2025–26 ANNUAL BUSINESS PLAN

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Destination Queenstown
Lake Wānaka Tourism

FY25-26 (1 July 2025 – 30 June 2026)

Wānaka | **Queenstown** NEW ZEALAND

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ABOUT US

Destination Queenstown (DQ) and Lake Wānaka Tourism (LWT) are the Regional Tourism Organisations (RTOs) responsible for destination marketing, both domestically and internationally, as well as selected initiatives from the Queenstown Lakes' destination management plan.

DQ and LWT are funded by businesses in their respective regions via a contribution from commercial rates. This is collected by the Queenstown Lakes District Council (QLDC) on behalf of the RTOs. This structure was developed because tourism was recognised as the region's primary industry, providing benefits to all local businesses and offering a collective approach to destination level marketing.

In 2023 the region's destination management plan (DMP), a partnership between DQ, LWT and Queenstown Lakes District Council, launched following unanimous endorsement from councillors. The destination management plan focuses on the goal of regenerative tourism in the region by 2030. Since the development and adoption of the DMP, *Travel to a Thriving Future*, Destination Queenstown and Lake Wānaka Tourism have been working closer together and have entered a shared services partnership.

SHARED SERVICES

In FY25-26 the two RTOs will operate in a shared services partnership to achieve greater efficiencies and outputs, while ensuring the independent destination brands of Queenstown and Wānaka remain strong and distinct. The partnership will better enable the RTOs to leverage opportunities effectively, gain economies of scale and maximise resources. This structure will provide the environment for delivering regional collaboration; create an improved structure to deliver on conventional marketing work, as well as DMP projects, and lead to alignment and efficiencies across all RTO work.

The Queenstown and Wānaka brands will remain unique and independent, reflecting their destinations in an authentic way with each place keeping its own existing tourism brand. The shared services model will still recognise the individuality of each location, their brands, their strengths and opportunities for improvement.

WHAT WE DO

The RTOs' role is to market Queenstown and Wānaka as leading tourism destinations. This focuses on attracting high contributing visitors and supporting the delivery of the destination management plan to ensure we have a resilient and future focused industry, within a thriving community and environment. DQ and LWT communicate and connect with visitors to generate preference for our region and to create understanding of our place and our values. We help businesses to be resilient and prepared for the future through capability building and we engage with our community and show leadership in caring for our place.

The RTO strategy has evolved to support the goals of *Travel to a Thriving Future*, as well as continuing to support the visitor economy with values aligned marketing, product development and capability building in line with a regenerative tourism future.

INTRODUCTION

FY25-26 is the third year of DQ and LWT's three-year strategic planning cycle, and the third year of delivering the RTOs responsibilities from the DMP.

In the coming year, DQ and LWT will deliver both conventional marketing work alongside allocated projects from *Travel to a Thriving Future* (the DMP).

The RTOs will work collaboratively with our partners, stakeholders and the community to achieve our goals and continue to support the visitor economy through enriched marketing and enhanced destination stewardship.

The FY25-26 plan is aligned with the Queenstown Lakes' '*Vision Beyond 2050 - A Unique Place, An Inspiring Future',* the government's tourism strategy, Tourism Industry Aotearoa's '*Tourism 2050: A Blueprint for Impact*' and the *New Zealand Tourism Sustainability Commitment*.

The plan also aligns with Tourism New Zealand's four-year strategy reflecting the national purpose, which is to enrich Aotearoa and all who visit. Tourism New Zealand (TNZ) are committed to ensuring they support a sustainable and productive approach to tourism growth.

Over the next four years TNZ will focus on growing sustainable and productive off-peak visitation through three strategic intentions:

1. Build extraordinary desire for New Zealand as a year-round visitor destination.

2. Convert desire for New Zealand into off-peak visitation.

3. Accelerate the New Zealand tourism sector becoming a world leader in sustainability.

DQ and LWT will work with TNZ to identify opportunities to work together to support destination appeal, driving off peak visitation and accelerating the sector toward sustainability.
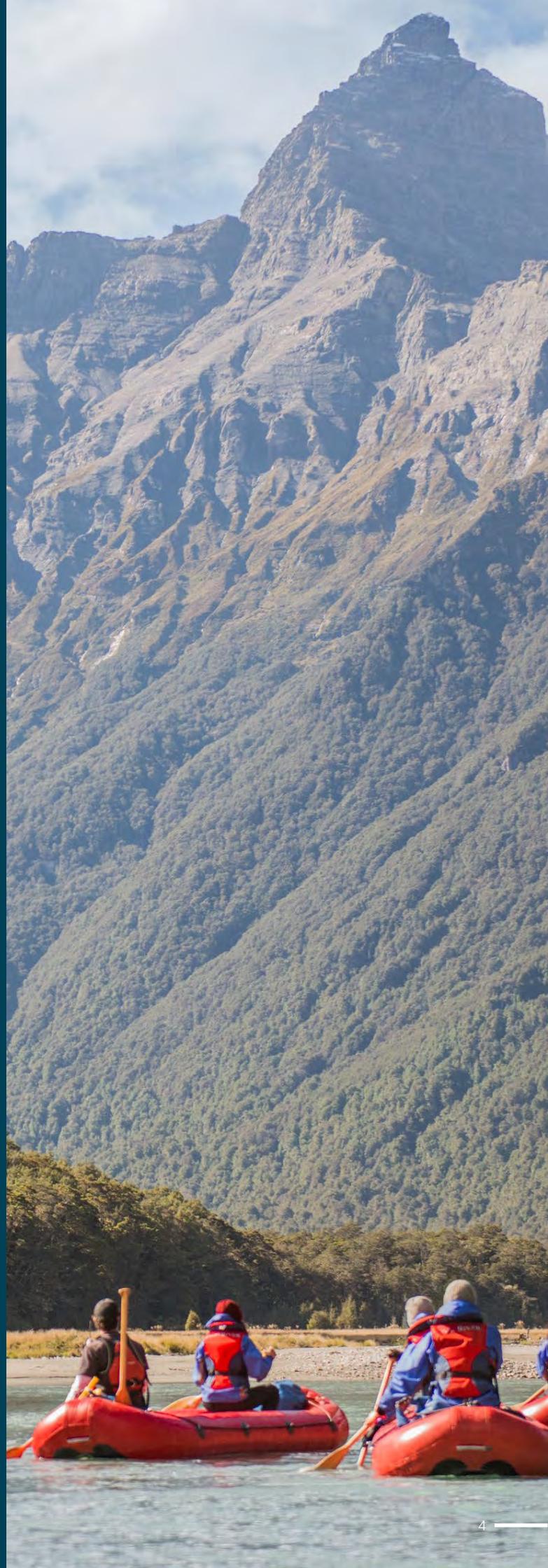
THE JOURNEY TOWARD REGENERATIVE TOURISM

This will be the third year the RTOs have worked to an expanded mandate which includes destination promotion and destination management activity.

The reason for the widened scope is to ensure a thriving future for the tourism industry, and our communities, for generations to come. This means not only ensuring a solid pipeline of demand from high contributing visitors, with a strong preference for Queenstown and Wānaka, but balancing this through supporting the industry to meet the region's regenerative tourism goals which balance economic growth with environmental, social and cultural sustainability.

The visitor economy is critical to our region, so what we do matters, both as businesses and people who are part of the community. To protect our place and prioritise our people we must continue to work toward an evolved tourism strategy that priorities human connection, environmental stewardship and community wellbeing. This means identifying visitors with values akin to our own; evolving our experiences to make them environmentally and socially sustainable, understanding optimal visitation to our region and ensuring that tourism supports the forging of social connection within our community.

There are many ways to describe what success in regenerative tourism looks like. For DQ and LWT it is a focus on inviting high contributing visitors, balancing the market mix (short haul and long haul), guiding our visitors behaviour when they are here, targeting longer stays to experience our region more deeply, encouraging community connection, supporting industry to build capability in sustainability, and working with stakeholders for collective betterment of the region.

For the Queenstown Lakes district, we believe regenerative tourism looks like:

- Enriched communities and enhanced visitor experience.
- Restoration of the environment and decarbonisation of the visitor economy.
- Economic resilience, capability and productivity.

Locally DQ and LWT will continue to build on the collaborative and constructive relationships with Queenstown Lakes District Council (QLDC), Queenstown Airport Corporation (QAC), Iwi, Queenstown Business Chamber of Commerce and the Southern Way collective, to position our destination in an optimal way, supporting the work being done regionally to align with the goals of *Travel to a Thriving Future* and to work alongside other industries with regenerative ambition.

In FY24-25 the two RTOs have worked to connect tourism with community groups with great success. Though endeavours with Love Queenstown and Love Wānaka the regions have benefitted from industry planting days with more than 2000 trees planted, work in partnership with QLDC has seen over 100 businesses trained on waste minimisation, and Electrify Queenstown has connected local businesses with cost savings initiatives through electrification.

VISION

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.

CORE VALUES

MANAAKITAKA | HOSPITALITY

We give a warm welcome to visitors (manuhiri), building unity through authentic connections and the act of sharing so that those arriving as manuhiri leave as extended family (whānau whānui). We care for the health and wellbeing of everyone in our community because those who are least visible are an important indicator for the health of the whole.

WHANAUKATAKA | FAMILY AND COMMUNITY-FOCUSED

Reciprocal relationships which are valued, strong and enduring weave us together as whānau. These relationships nourish our community, as well as enabling a productive and thriving visitor economy. We support and celebrate local whenever we can. Knowing what we wish to share with manuhiri, we invite them to share equally in the kinship of our communities through meaningful experiences and connections, rather than through transactions.

TAUTIAKITAKA | GUARDIANSHIP

We experience kinship with the environment, rather than dominance over it, so that nature thrives for the benefit of all species, whilst providing for the wellbeing of our people and our place. Within the tourism industry this is often referred to as the kaupapa of tiaki.

EMERGING TRAVEL TRENDS AND INDUSTRY SHIFTS

TRAVEL TRENDS

GROWTH OF SUSTAINABLE AND REGENERATIVE TRAVEL DEMAND

Travellers are increasingly seeking sustainable and regenerative tourism options. This trend is driven by heightened awareness of the environmental and social impact of travel. Regenerative tourism goes beyond sustainability, aiming to actively restore and enhance destinations. This trend impacts consumer expectations, business models, and the need for collaboration across the industry.

SEEKING CONNECTION AND AUTHENTIC EXPERIENCES

Travellers are prioritising authentic and immersive experiences that foster deeper connections with local cultures and communities. This trend is reflected in the demand for slow travel and engagement with local traditions. The impact is seen in the reshaping of tourism offerings, greater community involvement, and the preservation of cultural heritage.

CHANGING DEMOGRAPHIC DYNAMICS AND ATTITUDES

Younger generation and a shift in attitudes and values across all age groups post covid are influencing travel trends with their desire for unique, transformative experiences and digitalised solutions. This trend is leading to increased demand for personalised offerings, the emergence of new travel niches, and a shift towards experiential travel. The industry is responding by embracing technology and developing more immersive and impactful experiences.

TRAVELLING CLOSER TO HOME

Environmental concerns, financial considerations, and the impact of the pandemic are driving a trend towards domestic and regional travel. This shift is leading to a more resilient tourism industry, greater appreciation for local cultures, and the diversification of visitor markets.

INDUSTRY SHIFTS

ESCALATING EFFECTS OF CLIMATE CHANGE

Climate change is a significant challenge for the industry, causing disruptions, economic implications, and changes in destination attractiveness. Extreme weather events, rising temperatures, and consumer skepticism are adding to the pressures. The industry must adapt by embracing sustainable practices, investing in climate-resilient infrastructure, and complying with regulations.

RESIDENT COMMUNITY SUPPORT OF TOURISM

Maintaining a social licence to operate is crucial for the industry. This involves addressing economic inequality, protecting cultural heritage, and involving communities in tourism management. The industry needs to mitigate negative impacts on communities and ensure that tourism benefits are distributed equitably.

GROWING FOCUS ON DESTINATION MANAGEMENT

Destination Management Plans (DMPs) are becoming increasingly important to balance economic benefits with environmental and social sustainability. DMPs involve managing resources, minimising negative impacts, and ensuring community engagement. Effective DMPs can enhance visitor experiences, create competitive advantages, and promote a strong sense of place.

TECHNOLOGICAL ADVANCEMENTS

Technological advancements, such as generative AI, chatbots, and digital payment methods, are transforming the tourism industry. These advancements are enhancing customer experiences, improving efficiency, and enabling new business models. The industry needs to embrace these technologies to remain competitive and meet the evolving expectations of travellers.

Access the full Emerging Travel Trends and Industry Shifts research.

FOCUS MARKETS

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The RTOs prioritise key geographic markets based on strategic considerations, including aviation connectivity, the likelihood of visitors choosing Queenstown/Wānaka, and alignment with the behaviours of high-contributing visitors. This approach maximises return on investment for members while enabling effective collaboration with partners such as Tourism New Zealand. By aligning with Tourism New Zealand's international marketing efforts, the impact of regional initiatives can be further amplified.

The priority focus markets for FY25-26 are New Zealand and Australia, alongside the United States of America and China. Secondary focus markets include India, Southeast Asia (Malaysia, Indonesia, and Singapore), the United Kingdom, and Germany. A presence is also maintained in Japan and South Korea. Other market opportunities are evaluated as they arise and considered against alignment with the RTOs strategic focuses.

