

Destination Queenstown

Annual Business Plan FY21-22



**HOME OF
ADVENTURE**

CONTENTS

SITUATION ANALYSIS	4
DESTINATION PERFORMANCE	9
VISITOR DEMAND MAPPING	13
LONG TERM VISITOR DEMAND MAPPING	14
ASSUMPTIONS FY2022	15
DQ STRATEGIC FOCUS	16
ANNUAL GROWTH GOALS FY21-22	17
STRATEGIC PRIORITIES	18
DESTINATION MANAGEMENT	19
GUIDING PRINCIPLES	22
QUEENSTOWN LAKES DISTRICT VISION 2050	23
NEW ZEALAND – AOTEAROA GOVERNMENT TOURISM STRATEGY	24
NEW ZEALAND TOURISM SUSTAINABILITY COMMITMENT	25
QUEENSTOWN PERFORMANCE TARGETS FY21-22	26
CONSUMER SEGMENT STRATEGY	27
CONSUMER SEGMENT MATRIX	28
Leisure segments	28
Business segments	30
ACTIVITY PLAN	31
Consumer Marketing	31
Communications	36

Trade.....	40
Queenstown Convention Bureau	42
DQ Member Support.....	44
Organisation	45
APPENDIX	47
Visitor Demand Mapping	47
Our Brand	48
Campaign framework.....	49

SITUATION ANALYSIS

Since March 2020, the tourism industry has been experiencing the devastating impacts of the Covid-19 virus and associated border closure. The pandemic has been catastrophic for the tourism industry in Queenstown, with impacts flowing on to the wider regional economy.

It has been upsetting to witness not only the human loss that COVID-19 continues to cause, but also the struggle our operators are experiencing to mitigate the pandemic's impact on their businesses.

Prior to Covid-19, Queenstown's visitor economy had experienced strong growth over the last 10 years. Visitor expenditure had grown from \$1.3B in 2009 to \$2.4B in 2019 (MRTEs). Total visitation to the area was estimated at over 3 million unique visitors annually with approximately 65-70% of these being international. In addition to tourism growth, the Queenstown Lakes District had experienced strong population growth, with a 5.6% average annual population growth over the last 10 years.

Towards the end of 2019, a global consolidation in tourism growth had begun to impact Queenstown before the devastating effects of Covid-19. With tourism being the district's primary industry, comprising over 55% of total GDP in 2019, Queenstown has been one of the areas hardest hit by the downturn in tourism. At calendar year end December 2020, the tourism picture in Queenstown continued to worsen, with total electronic card spending in Queenstown reduced to \$684M (Marketview)

In addition to the negative economic effects for Queenstown itself, there are further wide-ranging impacts. Queenstown is a globally renowned resort town and has played a key role for NZ promoting the country offshore. The tourism industry in Queenstown has made a significant GDP contribution to NZ, with over a third of all NZ's tourism GDP generated in the district prior to Covid-19. The region also has major tourism assets and infrastructure, both natural and man-made, including ski fields, significant investment in tourism business, biking and hiking trails, wineries and food and beverage product and social amenities. Queenstown is a crucial component of New Zealand's tourism offering and retaining a critical mass of tourism assets will be vital to recovery.

The lack of international visitors to the district not only has local implications, but also wider South Island and national impacts. As identified in the 'Sustaining Tourism Growth in Queenstown' report (March 2018), if an international tourist visits Queenstown, spend in the rest of the South Island is more than three times higher than if that tourist had not visited Queenstown. This spending added \$988 million – \$1.10 billion to the South Island's GDP, and 9,600 –11,600 jobs in the South Island, prior to Covid-19. These same visitors spent \$1.44 – \$1.74b per annum in NZ, equating to \$1.3 – \$1.6b in NZs overall GDP.

Queenstown is also as a major international gateway for the lower South Island and reduced visitor numbers in Queenstown will have a negative flow-on effect throughout the South Island, particularly in other tourism reliant destinations such as Wanaka, Fiordland and the West Coast. For destinations with

tourism based economies, the impact includes loss of direct tourism spend, reduction in employment within the visitor economy, business slow down and, in some instances, closure as well as wider potential economic downturn across other sectors through the reduction in demand for goods and services.

Maintaining the critical mass of tourism services and facilities across the visitor economy is essential to ensure that when the virus is contained and visitors are able to travel again, the industry is able to respond and rebuild both in Queenstown but also for the benefit of the wider NZ economy.

Despite increasing domestic expenditure 20% from \$447M in 2019 to \$538M in 2020 (Marketiew), domestic tourism alone is unable to fill the gap left by international visitors and it will struggle to be sufficient to sustain the level of tourism investment we have. There is a risk that we may lose what makes Queenstown so popular: the breadth and depth of experiences and activities available, set within magnificent landscapes and run by passionate and knowledgeable people.

While the value of the domestic visitor and the importance of their advocacy is crucial, the length of stay and expenditure from the domestic market does not match that of international visitors. Tourism New Zealand (TNZ) research shows that international visitors spend up to three times more a day than New Zealanders and it takes 12 overnight trips from Kiwis to equal the spend of one international visitor.

TNZ

Working in collaboration with TNZ and leveraging their work will continue to be a priority for DQ in FY21-22. At the time of writing the Tourism New Zealand strategic plan for FY21-22 had not been published. However, it is expected that their strategy will remain similar to FY20-21, focusing on getting *Kiwis to participate in the Tourism economy by being more adventurous and adding new into their holiday experience.*

Their key priorities will broadly be:

- Maximize the domestic opportunity to ensure the tourism industry survives
- Ensure domestic grows its share against competition through Travel Bubbles
- Drive long term value contribution through targeting regional, seasonal, and high value segments

Focus areas that will be most relevant to the DQ strategy include:

- Boldly grow brand desire to make New Zealand irresistible to visitors that will enrich Aotearoa.
- Drive domestic demand and lay the foundation for long-term value
- Accelerate the recovery by scaling up high-value conversion across markets and priority audiences as borders re-open
- Support industry to deliver quality visitor experiences that enrich New Zealand for both domestic and international visitors.

Parliamentary Commissioner for the Environment

Also playing an increasingly considerable role in the backdrop to NZ tourism is the Parliamentary Commissioner for the Environment's report.

"Not 100% - but four steps closer to sustainable tourism" report, released on 18 February 2021, urges the Government to take advantage of the pause in international tourism to transform the sector to one with a substantially smaller environmental footprint. The report acknowledges that Covid-19 has brought international tourism activity to a halt, threatening the livelihoods and commercial viability of many of New Zealand's tourism-related businesses, however it advocates that the discontinuity created by Covid-19 also offers an opportunity to address some of the environmental and social issues associated with New Zealand's tourism industry.

The Commissioner presents a set of four policy proposals to combat some of the environmental challenges faced by tourism:

- Introduce a departure tax that reflects the environmental cost of flying internationally from New Zealand and use the revenue to support the development of low-emissions aviation technologies and provide a source of climate finance for Pacific Island nations.
- Make any future central government funding for tourism infrastructure conditional on environmental criteria and aligned with mana whenua and the local community's vision for tourism development.
- Clarify and, where necessary, strengthen the tools the Department of Conservation can use to address the loss of wildness and natural quiet at some of Aotearoa's most spectacular natural attractions. This includes tightening up rules around commercial activity on conservation lands and waters.
- Strengthen the existing standard for self-contained freedom camping, improve oversight of the certifying process and require rental car agencies to play a greater role in collecting freedom camping infringement fees and fines.

This report followed the publication of "Pristine, popular... imperilled" in late 2019, a report which sought to address the environmental and cultural impacts of tourism and what ongoing business-as-usual growth could mean for the environment and the vulnerability of the tourism sector. The report issued a warning that increasing numbers of tourists – both domestic and international – were putting NZ's environment under pressure and eroding the attributes that make Aotearoa New Zealand an attractive country to visit.

STAPP funding

In mid-2020 Destination Queenstown was a recipient of Strategic Assets Protection Programme (STAPP) funding.

In light of the difficult trading environment for members, DQ took a 7.5% decrease in member funding for the FY20-21 year - however with the Government STAPP funding, some reserves and diversion of funds, our activity in domestic marketing has increased by over \$1m and our Australian marketing is ready to be rolled out when the borders look to open.

STAPP funding was available to RTOs for the 2020/2021 year that could demonstrate a commitment to:

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

STAPP funding support has been made available for a programme of activity across these categories and scaled to the individual RTO's needs, priorities and agreed investment plan.

On this basis, STAPP funding granted to DQ has been allocated across three main areas:

- 1) Destination Management and Planning for the Southern Lakes region in collaboration with Lake Wanaka Tourism and QLDC
- 2) Industry Capability Building and Product Development
- 3) Domestic trade, consumer and business events marketing.

Summary

As in FY20-21, Destination Queenstown is committing its full resource to driving demand from the domestic market and converting this to visitation and expenditure. Destination reputation work will also be vital throughout 2021 as we work to encourage repeat visitation to Queenstown and actively counter the negative sentiment and 'tall poppy syndrome' that Queenstown has often been the victim of in the past 12 months.

Destination Queenstown will continue to work with flexibility within the parameters available, that is; ongoing and sustained domestic marketing activity to drive year-round demand; resuming work to maintain brand awareness in Australia and commencing work to re-enter long haul markets in the latter half of 2021.

With the virus not yet under control and international border controls in place, it remains challenging to forecast when travel may resume. However general media commentary indicates there is improvement in the management of the pandemic over the last three months, and World Health Organisations [graphs](#) indicate a drop in active cases across all continents. There is optimism that we may have reached a turning point in the management

