

# Stacey, Sarah

DESTINATION QUEENSTOWN INC.

## 6 Other Comments

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**Would you like to comment on any other aspect of this draft 10 Year Plan?**

Please find attached Destination Queenstown's Business Plan 2015-16 and covering letter as our submission on QLDC's 10 Year Plan 2015-2025. Our submission seeks continued funding for DQ's role of destination tourism marketing, through the targeted tourism promotion levy on commercial rates.



## SUBMISSION ON QUEENSTOWN LAKES DISTRICT COUNCIL 10 YEAR PLAN

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**TO:** Queenstown Lakes District Council  
Private Bag 50072  
Queenstown 9348

**NAME OF SUBMITTER:** Destination Queenstown Inc  
PO BOX 353  
Queenstown 9300

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29 April 2015

To Whom It May Concern,

**RE: Destination Queenstown submission to QLDC Long Term Plan 2015-2025**

Please accept the accompanying document in support of Destination Queenstown's official submission to Queenstown Lakes District Council's 10 Year Plan 2015-2025. The document is Destination Queenstown's 2015-16 Business Plan, as endorsed by its Strategic Review Board at a meeting held on 28 April 2015. Our submission seeks continued funding for DQ's role of destination tourism marketing, through the targeted tourism promotion levy on commercial rates.

Destination Queenstown has followed a robust process of consultation with our members and community during the development of the business plan. The process is outlined below;

- 1/ The DQ Executive team review current plan and scope out the new plan
- 2/ DQ Board meet with DQ Executive team to discuss overall strategy and top line issues
- 3/ DQ Members are invited to give ideas to contribute to the development of the plan
- 3/ Draft business plan is presented to DQ Board for comment and amendments
- 4/ Draft business plan is presented at the Quarterly Members Update meeting and posted on the DQ website for comment and input by all DQ Members.
- 5/ Draft plan sent to the Strategic Review Board (SRB) members to review and comment
- 6/ SRB meeting is held to sign off plan and funding level request from QLDC

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This process has been supported by five member newsletter communications and included in DQ's community communication, 'Quarterly Remarks,' published in the Mountain Scene and Otago Daily Times.

If more information is required please contact Destination Queenstown CEO Graham Budd on [grahamb@queenstownnz.co.nz](mailto:grahamb@queenstownnz.co.nz) or [REDACTED] or contact Destination Queenstown Communications Manager Sarah Stacey (details below).

*Destination Queenstown wishes to speak in support of this submission.*

Yours sincerely

**Sarah Stacey**  
**Communications Manager**  
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# DESTINATION QUEENSTOWN

Business Plan FY 2015 – 2016



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# EXECUTIVE SUMMARY

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**Destination Queenstown's (DQ) is the Regional Tourism Organisation (RTO) for the Queenstown area. Our role is to market Queenstown, both domestically and internationally, on behalf of our local business community with the vision of positioning Queenstown as the Southern Hemisphere's premier four season lake and alpine resort.**

The Queenstown region has experienced rapid growth over the past few years. As NZ's premier alpine and lake destination we have continued to enjoy a strong reputation for delivering authentic, world class tourism experiences against a backdrop of spectacular alpine landscapes. The diversity and quality of activities and attractions in Queenstown continues to drive strong visitor growth and YE 2014 has seen Queenstown achieve unprecedented levels of visitor arrivals and expenditure.

International tourism expenditure (source: MBIE Regional Tourism Estimates), to the year ended 31 March 2014 for the Queenstown RTO area was \$1.011 billion while domestic tourism expenditure was \$359 million. Visitor numbers topped an estimated 2 million arrivals annually, with 65% international visitors and 35% domestic. Growth has been particularly strong out of the China, US and Australian markets while the domestic and other international markets also remain a key component of Queenstown's visitor mix. This picture of visitor arrivals and expenditure provides both opportunities as well as challenges for Queenstown as we move into FY15-16 and evaluate visitor volume and value.

Financial Year 15-16 is the first year in a new three year business cycle for Destination Queenstown and will be year one of a new three year strategic plan. The emphasis for DQ for the next three years will be on a new set of core priorities that will evolve our destination brand and positioning to a new level. Focus will be on eight new key priority areas providing the pillars for activity to achieve the overall destination outcomes and performance targets. These eight priority areas will be delivered as a series of cross-organisational projects, underpinned by ongoing core functional business, which the DQ functional areas of consumer marketing, media and communications, trade and the Queenstown Convention Bureau will work collaboratively on.

In year one of our three year plan we will work with our members to achieve 6% increase in annual visitor spend and 4% growth in the number of visitor guest nights, set against a backdrop of the industry's Tourism 2025 strategy.

Input into this new three year plan has been sought from DQ stakeholders, including external stakeholders, sector representatives, DQ member groups and across DQ's catchment area of Arrowtown, Gibbston, Glenorchy, Kingston and the surrounding environs, with considerations contributing to the plan.

Underpinning the new strategic plan is the organisational focus on achieving optimal efficiency and effectiveness in all DQ activity.

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## VISION & MISSION

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*Our vision is to position Queenstown as the Southern Hemisphere's premier four season lake and alpine resort*

**Our mission is to work with the Queenstown community and the New Zealand tourism industry to facilitate sustainable, year round, visitor growth through responsive and effective marketing communications**

# STRATEGIC PRIORITIES 2015-2018

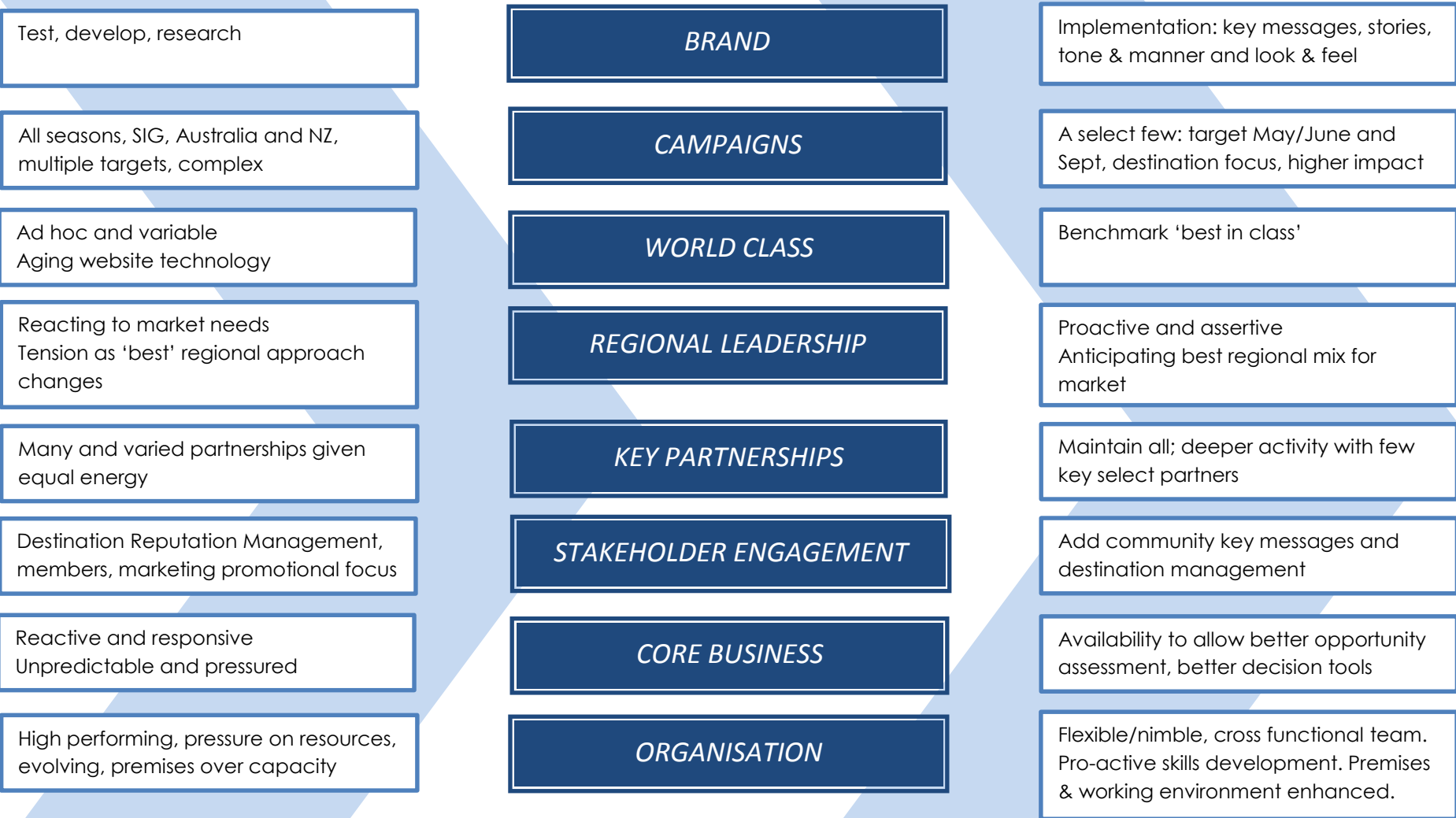
The strategic focus for DQ activity over the next three years will centre on eight core priority areas. Underpinning all activity will be the execution of the new brand proposition.