PRIORITY FOCUS MARKETS

- New Zealand
- Australia
- China
- United States of America

SECONDARY FOCUS MARKETS

- India
- Southeast Asia (Malaysia, Singapore, Indonesia)
- United Kingdom
- Europe (Germany)

ADDITIONAL MARKET PRESENCE

- Japan
- South Korea

For further insights and information about the focus markets please refer to appendix one.

STRATEGIC FOCUS AREAS

The Destination Queenstown and Lake Wānaka Tourism strategic focus areas encompass both the region's regenerative tourism ambition as well as marketing and promotion, product development and capability building. The strategic focus areas inform the RTO business plan goals and are shaped by the guiding insights, macro and micro trends, industry direction, the DMP and national and international governing bodies.

BRAND AND MARKETING

Build brand preference for the Queenstown and Wānaka regions, celebrating the unique qualities of each destination, attracting high contributing visitors who stay longer and do more in region.

MARKET MIX AND SEASONALITY

Shape the market and seasonal mix, focusing growth on shoulder seasons through a balanced mix of domestic and international visitors.

VISITOR

Inspire visitors to the Queenstown Lakes to connect deeply with community, stay longer, explore more and as a result become strong advocate for our destination, reflecting a consistently high net promoter score.

MEMBER CAPABILITY AND SUPPORT

Provide business capability building and product development support for tourism business in the Queenstown Lakes region.

COMMUNITY AND PLACE

Deliver positive social, cultural and environmental contributions to the Queenstown Lakes district to support thriving communities and grow support for tourism in the region.

REGENERATIVE TOURISM

Support the Queenstown and Wānaka tourism industry's journey to regenerative tourism and a carbon zero visitor economy by 2030, underpinning the national ambition for the tourism sector to become a world leader in sustainability.

HIGH CONTRIBUTING VISITOR INSIGHTS

"Visitors that take the time to become a temporary local, getting to know and appreciate our people and place, forging connections and giving back to the region."

Destination Queenstown and Lake Wānaka Tourism focus on attracting high contributing visitors to the region.

High contributing visitors, by their definition, tend to stay longer, do more, are interested in connecting with locals and have propensity to give back. In turn being the type of visitor more likely to have a positive impact on the region during their stay and be met with approval from the local community.

The high contributing visitor definition represents a mindset of potential visitors, and establishes the attitudes, beliefs and thought patterns that shape how an individual approaches and reacts to different situations or challenges, relative to travel. It reflects the underlying psychology and worldview that guide decision-making and behaviour.

DQ and LWT marketing activity works to convert our audiences, primarily Queenstown and Wānaka fans, to become high contributing visitors, who make conscious and mindful decisions when travelling and visiting our region.

HIGH CONTRIBUTING VISITOR INDEX

To better understand and quantify High Contributing Visitors, DQ and LWT have developed the High Contributing Visitor Index (HCVI) in partnership with leading tourism researchers, Angus & Associates. The HCVI is an innovative, new way of identifying which visitors to target, based on likelihood they will align with our definition of what a high contributing visitor is (e.g. stay longer, do more, give back). It also enables us to measure how 'high contributing' our current visitors are, against our definition. It is a composite index based on data from the Visitor Experience Survey Programme. This index will support more effective targeting strategies within key geographic markets and serve as a valuable metric to track changes and trends over time. The HCVI was established in FY24-25, and a full year's dataset is currently being compiled. However, early insights drawn from the High Contributing Visitors Index reveal:

HIGH CONTRIBUTING VISITOR INDEX SCORE

44

This is a score that ranges from 0-100. Sample = 879. Preliminary results.

HIGH CONTRIBUTING VISITOR INSIGHTS

86	10.9
Net promoter score	Average length of stay
6.2	5.7
Average number of activities undertaken	Average number of locations visited

Insights drawn from visitors that have a High Contributing Visitor Index Score higher than 60. Sample = 246.

MEASURES OF SUCCESS

In alignment with the regional strategic focus areas, the RTOs will also report on regional measures of success. For some measures we will demonstrate performance at both a Queenstown and Wānaka level and for other measures we will use a total regional performance metric.

Measure	RTO/ Total	Current	Target
Net Promoter Score Visitor Experience	Total region	**72**	**73**
Expenditure In person credit card	Total region	**$1.23b**	**$1.28b**
	Queenstown	**$920m**	**$957m**
	Wānaka	**$310m**	**$322m**
Market Split Split of cumulative visitor days between domestic and international markets.	Queenstown	**54%** Dom **46%** Intl	**50%** Dom **50%** Intl
	Wānaka	**69%** Dom **31%** Intl	**65%** Dom **35%** Intl
Seasonality Share of cumulative visitor days occurring in autumn, winter and spring.	Queenstown	**68%**	**70%**
	Wānaka	**64%**	**66%**
Estimated Visitor Numbers With a focus on increasing cumulative visitor days in off peak* months	Total region	**10.83m**	**11.18m**
	Queenstown	**7.30m**	**7.54m**
	Wānaka	**3.53m**	**3.64m**
Average Length of Stay Commercial (C) Noncommercial (NC)	Queenstown	**2.7** C **3.5** NC	**2.9** C **3.7** NC
	Wānaka	**2.1** C **3.0** NC	**2.3** C **3.2** NC
High Contributing Visitor Score High Contributing Visitor Index	Total region	Benchmark to be established, with a target to increase in FY25-26	
Industry Carbon Emissions	Total region	Benchmark to be established, with a target to decrease in FY25-26	
Tourism Approval Rating Resident sentiment score	Total region	**21**	**23**
Member Satisfaction Score	Total region	**78%**	**80%**

To align with the business plan's required time frames, 'current' has been defined as the period from 1 January 2024 to 31 December 2024, serving as a clear reference point, with the exception of Tourism Approval Rating which is October 2024 – March 2025. For easy understanding, numbers have been rounded to the most appropriate whole numbers or decimals.

*Off peak months are defined as months that account for less than 8% of the annual cumulative visitor days and during which the region's built and natural environment is more likely to have the capacity to accommodate additional population.

ACTIVITY PLAN

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STRATEGIC PLAN ON A PAGE

VISION	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.
PURPOSE	Improving local and visitor wellbeing and experience, forging connections between people and places, and enabling healthy ecosystems, so that the district becomes known as a leading example of how travel creates a thriving future.

CORE VALUES	**Manaakitaka** Hospitality	**Whanaukataka** Family and community-focused	**Tautiakitaka** Guardianship

STRATEGIC FOCUS AREAS	Brand and Marketing	Market Mix and Seasonality	Visitor	Member Capability and Support	Community and Place	Regenerative Tourism
MEASURE OF SUCCESS	Length of stay, Expenditure	Seasonality, Market Split	Net Promoter Score, High Contributing Visitor Index	Member Satisfaction Score	Tourism Approval Rating Score, Industry Carbon Emissions benchmark	High Contributing Visitor Index

RTO DELIVERY AREA	CONSUMER MARKETING	BUINESS DEVELOPMENT MARKETING	STEWARDSHIP AND SUSTAINABILITY	INDUSTRY ENGAGEMENT	ORGANISATION
RTO TEAM	Consumer Marketing (brand and digital) Media / PR	Travel Trade Business Events	Sustainability Stewardship Love Wānaka and Love Queenstown	Communications Member Capability Data and Insights Member Services	Human Resources Leadership

CONSUMER MARKETING

BRAND, MARKETING AND DIGITAL

Consumer marketing activity ensures Queenstown and Wānaka have a constant destination presence in markets via both online and offline channels, focused on driving brand awareness, destination preference and maintaining a sustainable level of visitor demand. The marketing team are responsible for management of the Queenstown and Wānaka brands, QueenstownNZ.nz, Wanaka.co.nz and social channels, production of written and visual storytelling content, and managing a range of partnerships with third-party brands, other RTOs, Air New Zealand, Tourism New Zealand and key stakeholders.

QUEENSTOWN KPIS

- Grow the percentage of New Zealanders and Australians who consider Queenstown highly appealing from 62% to 64% for NZ and 71% to 73% for Australia.
- Increase average commercial length of stay from 2.7 to 2.9.
- Maintain domestic cumulative visitor days at 3.9m days.
- Grow Australian holiday maker visitor arrivals through Queenstown Airport by 5%.
- Maintain annual website sessions of 2.8M.
- Increase website engagement rate from 67% to 70%.
- Achieve 600k member referrals at an average conversion rate of 21%.
- Grow consumer eDM database from 30K to 50K, maintaining an average open rate of 40% and CTOR of 19%.
- Grow annual website sessions to LoveQT.co.nz by 10%.

WĀNAKA KPIS

- Benchmark the percentage of New Zealanders and Australians who consider Wānaka highly appealing.
- Increase average commercial length of stay from 2.1 to 2.3.
- Maintain domestic cumulative visitor days at 2.4m days.
- Grow website sessions by 16% to 800K, maintaining engagement an engagement rate of at least 70%
- Grow member referrals from 175K to 200K at an average conversion rate of 25%.
- Grow eDM database from 23K to 35K, improve average open rate from 20% to 30%, and maintain a CTOR of at least 13%.
- Grow annual website sessions to lovewanaka.co.nz by 10%.

Objective 1: Position Queenstown and Wānaka as desirable world-class destinations, celebrating their unique destination attributes and driving brand awareness for both destinations.
STRATEGIES
Develop independent brand strategies for both the Queenstown and Wānaka destination brands to guide marketing activity and maintain distinct brand attributes.
Further embed the refreshed Queenstown brand and Wānaka's place brand, through owned and paid marketing channels, maintaining strong brand guardianship.
Commence a project to develop a place-based brand for Queenstown in partnership with QLDC, Iwi, members and community.
Utilise storytelling to position our two destination brands and shape perception, bringing to life the stories of our people and place, showcasing the richness and diversity of our regions.
Develop a content strategy to inform a multi-channel marketing approach for the Queenstown and Wānaka brands.
Develop a storytelling and communications approach that engages residents and support tourism's social licence in the district, fostering pride of place and encouraging a warm welcome for visitors and shares events, activities, and hospitality options for locals to enjoy.
Uncover and understand how DQ can authentically tell the approved cultural heritage stories of place and build a better understanding of mātauraka Māori.

Objective 2: Drive destination preference for Queenstown and Wānaka, attracting high contributing visitors.

STRATEGIES

Strengthen relationships with domestic and Australian audiences to foster a resilient, sustainable and profitable visitor mix for local businesses, to mitigate risks from macroenvironmental factors.

Continue to operate a full-funnel, always-on digital marketing strategy for Queenstown, and commence paid digital marketing for Wānaka to generate sustainable levels of demand year-round.

Embed the virtuous cycle model (refer to appendix three) focused on education, engagement and buy in to support members in the form of conversion and to align with the regenerative tourism strategy.

Support the region's major developments and achievements, including but not limited to Soho Basin, Kawarau Gorge Trail and Astrotourism opportunities, and also celebrating significant milestones such as DQ's 40th anniversary with storytelling and promotional activity to strengthen key segment propositions.

Leverage the High Contributing Visitor Index to inform a new changemaker audience strategy and support the work to target travellers with existing travel intent to influence and shape their visit in line with high contributing behaviours.

Collaborate with a range of destination brand partners, leveraging opportunities to embed Queenstown and Wānaka's regenerative tourism ambitions and credentials, amplifying people and place storytelling.

Evolve the Queenstown and Wānaka consumer eDM strategy to continue to grow first party data and build direct relationships with potential visitors through personalisation of content.

Continue to evolve the travel trade and business event marketing activity, content, tools and resources, strengthening the regions regenerative tourism strategy within these channels.

Objective 3: Continue to build Queenstown and Wānaka's four-season proposition to focus on growing shoulder seasons and shaping a balanced mix of international and domestic visitors.

STRATEGIES

Shape the visitor mix to reflect a desired 50/ 50 split for Queenstown and 65/35 split for Wānaka between domestic and international visitors, maintaining domestic market share and growing Australian arrivals.

Continue to target specific visitor interest segments to support a range of Queenstown and Wānaka businesses, to generate sustainable levels of demand across all seasons. Key interest segments include Golf, Hiking, Biking, Ski, Food and Drink, Family, Adrenaline, and Arts, Culture and Heritage.

Continue to promote local and regional events that reinforce community identity and support year-round visitation.

Leverage Tourism New Zealand's FY25-26 seasonal strategy and content/partnership opportunities to amplify the regions storytelling and activity.

Objective 4: Build Queenstown and Wānaka's reputation as innovators and leaders in regenerative tourism.

STRATEGIES

Showcase the region's initiatives to transition to a carbon zero and regenerative tourism industry through storytelling, building Queenstown Lakes' reputation as a test bed for innovation.

Share the industry's sustainability stories with our local community, through paid and earned media, to support tourism's social licence in the district.

Grow awareness of Love Queenstown and Love Wānaka Community Funds, generate more engagement with visitor giveback and donations through sharing stories of the impact these funds are having on tourism in the region.

Work closely with Tourism New Zealand on industry sustainability goals, highlighting Queenstown and Wānaka initiatives and developments.

Maintenance of regenerativetourism.co.nz to communicate progress on projects as outputs of the region's Destination Management Plan (DMP), keeping the local community, businesses, media and visitors informed and up to date.

Objective 5: Support and invest in regional collaboration initiatives that benefit Queenstown and Wānaka as well as the wider lower South region, across both conventional and destination management activity.

STRATEGIES

Continue to be an engaged partner in the Otago Cycle Trails group, supporting the growth and awareness of the biking proposition amongst the lower South regions.

