

# 2026-27 ANNUAL BUSINESS PLAN

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Destination Queenstown  
Lake Wānaka Tourism

FY26-27 (1 July 2026 – 30 June 2027)



 **Wānaka**

  
**Queenstown**  
NEW ZEALAND

# TABLE OF CONTENTS

<b>Introduction</b>	<b>03</b>
About Us, Vision and Core Values	03
Summary	04
Tourism in the Queenstown Lakes	05
<b>Context and Direction</b>	<b>06</b>
Operating Context	06
Strategic Direction	07
Notable Organisational Projects	08
Strategic Focus Areas	10
Destination Measures of Success	11
<b>Activity Plan</b>	<b>13</b>
<b>Consumer Marketing</b>	<b>14</b>
Brand, Marketing and Digital	14
Media and PR	17
<b>Business Development</b>	<b>18</b>
Travel Trade	18
Business Events	20
<b>Stewardship and Sustainability</b>	<b>22</b>
Sustainability	22
Stewardship	24
<b>Industry Engagement and Support</b>	<b>25</b>
Member Capability	25
Communications	26
Data and Insights	28
<b>Organisation and Member Services</b>	<b>29</b>
<b>Activity Calendars</b>	<b>30</b>
<b>Appendices</b>	<b>33</b>

## VISION

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**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

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### **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.

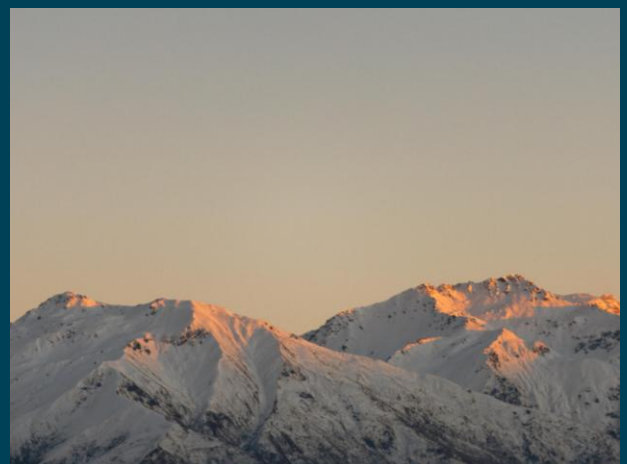
## ABOUT US

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Destination Queenstown (DQ) and Lake Wānaka Tourism (LWT) are the Regional Tourism Organisations (RTOs) responsible for destination marketing, domestically and internationally, as well as a range of destination management initiatives in the wider Queenstown Lakes region.

DQ and LWT operate together under a shared services partnership, enabling the RTOs to achieve greater efficiencies, gain economies of scale, maximise resources and leverage opportunities, while ensuring the destination brands remain unique, authentic and independent.

The RTOs focus on attracting high contributing visitors and creating preference for our destination brands, as well as supporting destination stewardship initiatives from the region's destination management plan, to ensure we have a resilient and future focused industry, within a thriving community and environment.



## SUMMARY

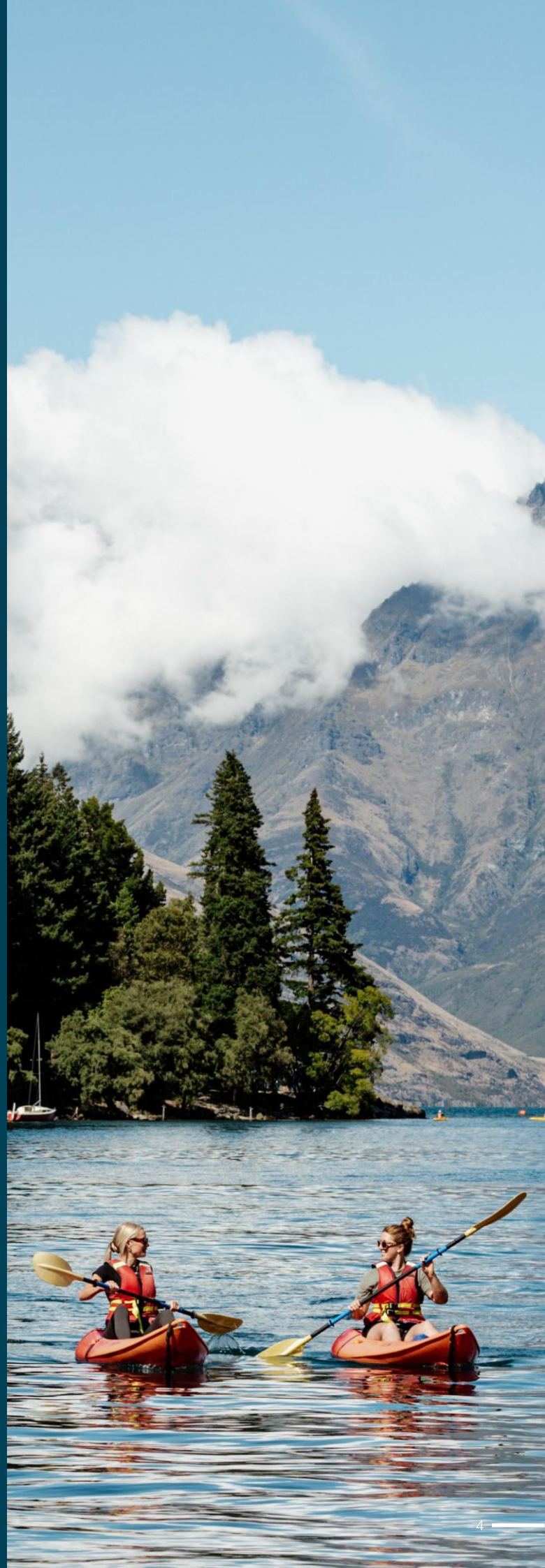
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The Queenstown Lakes visitor economy continues to perform strongly, with sustained global and domestic demand reinforcing the region's position as one of New Zealand's most desirable destinations. This demand presents both opportunity and responsibility for how tourism is shaped and managed across the district.

The FY26–27 Business Plan focuses on shaping demand to attract high-contributing visitors, strengthen local value retention, reduce seasonality and ensure tourism continues to deliver positive outcomes for communities, the environment and the regional economy. Through their shared services partnership, Destination Queenstown and Lake Wānaka Tourism will continue to maximise resources, collaborate closely and leverage opportunities while maintaining the distinct identities of the two destination brands.

Working alongside industry, local government and national tourism organisations, the RTOs will align destination marketing, industry capability and destination management activity. Delivery of *Travel to a Thriving Future*, the Queenstown Lakes Destination Management Plan, remains central to this work and supports the region's transition toward a resilient and sustainable visitor economy. The organisations will also continue to advocate for stronger national coordination of the tourism system, to support productive and sustainable tourism growth across New Zealand.

Alongside core programmes, several organisation-wide initiatives will be delivered during FY26–27, including adapting to AI-driven travel discovery, refreshing the Destination Management Plan, redeveloping the Wānaka website and digital ecosystem, reviewing engagement with the China market and India readiness, and progressing implementation of the region's decarbonisation roadmap.



## TOURISM IN THE QUEENSTOWN LAKES

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Tourism plays a central role in the Queenstown Lakes, supporting employment, business growth and regional prosperity. Queenstown and Wānaka continue to attract strong interest from both domestic and international visitors, reinforcing their position as globally recognised destination. It is against this backdrop that the FY26–27 plan has been developed, setting out how Destination Queenstown and Lake Wānaka Tourism will continue to support a thriving visitor economy while shaping tourism in ways that benefit the region.

The RTOs will continue to shape this demand to strengthen brand preference, attract high contributing visitors, reduce seasonality, encourage local value retention and support destination management initiatives across the district.

The shared services partnership between DQ and LWT continues to deliver collaboration, resource efficiencies, shared opportunities and economies of scale. While the two brands remain distinct and authentic to place, strong and clearly differentiated destination positioning is critical in an increasingly competitive global environment.

DQ and LWT will maintain a leadership role for tourism across the lower South, working in partnership with Tourism New Zealand, Tourism Industry Aotearoa, Queenstown Lakes District Council (QLDC), Queenstown Airport, Southern Way and other partners to align destination marketing, industry capability and destination management activity. Through these partnerships, the RTOs support coordinated regional and national approaches that strengthen destination appeal and contribute to a resilient visitor economy.

Further detail of the Government’s Tourism Growth Roadmap is expected during the year ahead. As national direction evolves, DQ and LWT will align regional activity with broader objectives while ensuring tourism growth is carefully managed to protect visitor experience, infrastructure capacity and community wellbeing.