# TRANSITION MAP

The Transition map demonstrates the evolution from FY13-15 to FY16-18 activity, linking initiatives to the eight new core priority areas for FY15-18.



# PERFORMANCE TARGETS

The performance of Destination Queenstown is measured by the following key performance indicators:



MEASURE	DATA SOURCE	FREQUENCY	INDICATOR
1. Visitor volume - numbers	<ul style="list-style-type: none"> <li>Commercial Accommodation Monitor (CAM)</li> </ul>	<ul style="list-style-type: none"> <li>Monthly</li> <li>Quarterly</li> <li>Annually</li> </ul>	<ol style="list-style-type: none"> <li>Vs. prior year.</li> <li>Vs. national average.</li> </ol>
2. Visitor value - \$	<ul style="list-style-type: none"> <li>Regional Tourism Indicators (RTI's)</li> <li>Regional Tourism Estimates (RTE's)</li> </ul>	<ul style="list-style-type: none"> <li>Monthly</li> <li>Annually</li> </ul>	<ol style="list-style-type: none"> <li>Index vs. prior year.</li> <li>Index vs. national average.</li> </ol> <ol style="list-style-type: none"> <li>\$ spend growth vs. prior year.</li> <li>\$ spend growth Queenstown vs. national average.</li> </ol>
3. Return on investment	<ul style="list-style-type: none"> <li>DQ expenditure</li> <li>RTE's</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> </ul>	<ol style="list-style-type: none"> <li>Ratio of DQ spend : Visitor spend</li> <li>Ratio vs rest of NZ</li> </ol>
4. Satisfaction	<ul style="list-style-type: none"> <li>QLDC residents survey</li> <li>DQ members survey</li> </ul>	<ul style="list-style-type: none"> <li>Annually</li> </ul>	<ol style="list-style-type: none"> <li>Vs. target satisfaction</li> <li>Vs. prior year</li> </ol>

# TARGET MARKETS

DQ's aim is to build visitor demand in target markets to attract higher yielding, longer staying visitors.

The majority of DQ's marketing campaign funds are invested in the NZ and Australian markets, as it is more cost effective to reach the consumer directly and they represent good return on investment. Marketing in the long haul markets is done via the trade and media channels often with, or in support of, key partners and also often with our Southern Lakes international marketing alliance.

## 1. New Zealand

Target markets: Auckland, Wellington, Christchurch and the regional drive zone

Objective: To position Queenstown as an easily accessible, exciting domestic destination that has international appeal, driving year round visitation.

## 2. Australia

Target markets: Sydney, Melbourne, Brisbane

Objective: To position Queenstown as an exciting and sophisticated destination that offers a totally unique experience, is highly accessible and offers great value, which attracts Australian visitors year-round.

## 3. Long haul tier one priority markets: China, US, UK and Europe

## 4. Long Haul tier two priority markets: India, Japan, Singapore, Malaysia and Thailand.

## 5. Developing markets: Indonesia and South America



# LONG HAUL MARKETS FRAMEWORK

Destination Queenstown works closely with both Lake Wanaka Tourism and Destination Fiordland in an International Marketing Alliance (IMA). The framework below represents the IMA's approach to reaching the long haul markets, via tradeshows and co-ordinated sales opportunities.

	Core Markets		Emerging Markets	
Category	Invest to grow	Maintain	Invest to grow	Research
Framework	Market showing signs of growth	Relatively modest growth potential	Great growth potential due to proximity to NZ and size of population	Unknown/new markets identified
	Potential to increase trade opportunities in the short to medium term	Ability to maintain awareness and knowledge	Significant industry wide focus has been identified	Exploratory - assessing opportunities for future strategy development
	Time to foster more focused regional awareness in market	Maintain existing relationships	Depth of understanding of the market is required to gain 1st hand knowledge	Medium term potential
Markets	USA China	UK/Europe SSEA Japan/Korea India	Indonesia	Latin America (Brazil/Chile/Argentina)

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# SITUATION ANALYSIS

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**The year end 2014 statistical results paint a positive picture for Queenstown tourism. Queenstown experienced total commercial guest nights of 3,043,372 - a 10.4% increase on year end 2013\* and the highest number of annual guest nights ever experienced.**

The international visitor market delivered strong growth, with international guest nights up 10.5% over year end 2013 to 1,997,756. The domestic market also had good growth with guest nights up 10.3% on prior year to 1,045,618.

The market split remains unchanged with 65% of all visitors to Queenstown from international markets and 35% from the domestic market. Australians continue to make up the largest number of visitors to Queenstown, however in 2014 China overtook the USA to become our second largest international market. The United States are now the third largest market, followed by the UK, then Germany and Singapore.

Overall average length of stay in Queenstown increased in 2014, up 4.3% from 2.59 nights in 2013 to 2.7 nights. The strategy of targeting value as well as volume was rewarded in 2014 with good growth in both the domestic and international regional tourism indexes. The domestic expenditure index for Queenstown for the 12 months to Dec 2014 was 131, up from 128 in 2013 and representing a 31% increase in domestic expenditure since 2008. The international expenditure index also increased, up from 116 at year end 2013 to 141 for the 12 months to Dec 2014. This demonstrates a 41% increase in international expenditure since 2008.\*\* The average daily expenditure per person in Queenstown is \$208.70, with Australian visitors worth an average of \$245.60 per day and the domestic market \$205.70 per person per day.

Looking ahead to FY15-16, both Tourism New Zealand and the Tourism Industry Association have identified opportunities which DQ can align with and leverage where appropriate. TNZ priorities include driving preference to visit NZ, targeting first time visitors from Australia, promoting shoulder season travel and partnering widely to activate conversion and extend marketing reach. The Tourism 2025 framework includes developing market insights, growing sustainable air connections, targeting for value, focus on productivity and enhancing visitor experience. DQ's strategies and activity outlined in this plan demonstrate how DQ is delivering on the industry's framework. A key focus for DQ will be a heightened emphasis on driving shoulder season demand in FY15-16.

Closer to the home, the Shaping our Future visitor industry taskforce has released a report outlining recommendations for destination marketing and destination management in Queenstown. DQ will work with the taskforce to align appropriate activity and consult on initiatives.

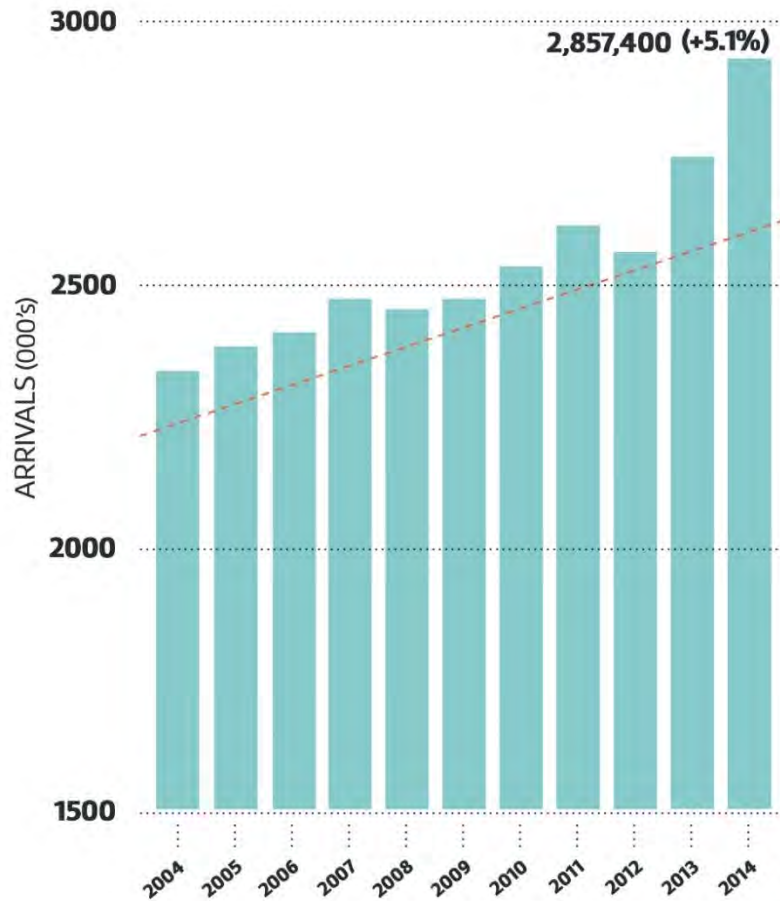
\* Figures from Commercial Accommodation Monitor, Statistics New Zealand