Continue to be an engaged partner in the Southern Way collective, supporting longer length of stay and regional dispersal amongst the lower South regions.

Maintain a strong, collaborative relationship with Queenstown International Airport and regional airports, exploring opportunities to partner on activity that supports our regional goals.

Support and maintain the Wānaka brand and relationship with the Wānaka isite.

Support the storytelling and awareness of Tohu Whenua sites amongst visitors, giving visitors an opportunity to engage in and learn about the region's cultural history.

Work with Three Lakes Cultural Trust to embed and bring to life their masterplan, promoting the Queenstown Lakes' arts, cultural and heritage stories and events.

Objective 6: Develop and manage the portfolio of Queenstown and Wānaka websites and digital marketing platforms to support both marketing and destination management outcomes.

STRATEGIES

Maintain and optimise QueenstownNZ.nz and Wanaka.co.nz websites to ensure they remain relevant and the official source of information on each region.

Leverage Queenstown's unique and strong position as the official RTO to research and scope the implementation of an online booking system to simplify the user journey, remain competitive and gain a better understanding of our visitors through data gathering. Apply any learnings to Wanaka.co.nz.

Full review of tech stack across Queenstown and Wānaka to create resource and budget efficiencies.

Implement an AI agent across both QueenstownNZ.nz and Wanaka.co.nz websites to assist with visitor enquiries, business event planning and member engagement.

Promotional and digital marketing support for the Electrify Queenstown event, including the maintenance of digital channels and electifyqueenstown.co.nz website.

Maintain Love Queenstown and Love Wānaka websites and donation platforms to continue to support conservation, biodiversity and positive environmental outcomes in the region via visitor contributions.

Provide and communicate member capability opportunities to support a thriving industry, community and environment.

Identify and leverage new technology, AI and digital innovation opportunities to support marketing and destination management outcomes and improve efficiency.

Continue to create engaging website content to inspire visitors and support the dreaming and planning phase of the travel conversion funnel.

CONSUMER MARKETING

MEDIA AND PR

The Media function is responsible for earned place-based story telling through hosted media programmes, PR opportunities and ensuring Queenstown and Wānaka are positioned as four-season regenerative destinations.

QUEENSTOWN KPIS

- Grow the percentage of New Zealanders and Australians who consider Queenstown highly appealing from 62% to 64% for NZ and 71% to 73% for Australia as measured by the Destination Perceptions Research.

- Increase the propensity to visit Queenstown for New Zealand audience from 26% to 28%, and for the Australian audience from 21% to 23% measured by the Destination Perceptions Research.

- Generate a minimum of 50 pieces of coverage of Queenstown via the RTO media programme.

- Produce a minimum of 15 pieces of DQ generated earned media that support major events and new developments in the region.

- Reduce seasonality through increased visitation during Autumn, Winter, and Spring seasons to raise the share of total annual cumulative visitor days from 68% to 70%.

- Work with TNZ through their media programme to support them to generate over 500 stories that include Queenstown with an equivalent advertising value of no less than $50M.

WĀNAKA KPIS

- Benchmark the percentage of New Zealanders and Australians who consider Wānaka highly appealing as measured by the Destination Perceptions Research.

- Benchmark the propensity to visit Wānaka for New Zealand and Australian audiences as measured by the Destination Perceptions Research.

- Generate a minimum of 20 pieces of coverage of Wānaka via the RTO media programme.

- Produce a minimum of 5 pieces of RTO generated earned media that supports events and new developments in Wānaka.

- Reduce seasonality through increased visitation during Autumn, Winter, and Spring seasons to raise the share of total annual cumulative visitor days from 64% to 66%.

- Work with TNZ through their media programme to support them to generate over 200 stories that include Wānaka with an equivalent advertising value of no less than $25M.

Objective 1: Position Queenstown and Wānaka as desirable world-class destinations, celebrating their unique destination attributes and driving brand awareness for both destinations.
STRATEGIES
Showcase Queenstown and Wānaka tourism experiences through the DQ and LWT media programme to generate positive earned coverage.
Uncover and share the stories of regenerative tourism in the region via the DQ and LWT media programme.
Seek new opportunities to continue to build the region's positioning as a leader in regenerative tourism and affirm our credentials in this space.
Explore the opportunity develop a full story bank for media pitching.
Work with consumer marketing to assess and leverage third party partnership opportunities to showcase Queenstown and Wānaka.
Inspire visitors to stay longer and do more in Queenstown and Wānaka through earned content.
Leverage the DQ and LWT's research programme to generate content.
Leverage and celebrate key significant major developments and achievements, including but not limited to Soho Basin, Kawarau Gorge Trail and Astrotourism opportunities, and celebrating significant milestones such as DQ's 40th anniversary.

Objective 2: Leverage major events in the region to grow positive destination appeal.
STRATEGIES
Utilise the DQ media programme to generate positive coverage of Queenstown and Wānaka through leveraging events.
Work with TNZ to build global profile for major events in the region.
Build the story around Astrotourism in the region leveraging the Dark Sky developments in region and letting the world know about our unique position in relation to the 2028 total solar eclipse.

Objective 3: Support efforts to grow destination appeal in autumn, winter and spring.
STRATEGIES
Work with TNZ's experience NZ media programme to host media to support the seasonality story in Queenstown and Wānaka.
Utilise the RTO media programme to generate positive coverage of the shoulder seasons in NZ and Australia.
Work with the PR agency in Sydney to seek new opportunities to showcase shoulder seasons.
Explore drive zone media opportunities in NZ

BUSINESS DEVELOPMENT

TRAVEL TRADE

The trade team is responsible for relationship management, training and education of key travel trade to enable them to sell Queenstown and Wānaka; developing trade marketing assets; representing Queenstown and Wānaka at tradeshows and industry events; delivering RTO and TNZ supported trade famils and building trade-ready capability of the RTO memberships.

KPIS

- Host seven famils and 100 buyers in the Queenstown Lakes district
- Benchmark length of stay from visitors to Queenstown and Wānaka that book through trade channels
- Engage and facilitate meetings with 1,000 travel trade representatives
- Train over 500 agents via webinar
- Facilitate networking engagements with 500 agents
- Conduct over 50 sales calls

Objective 1: Work with the travel trade to cultivate visitor preference for the region by raising awareness in key markets and shape demand from high contributing visitors.
STRATEGIES
Drive preference for the Queenstown Lakes district in international markets through travel trade, ensuring the region maintains strong visitation levels from high contributing visitors.
Drive length of stay with tailored messaging for each international market.
Learn and understand the Wānaka brand and Wānaka based operators and share with LWT members how the trade team operate in the trade channels.
Attend and facilitate the Queenstown Lakes district presence at key industry events and DQ led activity
Host famils in the Queenstown Lakes district, connecting trade with membership and showcasing our regions regenerative tourism ambitions.
Foster positive relationships with key travel trade partners and provide training
Work with travel trade partners to proactively shape demand into high contributing visitors for the Queenstown Lakes district.

Objective 2: Support balanced seasonality from our international markets through a tailored approach in our priority geographic markets, supporting a diverse market mix.
STRATEGIES
Support spring, autumn and winter visitation through key trade channels
Support Tourism New Zealand in market activity to reduce seasonality and increase "off peak" international visitor arrivals
Support a diverse geographic market mix
Ensure a consistent and high-profile presence with trade partners in Australia.
Develop a China market strategy
Explore opportunities for a potential India market strategy.

Objective 3: Leverage key industry partnerships and ensure Queenstown Lakes presence at key industry events.

STRATEGIES

Foster and maintain key strategic relationships to ensure Queenstown Lakes is positioned as a desirable visitor destination.

Attend industry engagement opportunities to ensure Queenstown Lakes' regenerative tourism ambition is shared.

Objective 4: Share the region's regenerative tourism ambition and progress with key travel trade partners, inviting them to celebrate our ambition with their clients/markets.

STRATEGIES

Develop consistent messaging, tools and resources to effectively communicate the region's regenerative tourism ambition.

Maintain relevant and timely communication channels with travel trade industry.

Layer destination management messages into presentations for markets that understand Queenstown and Wānaka well.

Objective 5: Support membership presence and development in travel trade channels.

STRATEGIES

Engage, support and facilitate opportunity for new and existing members in the travel trade channel.

Support DQ and LWT members through the RTO member capability programme to explore the value of the travel trade to their businesses and where appropriate supporting them to be trade ready.

BUSINESS DEVELOPMENT

BUSINESS EVENTS

Queenstown Convention Bureau's (QCB) role is to position the Queenstown Lakes district as a leading business events destination for planners across focus markets and industries. QCB does this through supporting members with the business events offering and acts a neutral connection between those considering/planning a business events (clients) in the region and our membership.

KPIS

- Maintain a 30% conversion rate (wins) of QCB generated leads.
- Produce and launch CSR strategy with external resources promoted by October 2025.
- Ensure Wānaka C&I suppliers who are keen to target business events are onboarded by Q2 FY25-26.
- Drive 20% growth in sessions to the new venue finder tool on QueenstownNZ.nz.
- Target 55% success rate of driving business events leads to deliver their event in shoulder season (Late April – June) & (September – November) across the region.
- Undertake 20 sales engagement with NZ inbound operators, representing Queenstown and Wānaka.
- Maintain a QCB eDM click to open rate that is higher than the industry average of 4.5%.
- Host a minimum of four client webinars to increase knowledge and engagement with Queenstown and Wānaka as business event destinations.

Objective 1: Generate awareness and demand for Queenstown and Wānaka as leading business events destinations, attracting high contributing events that best align to the region's offering.
STRATEGIES
Identify the key characteristics of high contributing business events visitors from key geographic markets
Attending and facilitate Queenstown Lakes district presence at key industry events
Host famils and site inspections in the Queenstown Lakes district, connecting business event organisers with membership offerings and showcasing our regions regenerative tourism ambitions.
Generate and facilitate business events leads – driving more direct business opportunities to members from potential business events (leads).
Supporting business events to align with elements of high contributing visitors' behaviours
Amplify our stories of innovation to position Queenstown Lakes as a business events destination that ignites innovative thinking and puts people and the place first to attract high value business events aligned with our destination values

Objective 2: Mitigate seasonality through influencing business event and supporting a diverse market mix and business event types.
STRATEGIES
Develop a market mix strategy to focus on attracting business event activity from focus markets.
Support TNZ's in market activity to reduce seasonality and increase "off peak" international visitor arrivals
Support a diverse market mix and business event types for the region.

Objective 3: Build and leverage key partnerships to positively grow the reputation of Queenstown and Wānaka as a business events destination.

STRATEGIES

Further local partnerships, collaborating to showcase innovation in business events and explore new opportunities for Queenstown Lakes.

Amplify our stories of innovation to position the Queenstown Lakes as a business events destination that ignites innovative thinking and puts people and the place first to attract high value business events aligned with our destination values.

Develop or maintain key strategic relationships, with partners such as national BE bodies, convention centres and airlines, to ensure Queenstown Lakes is positioned as a desirable business events destination.

Attend industry engagement opportunities to ensure that Queenstown Lakes' position as a leading business events destination is reinforced and the regenerative tourism ambition is shared.

Objective 4: Evolve and expand DQ and LWT's industry, member and client resources and communication tools to position Queenstown and Wānaka as leading business events destination.

STRATEGIES

Ensure both digital and physical tools & resources are aligned and evolved to tell a district-wide story and enable QCB to better service clients.

Develop a communication strategy for the business events industry to increase engagement with audiences across all markets.

Translate the regenerative tourism strategy and high contributing visitor definition into business events appropriate language and messaging.

Objective 5: Support the DQ and LWT membership to further develop their capability and presence in business events channels.

STRATEGIES

Engage with and support existing DQ and LWT members to have a strong presence in key business events channels, supporting famil coordination, site inspections and tradeshows.

Support and educate members to explore the business events opportunity for their business and if appropriate support them to be BE ready.

Support the DQ and LWT membership to incorporate aspects of sustainable or regenerative business practices into their operations.

DESTINATION MANAGEMENT

SUSTAINABILITY

The sustainability function leads the support and integration of destination management plan objectives in environmental sustainability and regenerative tourism across the local visitor economy.

KPIS

- 40% of Destination Queenstown (DQ) and Lake Wānaka Tourism (LWT) members using the Cogo tool for carbon measurement and reporting by the end of the financial year.
- Benchmark the number of tourism businesses that have transitioned to electric operations through the Electrify Queenstown Accelerator Programme.
- Achieve a measurable benchmark of emissions across visitor economy businesses in the district.
- Established a scope and measurement for tourisms contribution of waste to landfill.
- 100 businesses have a waste management plan across the district.
- District wide supply procurement plan complete and socialised.
- 50 tourism operators trained in biodiversity conservation through eco-tourism member capability workshops/events.

