DESTINATION QUEENSTOWN

FOOD AND DRINK
MARKET DEVELOPMENT PLAN

November 2021

COMMERCIAL IN CONFIDENCE

Nau te rourou, naku te rourou, ka ora te manuhiri

“With your food basket and my food basket, the people will thrive”

TABLE OF CONTENTS

FOOD + DRINK NEW ZEALAND

Food + Drink New Zealand was established to provide assistance, advice and guidance to destinations, events, food operators and the wider food sector on how to leverage food tourism opportunities.

We are food tourism consultants and experts in delivering world-class culinaryexperiences and events.

EXECUTIVE SUMMARY

Queenstown has long been the jewel in the tourism crown for New Zealand, attracting visitors from countries and regions keen to make the most of adrenaline-based adventures,world-class skiing and luxury lodges, wide open spaces and dramatic scenery.

A common perception is that Queenstown is for 'others'; either wealthy tourists seeking high-end experiences; or large groups seeking the money shot of the lakes and mountains before moving on without really making a strong connection with the people or place.

But, there is so much more to discover.

From early tangata whenua who hunted treasures such as pounamu and the Moa, to European settlers searching for gold, and today's very international hospitality community, the region has long attracted people in search of something new, something better, different and precious.

And while the adventure-based tourism approach has served the region well, the ongoing impacts of living in a pandemic-age have highlighted how important a diversestrategy is in order to withstand the shocks of closed bordersand limited travel.

COVID-19 has presented New Zealand with an opportunity; a moment in time to reflect, reset and recalibrate our tourism offering. It's a chance for regions to start telling the fullstory of who they are and what makes them a destination of choice. Food and beverage are intrinsically part of this story, representing history, culture, experience, manaakitanga, people and place. Leaving food and beverage out of the tourism story, or minimising its importance, is to only tell part of our story.

Destination Queenstown has identified the need for a coordinated marketing approach for Food and Beverageand has embarked on a project that aims to develop afood and beverage tourism narrative that is authentic and compelling, and entirely unique to the region.

Ultimately, the Queenstown food and beverage narrative needs to start at the grass roots – with the treasured produce of the region - at the makers, the producers, the growers, the fishers, the farmers, the brewers, the winemakers, the chefs. If we are going to take food and beverage tourism seriously, we shouldn't start with the "tourist"; we need to start with what we grow, and where. Why it grows best there,and when. How we catch it, or cook it, or prepare it, or serveit, and why.

In the process of undertaking this project, Food + Drink New Zealand have looked at the many impacts of a changing social, economic, cultural and environmental world on both the global and domestic landscape. We've interviewed producers and suppliers, hospitality providers and visitor operators, activated stakeholders through workshops and surveys, travelled the region and experienced first-hand what's on offer, identifying both challenges, and where the opportunities lie.

Narrative Summary Page

We've developed an Action Plan that starts with foundational building blocks and offers a range of tactical activities that work together to position Queenstown for the domestic market, meanwhile creating the foundations to be ever more compelling for when the international borders reopen.

Food + Drink New Zealand are pleased to present this report and our recommendations for the development of a unique food and beverage narrative for Queenstown.

We've discovered the elemental taste of the land of Queenstown.

METHODOLOGY

This Market Development Plan has been developed by Food + Drink New Zealand during the period of April – July 2021 and has involved:

- Internal discussions and a workshop with Destination Queenstown
- 1 x Regional Familiarisation visit (April) including a number of producer meet-and-greets
- 1 x External Stakeholders Workshop (April)
- An Online Survey to the wider food and beverage producer industry, hospitality professionals, local government and local food
- Secondary research review – a review of a wide range of research sources (documented in the References section of this report)
- Informal perceptions and brand association survey.

INTRODUCTION

Destination Queenstown's role and mandate

Destination Queenstown (DQ) is the Regional Tourism Organisation (RTO) responsible for the marketing of Queenstown as the Southern Hemisphere's premier four-season lake and alpine resort. DQ is funded by commercial ratepayers via an annual levy collected by the Queenstown Lakes District Council.

DQ's role is to coordinate, facilitate, motivate, and develop the marketing, branding and positioning of Queenstown. DQ has a mandate to promote the Queenstown district as an international visitor destination through a variety ofdistribution channels and act as the neutral coordinator of initiatives and campaigns that benefit their members. DQ provides information, trade liaison and media promotion and coordinates the collective marketing of Queenstown
– identifying, prioritising and promoting the various visitor groups that they believe Queenstown can attract

In FY20-21 RTOs received government funding and a directive to develop destination management plans for their regions. DQ, Lake Wānaka Tourism and Queenstown Lakes District Council (QLDC) have partnered up to develop a destination management plan for the district.

While tourism in the Queenstown Lakes, and the wider business community, have experienced devastating effects from COVID-19, the pandemic has created a unique opportunity to rethink the visitor sector's purpose, the principles by which we operate and how we measure success.A chance to develop a destination management plan for our district – "Regenerative Tourism by 2030." The visitor sector is vitally important to our district. Tourism contributes to our destination brand and is often the introductory tool to attract talent and residents to our district, showcasing the destinationas a great place to live, play and work. This encourages investment opportunities and supports diversification and innovation in our region.

While tourism success has largely been measured in economic terms to date, we are moving into a new era of thinking around how to create value more broadly for the benefit of our people, our place, and collective prosperity.

By harnessing the collective knowledge, expertise, experience and values of both our industry and community, we have an opportunity to collectively design our own path to a viable and regenerative tourismfuture..

Project Brief

DQ has briefed Food + Drink New Zealand to produce a Market Development Plan that:

- To includes comprehensive market analysis, visitor insights and recommendations for a coordinated marketing approach for Food and Beverage. The Plan will support the Queenstown industry and members to respond to a changed market, guide DQ's future marketing activity and place Queenstown in the best position to unlock the opportunities presented by these segments for the long-term benefit of our community.
- Is insight-led to guide DQ and stakeholders in a coordinated approach to attracting strategic market segments to benefit our members and community.
- Focuses on the Queenstown district.

Objectives

DQ identified the following objectives for this project:

Primary objective

Develop segment-specific market development plansto inform effective tourism marketing strategies that contribute to Queenstown's social, economic, cultural and environmental benefit.

Secondary objectives

- Identify and validate strategic visitor segments
- Gain understanding of the market and current landscape
- Quantify economic opportunity
- Uncover consumer motivations, behaviour and decision drivers
- Identify future trends to enable mid to long-term planning
- Provide strategic recommendations to unlock market opportunity
- Equip members and stakeholders with information on key success factors
- Enable coordinated and effective approach to market

Deliverables

A segment-specific market development plan outlining market opportunity, strategic plan and recommendations:

- Written Report
- Action Plan
- Identification of the role key sector events could play to support the industry

Out of Scope

This is not a full, holistic Food and Beverage Strategy for the Queenstown district. This is the Food and Beverage Market Development Plan from a tourism and visitor perspective. However, if and when a full Food and Beverage Strategy is developed this report could feed into that strategy and serve as the tourism portion. Furthermore, Food + Drink New Zealand does not have the internal capability to deliver Primary Research.

MACRO - ENVIRONMENT: THE BIG PICTURE

Economic (impacts of COVID-19)

The COVID-19 pandemic has been the most significant event of the modern era for international tourism. Pre-COVID-19 New Zealand had a strong tourism industry, both internationally and domestically, but domestic and international travel is currently very limited, with changes in COVID-19 Alert Levels and procedures affecting freedom of movement, often with short notice.

New Zealand's international borders are unlikely to open until 2022. Tourism Minister Stuart Nash was quoted as saying "Businesses need to accept "the cold, hard reality" that New Zealand will probably not welcome back international tourists until 2022"[1] (Thornber, 2021.

"Tourism Minister Stuart Nash also said ... that any (tourism businesses) reliant on international travel - unable to pivot to the domestic market - were in trouble"[2]. It has been suggested that international visitor markets may take up to five years to recover to pre-COVID levels[3], if at all, so in the intervening period, reliance on the domestic market will be significant for the tourism sector.

Prior to the COVID-19 pandemic, tourism made a huge contribution to the New Zealand economy[4]; total annual tourism expenditure was $41.9 billion – $115 million per day. "Tourism contributed $1.7 billion out of a total $3.06 billion in 2019, more than half the Queenstown district's GDP and 63.5% of jobs (seven times higher than the New Zealand average of 9%)"[5]. It is noted that this lack of diversification has left Queenstown very exposed in the COVID-19 environment.

Political & Legislative

New Zealand's response to COVID-19 has been health-based. And, whilst this both the spread and mortality rate fromCOVID-19, the implication on the economy as a result of closing the borders to international visitors has been detrimental to the wider tourism sector.

Figure 1: Value of International vs Domestic Visitors to New Zealand (Tourism New Zealand, 2020)[6]

In October 2020, Tourism New Zealand (TNZ) led a roadshow around the country to share the results of some research conducted in partnership with FreshInfo on the Productivity of the New Zealand Tourism sector. This research bluntly identified the challenge presented by having no international visitors. As represented in Figure 1, it clearly shows that 40 international visitors have the same economic impact as 480 domestic overnight trips, meaning that New Zealand needs 12 times as many domestic visitors going on an overnight stay to contribute the same value as 40 international visitors.

In response to this anticipated revenue gap, the New Zealand Government introduced the Strategic Tourism Assets Protection Programme (STAPP) intended to protect the assets in the tourism landscape that form the core of New Zealand's essential tourism offerings to ensure their survival through the disruption caused by COVID-19.

RTOs play an important role in supporting the tourism system. The tourism sector depends on capable, secure and adequately resourced RTOs that lead and coordinate activities in their regions, alongside the tourism industry, stakeholders, iwi, hāpu and communities. As part of STAPP, up to $20.2 million in grants was allocated to the 31 RTOs across New Zealand in 2020 followed by an additional $26 million in grants from the Tourism Communities: Support, Recovery and Re-set Plan in May 2021. Furthermore an additional $50 million has been distributed amongst the regions as part of the Regional Events Fund which has been designed to stimulate domestic travel between regions through holding events.

Overall, the investment supports RTOs to implement destination management and planning, encouraging people to explore their regions in a sustainable way. The funding will also allow RTOs to support the broader tourism industry, stimulate regional demand, increase industry capability and progress the goals of the New Zealand-Aotearoa Government Tourism Strategy (2019).

RTOs have begun looking at developing more targeted and segmented tourism offerings in order to diversify and differentiate their tourism markets, with a specific focus on domestic tourism. Diversity offers resilience to shocks such as COVID-19 and changing markets, while differentiation enables them to develop a competitive advantage over other regions that they might compete with for visitors. Food and beverage tourism has been identified by a numberof regions as an opportunity. However, in many cases regions have an underdeveloped food and beverage tourism offering and lack the infrastructure to support its development and efficient delivery.

Social & Cultural

In New Zealand, food is intimately woven into our cultural identity - an integral part of what defines us as uniquely Kiwi. Food and beverage experiences are a connecter, they are a community-builder, they area creator of shared experiences and of memories. Food and hospitality are not just about sustenance. For many, it's about community, entertainment and learning, it's about our manaakitanga. New Zealand's hospitality is core to our culture and who we are.

Every single culture uses food to define and mark celebrations and life moments – the celebratory nature of food is universal. Every season, every harvest and every holiday has its own food.

There is no doubt that New Zealand is facing challenges in our food system, and for several years there has been a discussion about the need for a National Food Strategy. Of significant note is an initiative being championed by The Aotearoa Circle[7] who has appointed KPMG[8] as the Secretariat for the new National Food Strategy workstream. The first meeting of the committee was in late February 2021.

The need for a National Food Strategy is far greater than just tourism. New Zealand's reliance on the primary sector, as a predominantly export nation, is driving the need for a coordinated strategy across some 31 government departments who play a role in the food sector (via policy, production and promotion). It's focus will be significantly broader than tourism too, looking to consider wider issues facing the food and beverage sector including sustainability, the food system, food resilience, food security and food sovereignty.

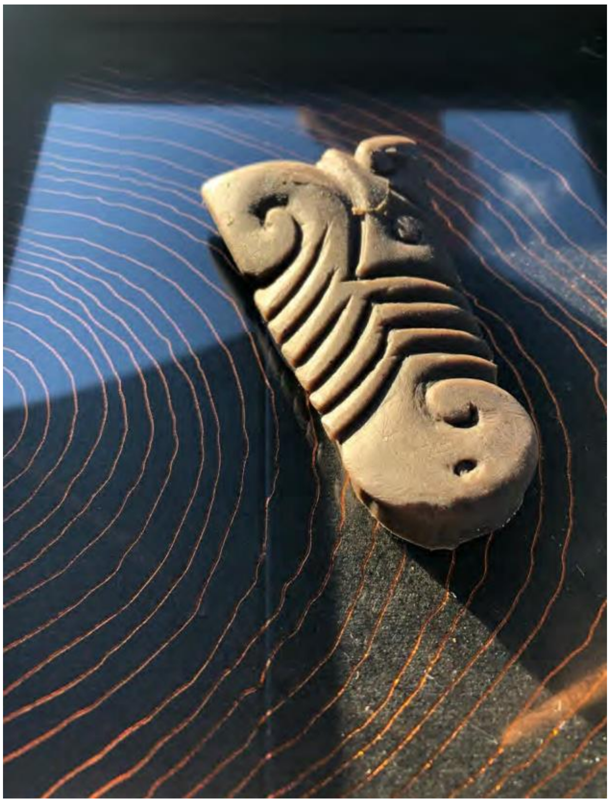


Figure 2: "Chocolate", Amisfield Restaurant

Natural & Environmental

The importance of food and beverage to the New Zealand economy came into the national spotlight in 2020 with the launch of the 'Fit for a Better World' – Agriculture, Food & Fibres Sector Vision & Strategic Direction Towards 2030' report by the Primary Sector Council with its Te Taiao Framework specifically identifying the critical need for better collaboration between the Agriculture, Food & Fibre and Tourism Sectors[9].

New Zealand Trade & Enterprise (NZTE) also launched their food and beverage global brand campaign, *Made with Care*[10], in October 2020, again based on the principle of Te Taiao, which acknowledges the interconnectedness of people and the natural world – 'if the natural world is healthy,so too are the people'.

The Organics Movement

"The Organics Movement" is not a new concept here in New Zealand or internationally, but with increased government focus on the principle of Te Taiao, there is a significant opportunity for New Zealand to able to capitalise on an increased focused in healthy eating and knowing where your food comes from. Both theorganic (and Hua Parakore is an indigenous verification and validation system for mahinga kai (food and product production)) and the regenerative farming movement also offer increased opportunities for tourism product and experience development.

New Zealand Tourism Sustainability Commitment

Launched in 2017 and refreshed in August 2020, the New Zealand Tourism Sustainability Commitment[11] aims to see every New Zealand tourism business committed to sustainability by 2025. To deliver on this, New Zealand "must achieve ambitious economic goals while sharing the overwhelming benefits with supportive communities, contributing to restoring, protecting and enhancing our natural environment, and continuing to be a high quality destination of choice for domestic and international visitors"[12].

The New Zealand Tourism Sustainability Commitment consists of a set of 12 commitments for individual businesses to work towards:

Visitor

1. Visitor Satisfaction - Strive to always meet orexceed visitor expectations.
2. Culture and Heritage - Embrace Aotearoa New Zealand's culture and heritage as part of delivering a unique and authentic visitor experience.
3. Visitor Engagement - Engage with visitors about how to be great travellers within Aotearoa New Zealand.

Economic

1. Resilience - Focus on long-term business performance and resilience.
2. Investment - Invest to create value, opportunities and to drive sustainability practices.
3. Innovation - Innovate to solve problems, create new ways to do things and increase productivity.

Community

1. Employer of Choice - Attract, support and develop the workforce needed to flourish and succeed.
2. Community Engagement - Actively and positively engage with the communities in which we operate, taking a leadership role to champion causes that are important to the community.
3. Sustainable Supply Chains - Have socially and environmentally sustainable supply chains.

Environment

1. Restoring Nature - Contribute to protecting and enhancing Aotearoa New Zealand's environment, including water, biodiversity, landscapes and clean air.
2. Carbon Reduction - Act urgently to contribute to Aotearoa New Zealand's transition to a net zero carbon economy.
3. Eliminating Waste - Take responsibility for the entire life cycle of products and services we use and ultimately eliminate the waste associated with these.
4. The New Zealand Tourism Sustainability Commitment creates a link to the United Nations' 17 Sustainable Development Goals (SDGs)[13] established in 2016.


Gibbston Valley

MICRO ENVIRONMENT: TOURISM IN NEW ZEALAND

New Zealand's Tourism Sector

Tourism is significant business in New Zealand and up until the advent of COVID-19 it generated up to 21% of GDP (Tourism New Zealand, 2019)[11]. Following the outbreak of COVID-19 in March 2020, New Zealand's borders closed to most international visitors, which has had a considerable impact on New Zealand's tourism sector.

Prior to COVID-19, international visitors contributed $17.5 billion each year towards New Zealand's economy making tourism the number one export earner. In addition to this, domestic visitation contributed $24.4 billion[12]. Therecovery of New Zealand's international visitor economy will be an important part of New Zealand's overall economic recovery.