\*\* Figures from the Regional Tourism Indicators, MBIE

# NATIONAL STATISTICS

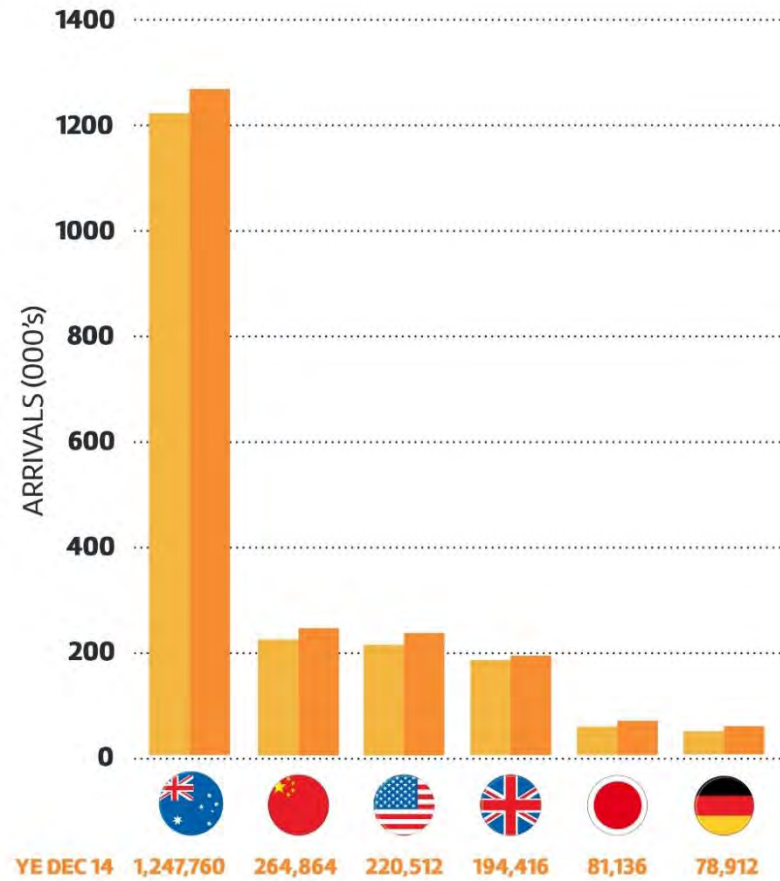
## ANNUAL ARRIVALS INTO NEW ZEALAND

YEAR END DEC 2014



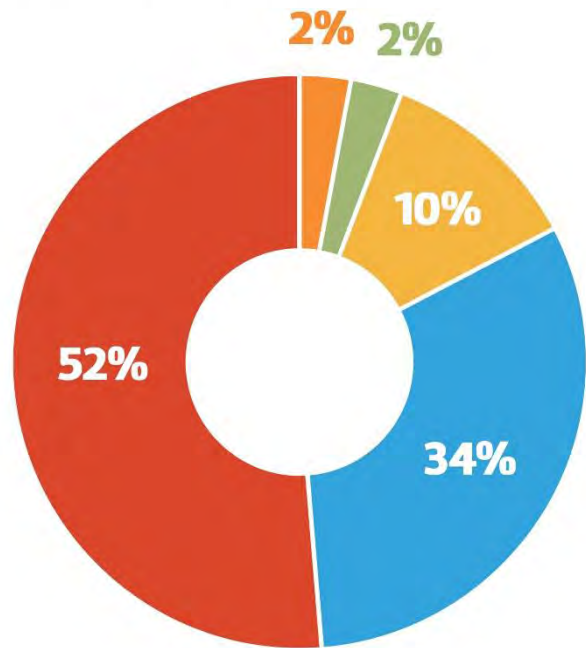
## INTERNATIONAL MARKET ARRIVALS

YEAR END DEC 2014 vs 2013



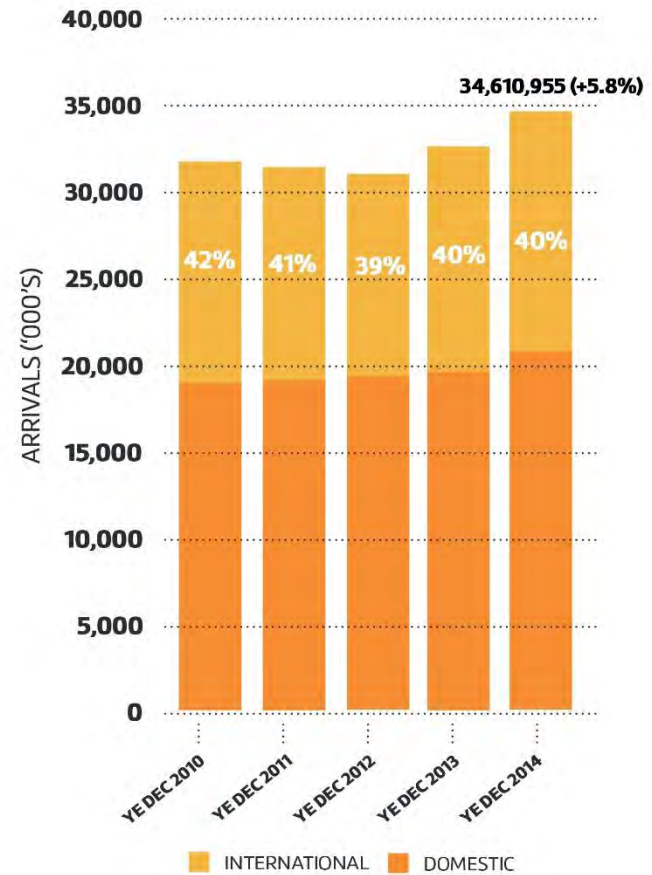
# NATIONAL STATISTICS

## PURPOSE OF VISIT TO NEW ZEALAND INTERNATIONAL VISITORS YEAR END DEC 2014



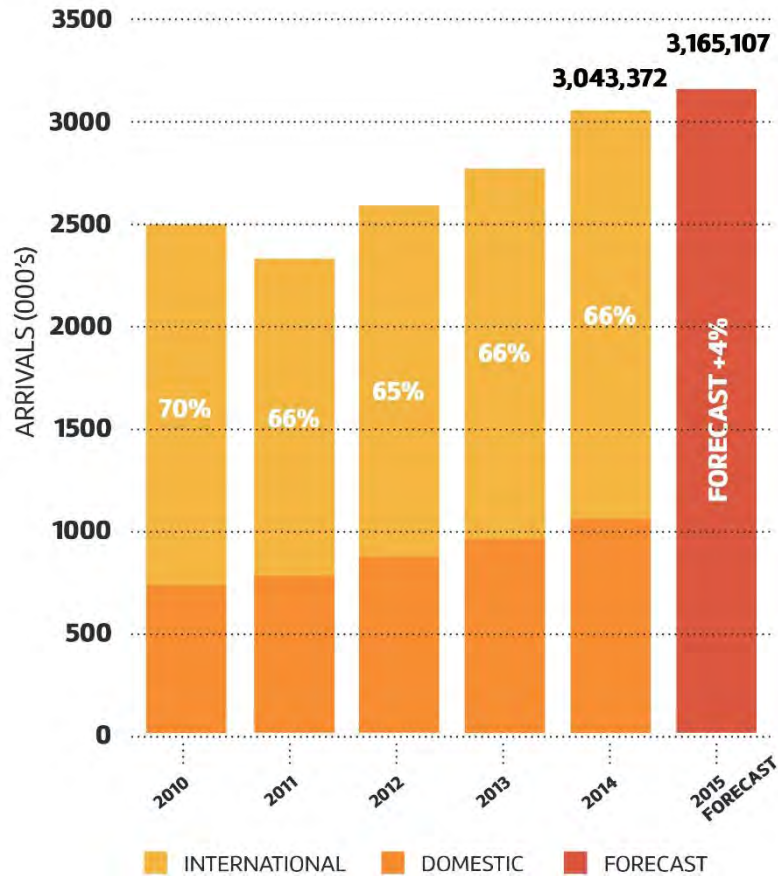
- **HOLIDAY 52%**
- **EDUCATION 2%**
- **BUSINESS 10%**
- **VISITING FRIENDS & RELATIVES 34%**
- **CONFERENCES & CONVENTIONS 2%**