Objective 1: Continue to support the visitor economy with carbon measurement and reduction strategies that align with global best practices and industry needs, accelerating the transition to a carbon-zero visitor economy by 2030.
STRATEGIES
Establish robust carbon measurement and reporting systems for the Queenstown Lakes district visitor economy.
Develop a comprehensive industry emissions assessment framework to guide operators' decision-making, enable systems-wide and targeted carbon reduction efforts, and support businesses in tracking their environmental impact.
Accelerate decarbonisation across tourism infrastructure and operations - implement system-wide initiatives to reduce carbon emissions from key sectors within the visitor economy, including transport, built environments, and attractions.
DMP ACTIONS 8.3. Ensure tourism businesses are analysing their own emissions. 9.1. Take responsibility for addressing the transportation emissions (Scope 3) that bring visitors and supplies to Queenstown Lakes. 9.2. Decarbonise the built environment (hotels, restaurants, airport, meeting spaces, etc.), including improving energy efficiency. 9.3. Decarbonise emissions associated with visitor experiences, hospitality, and attractions. 9.4. Identify system-wide initiatives that will increase the length of visitor stays while reducing their emissions profile. 9.5. Reduce polluting emissions from road vehicles and relieve traffic congestion by improving infrastructure and changing traveller behaviour. 9.6. Ensure support for businesses to make the transition, similar to the New Zealand Farm Assurance Programme Plus (NZFAP Plus).

DMP Actions have been taken directly from Travel to a Thriving Future, the Queenstown Lakes' Destination Management Plan. For a full list of DMP projects and actions refer to appendix five.

Objective 2: Develop and implement a district-wide sustainable procurement and waste minimisation strategy to reduce environmental impact, enhance circular economy practices, and ensure the tourism industry understand the practical solutions in the district.

STRATEGIES

Develop and implement a district-wide supply plan to minimise waste in the food and beverage sector.

Create a district-wide visitor economy sustainable procurement system that helps businesses source low-impact, locally produced, and circular economy-aligned products and services.

DMP ACTIONS
7.1. Understand tourism's contribution to landfill waste, if necessary, considering existing plans.
10.1. Disincentivise landfill use or otherwise align to existing waste management plan.
10.4. By 2025, all visitor economy businesses have practical environmental, waste minimisation plans in place.
10.6. Reduce waste in the design, construction, operation and end-of life of facilities and infrastructure associated with the visitor economy.

Objective 3 : Strengthen the connection between tourism and conservation by embedding biodiversity protection into business operations, measuring local environmental health, and supporting initiatives that enhance ecosystem regeneration and resilience.

STRATEGIES

Encourage tourism businesses to adopt biodiversity-positive practices, reducing their environmental footprint and actively contributing to conservation efforts.

Support QLDC with scoping a community-based framework for measuring biodiversity health, track environmental changes, and guide conservation-focused tourism initiatives and hotspots.

DMP ACTIONS
10.2. Support businesses to reduce and eliminate adverse impacts on the district's biodiversity.
10.3. Develop and support existing education and outreach initiatives to change visitor behaviour regarding local environmental issues.
10.7. Support the visitor economy in improving the health and quality of local water systems, as well as reforestation.
11.2. Promote existing initiatives with practical opportunities for tourism businesses and visitors to give time and/or money toward improving biodiversity outcomes.
11.3. Investigate and support accreditation options for tourism businesses that partner with local environmental groups to deliver measurable, enduring outcomes for Te Taiao.

DMP Actions have been taken directly from Travel to a Thriving Future, the Queenstown Lakes' Destination Management Plan. For a full list of DMP projects and actions refer to appendix five.

DESTINATION MANAGEMENT

STEWARDSHIP

The stewardship function supports the destination management plan delivery with community engagement, cultural integrity , and product evolution, ensuring that tourism contributes positively to Queenstown Lakes district's community, heritage, and environment. The focus is on building strong relationships between visitors, businesses, Iwi, and the local community to enable a thriving, regenerative visitor economy.

KPIS

- Execute two member capability events in partnership with QLDC to increase and support business understanding of migrant workers.
- Improve local community sentiment towards tourism by achieving a Tourism Approval Rating (TAR) score of 20 toward international visitors and 42 toward domestic visitors.
- Sustainability Report for Queenstown Lakes tourism industry is published.

Objective 1 : Ensure that Queenstown Lakes district's visitor economy enhances community wellbeing by aligning visitor experiences with local values, creating a deeper connection between residents and visitors, and strengthening tourism's positive contribution to local identity and quality of life.
STRATEGIES
Develop a community focused communications strategy that establishes positive engagement between tourism and locals, amplifies stories of place, local values, and enhances community sentiment toward the visitor economy.
Enhance visitor satisfaction and strengthen the connection between visitors and the local community by improving visitor touchpoints, aligning experiences with local values, and fostering a deeper sense of place through education and engagement.
Build a solid understanding of mātauraka Māori and cultural heritage stories that are accurate and told by the appropriate storytellers.
DMP ACTIONS 1.1. Co-create a schedule of regular opportunities to listen to and engage proactively with communities across the district. 1.3. Build a solid understanding of mātauraka Māori and cultural heritage stories that are accurate and told by the appropriate storytellers. Work closely with Kāi Tahu to honour stories and share the right ones in the right way to avoid cultural appropriation. 1.6. Ensure that the Business excellence programme (Project 16) includes a toolkit and training that makes it easy for tourism businesses to integrate and support the values of the communities where they operate, enabling communities to support progress of those businesses where appropriate. 5.1. Identify arrival touchpoints where visitors and migrants can receive a welcome, assistance, and education from the destination. Determine how existing visitor servicing can support the experience at these locations and times. 5.2. Develop the substance for visitor education related to local values and cultures. 6.2. Research and understand the level of visitor interest for existing or new cultural, arts and heritage experiences, and use the research to support investment in local arts, culture, heritage initiatives and infrastructure that will also appeal to visitors.

DMP Actions have been taken directly from Travel to a Thriving Future, the Queenstown Lakes' Destination Management Plan. For a full list of DMP projects and actions refer to appendix five.

Objective 2: Position Queenstown Lakes as a leader in high-contributing, sustainable and regenerative tourism by evolving its product offerings, optimising yield and supporting business resilience and capability.

STRATEGIES

Scope a product development programme focused on supporting business to develop high-value, accessible, equitable, regenerative tourism products.

Advocate for increased investment in local Infrastructure & funding models or streams to support tourism.

DMP ACTIONS

4.3. Define strategies that consider yield, value per visitor, length of stay and total income/value of the visitor economy to achieve the objectives of this plan.

15.1. Measure the quality of the destination experience according to visitor sentiment.

15.2. Develop destination-wide experience(s).

15.3. Promote diversity, equity, and inclusion (DEI) and provide education to ensure that Queenstown Lakes and its tourism experiences welcome people of all kinds. This includes communities which are marginalised, vulnerable, oppressed or underrepresented along lines of race, ethnicity, socioeconomic status, age, sexual and gender orientations (LGBTQIA+), or disability.

15.4. Improve accessibility throughout the district's visitor experiences, including its tourism facilities, products and services, to accommodate visitors and residents of varying abilities.

15.5. Aid businesses to make their experiences more competitive (and subsequently higher yield)

16.6. Help owners design business models that increase yield and where a higher volume of visitors and experiences is not necessary to be successful. Enable them to compete on quality and unique, rich experiences rather than on price.

16.10. Support and recognise certification.

19.4. Build a reputation as an innovative, early adopter in areas aligned with Green tourism innovation, clean transportation, etc.

DMP Actions have been taken directly from Travel to a Thriving Future, the Queenstown Lakes' Destination Management Plan. For a full list of DMP projects and actions refer to appendix five.

COMMUNITY FUNDS

LOVE WĀNAKA AND LOVE QUEENSTOWN

The Love Wānaka (LW) and Love Queenstown (LQT) Community Funds exist to accelerate grassroots environmental efforts within the Queenstown-Lakes. These initiatives enable visitors and industry operators to positively contribute to tangible environmental outcomes and play a pivotal role in the protection of the local environment, supporting both immediate environmental need and long-term environmental restoration / regeneration.

KPIS

- 25% year-on-year donor revenue growth across the community fund.
- Secure 50 Impact Partners district-wide, alongside additional industry partners, by end of financial year.
- Increased engagement and conversion via visitor channels
- 25% growth in visitor revenue year-on-year
- Deliver two keystone industry volunteer opportunities
- Deliver two keystone fundraising campaigns in FY25-26
- 2,500+ native trees planted via industry engagement
- Increased brand reach and awareness over prior year

Objective 1: Raise and distribute funds to support grassroots environmental efforts throughout the Queenstown-Lakes, supporting both immediate environmental need and long-term environmental restoration / regeneration.
STRATEGIES
Attract and retain high-value business partners and private donors via the expansion of the Impact Partner Programme and extended partnership offering.
Increase MRV (measurement, reporting and verification) to support ongoing fundraising efforts and donor engagement
Accelerate visitor conversion via direct and third-party fundraising channels
Continue high-level engagement with stakeholders across environmental, funding, and legislative sectors to ensure effective and considered allocation of grant funding
DMP ACTIONS 14.1. Support the community funds targeting visitor give-back and financial contributions to support social and environmental outcomes. 14.2. Develop platforms that enable visitor give-back programmes.
Objective 2: Educate and inspire visitors to shape behaviours and accelerate regenerative travel practice, inclusive of both direct and indirect give-back opportunities.
STRATEGIES
Leverage LW and LQT as key platforms for visitor information and inspiration
Provide opportunities to accelerate local environmental / biodiversity outcomes via hands-on visitor engagement
Leverage new and existing visitor insights to increase understanding of visitor motivations and behaviours
Expand visitor volunteer platform to increase reach and engagement and better connect visitors to local volunteer opportunities

DMP Actions have been taken directly from Travel to a Thriving Future, the Queenstown Lakes' Destination Management Plan. For a full list of DMP projects and actions refer to appendix five.

Objective 3: Increase industry engagement and support to further develop pathways for strategic and considered business giving that aligns with DMP goals and ambitions.
STRATEGIES
Delivery of key industry engagement events, including annual volunteer and fundraising events, to promote business giving
Delivery of high-quality B2B content via owned and partner channels to support industry engagement and capability-building
Foster and grow key business relationships to broaden the reach of the community funds within the local business community

Objective 4: Increase profile and regional brand presence via optimised brand, marketing and communications strategy.
STRATEGIES
Increase regional brand presence through strategic partnerships and brand collaborations
Optimise paid and digital marketing strategies to increase audience awareness and conversion
Leverage LW and LQT to communicate the value of tourism to a local community audience

DMP Actions have been taken directly from Travel to a Thriving Future, the Queenstown Lakes' Destination Management Plan. For a full list of DMP projects and actions refer to appendix five.

INDUSTRY ENGAGEMENT AND SUPPORT

COMMUNICATIONS

Communications activity ensures both Queenstown and Wānaka maintain positive reputations reinforcing our appeal as the southern hemisphere's premier four-season destination. By creating strong news media relationships, and through positive storytelling and crisis management, Queenstown and Wānaka are positioned as well-managed, safe, regenerative destinations. At a local level, relevant and timely communications connect members with local tourism news and events, and industry updates, as well as sharing news with the local community to shape positive sentiment towards tourism.

KPIS

- Increase the average score of visitors who feel welcome in Queenstown and Wānaka to 8.5/10 in Visitor Experience survey results.
- Grow the percentage of New Zealanders and Australians who consider Queenstown highly appealing from 62% to 64% for New Zealanders and 71% to 73% for Australia as measured by the Destination Perceptions Research.
- Benchmark the percentage of New Zealanders and Australians who consider Wānaka highly as measured by the Destination Perceptions Research.
- Improve local community sentiment towards tourism by achieving a Tourism Approval Rating (TAR) score of 20 toward international visitors and 42 toward domestic visitors.
- Maintain an average 50% open rate for member communications, and a click to open rate of 14% across the other DQ and LWT newsletters.
- Facilitate four Destination Reputation Management meetings each year.
- Play an active role in Civil Defence and Emergency Management planning through groups including TORQUE, supporting member capability and establishing a Queenstown CBD community response group.

Objective 1: Build positive destination reputation for Queenstown and Wānaka, leveraging unique destination attributes through strategic communications
STRATEGIES
Position Queenstown and Wānaka as premium destinations, building and maintaining a positive reputation with both domestic and international visitors.
Take a collaborative approach to managing destination reputation to position the region as a well-managed, safe and regenerative destination.
Leverage the news cycle nationally and in Australia to create opportunities to position Queenstown and Wānaka favourably in key markets.
Leverage and celebrate significant achievements and anniversaries such as DQ's 40th anniversary.

Objective 2: Support emergency management and crisis communications planning for the Queenstown Lakes district.
STRATEGIES
Establish and maintain a crisis communications plan that supports the region's visitor industry during a crisis.
Engage with members and support lead agencies to prepare for crises (QLDC, QAC, CDEM, TORQUE).

Objective 3: Build member engagement in Queenstown and Wānaka to support tourism operators across the region.

STRATEGIES

Create and maintain regular communications with Queenstown and Wānaka members and facilitate opportunities for two-way feedback and engagement.

Deliver a programme of quarterly member events in both Queenstown and Wānaka.

Objective 4: Showcase and support Queenstown and Wānaka's journey towards regenerative tourism.

STRATEGIES

Amplify stories of local business and community members who are embracing the district's regenerative tourism ambitions.

Lead and develop strategic communications and engagement plans for major projects.

Proactively seek news media interviews regarding industry issues, regenerative tourism and Queenstown/Wānaka specific news.

Manage communications for key events or projects such as Electrify Queenstown and the Optimal Visitation project.

Objective 5: Establish and strengthen advocacy for the tourism industry by effectively engaging with key stakeholders, including central and local government, industry partners, and the community.

STRATEGIES

Ensure the tourism industry's voice is heard and considered in decision-making processes at a local and national level.

Support industry ambitions through central and local government policy submission opportunities.

Objective 6: Build positive engagement with local communities through open and transparent communication, highlighting the benefits of tourism and addressing community concerns.