With 2026 also being an election year, the RTOs will advocate for a bipartisan national approach to tourism, highlighting the importance of the Queenstown Lakes to New Zealand’s visitor economy and the need for greater infrastructure investment, a National Tourism Authority and sustainable tourism funding mechanisms

Together with industry, the RTOs will continue to shape tourism, influencing both the invitation to visitors and the experiences delivered on the ground, to support a thriving industry, destination and community.



## OPERATING CONTEXT

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Over the past 12 months, the tourism sector in the Queenstown Lakes District has strengthened within a global environment characterised by resilient travel demand and evolving consumer behaviour.

### INTERNATIONAL

Global travel demand entered FY26–27 in a strong position. In 2025, the International Air Transport Association (IATA) recorded a 5.3% increase in global passenger demand, while UN Tourism estimates international overnight arrivals reached approximately 1.52 billion, a 4% increase on 2024 levels. Despite higher living costs and economic and geopolitical uncertainty across several key markets, travel continues to be prioritised as discretionary spend.

Travel patterns are shifting toward experience-led itineraries, with visitors seeking deeper connection to place and demonstrating increased awareness of social, cultural and environmental impacts. At the same time, advances in generative artificial intelligence and digital discovery platforms are reshaping how travellers search, compare and select destinations, increasing the importance of high-quality digital presence and trusted information.

These global dynamics present a dual challenge: capturing demand from high-intent travellers while ensuring destinations operate within environmental, infrastructure and community limits.

### NATIONAL

New Zealand's tourism recovery has continued to progress, with international arrivals reaching approximately 3.5 million at year-end 2025 and strong growth in holiday visitation. The government's tourism growth roadmap signals a clear growth agenda, including ambitions to return international visitor numbers to at least 2019 levels by 2026, double tourism export value by 2034 and increase employment across the sector. Tourism New Zealand's FY26 strategic intentions focus on building year-round desire, converting off-peak visitation and accelerating sustainability leadership. With a national election scheduled for 2026, the direction of tourism policy and investment will continue to evolve. Together, these national priorities reinforce the need to balance growth with productivity, seasonality management and coordinated destination management.

### LOCAL

Locally, visitor days increased by 9% year-on-year to December 2025, reflecting sustained demand. The region remains central to international itineraries, with almost half of all international holiday visitors to New Zealand including the Queenstown Lakes in their trip. Domestic appeal remains high, with four in five New Zealanders rating Queenstown and Wānaka as desirable holiday destinations.

Community sentiment toward tourism remains broadly positive, with 96% of residents agreeing tourism is good for the region. However, 75% also agree tourism places too much pressure on the district.

Rapid population growth, averaging 3.1% per year between 2019 and 2025, has compounded these pressures. A growing resident base alongside significant visitor volumes is increasing demand on shared systems including wastewater, electricity networks, transport infrastructure and key visitor sites. These interconnected pressures highlight the importance of proactive demand management and coordinated destination leadership.

## STRATEGIC DIRECTION

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The FY26-27 business plan responds to this operating environment by recognising that continued demand for the Queenstown Lakes must be actively shaped to ensure long-term benefits for communities, industry and the natural environment.

As national policy settings evolve, the region has both opportunity and responsibility. Growth must be aligned with infrastructure capacity, workforce capability and visitor experience quality to maintain global reputation and community support.

In response, DQ and LWT will continue to prioritise demand shaping rather than volume-led growth, strengthening the role of the lower South macro-region in enabling sustainable visitor patterns and supporting longer stays across connected destinations.

The evolving tourism landscape also reinforces the importance of coordinated industry development alongside destination marketing. While Tourism New Zealand plays a central role in generating international demand, DQ and LWT will continue to advocate for strengthened national coordination of destination management, industry capability and tourism development to support productive and sustainable growth.

Delivery of *Travel to a Thriving Future*, the Queenstown Lakes Destination Management Plan, remains central. As implementation progresses, there is an increasing focus on anchoring regenerative tourism initiatives in strong business logic, ensuring environmental and community outcomes are supported by improved productivity, resilience and industry capability.

Together, these considerations reflect a continued evolution from destination promotion toward integrated destination leadership, positioning tourism in the Queenstown Lakes to remain resilient, regenerative and beneficial for generations to come.



## NOTABLE ORGANISATIONAL PROJECTS

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In addition to core business activities, the year ahead includes several organisation-wide projects that sit alongside business-as-usual activity and focus on delivering strategic outcomes that strengthen the visitor economy, support destination marketing and management objectives and position the organisations for the future.



### AI EVOLUTION PROJECT

Rapid advances in artificial intelligence and digital technology are reshaping how travellers discover, evaluate and choose destinations, requiring an evolution in how DQ and LWT approach destination marketing. During FY26-27, the organisations will undertake a focused programme of work to understand and respond to the implications of generative AI for destination visibility, content strategy and digital presence. This includes adapting marketing approaches to ensure Queenstown and Wānaka remain competitive within AI-driven discovery environments, strengthening the quality and accessibility of destination information, and positioning the RTOs as trusted and authoritative sources of destination knowledge. As this landscape evolves, the project will also support members to understand emerging changes and adapt alongside the RTOs, while beginning to evolve how organisational success is measured - moving beyond a primary reliance on website referrals toward broader brand and destination preference indicators that better reflect the RTOs' role in building demand.

Alongside marketing adaptation, the project will explore how artificial intelligence can enhance organisational effectiveness by supporting data-informed decision making, improving operational efficiency and enabling staff to focus on higher-value work. AI will be approached as a capability that complements and strengthens people's roles, rather than simply the implementation of new technology, with a strong emphasis on change management, skills development and responsible adoption. This work will help ensure DQ and LWT remain agile, efficient and future-ready organisations capable of supporting members and the wider visitor economy in a rapidly changing environment.



### DESTINATION MANAGEMENT PLAN REFRESH

During FY26-27, DQ and LWT, alongside our partner QLDC, will undertake a refresh of the Queenstown Lakes Destination Management Plan to ensure it remains current and fit for purpose as implementation progresses. The refresh provides an opportunity to update language and framing so the plan continues to align with both destination management priorities and the evolving direction of tourism in the region. This will broaden how regenerative tourism is expressed within the plan, ensuring it reflects social, cultural, environmental and economic outcomes. A key focus will be improving how progress is tracked, communicated and reported, strengthening the feedback loop with stakeholders and clearly demonstrating the outcomes achieved through delivery of DMP initiatives.

The refresh will build on the strong collaborative foundations established through development of the original plan. Clear expectations will be set early about the scope of the update, reinforcing that this is a focused refinement rather than a full redevelopment. If the process identifies potential changes to the long-term vision, direction or key initiatives, early conversations with partners and stakeholders will help prepare the sector and support smooth implementation over time.

## NOTABLE ORGANISATIONAL PROJECTS (CONT.)

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### WĀNAKA WEBSITE REBUILD

Early in FY26-27, DQ and LWT will undertake the redevelopment of the Wānaka destination website to improve user experience, strengthen performance for members and better support how visitors plan and experience travel to the region. As visitor discovery and trip planning behaviours continue to evolve, the website remains a critical platform for communicating destination stories, providing trusted information and connecting visitors with local tourism businesses. The redevelopment will focus on improving usability, accessibility and content structure, enabling visitors to more easily navigate information and build itineraries that encourage longer stays, seasonal dispersal and deeper engagement with the destination.

The project will also introduce a shared customer relationship management (CRM) system aligned with Queenstown, alongside an integrated eDM platform, creating a more cohesive and efficient digital ecosystem across both destinations. These enhancements will streamline listings and membership processes, improve how members manage and present their content, and strengthen communication and engagement opportunities. Beyond marketing, the platform will support destination management objectives by providing timely, accurate and place-based information that helps shape visitor behaviour and enhance the overall visitor experience, ensuring the Wānaka digital platform remains a future-ready asset for both visitors and industry.



### DECARBONISATION ROADMAP IMPLEMENTATION

DQ and LWT will commence work to translate the region's Decarbonisation Roadmap into a clear, practical programme that supports real progress across the visitor economy. This project will focus on identifying where the RTOs can lead, coordinate, and advocate - ensuring the work is achievable and commercially sustainable for businesses and aligned with wider district initiatives. A key priority will be on practical support, collaboration and clear communication so that decarbonisation is not an added burden, but as a pathway to improved efficiency, lower operating costs, stronger resilience and long-term competitiveness. By aligning partners and industry around shared priorities, this work will help turn the region's decarbonisation ambition into coordinated, measurable action that supports both business success and alignment of the DMP.