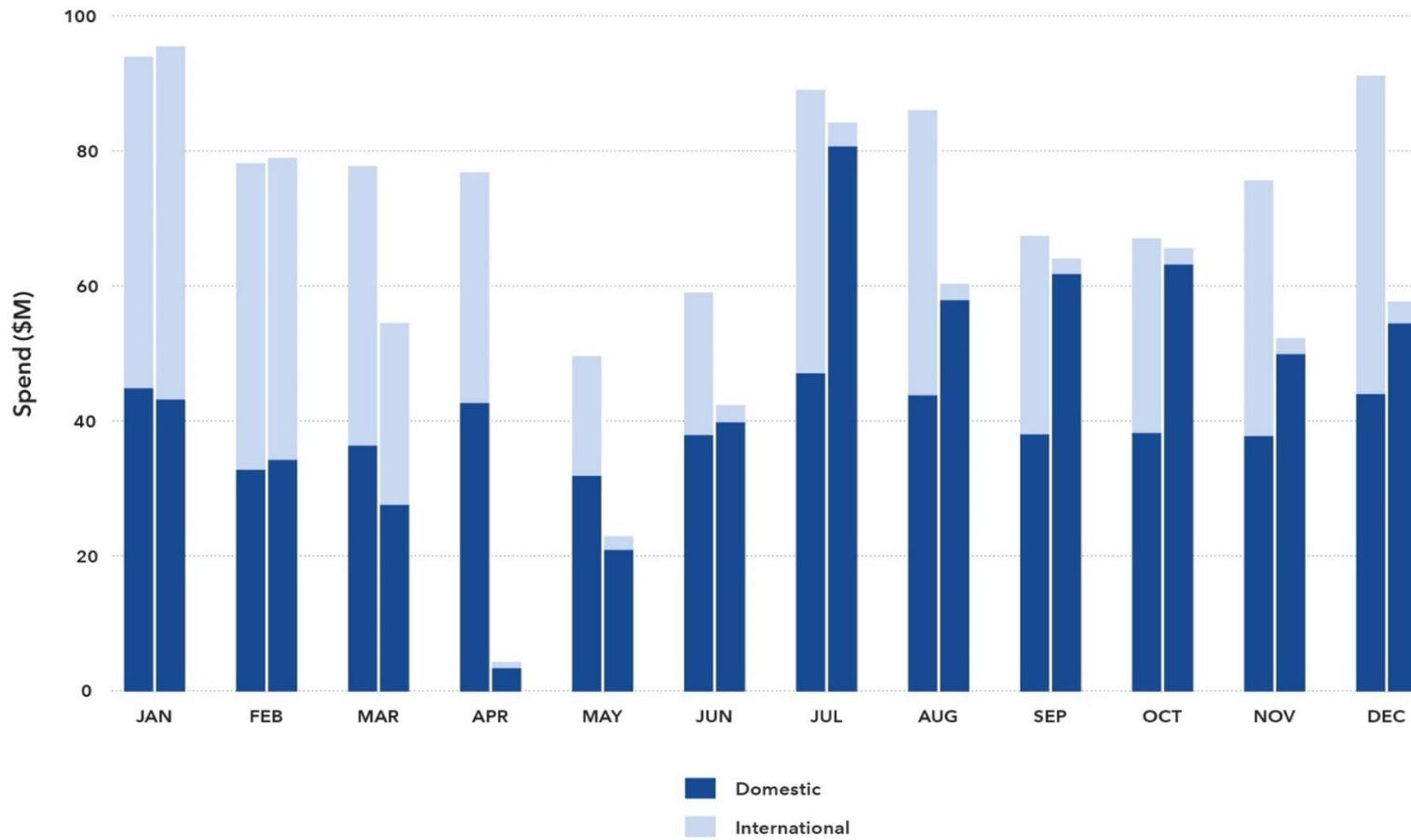
of the pandemic worldwide, firstly with the reduction in the number of new cases down from 750,000 to 420,000 daily, across all continents since January, and 173 million shots of the vaccine administered at time of writing (source Bloomberg).

DQ has undertaken demand scenario planning and an outline of this, with link to the full document, included in the appendix.

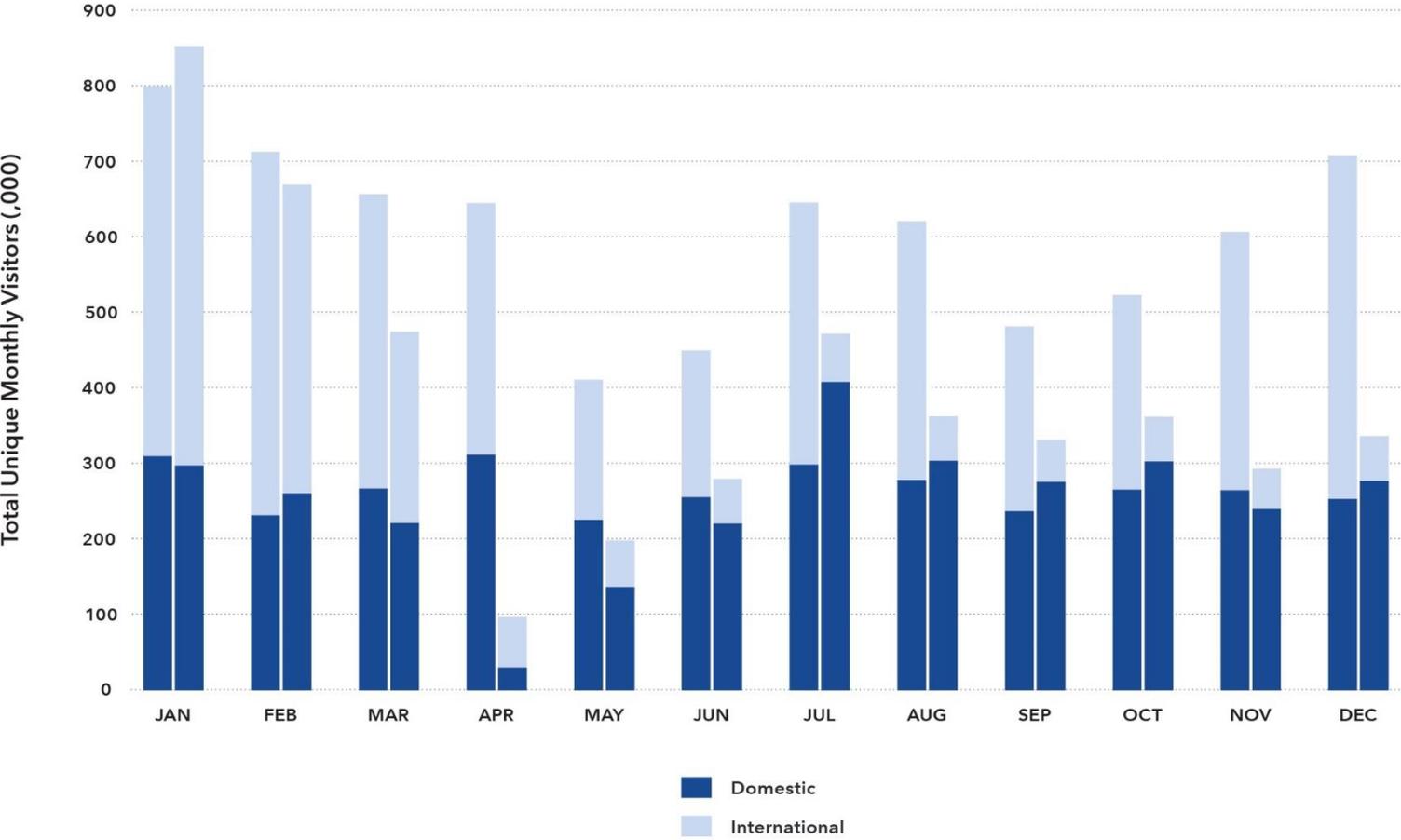
*Sources: Sustaining Tourism Growth in Queenstown report, Queenstown Lakes District COVID-19 Recovery Intelligence Report, Marketview Data and MRTes, DataVentures Tourism NZ data tool.