## NEW ZEALAND COMMERCIAL GUEST NIGHTS YEAR END 2014

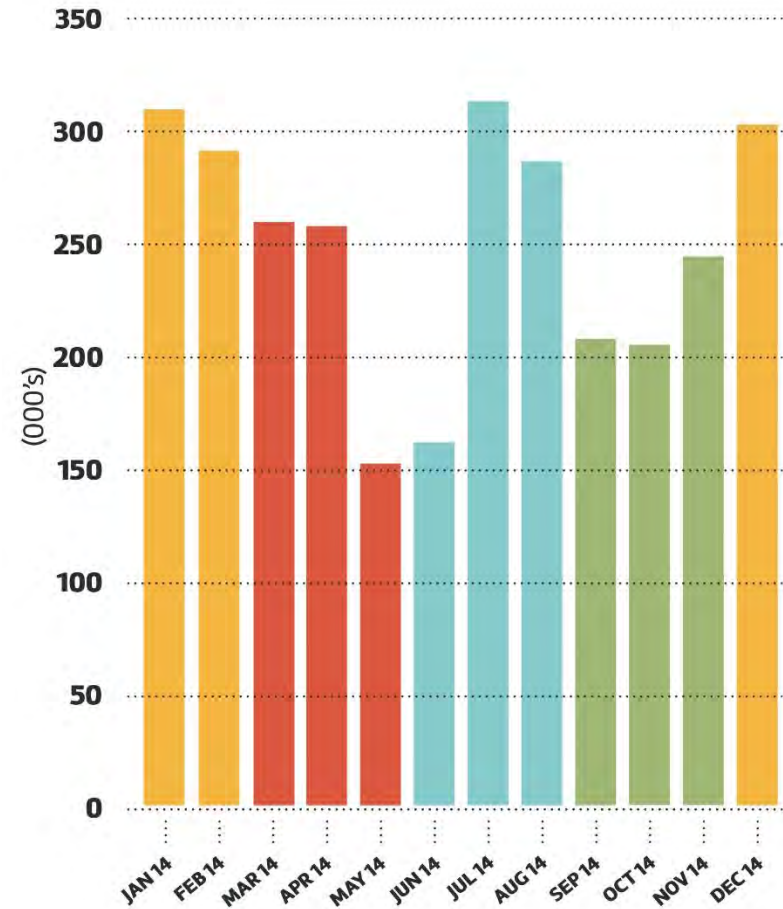


# QUEENSTOWN STATISTICS

## QUEENSTOWN COMMERCIAL GUEST NIGHTS YEAR END DEC 2014



## QUEENSTOWN GUEST NIGHTS BY MONTH YEAR END DEC 2014

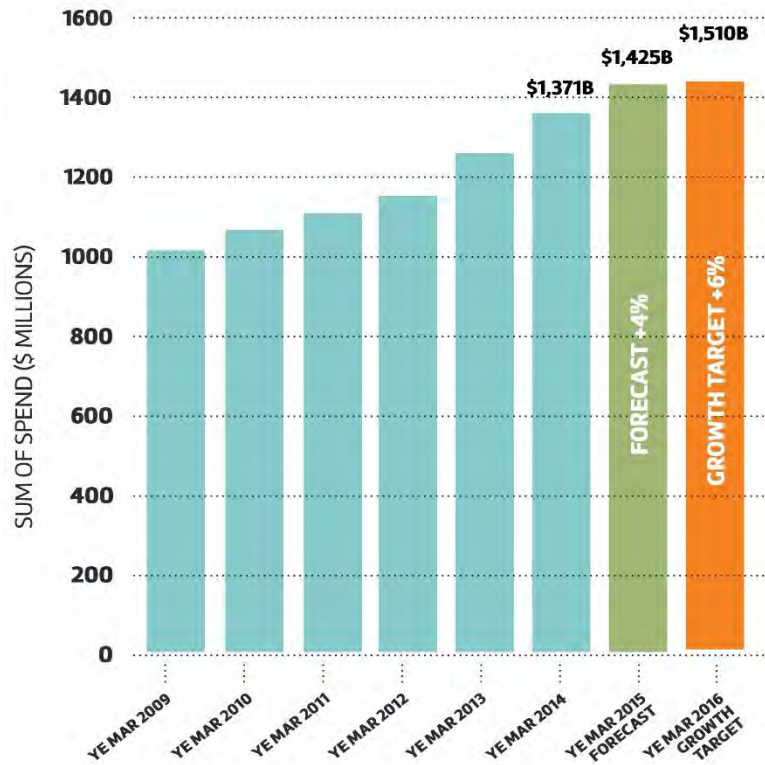




# QUEENSTOWN STATISTICS

## QUEENSTOWN TOURISM EXPENDITURE

YE MAR 2009 – YE MAR 2015 FORECAST



## AVERAGE DAILY EXPENDITURE IN QUEENSTOWN PER PERSON

YEAR END JUNE 2014



# DESTINATION QUEENSTOWN WEBSITE METRICS JAN-DEC 14



The top five countries visiting our website were:



1. New Zealand 686,897



2. Australia 449,521



3. United States 94,120



4. United Kingdom 48,459



5. Singapore 24,568

# PROJECTS AND ACTIVITY PLAN – FY15/16

## Priority Area 1: Brand Positioning

In 2013 and 2014 DQ conducted extensive research into Queenstown's brand position in the tourism market, resulting in a reviewed and refined brand positioning based on these insights, which will be delivered in FY15-16. The new positioning better reflects Queenstown's unique attributes and provides the 'backbone' for all communications and promotions. We will be developing key measures as part of the brand delivery as well as continuing the ongoing measurement of our brand, customer experience and satisfaction against expectations and brand promise, through the VIP program.

### OBJECTIVES

- Deliver and embed the new brand proposition, ensuring it drives the execution of everything we do
- Communicate the proposition clearly to both internal and external stakeholders
- Position Queenstown as New Zealand's leading four season visitor destination

Project	Activity	Delivered by	Outcome (KPI)
<b>Brand positioning launch</b>	<ul style="list-style-type: none"> <li>• Roll-out of the new brand across all collateral and deliver a program of stakeholder communications to launch the brand</li> <li>• Develop a brand toolkit and brand guidelines</li> <li>• Embed the new brand fully in the organisation</li> </ul>	Consumer Comms Media Trade C&I	<ul style="list-style-type: none"> <li>• 100% adoption of the new brand positioning by end of FY15/16.</li> <li>• Deliver compelling collateral for DQ/Queenstown and key tourism stakeholders</li> </ul>
<b>New QueenstownNZ.co.nz website</b>	<ul style="list-style-type: none"> <li>• Develop a next generation, best in class, responsive website</li> <li>• Create a 'video library' of downloadable video content (B-roll) on the website</li> <li>• Maintain our language translations and content in relevant key languages</li> <li>• Enrich the functional (C&amp;I, trade, media) sections of the website to create more meaningful content</li> </ul>	Consumer Comms Media Trade C&I	<ul style="list-style-type: none"> <li>• Improve overall website performance metrics by 10% - including bounce rate and conversions to member product.</li> <li>• Grow organic web visitation by 15%</li> </ul>
<b>"Queenstown Cares"</b>	<ul style="list-style-type: none"> <li>• Create a portal on the website for "Queenstown Cares," dedicated to showcasing Queenstown's environmental credentials</li> <li>• Promote Queenstown Cares to the travel trade for information and/or selling point for select markets</li> </ul>	Comms Consumer Trade	<ul style="list-style-type: none"> <li>• Showcase Queenstown's environmental credentials</li> </ul>

## Priority Area 2: High Impact Initiatives

### OBJECTIVES

- Undertake fewer major campaigns but with higher impact
- Deliver high impact campaigns that drive visitation in the targeted shoulder season
- Build brand awareness and differentiation of Queenstown's unique four season lake and alpine proposition

Project	Activity	Delivered by	Outcome
<b>Domestic campaign targeting travel in May/June</b>	<ul style="list-style-type: none"> <li>• Deliver a high impact, integrated campaign in target domestic markets that drives visitation to Queenstown in May and June.</li> <li>• Include PR/media initiative as part of campaign (e.g. sponsored online content and/or print journo).</li> </ul>	Consumer Media Comms	<ul style="list-style-type: none"> <li>• Increase domestic guest nights in May and June by 5%, measured by the CAM.</li> </ul>
<b>Australian campaign targeting travel in September and October</b>	<ul style="list-style-type: none"> <li>• Deliver a high impact, integrated campaign in East Coast Australia that drives visitation in September (ski shoulder and promotes Queenstown as a leading ski destination)</li> <li>• Include a PR activation and/or media initiative as part of campaign (e.g. independent media famil, media pitching, broadcast media opportunities, ambassador).</li> <li>• Leverage consumer campaign activity in Australia through trade channels</li> </ul>	Consumer Media Comms Trade	<ul style="list-style-type: none"> <li>• Deliver a campaign to educate and inspire travel in September and October.</li> <li>• Motivate partner investment in conversion marketing to complement the campaign (e.g. airlines).</li> </ul>
<b>Video project</b>	<ul style="list-style-type: none"> <li>• Create a destination video resource that can be utilised across multiple channels.</li> <li>• Develop specific business events video collateral and trade video collateral</li> </ul>	Media Consumer Trade Comms	<ul style="list-style-type: none"> <li>• Deliver inspirational video content</li> </ul>
<b>Deliver the American Express Queenstown Winter Festival</b>	<ul style="list-style-type: none"> <li>• Deliver an event that engages all key stakeholders, raises Queenstown's profile domestically and in Australia, adds value to the winter experience, announces the beginning of winter and reinforces Queenstown's status as the Southern Hemisphere's premier winter holiday destination</li> <li>• Maintain financial viability of Winter Festival by nurturing existing, and building new, sponsorship relationships</li> </ul>	Winter Festival team	<ul style="list-style-type: none"> <li>• Secure in excess of \$1m in ASR value for the festival, across all media channels</li> <li>• Grow Facebook fans to 19,000</li> <li>• Increase web traffic by 10%</li> <li>• Continue to build and maintain strong</li> </ul>

