

# Destination Rotorua

## *Marketing*



Business Plan  
2012/13

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## Executive Summary

This business plan has been written to provide an overview of the role and objectives of Destination Rotorua Marketing (DRM). It also takes into context other strategies including the Rotorua District Council's Long Term Plan, Rotorua Sustainable Economic Growth Strategy and the Rotorua Events Strategy.

DRM is the Regional Tourism Office (RTO) for Rotorua and a division of the Rotorua District Council's Economic & Regulatory Services group (E&RS). The E&RS group is the result of a priority restructure within Council, focused on growing the economic performance of the Rotorua district and providing an enabling local regulatory environment in which to do so. Other visitor related divisions within the E&RS group include Events & Venues, Rotorua Information Centre & i-SITE, the Rotorua Museum and City Services (CBD). In addition to working closely with each of these entities, DRM also works collaboratively with the Rotorua International Airport being a significant tourism and infrastructural asset (Council Controlled Organisation) servicing the region.

The primary role of DRM is to leverage its funds and staff resource to promote, facilitate and achieve outcomes that position Rotorua as an exciting, vibrant, high quality destination, growing in popularity with more people staying longer, spending and doing more and coming back. Incorporated into this role is also the Invest, Work & Live marketing function – which has similar ambitions across wood-processing, forestry, agriculture and geothermal (renewable energy).

As part of a governance review on representation by the local Rotorua Tourism industry, Council established the Rotorua Tourism Committee (RTC) in mid-2011. This is a formally appointed committee of Council that DRM reports through to a six weekly basis. The RTC works with DRM's general manager to shape the goals of the organisation which are driven by opportunities for growth, key areas of focus based on changing tourism trends and strengthening the local market and brand positioning of the destination. The RTC then reports through to Council on any key policy or strategy issues that might impact, impede or better enable progress against these objectives. In terms of strategic priorities, DRM essentially has two sets of key performance indicators (KPIs); those outlined in the Rotorua District Council Long Term Plan 2012-2022 and those set by the RTC. Both sets of KPI's are complementary and are outlined specifically in the Strategic Objectives and KPI section.

While the past few years have been difficult in tourism with natural disasters, continuing uncertainty in global financial markets and noticeable declines in traditional markets from Europe, United Kingdom and the US - overall the Rotorua industry has remained resilient. The year to date has seen some strong numbers return domestically, which is pleasing given the displacement on visitation during the 2011 Rugby World Cup (RWC) and the unseasonably wet period over summer. New investment and product has also come into the market, including the Rainbow Springs 'Big Splash' and live bird shows, Rail Cruising, Rotorua Canopy Tours and Treetops Day Spa to name a few. Continued work is being done on the CBD upgrade, including Eat Street and the precinct redevelopment of the lakefront. Later this year, Air NZ will recommence daily jet services to Queenstown (via CHC) and the Rotorua Airport will continue to seek to add new services and destinations across the Tasman, particularly as our performance in Australian C&I business starts to lift. DRM has also been working with Tourism NZ (TNZ) on activity in Australia and is pursuing opportunities with Auckland International Airport, Auckland Tourism, Events and Economic Development (ATEED) and Destination Queenstown in the development of Semi-FIT markets within China and dual destination mountain biking opportunities with Queenstown. Over in Tauranga, the Rotorua Information Centre & i-SITE is collaborating with Tourism BOP to deliver better services and activity options on the port in what is a growing cruise sector opportunity for the region. In terms of events, planning for likes of Te Matatini, the World Rafting Championships and the inaugural Rotorua Bike Festival are well underway, with these and other key events to feature in the new Rotorua domestic consumer campaign set to commence in September 2012.

DRM, RTC and Council are committed to achieving the best outcomes for tourism in Rotorua and partnering with local industry in this is key.

## 1. INTRODUCTION

### OUR LEGACY IN TOURISM IS OUR CHALLENGE

**Rotorua takes immense pride in its legacy as the birthplace of tourism in New Zealand.**

Since the days of the Pink and White Terraces, through to the 1886 eruption of Mt. Tarawera and the subsequent development of the city – tourism has played a vital role in shaping Rotorua and has been at the heart of a community that has famously hosted visitors for over a century.