DESTINATION PERFORMANCE

Queenstown Visitor Expenditure 2019 us 2020, International & Domestic

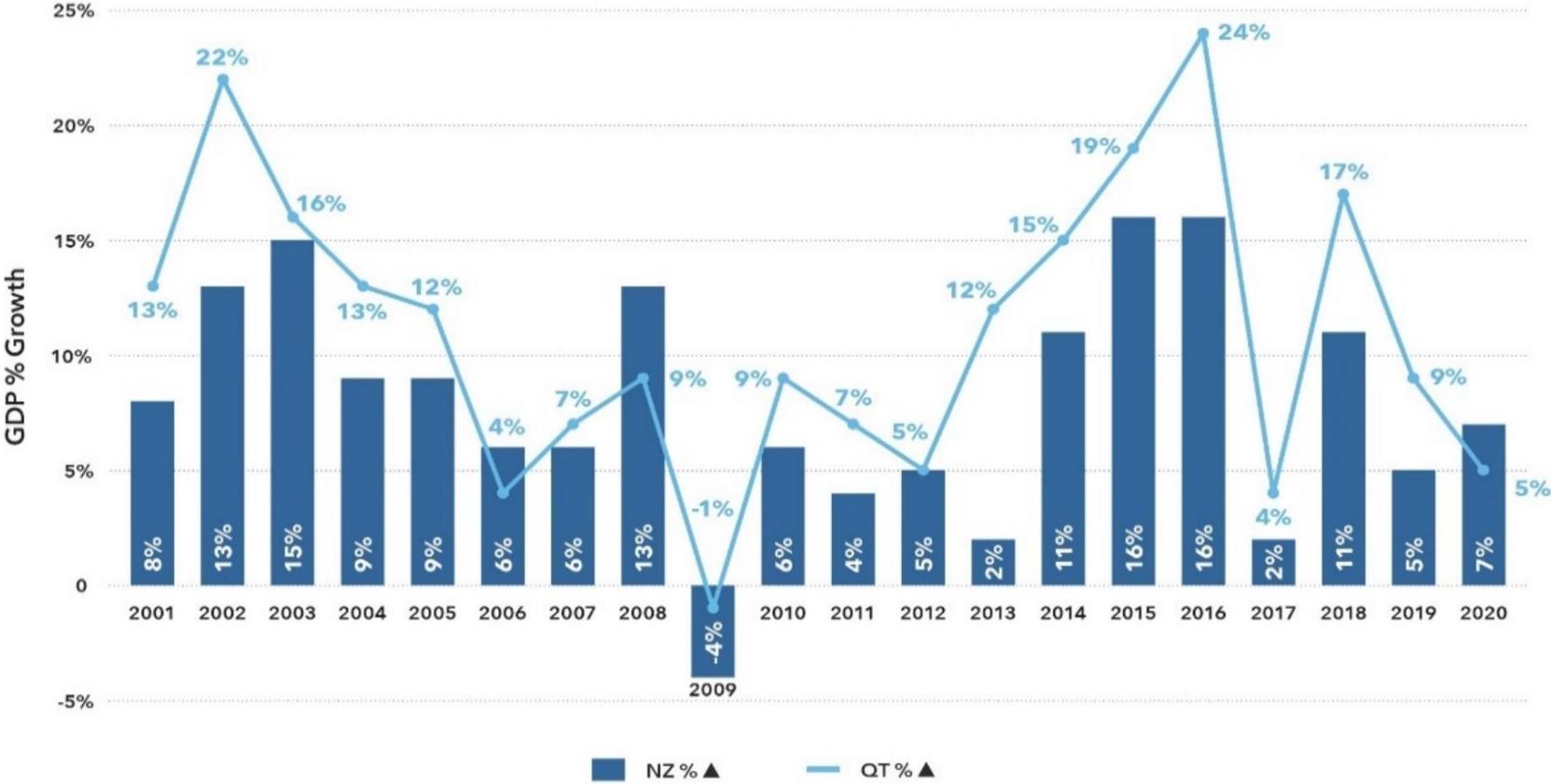


Total Daily Visitor Count, 2019 us 2020, International or Domestic Origin

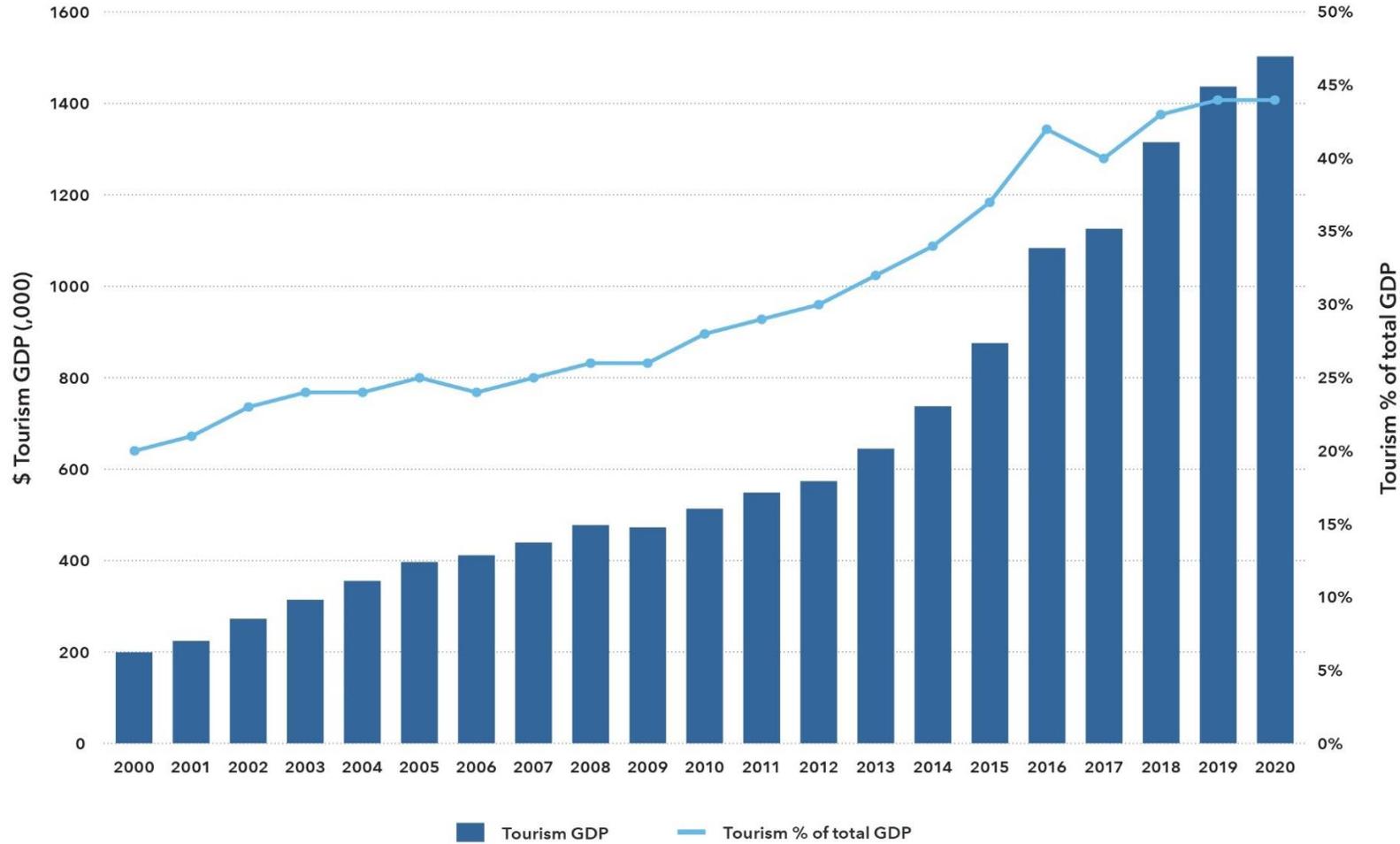


Note: Visitor count is total unique visitors but doesn't account for visitors who stay overnight. For example a visitor that stays three nights is counted three times.

New Zealand vs Queenstown Lakes Tourism GDP Growth Year Ending March



Queenstown Lakes Tourism GDP and Tourism Share of Total GDP Proportion



VISITOR DEMAND MAPPING

Destination Queenstown has created a Visitor Demand Mapping report covering a range of scenarios of when visitor demand is likely to start, set and scale for the Queenstown Lakes District over the next four years. It aims to identify timelines for optimistic and conservative scenarios regarding the return of demand for tourism products within the Queenstown Lakes District.

Expert analysis, media commentary and government statements in the second half of 2020 indicated that the NZ government was approaching opening of international borders in a phased manner. Starting with the trans-Tasman and Pacific Islands, with long haul markets deferred over several months, with countries that have managed the pandemic relatively better opening up first (viz. Japan, Taiwan, South Korea, Singapore) and countries that were still struggling to get the pandemic under control opening last (viz. US, UK, Brazil, India). However, with multiple approved vaccines coming into the mix late last year the NZ Government strategy seems to have evolved. The approach now appears to be to get most of the NZ population vaccinated prior to borders reopening. Countries like UK and US, that were finding it hardest to get the pandemic under control, have achieved impressive vaccine penetration. At the time of writing the UK had reached a 40% vaccination rate within total population and US was at 33%. The US is targeting the majority of population to be vaccinated by May 2021. For the full demand mapping and forward outlook report please see the link in appendix 1.

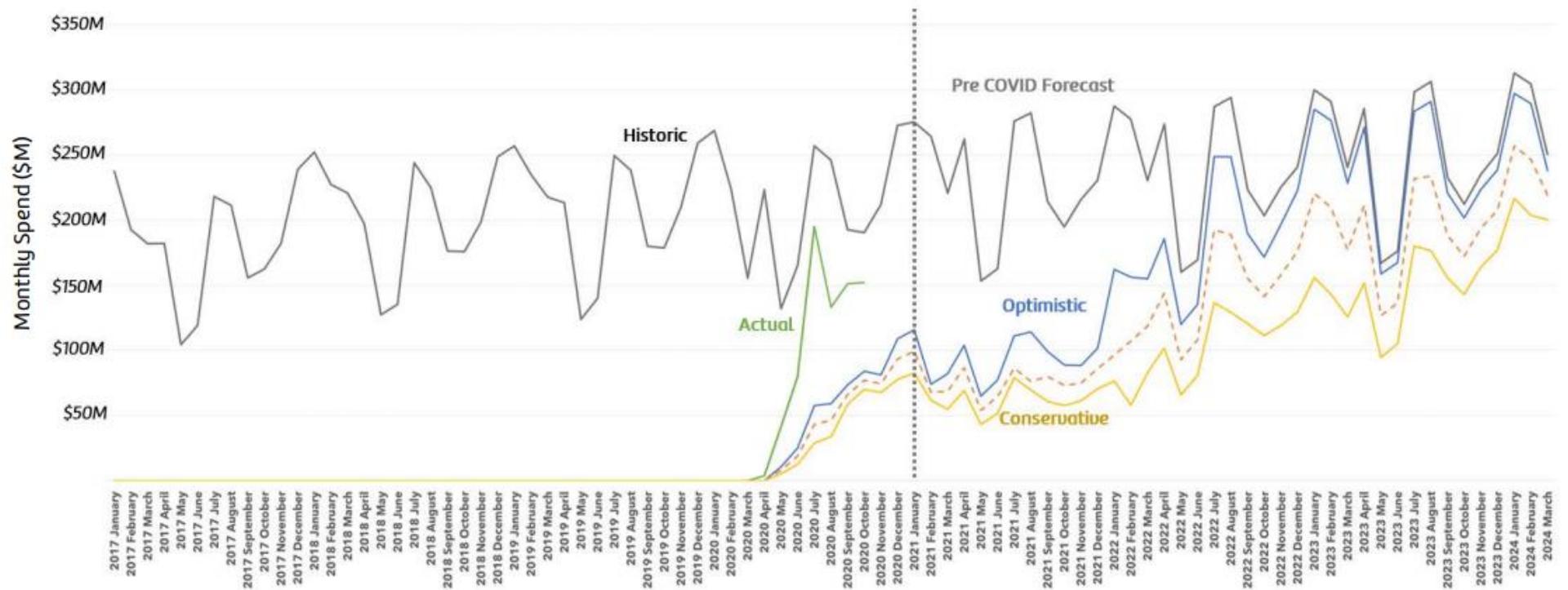
Timeline

MARKETS	CONSERVATIVE	MID	OPTIMISTIC
HORIZON 1			
Regional Market, New Zealand Domestic Market	OPEN	OPEN	OPEN
HORIZON 2			
Trans-Tasman Australia	NOV 2021	SEPT 2021	JUL 2021
HORIZON 3			
Long Haul Markets	MAR 2022	FEB 2022	JAN 2022

LONG TERM VISITOR DEMAND MAPPING

The recovery spend graph below represents three different scenarios for a recovery of domestic and international tourism spend in Queenstown. The grey line is the pre-covid forecast based on MBIE's Tourism Forecasts (2019 -2025) and a green line which illustrates actual MRTE's.

Disclaimer: This tool represents only a potential scenario for what occupancy could look like over the coming period, it is not an actual forecast. This tool has been created solely for the use of Destination Queenstown Members, and is not for publication or dissemination.



* For the full demand mapping and forward outlook report please see appendix 1. Live documents can be found [here](#).

ASSUMPTIONS FY2022

The DQ FY21-22 business plan is based on the following set of assumptions that reflect the current operating environment at time of writing:

- NZ will experience a staggered approach to the reopening of international borders, starting with Australia and then long-haul borders in calendar year 2022.
- The Trans-Tasman bubble will be introduced in FY20-21.
- Direct Australia-Queenstown flights will resume once trans-Tasman travel resumes. All four international airlines previously operating into Queenstown will resume flights.
- DQ's focus has moved to driving year-round demand and visitation, as opposed to a focus on shoulder seasons.
- Queenstown will continue to have a reasonably strong level of tourism product operating during FY21-22. Some businesses will continue to right-size, downscale or hibernate, relative to the Australian border opening.
- Air NZ sustains domestic capacity (multiple daily Auckland, Christchurch, Wellington flights) at about 75% of previous levels, and Jetstar maintains competition on key domestic routes.
- Pent up demand for domestic tourism will lessen over 2021/22. However, there is opportunity to increase repeat visitation to Queenstown if borders remain closed and New Zealanders are unable to travel overseas.
- Trading patterns will be irregular, with peaks and troughs across the year, and volatility of visitation levels week-to-week and month-to-month. The pattern of busy weekends and quiet early/mid-week will continue until a Trans-Tasman border is introduced.
- Domestic booking leading times will remain short, with majority of bookings in the 1-7 day window.
- Once trans-Tasman travel is introduced there will be pent up demand for travel to Queenstown from Australia.
- There will be a change in our community's view toward tourism, with potential social license risk, with locals becoming accustomed to reduced visitor numbers.
- There is likely to be a change in visitor preferences when traveling, favouring authentic and sustainable experiences that respect the environment.
- Queenstown will continue to experience "tall poppy syndrome" in the domestic market, however the majority of New Zealanders still agree that tourism provides value to New Zealand (Mood of the Nation survey).