	<ul style="list-style-type: none"> <li>• Theme/dress Queenstown over the 10 day period to create a festive winter ambience ensuring visual recognition of Winter Festival</li> <li>• Deliver economic benefit to the region during the early winter season.</li> </ul>		<p>relationships with stakeholders</p> <ul style="list-style-type: none"> <li>• Deliver a break even result.</li> </ul>
<b>Leverage American Express Queenstown Winter Festival</b>	<ul style="list-style-type: none"> <li>• Leverage AEQWF as a primary DQ winter marketing activation</li> <li>• Trade hosting opportunity: facilitate and host a domestic famil with key IBOs over a 2-3 day programme</li> <li>• Social influencer platform</li> <li>• Media – target broadcast media for primetime news coverage</li> </ul>	Trade Media	<ul style="list-style-type: none"> <li>• Utilise AEQWF to announce the arrival of winter season and attract shoulder season visitation</li> </ul>
<b>Media Opportunities</b>	<ul style="list-style-type: none"> <li>• Manage media team resources to respond to reactive media or PR opportunities when results will be far reaching and will deliver an excellent return on investment</li> </ul>	Media	<ul style="list-style-type: none"> <li>• Deliver media results with strong ROI</li> </ul>

## Priority Area 3: World Class Destination Outputs

### OBJECTIVES

- Ensure all activity and outputs represent our world class destination
- Benchmark DQ initiatives and activity against best examples from around the world

Project	Activity	Delivered by	Outcome (KPI)
<b>Review and refresh collateral</b>	<ul style="list-style-type: none"> <li>• Undertake a full review of DQ's collateral and outputs</li> <li>• Grow Asian markets photography library for use in trade presentations and future collateral</li> <li>• Identify an appropriate 'Queenstown gift' for select famils, tradeshows, media, sales calls and C&amp;I</li> <li>• Consider a specific business events piece of collateral</li> <li>• Source imagery from PCOs and venues, in addition to photographing current conferences, to create a C&amp;I specific image gallery</li> </ul>	Consumer Comms Trade C&I	<ul style="list-style-type: none"> <li>• Deliver compelling consumer collateral for both DQ and our key tourism partners.</li> </ul>
<b>Product Directory</b>	<ul style="list-style-type: none"> <li>• Undertake a review of the DQ Product Directory with recommendations for enhancement of the online and print versions</li> </ul>	Trade C&I	<ul style="list-style-type: none"> <li>• Deliver an enhanced and effective tool for trade and C&amp;I</li> </ul>
<b>Online trade training tool</b>	<ul style="list-style-type: none"> <li>• Maintain and update the online trade training tool that includes training aids, example itineraries and presentations</li> </ul>	Trade	<ul style="list-style-type: none"> <li>• Evaluate current tool for future development</li> </ul>
<b>Social media strategy</b>	<ul style="list-style-type: none"> <li>• Create a social media plan to support and integrate into each key marketing communications initiative</li> <li>• Undertake tailored paid social media</li> <li>• Maintain an authoritative and engaging voice to ensure our channels remain the primary social media platforms for visitors to find information on Queenstown</li> <li>• Curate and leverage member and partner content that aligns with DQ's goals</li> <li>• Support Queenstown based events through DQ's online and social media platforms as appropriate</li> <li>• Identify and engage with social media opinion leaders and influencers to maximise reach of Queenstown's messaging</li> </ul>	Media Comms Consumer	<ul style="list-style-type: none"> <li>• Facebook engagement – achieve an average of 10% engagement rate for organic posts</li> <li>• Grow Instagram fan base to 30,000 followers by 30 June 2016</li> </ul>

## Priority Area 4: Regional Leadership

### OBJECTIVES

- Match market opportunities with regional partnerships and initiatives
- Utilise regional relationships to create positive and mutually beneficial initiatives
- Establish DQ's reputation as the authoritative voice on tourism matters in the wider southern lakes region

Project	Activity	Delivered by	Outcome (KPI)
<b>Regional Partnerships</b>	<ul style="list-style-type: none"> <li>• Work collaboratively with other RTO's where the proposition aligns and benefits Queenstown members</li> <li>• Working with relevant stakeholders and regions contribute to the delivery of a Central Otago shoulder season wine celebration</li> </ul>	Trade Consumer Media	<ul style="list-style-type: none"> <li>• Grow visitation to the region during October and November by 5%</li> </ul>
<b>IMA</b>	<ul style="list-style-type: none"> <li>• Take a clear position on Southern Lakes and where and when the SL IMA strategic framework applies</li> <li>• Execute a clearly articulated long haul market strategy</li> </ul>	Trade	<ul style="list-style-type: none"> <li>• Complete a minimum of four in market sales trips as DQ</li> </ul>
<b>Business Events strategic development</b>	<ul style="list-style-type: none"> <li>• Broaden both the conference and incentive proposition by developing messaging that leverages the region's wider skill set, industry and community expertise, history and knowledge base</li> </ul>	C&I	<ul style="list-style-type: none"> <li>• Increase Queenstown's appeal as a business events destination</li> </ul>

## Priority Area 5: Key Partnerships

### OBJECTIVES

- Develop deeper relationships with select partners to achieve greater marketing reach
- Leverage third party relationships and opportunities to drive visitor demand for a Queenstown holiday

Project	Activity	Delivered by	Outcome (KPI)
<b>Partner with Tourism Auckland</b>	<ul style="list-style-type: none"> <li>• Explore a proposal for a PR/trade/key influencer event in China in partnership with Tourism Auckland.</li> <li>• Identify collaborative dual destination trade opportunities based on experiences</li> <li>• Partner with Tourism Auckland in the Australian market, exploring JV opportunities for dual destination C&amp;I business</li> </ul>	Trade Media C&I	<ul style="list-style-type: none"> <li>• Trade/C&amp;I event in market</li> </ul>
<b>Partner with Auckland Airport</b>	<ul style="list-style-type: none"> <li>• Explore long haul dual destination marketing opportunities in partnership with Auckland Airport</li> </ul>	Trade Consumer	<ul style="list-style-type: none"> <li>• Dual destination in market sales activity</li> </ul>
<b>Agency Review</b>	<ul style="list-style-type: none"> <li>• As part of the brand implementation undertake a formal review of current marketing agencies</li> </ul>	Consumer Comms Media	<ul style="list-style-type: none"> <li>• Achieve maximum efficiency and best capability</li> </ul>
<b>Collective marketing and representation</b>	<ul style="list-style-type: none"> <li>• Leverage membership of TECNZ, TIA and RTONZ for information sharing and relationship development</li> </ul>	Trade	<ul style="list-style-type: none"> <li>• DQ attendance at key trade and industry events/forums</li> </ul>
<b>Ski Tourism Marketing Network</b>	<ul style="list-style-type: none"> <li>• Work with Ski TMN partners to actively target the Australian ski market</li> <li>• Work with SkiTMN on targeted key Australian media for winter specific messaging</li> <li>• Leverage SkiTMN campaign activity through trade channels</li> </ul>	Consumer Media Winter Festival Trade	<ul style="list-style-type: none"> <li>• Grow average number of Australian skier days by half a day, compared to 2014 (measured by regional ski resorts)</li> </ul>



<b>Leading Mountain Resorts of the World</b>	<ul style="list-style-type: none"> <li>• Host the 2015 LMROW conference in Queenstown</li> <li>• Leverage the network of LMROW partners to benchmark and assess best practice, e.g. social media, online</li> <li>• Leverage collective opportunities across the group</li> </ul>	Comms Consumer Trade	<ul style="list-style-type: none"> <li>• Participate in and leverage the marketing potential from collective opportunities</li> </ul>
<b>Community partnerships</b>	<ul style="list-style-type: none"> <li>• Work closely with QLDC, community agencies, Shaping our Future, Events Office and industry organisations to determine our approach to collective positioning of Queenstown</li> <li>• Work with Chamber of Commerce to leverage both the Hangzhou and Aspen sister city relationships</li> </ul>	Comms Trade	<ul style="list-style-type: none"> <li>• Maintain good communication with partner agencies</li> </ul>
<b>Tourism New Zealand</b>	<ul style="list-style-type: none"> <li>• Maximise opportunities with TNZ on campaigns and PR activity which promote the destination and expand audience reach ensuring key Queenstown messages achieve cut through</li> <li>• Work with TNZ on the Conference Assistance Program (CAP) to secure international conferences for Queenstown</li> </ul>	Consumer Media C&I	<ul style="list-style-type: none"> <li>• Grow Queenstown's appeal across a broad range of visitors</li> </ul>

## Priority Area 6: Stakeholder Engagement

### OBJECTIVES

- Enhance resident community engagement on key visitor issues, impacts and sentiment
- Continue to build a positive Queenstown brand image through effective destination reputation management
- Provide effective DQ member, stakeholder, news media and industry communications