Today tourism remains one of New Zealand's cornerstone earners, contributing 9% of GDP with 1 in 10 New Zealander's deriving an income either directly or indirectly. In Rotorua that ratio is 1 in 5, signaling the importance of a sector that accounts for 20% of total employment and approximately 13% of local GDP. As one of Rotorua's economic pillars, tourism continues to make its contribution alongside the likes of forestry, wood processing, agriculture and geothermal (renewable energy). While each of these are significant in their own right, it is tourism and the flow on benefits generated that enable residents and visitors to enjoy experiences and services not found in communities of similar size.

A unique aspect of tourism in Rotorua is the degree of involvement by local government which is a thread that links Rotorua's past to the present day. Only decades ago central government managed much of Rotorua's burgeoning tourism infrastructure, a responsibility today undertaken by local ratepayers via the Rotorua District Council. It is through the Long Term Plan 2012-22 that Council sets aside an average of \$22m annually towards the promotion and management of tourism and economic development infrastructure across DRM, Events & Venues, Rotorua Museum, Rotorua Visitor Centre & i-SITE, CBD upgrade and Rotorua Airport. This commitment is something that ultimately binds council, industry and the community together in one common purpose – to maximise benefits to the Rotorua community.

Notwithstanding Council's investment; it has and always will be enterprising individuals, families and businesses that are the backbone of Rotorua's visitor industry. Built on the legacy of the first guides and hosts of Te Arawa, Rotorua's distinctive offering remains firmly positioned in the core foundations of Geothermal, Maori Culture and Adventure – over the years this core has led to New Zealand's most diverse array of regional visitor experiences and activities. Despite the economic gloom of the past five years, the private sector still managed to invest over \$200m in the Rotorua tourism industry through a variety of capital and acquisition investments in attractions, accommodation, activities and hospitality. This level of investment and commitment to Rotorua highlights a clear expectation of leadership in the destination and local industry going forward.

A core quality of leadership is the ability to recognise and acknowledge truth. The truth for Rotorua is our destination has lost some edge and direction in recent years. Simply making a statement such as this can only have one desired outcome. That is to own the reality, step up to the challenge and work together to collectively address it.

**As custodians of Aotearoa's only truly unique visitor destination - it is our responsibility to step up to the challenge of our legacy and realise the full potential that this unique destination has to offer.**

## THE CHANGING TOURISM ENVIRONMENT

The past decade has been quite challenging for tourism despite strong visitor growth in early 2000 on the tail of the Lord of the Rings Trilogy films and the America's Cup held in NZ. Recent initiatives such as the **Rugby World Cup** generated mixed results, with some operators reporting strong growth whilst others experienced noticeable declines through displaced visitor patterns and cancelled bookings. Overall the tourism trading environment in recent years can be categorised as **increasingly competitive**, with growing interest from **emerging global destinations** all vying for the same markets as New Zealand and at a time when many traditional markets are either soft or in decline compounded by a series of natural disasters, ongoing **economic instability** and the high value of the \$NZD.

It is no wonder that during this time New Zealand's **international market** mix has started (and looks to continue) to shift from the traditional English speaking Western countries toward **the more diverse, multi-lingual ethnicities and countries of Asia**. As growing interest in New Zealand continues from these markets, our ability and reputation as a desirable visitor destination will need to be maintained **to meet changing expectations, particularly in areas of service, special character and quality**.

In terms of the **domestic market** the expectation is for continued static growth as tough economic conditions limit demand for travel, albeit the higher New Zealand dollar makes the potential for travelling abroad more appealing. However, the reality for many New Zealander's is that an offshore trip is not an option, making the next few years a **great time for regions to promote what is distinctly appealing about their offering** and to position value added packages to stimulate domestic travel demand as a call to action to explore the regions of New Zealand, particularly during times such as they are.