STRATEGIES

Create a sense of shared purpose and mutual benefit, ensuring the tourism industry is seen as a valuable and supportive part of the community.

Seek opportunities and identify community communication channels in Queenstown and Wānaka to positively tell tourism stories to build positive community sentiment to tourism in the Queenstown Lakes district.

INDUSTRY ENGAGEMENT AND SUPPORT

MEMBER CAPABILITY

The member capability programme is dedicated to equipping tourism businesses with the skills, insights, and tools needed to succeed in a rapidly evolving industry, across both marketing and destination management areas. By providing training, data, and strategic support, the department ensures operators can enhance business resilience, adopt sustainable practices, and optimise visitor experiences to align with Queenstown Lakes district's long-term tourism goals.

KPIS

- 40 Member Capability events held across Queenstown and Wānaka throughout the year.
- 15 new resources for members created and loaded on member hub, across destination marketing and management topics.
- Each RTO team hosts a minimum of two member capability events per year.
- 80% business satisfaction on member capability events as measured by post-event surveys.

Objective 1: Support capability building in the sector across both conventional marketing and destination management. Equip tourism businesses with the knowledge, tools, and resources to integrate business best practice into their operations, enhance workforce resilience, and drive long-term industry transformation.
STRATEGIES
Equip tourism businesses with the tools, training, and mentorship needed to integrate both sustainability and conventional marketing best practice into their operations while increasing profitability through high-value visitor experiences.
Improve workforce stability, career pathways, and business resilience through front-line skills development, employee retention strategies, and emergency preparedness.
Equip tourism businesses with the tools to reduce environmental impact, enhance biodiversity protection, carbon zero business, and transition toward a circular economy model.
Support tourism businesses in building strong brand narratives, leveraging data-driven insights, and optimising marketing strategies to attract high-value visitors.
DMP ACTIONS 16.2. Work with local organisations to provide mentoring, training, information, resources and other useful ongoing support for tourism business owners, managers and employees. 16.3. Support tourism businesses, their guides and staff to build their knowledge and understanding of local cultural heritage. 16.4. Support existing and new local Māori tourism businesses. 16.6. Help owners design business models that increase yield and where a higher volume of visitors and experiences is not necessary to be successful. Enable them to compete on quality and unique, rich experiences rather than on price. 16.7. Share learning and case studies of businesses that are leading the way towards a regenerative future to provide practical examples for others to follow. 16.8. Encourage and support successful, sustainable local tourism businesses to enter relevant national and international business awards that recognise excellence in regenerative business practices. 16.10. Support and recognise certification. 17.1. Support tourism business owners to attract and retain experienced and appropriately skilled staff. 17.3. Work with relevant partners to understand how to support improved career opportunities in tourism and support local initiatives that promote tourism as an attractive career path. 18.2. Ensure tourism operators are prepared and understand their responsibilities so that they can keep visitors safe during emergencies.

DMP Actions have been taken directly from Travel to a Thriving Future, the Queenstown Lakes' Destination Management Plan. For a full list of DMP projects and actions refer to appendix five.

INDUSTRY ENGAGEMENT AND SUPPORT

DATA AND INSIGHTS

The Data and Insights function provide qualitative and quantitative data interpretation and research gathering. It delivers key insights to inform strategic decision-making and guide both organisational and member activity. The function generates insights across various topics to enhance destination marketing and management efforts while uncovering insights related to the destination's core opportunities and challenges.

KPIS

- Maintain and evolve key RTO data dashboards including the Forward Outlook and Visitor Insights Dashboard.
- Maintain and evolve the data and insights area of the DQ Member Hub and the LWT Visitor Insights Dashboard.
- Refresh and create relevant research pieces to guide member and RTO direction.
- Maintain an average click to open rate of 17% and click rate of 8.7% for Data & Insights communications to DQ and LWT audiences.

Objective 1: Ensure timely and accurate access to relevant data and research through efficient design, management, collation and dissemination.

STRATEGIES

Manage the Visitor Insights Programme and ensure insights are effectively shared across the organisation and team.

Enhance the profile of the Visitor Experience Research programme and share findings from the High Contributing Visitor Index with membership.

Manage commissioned research and data contracts and free to access research and data to ensure effective outcomes and value for the RTOs and their members.

Objective 2: Empower informed decision-making across the organisation, membership and key stakeholders by providing timely and relevant data, resources and research.

STRATEGIES

Inform strategic decision-making in the travel and tourism industry by delivering a curated suite of tools, resources and research housed on the Member Hub. Including but not limited to the Visitor Insights Dashboard and Forward Outlook.

Supply regular communications and resources for organisation and membership relating to destination performance

Manage bespoke research projects that support RTO strategic alignment and direction.

Evolve and communicate insights from the high contributing visitor index research with team and membership

Analyse visitor interests, behaviours, and expectations for sustainable, regenerative, and cultural experiences to guide strategic product development and destination planning.

Support the establishment of a collaborative, data-driven destination management measurement framework to empower RTO, QLDC, and key stakeholders. This framework will provide actionable insights, enabling effective and aligned strategic decision-making for Travel to a Thriving Future projects.

Enhance data and insights capabilities across the RTO, stakeholders, board, and membership

Assist with adhoc enquires to support organisational or destination reputation/ advocacy.

Objective 3: Supporting leadership team with strategic planning, implementation and reporting.

STRATEGIES

Support RTO strategic planning and reporting processes.

Support Destination Management Plan planning and reporting processes

INDUSTRY ENGAGEMENT AND SUPPORT

MEMBER SERVICES

Supporting the DQ and LWT membership is a fundamental element of day-to-day RTO activity. The member services administrator manages new memberships, listing and membership queries, capability building support, RTO carbon measurement and member events.

KPIS

- New member registration approvals processed in under two weeks.
- Same day approval of listings, events and special offers.
- Maintain and update the member database when new information is received.
- Support the delivery of member events.

Objective 1: Provide member support by facilitating access, fostering connections, and enhancing engagement with RTO members.
STRATEGIES
Provide responsive support to assist members providing timely help and guidance as needed.
Facilitate the member onboarding process ensuring it is user-friendly and efficient
Provide resources to support members to understand RTO services and how to access them.
Ensure all activity is captured in our CRM system. Work with Simpleview to resolve errors and provide staff with training.
Manage and approve product listings, event listings and special offers on the website
Monitor member engagement levels
Provide event management support for RTO events including the member capability programme, quarterly updates, AGM's, member updates and meetings.

ORGANISATION AND LEADERSHIP

ORGANISATION AND LEADERSHIP

The role of the senior leadership team is to ensure the organisations' success and alignment with its strategic goals. The team develops the strategic direction and vision, they foster collaboration and positive partnerships, drive operational efficiency, undertake industry advocacy and representation and support community and visitor economy engagement.

KPIS

- All planning documents, management reporting and Annual Report are delivered within the set deadline.
- Maintain a zero-workplace harm record and 100% compliance with health and safety training completion.
- Achieve a 90% employee engagement score based on annual staff survey.
- Ensure strategic objective and key projects are completed on time and within budget.
- Achieve annual carbon targets to support the RTO' s path to decarbonisation.

Objective 1: In partnership with the RTO Boards, set the strategic direction and vision of DQ and LWT, ensuring the organisation's goals align with the broader objective for the visitor economy.
STRATEGIES
Ensure RTO activity and deliverables align with the strategic direction of the organisations
Manage the organisational planning and reporting functions ensuring alignment with industry goals and destination management ambitions.
Collaborate with QLDC to lead the review and potential evolution of Queenstown Lakes' Destination Management Plan, Travel to a Thriving Future, in alignment with requirements from the Grow Well | Whaiora Spatial Plan.
Stay informed about global and local tourism trends and patterns to ensure that Queenstown and Wānaka's marketing and management strategies remain innovative and at the forefront of the industry.
Support community engagement initiatives and work to align the organisation's activities with the values and needs of the local community. Engage with community groups, support local events, and promote a positive relationship between tourism and the community.
Foster collaboration and build strong relationships with key stakeholders, including local businesses, government agencies, and community groups to leverage opportunities, gain economies of scale and maximise resources to achieve the organisation's goals.

Objective 2: Successfully embed and operationalise the new full serviced partnership between DQ and LWT, delivering operational efficiency.
STRATEGIES
Drive smarter collaboration, greater efficiency, and a stronger, more strategic regional approach to tourism.
Ensure a smooth transition to the partnership operating model, ensuring the DQ and LWT teams are well supported through the process.
Support the team to deliver a schedule of conventional marketing activity across both RTOs that is complimentary and builds the profile of each unique brand.
Foster a culture of collaboration across the teams to support positive outcomes for both Queenstown and Wānaka members.

Objective 3: Leverage the region's leading regenerative tourism reputation as well as its traditional premium destination status, to build national and international relationships which drive positive destination reputation and preference.

STRATEGIES

Leverage strategic partnerships and advocacy opportunities to showcase Queenstown Lake's regenerative tourism ambitions to benefit or advance the region's progress.

Seek opportunities to affirm Queenstown Lake's position as a globally relevant and nationally significant destination.

Foster an open-source approach to regenerative tourism initiatives.

Support the region's carbon zero by 2030 goal by accelerating DQ and LWT's own journey to become a carbon zero organisation by 2030.

Objective 4: Support DQ and LWT to be leading regional tourism organisations, delivering results for their memberships while also fostering key cross industry partnerships for the benefit of the wider region.

STRATEGIES

Support the RTO teams to aspire to best practice across department outputs with a focus on industry leading initiatives.

Collaborate with local and national stakeholders to support positive initiatives that build the reputation of the local visitor economy.

Manage national and international industry relationships to support Queenstown and Wānaka's positioning.

Objective 5: Ensure DQ and LWT are well-resourced, structured, and motivated, while elevating workplace health and safety and standards, to effectively deliver on the strategic focus and requirements of the business plan.

STRATEGIES

Ensure comprehensive Health & Safety (H&S) management by providing training, continuous education, active participation, regular reviews, mental health support, and emergency preparedness.

Ensure the team is set up for success by evolving the organisational structure, fostering team cohesion, embedding values, providing support and development, promoting inclusivity, enabling CRM training, facilitating engagement surveys, implementing review processes, and organising team days.

Enhance operational efficiency and innovation by optimizing the IT environment, maintaining comprehensive internal manuals, integrating advanced AI technologies, and implementing robust finance management practices.

Be the guardians of our destination values, show leadership in caring for place and prioritise communication and collaboration.

Manage the reporting function for DQ and LWT.

Ensure data driven decision making happens across the organisation.

Objective 6: Enhance industry advocacy, supporting the Queenstown Lakes' regional tourism interests and foster strong relationships with key stakeholders to support strategic direction.
STRATEGIES
Support industry representation at national and international levels, advocating for the region's tourism interests.
Facilitate cross sector collaboration and private/public sector partnerships.
Ensure the RTOs not only meets the evolving needs of the tourism industry but also contribute positively to the local community and environment.
Leveraging strategic partnerships and advocacy opportunities to create opportunities for the visitor economy.
Leverage strategic airline and airport relationships to advocate for strategic aviation route development.
Continue to build a positive relationship with central government including the Minister for Tourism and Hospitality and MBIE.
Communicate the DMP direction and vision with key stakeholders and identify and leverage opportunities for Queenstown Lakes.
Engage in strategic partnerships and speaking opportunities to showcase the region's tourism ambitions and build a positive destination reputation.

Objective 7: Accelerate the RTO's journey to become carbon zero before 2030.
STRATEGIES
Extend the carbon data gathering scope across the district, maintain measurements for each RTO, record the organisation's quarterly carbon footprint, and gather accurate data on carbon-emitting activities for an end-of-year third-party Carbon Emissions Report.
Manage and measure the RTO's carbon projections, establish an annual carbon budget, and communicate results internally.
Encouraging behaviour changes and support carbon reduction opportunities.