Project	Activity	Delivered by	Outcome (KPI)
<b>Resident Queenstown community influence and engagement</b>	<ul style="list-style-type: none"> <li>• Engage in destination management issues that directly affect community sentiment to the visitor sector</li> <li>• Produce Quarterly Remarks community update</li> </ul>	CEO Comms	<ul style="list-style-type: none"> <li>• Maintain positive sentiment toward tourism and our visitors</li> <li>• Give tourism input on key issues</li> </ul>
<b>Destination Reputation Management</b>	<ul style="list-style-type: none"> <li>• Develop and implement destination messages in line with our brand, consciously developing the language/stats/value/capacity messages we use</li> <li>• Continue to work with key local agencies on a co-ordinated strategic approach to destination reputation management</li> <li>• Proactive community engagement and communications as issues arise</li> <li>• Continue to leverage DQ's leadership position as a successful and dynamic organisation for tourism insights, comment, facilitation and hosting.</li> <li>• Invest in an online system to monitor brand sentiment toward Queenstown</li> </ul>	Comms Media	<ul style="list-style-type: none"> <li>• Maintain positive messaging and brand sentiment toward Queenstown</li> <li>• Enhance community communications to maintain support for DQ</li> </ul>
<b>Industry Communication</b>	<ul style="list-style-type: none"> <li>• Provide relevant updates and information to travel trade via Trade Remarks quarterly newsletter, sales calls, tradeshows and online training tools</li> <li>• Provide relevant updates and information to PCO's and Corporates via Bureau Remarks quarterly newsletters, tradeshows, webinars and sales calls</li> <li>• Communicate details of DQ campaigns to relevant in-market travel trade in order to leverage and support the initiatives</li> </ul>	Trade C&I	<ul style="list-style-type: none"> <li>• Continue local C&amp;I focus group meetings</li> <li>• Deliver quarterly newsletter on time</li> </ul>

<b>Member engagement</b>	<ul style="list-style-type: none"> <li>• Produce Fortnightly Remarks industry newsletter</li> <li>• Undertake quarterly member updates</li> <li>• Facilitate quarterly new member briefings</li> <li>• Engage with members on a one-to-one basis to assist with information, contacts, insights and understanding.</li> <li>• Undertake an annual membership communication survey of DQ members' needs and expectations to evaluate the organisation's performance</li> </ul>	Comms	<ul style="list-style-type: none"> <li>• Sustain a measured flow of member communications to ensure member satisfaction and confidence in DQ</li> </ul>
<b>Stakeholder communications</b>	<ul style="list-style-type: none"> <li>• Update DQ's communications strategy and the market-specific key messages in line with strategic priorities</li> <li>• Press releases – Generate short lead coverage via relevant and newsworthy press releases</li> <li>• Editorial –write and supply editorial to media highlighting key reasons to visit Queenstown</li> <li>• Drive media relations through building and strengthening relationships with media outlets, responding to media enquiries and maintaining and improving local, national and international databases.</li> <li>• Manage DQ's organisational plans and communications; Annual Report, Business Plan, Communications Plan and Crisis Management Plan</li> <li>• Maintain confidence and support for DQ through proactive communications and transparency of processes</li> </ul>	Comms Media	<ul style="list-style-type: none"> <li>• Continue to improve the quality of DQ's media database</li> <li>• Achieve pick up across a minimum of three targeted media outlets per release.</li> <li>• Complete organisational documentation within allocated timeframe and achieving buy in where necessary (Business Plan, Annual Plan, Communications Plan)</li> </ul>

## Priority Area 7: Core Business

### OBJECTIVES

- Deliver core functional activity and ensure responsiveness to opportunities from our regular channels
- Develop and utilise a clear decision making toolkit to assess opportunities

Project	Activity	Delivered by	Outcome (KPI)
<b>Increase the length of stay in Queenstown within travel itineraries</b>	<ul style="list-style-type: none"> <li>• Undertake sales call in NZ to Inbound Tour Operators (ITO), Product Managers and Reservation Agents.</li> <li>• One sales trip to Auckland and one sales trip to Wellington or Christchurch targeting TECNZ members – both Western and Asian Markets</li> <li>• Attend annual RTONZ IBO training days</li> <li>• Attend TRENZ in conjunction with Southern Lakes</li> </ul>	Trade	<ul style="list-style-type: none"> <li>• Complete four sales calls rotations in New Zealand –</li> <li>• Attend TRENZ</li> <li>• Improve travel trade knowledge of Queenstown</li> </ul>
<b>Provide more reasons to travel to Queenstown within the Australian market, via trade channels</b>	<ul style="list-style-type: none"> <li>• Undertake sales call and training to wholesalers, airlines, airports, TNZ in East Coast Australia</li> <li>• Service key accounts with training and DQ events (roadshow/Urban Vineyard event, market insights)</li> <li>• Participate in TNZ mega famil</li> <li>• DQ will work with airlines and airports on connectivity and capacity for trans-Tasman routes</li> </ul>	Trade	<ul style="list-style-type: none"> <li>• Complete four in-market activities in Australia</li> </ul>
<b>Increase awareness of Queenstown in long haul markets, specifically promoting shoulder season travel, via trade channels</b>	<ul style="list-style-type: none"> <li>• Opportunities for In-market trade activity will be assessed individually utilising the long haul market framework to evaluate attendance as Southern Lakes IMA or DQ independently.</li> <li>• DQ/SL to attend Kiwilink China, SEA, India, Japan/Korea, Latin America IMA road show and TNZ UK/Europe event</li> <li>• Explore opportunity for an 'industry CEO joint mission event' to showcase Queenstown and its operators in China</li> <li>• Participate in TNZ mega famil where appropriate by market</li> </ul>	Trade	<ul style="list-style-type: none"> <li>• Trade: Complete four in-market sales trips as Destination Queenstown</li> </ul>

<b>DQ Roadshow</b>	<ul style="list-style-type: none"> <li>Trade and C&amp;I teams to co-host the Roadshow event in Sydney and Melbourne showcasing key QT operators to select buyers and travel trade</li> <li>Incorporate training sessions for key Australian wholesalers and operators</li> </ul>	C&I Trade	<ul style="list-style-type: none"> <li>Host minimum of 100 C&amp;I buyers in Sydney and 70 in Melbourne.</li> <li>Host a minimum of 100 trade buyers in Sydney and 40 in Melbourne</li> </ul>
<b>Famil Programs</b>	<ul style="list-style-type: none"> <li>Work with DQ's key partners (TNZ, TRENZ, airports, airlines, wholesalers and ITOs) to deliver a trade famil program that targets our tier 1 and 2 markets</li> <li>Work with QCB's key partners to deliver a program of C&amp;I famils, hosting a minimum of three Australian famils and one domestic famil to showcase the destination</li> </ul>	Trade C&I	<ul style="list-style-type: none"> <li>Trade: support/host minimum of 400 pax on famils (this includes partnership famils)</li> <li>C&amp;I: host four famils</li> </ul>
<b>Insights</b>	<ul style="list-style-type: none"> <li>Provide insights on arrivals, guest nights and expenditure trends for Queenstown and the national picture</li> <li>Monitor the impact of offshore activity and effect on growth from key markets</li> <li>Develop and deliver a monthly snapshot report</li> </ul>	Trade Consumer	<ul style="list-style-type: none"> <li>Assist with and influence strategic decision for DQ and members through provision and analysis of key data</li> </ul>
<b>Research</b>	<ul style="list-style-type: none"> <li>Continue the VIP research program with Angus and Associates</li> </ul>	Consumer	<ul style="list-style-type: none"> <li>Deliver valuable market insights to guide activity</li> </ul>
<b>International Media Program</b>	<ul style="list-style-type: none"> <li>Secure inspiring and engaging media coverage which promotes our region's key messages and range of experiences to different audiences via Tourism NZ's International Media Programme (IMP)</li> <li>Drive media opportunities through media pitching, broadcast media opportunities and film/video (e.g. supply of DQ footage)</li> <li>Secure media coverage that effectively communicates our region's key messages and range of experiences</li> <li>Attend TNZ IMP updates</li> </ul>		<ul style="list-style-type: none"> <li>Effectively secure and manage media opportunities which contribute toward the positioning of Queenstown and drive growth in key markets.</li> <li>Source and distribute media results to members as appropriate</li> </ul>
<b>Introduction of new Customer Relationship Management program</b>	<ul style="list-style-type: none"> <li>Implement a new CRM/database to effectively manage DQ's multiple contact lists; including members, industry and media. Embed in the organisation with full training. Develop new EDM templates that can be managed directly from within the CRM</li> </ul>	Comms	<ul style="list-style-type: none"> <li>Installed and operational by July FY15-16</li> </ul>

<p><b>Maintain strong business events sales activity in the Australian and domestic markets and increase activity in long haul markets</b></p>	<ul style="list-style-type: none"> <li>• Represent Queenstown at the MEETINGS tradeshow</li> <li>• Undertake sales calls and hosting opportunities around the AIME tradeshow in Australia</li> <li>• Co-host the DQ Roadshow in Sydney and Melbourne</li> <li>• Represent Queenstown at Convene South, IMEX and either CIBTM or IT&amp;CM</li> <li>• Investigate opportunities in conjunction with TNZ in long haul markets</li> <li>• Undertake targeted sales calls in Australia and New Zealand to PCO's, Incentive Houses and Corporates</li> <li>• Continue key account management in Australia</li> </ul>	<p>C&amp;I</p>	<ul style="list-style-type: none"> <li>• Co-ordinate and host 20 site visits/site inspections and four famils for C&amp;I clients</li> <li>• Complete 4 x Australian sales call cycles</li> <li>• Complete 3 x domestic sales call cycles</li> <li>• Increase conversion of leads to business from 56% to 60% in FY15/16</li> </ul>
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## Priority Area 8: Organisation

### OBJECTIVES

- Be a motivated, high performing team that works collaboratively both internally and externally
- Allocate resources effectively to achieve best possible return on investment and value to our members
- Have a nimble, commercial approach in the way we operate