Based on data Tourism Satellite Account (TSA)[14], key provisional estimates for the year ended March 2020:

+2.4%

$41.9 billion

Total tourism expenditure

+$1.0 billion
from previous year

+7.7%

$4.2 billion

International student expenditure (studying less than 12 months)

+2.7%

$24.4 billion

Domestic tourism expenditure

+$629 million from previous year

+2.2%

$17.5 billion

International tourism expenditure increase

+ $371 million, and contributed 20.1 to New Zealand's total exports of goods and services.

3.8% of GDP

$11.3 billion

Additional direct value added by industries supporting tourism

5.5% of GDP

$16.4 billion

Tourism's direct contribution to GDP

+2.5%

225,384

people were directly employed in tourism

8.0% of the total number of people employed in New Zealand

$3.9 billion

Tax (GST) revenue generated by tourists in goods and services

With $1.8 billion coming from international tourists

-5.6%

Overseas visitor arrivals to New Zealand

At the time of writing, there is no date known for the opening of the international borders to foreign visitors.

Food and Drink Tourism

What is Food and Drink Tourism?

Food and drink is the foundation of any and all tourism - all visitors eat and drink. In its broadest sense, food and beverage tourism is any experience where a consumer can have a taste or a 'taste of place' of a product or ingredient that reflects the characteristics (the terroir*) of a destination. These are the ingredients that reflect the lands, lakes, rivers, oceans and skies of a destination and how that is interpreted either through such things as an agritourism experience, a pick your own operation right through to a farmers market, food trucks and fine dining restaurants, an attraction that has a food and drink offering, a food festival, food event or a culinary tour. Food and drink tourism is where foodconnects us all and where we come together to really understand a destination's community, their society and culture.

**terroir - the complete natural environmentin which a product is produced, e.g. soil, topography, climate and other environmental factors*

Why is it important?

Contributes to the **intangible heritage** of a destination and it's a unique point of differentiation from other places – no two destinations are the same when it comes to food.

Attracts visitors who **spend more** and **spread benefits** across the whole value chain.

Is a great economic development driver for lesser visited destinations and communities andit can **help small-scale producers diversify** their product range and revenue opportunities.

Helps visitors **connect emotionally** to a region and creates **lasting visitor loyalty** to the place and the products produced.

For people who have visited New Zealand (or in the domestic case, another region of New Zealand), being able to access our products at their local supermarket, farmers market or food outlet is about creating a lasting connection with New Zealand or a region. We can create a lasting emotional connection with every single visitor through food.

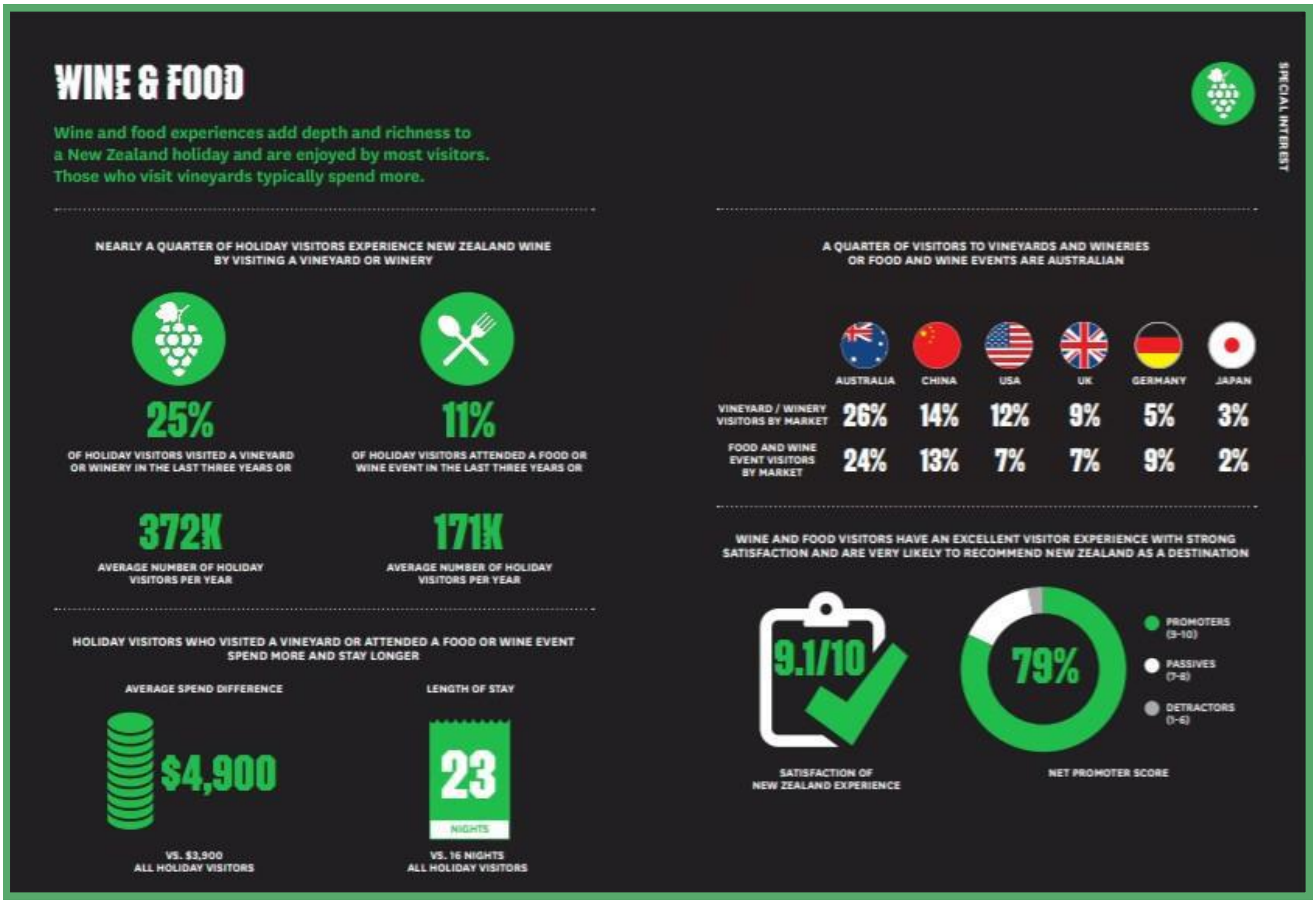


Figure 15: Wine & Food Infographic, (Tourism New Zealand, May 2017)[24]

In 2017, TNZ shared some insights about various special interests of international visitors. Wine and food were identified as one of these with 'wine tourism' being the key driver. What that indicated was that 'travellers want a **deeper connection** to the people and places of New Zealand, through wine and food experiences that are **accessible** and **authentic**'.

The key insight from this is that visitors want to get closer to the source of the authentic flavours of New Zealand.

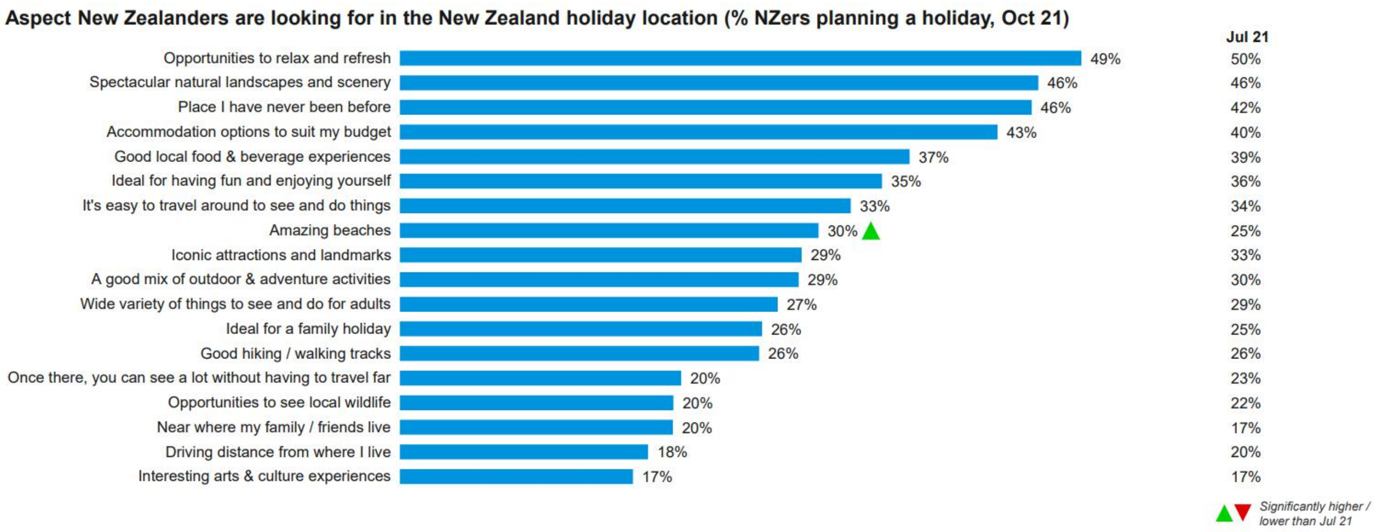


Figure 16: What New Zealanders are looking for on holiday (October 2021)[25]

The Domestic Travel View quarterly research released by TNZ in October 2021 indicates what New Zealanders are looking for on holiday. "Good local food and beverage experiences" rank as the fifth most important consideration behind relaxation, natural scenery, accommodation options and location.

Food and Drink Tourism in New Zealand

New Zealand food is very much a reflection of 'Kiwi life' and to many visitors to New Zealand that's the very experience and connection they are seeking…'what's it like to be a New Zealander?', 'what do Kiwi's eat?'. It's about authenticity and experiencing food and beverage 'of that place'. For New Zealanders travelling around our country, their knowledge is deeper, and they are really seekinglocal nuance and specialties. They have much more knowledge about what to expect (or think they know) and not surprisingly will be seeking that Southland cheese roll, West Coast whitebait or Central Otago Pinot Noir.

A genuine food-visitor wants to discover the real stories, seek out the real talent and find for themselves the real seasonal delicacies. And, our stories will mean different things in different seasons and will mean different things in different regions. They will mean different things to different budgets, different tastes, and different areas of interest. We need to ensure we deliver these stories through genuine experiences; nothing manufactured, or "especially for tourists". Essentially, getting others to tell their food story (chefs, media etc) is the most trusted source for consumers.

Nins Bin, Kaikōura


Nins Bin's crayfish

International Tourism

Having steadily grown over the last decade, visitor arrivals from New Zealand's top markets prior to COVID-19 (arrivals to the year end November 2019) were Australia (1.5 million visitors), China (408,000), the United States (365,000) and the United Kingdom (233,000)[15]. Strong growth from all these visitor markets (and others) has predominantly been off the back of significant growth in airline capacity into New Zealand.

TNZ has been the lead agency for marketing New Zealand as a visitor destination from international markets. New Zealand's target market is the 'Active Considerer'. "An Active Considerer is someone who is considering coming to New Zealand for their next holiday, and New Zealand is one of their top five destinations they would most like to visit" (Tourism New Zealand, 2019)[16].

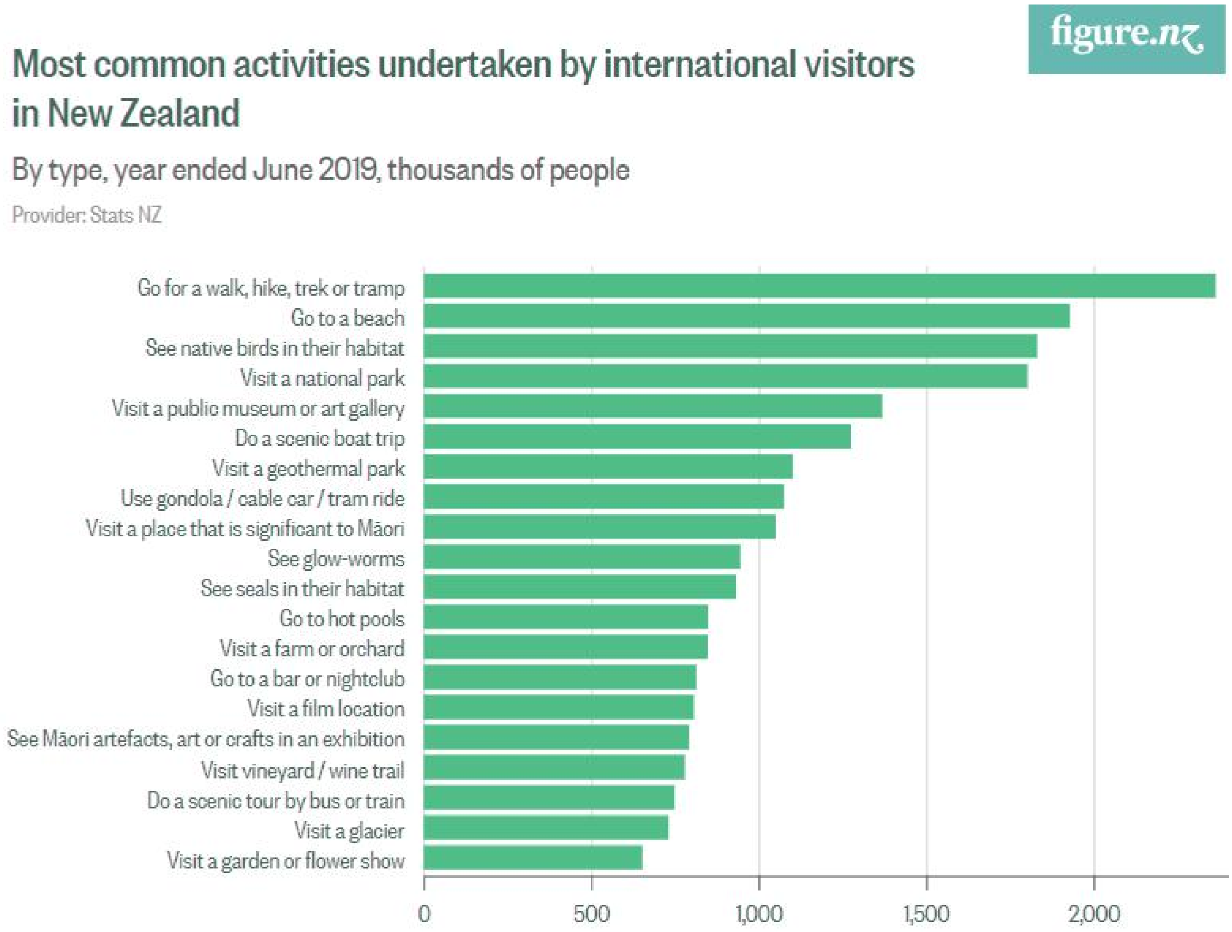


Figure 2: Most Common Activities Undertaken by International Visitors in New Zealand Year ended June 2019 (Statistics NZ, 2019)[17]

Tourism New Zealand

TNZ, as the key marketing agency for tourism has traditionally focused heavily on the natural environment in positioning the country internationally. Supplementary to this, there is a lesser focus on a number of Secondary and 'Special Interest' targets including:

Secondary Focus

- Film Tourism
- Backpacker
- Business Events
- Cruise
- Premium

Special Interest

- Cycling & Mountain Biking
- Golf
- Skiing
- Walking & Hiking
- Wine & Food*

*Not actually listed on tourismnewzealand.com asa special interest but upon further research, thereis information about Wine & Food available after a deep dive

TNZ's current focus in New Zealand's international target markets is to "keep New Zealand's brand alive internationally not only for when New Zealand's borders reopen but also for trade and export purposes"[18]. They are encouraging future visitors to experience New Zealand through digital content so they can continue to dream of their visit here.

TNZ is actively exploring what the New Zealand food and drink narrative is and how this can be integrated into existing tourism messaging.

New Zealand government agencies, such as NZTE launched the 'Made with Care' global campaign in October 2020 focusing on the principles of kaitiakitanga and manaakitanga, as well as the accessibility of New Zealand product to drive demand to purchase products overseas. TNZ is working through what their opportunity is to leverage this; with initial work focusing on in-market PR join ventures in Australia and the United States.

International Market Potential

In the post-COVID environment, participation and interest in food and drink tourism is growing globally. For food visitors, food experiences offer the chance to experience and taste new products and learn more about food provenance and historic and contemporary production practices. For food producers, food tourism offers opportunities to diversify income streams and broaden distribution strategies. Engagement with food tourism may involve supplying food and drink to hospitality providers – such as hotels and restaurants – or engaging directly with consumers, through farm gate sales, farmers' markets or more extensive food tourism experiences. Food tourism also provides the opportunity to "add value" to the food or drink product so that the purchase of food and drink becomes a keepsake of the experience. (Fountain 2021)

There is little dedicated research to understand the food and drink experiences of previous visitors and the expectations of potential visitors to New Zealand (Active Considerers). However, One Picture, the research organisation used by NZ Story has produced some useful insights to consider in better understanding New Zealand's food and beverage story that can inform the work undertaken in tourism. The sample used for this research was Active Considerers. This research identified that New Zealand has a positive food and drink profile in our target international markets with a reputation based on being friendly, honest, safe and innovative (among many other things). Much of this has been reinforced in the current state of travel world with our national integrity now being considered a key attribute.