TRAVEL TRADE ACTIVITY CALENDAR

Market	Activity	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Western (Australia, USA, Canada, UK, Europe)	Events			Delta University (USA)	Kiwi Link UK/ Europe, Kiwi Link USA				TNZ Regional Showcase (AU)	Air NZ USA, Mountain Travel Symposium			
	Sales calls		NZ sales calls, AU sales calls		UK/ Europe sales calls			AU ski sales calls		IBO dinner			
	Famils									IBO Famil		Western TRENZ Famil	
		Ongoing collaboration with TNZ to support the delivery of famils											
Eastern (China, SEA (Singapore, Malaysia, Indonesia), India, Japan, South Korea)	Events	Kiwi Link India, TNZ SEA Roadshow	NZ sales calls			Kiwi Link China							Kia Ora South China
	Sales calls		NZ sales calls (IBO)				IBO Hosted Breakfast Event						
	Famils											Eastern TRENZ Famils	
		Ongoing collaboration with TNZ to support the delivery of famils											
Industry events			TECNZ Conference				TEC Xmas Symposium		RTNZ-TNZ Connect			TRENZ	
EDMs				Quarterly Newsletter			Quarterly Newsletter			Quarterly Newsletter			Quarterly Newsletter

BUSINESS EVENTS ACTIVITY CALENDAR

Activity	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Events				IMEX Las Vegas	BE Expo Auckland	PCOA Christchurch		AIME Melbourne		Meetings Show Singapore		MEETINGS 2026 Auckland
Sales calls		AU sales calls			USA sales calls			NZ sales calls		AU sales calls		
Famils and site inspections											Domestic Famil	MEETINGS Famils
	Year round facilitation of Site Inspections for prospective business events organisers											
	Collaboration with TNZ through out the year to support the delivery of famils											
Industry events		SITE ANZ Conference			BEIA Conference Business Events Awards							
Industry comms	Sales Webinar		Quarterly Newsletter	Sales Webinar		Quarterly Newsletter	Sales Webinar		Quarterly Newsletter	Sales Webinar		Quarterly Newsletter

CONSUMER MARKETING ACTIVITY CALENDAR

Market	Activity	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Domestic	Brand Activity	DREAM - Winter Brand			DREAM - It All Begins							DREAM - Winter Brand	
										High Impact Storytelling/Case Studies			
	Always-on Digital & Social	EDUCATE Ski & Winter Lovers		EDUCATE Spring Ski, Golf, Bike, Adventure, F&B			EDUCATE Hike, Bike, Golf, Adventure, F&B, Arts/Culture			EDUCATE F&B, Active Relaxation, Wellness		EDUCATE Ski & Winter Lovers	
		Seasonal Event Marketing											
		ALWAYS ON – BOOK Product-led ads driving conversion in the form of member referrals, search											
	Partnerships	Ski & Winter		Family	Golf			Biking		Food & Drink			
	EDMs	Seasonal EDMs sent to RTO databases											
	RTO Media Programme	RTO hosted media famils, supporting segments and regenerative tourism storytelling											
Australia	Brand Activity	DREAM - Winter Brand	DREAM - It All Begins								DREAM - Winter Brand		
	Always-on Digital & Social	EDUCATE Ski & Winter Lovers		EDUCATE Spring Ski, Golf, Bike, Adventure, F&B		EDUCATE Hike, Bike, Golf, Adventure, F&B		EDUCATE F&B, Active Relaxation, Wellness		EDUCATE Ski & Winter Lovers			
		Seasonal Event Marketing											
		ALWAYS ON – BOOK Product-led ads driving conversion in the form of member referrals											
	Partnerships			Adventure					Arts & Culture			Ski & Winter	
	RTO Media Programme	RTO hosted media famils, supporting segments and regenerative tourism storytelling											
	EDMs	Seasonal EDMs sent to RTO databases											
International	RTO Media Programme	RTO hosted media famils, supporting segments and regenerative tourism storytelling											
	TNZ IMP	Collaboration with TNZ to support and host media famils											

APPENDICES

GLOSSARY

AGM	Annual General Meeting
AIME	Asia-Pacific Incentives & Meetings Event
BEIA	Business Events Industry Aotearoa
CDEM	Civil Defence and Emergency Management
CSR	Corporate Social Responsibility
CTOR	Click-to-Open Rate (email marketing metric)
DMP	Destination Management Plan
DQ	Destination Queenstown
EDM	Electronic Direct Mail
HCVI	High Contributing Visitor Index
IBO	International Business Opportunities
IMEX	Exhibitions for incentive travel, meetings & events
LWT	Lake Wānaka Tourism
MBIE	Ministry of Business, Innovation and Employment
PCOA	Professional Conference Organisers Association
QCB	Queenstown Convention Bureau
QLDC	Queenstown Lakes District Council
RTNZ	Regional Tourism New Zealand
RTO	Regional Tourism Organisation
SITE ANZ	Society for Incentive Travel Excellence Australia & New Zealand
TAR	Tourism Approval Rating (resident sentiment score from Views on Tourism Research)
TECNZ	Tourism Export Council of New Zealand
TNZ	Tourism New Zealand
TORQUE	Tourism Operator Responders of Queenstown
TRENZ	Tourism Rendezvous New Zealand (annual trade show)

PRIORITY FOCUS MARKETS

NEW ZEALAND

New Zealand has a stable economy, a unique environment, and a vibrant society, though it faces challenges such as inflation, housing affordability, environmental concerns, and social inequality. In 2025, the economy is expected to see modest recovery. Key drivers include lower interest rates, a resilient primary sector, and a stabilising housing market. The Reserve Bank's monetary easing should boost household spending and business investment. However, challenges remain, including a soft labour market, with unemployment projected to peak at 5.5% mid-year. Despite these risks, the outlook remains cautiously optimistic, with tourism and agriculture expected to support economic momentum.

QUEENSTOWN LAKES TRAVEL INSIGHTS

$402m	62
Spend	Net promoter score
5.5	3.9
Activities undertaken	Locations visited

UNITED STATES OF AMERICA

The USA, a global leader with a dynamic economy, is unique for its blend of innovation, multiculturalism, and influence across various sectors. Looking ahead to 2025, the economic outlook is mixed, with moderate growth expected amid challenges such as inflation, high interest rates, and global uncertainty. Political instability surrounding the current administration may add complexity and influence global geopolitical tensions. Technological innovations and green energy transitions, could drive long-term growth.

QUEENSTOWN LAKES TRAVEL INSIGHTS

$189m	85
Spend	Net promoter score
5.0	3.1
Activities undertaken	Locations visited

NEW ZEALAND TRAVEL INSIGHTS

240k	$5,181	
Holiday visitor arrivals	Average spend per trip	
10	51%	13%
Days (length of stay)	Visit Queenstown	Visit Wānaka

AUSTRALIA

Australia's cultural identity is deeply connected to its ecosystems, from the Great Barrier Reef to the outback, which are increasingly threatened by climate change. Despite a history of economic prosperity, recent signs of a slowdown reflect global shifts, complicating the impact of climate change. Economic growth is expected to be sluggish, with GDP rising 2-2.5%. Mining, energy, and tourism will remain key to economic performance, while the transition to renewable energy, rising demand for critical minerals, and infrastructure investments will drive long-term growth. China's economic trajectory and geopolitical tensions will also remain influential.

QUEENSTOWN LAKES TRAVEL INSIGHTS

$184m	84
Spend	Net promoter score
5.8	4.7
Activities undertaken	Locations visited

NEW ZEALAND TRAVEL INSIGHTS

570k	$3,790	
Holiday visitor arrivals	Average spend per trip	
9	66%	15%
Days (length of stay)	Visit Queenstown	Visit Wānaka

CHINA

China's economic rise has made it a global force, though rapid growth faces challenges, including issues in the property sector and the need for productivity improvements. The country is a leader in renewable energy despite environmental issues. Rapid societal changes, including income inequality, corruption, a growing middle class, increasing urbanisation, and a tech-savvy population, signal a shifting society with significant potential for innovation. In 2025, China's economy is expected to stabilise with a focus on technological innovation, green development, and domestic consumption. The government targets a 5% GDP growth in 2025 with hopes to navigate global uncertainties.

QUEENSTOWN LAKES TRAVEL INSIGHTS*

$30m	67
Spend	Net promoter score
4.1	2.8
Activities undertaken	Locations visited

NEW ZEALAND TRAVEL INSIGHTS

166k	$6,729	
Holiday visitor arrivals	Average spend per trip	
10	60%	11%
Days (length of stay)	Visit Queenstown	Visit Wānaka

*indicates limited sample size, use with caution. Queenstown Wānaka sample: NZ 635, Australia 475, USA 61, China 13. NZ sample: Australia 1129, USA 772, China 320.

SECONDARY FOCUS MARKETS

UNITED KINGDOM

The UK is characterised by a strong sense of community, growing social consciousness, and an increasing focus on work-life balance. While climate change and biodiversity loss remain challenges, public support for sustainability is rising. Socially, concerns around inequality, healthcare, and housing persist, but opportunities exist to enhance social equity and invest in key services. Economically, the UK remains a global trading power but faces slow growth, inflation, and a cost of living crisis. The IMF projects 1.6% GDP growth in 2025, with inflation at 3.7% by mid-year and unemployment rising to 4.6% by year-end.

NEW ZEALAND TRAVEL INSIGHTS

75.4k	$7,263	
Holiday visitor arrivals	Average spend per trip	
33	51%	13%
Days (length of stay)	Visit Queenstown	Visit Wānaka

GERMANY

Germany, Europe's largest economy, values order, efficiency, and social responsibility, maintaining a strong and diverse economic foundation alongside a strong commitment to environmental protection and sustainability. The economic outlook for 2025 indicates a modest recovery following recent stagnation, with GDP expected to grow by 0.7% following a 0.1% contraction in 2024. Germany also has a deep-rooted commitment to environmental protection, achieving a 40% emissions reduction since 1990. However, challenges like climate change, biodiversity loss, and water pollution persist, despite significant progress.

NEW ZEALAND TRAVEL INSIGHTS

39.7k	$8,808	
Holiday visitor arrivals	Average spend per trip	
43	33%	19%
Days (length of stay)	Visit Queenstown	Visit Wānaka

INDIA

India is experiencing rapid economic growth, its currently the world's fifth-largest economy, and is projected to rank third by 2027. Currently it has a nominal GDP of approximately USD 3.9 trillion in 2024. India faces severe environmental issues, such as air and water pollution, deforestation, and waste management, with 63 of the world's 100 most polluted cities located here. Socially, India is marked by immense diversity, with various ethnic, linguistic, religious, and cultural groups coexisting.

NEW ZEALAND TRAVEL INSIGHTS*

23.9k	$5,654	
Holiday visitor arrivals	Average spend per trip	
16	54%	16%
Days (length of stay)	Visit Queenstown	Visit Wānaka

SOUTHEAST ASIA (MALAYSIA)

Malaysia is known for its blend of Malay, Chinese, and Indian influences, offering a melting pot of cultures. The country's economy is driven by manufacturing, oil, palm oil, and services.. Its environmental challenges include deforestation and the impact of palm oil plantations on biodiversity. The economic outlook is moderately optimistic, with growth expected from its manufacturing sector and a recovery in tourism post-pandemic.

NEW ZEALAND TRAVEL INSIGHTS*

19.6k	$4,921	
Holiday visitor arrivals	Average spend per trip	
37	53%	25%
Days (length of stay)	Visit Queenstown	Visit Wānaka

SOUTHEAST ASIA (SINGAPORE)

Singapore, one of the most developed countries in the region, stands out as a global financial hub and technological powerhouse. Known for its highly efficient governance and strict regulatory framework, Singapore excels in trade, finance, and innovation. The city-state faces limited land and natural resources, so it has adopted highly advanced sustainable practices, such as green buildings and water reclamation. The economic outlook is strong, with growth driven by finance, high-tech industries, and a robust services sector.

NEW ZEALAND TRAVEL INSIGHTS

41.1k	$5,426	
Holiday visitor arrivals	Average spend per trip	
14	58%	17%
Days (length of stay)	Visit Queenstown	Visit Wānaka

SOUTHEAST ASIA (INDONESIA)

Indonesia is the largest economy in Southeast Asia, with a population exceeding 270 million, offering a vast and growing consumer market. Culturally, Indonesia is extremely diverse, with hundreds of ethnic groups, languages, and traditions. Economically, it is heavily reliant on natural resources, agriculture, and manufacturing. The economic outlook remains positive, driven by a growing middle class, expanding digital economy, and continued investment in infrastructure, but these challenges will need to be managed to maintain long-term growth.

NEW ZEALAND TRAVEL INSIGHTS*

12.7k	$5,501	
Holiday visitor arrivals	Average spend per trip	
10	58%	17%
Days (length of stay)	Visit Queenstown	Visit Wānaka

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*indicates limited sample size, use with caution. Sample: India 46, UK 567, Germany XX, Malaysia 65, Singapore 206, Indonesia 16

ADDITIONAL PRESENCE MARKETS

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JAPAN

NEW ZEALAND TRAVEL INSIGHTS

39.7k	$3,855	
Holiday visitor arrivals	Average spend per trip	
19	46%	8%
Days (length of stay)	Visit Queenstown	Visit Wānaka

SOUTH KOREA

NEW ZEALAND TRAVEL INSIGHTS*

| 52.3k	$3,835	
Holiday visitor arrivals	Average spend per trip	
10	54%	12%
Days (length of stay)	Visit Queenstown	Visit Wānaka

SOURCES

Queenstown Lakes Travel Insights

- Spend: Marketview Tourism Related Expenditure, 1 January – 31 December 2024.

- Net Promoter Score, Activities Undertaken, Locations Visited: Queenstown and Wānaka Visitor Experience Survey, 1 January – 31 December 2024. Sample size noted under market.

New Zealand Travel Insights

Accessed through Tourism New Zealand's Tourism Data Dashboards

- Holiday visitor arrivals: StatsNZ, International Visitor Arrivals, 1 January – 31 December 2024.

- Average spend per trip, Days (length of stay), Visit Queenstown, Visit Wānaka: International Visitor Survey, 1 January – 31 December 2024, purpose of visit: holiday/ vacation. Sample size noted under market.