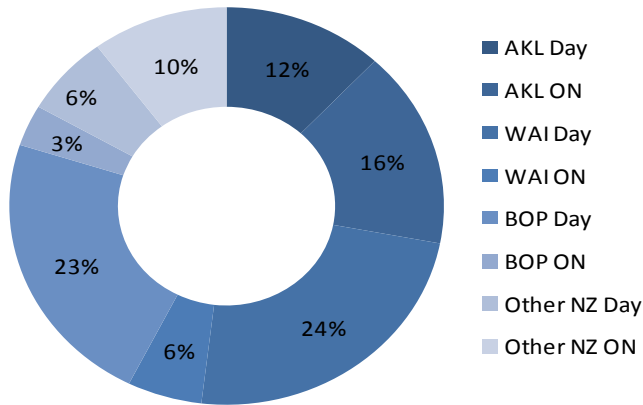
Add into the mix the **evolving role of the internet** and its influence on the tourism buyer, seller and supplier. Having moved from what was a novelty source of information only a few years ago, the internet today is the undisputed king of **disseminating travel information, reviews, opinion and bookings** and is something many in the tourism industry are yet to fully maximise, particularly when it comes to managing and keeping up with blogs, review sites, social media, online travel and same day deal sites. This is also why **increased collaboration among tourism operators, RTO's, TNZ and major travel trade partners** is becoming even more important as a means to not only generate more substantive propositions to the consumer, but also collectivising resources in a way that **achieves better cut-through** by leveraging each others activity in what is already a crowded and complex marketplace.

Looking forward Tourism NZ is set to place **significant focus on leveraging The Hobbit** over the next three years, a strategy similar to what was applied during the former Lord of the Rings Trilogy film releases. Tourism NZ has also recently reprioritised its market focus and resources and in its Statement of Intent 2012-15 has firmly placed **Australia, China and the United States in the Tier 1** priority market group.

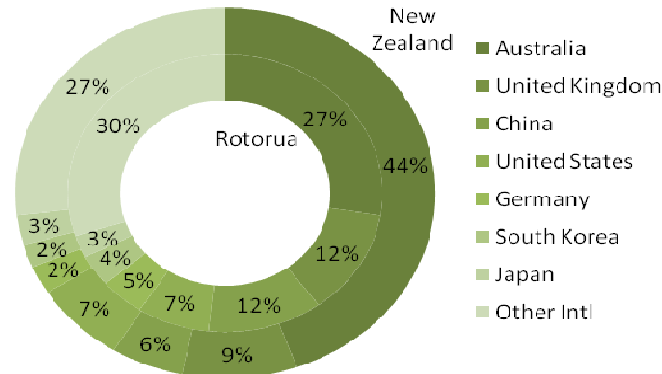
Other growing segments that have been identified by Tourism NZ include **luxury, cruise and special interest (golf, skiing and cycling)** – with particular note to growth in cruise ship visitation as a growing segment becoming more popular with the likes of Australians. Another recent addition has been the new **Business Events** unit within Tourism NZ, focussed on attracting high yielding international convention and incentive delegates to New Zealand from beyond Australia. This is something that could offer significant benefit should the advent of a **major convention centre in Auckland** eventuate and lead to pre and post delegate itineraries across regions of the country. Finally, there is also latent potential in and around the **national cycleway initiative** which is at varying stages of development across New Zealand. While this has yet to be fully integrated into many regional tourism offerings, it is a project that has had the backing of government as driver of economic opportunity and is expected to be further developed and encouraged over time.