This research identified:

- The 'brave' and 'interesting' side of our food and beverage culture is innovation
- Māori culture is the thing that makes New Zealand different and there is a proof point around 'manaakitanga' – in New Zealand we put people first
- New Zealand's 'secret sauce' is our personality and unique way of doing business
- To attract people to New Zealand for food and beverage experiences it's more than just awareness, we need to define the WHY

    - PEOPLE – producers, growers, fishers, makers, farmers, chefs
    - PLACE – the land and sea that makes New Zealand food beverage unique
    - PRODUCT – experiencing the product in the place it is from, it's source

Figure 3: One Picture – "One Picture, Using Global Insights to help unlock opportunities for our Food & Beverage Story, Prepared for NZ Story, June 2020"[13]

	USA	GERMANY	MEXICO	CHILE	DUBAI	CHINA	JAPAN	AUSTRALIA
IN A NUTSHELL..	They are big, abundant and a world leader, but they worry about their position at the top and how the world sees them	They are guided by practical & functional over cultural or creative prowess. This means they're often slow to trust and risk-averse	Celebratory outlook and deeply proud of their culture. Held back by instability, geographical vulnerability, and an insecurity around how the world sees them	Self-sufficient, fiercely nationalistic, and a gateway to LatAm. But worry they are failing to create new things of value for the world	Luxurious and fast-paced, which gives them a sense of having the best of everything. But also a perceived lack of substance & authenticity	A new-found pride makes them seek relationships with those who understand their world. Crowdedness, pollution and growing govt control are a challenge	Traceability, freshness and quality are considered to be of high value, but language & geography are a challenge	A strong need for modernity and competitiveness. An emerging perception they are not as friendly or as special as they used to be
IMPLICATION FOR NZ	Be what they are seeking relief from: Ethical, sustainable & renewable help provide a level of resolve to the tension they feel	We need to approach Germany in a very planned and deliberate way. The sell is more about turning up with proof rather than sizzle	Create an experiential story that leverages similarities to make them feel at home, but also highlights what's unique about us	Our geographical similarities makes this a challenging market. The opportunity is to show our thinking & problem solving: a comparative strength	Luxury is being redefined to what is increasingly rare, nature & purity. Leverage our inherent strength to talk to this new premium	They no longer look out to other countries with envy. They want to know you are ready for their world	Unlock opportunities by building on our known strengths of nature & purity, while telling more stories of the quality of our production and ability to deliver at scale	Their proximity and relative size to NZ requires making NZ a little more special in the eyes of an Australian by talking about how we are different rather than how we are better

Figure 4: One Picture

Internationally, there has been a surge in focus on food experiences in recent years as many countries seek to offer visitors authentic engagement with their destination and move away from "just for tourists" experiences. New Zealand is not the only country which has identified the need to define its narrative around its food and drink offering. Whilst the traditional food and drink tourism markets of Spain, Italy, France and the all-encompassing "Asia" appear to have a clear story, or at least a 'definable' food style, many lesser-known food destinations have been working on their own stories as they seek to connect and create a link between their food producers, suppliers and wider sector to their tourism offering. Most comparable to New Zealand include Australia, Canada (specifically Ontario), Scotland and Ireland (more information is available in Appendix A).

New Zealand Food & Agri Tourism Industry Insights Report

In 2018, the Ministry of Primary Industries (MPI), together with ANZ Bank commissioned the New Zealand Food & Agri Tourism Industry Insights Report that researched international food and beverage visitors to New Zealand. It reports:

83%

Travellers surveyed agreed that **seeing food, beverages or restaurants at home reminded them of trips they had previously taken**

60%

Travellers **purchase food and drinks at home** they first encountered on a trip

>57%

Of all tourists surveyed specified **'Eating the local/regional food or drink' as a culinary motivator** to travel

50%

The amount **extra that a foodie tourist spends on food and beverage** per day when travelling compared with other leisure tourists

52%

Percentage of **Generation X and Millennial respondents who are foodie touri**

1.9 International trips per year by **foodie tourists**

1.5 International trips per year by **non-foodie tourists**

Domestic Tourism

Prior to the COVID-19 pandemic, domestic tourism made up 60% of visitor spend in New Zealand and since New Zealand's borders have closed to international visitors, unsurprisingly, domestic tourism has become significantly more important to the industry and economy.

Until recently, domestic tourism promotion has been solely the domain of the RTOs and independent operators with no involvement of TNZ with the exception of their investment in the i-SITE Visitor Information Network.

Domestic Satisfaction Metrics

In 2015, Tourism Industry Aotearoa (TIA) formed a Domestic Tourism Working Group to help New Zealand tourism organisations maximise the value they get from domestic travel. In response to COVID-19, TIA refocused the Domestic Tourism Working Group from marketing to an oversight role across the domestic tourism sector.

TIAs latest Domestic Visitor Satisfaction Survey (March 2021), conducted by Angus & Associates, concluded in the first quarter of 2021, concluded that in the previous 12 months to 31 March 2021, three in four New Zealanders took an overnight domestic leisure trip. Leisure travellers travelled away from home for longer period, with a softening in the proportion of travellers taking a shorter 1-2 night getaway (37% down from 41%). It found that:

3 in 4
New Zealand residents took an overnight domestic leisure trip within the past 12months

8.7/10
average satisfaction for New Zealander's most recent leisure trip

3 nights
average (median) length of trip

49%
of domestic travellers cited "a holiday or short trip" as the main reason for their trip

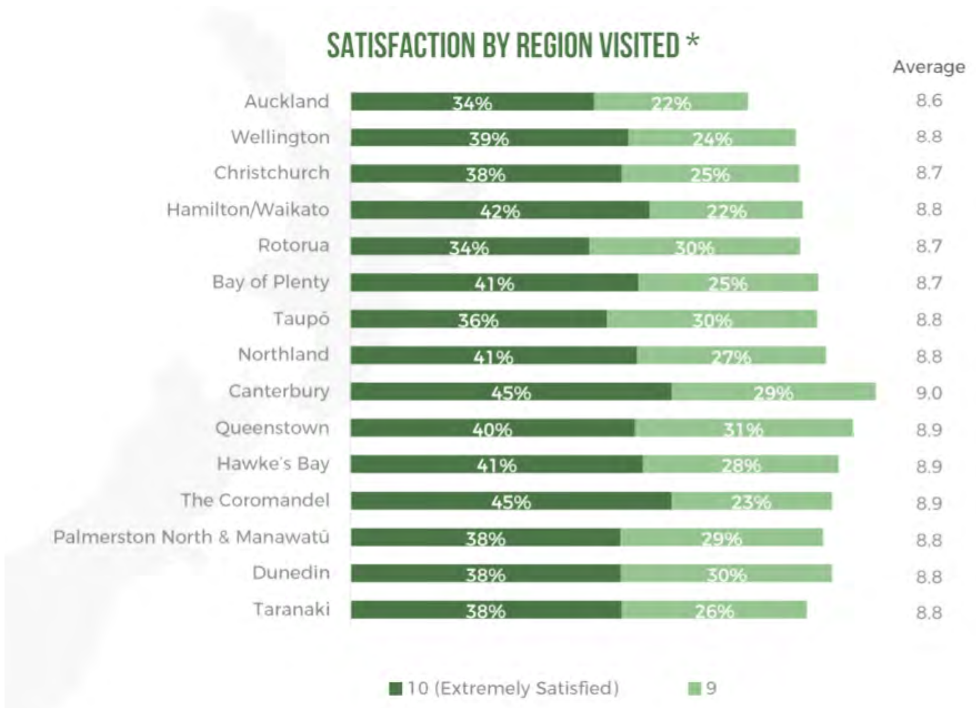
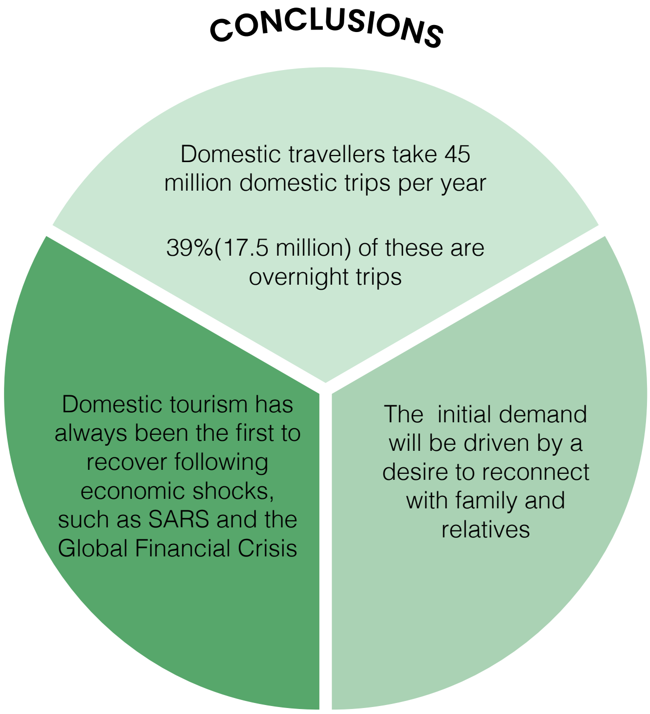


Figure 5: Satisfaction by Region Visited
(Domestic Visitor Satisfaction Survey, March 2021)[14]

TNZ also undertook some Domestic Audience Understanding research[19], released in May 2020.



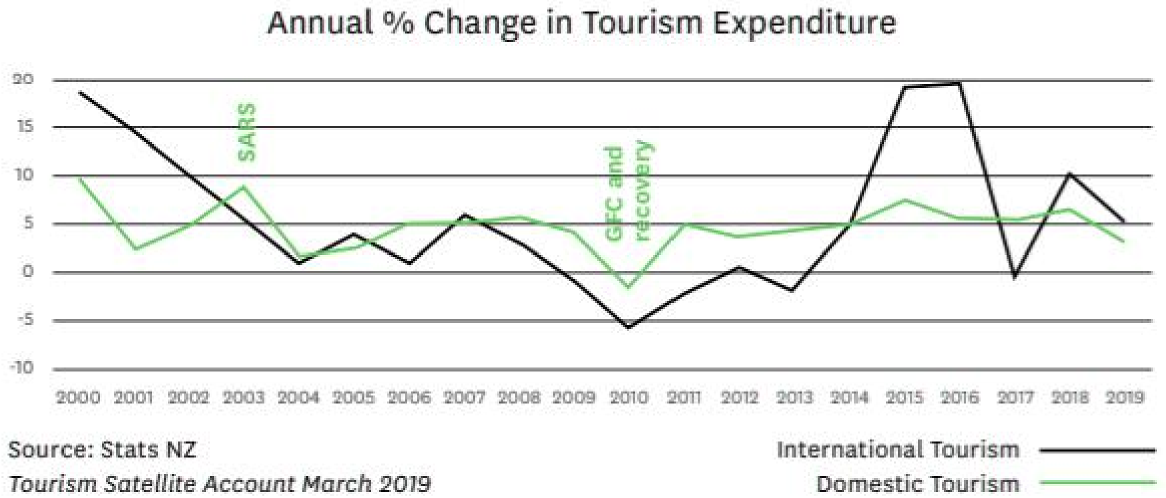


Figure 6: Domestic tourism has recovered first in other economic shocks (Tourism Satellite Account, 2019)

In January 2021, TNZ presented the findings of new research on the domestic market, *Unlocking the Future of Tourism: Views of New Zealanders*[20], identifying that New Zealanders are looking for deeper, unique experiences and place value on history, culture, and experiencing towns and regions like locals do. This research involved nine focus groups and in-depth interviews from around New Zealand to understand the impact that COVID-19 has on travel choices and current and future expectations of tourism.

When we probed New Zealanders on what would encourage them to see and experience theregions, some activities came up consistently

	Cycling	Walking	Food & Beverage	Events
REFRESH	Best FamilyRides	Best shortwalk	Wine Capital	Ballet
THRILL	Great Rides	Best Greatwalks	Wild Food	Sport
PLAY	Winery hopping	Best barcrawls	Pie Capital	Lantern Festival
KNOWLEDGE	Rail trail	Best CityHistory Tours	Foraging tours	WOW

OPPORTUNITY

- There's an opportunity to help domestic visitors link what they want to do with how theywish to feel when they're doing it, i.e. refreshed, thrilled, fun/playful or knowledge-seeking.
- The opportunity also exists to turn regional assets into curated itineraries that appeal to the needs of the domestic visitor.

Source: One Picture October 2020 'Unlocking Future Tourism' Qualitative Research – conducted by Tourism New Zealand

100% PURE NEW ZEALAND

Figure 7: What activities would encourage New Zealanders to experience and see the regions (Tourism New Zealand, 2021)

This research indicates that 'Food and Drink' has consistently come up as an activity that would encourage New Zealanders to experience and see the regions.

Domestic Market Potential

The Domestic Growth Insight Tool (DGiT 2021)[21] offers insights from research conducted by Colmar Brunton. The tool offers a means of segmenting the New Zealand domestic leisure travel market, enabling tourism operators to effectively target their intended customers. This study has utilised this tool to develop an understanding of the market for food and the food experience in domestic travellers.

DGiT also offers pre-segmented markets as a result of their research. This research identifies that wine, food and scenery (travellers) represent 10% of the travelling population in New Zealand. These travellers take an average of 6.4 overnight trips per year and 8.4 day trips, making them more frequent than average travellers. This segment is typically older adults and travel without children, instead opting to travel with, or visit friends. They're most likely to stay in a hotel (48%) and travel by car.

Figure 8: Wine, Food & Scenery (DGIT, 2021)

On the following pages is a comparison of data between all New Zealand respondents and responses specific to Queenstown for activities classified as: Visit a real working farm, Shopping for local food, Shopping at a farmer's or local food market, Hāngi, Brewery or vineyard tour, Vineyard tastings, Wine trail, Craft beer festival, Wine and food festival, Eat at top-end restaurants, Eat at local restaurants, Salt-water fishing, Fresh-water fishing and Hunting.

Who's interested?

New Zealand

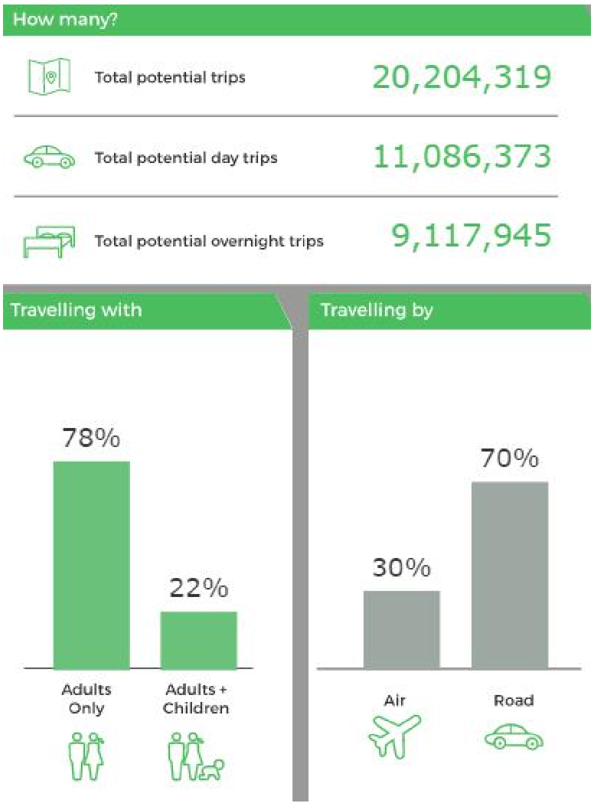


Figure 9: New Zealand (DGIT, 2021)

Queenstown

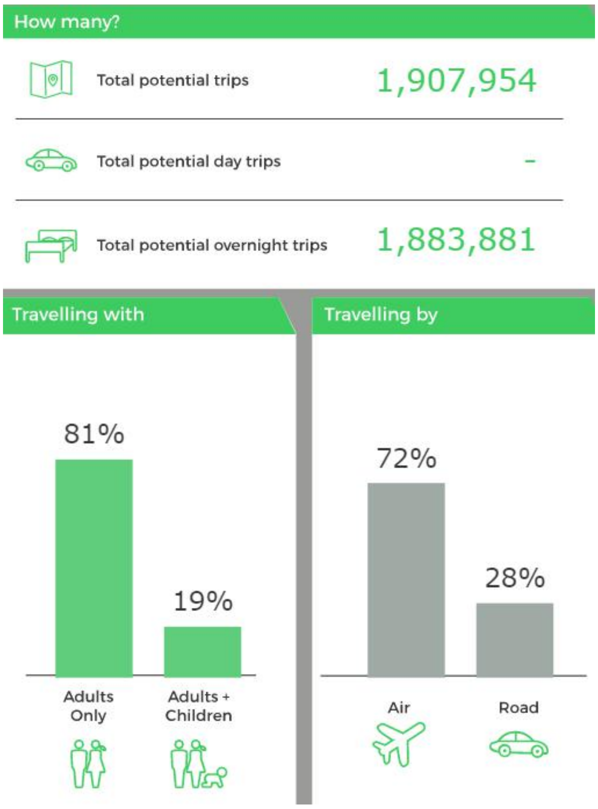


Figure 10: Queenstown (DGIT, 2021)

Key Insights

- The total domestic market for food and drink related trips is 20.2 million and 9.4% (1.9 million) of these tripscould be to Queenstown.