*indicates limited sample size, use with caution. Sample: Japan 187, South Korea 39.
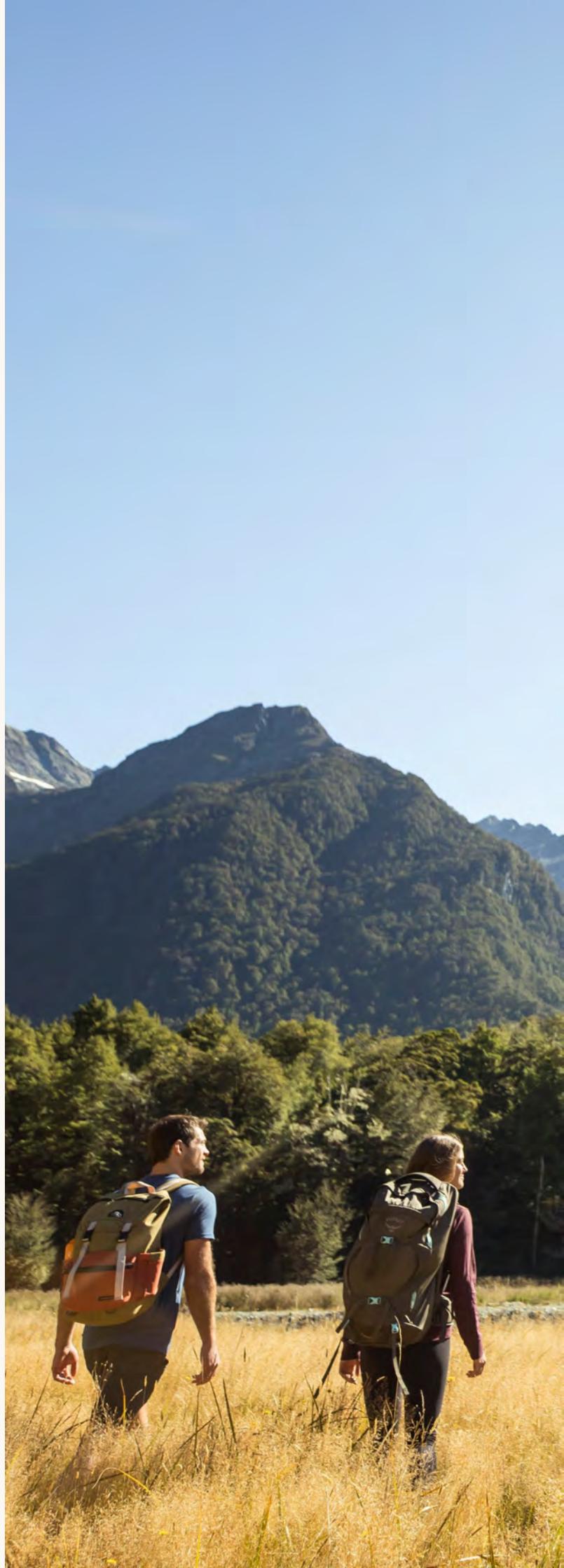
EVOLVED MARKETING MODEL

An evolved consumer marketing model has been developed to align with, and support, the region's regenerative tourism goal.

The model goes beyond the traditional 'dream | plan | book' funnel and introduces an additional focus on experience and engagement in-destination and advocacy, representing a virtuous cycle rather than a funnel. This new model is based around the visitor journey in a regenerative visitor economy, helping people discover and understand Queenstown's brand, positioning and vision, ensuring our activity educates audiences and influences the choices visitors make to deliver positive social, cultural, economic and environmental outcomes via tourism.

The virtuous cycle model focuses on growing awareness of both Queenstown's brand and regenerative tourism focus, encouraging people to visit, participate in more experiences and buy-in to the region's vision, foster deeper connections with our people and place, influence them to share their journey to help others discover Queenstown's vision, give back to the district and become advocates for our region and regenerative tourism.

Success measures include website metrics and member referrals, eDM sign ups and click through rate, engagement with regenerative stories and product, visitor mix, longer length of stay. And connection with community measured via Visitor Experience Survey.
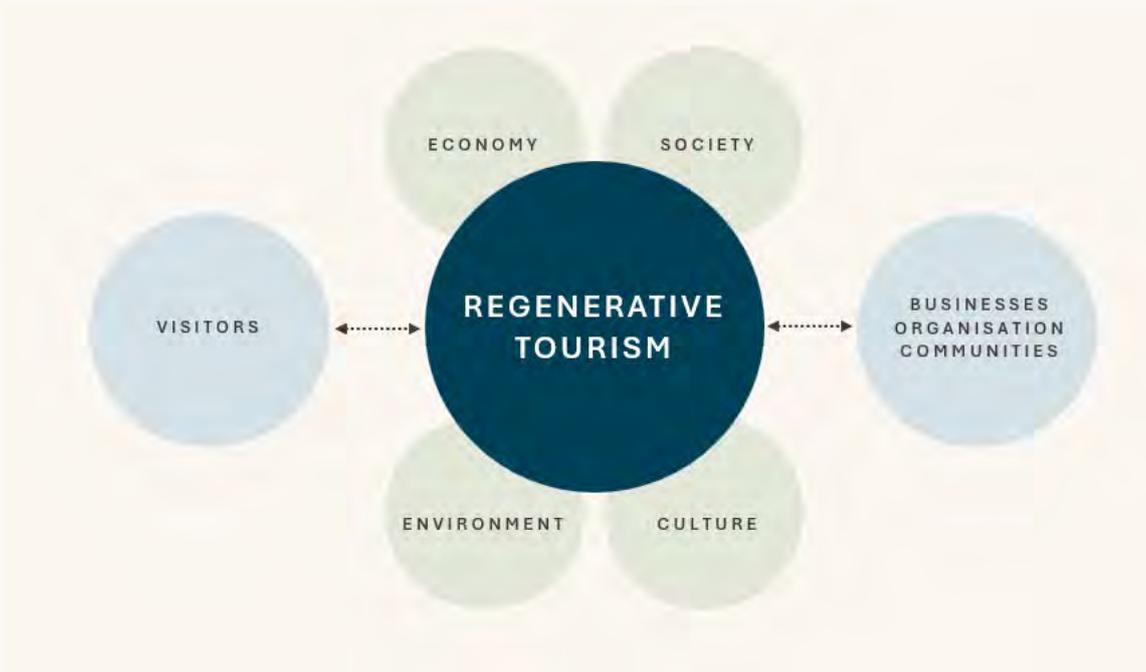
WHAT IS REGENERATIVE TOURISM?

Regenerative tourism goes beyond typical sustainability projects that minimise environmental harm. Instead, it contributes holistic value that benefits communities, the environment, and the economy.

Regenerative tourism has a net-positive impact on the environment, society, culture and the economy, aiming to create a more just, vibrant, and sustainable world. While sustainable tourism seeks to reduce travel's potential harms, regenerative tourism takes a wider view, avoiding extractive economic models. It recognises that the visitor economy is part of an interconnected system. Simply put, regenerative tourism gives back more than it takes. It improves wellbeing and is the best path towards a tourism industry the Queenstown Lakes district can continue to be proud of.

For the Queenstown Lakes, we believe regenerative tourism looks like:

- Enriched communities and enhanced visitor experience.
- Restoration of the environment and decarbonisation of the visitor economy.
- Economic resilience, capability and productivity.

DESTINATION MANAGEMENT PLAN

SUMMARY

	TRAVEL TO A THRIVING FUTURE		
Goal	Regenerative tourism by 2030		
Keystone project	The visitor economy of Queenstown Lakes reaches carbon zero by 2030		
Strategic pillar	**PILLAR 1:** Enrich communities and enhance the visitor experience.	**PILLAR 2:** Restore the environment and decarbonise the visitor economy.	**PILLAR 3:** Build economic resilience, capability and productivity.
Objectives	• Align actions with the core values and guiding principles. • Positive community sentiment. • Strong visitor satisfaction.	• Reach carbon zero by 2030. • Zero waste and pollution. • Biodiversity health.	• Increase the total value of the visitor economy, net of all costs and economic leakage. • Ensure workforce availability and improve workforce retention. • Maintain tourism business satisfaction.
Projects	• Project 1: Community engagement. • Project 2: Tiaki Promise: Lead by example. • Project 3: Preserve and celebrate Kāi Tahutaka and mātauraka. • Project 4: Place-based destination planning. • Project 5: Welcome programme. • Project 6: Arts, culture & heritage development.	• Project 7: Measure environmental footprint. • Project 8: Measure greenhouse gas emissions. • Project 9 (Keystone): Carbon zero by 2030. • Project 10: Zero environmental footprint. • Project 11: Restoring ecosystems.	• Project 12: Economic leakage assessment and cost-benefit analysis. • Project 13: Direct funding for infrastructure. • Project 14: Love Wānaka / Love Queenstown. • Project 15: Product evolution programme. • Project 16: Tourism business excellence programme. • Project 17: Thriving workforce programme. • Project 18: Emergency and Climate Adaptation Preparedness. • Project 19: Innovation and economic development.

Foundations for success

Objectives
- Develop a robust governance model that includes a reporting and review cadence.
- Establish an implementation plan and communications structure.
- Establish data collection and reporting systems.
- Align brand and marketing activities with regenerative tourism goals.

Projects
- Foundational project 1: Framework for governance and review.
- Foundational project 2: Operationalise projects.
- Foundational project 3: Data and measurement framework.
- Foundational project 4: Update Queenstown Lakes brand and marketing strategies.

DESTINATION MANAGEMENT PLAN

PROJECT ACTIVITY TIME PLAN: PILLAR 1 ENRICH COMMUNITIES AND ENHANCE THE VISITOR EXPERIENCE

Projects	Action Number	Action	FY23-24	FY24-25	FY25-26
PROJECT 1: COMMUNITY ENGAGEMENT	1	Co-create a schedule of regular opportunities to listen to and engage proactively with communities across the district.		■	
	2	Use existing community plans to bring local values to life , and work with council and community organisations to support the development of plans for communities that do not yet have them.	■	■	
	3	Build a solid understanding of mātauraka Māori and cultural heritage stories that are accurate and told by the appropriate storytellers. Work closely with Kāi Tahu to honour stories and share the right ones in the right way to avoid cultural appropriation.		■	
	4	Continue to raise awareness about the mana of tikaka, taoka and matauraka Māori (Māori knowledge, values and protocols) at the local level. Advocate for integrating these into community plans to enhance the visibility and connection of Māori cultural heritage.		■	
	5	Identify opportunities to support local events, activities, facilities and initiatives which help reinforce community identity, values and a unique sense of place	■		
	6	Ensure that the Business excellence programme (Project 16) includes a toolkit and training that makes it easy for tourism businesses to integrate and support the values of the communities where they operate, enabling communities to support progress of those businesses where appropriate.			■
	7	Work with Tourism New Zealand and third-party travel trade organisations to raise awareness of and support for our community values-based approach.	■		
PROJECT 2: TIAKI PROMISE: LEAD BY EXAMPLE	1	Amplify and reinforce the kaupapa (intention and principles) of the Tiaki Promise throughout the district in a consistent way so that the values of Tiaki become a commonly used benchmark of behaviours.	■		
	2	Encourage local agencies, communities and tourism businesses to champion the Tiaki Promise so that all visitors are aware of it and understand it.		■	
	3	Identify and acknowledge examples of behaviour and practices that align with the Tiaki Promise so that there are a growing number of leading examples to inspire others.	■		
	4	Work with local environmental organisations to identify opportunities to better celebrate and share environmental actions and experiences with visitors and locals.		■	
PROJECT 3: PRESERVE AND CELEBRATE KĀI TAHUTAKA AND MĀTAURAKA	1	Establish an effective and strong working partnership with authorised Kāi Tahu, Rūnaka and mana whenua representatives to enable their active involvement in destination planning.	■		
	2	Work with takata whenua and mana whenua to develop a clear and shared understanding of the district's cultural taonga as a cultural values map.	■		
	3	Enable and support broad community understanding and appreciation of Te Ao Māori, The Treaty of Waitangi and mātauraka Māori (Māori knowledge). This includes raising awareness of the Kāi Tahu legends and stories of place, which are authorised by Kāi Tahu to be shared.			■
PROJECT 4: PLACE-BASED DESTINATION PLANNING	1	Research capacity and optimal ranges of visitation in relation to desired outcomes for the community from visitation.	■		
	2	Determine optimal ranges of visitation (considering seasonality) and set objectives based on those levels.		■	
	3	Define strategies that consider yield, value per visitor, length of stay and total income/value of the visitor economy to achieve the objectives of this plan.	■		
	4	Use outcomes from the regular community forums (Project 1), community plans, and partnership with takata whenua and mana whenua to create a place-based planning approach.			■
	5	Ensure place-based plans bring the Vision Beyond 2050 goals to life by using it as a framework for initiatives, programmes and communications.			■
	6	Align regional tourism organisation marketing and communication campaigns with community values, the place-based plans and a regenerative mindset.		■	
PROJECT 5: WELCOME PROGRAMME	1	Identify arrival touchpoints where visitors and migrants can receive a welcome, assistance, and education from the destination. Determine how existing visitor servicing can support the experience at these locations and times.	■		
	2	Develop the substance for visitor education related to local values and cultures.		■	
	3	Set a goal for number of visitors intercepted and connections made by email or other methods, and identify resources that can be used to reach the goal.	■		
	4	Determine if there is potential to connect with visitors (e.g., through email or more sophisticated technology) for repeat visitation and economic development. Align this effort with the forthcoming economic diversification plan and with the Welcoming Communities Programme (QLDC in partnership with Immigration NZ).			■
PROJECT 6: ARTS, CULTURE & HERITAGE DEVELOPMENT	1	Work in partnership with Kāi Tahu as mana whenua to explore opportunities to increase cultural heritage experiences and emphasise the real Māori stories connected with this place.	■		
	2	Research and understand the level of visitor interest for existing or new cultural, arts and heritage experiences, and use the research to support investment in local arts, culture, heritage initiatives and infrastructure that will also appeal to visitors.	■		
	3	Work with the district's creative communities and its local arts and cultural organisations to identify opportunities to celebrate and share arts and cultural experiences better with our visitors.	■		
	4	Contribute to the ongoing development of arts, culture and heritage planning within the district to ensure that any future plans recognise the potential for visitor interest in this area (e.g., through a culture trail)	■		