DQ STRATEGIC FOCUS

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

- 1) to generate demand from the domestic market, attracting visitors to Queenstown and encouraging repeat visitation to sustain our businesses as much as possible within a domestic only market.
- 2) to participate in the development of a destination management plan for the Queenstown Lakes region that seeks to move the industry toward regenerative tourism by 2030, to enrich the district on all levels – economically, environmentally, socially and culturally.

SUSTAIN – RECOVER – THRIVE

DQ will operate under a Sustain – Recover – Thrive strategy. Key goals that span the short, mid, and long term are covered under these horizons.

Near term:

Sustain

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

Recover

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

Mid-long term:

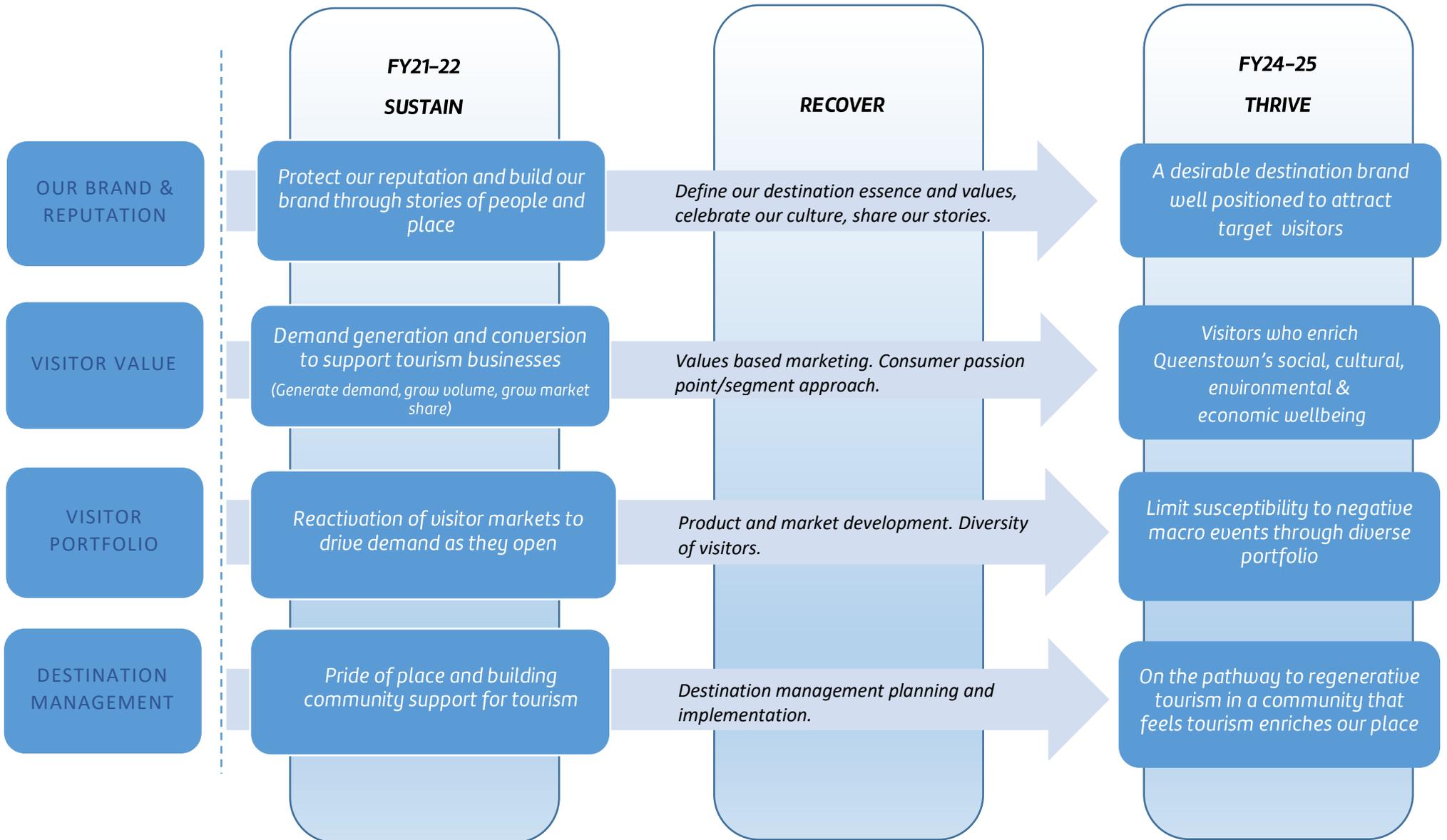
Thrive

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

ANNUAL GROWTH GOALS FY21-22

1. Grow domestic expenditure value by 8% to \$791M by June 2022. *subject to no significant lockdowns
2. Grow domestic visitation by 5% to 3,670,695* total domestic daily visits.
*Please note visitor count is total domestic visits and does not account for visitors who stay overnight or multiple nights. For example a visitor that stays three nights is counted three times.

STRATEGIC PRIORITIES



DESTINATION MANAGEMENT

“A place is more than a destination that people visit. It is a place where people live, work, study and visit” – Destination Think.

Queenstown is a mature visitor destination that has experienced sustained growth over recent years. Direct visitor expenditure in Queenstown had grown from \$1.3B in 2009 to \$2.4B in 2019 (MRTes). Total visitation to the area was estimated at over 3 million unique visitors annually.

Between 2015 and 2017 the district saw its highest rate of growth, with an increase in resident population of 2,000 people per year, around 1000 new houses built per year and over 1,000 accommodation units built or in construction. On a peak day, 2 in 3 people were visitors. While the Queenstown Lakes region was providing a good quality of life for many people, on average personal earnings were lower than the NZ average, the housing affordability index was 20.3 (double the rest of NZ), 75% of people were concerned about the impact of climate change on the district, lack of economic diversification left the district exposed and the region was experiencing growing pains. On the other hand, the unemployment rate for the district was 1.1% and GDP in 2019 was \$3.0B, with growth higher than the NZ average at 6.6%. *

While growth in the visitor economy over recent years has brought much benefit to the Queenstown Lakes region it has also placed pressure on the community and infrastructure. Tourism remains the largest economic driver in the district. There is an immediate need to encourage the return of the tourism economy and prosperity for our businesses, but also to ensure that it returns in a style that supports social and environmental initiatives and benefits and enhances the lives of people that live here.

Tourism contributes to our destination brand and is often the introductory tool to attract talent and residents to our region, showcasing the destination as a great place to live, play and work. This encourages investment opportunities, supports diversification and innovation in our region. Tourism creates economic opportunities and brings social benefits across our regions and communities, particularly in the form of social amenities and cultural diversity.

The goal of the NZ-Aotearoa government tourism strategy for tourism growth is to be productive, sustainable and inclusive. This is to help grow New Zealand-Aotearoa for all, improve the wellbeing of New Zealanders and to protect and restore our natural environment, ultimately enriching NZ Aotearoa through sustainable tourism growth. While tourism in Queenstown, and the industry as a whole, has experienced devastating effects from Covid-19 the impact of the pandemic creates an unprecedented opportunity for our region to review our position and come together to agree and map a vision for the tourism economy of the future in Queenstown Lakes. A destination management plan for the region would support an inter-agency approach to regenerative tourism, including environmental, economic, social and cultural sustainability across the tourism system.

While Queenstown is facing significant challenges with the loss of international visitors, other issues were surfacing before the borders closed – for example pressure on infrastructure and a reduction in social licence to operate amongst some residents. The visitor economy makes an important contribution to the well-being of the community, but it needs to be planned for effectively and holistically. The purpose of a Destination Management Plan is to guide decision-making and planning for a regenerative tourism industry over the next decade. The plan will take a multiyear and collaborative approach, focusing on the concept of placemaking - an opportunity to shape the destination to benefit both the people that live here and the visitors.

Against this backdrop Destination Queenstown (DQ), Lake Wanaka Tourism (LWT) and Queenstown Lakes District Council (QLDC), supported by government, have taken the opportunity to work towards creating a new vision for tourism in the region over the next decade. A working control group has been convened to oversee and guide the development of a destination management plan for the Queenstown Lakes region. Designed to be an overarching strategy, it will provide a roadmap for moving the district beyond *sustainable* tourism and toward a *regenerative* tourism future. The plan needs to place visitors, the local community, and the health of the district at its centre to achieve outcomes that will enrich the district and enable a thriving future.

An authentic regenerative tourism approach seeks to address this fundamental question:

How can tourism and visitor activities be in service of and adding value to the district, its living ecosystems and its communities in a way that also delivers sufficient economic benefits?"

This project presents an exciting opportunity for the Queenstown Lakes region and has a very ambitious goal – a regenerative tourism future.

The objectives of the destination management project are to:

1. Provide a roadmap for regenerative tourism that is aligned and integrated with the region's guiding plans and strategies.
2. Adopt a destination management approach that aligns with MBIE's Destination Management Guidelines.
3. Give effect to the New Zealand Aotearoa Government's Tourism Strategy.
4. Support an inter-agency approach to regenerative tourism that enriches the district across all four wellbeing's and across the tourism system.
5. Support a sustainable and healthy local economy; ensure natural systems and the environment are thriving; enrich all layers of cultural fabric; enable community wellbeing through purposeful relationships and generate positive advocacy from the local host community.

The challenge of achieving a regenerative tourism focus should not be underestimated and will require significant change in perspective, building enduring relationships, clear intentions and new behaviours. The notion of *growth*, for example, will need to be redefined with a common understanding that the focus is to *grow a thriving community and flourishing ecosystems*, with economic returns being a by-product of doing that well.

Ultimately the goal is for a regenerative approach to enrich visitors, the local community, natural systems and the environment; *while* ensuring an appropriate return to investors and the local economy.

The destination management plan needs to map a pathway for tourism to deliver benefits to the local community, drive environmental custodianship; support quality visitor experiences; target markets that align with the values of the destination; investment and partnerships; encourage growth in high value jobs and businesses and benefits to Iwi.

The project will also consider other regional plans underway, specifically the QLDC Spatial plan and Economic Diversity plan and all QLDC statutory planning documents. It should take into consideration QLDC's Community Wellbeing Strategy, Climate Action Plan, Vision 2050 and Economic Development Strategy, the regional tourism organisations (DQ and LWT) business plans and the regional events plan.

Queenstown requires a long-term, collaborative tourism plan that guides the industry towards a common vision, leading the journey from the restart and reactivation in FY2021, through the recovery period and onto the necessary discussion around the future state of the New Zealand tourism industry, of which Queenstown plays an integral part.

*Sources: QLDC Quality of Life survey, Sustaining Tourism Growth in Queenstown report, Queenstown Lakes District COVID-19 Recovery Intelligence Report

GUIDING PRINCIPLES

The destination management approach is set against the backdrop of DQ's guiding principles.