## 2. FOCUS AND DIRECTION

**Rotorua Domestic Visitor Arrivals  
Year Ending December 2011**



**International Visitor Arrivals  
Year Ending December 2011**

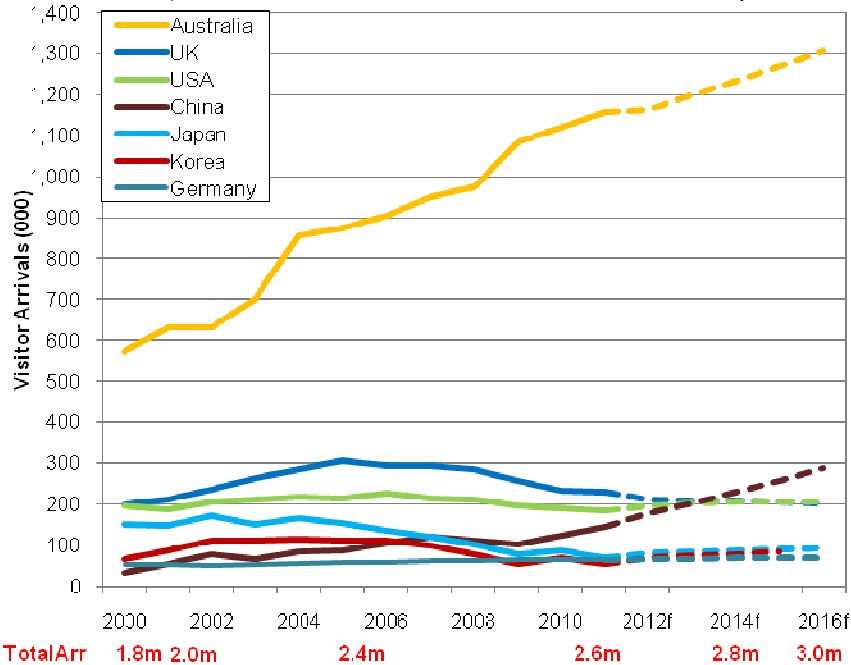


### KEY CONSIDERATION FACTORS

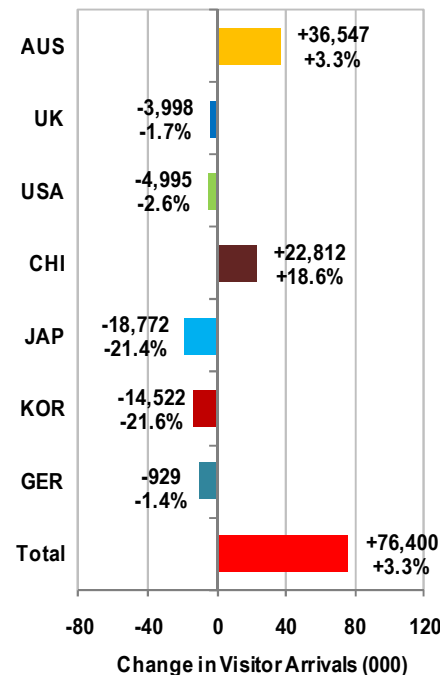
Rotorua has a diversified portfolio of international visitors, with Australians being our single largest source market comprising a quarter of all arrivals. Other key markets include the United Kingdom and China at 12%, followed by the United States at 7% and then Germany at 6%.

Domestically Rotorua attracts strong numbers of predominantly day visitors from such neighbouring regions as Waikato and the Bay of Plenty. Auckland is the dominant overnight market for Rotorua and the ability to attract more regular weekend stays throughout the year is a key opportunity.

**NZ Inbound Forecast 2011-2016  
(markets with >50,000 forecast arrivals in 2016)**



**NZ Inbound Visitor Arrivals  
Change YE 2010/2011**



The five year outlook for visitor arrivals to New Zealand is strong, with arrival forecasts set to increase to 3.0 million by 2016. This is primarily due to continued growth expected from China and other emerging markets.

Commercial accommodation visitor nights in Rotorua, totalled 1.7 million or 5% market share for the year ended April 2012. This was only slightly down (-0.2%) on 2011. Domestic and overseas visitor nights were split 54:46. Hotel room occupancy was 58.4% and motel occupancy 49.5% (whose visitor nights are 79% of the level for hotels). Rotorua Attractions & Activities reported 9.7% growth in domestic visits to the 13 attractions surveyed Y/End April 2012 and 13.8% for international visitors. Domestic visits to attractions represented 31% of total visits and 44% for activities.

## Performance & Forecasts

### AUCKLAND

### WAIKATO/BOP

### WELLINGTON

#### AUCKLAND KPIs

	2011(e)	2016(f)	Annual Growth
AKL nights in NZ	15,797,900	16,055,300	0.3%
AKL nights in Rotorua	921,100	1,175,600	5.0%
Market Share	5.8%	7.3%	
AKL visits to Rotorua Attraction/Activities	239,000	305,100	5.0%