Project	Activity	Delivered by	Outcome (KPI)
<b>Continue to foster 'best practice' culture</b>	<ul style="list-style-type: none"> <li>• Develop an investment decision making framework</li> <li>• Maintain adaptable approach to opportunities</li> <li>• Encourage more cross functional team work and projects</li> </ul>	All	
<b>Be appropriately resourced and motivated team</b>	<ul style="list-style-type: none"> <li>• Targeted skills development and training for mutual personal and organisational benefit</li> <li>• Allocate resources to support priority strategies</li> <li>• Develop destinational marketing opportunities linked to the education sector</li> <li>• Retain and nurture support of the organisation and our unique funding mechanism</li> </ul>	All	
<b>Office environment</b>	<ul style="list-style-type: none"> <li>• Review office space and location options to enhance the staff working environment</li> <li>• Improve the DQ guest experience as the 'shop front' to Queenstown's tourism industry visitors</li> </ul>	CEO	

# FINANCIALS – FY 2015/2016 INDICATIVE BUDGET

	<b>FULL YR BUDGET 2015/16</b>
<b>Income</b>	
Targeted tourism levy collected by QLDC	3,349,394
<b>Total Income</b>	<b>3,349,394</b>
<b>Operational Costs</b>	
Accident Compensation	3,473
Accountancy Fee	51,000
Audit Fees	11,500
Bank Fees and Interest	2,800
Chairman's Fees	7,500
Depreciation	37,924
Operational Expenses	1,117,197
<b>Total Operational Costs</b>	<b>1,231,394</b>
<b>Direct Marketing Functions</b>	
<b>Priority 1: Brand Positioning</b>	
Brand Positioning Launch & roll out	150,000
Destination video	150,000
New queenstownnz.co.nz website	175,000
Translations for website	20,000
Search Engine marketing	35,000
Web hosting and licencing	30,000
Collateral	64,000
<b>Total - Priority 1</b>	<b>624,000</b>
<b>Priority 2: High Impact Initiatives</b>	
Domestic May June Campaign	205,000
Australian September Campaign	280,000
DQ Winter Festival sponsorship	100,000
Leverage WF: trade and media opportunity	15,000
PR opportunities	30,000
<b>Total Priority 2</b>	<b>630,000</b>



<b>Priority 3: World class destination outputs</b>	
Online trade training tool	5,000
Social Media	50,000
<b>Total - Priority 3</b>	<b>55,000</b>
<b>Priority 4: Regional Leadership</b>	
Complete Wine SIG	25,000
Business Events Strategic Development	50,000
<b>Total - Priority 4</b>	<b>75,000</b>
<b>Priority 5: Key Partnerships</b>	
Auckland Airport partnership	10,000
Ski TMN	100,000
LMROW	15,000
<b>Total - Priority 5</b>	<b>125,000</b>
<b>Priority 6: Stakeholder engagement</b>	
DRM: brand sentiment monitor	15,000
Member engagement: member events	22,000
Member engagement: Quarterly Remarks	20,000
Stakeholder comms: Media relationships	20,000
Stakeholder comms: Reporting	6,000
<b>Total - Priority 6</b>	<b>83,000</b>
<b>Priority 7: Core Business</b>	
<b>Trade</b>	
Southern Lakes Marketing	25,000
Western Markets	25,000
TRENZ	20,000
Online Trade training	5,000
Queenstown Famil Programme	15,000
Sales Calls - Australia	10,000
Asian Markets (incl China CEO mission)	40,000
SOUTH	10,000
Sales Calls - Domestic	10,000
Collective Marketing/Representation	35,000
DQ Aus Roadshow - trade	15,000

Trade showreel edit	3,000
Product Directory	
Insights: Harmony	4,000
IMP: TNZ updates	2,000
CRM: launch and licencing	30,000
Research:VIP and brand benchmarking	60,000
Uniforms	10,000
Memberships	2,000
<b>Conference and Incentive</b>	
MEETINGS Tradeshow	33,000
AIME Tradeshow	15,000
Collateral / Printing Creative for C&I	38,000
CIBTM / China Sales Trip	11,000
IMEX / USA Trade Show	12,000
Famils	22,000
Sales Calls - Domestic	5,000
Memberships/Conferences (CINZ etc)	10,000
Australian/Other Trade shows	11,000
DQ Australian Roadshow - C&I	15,000
Australian Representative & Sales Calls	33,000
<b>Total Priority 7: Core Business</b>	<b>526,000</b>
<b>Total Direct Marketing</b>	<b>2,118,000</b>
<b>NET SURPLUS/DEFICIT</b>	<b>-</b>
<b>SUMMARY</b>	
<b>Income</b>	<b>3,349,394</b>
<b>Operational Costs</b>	<b>(1,231,394)</b>
	<b>2,118,000</b>
<b>Direct Marketing</b>	
<b>Priority 1: Brand Positioning</b>	<b>(624,000)</b>
<b>Priority 2: High Impact Initiatives</b>	<b>(630,000)</b>
<b>Priority 3: World class destination outputs</b>	<b>(55,000)</b>
<b>Priority 4: Regional Leadership</b>	<b>(75,000)</b>
<b>Priority 5: Key Partnerships</b>	<b>(125,000)</b>
<b>Priority 6: Stakeholder engagement</b>	<b>(83,000)</b>
<b>Priority 7: Core Business</b>	<b>(526,000)</b>
	<b>(2,118,000)</b>
<b>Net Surplus/Deficit</b>	<b>-</b>

# FINANCIALS – FY 2014/2015 YE FORECAST & BUDGET

	<b>FULL YR FORECAST at MAR 2015</b>	<b>FULL YR BUDGET</b>
<b>Income</b>		
4-0110 Targeted tourism levy collected by QLDC	3,283,720	3,283,720
4-0170 Misc Income	18,263	8,000
<b>Total Income</b>	<b>3,301,983</b>	<b>3,291,720</b>
<b>Operational Costs</b>		
6-1150 Accident Compensation	2,848	3,473
6-1030 Accountancy Fee	51,000	51,000
6-1045 Audit Fees	10,387	11,500
6-1060 Bank Fees and Interest	2,328	2,800
6-1455 Chairman's Fees	7,500	7,500
6-1090 Depreciation	31,609	37,924
6-1285 Operational Expenses	1,099,016	1,114,233
<b>Total Operational Costs</b>	<b>1,204,689</b>	<b>1,228,430</b>
<b>Direct Marketing Functions</b>		
<b>Campaigns, Special Interest Tourism and Events</b>		
6-2655 Autumn Campaign - NZ	139,378	140,000
6-2700 Autumn Campaign - Aus	143,535	165,000
6-3110 Spring Marketing - NZ	70,004	70,000
6-2725 Spring Marketing - Aus	125,000	125,000
6-4130 Special Interest Group Marketing & Collateral	106,243	106,000
6-2935 Ski TMN	80,362	100,000
6-2940 Winter Marketing - Aus	7,000	-
6-3270 Summer Marketing - NZ	69,046	70,000
6-3285 Summer Marketing - Aus	125,189	125,000

<b>Total - Campaigns, Special Interest Tourism and Events</b>	<b>865,757</b>	<b>901,000</b>
<b>Online Marketing</b>		
6-2340 Website Development and online content	71,338	90,000
6-2375 Translations	4,594	5,000
6-2325 Web Hosting	15,643	16,000
6-2328 Web Database Licence	23,915	20,000
6-2305 Social Media	17,991	15,000
6-2345 Mobile site and apps Development	10,000	10,000
<b>Total Online Marketing</b>	<b>143,481</b>	<b>156,000</b>
<b>Marketing Collateral and Support</b>		
6-1750 HD Video Footage	9,760	10,000
6-1815 Banners/Instands/Merchandise	18,087	20,000
6-1640 Infomap Development & Distribution	39,391	40,000
6-1850 Uniforms	10,565	10,000
6-1710 Image Library	10,262	10,000
6-2200 Consumer Research/VIP	50,514	50,000
6-2130 Collective Opps (incl STAR, LMROW, SSR)	35,893	40,000
<b>Total Marketing Collateral and Support</b>	<b>174,472</b>	<b>180,000</b>
<b>Trade Marketing</b>		
6-2165 Southern Lakes Marketing	25,000	35,000
6-2166 Western Markets	15,837	15,000
6-2615 TRENZ (S/L)	17,596	20,000
6-2617 Online Trade Comms/training	9,049	10,000
6-2620 Queenstown Famil Programme	10,805	15,000
6-2630 Sales Calls - Australia	9,974	10,000
6-2631 Asian Markets	12,778	15,000
6-2621 SOUTH	20,066	20,000
6-2610 Sales Calls - Domestic	6,826	10,000
6-2634 Collective Marketing/Representation	36,871	36,000
6-2625 Aus Roadshows	20,686	20,000
<b>Total Trade Marketing</b>	<b>185,488</b>	<b>206,000</b>