Our guiding principles

PLACE MAKING

Community, resident and business sentiment and engagement
Making our place welcoming

KNOWLEDGE SHARING

Thought leadership
As destination experts sharing information and insights

COLLABORATION

Industry, regional and community partnerships

STORYTELLING

Telling the story of our place and building our brand



QUEENSTOWN LAKES DISTRICT VISION 2050

'A Unique Place. An Inspiring Future | He Wāhi Tūhāhā. He Āmua Whakaohoho'

In 2018 QLDC convened a diverse group of thinkers to reflect the many voices in the district and key concepts, including tākata whenua, the rich heritage of the area, today's diverse communities, and the business and tourism perspectives. Community engagement followed and a community vision for the Queenstown Lakes district was born - titled 'A Unique Place. An Inspiring Future | He Wāhi Tūhāhā. He Āmua Whakaohoho'. In March 2019, the Council unanimously agreed to commit to the vision as a guiding document to inform future decision making and planning. DQ aims to align with Queenstown's Vision 2050 which identifies Queenstown's aspiration to be a community that holds true to the values that collectively define what is unique about Queenstown Lakes District. DQ will ensure that it delivers work in a way that supports the vision statements and intent of Vision 2050. The development of a regional destination management plan would assist the RTOs to develop objectives for the visitor economy that align with, and deliver on, the district's Vision 2050.

"We aspire to be a community that holds true to the values that collectively define what is unique about Queenstown Lakes District – our home. These vision statements underpin everything we do."



NEW ZEALAND – AOTEAROA GOVERNMENT TOURISM STRATEGY

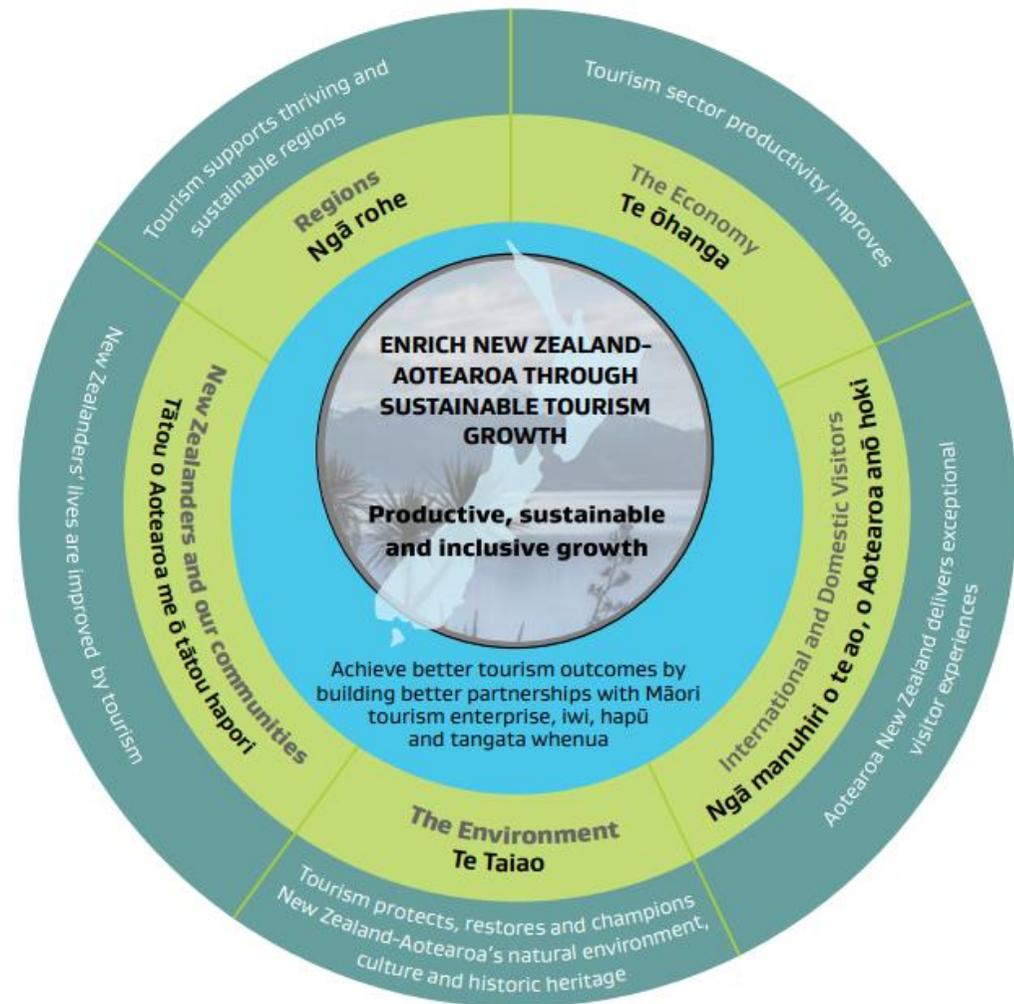
The government’s goals for tourism is to enrich NZ Aotearoa through sustainable tourism growth.

Enrich means wanting tourism to improve New Zealander’s social, cultural, environmental and economic wellbeing

‘Sustainable’ includes environmental, social and economic sustainability. We need to make sure the natural environment is protected and enhanced, that communities embrace visitors, and that we are economically better off.

To enrich New Zealand-Aotearoa through sustainable tourism growth, the Tourism Strategy sets out five integrated outcomes. A productive te ōhanga/economy requires a healthy functioning te taiao/environment to support it. It’s the drawcard for ngā manuhiri o te au, o Aotearoa anō hoki/ international and domestic visitors seeking quality experiences which we must protect and restore to sustain tourism in New Zealand-Aotearoa. Tourism should benefit tātou o Aotearoa me Ō tātou hapori/New Zealanders and our communities through jobs, education and growth, and spread these benefits across our ngā rohe/regions.

The government will strengthen their stewardship of the tourism system and work more actively with iwi, hapū and tangata whenua, local government, industry, businesses, regions and communities to shape future growth, manage its impact and better coordinate investments.



NEW ZEALAND TOURISM SUSTAINABILITY COMMITMENT

The New Zealand Tourism Sustainability Commitment aims to see every New Zealand tourism business committed to sustainability by 2025.

The vision is *Leading the World in Sustainable Tourism - Toitū te taiao, toitū te tāpoi. E kōkiri ana e Aotearoa*. To deliver on this, we must achieve ambitious economic goals while sharing the overwhelming benefits with supportive communities, contributing to restoring, protecting and enhancing our natural environment, and continuing to be a high-quality destination of choice for domestic and international visitors.

The TSC was developed by Tourism Industry Aotearoa. They are inviting every New Zealand tourism business to join them on this sustainability journey. The Tourism Sustainability Commitment works towards twelve Commitments across the four elements of tourism sustainability: Economic, Visitor, Community and Environment.

The goal is to create a truly sustainable tourism industry that makes a positive and enduring contribution to Aotearoa New Zealand.



DQ has committed to the NZ tourism sustainability commitment and is working towards the 12 individual commitments that make up the tourism sustainability commitment.

www.sustainabletourism.nz

QUEENSTOWN PERFORMANCE TARGETS FY21-22

Destination Queenstown’s organisational performance is measured annually by the key performance indicators, at a destination level, outlined in the table below. Specific metrics are identified in the individual business plans.

Measure	Date Source		Frequency	DQ Indicator
1. Community Sentiment	QLDC Quality of Life resident survey		Annually	Target 4 point increase in resident perception that the community benefits from tourism across our district (Queenstown and Wanaka).
2. Visitor Satisfaction	Visitor Insights Program		Annually	Target an average destination satisfaction score of 9.0/10 as measured by the VIP
3. Visitor Value	Marketview electronic card transaction data (MRTEs discontinued)		Annually	Achieve \$1.2 billion in visitor expenditure at year end June FY21-22.
4. Satisfaction with DQ	Annual DQ Membership satisfaction survey		Annually	Grow ‘extremely satisfied’ and ‘very satisfied’ categories from 54% to 60% in 2021. Increase overall satisfaction from 85% to 90%.

CONSUMER SEGMENT STRATEGY

As DQ considers both its short-term priority of supporting demand generation for the next 12 months alongside a longer-term goal of moving toward regenerative tourism, a marketing and communications strategy that bridges these goals is required.

Development of a destination management plan has commenced and will aim to identify how the tourism ecosystem can deliver economic, environmental, social and cultural sustainability to our region. Destination Queenstown's marketing strategy needs to align with this and evolve to carry us from short-term demand generation, led by conversion focused campaigning, to longer term positioning of the destination brand building preference for Queenstown and enhancing our reputation. Positioning our destination to target markets that align with the values of the destination and with what Queenstown offers is a pathway toward this. Queenstown is a highly desirable destination with a wide variety of experiences and appeal, and actively seeking travellers who best benefit our destination will continue in FY21-22.

By attracting visitors whose values we believe align with those of our destination and host community, we seek to achieve a more harmonious and complementary relationship between our visitors and our residents. Promoting ourselves to consumers whose interests line up with our own, seeks to ensure we attract visitors that want to engage with our community, participate in our activities, respect our environment, spend longer here getting to know and understand our place and also share their culture and knowledge with us.

As we work through the sustain and recovery phases, we will prioritise and target travellers whose behaviour's contribute positively to Queenstown's wellbeing. The implementation of a targeted marketing and product development approach will support tourism to serve as an instrument to enhance our lifestyle and benefit a wide range of business sectors.

In FY20-21 DQ identified target consumer segments that we believe align with key drivers, including visitors who seek holiday experiences that Queenstown is well positioned to fulfil; market size and potential economic value; propensity to visit in different seasons creating year-round demand; participation in activities that support our leisure infrastructure and lifestyle (e.g. ski resorts, biking trails, walking tracks, food & wine, etc); diversity of travel styles to benefit a range of operators and businesses sectors; and finally immersive travel behaviour and engagement with our local culture.

Taking a consumer segment approach, beyond only seasonal and geographic market-based promotion, is the first step to attracting visitors whose values align with ours. Ideally it will be a step toward more resilience and less risk from the impact of macro environmental factors, reflecting our journey to evolving our destination approach.

These priority visitor segments will be targeted through a coordinated approach across the main functions of DQ's integrated marketing activity (consumer marketing, media, trade and events) allowing us to become more effective and relevant to each of these segments.