### CHINA MARKET STRATEGY AND INDIA READINESS REVIEW

During FY26-27, DQ and LWT will undertake a focused review of the China market to determine how the region should shape and position its future engagement. The project will move beyond a primarily trade-led approach to consider a more holistic strategy that integrates trade, digital presence and destination positioning. This includes strengthening the region's visibility across relevant digital channels, assessing the role and value of potential consumer marketing investment, and building a clearer evidence base to address current knowledge gaps about market behaviour, yield and long-term opportunity. The review will also explore how existing relationships, including the friendship city connection with Hangzhou, China, and shared sustainability interests can provide a constructive and measured pathway for deeper engagement at a destination level.

Alongside this work, the project will consider India as an emerging opportunity market, with a focus on market readiness rather than immediate activation. In anticipation of potential future air connectivity, the RTOs will work through the business development team to assess capability, product readiness and partnership opportunities, ensuring the region is strategically prepared should connectivity materialise. Together, this work will provide a clear and deliberate framework for engagement with both markets, aligned with demand shaping, yield growth and long-term destination management objectives.

## STRATEGIC FOCUS AREAS

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The RTOs' strategic focus reflects the continued evolution of tourism in the Queenstown Lakes, balancing the ambition for regenerative tourism with the need to support a productive and resilient visitor economy. This approach prioritises growth in value and yield, strengthening local value retention, and ensuring tourism delivers economic benefits alongside positive environmental and community outcomes. As destination management work matures, regenerative tourism initiatives are increasingly grounded in strong business logic, recognising that long-term outcomes for place and people rely on a commercially sustainable industry.

Destination marketing and destination management are complementary functions that together shape the success of the visitor economy. Through destination marketing, the RTOs influence why visitors choose Queenstown and Wānaka, while destination management helps shape how, when and in what way they experience the region. The strategic focus areas guide this work and inform RTO activity, drawing on industry insights, emerging trends, the Destination Management Plan and national and international tourism direction.



### BRAND

Build strong destination preference for Queenstown and Wānaka by celebrating the distinct and authentic qualities of each place, attracting high contributing visitors who stay longer, engage more deeply and contribute positively to the region.



### PLACE

Support positive social, cultural and environmental outcomes across the Queenstown Lakes district, contributing to thriving communities, protecting the natural environment and strengthening community support for tourism.



### VALUE

Shape demand to grow value and yield across the visitor economy by supporting longer stays, market mix, strengthening seasonality and increasing local value retention, ensuring tourism delivers sustainable economic benefit for the region.



### MEMBERS

Provide capability building, insights and product development support to tourism businesses, enabling a resilient and competitive industry and supporting the transition toward a regenerative visitor economy.



### VISITOR

Inspire visitors to connect meaningfully with the community and environment, shaping travel behaviours that align with destination values, enhance visitor experience quality, and support advocacy and repeat visitation.



### LEADERSHIP

Provide leadership and advocacy for tourism locally, regionally and nationally, strengthening partnerships across the lower South, supporting sustainable visitor patterns and contributing to the evolution of New Zealand's tourism system.

# MEASURES OF SUCCESS

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The RTOs report destination measures of success for both Queenstown and Wānaka. For some measures performance is demonstrated for Queenstown and Wānaka separately and for other measures a total regional performance metric is used. For further detail and information about these measures please refer to the appendix.

## 01 BRAND PERCEPTION

Queenstown: Grow perception as a 'highly appealing' destination from 54% to 56%  
Wānaka: Grow perception as a 'highly appealing' destination from 39% to 41%

**Business Logic:** Strengthens destination preference, supports premium yield, and reduces reliance on volume-led growth

**Environmental / Social Logic:** Maintaining strong destination appeal supports the region's ability to attract the visitors who value high-quality experiences and enables a shift toward value-led tourism.

## 02 VISITOR SPEND PER VISITOR DAY

Queenstown: 5% growth on Monthly Regional Tourism Estimates ( MRTE) baseline  
Wānaka: 5% growth on Monthly Regional Tourism Estimates ( MRTE) baseline

**Business Logic:** Tracks economic productivity and yield independent of volume growth

**Environmental / Social Logic:** Higher visitor spend per day supports value-led tourism, reducing reliance on volume growth and helping ease pressure on infrastructure, the environment and local communities.

## 03 AVERAGE LENGTH OF STAY (LOS)

Queenstown: Grow commercial guest nights from 2.8 to 3.0  
Wānaka: Grow commercial guest nights from 2.0 to 2.2

**Business Logic:** Drives yield, dispersal and experience depth

**Environmental / Social Logic:** Reduces emissions and congestion per visitor

## 04 SEASONAL VISITOR NUMBERS

Queenstown and Wānaka combined: 3% overall growth in visitor numbers from an estimated 11.6M cumulative visitors at YE June 2026 to 11.9M at YE June 2027.

**Business Logic:** Builds a resilient four-season economy by focusing growth in shoulder seasons.

**Environmental / Social Logic:** Spreads environmental and infrastructure load across the seasons.

## 05 HIGH CONTRIBUTING VISITOR INDEX (HCVI)

Queenstown and Wānaka combined: Grow HCVI score from 45 to 47

**Business Logic:** Focuses growth on high-value audiences

**Environmental / Social Logic:** Encourages visitation from visitors that demonstrate stewardship behaviours.

## MEASURES OF SUCCESS (CONT.)

### 06 VISITOR NET PROMOTER SCORE (NPS)

Queenstown and Wānaka combined: Grow NPS from +71 to +73

**Business Logic:** Indicates visitor satisfaction with the destination experience, supporting repeat visitation, advocacy and performance

**Environmental / Social Logic:** Provides an early indicator of whether visitor experience quality is being maintained alongside environmental stewardship and community wellbeing

### 07 RESIDENT TOURISM APPROVAL RATING (TAR)

Queenstown and Wānaka combined: Grow TAR across region from 22 to 23 for International visitors and 44 to 45 for Domestic visitors.

**Business Logic:** Focuses on improving social license in the community.

**Environmental / Social Logic:** Enables long-term stewardship and a welcoming host community.

### 08 MEMBER SATISFACTION SCORE

Queenstown and Wānaka combined: Maintain members satisfaction at 82% “satisfied” with RTO operations.

**Business Logic:** Demonstrates that RTO activity is delivering value to members and supporting a strong and engaged tourism industry.

**Environmental / Social Logic:** Drives participation in stewardship and sustainability initiatives

### 09 IN-DISTRICT VISITOR ECONOMY EMISSIONS INTENSITY

Queenstown and Wānaka combined: Measure to be established. With the disestablishment of the Cogo tool the RTOs are exploring alternative models to establish an in-district emissions baseline for tourism. This will then be divided by visitor days to establish emissions intensity.

**Business Logic:** Enables growth within environmental limits

**Environmental / Social Logic:** Aligns with decarbonisation goals

### 10 BUSINESS RESILIENCE AND DEVELOPMENT

Queenstown and Wānaka combined: Grow participant numbers in member capability building programme from 400 to 450 people.

**Business Logic:** Builds sector resilience

**Environmental / Social Logic:** System-wide impact

To align with the business plan's required time frames, 'current' has been defined as the period from 1 January 2025 to 31 December 2025, 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.

# ACTIVITY PLAN

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# CONSUMER MARKETING

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## BRAND, MARKETING AND DIGITAL

Consumer marketing activity ensures Queenstown and Wānaka have a consistent destination presence across channels, focused on driving brand awareness, destination preference and maintaining a sustainable level of visitor demand. The marketing team is responsible for management of the Queenstown and Wānaka brands, QueenstownNZ.nz, Wanaka.co.nz and social channels, digital marketing programmes, production of written and visual storytelling content, and managing a range of partnerships with key third-party stakeholders.

### MARKETS ACTIVE

New Zealand, Australia, China (exploration)

### BRAND

**Objective: Build strong, differentiated destination brands for Queenstown and Wānaka that drive preference, strengthen destination reputation and support long-term resilience.**

#### ACTIVITY

- Maintain strong brand guardianship of the Queenstown and Wānaka brands, building equity and supporting values-aligned positioning.
- Develop place-based brand values for Queenstown and further embed Wānaka's place brand.
- Utilise storytelling to position the two destination brands and shape perception.
- Deliver high-impact brand campaigns that position Queenstown and Wānaka as world-class destinations, attracting high-quality visitors and supporting brand reputation for the region.