- Food and drink visitors to Queenstown are significantly more likely to travel by air (72%), and strongly skew (81%) to being predominantly adult visitors. This is consistent with the overall visitor profile to Queenstown (71% arriving by air), although food and drink visitors are even more likely to be just adults only.

Where do they come from?

Queenstown

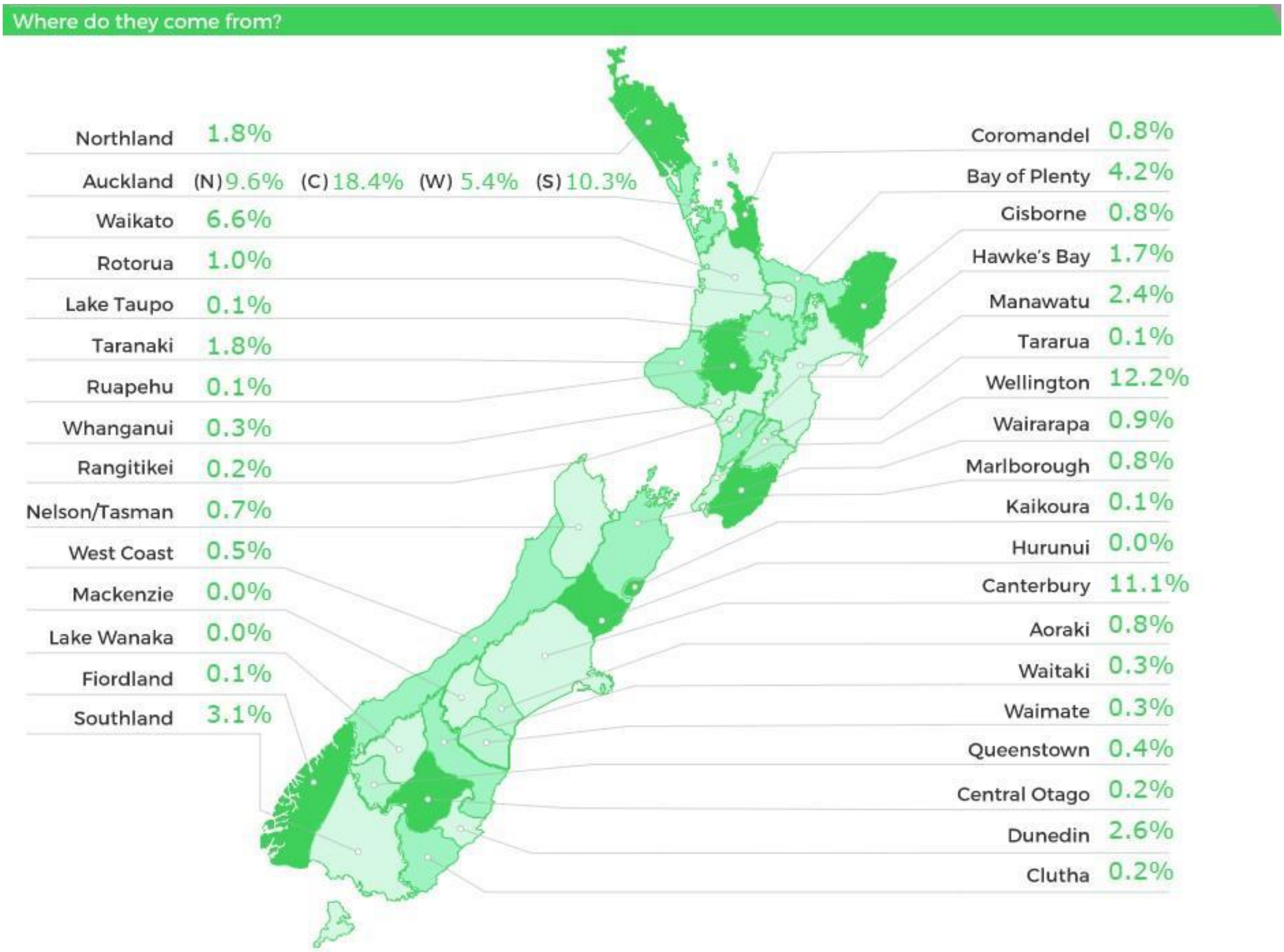


Figure 11: Queenstown (DGIT, 2021)

Key Insights

- 43.7% of all visitors to Queenstown who are seeking food and drink related experiences come from Auckland; correlating very closely to the overall visitor market to Queenstown (43.3% from Auckland). Wellington (12.2%) and Christchurch (11.1%) are the next most significant food and beverage visitor markets

- It is not surprising that visitors from urban destinations have a strong interest in food and dining experiences asa core part of their holiday as this generally a high priority for these people in their home destinations

Who are they?

New Zealand

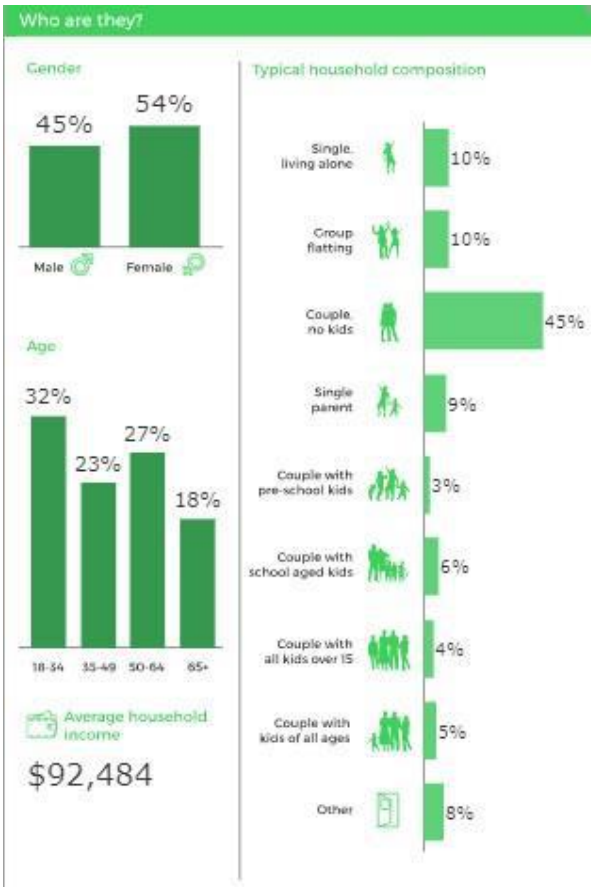


Figure 12: New Zealand (DGIT, 2021)

Queenstown

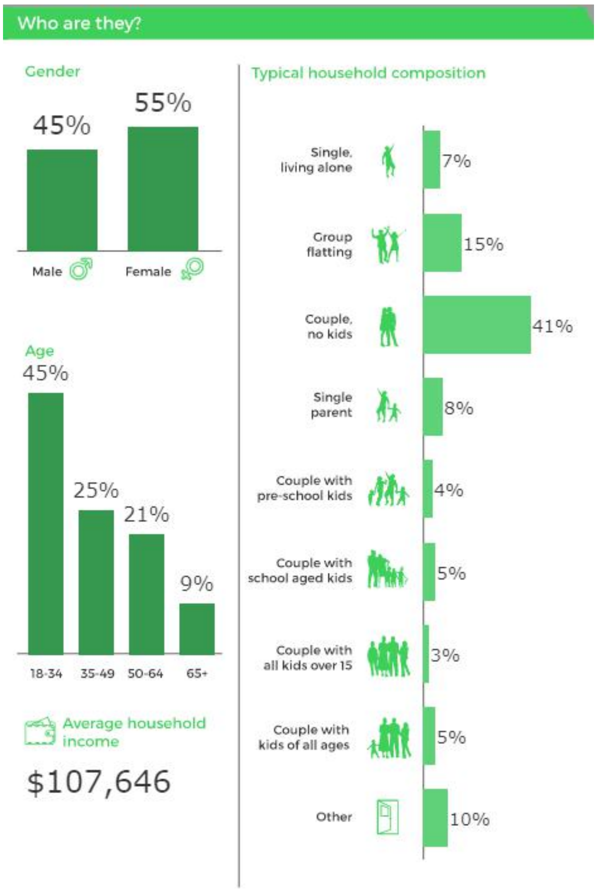


Figure 13: Queenstown (DGIT, 2021)

Key Insights

- Queenstown is an attractive couple's destination, with a slight skew towards females. This is reasonably consistent with all visitors to Queenstown.
- Where food and drink visitors outperform the average is in regard to:
    - Average household income - food and beverage visitors to Queenstown earn 16.4% more than the average food and drink visitor across New Zealand
    - Average age - food and drink visitors to Queenstown tend to skew younger with the largest proportion being aged 18-34 years (45% vs 32% for all of New Zealand)
    - Essentially Queenstown attracts younger people, who earn more. Older people and people with kids will not prioritise food and beverage as the focus of their Queenstown break.

What do they want to do?

New Zealand

Activities	%	Median	Range willing to pay (low)	Range willing to pay (high)
Eat at local restaurants	44%	$100	$50	$128
Shopping at farmers' or local food markets	44%	$50	$30	$100
A short walk in a wilderness area	24%	$0	$0	$10
Shopping for local food	23%	$60	$46	$100
Vineyard tastings	21%	$40	$20	$80
Brewery or vineyard tour	20%	$50	$25	$100
Wine and food festival	20%	$80	$50	$100
General window shopping	17%			
Bathe in hot pools	17%	$30	$20	$50
A short walk around an urban area	15%	$0	$0	$15
Shopping for gifts for friends and family	14%	$100	$50	$200
A half or full day hike (more than 3 hours)	13%	$0	$0	$50
Wine trail	13%	$100	$50	$100
Eat at top-end restaurants	12%	$180	$100	$250
Garden visit or flower show	12%	$25	$15	$50
Visiting a theme or leisure park	11%	$60	$50	$100
Salt-water fishing	11%	$50	$0	$110
Shopping for clothes or accessories from local designers (local to the area you're visiting)	11%	$200	$100	$300
Shopping for local arts and crafts	10%	$100	$50	$200
Visit a zoo or wildlife park	10%	$40	$20	$60

Figure 14: New Zealand (DGIT, 2021)

Queenstown

Activities	%	Median	Range willing to pay (low)	Range willing to pay (high)
Eat at local restaurants	51%	$100	$75	$150
Shopping at farmers' or local food markets	39%	$50	$30	$100
Brewery or vineyard tour	27%	$80	$35	$100
Vineyard tastings	25%	$50	$20	$100
Wine and food festival	24%	$90	$50	$120
Bathe in hot pools	20%	$40	$20	$50
Shopping for local food	19%	$100	$50	$138
Eat at top-end restaurants	19%	$150	$100	$300
A short walk in a wilderness area	19%	$0	$0	$5
Wine trail	15%	$100	$50	$135
A half or full day hike (more than 3 hours)	14%	$10	$0	$55
General window shopping	14%			
Dolphin watching boat trip	13%	$100	$76	$143
Whale watching boat trip	13%	$150	$59	$200
Visiting a theme or leisure park	13%	$50	$50	$100
A short walk around an urban area	12%	$0	$0	$20
A New Zealand Great Walk (these are the top...	12%	$100	$50	$250
Shopping for gifts for friends and family	12%	$100	$50	$200
Shopping for clothes or accessories from local designers (local to the area you're visiting)	12%	$200	$150	$300
Health or day spa	11%	$150	$100	$200

Figure 15: Queenstown (DGIT, 2021)

Key Insights

- Consistent with the overall performance for New Zealand food and drink visitors, Eating at local restaurants is the highest priority activity for food and drink visitors (51%) rating higher than the national average of 44%.

- Shopping at farmers' or local food markets is an activity undertaken by 39% of food and drink visitors to Queenstown. This is lower than the national average of 44% which may indicate a few things:
  - Unaware of the Farmers' Markets in Queenstown
  - Don't consider Queenstown a 'producing' region so don't associate with Farmers' Markets
  - Poor accessibility to the Farmers' Market (it's located a long way from Queenstown CBD)
  - Queenstown's reputation as the gateway to the Central Otago wine region is the natural default when people think about Queenstown and food production.

- Both brewery or vineyard tours and vineyard tastings skew 5% higher than the national average for these activities for food and drink visitors which indicates that this is a key motivator for these visitors in coming to Queenstown.

Remarkables Market

How do we reach them?

New Zealand

Figure 16: Queenstown (DGIT, 2021)

Queenstown

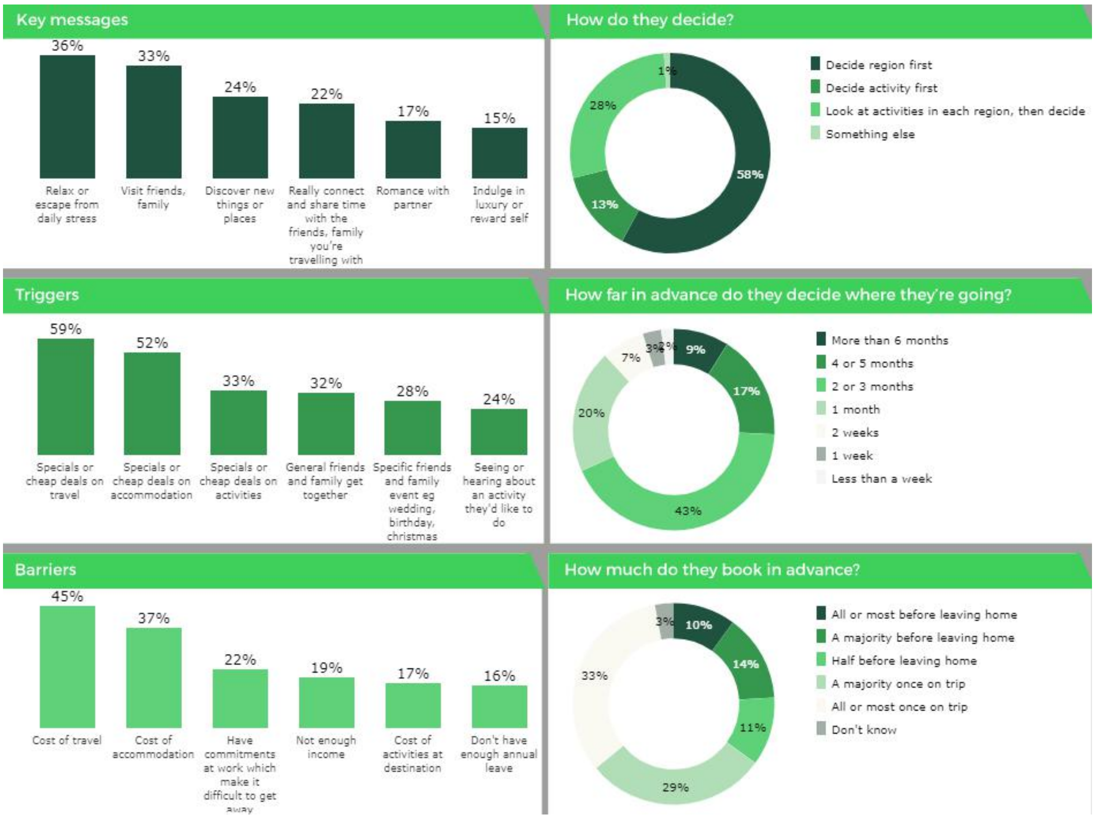


Figure 17: Queenstown (DGIT, 2021)

Key Insights

- Unsurprisingly, but in complete contradiction to the national food and drink traveller, the Queenstown food and drink visitor is primarily motivated by relaxing or escaping from daily stress (36%). Nationally, most food and drink travellers are motivated predominantly by visiting friends and family (46%). There is an opportunity to align food and drink messaging with recharging messaging.

- Consistent with the national average, 58% of food and drink visitors to Queenstown decide on the destination first. This is not surprising considering the logistics required (and the significant proportion that fly into Queenstown).
- Food and drink visitors to Queenstown are significantly more motivated by specials or cheap deals on travel (59% vs 43% nationally) which is consistent with specials or cheap deals with accommodation. This suggests that food and drink visitors are strongly motivated by airfare sales and identifies an opportunity to work closer with airline partners in this space. This is echoed in the biggest barrier for food and drink visitors being the cost of travel (45%) and the cost of accommodation (37%) both higher than the national average.

- Food and drink visitors are not the most organized with only 31% of them organising all, or the majority, of their activities before they leave home. This means there is still a significant opportunity to influence most food and drink visitors about what they do once they have arrived in Queenstown.