CONSUMER SEGMENT MATRIX

Leisure segments

LEISURE	Description	Objective	Proposition	Strategy	Travel Time
 Ski Enthusiasts	Passionate about snow sports and mainly motivated by on-snow experience and adventurous lifestyle.	Reclaim Queenstown's reputation as the best skiing and snowboarding destination in the Southern Hemisphere.	Heart of the Alps, variety of terrain, world class on mountain and après ski	Decline: Reinvigorate Position Queenstown as an aspirational mountain destination, showcasing our epic alpine experiences and ski credentials.	Winter
 Winter Lovers	Fascinated by the magic of winter, seeks to experience the full offering of a Queenstown winter holiday.	Position Queenstown as a fun winter destination offering alpine landscape, variety of activities snow play	Landscapes, fun on and off the mountain, cosmopolitan atmosphere	Mature: Maintain Maintain share of winter holiday visitors and mainstream ski/snowboard market.	Winter
 Trail Shredders	Hard core mountain biker, seeks adrenaline enjoys social atmosphere and biking lifestyle. Biking is the most important travel motivator, travels to bike.	Position Queenstown as a world-class mountain biking destination and the best in New Zealand	World-class biking with three lift-accessed parks, gravity-fed trails, terrain for a range of abilities and styles and social atmosphere	Entry: Develop Coordinate and deliver market development plan.	Spring / Summer / Autumn
 Biking Explorers	Seeks an immersive travel experience and utilises biking as a means to explore the destination and take in the culture and sights.	Position Queenstown as a beautiful and fun biking holiday destination offering amazing landscapes and variety of experiences	Gateway to an extensive network of trails through stunning landscapes complemented by a sophisticated visitor offering.	Entry: Develop Coordinate and deliver market development plan.	Spring / Summer / Autumn
 Golf Buddies	Looking for fun with friends, golfing is the theme of the trip but social aspect, camaraderie, great food and wine complement the experience.	Enhance Queenstown's position as a New Zealand's leading golf hub to become the preferred destination domestically and rival Australian golf destinations	New Zealand's Golfing hub with seven courses within an hour set against a majestic natural alpine backdrop and supported by high-end offering.	Growth: Scale Deliver a coordinated market expansion plan to expand Queenstown's positioning and market share.	Spring / Summer

 Adrenaline Seeker	<p>Travellers who challenge themselves, discover new limits and make memories. Comes to Queenstown drawn by our reputation as a pioneering extreme sport destination and heritage.</p>	<p>Reinvigorate our world renowned reputation as the adventure capital of the world, protecting us from challengers and claiming this status internationally</p>	<p>Adventure capital of the world, birthplace of many pioneering adrenaline activities. Queenstown is nature playground setting the stage for range of outdoor pursuits.</p>	<p>Decline: Reinvigorate Reinvigorate adventure credentials, protect from challengers as other destinations seek to claim our positioning.</p>	<p>Spring / Summer</p>
 Outdoor Explorer	<p>Inspired by the landscapes and natural environment of New Zealand, seeks to immerse in the wilderness and experience iconic tracks, variety of landscapes and untouched nature.</p>	<p>Continue driving visitation through leveraging our appealing landscapes, sharing our environmental initiatives and credentials and showcasing our nature-based proposition.</p>	<p>Gateway to the great walks and outdoor pursuits through varied landscapes, in the heart of the alps. Easily accessible and supported by great visitor infrastructure.</p>	<p>Mature: Maintain Reintroducing kiwis to the amazing great walks and outdoors experiences accessible from Queenstown.</p>	<p>Spring / Summer</p>
 Young Explorers	<p>Affluent young travellers seeking to explore the world and discover new experiences to grow and develop.</p>	<p>Engage with young traveller, who contribute to Queenstown's perception as a vibrant youthful destination, to attract them to Queenstown, building lifelong advocacy for Queenstown to inspire future visitation.</p>	<p>One of the world's most exciting, vibrant and diverse destinations offering fun, social interaction, innovative experiences and discovery.</p>	<p>Decline: Reinvigorate Restart specific targeting to motivate and reposition Queenstown and New Zealand in their preferred destination.</p>	<p>Year-round</p>
 Luxury Indulgers	<p>Attracted to Queenstown's luxury credentials, seeks unique luxury experiences in a stunning destination with unique activities, food and wine.</p>	<p>Position Queenstown as NZ's preeminent luxury destination in the minds of Kiwis and Aussies.</p>	<p>Authentic luxury experience driven by a pristine natural environment and shaped by New Zealand's culture and people.</p>	<p>Mature: Growth Showcase the range of luxury product Queenstown boasts, securing our reputation and growing our Australasian share of this market.</p>	<p>Spring / Summer / Autumn</p>
 Family Adventures	<p>Seeking to create moments of discovery and connection, enabling kids to experience things for the first time, creating memories and forging bonds that will last a lifetime.</p>	<p>Maintaining Queenstown's appeal to the family market to continue driving visitation whilst also building a pipeline of future generations.</p>	<p>Family friendly fun and excitement with a range of new experiences to discover.</p>	<p>Mature: Maintain Manage demand peaks and encourage out of peak travel.</p>	<p>Year-round (School Holidays)</p>

 Foodie & Wine Lovers	<p>Attracted to Queenstown’s exceptional food and drink experiences, seeks to indulge and unwind amongst friends.</p>	<p>Continue building our world-class food and wine pillar as a primary driver for this segment, consolidating our cosmopolitan reputation which contributes to our point of difference and attractiveness to a range of travel segments.</p>	<p>Multi-cultural and vibrant town offering breadth and depth of F&B options which is the basis of an immersive Queenstown experience.</p>	<p>Mature: Grow Showcase the range of restaurants and wine experiences available in Queenstown to grow our reputation as an exciting destination.</p>	<p>Autumn</p>
--	---	--	--	---	---------------

Business segments

MICE	Description	Objective	Proposition	Strategy	Travel Time
 Meetings	<p>Attracted to the range of venues and activities in an inspiring landscape, with the ability to mix business sessions with social elements</p>	<p>Continue to position Queenstown as a world class conference destination providing excellent facilities and the “wow” factor to balance business with pleasure.</p>	<p>First class hotels and venues, a huge array of activities and experiences. An aspirational offering</p>	<p>Growth: Scale Deliver a coordinated market expansion plan to expand Queenstown’s positioning and market share.</p>	<p>Year round</p>
 Incentives	<p>Seeks a destination that can provide life-changing experiences as reward for high performing staff or clients</p>	<p>Continue to position Queenstown as a world class incentive destination with transformative experiences in a safe environment.</p>	<p>First class hotels and venues, a huge array of activities and experiences. An aspirational offering.</p>	<p>Growth: Scale Deliver a coordinated market expansion plan to expand Queenstown’s positioning and market share.</p>	<p>Year round</p>
 Wedding	<p>Couples planning a destination wedding, adventurous and individualistic, looking to get away from the everyday. Choose Queenstown for the landscapes, wedding venues, services and activities.</p>	<p>Enhance Queenstown’s position as a leading wedding destination in New Zealand.</p>	<p>Spectacular landscape, unbeatable photography, variety of activities pre and post, four-season destination. Diversity of options - Elopements. Big dos. Same-sex weddings. Sustainable weddings.</p>	<p>Entry: Develop Coordinate and deliver market development plan</p>	<p>Year-round</p>

ACTIVITY PLAN

Consumer Marketing

Objective 1: Generate and convert demand for Queenstown amongst New Zealand travellers

KPI:

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

Activity:

1. Generate demand for Queenstown by delivering four high-impact domestic campaigns in FY21-22, based on key consumer segments and aligned with seasonal demand needs.
2. Work with the trade team, third party suppliers and airlines to partner on activity to convert domestic demand.
3. Drive preference for Queenstown to encourage year-round visitation, measured by the domestic visitor perception survey.
4. Drive repeat visitation from the domestic market
 - o Retargeting audiences who have engaged with content at different stages of the travel booking cycle with compelling reasons to return in various seasons.
 - o Development of consumer database and eDM schedule.

Objective 2: Continue to build the Queenstown brand and fully embed the Home of Adventure proposition

KPI:

- Grow the percentage of New Zealanders who consider Queenstown 'highly appealing' from 54% to 65%, as measured by the Visitor Insights Programme.

- Grow perception of Queenstown as the Home of Adventure in the NZ market from 69% to 75%, as measured by the Visitor Perception programme.

Activity:

1. Execute campaigns under Home of Adventure brand for each target segment, articulating Queenstown's range of experiences and how adventure resonates with the different consumer segments and means different things to different people.
2. Explore activation opportunities to drive brand awareness and penetration and support the consumer segment activity.
3. Weave 'Home of Adventure' message in all DQ activity including media, trade and consumer.
4. Ensure industry partners are equipped to appropriately represent our destination, unique positioning and key messages, in their activity.
5. Produce high-quality branded materials and collateral to reflect the new Home of Adventure proposition:
 - Update collateral and signage with new Home of Adventure tag line as and when required.
 - Update DQ-owned footage and imagery aligned with new brand proposition and consumer segments, enabling DQ to best portray our destination.
 - Produce branded collateral including visitor guides, corporate gifts, event signage and others.
 - Produce and license images for DQ public image library to increase the breadth and quality of assets that can be shared with third parties.
6. Provide marketing services support to the wider organisation ensuring appropriate brand representation.
7. Create market development plans for each of the key target segments identified in the consumer segment matrix;
 - Implement and deliver recommended activity for each sector as identified in the market development plans.
 - Undertake market research for each sector to identify opportunities to strengthen Queenstown's position in the relevant segment. Utilise research from the market development plans to inform targeting of each segment.
 - Leverage 'home of adventure' brand proposition to grow, cement or evolve our positioning domestically in each segment.
 - Utilise market development plan findings for each consumer segment, to inform the regional events strategy.
 - Develop an integrated content strategy and calendar of activity to support tactical objectives
 - Produce visual assets to refresh image libraries to adequately represent this proposition
 - Produce articles and videos for organic and paid digital channels driving preference by growing the understanding of Queenstown's proposition relating to each consumer segment.
 - Work with key stakeholders within the local community to consolidate propositions
 - Develop a strategy to carry DQ's campaigning activity from immediate, seasonal demand-generation marketing to segment-led, passion point based marketing beyond FY21-22.

Objective 3: Drive consumer preference for Queenstown through owned and paid channels

KPI:

- Grow new user engagement by channel by 2% over 20/21
- Grow volume of traffic to site from social channels by 5% YoY
- Grow propensity to visit Queenstown score from 30% to 40% in the domestic market as measured by the Visitor Insights Programme

Activity:

1. Develop content strategies to consolidate Queenstown's proposition, driving consumer preference:
 - o Develop an integrated content strategy to support tactical objectives.
 - o Produce articles and videos for organic and paid digital channels expanding on the 'Home of Adventure' proposition.
 - o Ongoing content strategy driving preference and visitation by growing the understanding of Queenstown's unique proposition relative to different traveller segments.
2. Utilise highly targeted always on activity to generate demand from potential travellers in New Zealand and Australia:
 - o Ongoing delivery of targeted and integrated digital activity, including paid and organic, to communicate the variety of experiences in Queenstown to qualified potential visitors.
 - o Drive potential travellers' web visitation, engagement and referrals through Queenstown official website.
 - o Expand programme of activity to focus on lower funnel and demand generation, protecting Queenstown's market share.
 - o Continue utilizing high quality social media content to consolidate brand proposition, shape positive destination reputation inspire potential travelers and drive visitation to website.

Objective 4: Continue to enhance the Queenstown Official Website maintaining its position as a leading source of visitor information**KPI:**

- Increase annual website visitation by 5% YoY
- Reduce bounce rate by 4% YoY

Activity:

1. Act as a key referral source for our member websites to generate direct channel bookings.
2. Implement an ongoing SEO strategy to maintain and improve search rankings and onsite experience
3. Maximise Simpleview investment identifying capabilities that can be leveraged to enhance digital practices.
4. Continue to improve usability of the website by monitoring user experience and refining functionalities to increase engagement and drive referrals.
5. Ongoing technical support, license fees and hosting.

