NZ	2
	Site Inspection	Amway China Site Inspection	15/11/2022	China (Asia)	9
	Site Inspection	Di Jones Site Inspection	5/12/2022	AUS	2
Q3	Site Inspection	Craigs Investment Partners Site Inspection	13/01/2023	NZ	1
	Site Inspection	Premium Incentive & Conference Site Inspection	17/01/2023	AUS	2
	Site Inspection	Comexposium Site Inspection	6/02/2023	AUS	1
	Site Inspection	Eden Event Site Inspection	17/02/2023	NZ	1
	Famil	TNZ/ QCB Famil - Post AIME famil	20/02/2023	Asia	8
	Famil	QCB Famil - Domestic Corporate Famil	19/03/2023	NZ	13
	Site Inspection	Motive Events	24/03/2023	NZ	1
Q4	Famil	TNZ/ QCB Famil - North American Incentive Buyers	22/06/2023	US	11
	Famil	QCB Famil - Worley Power	23/06/2023	AUS	1
TOTAL COMPLETED					
Famil		5 famils hosted	38 guests		
Site Inspections		12 site inspections	26 guests		

APPENDIX FOUR:

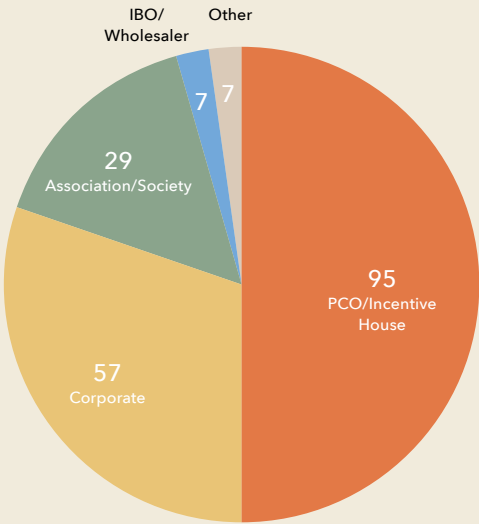
QCB Lead Status Report

Leads By Source Country

STATUS	NEW ZEALAND	AUSTRALIA	NORTH AMERICA	ASIA	REST OF THE WORLD	TOTAL 2022-2023
Generated	57	103	14	5	16	195
In progress	19	31	10	3	4	67
Won	19	41	-	1	9	70
Lost	19	31	4	1	3	58

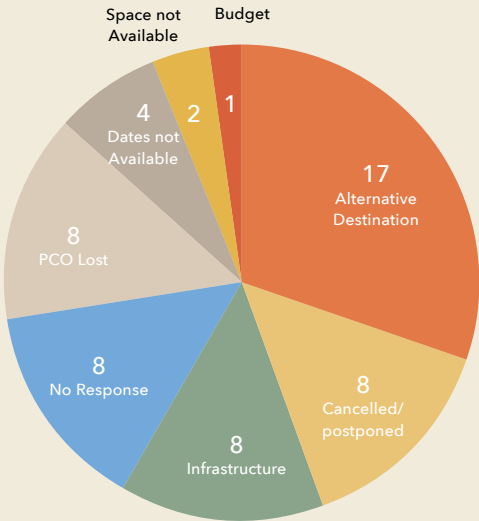
Leads by Market Segment

ACCOUNT CATEGORY	LEADS
PCO/Incentive House:	95
Corporate:	57
Association/Society:	29
IBO/ Wholesaler:	7
Other:	7



Lost Leads by Reason

LOST REASONS	LEADS
Alternative Destination:	17
Cancelled/postponed:	8
Infrastructure:	8
No Response:	8
PCO Lost:	8
Dates not Available:	4
Space not available:	2
Budget:	1



APPENDIX FIVE:

Travel Trade Famils

QUARTER	FAMIL	DATE	MARKET	GUESTS
Q1	Haka Tours - Eve Lawrence	7/07/2022	NZ	1
	Flight Centre - Andrew Reid & Rowena McCarron	27/07/2022	AUS	2
	Aussie Travel Trade Famil 2022	31/07/2022	AUS	13
	Aussie Travel Trade Famil 2022 - Matt Leedham Extension	3/08/2022	AUS	1
	DWC & DQ Luxury ITO Famil	26/08/2022	Western	5
	Flight Centre Global Marketing Conference	18/09/2022	Global	15
	Kia Ora New York Famil (AKL MOU)	27/09/2022	Western	10
Q2	TNZ North American Travel Ambassadors Famil	18/10/2022	Western	13
	Kia Ora California Famil (AKL MOU)	23/10/2022	Western	10
	TNZ Famil - Michelle Rosenberg & Brianna McCarthy	27/10/2022	Western	2
	Travel with Tesa (self hosted)	6/11/2022	Western	1
	TNZ UK/DE Product Managers	6/11/2022	Western	8
	TNZ UK/DE Key Account Sellers	8/11/2022	Western	11
	TNZ US Product Managers	9/11/2022	Western	8
	Air NZ Taiwan Famil	14/11/2022	Asia	7
	Goway Travel - Jason Stratford	10/12/2022	Western	1
	TNZ If You Seek USA	21/04/2023	Western	10
Q4	TNZ If You Seek UK/Germany	22/04/2023	Western	6
	DQ AIR NZ Hong Kong Agent Famil	24/04/2023	Asia	6
	Pre-TRENZ Famil	5/05/2023	Asia	14
	Post-TRENZ Famil	12/05/2023	Global	13
	Post-TRENZ General Travel-TNZ Famil	14/05/2023	Asia	21
	Down Under Answers	30/05/2023	Western	9
	TNZ China Trade famil	16/06/2023	Asia	9

Trade Networking Opportunities Facilitated by Destination Queenstown

	NUMBERS OF EVENTS HOSTED	INDUSTRY CONTACTS ENGAGED	DQ MEMBER PARTICIPANTS
TRADE NETWORKING OPPORTUNITIES	19	482	162

APPENDIX SIX:

Financial Report

Destination Queenstown Incorporated

Statement of Financial Performance For the Year Ended 30 June 2023

	Note	2023 (Note 1)	2022 (Note 1)
Total Income		5,003,139	5,774,365
Total Expenditure		5,025,739	5,776,662
NET SURPLUS/(DEFICIT)		(22,600)	(2,298)

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

		2023	2022
Total equity at the beginning of the year		1,177,029	1,378,716
Prior period adjustment	(20)	-	(199,390)
Add Net Surplus (Deficit)		(22,600)	(2,298)
TOTAL EQUITY		1,154,429	1,177,029
Funds held as:			
Members Funds		1,154,429	1,177,029
TOTAL FUNDS		1,154,429	1,177,029



Destination Queenstown Incorporated

Statement of Financial Position For the Year Ended 30 June 2023

	Note	2023	2022
Current Assets			
Cash & Bank	(4)	2,408,573	2,629,685
Term Deposit	(4)	124,666	591,149
Prepayments	(5)	37,934	6,812
Debtors		31,363	100,843
Total Current Assets		2,602,535	3,328,489
Fixed Assets	(6)	80,182	117,132
Total Assets		2,682,717	3,445,620
Current Liabilities			
Creditors and Accruals	(7)	764,024	1,749,298
GST		(8,979)	(174,356)
Income in Advance	(10)	-	401,054
Regional Events Fund	(8)	773,244	292,596
Total Liabilities		1,528,289	2,268,592
NET ASSETS		1,154,429	1,177,029
EQUITY		1,154,429	1,177,029



Destination Queenstown Incorporated

Notes to the Financial Statements

	Note	Actual 2023	Budget 2023 (Unaudited)	Actual 2022
Note 1 - Income and Expenditure				
Targeted tourism levy collected by QLDC		4,530,190	4,530,192	4,419,698
STAPP Funding	(9)	378,870	378,870	1,320,642
Miscellaneous Income		21,956	-	20,095
Interest Income		35,579	-	13,929
Gain on Depreciation Recovery		36,543	-	-
Total Income		5,003,139	4,909,062	5,774,365
Operational Costs		2,093,697	2,097,947	1,782,219
Marketing Costs:				
Consumer Marketing		1,936,392	2,230,492	1,984,926
Media and Communications		80,753	169,402	98,458
Trade		223,795	366,506	295,611
Conference and Incentive		219,335	235,005	250,369
Other Organisation Costs		45,772	53,139	44,437
STAPP Expenditure		425,994	222,004	1,320,642
Total Expenditure		5,025,739	5,374,495	5,776,662
NET SURPLUS		(22,600)	(465,433)	(2,298)