### DEMAND GENERATION

**Objective: Shape and grow sustainable year-round demand by increasing preference in shoulder seasons, attracting high contributing visitors and improving overall value.**

#### ACTIVITY

- Maintain a resilient and high-value domestic and Australian visitor mix.
- Review and evolve the marketing model to respond to changes in AI-driven discovery and decision-making.
- Continue to deliver a full-funnel, always-on digital marketing approach and high-impact campaigns to generate sustainable levels of demand year-round.
- Continue to target specific visitor interest segments to support Queenstown and Wānaka members, to generate sustainable levels of demand across all seasons.
- Shape the invitations to visitors to influence their visit in line with high contributing behaviours (higher spend, longer stays and stronger connection to the region).
- Deliver demand-generating campaigns and strategic partnerships that convert interest into bookings for members across the region.
- Continue to promote local and regional events that reinforce community identity and support year-round visitation.

## CONTENT

**Objective: Create compelling content that drives discovery, educates, and influences visitor behaviour and is designed for both human audiences, AI systems, and social platforms.**

### ACTIVITY

- Review the content strategy to best approach the evolving way visitors plan and book travel.
- Adapt paid content and channel mix to reflect changing audience behaviours.
- Adapt owned content and channel mix to reflect changing audience behaviours and ensure efficient, high-performing content.
- Influence and amplify earned content to strengthen destination reputation and extend reach.
- Continue to create Travel Trade and Business Events marketing content to better equip DQ and LWT team, and external partners to sell the region and secure high-value business.

## CHANNELS AND PLATFORMS

**Objective: Develop and optimise digital platforms as high-performing destination marketing and management assets, strengthening first-party data capability and adapting to AI-driven discovery environments.**

### ACTIVITY

- Redevelop measurement framework to reflect AI-driven discovery and planning.
- Maintain and optimise QueenstownNZ.nz and launch the new Wanaka.co.nz website to ensure they remain relevant and the official source of information on each region.
- Launch AI chatbot on QueenstownNZ.co.nz and Wanaka.co.nz to enhance visitor experience, capture first-party data, and drive conversion.
- Grow eDM as a key owned channel and first-party data asset.
- Test and learn how destination content performs in AI environments.

## COLLABORATIONS & PARTNERSHIPS

**Objective: Support and invest in regional collaboration initiatives that benefit Queenstown and Wānaka as well as the wider lower South region.**

### ACTIVITY

- Continue to work closely with Tourism New Zealand to ensure Queenstown and Wānaka are effectively represented.
- 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.

## SECONDARY BRANDS / ASSETS

**Objective: Strengthen awareness, engagement and participation in DQ & LWT's secondary brands by leveraging our marketing capability to grow community pride, visitor giveback and event impact.**

### ACTIVITY

- Deliver marketing for Love Queenstown and Love Wānaka Community Funds.
- Promotional and digital marketing support for the Electrify Queenstown event, including the maintenance of digital channels and [electrifyqueenstown.co.nz](http://electrifyqueenstown.co.nz) website.
- Support updates to the [regenerativetourism.co.nz](http://regenerativetourism.co.nz) website.

### KPIS

- Grow the percentage of New Zealanders and Australians who consider Queenstown highly appealing from 54% to 56% for NZ and 41% to 43% for Australia.
- Grow the percentage of New Zealanders and Australians who consider Wānaka highly appealing from 39% to 41% for NZ and 19% to 22% for Australia.
- Grow the percentage of New Zealanders and Australians who intend to travel to Queenstown from 27% to 29% for NZ and 22% to 24% for Australia.
- Grow the percentage of New Zealanders and Australians who intend to travel to Wānaka from 17% to 19% for NZ and 10% to 12% for Australia.
- Benchmark Queenstown and Wanaka's share of voice on LLMs and track growth.
- Maintain engagement rate above 67% for Queenstown and 68% for Wānaka.
- Achieve an average conversion rate of 25% on the Queenstown website.
- Grow active users of the Queenstown website by 5–8% (1.70M–1.75M users).
- Grow active users of the Wānaka website by 5–8% (to 493k–507k annually).
- Maintain referral conversion rate for Wānaka between 9–12%.
- Grow reach across core brand channels (YouTube, Facebook, Instagram, TikTok) by 5% for both Queenstown and Wānaka.

## MEDIA AND PR

The Media function is responsible for earned story telling and content through hosted media programmes, PR activity and content opportunities, positioning Queenstown and Wānaka as world-class four-season destinations.

### MARKETS ACTIVE

Focus: New Zealand, Australia, USA, China and rest of world when opportunities align via TNZ.

**Objective: Foster positive destination reputation and grow appeal for Queenstown and Wānaka in international, domestic and Australian markets.**

#### ACTIVITY

- Showcase Queenstown and Wānaka tourism experiences through the DQ & LWT media programme to generate positive earned coverage.
- Uncover and share the unique, innovative, sustainable and regenerative stories of our operators via the DQ and LWT media programme.
- Work with consumer marketing team 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.

**Objective: Leverage major events and new developments in the region to grow positive destination appeal.**

#### ACTIVITY

- Utilise the DQ media programme to generate positive coverage of Queenstown and Wānaka through leveraging events and new developments.
- Build media famils and story angles around DQ/LWT's strategic pillars and new travel trends and products.

**Objective: Support efforts to grow destination appeal in autumn, winter and spring across Queenstown and Wānaka.**

#### ACTIVITY

- Work with TNZ's media programme to host media to support the four season story in Queenstown and Wānaka.
- Utilise the RTO media programme to generate positive coverage of the shoulder seasons in New Zealand and Australia.
- Explore drive zone media opportunities in New Zealand.

### KPIS

- Produce a minimum of 75 pieces of RTO-generated earned media across the Queenstown Lakes District.
- Produce a minimum of 10 pieces of RTO generated earned media that support major events and new developments.
- Increase travel intent to Queenstown among New Zealanders from 27% to 29% and Australians from 22% to 24%.
- Increase travel intent to Wānaka among New Zealanders from 17% to 19% and Australians from 10% to 12%.

# BUSINESS DEVELOPMENT

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## TRAVEL TRADE

The trade team is responsible for relationship management, training and education of key travel trade, representing Queenstown and Wānaka at tradeshows and industry events; delivering RTO and TNZ supported trade famils and building trade-ready capability of the RTO membership.

### MARKETS ACTIVE

Focus: Australia, USA, China, secondary focus South East Asia, India, Singapore, UK, Europe and rest of world where opportunities arise.

**Objective: 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.**

#### ACTIVITY

- Drive preference for Queenstown and Wānaka 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.
- Deepen and continuously refine our knowledge and understanding of Queenstown and Wānaka operators, celebrating the unique differences, whilst continuing to share with DQ & LWT members how the trade team operate in the trade channels.
- Host famils in the Queenstown Lakes District, connecting trade with DQ/LWT membership and showcasing our region's world class operators, our regenerative tourism ambitions and benefits of Love Queenstown & Love Wānaka.
- Continue to foster positive relationships with key travel trade partners and provide training to understand the unique advantages of the region.
- Work with travel trade partners to proactively shape demand into high contributing visitors for the Queenstown Lakes District.

**Objective: Support balanced seasonality from our international markets through a diverse market mix.**

#### ACTIVITY

- Support spring, autumn and winter visitation through key trade channels.
- Work with TNZ 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.

**Objective: Leverage key industry partnerships and ensure Queenstown Lakes is present at key industry events.**

#### ACTIVITY

- Foster and maintain key strategic relationships to ensure Queenstown Lakes positioned as a desirable visitor destination and regenerative tourism ambition is shared.

**Objective: Share the region's sustainable tourism progress with key travel trade partners, inviting them to celebrate our ambition with their clients.**

**ACTIVITY**

- 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.

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

**ACTIVITY**

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

**KPIS**

- Host two famils each for NAM, Asia, Australia. Host one famil for India. Host one famil rest of world - eight total.
- Engage and facilitate tradeshow appointment and trainings for 1200 people
- Train over 600 agents via webinar training in FY26/27
- Facilitate reportable networking engagements with minimum 150 pax
- Conduct a minimum of 60 sales calls
- Host at least two member capability events on 'Trade 101' in Queenstown and Wanaka
- Deliver DQ/LWT Trade & Business Events Australian Roadshow to Melbourne, Sydney, Brisbane & Gold Coast

## 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.

### MARKETS ACTIVE

Focus: New Zealand and Australia for conference, USA, South East Asia and China for incentives and rest of world where opportunities arise.

**Objective: 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.**

#### ACTIVITY

- Identify the key characteristics of high contributing business events visitors from key geographic markets.
- Attend and facilitate Queenstown Lakes 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 region's regenerative tourism ambitions.
- Generate and facilitate business events leads – driving more direct business opportunities to members from high value business events (leads).
- Support business events that align with high contributing visitor behaviours.