6. Update of all key assets and strategy to reflect a new local tourism environment, including revision of content and listings to reflect most up to date products and services.

Objective 5: Utilise research and data to inform both consumer marketing work (to ensure it is targeted and highly relevant) and to support members.

KPI:

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

Activity:

1. Identify priority requirements for investment in insights, data and research to cover:
 - o Visitation data and expenditure data.
 - o Market sentiment and intelligence.
 - o Visitor insights programme – experience and perception.
 - o Monitoring destination perception and local community sentiment (TSI).
 - o Consumer segmentation research.

Objective 6: Support operators through member capability building, visitor messaging and opportunities to leverage marketing activity.

KPI:

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

Activity:

1. Utilise DQ owned channels to support social license and community support for our industry and members, building pride of place in Queenstown.
2. Utilise channels to both promote and inform future visitors; ensuring our communications continually always show appropriate information for Queenstown visitors.
3. Develop member capability building initiatives, relative to marketing, based on member needs and feedback.

4. Revising website and social media channels to reflect latest travel advice, relative to Covid-19 and travel restrictions.
5. Revising the social media content strategy including frequency of posts, adapting message and tone and evolving content to suit response, review and recovery stages as alert levels change or borders reopen.
6. Provide a common message for businesses to align with, promoting a consistent and compelling destination message. Continue building on Queenstown's brand equity and unique proposition by weaving the 'Home of Adventure' messaging through all activity.
7. Produce brand toolkits and marketing resources for media, trade and partners, ensuring channels are well-equipped to amplify a consistent and compelling destination brand message.

Objective 7: Drive preference for Queenstown in the Australian market, and selected long haul markets, to convert demand when borders re-open.

KPI:

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

Activity:

1. Build off the back of the brand launch campaign in Australia in April 2020, leveraging content partnerships and PR opportunities.
2. Deliver a high impact, fully integrated campaign, in the Australian market within 4 weeks of the border announcement
3. Explore offshore content partnerships to build profile and demand in selected long-haul markets.
4. Maintain brand presence in offshore markets while borders remain closed:
 - o Activate a positive, yet empathetic approach, to always on digital content to remain top of mind with our visitor segments and markets.
 - o Develop recovery strategies and identify new priorities based on border opening. E.g. considering direct to consumer activity in long haul markets for the first time. Designing campaign strategies to suit.

Objective 8: Regional collaboration with neighbouring lower South RTOs

KPI:

- Work in partnership with neighbouring RTOs to leverage regional initiatives

Activity:

1. Continue to be an active participant of the newly developed 45 South partnership (lower South RTOs/EDAs), leveraging this collaboration to drive further inter-regional opportunities for product and marketing development, building relationships and creating a cohesive and aligned Southern approach.
2. Be an active participant in Southern Scenic Route activity.
3. Work with neighbouring RTOs to leverage events funded through the Regional Events Fund.
4. Consider partnership opportunities, where appropriate, with QAC, AIAL and CIAL.

Communications

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

KPI:

- Tourism Sentiment index score stay in the upper quartile of the global sentiment range or within 5 points of the upper score of the TSI Global score

Activity:

1. Reflecting the value of our reputation as a strategic asset, deliver activity that supports and enhances our reputation:
2. Undertake proactive media communications that enhance our reputation and mitigate negative domestic sentiment toward Queenstown.
3. Undertake sentiment tracking to monitor perception of, and sentiment toward, Queenstown.
4. Continue to work with other local agencies in the destination reputation management group to create a coordinated strategic approach to destination reputation.
5. Utilise DQ media program to help support positive sentiment through storytelling
6. Leverage ‘local’ partnerships, sharing human interest stories about our people and place, to positively shape perception showing the authentic Queenstown. Consider ways to extend the #WeAreQueenstown concept further.
7. Utilise DQ channels to deliver initiatives that build pride of place and share our stories locally.

Objective 2: Positively build Queenstown’s brand through sharing our stories and guiding positive media relations

KPI:

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

Activity:

1. Maintain a communications schedule of key messaging and media opportunities, with the goal of producing proactive media releases and communications relating to destination performance, ensuring we generate short lead media coverage based on newsworthy stories that work toward positive positioning of Queenstown.
2. Leverage the news cycle to deliver positive Queenstown stories in the national media.
3. Utilise the home of adventure platform to celebrate our adventurous and resilient spirit and local spirit and pride of place, in domestic media.
4. Continue to develop and find new ways to leverage “Queenstown Cares” content as a platform for sharing positive environmental initiatives by local businesses and community organisations.

Objective 3: Support our members and industry through enhanced stakeholder engagement and initiatives.

KPI:

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

Activity:

1. Deliver consistent and relevant communications to DQ members to ensure we are engaged with our members (newsletters, briefings and trainings, member events) while being aware of ongoing opportunities to improve this.
2. Run a member capability building programme in line with member requirements.
3. Deliver a schedule of member events including quarterly DQ member updates, Queenstown Connect and ad hoc member engagement opportunities as required.
4. Utilise home of adventure platform to celebrate our adventurous and resilient spirit, continue the messaging of locals supporting local.
5. Reinforce the value of tourism to Queenstown by sharing our stories about the key role tourism plays for our social diversity, cultural vibrancy, range of amenities and economic success.
6. Undertake an annual member communications survey to evaluate DQ’s communications with members.
7. Continue to emphasise and embed the Tiaki Promise in DQ activity and explore new ways to use and leverage this asset.

8. Work with QLDC, community, agencies, the events office and industry organisations to determine our approach to collective positioning of Queenstown.
9. Deliver the quarterly insights dashboard for members.
10. Investigate the viability of an intranet portal via Simpleview to create a single hub for member interaction with DQ.

Objective 4: Support the development of a destination management plan for the region and support community and industry engagement with that plan.

KPI:

- Destination Management plan completed and launched by Q2 FY21-22

Activity:

1. Develop a destination management plan, in conjunction with QLDC and Lake Wanaka Tourism, to guide our region toward regenerative tourism by 2030.
2. Implement initiatives identified in the Queenstown Lakes district destination management plan.
3. Enhance liaison and engagement with our community to shape positive sentiment toward tourism.
4. Promote information sharing, collaboration and support network through a shared platform for local industry to remain connected

Objective 5: Manage the reporting function for DQ and the liaison and support function with local and national agencies regarding business recovery and crisis management.

KPI:

- Reports delivered on time and to operational schedule.

Activity:

1. Continue to be member of the Southern Lakes Response and Recovery team, both in the short-term relating to Covid-19 but also as the group and its role evolves.
2. Manage DQ's organisational plans and communications including the Annual Report, the Business Plan and Crisis Management plan.
3. Engage with and support lead agencies in response to crisis situations (QLDC, QAC, CDEM, TORQUE).
4. Undertake an annual member satisfaction survey to evaluate DQ's performance and assess member needs and expectations.

Objective 1: Create engaging content to inspire visitors, supporting the dreaming and planning phase and positioning Queenstown top of mind to drive preference for short and medium term travel.

KPI:

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

Activity:

- Facilitate content generation aligned with consumer marketing priorities and in response to demand from media and market trends
- Identify ongoing partnership opportunities in key markets and target consumer segments.
- Leverage key local events via the DQ media programme to showcase the event to drive destination visitation
- Explore the use of a PR agency based in Australia.
- Embed the Home of Adventure brand position, clearly articulating the range and diversity of activities that represent ‘adventure’ in Queenstown. Seek media opportunities that support this.
- Develop content for DQ’s own channels tailored for key long haul markets as well as domestic and Australian markets.

Objective 2: Tell Queenstown’s stories through owned and earned media channels, supporting long term brand positioning, and driving positive PR.

KPI:

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

Activity:

- 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. Utilise Tourism New Zealand’s content ‘Newsroom’ to secure coverage in key long-haul markets that align with DQ’s strategic priorities.
- Use the DQ media program to support positioning for key visitor segments and in line with consumer marketing priorities. Explore regional partnership opportunities to showcase Queenstown and products.
- Leverage the news cycle to promote destination messages

- Utilise key opinion leaders to reach specific demographics, promoting and positioning Queenstown as an aspirational destination.
- Prepare for re-entry to long haul markets, identifying media opportunities offshore to promote Queenstown and drive year-round awareness
- Leverage the news cycle around the opening of the Trans-Tasman bubble to;
 - Ensure Queenstown messaging is part of the Trans-Tasman news cycle and inspirational Queenstown content is visible in Australia
 - Drive demand and grow share of visitors to Queenstown
- Support the market development plan work through:
 - Targeted media hosting programme to support consumer segments.
 - Utilise influencers and third parties (such as brands or sponsored content) to amplify messaging for each segment and showcase Queenstown's credentials in each area.
 - Leverage User Generated Content

Trade

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

KPI:

- Increase Travel Trade Website traffic by 25% over previous year, improve engagement levels with global Travel Trade.
- Communication Reach (8 newsletters annually reaching 6,000 unique travel sellers).
- Further improve global Travel Trade database to 10,000 active contacts.
- Training sessions (remote and in-person) delivered (reach 1,000 attendees).
- Grow reach on Facebook Travel Sellers page (KPI 3,000 members).
- Trade Road Shows in New Zealand and in-Market (1,500 attendees as buyers).
- Famils in Queenstown (50 participants hosted).
- Maintain member satisfaction rate for Trade Marketing activity at a minimum of 80%.