Regional Knowledge

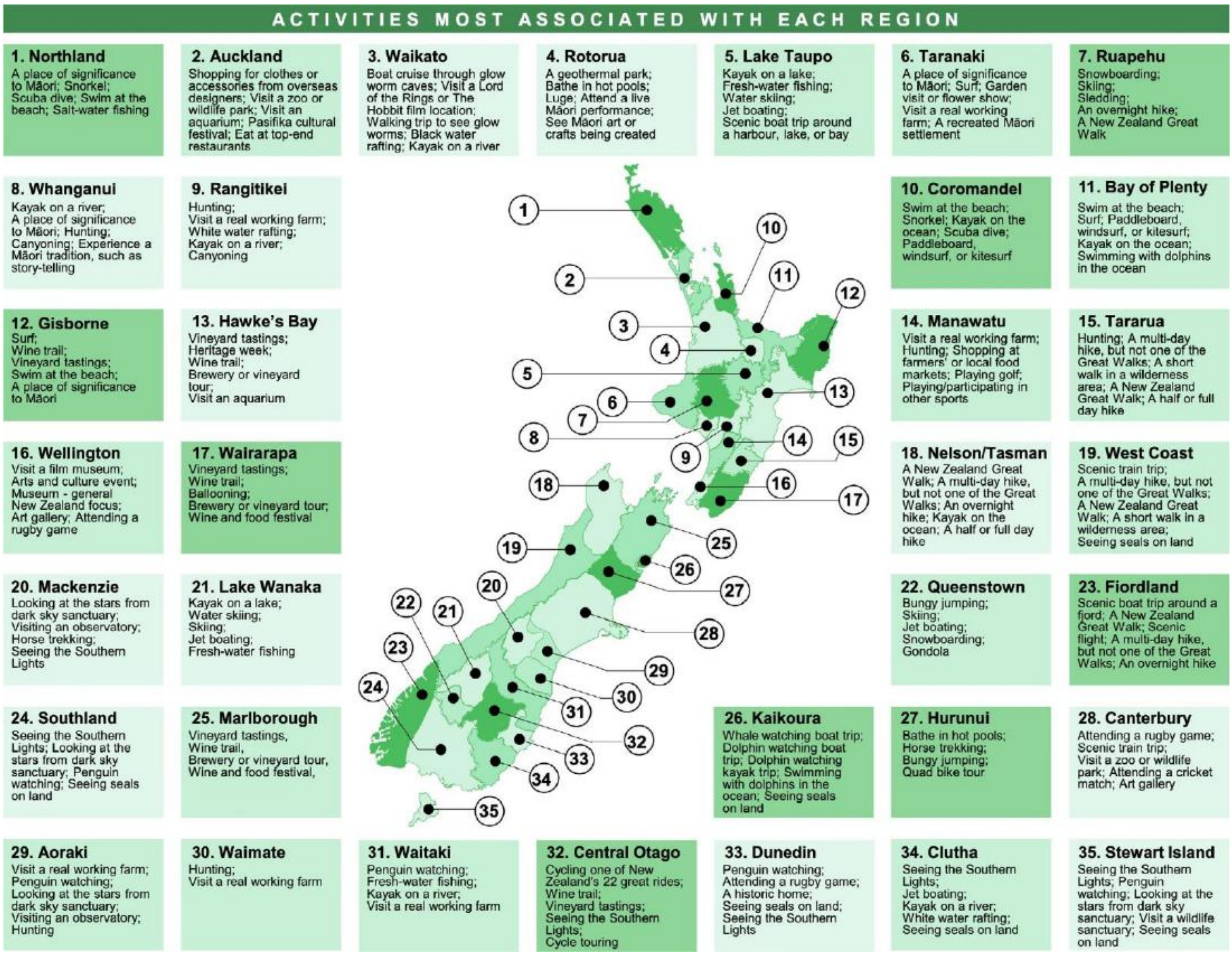


Figure 18: Regional Knowledge (DGIT, 2021)

Key Insights

- Like the majority of the regions of New Zealand, Queenstown does not have a reputation linked to its food and drink offering. Central Otago on the other hand has a strong reputation for wine trails and vineyard tastings.

CASE STUDIES & COMPETITORS

Competitor Analysis

Queenstown is a significant international destination in the New Zealand tourism landscape with one in every ten international visitor guest nights spent in Queenstown[15], prior to COVID-19. From a domestic perspective, 43.3% of Queenstown's visitors come from Auckland, 11.6% from Wellington and 10.9% from the Canterbury region (DGIT 2021).

There are no directly equivalent domestic destinations to Queenstown, although some comparisons could be drawn with:

- Auckland (destination dining/International city)
- Wānaka, Central North Island, Mackenzie district (winter experiences base)
- Central Otago, Hawke's Bay, Wairarapa, Waiheke Island and Marlborough (wine experiences, particularly red wine)

Queenstown's most significant domestic visitor market is Auckland which is arguably its closest competitor from a food visitor experience perspective. Auckland (and other urban) visitors demand cosmopolitan and sophisticated dining experiences which is reflected in the calibre of dining that have established themselves in Queenstown.

Queenstown is undoubtedly the preeminent New Zealand winter destination and top of mind (desire) for winter holiday seekers. The Central North Island (focused on Ruapehu) and the Mackenzie district offer skiing and winter adventure products, but there would be little doubt that Queenstown tops the desirability list. Wānaka is most probably the only New Zealand-based winter destination that offers a number of parallel experiences - skiing, adventure, après ski and dining - but on a much smaller scale. Furthermore, Wānaka still relies on Queenstown as its main gateway, with 71% of all visitors to Wānaka arriving via air.

The Queenstown region itself is not a significant wine producer (when focused on the true geographical boundaries of "Queenstown") but it unquestionably benefits from the fact that it is the gateway to Central Otago. From a visitor's perspective they are unaware of where Queenstown ends and Central Otago starts. A large portion of food and drink visitors to Central Otago would inevitably be based in Queenstown and visit the region for a day trip, particularly as the district boundary is Gibbston Valley.

Further afield, the Hawke's Bay is by far the most advanced in terms of positioning itself as a distinctly food and drink destination with the recent launch of 'New Zealand Food & Wine Country'[16] claiming a strong position around premium food and beverage experiences.

Hawke's Bay Food & Wine Country

The Wairarapa (specifically Martinborough) and Marlborough both offer wine village/town experiences and a strong, competitive wine product line to Queenstown/Central Otago with Pinot Noir being significant for both regions. The Wairarapa was the first region in New Zealand to plant and produce Pinot Noir commercially. Waiheke Island offers a vastly different experience, but it's on Auckland's doorstep and for the 43% of food and drink visitors to Queenstown looking for a wine experience, significantly cheaper to visit.

Interestingly, from a food and drink dining/city experience, the closest comparable is Wellington with a small downtown area, very walkable with a broad range and scale of food offerings available. Similar to Queenstown, it has a cosmopolitan hospitality scene with a broad range of nationalities represented and widely seen as having fun/ accessible dining.

Case Studies

As part of the research conducted by Food + Drink New Zealand, we've identified several case studies of destinations who are leveraging their food and drink story.

Aspen, Colorado - A winter destination that has identified a strong summer visitation driver

Queenstown's relationship with Aspen dates back to 1992 when a formal sister-city relationship was established based on a common history of having tourism-based economies, sharing historical backgrounds in the areas of mining and farming and being surrounded by gorgeous mountains.[17]

Facing similar challenges to Queenstown in that Aspen is viewed predominantly as a winter destination, the tourism community in Aspen work hard to actively promote the city as a year-round destination. "Summer, a season not to be missed in Aspen; "I came for the winter, and stayed for the summer", is a phrase you'll hear often around town".[18]

The Aspen Food & Wine Classic was started in 1983 as a way to develop a reason to visit the well- known ski destination outside the traditional winter months. Held annually in June (September in 2021) each year, this three-day event consists of cooking demonstrations, wine tastings and panel discussions by world-class chefs and wine experts. Total attendance is capped at 5,000 people who each pay US$1,600 for the fully inclusive three-day ticket. In addition, a restaurant trade programme and conference runs across the three days. Programming features highly prominent international chefs[19] drawing a significant consumer audience, selling out months in advance (Note: the 2021 event is already sold out).

Aspen Food + Wine Classic


Tuscany Vineyards

Tuscany, Italy - Using autumn's colour and harvest to drive off-season visitation

Italy takes the autumn harvest seriously. As the weather cools off, the colours of autumn awaken, the grape leaves turn gold, then russet, and the countryside becomes a photographer's dream. The exact dates vary each year depending onthe weather but, all over the region, Sagre (harvest festivals) are held in honour of everything from chestnuts to grapes, mushrooms, pumpkins, truffles, olives and polenta. Tuscan villages and towns focus on telling the stories of their regional specialities as a means of attracting visitors after the busy summer season.

Embracing autumn and the harvest is a great fit. Visitors are drawn to destinations with strong changes in seasons for their visual beauty and Autumn also marks the start of the food harvest season. Curling up inside in front of a warm fire, with a glass of locally produced Pinot Noir, eating locally grown, raised and caught produce. Harvest festivals are a great way to engage whole communities.

Melbourne - Destination dining and downtown rejuvenation

The Melbourne Food and Wine Festival began in 1993 as a way to reinvigorate Melbourne after a failed bid for the 1996 Olympic Games and promote Melbourne and Victoria's food and wine culture. The first festival had just 12 events. Since its inception it has grown annually, the Festival attracts food and wine experts from across the world, including chefs and winemakers, growers, purveyors, authors, food and wine commentators and critics.

Held (most years) in early March, now comprises hundreds of events including walking tours, special restaurant menus and master classes and events featuring a roll call of local and international celebrity chefs. The Festival has become a signature event on the Melbourne calendar and has helped the city become established as a global culinary capital. Over this period, Melbourne has continued to attract significant chef talent to establish restaurants right across the city, making Melbourne, Australia's leading dining destination.

Concurrent to the development of the festival, "the revitalization of Melbourne's laneways began in the early 1990s when the City of Melbourne and state government worked to protect and upgrade the remaining laneways. This was part of a larger regeneration program intended to bring people back to the city after work hours, and make the city an exciting, safe, and hospitable environment.

The streets were cleaned up, and active street frontages and mixed-use development were encouraged. The city worked with universities to encourage the large international student population to live in the city and bring cultural diversity and energy to public areas.

An ongoing, temporary public art program was developed, bringing a sense of excitement and discovery to the laneways. Small local retailers, particularly cafés, were encouraged to move into the CBD and take up laneway spaces facing the street. Nighttime activity was encouraged with incentives for retailers to stay open for longer hours."[20]

Melbourne Food and Wine Longest Lunch

Wellington - Creating a food festival platform to drive shoulder season visitation

Visa Wellington On a Plate (Visa WOAP) was initially created in 2009 as a joint venture by Positively Wellington Tourism and Grow Wellington (together now WellingtonNZ) to solve some very real issues in Wellington - the region was dragging its heels through the end of the recession and the winter months were positively dire – accommodation and restaurants were really struggling. Not only that, there were so few opportunities for the wider food and drink-producing industryto connect with one another.

Visa WOAP was established to showcase the Wellington region’s food and drink sector and to support culinary tourism in the region, communicating the vibrancy of our hospitality sector to the rest of New Zealand and beyond.

Very clear objectives were set to help organisers measure the festivals’ success right at the start. Visa WOAP would:

- Support Wellington’s hospitality and culinary sector
- Support Wellington in becoming one of the world’s great food destinations
- Share the Wellington food story via different, inspiring and provocative culinary experiences; and
- Drive economic growth for the Wellington region through visitation and food and drink export growth

The inaugural Visa WOAP, was coordinated in just six short weeks with 42 restaurants participating and 30 Festival Events taking place and it was a resounding success even in the midst of the recession. Visa WOAP is now in its 13th year and has an estimated 200,000 attendees with approximately 25% participation from out of town, making it the largest culinary festival, by participation, in Australasia. August is now the second busiest month for hospitality in the Wellington region behind Christmas.

Visa Wellington On a Plate 2020

INTERNAL ENVIRONMENT: THE QUEENSTOWN DISTRICT

Food and Drink Tourism in Queenstown

Background

Queenstown's primary food and drink tourism offering lies predominantly in the "destination dining" space.

Queenstown has developed a strong and enduring reputation as "New Zealand's jewel in the crown" offering visitors a spectacularly beautiful destination and a range of unrivalled activities and attractions. As a true alpine resort, it has established itself as a globally revered ski town and has grown it's offering to become the "Adventure Capital of New Zealand" attracting visitors throughout the seasons to enjoy the lakes, hiking, mountain biking, seasonal colours and stunning scenery. "Queenstown is recognised as one of the world's most desirable destinations"[21].

Unlike many other regions in New Zealand, the Queenstown region itself is not a significant producer of food or drink, largely due to its climate, geography and distance from key markets and distribution points. There are a handful of wineries and growers in the Dalefield and Gibbston Valley area. The majority of the "Central Otago Wineries" lie beyond the Kawarau Gorge and Cromwell, which, whilst not within the Queenstown footprint, Queenstown benefits as the main gateway to the wider region.

Outside wine production, there are a small number of small-scale growers (largely servicing the food service industry), high country farms (for example Royalburn Station at the base of the Crown Range and stations at Cecil Peak, Walter Peak and Glenorchy). There are also a small number of breweries, bakers, food trucks and artisan producers such as Zenkuro Sake, Provisions of Arrowtown (now manufactured in Cromwell), Heritage Preserves and other specialised products.

Queenstown's Farmers' Market, the Remarkables Market, offers a range of food and drink and artisan handicraft products and is operational on a weekly basis across the summer months, with intermittent winter market days. The market offers a great taste of the region, located at Remarkables Park, on the outskirts of Frankton, and is in a great location for locals, but not easily accessible for visitors to Queenstown who do not have their own transport.

Food and drink tour and activity product is almost solely focused on wine touring into the Central Otago region and more recently beer tasting tours to breweries around Queenstown. A handful of Progressive Dinner Tours are also available. Queenstown has a high percentage of commissionable tourism products with iconic experiences such as the RealNZ cruise on the TSS Earnslaw to Walter Peak which offers a Gourmet BBQ Dining experience.

"Queenstown is home to people from around the globe which makes for a diverse, innovative food scene"[22]. Queenstown's dining scene is extensive considering the size of its permanent resident population and in many respects, the offering punches above its weight for what you would expect for a resort town. Offerings range from cheap eats, a wide range of ethnic cuisine, the hugely iconic *Fergburger* (and its various spawn) to top-end city style dining options such as *Amisfield* whose establishment has been driven off the back of the increase in both international visitors and strong domestic visitation from Auckland, predominantly.

In recent years a number of restaurants have been established by well-known chefs from Auckland and beyond including Josh Emett at *Rātā* (although he is no longer involved), Ben Bayly at *Aosta* in Arrowtown and Vaughan Mabee at *Amisfield.* These have helped to develop a strong dining scene reputation for the region. In turn this has seen the attraction of a new generation of talent opening great dining establishments like *Sherwood* and *Margo's*

Resources / Infrastructure

The Queenstown Hospitality & Restaurant Industry Support Services Network

In April 2021, Food + Drink New Zealand undertook a discovery assessment of the Queenstown food and drink sector which included both internal and external workshops with Destination Queenstown and representatives of the Queenstown hospitality and restaurant industry. This was a useful exercise to understand the sector operating environment and more specifically, the common challenges faced.

The Queenstown restaurant and hospitality sector have a number of organisations active in representing their interests and providing support services, albeit at different levels. Both the *Restaurant Association of New Zealand* and *Hospitality New Zealand* have active membership in Queenstown. Whilst offering similar services to their members, broadly speaking:

1. *Restaurant Association of New Zealand* represents restaurants and cafe members, whilst
2. *Hospitality New Zealand* broadly represents hospitality (notably bars as opposed to dine in restaurants) and commercial accommodation

In addition, the *Queenstown Chamber of Commerce* has a number of members across the wider Queenstown restaurant and hospitality sectors. Some restaurants and bars are also members of Destination Queenstown itself.

Politics and Challenges

Every town and city, everywhere, has its own unique set of politics relating to the hospitality and restaurant sector and Queenstown is not immune to this. Food + Drink New Zealand's work has identified some key challenges for Queenstown, that whilst are not impossible to change, they are proving to create impediments to ongoing development and collaboration across the sectors. These challenges can be summarised as:

1. Us and Them

In recent times, the growth in popularity and rapid rise in the opening of dining establishments has seen the creation of a feeling of divide between "restaurants for tourists" and "restaurants for locals" based on price, experience and targeting. This model was sustainable in the pre-COVID environment, but now with domestic visitors dominating for the foreseeable future, restaurants that have relied heavily on international visitors, may need to review their offering to target the local audience who have felt alienated from these establishments.

It almost feels like there is a "us and them" economy in Queenstown. Queenstown for locals vs. Queenstown for visitors. Those there for a short time, in and out for a holiday, work experience or adventure, versus the people who are actually "from Queenstown". There's a feeling that you literally need to live in Queenstown for 25 years before you're a local. This perpetuates the disconnect between the "us" and "them". This also flows through to 'visitor only' experience such as lodges in the premium sector.

2. Old vs New

It almost feels like there is a two-track economy in Queenstown. Those there for a short time, in and out for a holiday, work experience or adventure, versus the people who are actually “from Queenstown”. There’sa feeling that you literally need to live in Queenstown for a decade before you’re a local. This perpetuates the disconnect between the “us” and “them”.

3. The Perception of Over Regulation

Queenstown Lakes District Council (QLDC) is the local government authority that administers the Queenstown Lakes district. The QLDC administrative region reaches from Kingston, up to Glenorchy, across Arrowtown, through the Crown Range to Wānaka and as far north as Makarora. It’s a large region. During Food + Drink New Zealand’s visits to Queenstown (and Wānaka), there was significant unprompted feedback from the hospitality and restaurant industry about the over regulation of the sector and inflexibilityof the regulations in place. Most notable were challenges around liquor licensing, rubbish collection and lack of investment in the Queenstown ‘downtown’ beautification (as opposed to infrastructure), such asdevelopment opportunities around the laneway network.