Blue indicates actions which the RTOs are either responsible to deliver or are delivering in partnership with other organisations

DESTINATION MANAGEMENT PLAN

PROJECT ACTIVITY TIME PLAN: PILLAR 2: RESTORE THE ENVIRONMENT AND DECARBONISE THE VISITOR ECONOMY

Projects	Action Number	Actions	FY23-24	FY24-25	FY25-26
PROJECT 7: MEASURE ENVIRONMENTAL FOOTPRINT	1	Understand tourism's contribution to landfill waste, if necessary in light of existing plans.	■		
	2	Develop a suite of SMART measurements to understand the state of biodiversity health.	■		
	3	Define all types of pollution as a result of the visitor economy and establish a baseline measurement. Consider a framework like the Biosphere Plan, which takes the 17 UN SDGs and tailors them to the tourism industry context.			■
	4	Assess ecosystem degradation as a result of tourism.			■
	5	Conduct assessment of existing environmental protection and restoration projects (and any contribution from the tourism industry).			
	6	Determine an ongoing process for measurement of negative and positive impacts on environment as a result of tourism.			
PROJECT 8: MEASURE GREENHOUSE GAS EMISSIONS	1	Engage a recognised expert to conduct a detailed assessment of total emissions and emissions per visitor dollar.	■		
	2	Consider a top level estimate of in-destination vs Scope 3 (transportation emissions) to guide marketing plan (Foundational project 4).	■		
	3	Ensures tourism businesses are analysing their own emissions.	■		
PROJECT 9 (KEYSTONE): CARBON ZERO BY 2030	1	Take responsibility for addressing the transportation emissions (Scope 3) that bring visitors and supplies to Queenstown Lakes.	■		
	2	Decarbonise the built environment (hotels, restaurants, airport, meeting spaces, etc.) including improving energy efficiency.	■		
	3	Decarbonise emissions associated with visitor experiences, hospitality and attractions.	■		
	4	Identify system-wide initiatives that will increase the length of visitor stays, while reducing their emissions profile.	■		
	5	Reduce polluting emissions from road vehicles and relieve traffic congestion by improving infrastructure and changing traveller behaviour.	■		
	6	Ensure support for businesses to make the transition, similar to the New Zealand Farm Assurance Programme Plus (NZFAP Plus).	■		
	7	Consider incorporating a price on carbon or advocating for national carbon pricing to reduce complexity and increase adoption and or other high-leverage points.	■		
	8	Secure funding to implement all of the above activities and any others that move the district toward decarbonisation. This plan is ambitious, and to be successful it will take all types of funding; private, public, access to debt finance, non-dilutive public capital, and philanthropy.	■		
PROJECT 10: ZERO ENVIRONMENTAL FOOTPRINT	1	Disincentivise landfill use or otherwise align to existing waste management plan. Refer to QLDC's data to waste and materials diversion.		■	
	2	Support businesses to reduce and eliminate adverse impacts on the district's biodiversity.		■	
	3	Develop and support existing education and outreach initiatives to change visitor behaviour regarding local environmental issues.	■		
	4	By 2025, all visitor economy businesses have practical environmental, waste minimisation, light pollution and sustainability improvement plans in place.		■	
	5	Pollution of waterways from visitor economy activities is eliminated. Refer to ORC data on the health of streams and lakes.	■		
	6	Reduce waste in the design, construction, operation and end-of life of facilities and infrastructure associated with the visitor economy.			■
	7	Support the visitor economy in improving the health and quality of local water systems, as well as reforestation.			■
PROJECT 11: RESTORING ECOSYSTEMS	1	Select or create one pilot/hero project in year 1		■	
	2	Promote existing initiatives with practical opportunities for tourism businesses and visitors to give time and/or money toward improving biodiversity outcomes.		■	
	3	Investigate and support accreditation options for tourism businesses that partner with local environmental groups to deliver measurable, enduring outcomes for Te Taiao.			■
	4	Support initiatives that enable businesses to offset carbon emissions through native forest planting projects that are local and permanent (aligned to Oxford Principles).			■
	5	Support relevant research to understand the health and economic value of deep alpine lakes: Whakatipu, Wānaka and Hāwea.	■		
	6	Visitors and tourism businesses support and participate in local pest eradication and biodiversity restoration projects with firm targets.		■	

Blue indicates actions which the RTOs are either responsible to deliver or are delivering in partnership with other organisations

DESTINATION MANAGEMENT PLAN

PROJECT ACTIVITY TIME PLAN: PILLAR 3: BUILD ECONOMIC RESILIENCE, CAPABILITY AND PRODUCTIVITY

Projects	Action Number	Actions	FY23-24	FY24-25	FY25-26
PROJECT 12: ECONOMIC LEAKAGE ASSESSMENT AND COST-BENEFIT ANALYSIS	1	Quantify the income from the visitor economy that stays in the community, (i.e., net of leakage) including direct and indirect contributions to tax base.		Teal	
	2	Assess the hidden costs associated with infrastructure, environmental degradation and community quality of life.		Teal	
	3	Quantify the non-financial benefits of tourism to the community, including reputation, the workforce, and economic development.		Teal	
	4	Research initiatives and opportunities for minimising economic leakage and maximising the portion of visitor spending and tourism business profits that are reinvested within the local economy.			Olive
PROJECT 13: DIRECT FUNDING FOR INFRASTRUCTURE	1	Support existing work to establish an effective local visitor levy. Advocate for the levy to be aligned with the guiding principles of this plan, where the funds are protected to ensure that infrastructure and resources for visitors do not impose unfair costs on communities.	Dark Blue		
PROJECT 14: LOVE WĀNAKA / LOVE QUEENSTOWN	1	Establish a community fund that targets visitor give-back and financial contributions to support social and environmental outcomes.	Dark Blue		
	2	Develop platforms that enable visitor give-back programmes	Dark Blue		
PROJECT 15: PRODUCT EVOLUTION PROGRAMME	1	Measure the quality of the destination experience according to visitor sentiment.	Dark Blue		
	2	Develop destination-wide experience(s).		Teal	
	3	Promote diversity, equity, and inclusion (DEI) and provide education to ensure that Queenstown Lakes and its tourism experiences welcome people of all kinds. This includes communities which are marginalised, vulnerable, oppressed or underrepresented along lines of race, ethnicity, socioeconomic status, age, sexual and gender orientations (LGBTQIA+), or disability.	Dark Blue		
	4	Improve accessibility throughout the district's visitor experiences, including its tourism facilities, products and services, to accommodate visitors and residents of varying abilities.	Dark Blue		
	5	Aid businesses to make their experiences more competitive (and subsequently higher-yield)			Olive
PROJECT 16: TOURISM BUSINESS EXCELLENCE PROGRAMME	1	Ensure a common understanding of what Travel to a Thriving Future means among visitor economy stakeholders.	Dark Blue		
	2	Work with local organisations to provide mentoring, training, information, resources and other useful ongoing support for tourism business owners, managers and employees.		Teal	
	3	Support tourism businesses, their guides and staff to build their knowledge and understanding of local cultural heritage.	Dark Blue		
	4	Support existing and new local Māori tourism businesses.		Teal	
	5	Establish an effective business collaboration and peer-learning forum to explore and address issues that can improve business productivity and resilience, increasing profitability per FTE.	Dark Blue		
	6	Help owners design business models that increase yield and where a higher volume of visitors and experiences is not necessary to be successful. Enable them to compete on quality and unique, rich experiences rather than on price.			Olive
	7	Share learning and case studies of businesses that are leading the way towards a regenerative future to provide practical examples for others to follow.	Dark Blue		
	8	Encourage and support successful, sustainable local tourism businesses to enter relevant national and international business awards that recognise excellence in regenerative business practices.		Teal	
	9	Support existing local business awards programmes to create new award categories celebrating excellence in sustainable and regenerative business practices.	Dark Blue		
	10	Support and recognise certification.		Teal	
	11	Collaborate with the Innovation and economic development project team to support a tourism technology cluster and other diversification opportunities that are adjacent to tourism.	Dark Blue		
PROJECT 17: THRIVING WORKFORCE PROGRAMME	1	Support tourism business owners to attract and retain experienced and appropriately skilled staff.		Teal	
	2	Work with existing local initiatives and organisations to develop a range of programmes that build the capabilities of the tourism workforce.	Dark Blue		
	3	Work with relevant partners to understand how to support improved career opportunities in tourism, and support local initiatives that promote tourism as an attractive career path.		Teal	
	4	Establish a mechanism for understanding the cost of living in the district, average wage levels in different segments of the visitor economy, and the implications of establishing a recommended local living wage.	Dark Blue		
	5	Support and strengthen local housing initiatives and organisations, advocating for affordable housing and making more of the housing supply available to tourism workers.	Dark Blue		
	6	Determine the levers of change to manage the number and distribution of short-term accommodations. These may include advocating for regulation.	Dark Blue		
PROJECT 18: EMERGENCY AND CLIMATE ADAPTATION PREPAREDNESS	1	Develop plans to build local businesses resilience in order to adapt to climate change and more frequent extreme weather events.		Teal	
	2	Ensure tourism operators are prepared and understand their responsibilities so that they can keep visitors safe during emergencies.	Dark Blue		
	3	Ensure that visitor support is integral to all aspects of the district's emergency management planning and that businesses understand existing Emergency Management Plans.	Dark Blue		
	4	Ensure that a recovery approach is in place that fully understands the needs of the visitor economy after an emergency.	Dark Blue		
PROJECT 19: INNOVATION AND ECONOMIC DEVELOPMENT	1	To improve business capabilities, support a tourism technology cluster to explore and develop ideas that can leverage technology and celebrate business achievement	Dark Blue	Teal	
	2	Collaborate throughout the district to test and encourage adoption of new technologies.	Dark Blue		
	3	To support economic diversification (through supporting decarbonisation innovation, technology that can change impacts on environment and visitor behaviour	Dark Blue		
	4	Build a reputation as an innovative, early adopter in areas aligned with Green tourism innovation, clean transportation, etc.	Dark Blue		
	5	Use leadership in the area of regenerative tourism to attract aligned businesses to Queenstown Lakes.	Dark Blue		
	6	Collaborate with local research and innovation organisations to explore, develop and promote new, cost-effective solutions that radically improve environmental performance.	Dark Blue	Teal	

Blue indicates actions which the RTOs are either responsible to deliver or are delivering in partnership with other organisations

DESTINATION MANAGEMENT PLAN

PROJECT ACTIVITY TIME PLAN: FOUNDATIONS FOR SUCCESS

Projects	Action Number	Actions	FY23-24	FY24-25	FY25-26
FOUNDATIONAL PROJECT 1: FRAMEWORK FOR GOVERNANCE AND REVIEW	1	Develop a formal partnership for the delivery and future development of this plan which includes the RTOs, QLDC, Department of Conservation and Kāi Tahu as the initial core partners.	▓		
	2	Establish an independent governance group to oversee progress at a districtwide level. This will ensure a whole-system approach together with an appropriate balance of independence, accountability and expertise.	▓		
	3	Confirm reporting and review cadence. Regularly assess performance and progress, and identify opportunities for improvement.	▓		
	4	Establish inter-regional and international collaboration structures and ensure strategic alignment betwen RTOs, QLDC and interegional DMP network to support the plans objectives and with other regions DMPs	▓		
FOUNDATIONAL PROJECT 2: OPERATIONALISE PROJECTS	1	Develop an implementation plan to guide, in phases, the set of actions ahead for all projects. This needs to make the most of the connections between different areas of work. This will create a programme plan that spans all projects.	▓		
	2	Identify funding for each project.	▓		
	3	Assign a taskforce for projects in phase 1.	▓		
	4	Ensure that communication structure exists: Between the DMG and project leaders and between DMG/project task forces and tourism industry / wider community.	▓		
	5	Identify the capabilities (skills and expertise) and capacity (labour) required to successfully implement the plan. Develop appropriate programmes to address any issues or gaps.	▓		
	6	Build capability and capacity of the regional tourism organisations (RTOs), Queenstown Lakes District Council (QLDC) and other relevant agencies to support implementation.	▓		
	7	Research, identify, and secure appropriate funding from the public and private sectors to support projects that require financial support	▓		
FOUNDATIONAL PROJECT 3: DATA AND MEASUREMENT FRAMEWORK	1	Initiate an expert-led project to build an optimum data and evidence-based methodology for monitoring and evaluating the transition to regenerative tourism	▓		
	2	Support the development of a performance measurement and improvement system for tourism businesses, based on proven models from other sectors, that aligns with and accelerates progress towards a regenerative visitor economy (e.g., the New Zealand Farm Assurance Programme Plus (NZFAP Plus).	▓		
	3	Encourage and support visitor economy-related research projects in the district (e.g., PhD studies), including identifying potential research customers.	▓		
FOUNDATION PROJECT 4: UPDATE QUEENSTOWN LAKES BRAND AND MARKETING STRATEGIES	1	Effective use of data and analytics to improve knowledge about visitor motivators and behaviours.	▓		
	2	An informed understanding of visitor interests, behaviours and values to inform marketing activity.	▓		
	3	Align brand strategy to regenerative tourism and economic diversification.	▓		
	4	Align marketing plans (including business goals, market segments and promotional/experience activities) to regenerative tourism and decarbonisation.	▓		
	5	Align to place-based marketing plans in future.			▓

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