<b>Conference and Incentive</b>				
6-3355	MEETINGS Tradeshow		33,184	33,000
6-3565	AIME Tradeshow		9,086	15,000
6-3600	Collateral / Printing Creative for C&I		345	4,000
6-3680	CIBTM / China Sales Trip		10,338	11,000
6-3740	IMEX / USA Trade Show		12,523	12,000
6-3635	C&I Positioning Project		1,400	-
6-3775	Famils		11,614	22,000
6-3425	Sales Calls - Domestic		3,904	5,000
6-3845	Memberships/Conferences (CINZ etc)		7,874	10,000
6-3570	Australian/Other Trade shows		9,816	11,000
6-3530	Australian Roadshow		20,877	14,000
6-3390	Domestic Mega Famil		359	-
6-3460	Australian Representative & Sales Calls		21,241	33,000
<b>Total Conference and Incentive</b>			<b>142,559</b>	<b>170,000</b>
<b>Communications - Media &amp; PR</b>				
6-2515	IMP and DQ Famils and Hosting		57,473	51,000
6-2525	Media/PR Opportunities		32,743	50,000
6-2560	Winter Festival PR		4,953	15,000
6-2535	Targeted Projects		30,553	25,000
6-2530	TNZ IMP Updates		1,992	3,000
6-2550	PR Services		2,385	12,750
6-2555	Stakeholder Communications		19,379	2,640
6-2480	Database upgrade		4,154	6,950
6-2585	Reporting		6,963	4,900
6-2547	Media Relationships		24,058	18,000
6-2060	DQ Member Events		23,421	21,050
<b>Total Communications - Media &amp; PR</b>			<b>208,075</b>	<b>210,290</b>
<b>Urban Vineyard 2015</b>				
6-2551	Urban Vineyard		104,000	-
			<b>104,000</b>	<b>-</b>
<b>Events</b>				
6-4100	Strategic development		100,000	100,000
6-4110	Winter Festival		125,000	30,000

6-2960	Major Events leverage	174	50,000
6-4000	Targeted Marketing Events	35,000	60,000
<b>Total Events</b>		<b>260,173</b>	<b>240,000</b>
<b>Total Direct Marketing</b>		<b>2,084,006</b>	<b>2,063,290</b>
<b>NET SURPLUS/DEFICIT</b>		<b>13,289</b>	<b>0</b>
<b>SUMMARY</b>			
Income		3,301,983	3,291,720
Operational Costs		(1,204,689)	(1,228,430)
		2,097,294	2,063,290
<b>Direct Marketing</b>			
Campaigns, Special Interest Tourism and Events		(865,757)	(901,000)
Online Marketing		(143,481)	(156,000)
Marketing Collateral and Support		(174,472)	(180,000)
Trade Marketing		(185,488)	(206,000)
Conference and Incentive		(142,559)	(170,000)
Communications - Media & PR		(208,075)	(210,290)
Events		(260,173)	(240,000)
		(2,084,006)	(2,063,290)
<b>Net Surplus/Deficit</b>		<b>13,289</b>	<b>0</b>

# DQ TRAVEL CALENDAR

Date	Department	Event name	Location	DQ Contact
<b>July</b>				
11-16	Trade	TNZ Kiwi Link India	Delhi / Chennai/ Mumbai / Hyderabad	Ella Zhang or SL representative
20	Trade	TNZ Frontline Training Singapore	Singapore	Ella Zhang or SL representative
<b>August</b>				
5-6	Trade/QCB	CIBTM	China	QCB manager or Ella Zhang
17-19	Trade	TECNZ Conference	Dunedin	Louise Jennis, Ella Zhang, Graham Budd
TBC	Trade	DQ IBO & Key Partner Sales Calls	Auckland	Louise Jennis and/or Ella Zhang
TBC	Trade	Kiwi Link South America	Brazil/Argentina	Louise Jennis or SL representative
<b>September</b>				
1	QCB	Convene South	Christchurch	QCB manager
8-10	Trade/QCB	DQ Australian Roadshow	Melbourne/Sydney	Jana Kingston/Louise Jennis
TBC	Trade/Consumer/ QCB/Media	RTO Mega Meet	Auckland	
TBC	Trade	North America Sales calls	US/Canada	Louise Jennis/SL representative
29-30	QCB	CINZ conference	Christchurch	QCB manager
<b>October</b>				
2	Trade	Bangkok frontline training	Bangkok	Ella Zhang or Southern Lakes rep
4-6	Trade	TNZ Kiwilink South and South East Asia	Singapore	Ella Zhang or Southern Lakes rep
8-9	Trade	Malaysian Frontline training	KL and Penang	Ella Zhang or Southern Lakes rep
12-13	Trade	Indonesian frontline training	Jakarta and Surabaya	Ella Zhang or Southern Lakes rep
13-15	QCB	IMEX	Las Vegas	QCB manager
TBC	Trade	Australian Mega Famil & Training	Australia	Louise Jennis
TBC	Trade	DQ ITO and key partner sales calls	Auckland	Louise Jennis and/or Ella Zhang
26-29	Trade	Kiwilink China	Beijing	Ella Zhang
30 Oct – 6 Nov	Trade	Frontline Training China	Beijing, Shanghai, Chengdu, Guangzhou	Ella Zhang

Date	Department	Event name	Location	DQ Contact
<b>November</b>				
2-5	Trade	World Travel Mart	London	Louise Jennis or SL representative
TBC	Media & PR	Media visits/ Film NZ/NZTE	Wellington	Sarah Stacey/Gizelle Regan
TBC	Trade	Australian sales calls	Sydney, Melbourne, Adelaide	Louise Jennis
<b>December</b>				
<b>January 2016</b>				
<b>February 2016</b>				
TBC	QCB	AIME 2016	Melbourne	QCB manager/Jana Kingston
<b>March 2016</b>				
TBC	Media & PR	Media visits / Winter Fest pitching	Auckland	Libby Baron/Sarah Stacey
TBC	Trade	TNZ Kiwilink Japan & Korea	Tokyo and Seoul	Ella Zhang or Southern Lakes rep
TBC	Trade	IAGTO	TBC	Ella Zhang
TBC	Trade	Market Insights	Sydney	Louise Jennis
TBC	Trade	DQ ITO sales calls	Wellington/Christchurch	Louise Jennis and Ella Zhang
TBC	Trade	South East Asia mega famil and training	TBC	Ella Zhang or Southern Lakes rep
TBC	Media	TNZ Australia and media visits	Melbourne/Sydney/Auckland	Gizelle Regan
<b>April 2016</b>				
TBC	Trade	Mountain Travel Symposium	TBC	Louise Jennis
TBC	Trade	UK Europe offshore event	London	Louise Jennis and SL rep
TBC	Trade	RTO ITO training days	Auckland	Louise Jennis or Ella Zhang
<b>May 2016</b>				
TBC	Trade	USA mega famil and training	TBC	Louise Jennis
TBC	Trade	TRENZ 2016	TBC	Louise Jennis and Ella Zhang
TBC	Trade	TECNZ Training Days	Auckland	Louise Jennis and Ella Zhang
<b>June 2016</b>				
TBC	QCB	Meetings 2016	TBC	QCB manager Jana Kingston
<b>DQ FY END</b>				



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# GLOSSARY OF TERMS

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DQ	Destination Queenstown	TRENZ	Tourism Rendezvous New Zealand (New Zealand's largest travel trade show, owned by TIA)
TNZ	Tourism New Zealand	TEC	Tourism Export Council of New Zealand
RTO	Regional Tourism Organisation	IMA	International Marketing Alliance (Destination Queenstown is grouped with Lake Wanaka Tourism and Destination Fiordland)
QCB	Queenstown Convention Bureau	LMROW	Leading Mountain Resorts of the World
IMP	International Media Programme (Tourism New Zealand)	QLDC	Queenstown Lakes District Council
CINZ	Conference Incentives New Zealand	DEO	District Events Office (Shaping Our Future-driven events body)
AIME	AsiaPacific Incentives and Meetings Expo	QAC	Queenstown Airport Corporation
PCO	Professional Conference Organisers	AIAL	Auckland International Airport
MICE	Meetings, Incentives, Conventions and Exhibitions	CIAL	Christchurch International Airport
MED	Ministry of Economic Development	SRB	Strategic Review Board
TIA	Tourism Industry Association of New Zealand		

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# ABOUT DESTINATION QUEENSTOWN

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**Destination Queenstown is the Regional Tourism Organisation** formed as a membership organisation in 1985 to promote Queenstown as the Southern Hemisphere's premier four season lake and alpine resort. DQ is the single, neutral tourism contact point for the resort.

Funding for the organisation is provided through a levy on the commercial and accommodation rate which is collected by the Queenstown Lakes District Council and remitted to DQ.

Members of DQ are those businesses which contribute to the commercial/accommodation rates of QLDC. Membership of DQ is also available for some through payment of a subscription fee for those businesses which may not contribute to the commercial rates but still wish to have access to the benefits of membership.

As an incorporated society, DQ is governed by an annually-elected sector represented Board of Directors. The DQ Board meets regularly to ensure the objectives and strategic goals are being achieved by the executive staff of DQ.

The Strategic Review Board, which encompasses sector representatives from across all Queenstown business sectors, meets at least once a year to review the DQ Business Plan in order to ensure DQ maintains a broad market and community focus.