Ultimately, these challenges have led the industry to think quite short term and small scale in terms of opportunities for collaboration as they don’t have the networks in place to work together and the need to work hard to avoid a highly regulated environment.

Queenstown Brand Positioning

DQ currently positions “food and drink ” as one of the several “hero segments” or “hero adventures” offered by the destination:

- Golf - Home of Champions
- Food and Drink - Home of Taste
- Hiking - Home of Nature’s Masterpiece
- Mountain Biking - Home of Stoke
- Biking - Home of Exploring
- Skiing - Home of Winter
- Adrenaline - Home of Thrills

The Premium Sector

Queenstown has built a strong and enduring reputation for its luxury accommodation offerings. With 13, 5-star lodges listed on DQ's own website (excluding Fiordland), there is prime opportunity to open and activate these spaces for locals to get a better appreciation of the experience on offer, many for whom staying at one of these accommodation options would be out of reach. Similarly, there are a number of top-end restaurants that are perceived as being "just for tourists", who again, could consider adapting their early/mid week offerings for the local market, in order for them to get a taste of what's been designed for visitors.

In 2020, Food + Drink New Zealand undertook work with TNZ to help them uncover New Zealand's food and drink tourism narrative. Whilst the outcomes of this work is ongoing, a number of people were consulted as part of this work, including the TNZ Premium team, whose job it is to work in partnership specifically with premium travel sellers of New Zealand holidays.

In these discussions it was identified that there had been successful food and drink partnerships in the past with the likes of Relais & Chateaux properties in New Zealand specifically around interactive experiences at properties. The feeling was that New Zealand struggled around our identity of cuisine internationally but that we 'punch above our weight' in terms of quality. Guests overwhelmingly comment that New Zealand food tastes fresh and different and that our food speaks to "who we are; a young, cosmopolitan country". Premium visitors often leave New Zealand surprised around food, but they have no expectations before they come. At premium-end, there's a lot of focus on Gate to Plate / Farm to Plate. It is believed by TNZ that once the international borders open again, premium travellers,who are known to be resilient, will be one of the first groups to 'come back'.

Idea for breaking down the barriers for the Premium Market include:

- market to locals ("locals night")
- famils for other food and drink operators
- famils for media (lodge tours)
- early/mid-week a la carte offerings at top-end restaurants as opposed to full degustation menus

Stoneridge Estate, luxury lodge experience

Food and Drink Sector Audit

Food + Drink New Zealand has conducted an audit of 145 restaurants, and 33 food and drink producers and suppliers inthe Queenstown region. This has been collated into a database supplied with this report. Key insights from this audit include:

Three quarters of all restaurants in this district are in **Queenstown**, with the next biggest number in **Arrowtown**, then **Frankton**

Queenstown only has a small number of food and drink producers but a good number produce **specialist alcoholic beverages** including New Zealand's only sake, an alcoholicginger beer producer, craft beer breweries and wineries

There are a number of food trucks operating in the region with many offering international flavours. This is a low cost way to provide food and beverage without significant overheads

Almost half of the visitor experience operators offer **wine** experiences

Restaurant by Region

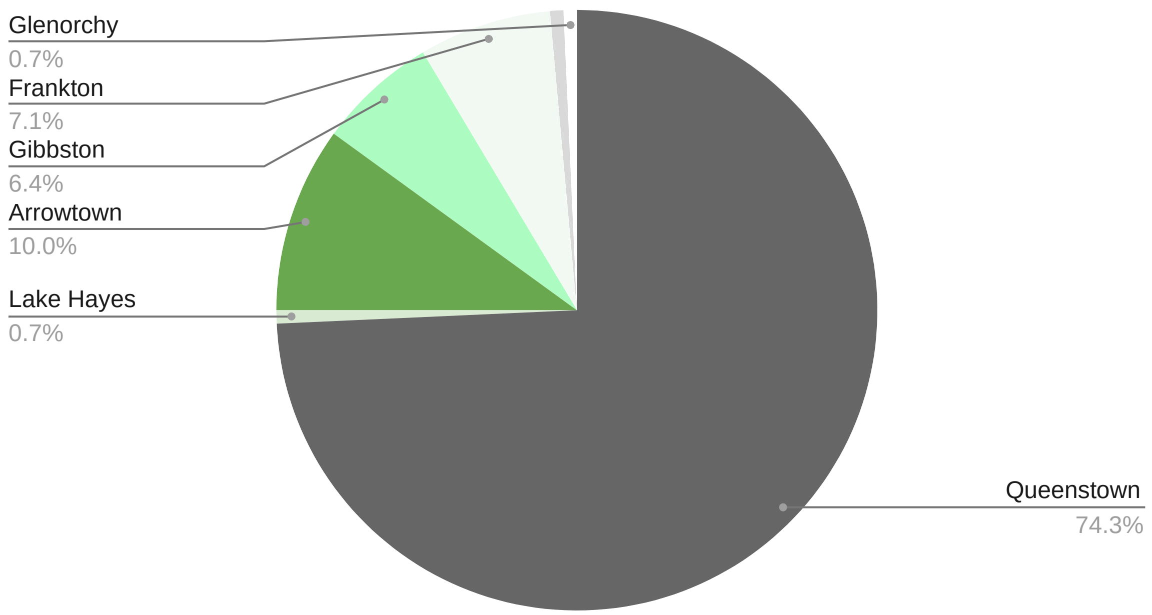


Figure 19: Restaurant by region,Food + Drink New Zealand

Types of Producers and Suppliers in Queenstown

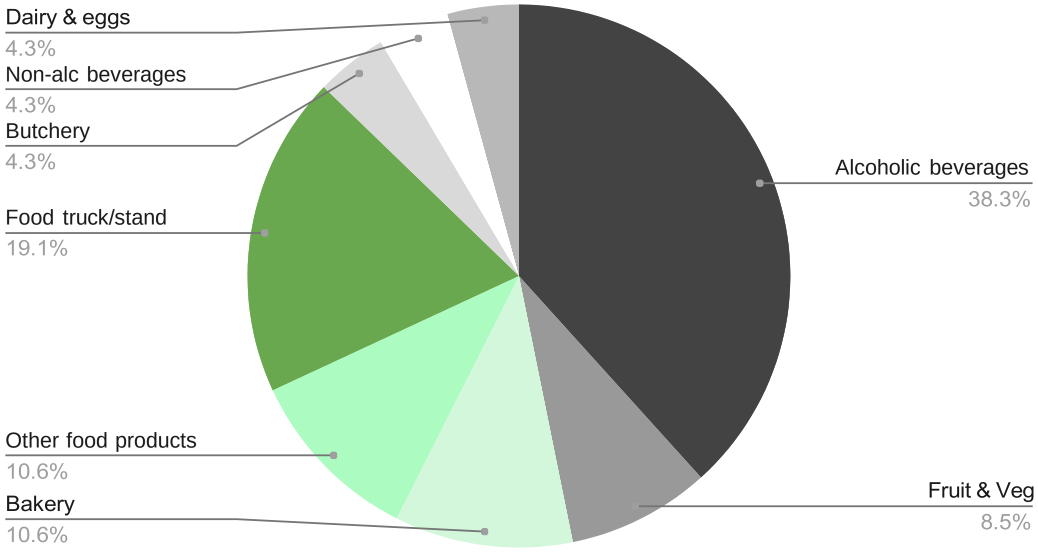


Figure 20: Region suppliers, Food + Drink New Zealand

Note: other food products include general grocery and speciality sauces

Where are the Producers and Suppliers located in Queenstown?

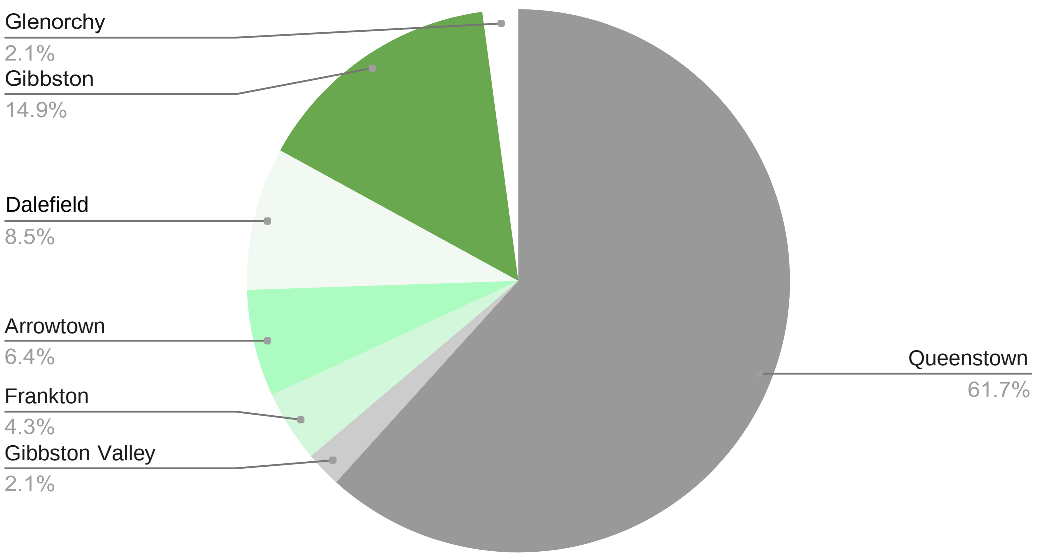


Figure 21: Producers and suppliers by region Food + Drink New Zealand

Food and Drink Events in Queenstown

There are very few dedicated, long-standing, food and drink events in the Queenstown region and as such, the opportunity is ripe for the development of a new and significant food and drink event proposition. The most notable and recurring dedicated food and drink event is the Central Otago Pinot Celebration, last held in January/February 2021, a predominantly industry-focused event with some limited consumer participation elements.

A new event, the Queenstown Long Lunch, held in March 2021, was of particular note from stakeholders at the External Workshop facilitated by Food + Drink New Zealand in April. Those who were involved in the event, felt the collaborative nature was a model they would like to see more of. When prompted about larger-scale events, there was not much feedback but some grumbled how restrictive local council bylaws are and that they make anything of scale challenging to deliver. It was also evident that there simply weren't the relationships across the sector to get anything of scale off the ground.

Overall, the vast majority of events in the Queenstown district are either not focused on food and drink (i.e. they are an element of a music festival or the Arrowtown Autumn Festival, for example) or are small-scale, one-off events that aren't particularly regionally defining. In past years there have been annual food and drink events in the district such as the Queenstown Summer Beer Festival and the Gibbston Wine & Food Festival, but these events have not taken place for a number of years, with these events last held in 2018 and 2017 respectively.

Current Queenstown Food and Drink Marketing

Food + Drink New Zealand undertook a desktop assessment of the current promotional work for the Queenstown region with a food and drink focus.

A general observation is that food and drink content on Queenstown's social channels is limited and where it does exist, is fleeting and centred on the wine experience. There's little to indicate where food and drink is being experienced (the PLACE), who is creating it (the PEOPLE) and what it is (the PRODUCT). Successful storytelling needs to go beyond the dish and balance these three key aspects.

This ultimately leads to your WHY. WHY Queenstown food and beverage and WHY experience it in Queenstown?

"Food and Drink" is an evergreen theme on DQ's social and digital channels and a primary pillar for their high impact Domestic Autumn campaign.

The 'Home of Autumn Adventure' campaign was designed to position Queenstown as a desirable destination to visit in autumn and focused on two key target segments: Food and Drink and Active Relaxation & Wellness. Each segment had a full suite of tailored assets showcasing the variety of autumn experiences and activities to drive visitation over the March- May shoulder season.

The Autumn campaign featured three layers:

- Dream – which led with Hero video edits communicating the Queenstown food, drink and wellness experiences, as well as an individual hero video solely for Food and Drink.
- Plan – aimed to drive traffic to Queenstownnz.co.nz through targeted blog content which spoke directly to the themes of Food and Drink
- Book – aimed to drive conversion through retargeting website visitors with ads promoting Food & Drink and Wellness experiences, listings and deals.

Over the last 12 months DQ produced 11 blogs specific to Queenstown's Food and Drink offering which were seeded out on DQ's organic and paid channels throughout the year, including High Impact campaigns. Food and Drink is also an evergreen theme which they post regularly on their organic social channels including Facebook and Instagram, and feature on retargeting paid display ads as part of their always-on digital strategy.

Competitor market analysis

As part of the desktop research conducted, Food + Drink New Zealand looked at a number of destinations that have been identified as comparable or admired for their food and drink reputation and presence, including Tuscany, Melbourne, Wellington, and Aspen.

This brief look at competitor social channels showed a similar focus on landscapes and a somewhat surprising lack of food and drink specific imagery, yet these destinations are well renowned for this reputation.

This presents DQ with a great opportunity to own this space much more strongly, to find the balance between location and food and drink content while continuing to build awareness across all other channels (media, above the line marketing campaigns etc).

Figure 26: Competitior analysis

Source: https://www.spain.info/en/discover-spain/tapas-spain/

Visitor Experiences & Perceptions

DQ commissions a quarterly Visitor Survey that provides insight to the experiences had by visitors to the district. The year end June 2021 update reflects the views of visitors to Queenstown during summer and autumn. The visitors were predominantly domestic as the trans-Tasman travel bubble did not commence until 19 April 2021. As you can see in the figure below, the most significant activity/experience undertaken by visitors to Queenstown during that period was "Restaurants/Cafes" (84%). Other food and drink related activities included "Bars/nightclubs" (31%), "Wineries or otherwine experiences" (22%).

What this information does indicate is the significance of the dining sector to the overall "Queenstown experience". In effect, everyone who visits needs to eat. What is the satisfaction level of these experiences?

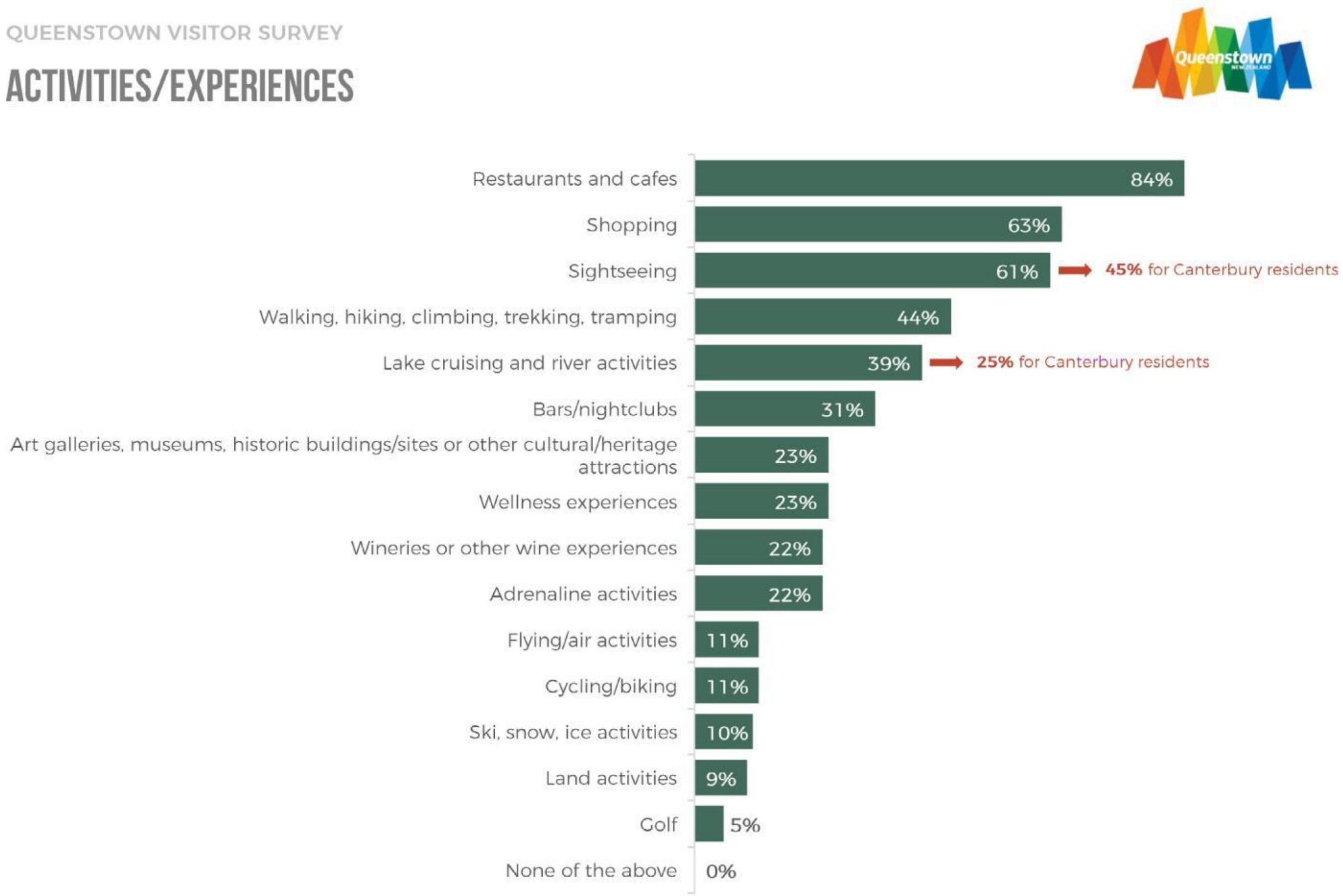


Figure 27: Angus & Associates, Queenstown Visitor Survey, Year end June 2021 Update

Perceptions Research Insights

Food + Drink New Zealand conducted a short informal survey testing general perceptions about Queenstown and the food and drink of the region, as well as gauge knowledge of food and drink brands. This was a selective sample of 45, based all around New Zealand.