**Objective: Mitigate seasonality through influencing and supporting a diverse market mix and business event types.**

#### ACTIVITY

- Focus on attracting business event activity from DQ/LWT priority markets.
- Support a diverse market mix.
- Support TNZ in market activity to reduce seasonality and increase off peak international visitor arrivals

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

#### ACTIVITY

- Build key partnerships to showcase innovation and unlock new business event opportunities that attract high contributing business events.
- Tools & resources are aligned and evolved to tell a district story and enable QCB to better service clients.

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

**ACTIVITY**

- Engage with and support existing members to have a strong presence in key business events channels, supporting family 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 business events ready.

**KPIS**

- Target a 35% conversion rate (wins) of QCB generated leads.
- Drive increased engagement on the business events microsite.
- Target 55% success rate of driving business events leads to deliver their event in shoulder season (Late April – June and 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 of 11%, which 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.

# STEWARDSHIP & SUSTAINABILITY

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## 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.

**Objective: Help businesses reduce waste and costs by addressing system barriers, supplier practices, visitor behaviour, and procurement decisions across the visitor economy.**

### ACTIVITY

- Work with key stakeholders to create a waste reduction plan for the visitor economy.
- Further develop the practical procurement framework that supports tourism businesses prioritise low-waste, circular and locally sourced products.
- Partner with the Food & Beverage sector to reduce food waste through prevention, redistribution, local composting solutions, and supplier collaboration - strengthening commercial resilience while supporting district-wide waste reduction initiatives.

**Objective: Support a coordinated transition of the Queenstown Lakes visitor economy toward decarbonisation by commencing the delivery of the ten priority workstreams from the decarbonisation plan.**

### ACTIVITY

- Coordinate and align key partners - including the Climate Reference Group, Queenstown Electrification Accelerator, and Wao, to establish clear industry clusters and accountable delivery leads across the ten decarbonisation workstreams, reducing duplication, accelerating implementation, and maintaining momentum toward the decarbonisation plan.
- Provide practical tools, capability support and peer learning to help businesses reduce emissions intensity and in commercially viable ways.
- Deliver Electrify Queenstown as a leading event for accelerating electrification uptake, inform policy, investment and implementation.
- Ensure the Queenstown Electrification Accelerator programme continues to deliver outcomes that support the decarbonisation of the visitor economy.

**Objective: Develop and scope clear, credible pathways that enable tourism businesses to actively contribute to biodiversity restoration outcomes, advancing sector capability, increasing participation and funding through key industry touchpoints.**

### ACTIVITY

- Explore the feasibility of local carbon and biodiversity credit models, with a focus on integrity, local impact, and alignment with district conservation priorities.
- Support business capability with the knowledge and operational frameworks to integrate environmental restoration into business decision-making and day to day operations.

**Objective: Develop and scope clear, credible pathways that enable tourism businesses to actively contribute to biodiversity restoration outcomes, advancing sector capability, increasing participation and funding through key industry touchpoints.**

**ACTIVITY**

- Position the tourism sector as a solutions-focused partner in district-wide environmental, infrastructure, and community planning, facilitating collaboration across businesses and advocating for coordinated, industry-wide contributions to practical outcomes.

**Objective: Accelerate funding for high-impact environmental initiatives through Love Queenstown and Love Wānaka, supporting both immediate climate, conservation and biodiversity outcomes and strengthening long-term local ecological resilience**

**ACTIVITY**

- Explore high-impact project-based restoration initiatives to increase engagement and support priority environmental outcomes.
- Provide simple and effective pathways for businesses to engage with valuable environmental efforts.
- Develop a clear 'return on contribution' narrative to support donor engagement and increase the value-add for businesses and the wider industry.
- Increase regional brand presence to improve visibility, credibility and conversion across audience profiles.

**Objective: Strengthen the tourism industry's ability to anticipate, manage and respond to climate-related risks by building practical adaptation capability and embedding climate risk into business and destination decision-making.**

**ACTIVITY**

- Increase awareness of climate risks across the local visitor economy.
- Leverage the Optimal Vision Project to identify emerging climate, infrastructure and demand risks, and translate scenario insights into practical guidance that strengthens business adaptation and destination resilience.

**KPIS**

- Show a reduction in visitor economy waste intensity to landfill (kg per visitor day or per \$ revenue).
- 3% increase in the number of businesses reporting on emissions reduction activity over the FY25-26 baseline.
- 10 businesses commence electrification transition through the Queenstown Electrification Accelerator Programme.
- Demonstrate a reduction in visitor economy carbon emissions intensity in the district.
- Electrify Queenstown 2027 event is sold out across the three days.
- A 15% growth in net donor revenue from Love Queenstown and Love Wānaka.
- A 15% growth in business partners participating in the Community Funds.

## STEWARDSHIP

The stewardship function supports destination management through visitor experience, community engagement, cultural integrity and product evolution, ensuring that tourism contributes positively to the Queenstown Lakes district. This work focuses on building and strengthening relationships between visitors, businesses, iwi and the local community to deliver a thriving, regenerative visitor economy.

**Objective: Strengthen the long-term resilience, productivity and social licence of the visitor economy by improving customer experience, leadership capability and inclusive employment practices across the district.**

### ACTIVITY

- Equip businesses with practical tools and guidance to build healthy, inclusive workplaces that attract and retain great people via the member capability programme.
- Utilise the Member Capability programme to provide support and opportunities to tourism leaders and managers to lead in a rapidly changing environment.

**Objective: Strengthen tourism’s competitive advantage and social license by leveraging strategic partnerships to grow industry and visitor contribution to conservation, community wellbeing, and local economic value.**

### ACTIVITY

- Leverage the Community Funds platforms as a visible, practical and credible mechanism for industry and visitor participation in place-based stewardship.
- Facilitate authentic partnerships and capability-building opportunities that enable businesses to respectfully integrate iwi values, te ao Māori perspectives, into operations.

## KPIS

- Deliver a video induction training series for frontline and new workers to the district.
- 10 tourism operators adopt Adapting Aotearoa into their business.
- 200 visitor volunteer opportunities shared via Love Queenstown and Love Wānaka.
- 10% growth in visitor engagement via the Community Funds platforms (measured per donor volume).
- 2% increase in accredited operators across accreditation that DQ offer on website listing.

# INDUSTRY ENGAGEMENT AND SUPPORT

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## MEMBER CAPABILITY

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

**Objective: Enable more businesses across the district to actively participate in and benefit from the Member Capability Programme.**

### ACTIVITY

- Evolve the Member Capability Programme through implementing structured systems that increase engagement and audience reach, and clearer progression opportunities.
- Develop clear learning pathways for front-line staff, supervisors, managers, and owners - with beginner to advanced options across customer service, marketing, sustainability, leadership, and business resilience.

**Objective: Continue to evolve the Member Capability Programme as the engine that strengthens commercial performance, workforce resilience, and environmental leadership across the visitor economy.**

### ACTIVITY

- Combine digital toolkits, case studies, workshops, and peer roundtables to reinforce learning and drive action.
- Partner with industry and local subject matter experts to provide high-quality, district-specific knowledge and capability across a range of topics.

## KPIS

- 85% business satisfaction on member capability events, and a 25% response rate to post-event surveys.
- 45 Member Capability events across the district.
- 15 new resources for members created and loaded on member hub, across destination marketing and management.

## COMMUNICATIONS

Strategic communications play a key role in protecting and enhancing the reputations of Queenstown and Wānaka, reinforcing their appeal as the Southern Hemisphere’s premier four-season destinations. Through strong media relationships, proactive storytelling and effective issues management, the destinations are positioned as well-managed, safe and sustainable places to visit. Locally, timely and relevant communications keep members informed and engage the wider community, building understanding, trust and positive sentiment toward tourism.

### Objective: Inform and support members through clear, consistent and high-quality communications.

#### ACTIVITY

- Deliver member communications that clearly report on DQ & LWT’s work programme, advocacy and performance, while keeping members informed about the data, developments and policy context shaping the visitor economy.
- Create opportunities for two-way engagement so member insight directly informs DQ & LWT strategy, advocacy and industry priorities.

### Objective: Strengthen and protect the reputation of Queenstown and Wānaka through proactive media leadership and clear, coordinated destination communications.