Activity:

1. Continue development of new trade training content – video, presentations and new tools on the website – for Domestic, Australia and Long Haul markets re-positioning Queenstown as the Home of Adventure and pushing core pillars and seasonal credentials
2. Establish new communication channels to deliver Queenstown messages to global travel trade in a timely manner
3. Continue to re-build a comprehensive and updated global trade distribution channel database
4. Build an Australian trade distribution channel database to capture travel sellers of long haul destinations from Australia that will look for short haul options
5. Deliver remote and in-person training sessions to global Travel Trade on Queenstown’s propositions
6. Host Trade Famils in partnership with Air New Zealand, Tourism New Zealand and other distribution channel partners
7. Host key New Zealand Inbound Operators famil to influence their Queenstown itineraries
8. Reclaim Queenstown’s lost length of stay in coach tour and FIT itineraries in all markets for 2023 to 2025 programs
9. Develop DQ’s long haul portfolio of markets to align DQ Business Plan for FY 2022-23
10. Activation in Australia Travel Trade Media (content and quizzes) to raise awareness of Queenstown as a spring/summer destination and to recruit travel sellers into DQ webinars
11. Establish Home of Adventure brand to Travel Trade in the Australian Market
12. Brief Australian Ski wholesalers on DQ’s consumer campaign and offer assets they can leverage to maintain winter and encourage spring Ski in 2022.
13. Deliver Trade partnership campaign in Australian market to launch Home of Adventure in New Zealand market and to push Winter & Ski proposition
14. Develop a China recovery strategy to implement when the market turns around after the slow down due to the impact of Coronavirus.
15. Host China key Trade famil in partnership with ATEED, TNZ and Air New Zealand to deliver ‘Queenstown is open’ message in China
16. Deliver a Travel Trade Sales Roadshow in China covering Beijing and Shanghai within eight weeks of the China border opening to raise the profile of Queenstown in the China market
17. Translate travel trade webpages pages in simplified Chinese to improve reach and penetration of DQ Trade messages to Chinese Travel Trade sellers using China user friendly platforms
18. Deliver the evolved and sophisticated Queenstown Stand at TRENZ 2022.
19. Host 40 TRENZ 2022 participants in TRENZ pre/post famils
20. Undertake domestic sales calls to target key trade partners (IBOs, TNZ) and long-haul Airlines in Auckland, Wellington and Christchurch.
21. In conjunction with travel trade partners and TNZ, host famils, actively seek out opportunities to host key decision makers on famils.
22. Attend TNZ’s Kiwi Link events are they are announced as long-haul markets open to launch Home of Adventure in long haul markets
23. Roll out Home of Adventure globally through events and in-market activity within DQ’s portfolio of markets
24. Develop resources for Muslim market in Malaysia and Indonesia to increase arrivals and length of stay

25. Develop content for Trade to push Queenstown's new product portfolio - Reinforce the key SIGs and reason to visit in Queenstown, including ski, food & wine, luxury, family, golf, biking and adventure.
26. Deliver activity in Australia, China and North America specific to development of Queenstown's luxury credentials
27. Attend the annual TEC conference and other events to influence distribution channels
28. Host famils – supporting TNZ and trade partner famils where objectives align.
29. Attend RTO training Day in Auckland.
30. Attend TNZ RTO workshop in Australia.
31. Support Christchurch Airport's Kia Ora South Trade Roadshow in China and US in 2021-2022
32. Publish Quarterly Reports summarising Trade Activity to members
33. Create opportunities for Queenstown operators to visit market for Sales Calls.
34. Leverage events to drive visitation in shoulder season.

Queenstown Convention Bureau

Objective: Maintain existing and develop new industry relationships and partnership opportunities to generate more awareness of Queenstown as the perfect Business Events destination and to increase leads.

KPI:

- Number of Leads generated (TBC based on markets coming online: 100 New Zealand, 90 Australia, 30 long haul markets, 220 total leads)
- Linked In led digital C&I Campaign Reach, Web Traffic and Leads generated
- Newsletter Communication Reach (8 newsletters reaching 3,000 PCOs, Incentive and Corporates)
- Sales Calls completed (40 one-on-one and 200 webinars)
- Attend/Organise Road Shows in New Zealand and Australia (130 attendees as buyers)
- Famils and Site Inspections (50 participants hosted)
- Maintain member satisfaction rate for QCB activity at a minimum of 80%

Activity:

1. Host New Zealand Domestic Corporate End User Famil in partnership with Air New Zealand
2. Host New Zealand Trade based Event Managers Famil (PCOs, Incentive Houses) in partnership with Air New Zealand
3. Continue development of new Business Events content – video, presentations and new tools on the website – for Domestic, Australia and Long Haul markets re-positioning Queenstown as the Home of Adventure
4. Deliver a Linked In led digital campaign for New Zealand & Australia with an always on approach
5. Deliver networking events and forums to connect Queenstown C&I operators to Buyers from New Zealand Corporates
6. Continue promoting Home of Adventure to Channel Partners in the Australian Market
7. Attend BEIA's Meetings 2022 and leverage famil opportunities around it
8. Host Australian C&I Buyers famil in partnership with Air New Zealand to deliver 'Queenstown is open' message for Aussie Business Event organisers and Corporate End Users
9. Attend AIME 2022 Melbourne and use the platform to deliver Queenstown Home of Adventure
10. Attend Get Global or similar events in Australia
11. Support TNZ participation at IBTM Singapore in April 2022
12. Participate and facilitate Queenstown operators presence at Meetings 2022 in Christchurch
13. Host 15 C&I buyer participants in MEETINGS 2022 pre/post famils
14. Partnering with BEIA to attend the Australia Direct Selling Association Conference in June 2022
15. Run three QCB Advisory Board meetings to collect input for the annual QCB business plan and to review QCB strategy and activity
16. Engage closely with key partners in market – Air New Zealand, Qantas, CINZ, TNZ, AuSAe, SITE
17. Continue close partnership with Auckland Convention Bureau to deliver Auckland and Queenstown dual destination proposition to Incentive programs in long haul markets with focus on China, South East Asia and the United States
18. Develop a US Incentive Strategy in partnership with Auckland Convention Bureau
19. Undertake sales calls in New Zealand, Australia and long haul markets (once borders open) to target key Business Event organisers and Corporate End Users.
20. Attend the annual BEIA conference and other events to influence distribution channels
21. Attend global Business Events Trade Shows supported and promoted by TNZ in markets as borders open
22. Host famils – QCB famils and supporting TNZ and channel partner famils where objectives align.
23. Publish Quarterly Reports summarising Bureau Activity to members
24. Create opportunities for Queenstown operators to visit market for Sales Calls.

DQ Member Support

Objective: To support our members with capability building, regular communications and information sharing. Represent and advocate for our industry locally.

KPI:

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

Activity:

1. Participate in the Southern Lakes Business Recovery group, consisting of DQ, QLDC, Lake Wanaka Tourism, the Queenstown Chamber of Commerce and Ignite Wanaka to provide a co-ordinated local response and support network for the Southern Lakes business community following the impact of COVID-19. The role of the BRG is to:
 - a. Gather intel and provide consistent and accurate information via organisation's and other channels.
 - b. Ensure businesses have the resources and support they need now, when they need it and know where to go for it.
 - c. Once appropriate move into a co-ordinated recovery phase to ensure businesses can return to business as usual as soon as possible.
2. Member Capability Building
 - o Deliver a programme of member capability building, through Queenstown Connect and member workshops and webinars that meet the industry development needs of DQ members.
3. Product Development support:
 - o Identify operators within the region that are in a position to develop their businesses, and advocate for funding/support where relevant.
 - o Work with Industry on an ongoing basis to think about how they can plan and then implement.
4. Work with the industry in facilitating a vision and goalsetting for what we want to be as an industry to contribute to the destination management plan.
5. Ensure we are well placed to leverage any government or key agency support.
6. Advocate for our share of TNZ's marketing investment and work with TNZ on their marketing campaigns. Ensure Queenstown is well placed to benefit from this.

7. Promote member information sharing and support through a network for local industry to remain connected and well prepared to respond to the changing environment.

Organisation

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

KPI:

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

Activity:

1. Ensure the DQ organisational structure is ready to adapt to changes in in the NZ industry, such as border openings/closures.
2. Create and provide a comprehensive induction and continued support for the incoming CEO, ensuring they have the tools and knowledge to lead the organisation.
3. Ensure the DQ Team Charter is fully embedded and the organisation is operating in line with the charter maintaining the 100% commitment of staff to the values in the 2020 engagement survey.
4. Undertake an annual key skill and competency reviews to develop and deliver a targeted training and development plan for each team member.
5. Deliver the induction plan for each new starter to ensure they are appropriately inducted over their first four weeks at DQ, this includes undertaking a personality assessment.
6. Focus on improving in the areas recommended by 2020 engagement survey whilst maintaining or bettering overall outcome.
7. Workplace health and safety is a top priority in everything Destination Queenstown does. Continue to promote active participation across the team regarding health and safety matters, initiatives, improvements and procedures.
8. Provide internal training to the DQ team on the following: Health and Safety at Work Act (2015), hazard identification and reporting, DQ H&S policies and procedures, DQ office health and safety walkthrough, chains for winter driving
9. Embed Simpleview utilisation into all areas of the organisation
10. 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.
11. Provide an external Employee Assistance Program via EAP Services.
12. All DQ staff who regularly host clients and media have a first aid certification
13. All DQ staff to undertake driver training

14. Maintain a Business Continuity Plan for DQ including communication procedures, identification of key personnel, identification of business-critical processes and files, IT backups and access, insurance and contact details.
15. DQ participation in the Tourism Operators Responder of Queenstown (TORQUE group) which supports emergency management Otago and QLDC following major disruption to facilities and infrastructure in the Queenstown area.
16. Elevate sustainability concepts across Destination Queenstown, ensuring the organisation meets the DQ Sustainability policy and plan.
17. DQ sustainability committee continues to ensure the organisation meets the sustainability commitment internally
18. Work with the wider team to implement external sustainability initiatives
19. Destination Queenstown has the appropriate information and communication technology infrastructure, hardware and software to deliver the requirements of the strategic and annual plan.
20. Provide an outstanding service to DQ members: facilitate new member briefings, process new member applications within five working days, updates to member listings are reviewed and published within two working to days, monitor DQ member portal via Simpleview, providing an efficient platform for members to access relevant information, manage leads and update website listings

APPENDIX

Visitor Demand Mapping

DQ has created visitor demand mapping for the Queenstown Lakes district for the period 2020-2024. It aims to identify timelines for best and worst case.

30 Day Forward Outlook Chart

Destination Queenstown has also developed a 30-day forward outlook chart indicating the current levels of accommodation occupancy in Queenstown.

Visitor Demand Mapping (short term 30 day forward outlook and long term scenarios)

Destination Queenstown have combined the short term 30 Day Forward Outlook Chart with the long term Visitor Demand Mapping report to create a common resource that will be published monthly.

Link to the documents can be found here: <https://www.queenstownnz.co.nz/destination-queenstown-member-area/covid-19-visitor-demand-mapping/>

Our Brand

During FY18, 19 and 20 DQ undertook work to evolve Queenstown's brand proposition, more clearly articulating our destination's unique identity to inspire local community pride and motivate visitor preference. The work leveraged existing consumer research and was anchored on our culture, history, place and people.

BRAND PROPOSITION

Home of Adventure

Queenstown will inspire you to go further than before and introduce you to the person you've always wanted to be.

CONSUMER INSIGHT

I want to feel free and energised in a place where anything is possible.

REASONS TO BELIEVE

PIONEERING HISTORY

Home to many firsts, Queenstown has fuelled the imagination and inspired adventurers for centuries.

POWERFUL LANDSCAPES

Queenstown's magnetic energy inspires you to explore beyond your own frontiers.

THE ADVENTURE CAPITAL

We invite you to share in our passion for adventure. Here, everyone can experience something new.

TRANSFORMATIVE EFFECT

Adventure is a path to self-discovery. Embarking on your journey will reward and enrich you.

BRAND PILLARS

ESCAPE

Escape from the stress of work, away from the everyday. It's the core to every Queenstown holiday.

MAJESTIC

The mountains, the lakes, the steep valleys and gullies. The stage that makes it all possible.

OPEN TO THE WORLD

Open hearts & minds, open to new ideas and experiences. Welcoming, friendly, cosmopolitan. This is the people of Queenstown.

ENERGY

Vibrancy, excitement, a beating heart. The feeling of a Queenstown holiday which is our unique point of difference.

Campaign framework