What comes to mind when thinking about Queenstown generally?

Snow/skiing
Tourism/tourists
Mountains
High end/luxury/wealth
Adventure activities/adrenaline
Scenery
Lakes

What types of food and beverage do you associate with the Queenstown?

Burgers/Fergs
Wine
Meat/wild/game
High end dining

Food and beverage brands created in Queenstown

Fergburger
Gibbston Valley
Akarua
Wines
(mostly Central Otago)
Amisfield
Cardrona Distillery

Two key findings come out of this research:

1. Respondents don't really distinguish between Central Otago and Queenstown, most citing Central Otago wines as part of the Queenstown product recall
2. The lack of any specific food and drink brands reflects the fact that Queenstown is not a food producing region.

QUEENSTOWN FOOD AND DRINK RESEARCH INSIGHTS

Regional Famil observations

In April 2021, Food + Drink New Zealand conducted an intensive two-days familiarisation in the Queenstown region,visiting a number of food and drink related businesses to experience these through a food tourist lens.

During this famil, a few things stood out for the team:

- **the magnificence and visual beauty** of the area in which food and drink experiences exist and occur - its stating the blindingly obvious but there is nowhere else in New Zealand that has this natural beauty
- **the marked seasons**, particularly the glorious autumn colours
- the **compact, walkable and cosmopolitan** Queenstown town centre
- **diversity** of flavours and people (**international** hospitality community)
- very **premium high end/luxury experiences** to **pop culture hits**
- significant **variation** in service levels
- **disconnection** between operators not knowing who is doing what
- the universal **barriers** and **challenges** presented by the council
- to really get out and explore the food and drink offerings of the district**, you need transport**. There is some public transport but it's not easily accessible for visitors.
- the food production sector is very much limited to wine with a handful of smaller, artisan producers. Queenstown's food and drink territory is **Destination Dining.**

External Workshop Highlights

An external workshop was held on 15 April at the Crowne Plaza with stakeholders from across the food and drink sector and some tourism operators.

The workshop was an opportunity to harvest ideas and experiences directly from those living and breathing food and drink and tourism in Queenstown. Participants worked in groups and were given a range of challenges and questions to report back on at which point feedback was consolidated and agreement sought.

Similar to the internal workshop with DQ, there were three key exercise sessions to work through:

1. Envies - participants were asked to think about which food and drink destinations they admire, who's doing cool stuff, and why this is considered good
2. Identifying where Queenstown is now and what it wants to be known for
3. What steps need to be in place to make this happen, and how DQ can support these outcomes.

The details of each session are summarised below.

Exercise 1: Envies and inspiration

This exercise helped the group consider what constitutes 'good' and successful, including within the Queenstown region, and understand what attributes they value when it comes to destinations with strong food and drink reputations.

Diversity

Melbourne

- Queen Victoria Markets
- Sophisticated
- Allowed to push/try new things
- Not being restricted by so many rules and regulations
- Bars that have cool concepts
- Secret bars

Arrowtown

- Glacier beer – story idea
- Long Lunch
- Autumn Festival

New Orleans

- Celebration of the joy of food
- Freshness

Vancouver

- Food and beverage as a platform
- Ski region

Wellington

- Variety on offer
- Geography - compact, walkable centre, surrounded by hills

Food Destinations

- Singapore
- Osaka
- Italy
- China
- Japan
- Napa Valley
- Tasmania
- Adelaide (Tasting Australia)
- Hawke's Bay

Exercise 2a: How do we position ourselves?

In this exercise, we asked participants to identify both what they consider Queenstown to be famous for - why a visitor would choose Queenstown as a food and drink experience, and what they want Queenstown to be famous for:

What are we famous for?

The experience

- Escapism
- Grown up Disneyland
- Unpretentious
- Hospitality/passion of the people
- Food with fun
  e.g. The Cow/Fergburger/Cookie Time/Winnie's Pizza/Patagonia
- Seasons

Accessibility and walkability

- Density
- Diversity
- Compact/concentrated

New Zealand ingredients

- Local provenance stories
- Concentration of quality products Central Otago Wines
- Pinot Noir
- Protein and seafood (oysters)
- All are used
- International staff fusing the two
- Foraged and hunted

What do we want to be famous for?

The offering

- Food, wine, fun
- Attracting people to live here
- Party (but controlled)
- Cultural diversity
- Diversity and high quality
- Incorporate environment into messaging

People - attitude and perception

- Being accepting
- Integrity
- Unpretentious/casual
- Authenticity
- Non-judgmental

International and local

- Integrate local community
- Proactive and work with locals
- International community

Environmental leader

- Sustainability
- Food waste

Takeaway: There is a desire for more depth and understanding of the people of Queenstown and what the region has to offer beyond the party town image. Who are the people behind the Queenstown success stories? e.g. how do you position the food and drink personalities for the culinary audience in the way that Bungy has told the AJ Hackett story? The food story needs to be personalised.

Exercise 2b: What are the challenges?

Workshop participants were asked to identify the barriers to realising the vision outlined above. These are grouped into the following four areas:

Locals

- not coming into Queenstown is almost seen as a badge of honour, i.e. Frankton is for locals
- Queenstown is seen as for “tourists not locals”

Staffing and workforce

- very ‘working holiday visa’ dependent

Council

- Bylaws – outdoor dining past 10.00pm
- Bins in laneways, lighting etc

Geopolitics vs. geographic

- Central Otago Wine
- Queenstown is the gateway

Exercise 2c: What steps do we need to take to make this story happen?

In this exercise, participants were asked to identify what they would like to see happen for their sector in order to realise the objectives outlined exercise 2a above.

Ideas

- Long Lunch
- Street Markets / Night Markets – in
- CBD Multi-day festival
- Art and interactive art
- Whole CBD is an events zone
- More understanding of industry
- Dinner bus service – Lake Hayes, Shotover Country
- Bus - $2 – but make it easy for visitors – don’t need a special card
-

Exercise 3. What can Destination Queenstown do to support?

Finally, the group was asked how DQ can support this to happen. The overall feeling is that DQ already does great work on behalf of its members, but specifically felt that they could play a bigger role in:

- Sharing intel and information e.g. media results
- Connecting and networking up food and beverage tourism operators
- Advocating for staffing (visas etc)
- Engaging with council on areas of conflict (operating hours, laneway use, licensing etc)

External Workshop Feedback Summary/Highlights

Overall the feedback from the external workshop was very consistent with the internal workshop feedback, although understandably more focused on the issues relating to the delivery of hospitality and restaurant experiences.

The other destinations that the industry identified as possessing attributes that they wanted to emulate included Melbourne, Vancouver and Wellington, amongst others. Interestingly, all of these destinations have a strong CBD offering and are centred on a water feature - a harbour or a river. The similarities to Queenstown were discussed.

Workshop participants focused on the people behind the hospitality and restaurant experiences – people are a key part of the food story that is not being told at the moment. There was discussion around a number of establishments that have been operating for a very long time, i.e. *Fergburger* and *Winnies*, that have really helped shape the current Queenstown food story offering. As discussed in the Internal Workshop, the compact nature of Queenstown's CBD was considered a key advantage, as is the huge diversity in staff nationalities. There was little debate as to what make the region's food style unique; there was considerable discussion around foraging, wild food, hunting and food that's good with a warm open fire...Pinot Noir, venison, apricots etc.

When we discussed what the industry wanted Queenstown to be known for there was no question that the reputation of Queenstown as an "expensive, pretentious and manufactured experience" needed to be dispelled and that food was a great way to do this. There was a strong desire for messaging around food and drink to lean into the messaging around Queenstown' geographical magnificence and that the local community needed to be included in this narrative...nothing "just for tourists".

Again, the challenges around developing the food and drink narrative for Queenstown were strongly connected to the local perception that not visiting the Queenstown CBD (by locals) was almost a 'badge of honour' and that the CBD was 'for tourists'. Council barriers were again cited as a significant impediment to growing the sector. There was also discussion around how the Central Otago Wine Story is better integrated into the Queenstown story...are they one in the same?

Finally, workshop attendees talked about what steps need to be taken to achieve some of the goals that the industry is keen to achieve. There was a strong move for more "events" although it was surprising that the thinking around this was quite small. It appears that many operators have had a negative experience with trying to run events, so are quite disillusioned. There was also quite a lot of discussion around how better access to public transport for visitors could provide great opportunities for areas outside of the CBD.

DQ was encouraged to support the sector through wider sharing of intelligence and data and creating opportunities to connect the wider food and drink tourism sector operators with the tourism industry. The industry also sees a key role for DQ in advocating for the sector with QLDC.

External Stakeholder Workshop, 15 April

Online Survey Insights

An online survey was distributed to over 200 organisations with only 15 responses from a range of stakeholders including restaurants, hospitality operators, accommodation providers, producers, event managers and tourism information operators. Some offered face to face tourism experiences, others retail products, with the majority having a local market presence. Whilst this number was a lot lower than hoped, those that did respond to the online survey offered some good (and consistent) insight into the food and drink tourism sector in Queenstown and it was very compatible with the feedback received as part of the workshops.

Stakeholders were asked both about their own business offering as well as what they see as the broader regional strengths, weaknesses, challenges, and opportunities.

What are the food and beverage strengths of the region?

- diversity in offerings - from five star to casual
- many independently owned and operated food and beverage
- compactness of Queenstown CBD
- quality of produce/honesty of food

What are the challenges in delivering food and beverage experiences to visitors and whatcould be done better by you or the region as a whole?

- consistency in service levels - recruiting and retaining long term
- discounting offerings (reduces perceived value)
- collaboration between operators
- rent and overheads
- lack of story and information about what's on offer for tourists
- council barriers

What do you believe are the areas of opportunity for food and beverage in Queenstown?

- activating the town/using the gardens
- improving the town centre
- seasonal event
- collaboration between operators and industry e.g. wine with oysters
- looking to the wine story for examples of how to collaborate and succeed

What do you believe are the areas of opportunity for food and beverage in Queenstown?

- Diversity/variety of food on offer and the people who make it
- Seasonality
- Fun vibes matched with high quality ingredients and experience

Online Feedback Summary/Highlights

Overall, there is a sense that Queenstown is ready to “grow up”; that people who live and work there know the current (or pre-COVID) operating environment was unsustainable: mass tourism/offerings, sub-standard quality of service, quick and fast.

There is a strong desire and willingness to be more involved, to collaborate with others and create something new together.

It is also strongly apparent that a key barrier to progress relates to council objections and the feeling that this creates problems, rather than being solutions focused.

Insights: Conclusions

A total of six different engagement activities have been undertaken to gain insights about food and drink tourism in Queenstown:

1. Familiarisations
2. Food and Drink Sector Audit
3. Internal Destination Queenstown Workshop
4. External Workshop
5. Online Survey
6. Perception Research (selective sample)

All of these activities provide a cross section view of where Queenstown’s food and drink tourism challenges,product gaps, opportunities are at present and they’re all telling a very consistent story:

- **Diversity** of offering for all budgets and palates
- **Cheap** is a relative term
- There is **disconnection** between locals and tourist operators, and between operators themselves, but also there is a **desire to be connected**
- Queenstown is perceived as being **expensive** and great for **high end/luxury visitors** but not for locals
- Luxury offerings are **special occasion destinations**
- There is an overall sense of **opportunity and optimism** - despite the negative media pile on of tourist operators in Queenstown (in particular), there is a real sense that operators know the old models of working are not sustainable, and are committed to finding new ways forward
- While Queenstown itself is **not a food producing region**, the broader **Central Otago** offerings are incredible and well known by consumers, therefore must be considered as part of the broader story
- The **stunning physical geography** and **seasonal beauty** of the region.
- There is **no consistent view of what the “Queenstown food and drink story” is** - other destinations offer diversity, seasonal offerings and high-quality experiences. How do we link the food and drink storyback to the things that Queenstown does consistently deliver on - awe-inspiring landscape, a rawness? It’s elemental.
- Service / Ambience / Environment
  - Aspiring to be world class
  - Attention to detail
  - The package

SWOT

Following both the famil and stakeholder workshops, Food + Drink New Zealand conducted a SWOT analysis to identify where attention needs to be focused and what the opportunity is for Queenstown.

Strengths

- Jewel in New Zealand's tourism crown and already well on the map
- Strong international reputation and offering already exists - everybody wants to visit (pent up demand and desire)
- Good range of dining options - from fast and easy to top end and there's a place for everyone
- International flavours - food and people
- Wild food - venison, rabbit, foraging etc
- City standard of dining in a regionally sized town - punches above its weight
- Compact CBD retail and dining areas both in Queenstown and Arrowtown - walkable
- Stunning destinations / destination dining
- Bounty of natural produce in the broader Otago region
- Marked seasons / natural beauty
- Serious $$ investment - international investment and property growth
- Well known personalities reside there, e.g. Sam Neill, Nadia Lim, Rod Drury, Russell Coutts
- Pockets doing it well e.g. Arrowtown
- Incredibly majestic scenery - everywhere and at all times of the year
- Best restaurant in New Zealand (Cuisine Hats)
- Have some truly unique products - Sake (only one in New Zealand)
- Accessibility to some of New Zealand's best food - south coast (seafood), west coast (hunting and seafood), Central Otago (meat, wine, stone fruit)
- Strong Pinot Noir story and reputation
- Good accommodation options across different budget points
- Huge number of luxury lodges
- Longevity of operators and iconic tourism offerings (e.g. TSS Earnslaw)
- Queenstown is a fun place! You go there to have fun
- Diversity in geographical experiences - mix of buzzy metro locations and then the quietness / big open spaces / calming nature
- Funding is available for tourism projects and events for events from the REF (FY 21-24)
- Après-ski
- Public transport inexpensive (buses) but not well known and hard for visitors to access

Weaknesses

- There hasn't been one organisation leading the food and beverage charge
- Not a lot is grown or made in 'Queenstown' - small producer pool
- Geo-political vs geographical boundaries: Queenstown vs Central Otago - not leveraging each other well. Most of the 'wine producers' aren't technically in the Queenstown area.
- Perception that Queenstown is only a 'ski town'
- Perceptions - expensive / only for international tourists at the expense of locals
- Disconnect between operators and locals
- Disconnection between operators / businesses; knowing who's who and who's doing what
- No single industry group or voice - factions everywhere
- Bars overshadow restaurants
- Shallow stories and experiences
- No evident Māori story / connection with iwi
- Queenstown CBD not for locals - badge of honour if you can avoid it
- Clear limitation for development driven by challenges with local council
- CBD is tired in parts and underutilised in some areas (e.g. laneways)
- Granular thinking focused on singular opportunities, rather than big visionary projects / opportunities
- Lack on capability building opportunities for the restaurant industry - staff development, chef training etc
- Food system challenges - dealing with food waste etc
- No appetite from the council to engage with the sector
- Queenstown is known as a party town (but in the wrong way e.g. excessive alcohol consumption)
- Council perception that food is an amenity and not an experience
- Exploring the region requires a vehicle
- Locals don't have knowledge or pride about what's on offer - it's not for them

Opportunities

- Queenstown is all about 'destination dining'
- Special occasion dining
- Seasonal eating/harvest
- Opportunity to use food tourism to develop the shoulder season
- Event development
- Central Otago wine and other food producers - developing a clear link
- Some big food projects in development, e.g. Royalburn Station (Nadia Lim) could be a good tourism driver
- Amazing produce so close by - too good to ignore
- Remarkables Market - visitors want Farmers' Markets and this market has the makings of being something great
- Cross pollination between biking, skiing and food and beverage market development planning
- CBD laneways could become the beating heart and draw people back into central Queenstown
- Queenstown as the gateway largely accessible by air (captive market)
- DQ are directly investing in developing a food tourism market development plan to guide the region
- Engaging with iwi and local Māori hāpu e.g. Ngāi Tahu
- Fireplaces
- Experience dining that reflects the landscape
- Queenstown can be different every night
- Gardens and laneways could be enhanced and activated
- Market to locals and have specific local offerings/open days
- Industry famils
- Foraging and hunting, celebrating the land and what comes from the land

Threats

- Council regulation and bylaws create barriers to making improvements to the CBD e.g. lighting, noise control, activating the streets
- No appetite from the council to engage with the sector
- Vast variation in service levels
- Operators reverting back to 'how things were' once more / international visitors return - Queenstown becomes swamped by tour buses again
- Negative public narrative / pile on about tourism operators being too expensive or not worthy of government COVID assistance
- Volume operators driving low quality visitations and cutting corners on food
- Lack of cohesiveness between bars and restaurants
- Queenstown is very expensive to live in which makes it hard to attract and retain good hospitality and restaurant staff

Destination Queenstown is well placed to take action at this time, with the strengths and opportunities far outweighing the Threats.