#### ACTIVITY

- Lead proactive, strategic media engagement that positions the region as premium, regenerative and well-managed. Take ownership of the public narrative by responding quickly and professionally to media enquiries, pitching aligned stories, and ensuring leadership voices are heard in national and international conversations.
- Actively monitor and manage the destination’s reputation. Track local and national media narratives, identify risks early, bring agencies together through quarterly Destination Reputation Management meetings, and ensure major projects are supported by clear, coordinated communications plans.
- Tell compelling regenerative and industry stories that reflect real progress on the ground. Showcase practical examples of businesses, community partners and projects contributing to a thriving visitor economy, using a mix of channels to amplify reach and credibility.

### Objective: Ensure the region communicates clearly, calmly and consistently during emergencies or major disruptions, providing trusted information to the visitor economy.

#### ACTIVITY

- Maintain strong crisis readiness and clear communications plans. Keep plans current, practical and easy to activate so the organisation can respond quickly and confidently when disruption occurs.
- Strengthen coordination and capability across agencies and industry. Work closely with partner agencies and members through CDEM, TORQUE and other groups so roles are understood, messaging is aligned and responses are coordinated.

**Objective: Support strong, credible representation of tourism’s interests in local and national policy discussions. Ensure tourism industry’s contribution, challenges and long-term needs are clearly understood by decision-makers and stakeholders.**

**ACTIVITY**

- Provide clear, evidence-based communications to support advocacy and policy engagement. Ensure submissions, public commentary and stakeholder discussions are grounded in data, aligned with strategic priorities and easy to understand.
- Maintain strong relationships and consistent engagement with key stakeholders. Build trust and alignment with local and central government partners through regular communication and transparent information sharing.

**Objective: Strengthen community understanding and trust in tourism’s role in the region’s future. Long-term success depends on local people understanding how tourism contributes to the economy, infrastructure and quality of life - and being confident it is being well-managed.**

**ACTIVITY**

- Communicate clearly and consistently about tourism’s contribution to the community. Explain how tourism supports jobs, local businesses, infrastructure and community assets, while showcasing operators who contribute positively to the environment and wider community.
- Use research and data to understand and respond to community sentiment. Monitor community views and respond with clear, transparent information where needed.

**KPIS**

- Maintain an average 50% open rate for member communications, and a click-to-open rate of 14.3%.
- Facilitate eight Quarterly Member Update meetings (Queenstown & Wānaka) and four Destination Reputation Management meetings each year.
- 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 54% to 56% for NZ and 41% to 43% for Australia
- Grow the percentage of New Zealanders and Australians who consider Wānaka highly appealing from 39% to 41% for NZ and 19% to 22% for Australia.
- Improve local community sentiment towards tourism by achieving a TAR score of 23 for international visitors and a TAR score of 45 for domestic visitors.

## DATA AND INSIGHTS

The Data and Insights function transforms raw data into strategic insights that drive destination performance and regenerative tourism outcomes. It equips businesses and the RTOs with the insights needed to attract visitors, measure progress toward management goals, and make evidence-based decisions that balance economic benefits with environmental, social and cultural wellbeing.

**Objective: Equip members and stakeholders with accessible performance intelligence tools and forward-looking insights.**

### ACTIVITY

- Maintain and evolve the Visitor Insights Dashboard as the tourism performance insights tool for the region.
- Provide forward-looking insights through the Forward Outlook resource to guide members, stakeholder and RTO activity.
- Deliver regular data and insights related communications and updates through eDMs and member updates presentations and member capability.

**Objective: Strengthen destination competitive advantage through visitor, market, and segment understanding and insights.**

### ACTIVITY

- Manage, improve and optimise the research and data contracts and free to access data sets.
- Evolve and communicate insights from the High Contributing Visitor Index research.
- Maintain Segment and Market Insight Guides, the Visitor Economic Insights Resource, Visitor Experience and Destination Perception summaries and curate and share external research and industry intelligence and author research specific to the Queenstown Lakes context.

**Objective: Establish a robust, holistic measurement framework that captures tourism's full economic, social, environmental and cultural value, enabling evidence-based decision making and tracking progress toward destination and DMP goals.**

### ACTIVITY

- Track visitor experience and destination perceptions, manage Destination Perceptions and Experience research and leverage findings.
- Lead Foundation Project 3: building a comprehensive DMP measurement framework that tracks economic success alongside environmental, social, and cultural health.
- Monitor community perspectives and social license through resident sentiment research (Views on Tourism).

### KPIS

- Maintain and evolve Visitor Insights Dashboard (DQ and LWT) with new data sources and maintain the Forward Outlook.
- Refresh RTO generated resources and evolve with the latest data sources.
- Member communications achieve minimum 17% open rate and 8.7% click rate.

# ORGANISATION AND MEMBER SERVICES

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## ORGANISATION AND MEMBER SERVICES

Supporting the DQ and LWT membership is a core part of RTO operations. The Organisation team brings together member services, health and safety, internal sustainability, human resources, governance, technology and finance to deliver efficient systems, processes and support, including membership management, listings, capability support, carbon measurement and member events.

**Objective: Ensure the RTOs 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.**

### ACTIVITY

- Embed best practice health and safety systems, training and wellbeing support across both RTOs to protect people, ensure compliance and support organisational resilience.
- Build a well-resourced, capable and engaged team through effective structure, people practices, leadership support and a positive workplace culture that enables delivery of business plan strategies.
- Provide robust, secure and future focused technology and financial management that supports efficient operations, sound governance, fiscal sustainability and informed decision making.

**Objective: Provide member support by facilitating access, fostering connections, and enhancing engagement with RTO members.**

### ACTIVITY

- Deliver consistent, efficient and high-quality RTO administration that supports members through clear processes, accurate information and responsive service.
- Enable the successful delivery of member events through coordinated planning, administration and operational support that enhances member engagement and value.

**Objective: Progress the RTOs' organisational decarbonisation efforts through measurable emissions reduction by supporting lower emissions practices.**

### ACTIVITY

- Drive accurate emissions measurement and projections across the organisations, tracking progress and delivering reliable data to support end-of-year reporting.
- Encourage behaviour changes, implement lower carbon processes and systems and support low carbon opportunities in an effort to mitigate organisational emissions.

### KPIS

- Financial management and reporting is accurate and timely.
- Strong staff engagement and wellbeing reflected in Culture Survey results, with an NPS above 80.
- Core systems and tools, are embedded and used effectively to support organisational performance and consistency.
- Annual organisational emissions profile is tracked.

# 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			Queenstown Lakes Australia Roadshow						DQ LWT US Roadshow (TBC)			
	Sales calls		Pure Pacific South America (TBC)	ANZCRO USA – Best of NZ Sales Mission (TBC)				AU Ski Sales Calls					
	Famils					Mega Famil				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 SEA Kiwi Link India		Kiwi Link Japan + Korea Kia Ora South (TBC)	China Roadshow (TBC)								
	Sales calls	General Travel Pre-Kiwi Link India Roadshow								IBO dinner			
	Famils		RealNZ IBO Famil (TBC)									Eastern TRENZ Famils	
Ongoing collaboration with TNZ to support the delivery of famils													
Industry events			TECNZ Conference (TBC)			TIA Tourism Summit	TEC Xmas Symposium IBO Hosted Breakfast Event		RTNZ-TNZ Connect		TECNZ IBO Event	TRENZ	
EDMs		Spotlight on Queenstown		Quarterly Newsletter	Spotlight on Queenstown		Quarterly Newsletter	Spotlight on Queenstown		Quarterly Newsletter	Spotlight on Queenstown		Quarterly Newsletter

# BUSINESS EVENTS ACTIVITY CALENDAR

Activity	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
<b>Events</b>			Queenstown Lakes Australian Roadshow		BE Expo Auckland	PCOA Christchurch		AIME Melbourne				MEETINGS 2027 Auckland
<b>Sales calls</b>	Sales calls will be added once finalised											
<b>Famils and site inspections</b>					Mega Famil			Post AIME Famil		Domestic Famil		Pre + Post 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											
<b>Industry events</b>		SITE ANZ Conference		BEIA Conference Business Events Awards								
<b>Industry comms</b>	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 - Brand						DREAM - Winter Brand		
										High Impact Storytelling/Case Studies			
	Always-on Digital & Social	EDUCATE Ski, Winter Lovers, F&B	EDUCATE Spring Ski, Golf, Bike, Hike, Adventure, F&B, Family				EDUCATE Hike, Bike, Golf, Adventure, F&B, Arts/Culture			EDUCATE F&B, Active Relaxation, Wellness,		EDUCATE Ski & Winter Lovers, Stargazing, F&B	
		Seasonal Event Marketing											
		ALWAYS ON – BOOK Product-led ads driving conversion in the form of member referrals, search											
	Partnerships <i>*Example calendar</i>	Ski & Winter	Outdoor Explorers & Adventure			Biking / Arts & Culture			Active Relaxation / Wellness / F&B		Ski & Winter		
	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 - Brand						DREAM - Winter Brand			
	Always-on Digital & Social	EDUCATE Ski & Winter Lovers	EDUCATE Spring Ski, Golf, Bike, Adventure, F&B, Family			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 <i>*Example calendar</i>	Ski & Winter	Outdoor Explorers & Adventure			Biking/ Hiking / F&B			Active Relaxation / Wellness		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