Destination Queenstown Incorporated

Notes to the Financial Statements

	Note	Actual 2023	Budget 2023 (Unaudited)	Actual 2022
Note 2 - Operational Costs				
Accident Compensation		2,710	3,303	1,651
Accountancy Fee		58,200	53,000	55,000
Audit Fees		9,500	8,400	8,800
Bank Fees		2,793	2,340	2,553
Chairman's Fees		7,500	7,500	7,500
Depreciation		39,675	56,772	53,530
Other Operational Costs		1,973,318	1,966,632	1,653,185
Total Operational Costs		2,093,697	2,097,947	1,782,219
Note 3 - Marketing Costs				
Consumer Marketing				
Branded Material & Collateral		50,062	54,990	71,094
Destination Video		47,639	80,001	50,000
Storytelling		286,025	280,000	127,230
High impact Campaigns		613,324	750,000	943,552
Publicity & PR		107,808	99,000	18,150
Events		64,761	100,000	338,178
Website Hosting & Development		154,148	151,700	162,705
Paid Digital Media		522,082	564,800	193,658
Regional Partnerships		28,745	35,001	14,403
Insights		61,799	115,000	65,957
Total Consumer Marketing		1,936,392	2,230,492	1,984,926
Media and Communications				
Isential Media Database		2,280	2,401	-
Leveraged Events		-	10,000	-
Member Engagement		19,894	17,000	8,824
Community Sentiment		40	12,000	1,269
Media Relationships - DQ Media Program		32,874	64,000	42,995
Reporting		12,309	9,001	16,727
PR Opportunities		13,358	55,000	28,643
Total Media and Communications		80,753	169,402	98,458



Destination Queenstown Incorporated

Notes to the Financial Statements

	Note	Actual 2023	Budget 2023 (Unaudited)	Actual 2022
Trade				
Western Markets		18,336	100,001	114,636
TRENZ		45,809	40,001	1,909
Online Trade Training		10,023	50,000	16,978
Queenstown Famil Programme - Asia		4,502	15,000	34
Queenstown Famil Programme - Western		50,062	15,000	47,456
Queenstown Famil Programme - Domestic		763	-	5,404
Sales Calls - Australia		4,620	10,001	3,512
Asian Markets (China Mission)		42,130	100,001	68,330
South		-	6,500	-
Sales Calls - Domestic Asia		1,653	5,001	1,312
Sales calls - Domestic Western		9,243	5,001	24,866
Collective Marketing/Representation		36,653	20,000	15,082
Trade Australia Roadshow		-	-	(973)
Trade Marketing JV Campaign		-	-	(2,934)
Total Trade		223,795	366,506	295,611
Conference and Incentive				
Meetings Tradeshow		52,172	30,000	41,011
AIME Tradeshow		14,988	7,001	5,066
QCB Marketing Activity		15,068	52,500	36,490
Asia Sales Activity		4,657	10,001	30,079
North America Sales Activity		56,010	50,000	1,231
Famils & Site Inspections		12,196	16,000	18,350
Domestic Sales Activity		4,789	-	24,122
Memberships/Conferences		8,574	30,001	41,001
Australian Trade Shows / Conference		2,076	8,501	8,117
Remarkable Australian Famil		-	6,001	-
Australian Sales Activity		22,651	25,000	19,403
Remarkable Domestic Famil		5,851	-	-
NZ Trade Shows		9,052	-	9,450
QCB Australian Roadshow		-	-	2,000
ROW Sales Activity		11,252	-	14,048
Total Conference and Incentive		219,335	235,005	250,369