The key insights from the SWOT analysis are:

Strengths	Queenstown offers unique food and beverage experiences in majestic locations (Destination Dining)	Weaknesses	Fractured and disconnected hospitality and restaurant sector with challenging council administrative barriers
Opportunities	All the building blocks are there for Queenstown to build a strong food and drink tourism reputation - let's connect the dots!	Threats	Perceptions of who Queenstown 'is for' and 'is about' will hold back progress

THE QUEENSTOWN FOOD AND DRINK NARRATIVE

So, what is Queenstown's Food Story? Essentially it is difficult to whittle any region's food story to a single line as a 'one size fits all' expression, indeed New Zealand as a country, still has not yet really defined its food story, for the nation.

The Queenstown Food Story

Queenstown is a region of juxtaposition.

On one hand it is a destination of adventure and adrenaline – throughout its history Queenstown has drawn adventurers. From the early Māori and gold miners who carved their way through the most unforgiving corners of our land, to outdoorsmen who seek thrills in our backcountry and tourism pioneers who have turned their passions into enterprise. This place has fuelled imaginations and inspired many to explore and Queenstown has invited the world to share in her adventurous spirit.

But it is also a region with deep roots, mythology and a calm wilderness that permeates from the environment; the dramatic open skies, majestic mountains, vibrant seasons and the rhythmic rising and falling of Lake Wakatipu. There's an elemental magnetism that draws people to the region, and then convinces them to stay. There's also a sense of gentle slowness - after all the mountains, the wild venison, the cheese, the wine, the seasons, honey - they all take time to grow, to make, to emerge.

And this juxtaposition lives out in the disconnection between how Queenstown is perceived and how locals want it to be perceived, who Queenstown is for and who Queenstown wants to be for and the place of food and beverage in this story. There's a desire to be known and be seen for who Queenstown - and therefore its people and its offering - really are.

And it's at this intersection and at this point in time where we find ourselves.

Food and drink experiences create the space that enables connection to happen. It's where memories are solidified. A retelling of the day's adventures après ski in front of a roaring fire, the cheeky burger on the shores of Lake Whakatipu, the weekend wineries long lunch, the view over Queenstown from the Gondola restaurant, the special occasion dining where you're encouraged to slow down and spend the time learning about the food and the people who make it.

In Queenstown, the connection is physical, spiritual and elemental. You literally touch, taste, see and hear the environment all the time. The sake made from water sourced at the Southern Alps, the Pinot Noir from grapes growing in the schist, the wild meats that roam the range, all amplified on the palate. The food and drink awakens the senses. You imbibe and are therefore connected and part of Queenstown.

Food + Drink New Zealand believe that the Queenstown food story territory lies in:

Queenstown .. it's elemental and wild .. let your tastebuds roam free

This narrative isn't a tag line or a call to action, rather a proposition that can inform creative development, marketing campaigns and communication strategies. By having a single-minded proposition, DQ can hone in on the what differentiates, and makes the food and beverage presence of the region, so unique.

Areas of Opportunity

To tell the Queenstown Food story, we recommend developing a food and drink presence and strategy around the proposition of: **Queenstown .. it's elemental and wild .. let your tastebuds roam free**

This is not a consumer-facing tagline, rather the underlying proposition that informs how we tell the food and drink story.

And implemented through the following activities:

1. Development of a dedicated content and image library
2. Strategy to develop action
3. Collaboration and partnerships with industry
4. Improvements to food and drink content for marketing channels
5. Strengthening existing food and drink events, and creating a new regional event
6. Development of a marketing strategy with a specific food and drink focus, centred around the narrative proposition

These tactical activities are built around promoting the People, the Place and the Products of Queenstown.

They will build pride and facilitate a collaborative community on the basis that where one succeeds, all succeed. Nowhere is this more important than within a highly competitive tourism environment.

Details for each of these elements are outlined in the following Action Plan.

STRATEGY ON A PAGE

PROPOSITION

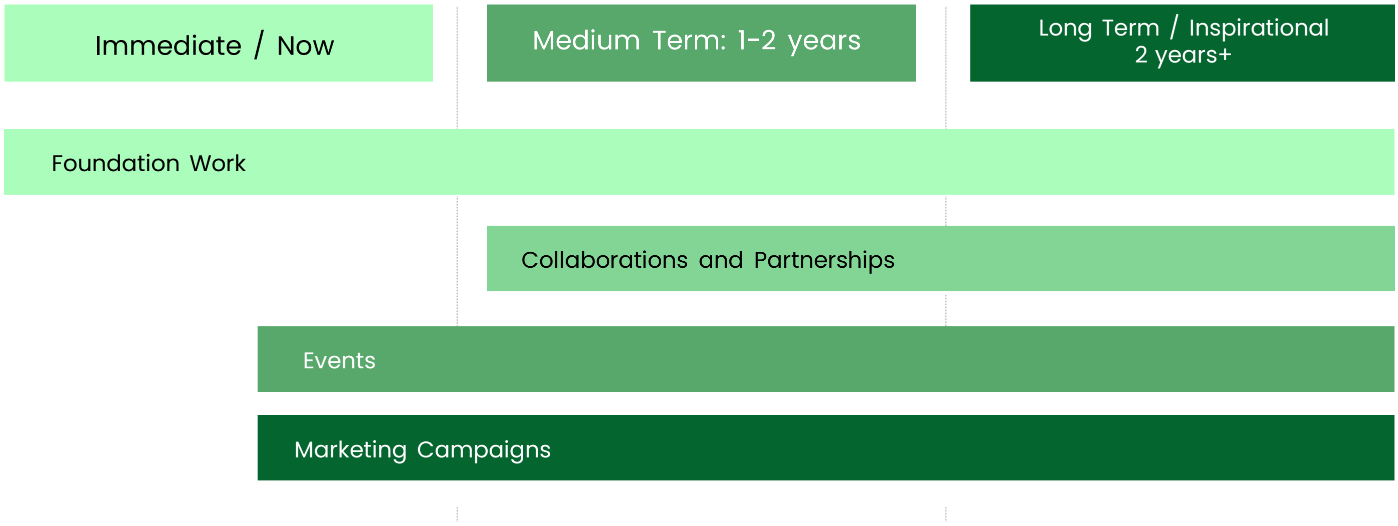
Queenstown .. it's elemental and wild .. let your tastebuds roam free

VISION	Queenstown's food and drink tourism reputation is as renowned as its world-leading adventure reputation		**PURPOSE**	Queenstown has a defined and unique food and drink tourism narrative that tells the story of not just the place, but the people andthe products behind the food and beverage experiences.
KEY FOCUS AREAS	Foundation Work	Collaborations and Partnerships	Events	Tourism Drivers

GUIDING PRINCIPLES / BEHAVIOURS	Elevate "Destination Dining" experiences	Delivering food and drink experiences in the spirit of partnership	Queenstown's food and drink experiences are for everyone
KEY THEMES	**Strategic** • destination • elemental • time • tastes	**Tactical** • seasonal • events	**Operational** • new ATL and BTL campaigns • marketing protocols
KEY ENABLERS	Resources - the food and drink sector is driven by relationships to keep the work programme moving forward	Capabilities - Upskilling, training, investment in people, famils, creating accessible experiences	Tools - Development of a unified, annual event proposition to tell the region's food and drink story
KPI	1. Food and drink tourism outcomes integrated across all Destination Queenstown tourism workstreams a. Content – Images and Written b. Digital c. Trade d. Marketing Messages and themes	2. Development of a dedicated, annual food and drink event celebrating the wider Queenstown industry - restaurants, growers, hospitality, chefs, wineries, tourism attractions etc 3. Establishment of a food and drink industry group - representing the wide and diverse offering	4. Improvement of Council relationship?? How do we measure this?? 5. Effective partnerships developed key food and drink tourism stakeholders: a. Iwi & Hapū b. Farmers' Market

THE ACTION PLAN

The Action Plan can be broadly categorised into these following four areas:



Workstreams

1. Foundation Work – the building blocks and the basis for further marketing, promotion and activities. This is about creating an authentic and meaningful starting point to communicate what the Queenstown Food Story is, and where all other elements launch from

2. Collaborations and Partnerships – longer term projects that will offer direct benefits to the food and drink tourism sector, drive long term capability building and product development contributing to the Queenstown food and drink narrative

3. Events – food and drink event opportunities

4. Marketing Campaigns - build brand ambassadors, build pride within the region and market externally to drive visitation

Please note:

- These projects will require additional funding. It is recommended that industry working groups are set up to champion each project.
- Some projects will be led by DQ, whilst others may be led by different entities and all will require industry-wide involvement, participation and ownership to be successful.

POTENTIAL WORKSTREAMS

Foundation Work

Opportunity/Action	ProjectLead	Partner/s
Image & Video Library and Content Review	DQ	• Producers • Suppliers • Restaurants • Farmers Markets • Iwi • Wider hospitality industry • Consumer (user generated content) • Accommodation partners • Activity operators
Work collaboratively with the QLDC and other key stakeholders	DQ	• QLDC • Restaurants & Hospitality • Chamber • Accommodation Partners • Retail
Integration of F&B story into Queenstown Media Programme	DQ	• All DQ Members, • specifically: • Restaurants • Attractions • Accommodation • Suppliers • Producers • Wineries • Breweries • Tourism New • Zealand • Media Partners • Farmers' Markets

Collaboration & Partnership

Opportunity/Action	ProjectLead	Partner/s
Partnership with Māori	DQ	• Iwi/Hāpu • Runanga • MPI • Local community • QLDC
Food and Drink Influencer Programme	DQ	• Local Industry • Local leaders • Influencers
Form a Food & Drink Tourism Industry representative group	DQ initially	• Cross sector representation • Restaurants & Hospitality • (people, not places) • Producers • Suppliers • Event operators • Accommodation Operators • Activity Operators • Farmers' Market Operators • Winemakers and Brewers • Food and Beverage Tour • Operators
Member Capability	DQ	• Restaurants & Hospitality • Events • Commissionable tourism product with food offerings
Visitor Experience Product Development	DQ	• "Farm gate" • DQ internal stakeholders • Iwi/Hāpu/Runanga • Producers • Suppliers • MPI

POTENTIAL WORKSTREAMS

Events

Opportunity/Action	ProjectLead	Partner/s
Marketing Existing Events	• Queenstown Long Lunch • Central Otago Pinot Celebration	• DQ
Development of an annual Queenstown iconic food event	Event operator	• DQ • Restaurants & Hospitality • Producers • Suppliers • Event operators • Accommodation Operators • Activity Operators • Farmers' Markets • Winemakers and Brewers • Food and Beverage Tour • Operators

Tourism Drivers

Opportunity/Action	ProjectLead	Partner/s
Elevate Growers & Farmers' Market	TBC	• Growers • Remarkables Market • Arrowtown Market
Food Trails	DQ	• Growers • Producers • Suppliers • Restaurants & Hospitality • Tourism Operators • Farmers' Markets • Cycle Trails
Destination Food and Drink Marketing Campaign	DQ	• Restaurants & Hospitality • Producers • Suppliers • Event operators • Accommodation Operators • Activity Operators • Farmers' Market Operators • Winemakers and Brewers • Food and Beverage Tour Opperators • Media

APPENDIX A

Restaurant Australia

"Australia's dining scene is all about the quality ingredients, the people who produce them and the incredible landscapes in which they're shared."

In 2013, Tourism Australia conducted a consumer demand project in 15 of Australia's key tourism markets. This research identified that "Good food, wine, local cuisines and produce" was a key factor (38%) in holiday decision- making and the most important emotive trigger. It only ranked behind "a safe and secure destination" and "a destination that offers good value for money". Part of this research also looked at the perception of visitors, pre and post their visit. Only 25% of those who had not been to Australia associated Australia with 'good food and wine'; that figure rose to 60% amongst those who had visited; and most significantly, for those who have previously visited Australia from China, the US, France, India, Indonesia, Malaysia, the United Kingdom and South Korea, they ranked Australia as the Number One destination for Food and Wine.

This research also identified five key insights:

1. There was a significant perception gap of the quality of Australia's food and wine offering
2. Food and wine is a key driver of tourism
3. People travel to experience difference. There is a need to define and differentiate Australia's food and wine experiences
4. Food and wine is a missing ingredient that Tourism Australia could use to reignite people's passion for Australia and help overcome over-familiarity
5. Branding for food and wine is largely being done by big brands

Restaurant Australia materialised in a phased approach:

	Phase	Date	Details
1	Restaurant Australia Launch	December 2013	Start of food and wine marketing in Tourism Australia's international target markets
2	Invite the World to Dinner	November 2014	More than 80 of the world's most influential and respected food and wine VIPs hosted in Australia for a gala event at MONA (Tasmania) and famils around the country.
3	Noma Australia	January – March 2016	10-week residency in Sydney by one of the world's best restaurants, Noma, showcasing unique produce from around Australia.
4	The World's 50 Best Restaurants (at Melbourne Food & Wine Festival)	April 2017	The largest annual celebration of global gastronomy, bringing together thousands of unique, influential, and forward-thinking visionaries from around the world.

The Restaurant Australia Project has resulted in Tourism Australia continuing to work with celebrity chefs, influential food and wine personalities and leading international and domestic media to promote the food and wine experiences of Australia. Tourism Australia has also created inspiring content on australia.com including a list of must-doexperiences and multi-day themed itineraries. Since the launch of the Restaurant Australia campaign spending on food and wine by international visitors increased by 38% to A$5.8 billion in 2017 and accounted for 1:5 dollars spent.

Ultimately what Tourism Australia realised was that **getting others to tell their food story (chefs, media etc) was the most trusted source for consumers**.

Ontario, Canada

"Ontario's food identity is a rich mosaic of locally grown foods, innovative artisans and hardworking farmers, all intermingled with unique traditions grafted together by people that came here from around the world."

Similar in style to New Zealand, the Ontario province has a strong rural base with a large network of producers and suppliers. Ontario has taken a different approach to Australia, with significant focus on supporting the producers and suppliers of the province and actively promoting the importance of supporting Ontario food.

The primary way of communicating support of Ontario Food is through the Feast On® certification program recognizing businesses committed to sourcing Ontario grown and made food and drink. The strength of the Feast On® programme is in the chefs, suppliers, producers and purveyors; it's about delivering a credible message aroundfood from Ontario. Operating as a social enterprise, Feast On® has the goal to increase access and awareness of quality local products for those who offer consumers a certified taste of Ontario.

Through Feast On® it is easy for travellers and locals to identify restaurants and experiences that showcase Ontario grown and made ingredients. The programme connects chefs directly to farmers to support the development of sustainable local sourcing systems and acts as a pan-provincial platform from which chefs, farmers and diners can share Ontario's local food identity.

Ireland

"Scotland – A Land of Food and Drink. It's 2030 and Scotland is a globally recognised food tourism destination wherehigh quality, memorable food and drink experiences are delivered by proud and passionate local ambassadors."

Again, not dissimilar to New Zealand geographically, Scotland has taken a different approach to developing its food tourism plan. Ambition 2030, Scotland's national strategy to double the economic impact of their farming, fishing, food and drink industries, has set out an ambitious growth trajectory. This recognises that food and drink add value to the overall visitor experience and paves the way towards further supporting the farming, fishing, food and drink industries. This has been done through the creation of a 17-point National Action supported by The Scotland Food and Drink Partnership – a partnership board comprising representatives of all the major food producers and industries of Scotland.

The Action Plan has five major pillars:

Pillar 1: Sustainable local food supply chain
Pillar 2: Quality products and experiences for all
Pillar 3: Rich storytelling
Pillar 4: Skilled and vibrant workforce
Pillar 5: Innovative collaboration

Scotland

“Fresh flavours, passionate producers and traditions handed down through generations: come and experience Ireland’s food for yourself.”

Of all the destinations around the world ‘playing’ the food tourism space, arguably New Zealand is closest to Ireland. We are a similar size, geography, population, and have a very similar product base. In 2018, Fáilte Ireland (Ireland National Tourism Development Authority) launched their Food & Drink Strategy 2018-2023. The strategy details the enormous opportunity presented by Food Tourism to Ireland and the offerings that they already had, but also listed several ‘not-so-distinct’ weaknesses that are surprisingly familiar in the New Zealand context:

- Poor knowledge around Ireland’s food heritage.
- The story of Ireland as a place with great food and drink experiences is not being articulated well, if at all.
- Lack of good-quality food offerings in many high-density tourist sites and some accommodation sectors.
- Absence of or weak food offering in some Irish pubs.
- Lack of understanding among some tourism operators and the industry in general of the value of improving and localising the food offering.
- Poor business development capacities in the food industry, particularly around the saleability and impact measurement of food tourism experiences.
- Lack of a collective identity to support and integrate the excellent work being achieved by many producers, restaurateurs, etc.

Each of these brief summaries of the approach taken by destinations, with some similarities to New Zealand, identify the very nature of the challenge in pinpointing that single unique proposition to set our destination apart from others when it comes to the food and beverage tourism narrative. It’s not just about the meal on the plate, but the whole value chain of the experience - from the land or sea, the grower or the fisher to the moment of consumption. The stories are built from the ground up.

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