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## APPENDIX ONE:

# GLOSSARY

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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)

APPENDIX TWO:

MEASURES OF SUCCESS – FURTHER DETAIL

<b>BRAND PERCEPTION</b>				
Queenstown: Grow from 54% to 56% as highly appealing destination Wānaka: Grow from 39% to 41% as highly appealing destination				
<b>Business Logic:</b> Strengthens destination preference, supports premium yield, and reduces reliance on volume-led growth	<b>Environmental / Social Logic:</b> Maintaining strong destination appeal supports the region’s ability to attract the visitors who value high-quality experiences and enables a shift toward value-led tourism.	<b>What it Measures:</b> Brand perception is what customers believe a product or service represents and how it makes them feel.	<b>How This KPI Is Used:</b> Inform brand strategy, campaign focus and market prioritisation to align demand with destination values and long-term resilience.	<b>Source &amp; Notes:</b> Destination Perceptions YE December 2025, New Zealand audience. Note: Wānaka started research in July 2025, sample size isn’t reflecting a full year.

<b>VISITOR SPEND PER VISITOR DAY</b>				
Queenstown: 5% growth on MRTE baseline Wānaka: 5% growth on MRTE baseline				
<b>Business Logic:</b> Tracks economic productivity and yield independent of volume growth	<b>Environmental / Social Logic:</b> Higher visitor spend per day supports quality tourism, reducing reliance on volume growth and helping ease pressure on infrastructure & community	<b>What it Measures:</b> Average expenditure generated per visitor day	<b>How This KPI Is Used:</b> Assess value growth without increasing system pressure	<b>Source &amp; Notes:</b> Monthly Regional Tourism Estimates (to be released April 2026), Tourism Flows and Volumes YE Dec 2025.

<b>AVERAGE LENGTH OF STAY (LOS)</b>				
Queenstown: Grow commercial nights from 2.8 to 3.0 Wānaka: Grow commercial nights from 2.0 to 2.2				
<b>Business Logic:</b> Drives yield, dispersal and experience depth	<b>Environmental / Social Logic:</b> Reduces emissions and congestion per visitor	<b>What it Measures:</b> Average nights stayed by visitors	<b>How This KPI Is Used:</b> Shape market and product strategy	<b>Source &amp; Notes:</b> Guest Nights, Accommodation Data Programme, YE Dec 2025.

<b>SEASONAL VISITOR NUMBERS</b>				
Queenstown and Wānaka combined: 3% overall growth in visitor numbers from estimate 11.6M at YE June 2026 to 11.9M at YE June 2027.				
<b>Business Logic:</b> Builds a resilient four-season economy by focusing growth in shoulder seasons.	<b>Environmental / Social Logic:</b> Spreads environmental and infrastructure load across the seasons.	<b>What it Measures:</b> Annual visitor days, weighted toward times of year when the region has greater capacity to absorb additional visitors.	<b>How This KPI Is Used:</b> Guide seasonal investment	<b>Source &amp; Notes:</b> Tourism Flows and Volumes YE Dec 2025. Note: For a growth target to be established for FY26-27 11.6m is a projection of what cumulative visitor numbers are expected to be at YE June 2026.

<b>HIGH CONTRIBUTING VISITOR INDEX (HCVI)</b>				
Queenstown and Wānaka combined: Grow HCVI from 45 to 47				
<b>Business Logic:</b> Focuses growth on high-value audiences	<b>Environmental / Social Logic:</b> Encourages stewardship behaviours	<b>What it Measures:</b> Visitor behaviours aligned with destination values	<b>How This KPI Is Used:</b> Targeting and messaging	<b>Source &amp; Notes:</b> Queenstown Wānaka Visitor Experience Survey YE Dec 2025.

APPENDIX TWO:

MEASURES OF SUCCESS – FURTHER DETAIL CONT.

<p><b>VISITOR NET PROMOTER SCORE (NPS)</b></p> <p><b>Business Logic:</b> Indicates visitor satisfaction with the destination experience, supporting repeat visitation, advocacy and performance</p>	<p><b>Environmental / Social Logic:</b> Provides an early indicator of whether visitor experience quality is being maintained alongside environmental stewardship and community wellbeing.</p>	<p><b>What it Measures:</b> Visitor advocacy and experience quality</p>	<p><b>How This KPI Is Used:</b> Monitor experience quality</p>	<p><b>Source &amp; Notes:</b> Queenstown Wānaka Visitor Experience Survey YE Dec 2025.</p>
<p>Queenstown and Wānaka combined: Grow NPS from +71 to +73</p>				
<p><b>RESIDENT TOURISM APPROVAL RATING (TAR)</b></p> <p><b>Business Logic:</b> Focuses on improving social licence in the community.</p>	<p><b>Environmental / Social Logic:</b> Enables long-term stewardship</p>	<p><b>What it Measures:</b> Community support for tourism</p>	<p><b>How This KPI Is Used:</b> Inform community engagement</p>	<p><b>Source &amp; Notes:</b> Views on Tourism Survey YE March 2025. <a href="#">Further information.</a></p>
<p>Queenstown and Wānaka combined: Grow TAR across region from 22 to 23 for International visitors and 44 to 45 for Domestic visitors.</p>				
<p><b>MEMBER SATISFACTION SCORE</b></p> <p><b>Business Logic:</b> Demonstrates that RTO activity is delivering value to members &amp; supporting a strong tourism industry.</p>	<p><b>Environmental / Social Logic:</b> Drives participation in stewardship and sustainability initiatives</p>	<p><b>What it Measures:</b> Member confidence in RTO value and direction</p>	<p><b>How This KPI Is Used:</b> Accountability and continuous improvement</p>	<p><b>Source &amp; Notes:</b> Annual RTO Member Survey YE July 2025.</p>
<p>Queenstown and Wānaka combined: Maintain members satisfaction at 82% satisfied with RTO operations.</p>				
<p><b>IN-DISTRICT VISITOR ECONOMY EMISSIONS INTENSITY</b></p> <p><b>Business Logic:</b> Enables growth within environmental limits</p>	<p><b>Environmental / Social Logic:</b> Aligns with decarbonisation goals</p>	<p><b>What it Measures:</b> In-district emissions per visitor day</p>	<p><b>How This KPI Is Used:</b> Track progress toward decarbonisation goal</p>	<p><b>Source &amp; Notes:</b> TBC, potentially leveraging QLDC sources or methodology from Optimal Visitation Project.</p>
<p>Queenstown and Wānaka combined: to be established. Cogo disestablished – exploring alternative models for establishing an in-district emissions baseline, then will be divided by visitor days to establish intensity.</p>				
<p><b>BUSINESS RESILIENCE AND DEVELOPMENT</b></p> <p><b>Business Logic:</b> Builds sector resilience</p>	<p><b>Environmental / Social Logic:</b> System-wide impact</p>	<p><b>What it Measures:</b> Uptake of capability building practices</p>	<p><b>How This KPI Is Used:</b> Monitor capability uptake</p>	<p><b>Source &amp; Notes:</b> RTO Member Capability Programme participation</p>
<p>Queenstown and Wānaka combined: Grow participant numbers in member capability building programme from 400 to 450 people</p>				

**APPENDIX THREE:**

**THE LIVING STACK: BUSINESS AS PART OF AN ECOSYSTEM**

The Living Stack reframes environmental and community health as critical infrastructure. Businesses run on an ecological and social foundation; much like a technology stack, each layer depends on the layers beneath it. While revenue and guest experience (Layer 1) are the most visible, they are underpinned by community (Layer 2), natural capital (Layer 3), and foundational climate patterns (Layer 4).

Investing in the lower layers mitigates risk and protects long-term success. Strengthening the stack builds operational resilience, ensuring we can continue to deliver premium experiences in a changing world. Protecting these systems is the key to securing the region’s future performance.