Destination Queenstown Incorporated

Notes to the Financial Statements

	Note	Actual 2023	Budget 2023 (Unaudited)	Actual 2022
Marketing Organisation Costs				
Uniforms		777	4,512	2,775
Memberships		14,258	9,626	11,105
Simpleview Annual License		30,737	39,001	30,557
Total Marketing Organisation Costs		45,772	53,139	44,437
STAPP Expenditure				
Destination Management & Planning (Development)		14,256	-	220,499
Destination Management & Planning (Implementation)		220,603	50,001	117,626
Destination Management & Planning (VEM))		65,869	63,001	64,655
Industry Capability		8,463	-	81,849
Product Development		-	-	35,000
Sector Development		60,975	-	62,774
Domestic Marketing (Consumer)		55,065	55,001	159,028
Domestic Marketing (Trade)		-	-	71,890
Business Events		29	54,001	100,925
International Marketing		734	-	388,172
Event Marketing		-	-	18,224
Total STAPP Expenditure		425,994	222,004	1,320,642
Total Costs		5,025,739	5,374,495	5,776,662
Total Income		5,003,139	4,909,062	5,774,365
SURPLUS/(DEFICIT)		(22,600)	(465,433)	(2,298)



Destination Queenstown Incorporated

Notes to the Financial Statements

	2023	2022
Note 4		
Bank		
ANZ		
Destination Queenstown Current Account	518,163	617,937
Destination Queenstown Deposit Account	3,509	3,452
Destination Queenstown Term Deposit Cash	1,000,082	1,001,233
Destination Queenstown Term Deposit	104,598	591,149
Destination Queenstown Term Deposit - Air NZ Security	20,068	-
Regional Events Fund Current Account	386,777	5,831
Regional Events Fund Term Deposit Cash	500,041	1,001,233

Destination Queenstown Inc has credit cards with a limit of \$99,000. ANZ holds a term deposit of \$104,598 as a guarantee. ANZ also holds a term deposit of \$20,000 to secure a Letter of Credit to Air New Zealand for Destination Queenstown Incs travel card.

Total Bank	2,533,238	3,220,834
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Note 5 Prepayments

COVID Flight Credits	6,812	6,812
Other Flight Credits	547	-
Insurance	12,575	-
Insights Subscription	18,000	-

Total Prepayments	37,934	6,812
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Note 6 Fixed Assets

	Cost	2023 Accum Depr	Book Value	2022 Book Value
Computer Equipment	357,463	309,691	47,771	63,892
Plant and Office Equipment	87,305	56,887	30,418	50,935
Leasehold Improvements	6,273	4,280	1,994	2,305

Total Fixed Assets	451,041	370,859	80,182	117,132
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	2023	2022
Depreciation		
Computer Equipment	28,540	29,214
Plant and Office Equipment	10,823	23,955
Leasehold Improvements	311	360

Total Depreciation	39,675	53,529
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Destination Queenstown Incorporated

Notes to the Financial Statements

	2023	2022
Note 7		
Creditors		
DQ Accounts Payable	417,326	579,580
DQ Holiday Pay Accrued	105,981	118,263
DQ Accrued Expenses	65,428	66,147
DQ PAYE Accrued	35,345	28,741
Regional Events Fund Accounts Payable	139,945	956,567
Total Creditors	764,024	1,749,298
Note 8		
Regional Events Fund		
Revenue		
Grant received	3,080,000	-
Interest earned	24,410	6,537
Total funds available	3,104,410	6,537
Expenses		
Operating expenses	51,634	160,008
Funds distributed	2,572,128	3,349,055
Total Expenses	2,623,762	3,509,063
2022/23 Surplus/(Deficit)	480,648	(3,502,526)
Funds brought forward	292,596	3,795,122
Funds held at year end	773,244	292,596
Represented by:		
Current Assets		
Bank	886,818	1,007,064
GST refund	26,371	242,099
Total Current Assets	913,189	1,249,162
Current Liabilities		
Creditors	139,945	956,567
Regional Events Fund Equity	773,244	292,596



Destination Queenstown Incorporated

Notes to the Financial Statements

	2023	2022
Note 9		
STAPP Summary		
	Actual 2023	Budget 2023 (Unaudited)
Funding		Actual 2022
STAPP Funding	378,870	1,320,642
Total Funding	378,870	1,320,642
STAPP Expenditure	425,994	1,320,642
STAPP Surplus	(47,124)	(425,000)
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 2023

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% - 60% Diminishing value method
Office Plant and Equipment	10.5% Diminishing value method
Leasehold Improvements	13.5% 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 (2022 Nil).