**PRINCIPLES FOR MANAGING THE STACK**

**1. NATURE IS INFRASTRUCTURE, NOT A BACKDROP.**

**2. RESILIENCE BEATS SHORT TERM EFFICIENCY**

**3. PREVENT “STACK FAILURES” FROM THE BOTTOM UP**

**APPENDIX FOUR:**

## **WHAT IS REGENERATIVE TOURISM?**

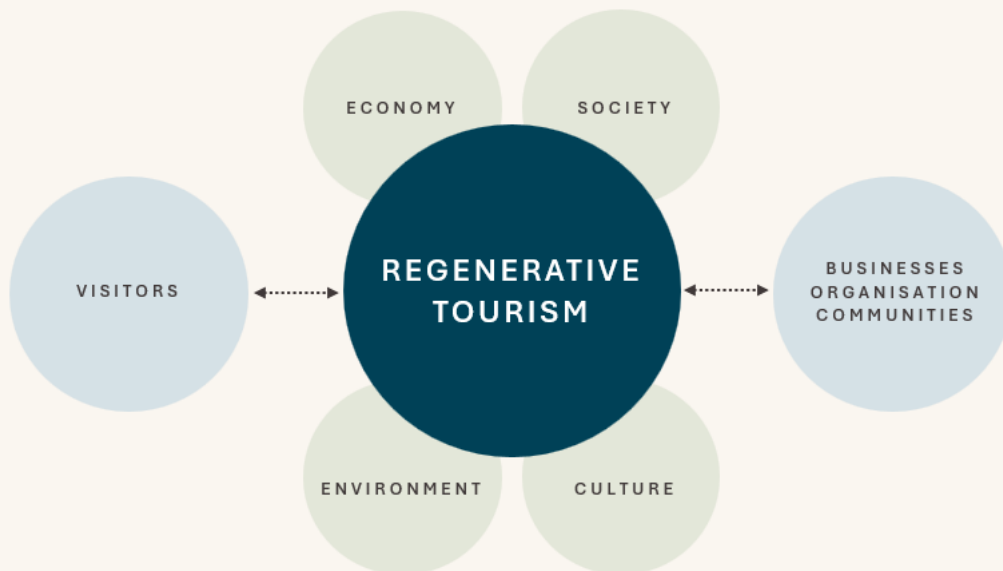
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Regenerative tourism goes beyond typical sustainability projects that minimise environmental harm. Instead, it contributes holistic value that benefits communities, the environment, and the economy.

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.



**APPENDIX FIVE:**

# HIGH CONTRIBUTING VISITOR INSIGHTS

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**“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 they are 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 a composite index based on data from the Visitor Experience Survey Programme, designed to provide deeper insights into visitor characteristics and preferences. 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. As this is a new methodology, the sample is still building. To strengthen robustness, analysis has been undertaken across an extended period from July 2024 to December 2025 to increase the sample size.

## HIGH CONTRIBUTING VISITOR INDEX SCORE

**45**

*(This is a score that ranges from 0-100. Queenstown and Wānaka Visitor Experience Survey, total respondents N = 1634, Insights drawn from visitors that have a High Contributing Visitor Index Score higher than 60. Sample = 221.*

## HIGH CONTRIBUTING VISITOR INSIGHTS

90	9.5
Net Promoter Score	Overall Satisfaction
6.6	6.4
Average Number of Activities Undertaken	Locations Visited

## AVERAGE VISITOR INSIGHTS

72	8.8
Net Promoter Score	Overall Satisfaction
5.0	4.5
Average Number of Activities Undertaken	Locations Visited

## APPENDIX SIX:

# EMERGING TRAVEL TRENDS AND INDUSTRY SHIFTS

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## 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 scepticism 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

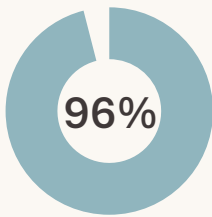
Technological advancements, such as generative AI, chatbots, and digital payment methods, are transforming the tourism industry. These advancements are enhancing customer experiences, improving efficiency, and enabling new business models. The industry needs to embrace these technologies to remain competitive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

Access the full [Emerging Travel Trends and Industry Shifts research](#).

**APPENDIX SEVEN:**

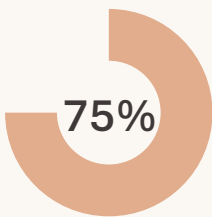
# RESIDENT SENTIMENT INSIGHTS

In recent years, community sentiment towards tourism in the Queenstown Lakes district has stabilised to limited acceptance, only marginally above threatened and is at a level well below the NZ average. Residents have felt impact of the return of visitor numbers which compounds strain from rapid residential population growth. Three out of four Queenstown residents (73%) agree that the region needs a destination management plan. Two out of five residents knew about Queenstown Lakes' Destination Management Plan, Travel to a Thriving Future. Residents continue to recognise that tourism plays a positive role in their district



Tourism is good for my region

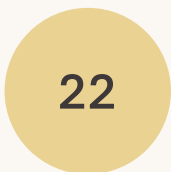
But equally residents are concerned about the pressure visitors are placing.



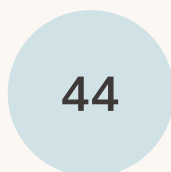
Visitors are putting too much pressure on my region

## TOURISM APPROVAL RATING SCORE (TAR SCORE)

The TAR score highlights residents' overall perceptions of tourism; it's an index ranging from -100 to +100.



INTERNATIONAL TAR



DOMESTIC TAR

For further information about the resident sentiment please visit the [Resident Insights page on the Member Hub](#). DQ and LWT Views on Tourism Research (Angus & Associates). Wave 2024/2025 October 2024 – March 2025. N = 519 Queenstown Lakes



APPENDIX EIGHT:

# DESTINATION MANAGEMENT PLAN

## SUMMARY

TRAVEL TO A THRIVING FUTURE			
<b>Goal</b>	Regenerative tourism by 2030		
<b>Keystone project</b>	The visitor economy of Queenstown Lakes reaches carbon zero by 2030		
<b>Strategic pillar</b>	<b>PILLAR 1:</b> Enrich communities and enhance the visitor experience.	<b>PILLAR 2:</b> Restore the environment and decarbonise the visitor economy.	<b>PILLAR 3:</b> Build economic resilience, capability and productivity.
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Align actions with the core values and guiding principles.</li> <li>Positive community sentiment.</li> <li>Strong visitor satisfaction.</li> </ul>	<ul style="list-style-type: none"> <li>Reach carbon zero by 2030.</li> <li>Zero waste and pollution.</li> <li>Biodiversity health.</li> </ul>	<ul style="list-style-type: none"> <li>Increase the total value of the visitor economy, net of all costs and economic leakage.</li> <li>Ensure workforce availability and improve workforce retention.</li> <li>Maintain tourism business satisfaction.</li> </ul>
<b>Projects</b>	<ul style="list-style-type: none"> <li>Project 1: Community engagement.</li> <li>Project 2: Tiaki Promise: Lead by example.</li> <li>Project 3: Preserve and celebrate Kāi Tahu and mātauraka.</li> <li>Project 4: Place-based destination planning.</li> <li>Project 5: Welcome programme.</li> <li>Project 6: Arts, culture &amp; heritage development.</li> </ul>	<ul style="list-style-type: none"> <li>Project 7: Measure environmental footprint.</li> <li>Project 8: Measure greenhouse gas emissions.</li> <li>Project 9 (Keystone): Carbon zero by 2030.</li> <li>Project 10: Zero environmental footprint.</li> <li>Project 11: Restoring ecosystems.</li> </ul>	<ul style="list-style-type: none"> <li>Project 12: Economic leakage assessment and cost-benefit analysis.</li> <li>Project 13: Direct funding for infrastructure.</li> <li>Project 14: Love Wānaka / Love Queenstown.</li> <li>Project 15: Product evolution programme.</li> <li>Project 16: Tourism business excellence programme.</li> <li>Project 17: Thriving workforce programme.</li> <li>Project 18: Emergency and Climate Adaptation Preparedness.</li> <li>Project 19: Innovation and economic development.</li> </ul>
<b>Foundations for success</b>			
	<b>Objectives</b> <ul style="list-style-type: none"> <li>Develop a robust governance model that includes a reporting and review cadence.</li> <li>Establish an implementation plan and communications structure.</li> <li>Establish data collection and reporting systems.</li> <li>Align brand and marketing activities with regenerative tourism goals.</li> </ul>	<b>Projects</b> <ul style="list-style-type: none"> <li>Foundational project 1: Framework for governance and review.</li> <li>Foundational project 2: Operationalise projects.</li> <li>Foundational project 3: Data and measurement framework.</li> <li>Foundational project 4: Update Queenstown Lakes brand and marketing strategies.</li> </ul>	

 **Wānaka**

  
**Queenstown**  
NEW ZEALAND