Note 13 Contingent Liabilities

There are no contingent liabilities at balance date (2022 Nil)

Note 14 Disclosure of Remuneration

Destination Queenstown Inc has paid Wages and Salaries totaling \$1,427,673 (2022 \$1,276,638) 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 \$4,530,190 (2022 \$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 Glyn Lewers is an ex-officio DQ board member as of October 2022.
- Destination Queenstown Inc purchased goods and services to the value of \$4,651 (2022 \$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 \$627 (2022 \$3,047) from RealNZ Ltd of which board member, Matthew Day is an employee. RealNZ Ltd paid Destination Queenstown Inc \$5,250 for attendance at IBO networking events.
- Board Chairman Richard Thomas received an honorarium of \$7,500 (2022 \$7,500) and reimbursement of expenses of \$108 (2022 nil). Destination Queenstown Inc purchased goods and services to the value of \$1,000 (2022 \$612) from Skyline Enterprises Ltd of which Richard is a director. Skyline Enterprises Ltd paid Destination Queenstown Inc \$2,000 for attendance at IBO networking events.

Note 16 Member Funds

Destination Queenstown Inc holds reserves of \$1,154,429 (2022 \$1,177,029) 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 were 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 was 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 supported RTOs to implement destination management and planning and encourage more people to explore their regions. The funding also allowed 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. Destination Queenstown Inc received no funding in this financial year (\$1.5 million plus GST in 2022), however there were surplus funds from the previous year which were utilised prior to December 2022 as stipulated by MBIE, as a condition of the funding.

Note 19 Subsequent Events

There are no subsequent events affecting the reported financial year. (2022 - nil)

Note 20 Prior Period Adjustment

There is no prior period adjustment in this financial year. The prior period adjustment in the 2022 financial year was in retrospect of the finalisation of the financial statements for the year ended 30 June 2021 to apportion STAPP funding which had not applied to expenditure in that financial year, to the 2022 financial year. In compliance with the reporting framework under which these financial statements have been prepared, the comparative figures were not adjusted and this prior period adjustment is represented as an adjustment to Opening Equity in the year ended 30 June 2022.

Signed: RBThomas

Richard Thomas
Chairman

Signed: 

Mat Woods
Chief Executive Officer



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

We have audited the special purpose financial statements of Destination Queenstown (the Society) on pages 1 to 12, which comprise the statement of financial position as at 30 June 2023 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 2023, and its financial performance 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.

Our firm has carried out other assignments for the Society in the area of Human Resource assistance to the value of \$35,934. The firm has no other 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 Members. As a result, the special purpose financial statements may not be suitable for another purpose. Our report is intended solely for the Society's Members and should not be distributed to parties other than the Society and its Members. Our opinion is not modified in respect of this matter.

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

The Board 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.

Findex (Aust) Pty Ltd, trading as Crowe Australasia is a member of Crowe Global, a Swiss Verein. Each member firm of Crowe Global is a separate and independent legal entity. Findex (Aust) Pty Ltd and its affiliates are not responsible or liable for any acts or omissions of Crowe Global or any other member of Crowe Global. Crowe Global does not render any professional services and does not have an ownership or partnership interest in Findex (Aust) Pty Ltd.

Services are provided by Crowe New Zealand Audit Partnership an affiliate of Findex (Aust) Pty Ltd.

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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.

Board Members' Responsibilities for the Special Purpose Financial Statements

The Board are responsible on behalf of the Society for the preparation and fair presentation 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 Board 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 Board 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 Board 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 Board 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

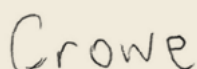
the related disclosures in the special purpose financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Society to cease to continue 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 Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Restriction on Use

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



Crowe New Zealand Audit Partnership
CHARTERED ACCOUNTANTS

Dated at Invercargill this 29th day of August 2023