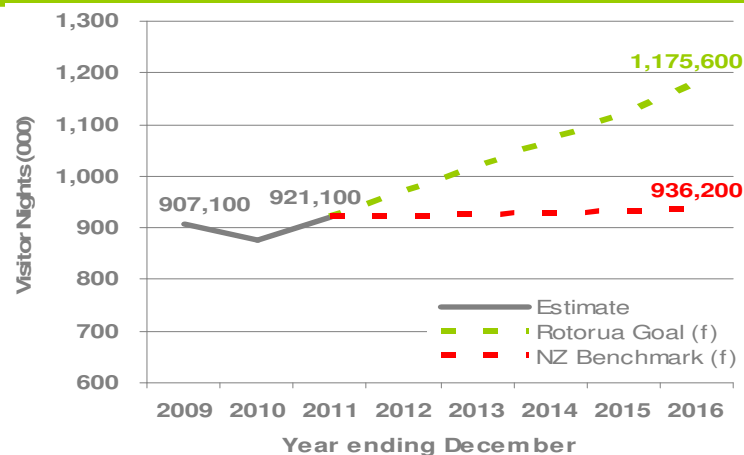
#### WAIKATO/BOP KPIs

	2011(e)	2016(f)	Annual Growth
WAI/BOP nights in NZ	9,361,000	9,434,200	0.2%
WAI/BOP nights in Rotorua	440,400	443,800	0.2%
Market Share	4.7%	4.7%	
WAI/BOP visits to Rotorua Attraction/Activities	83,900	84,600	0.2%

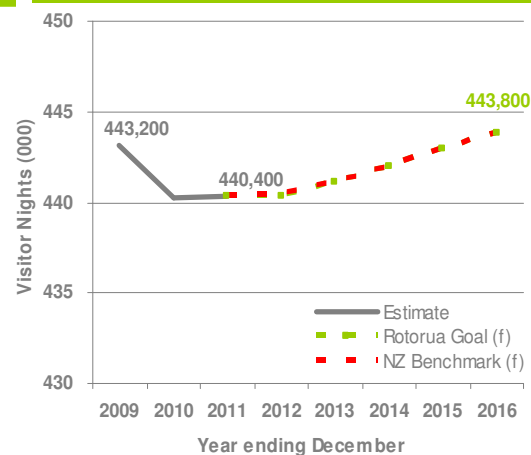
#### WELLINGTON KPIs

	2011(e)	2016(f)	Annual Growth
WLG nights in NZ	6,885,700	6,720,600	-0.5%
WLG nights in Rotorua	200,500	195,700	-0.5%
Market Share	2.9%	2.9%	
WLG visits to Rotorua Attraction/Activities	34,700	33,900	-0.5%

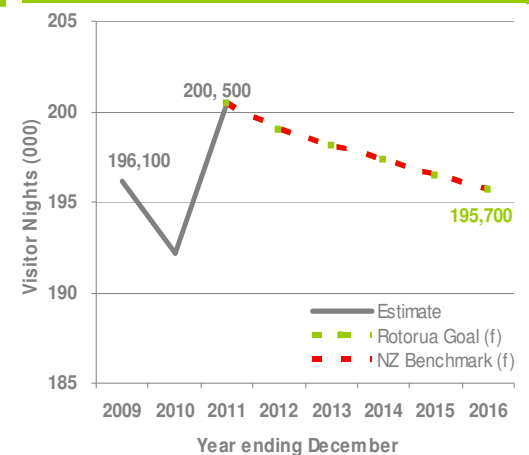
#### AUCKLAND VISITOR NIGHTS SPENT IN ROTORUA



#### WAI/ BOP VISITOR NIGHTS SPENT IN ROTORUA



#### WTGN VISITOR NIGHTS SPENT IN ROTORUA



The growth in domestic tourism forecast by the Ministry of Economic Development for the years through to 2016 is expected to be realised for Rotorua and the Auckland market has the most potential to yield greater growth for Rotorua than that forecast for New Zealand as a whole. Auckland also has a large concentration of new immigrants (particularly from Asia and Christchurch) for which an iconic visitor destination such as Rotorua can have a high appeal for showcasing to visiting friends and relatives. Visitors from Auckland are estimated to stay over 900,000 nights in Rotorua annually and are Rotorua's single largest source of visitor nights. The Rotorua District Council Long Term Plan has allocated resources towards achieving a target of 5% annual growth in visitor nights spent in Rotorua by Aucklanders. The higher proportion of an aging population in the Bay of Plenty and the prosperous agricultural Waikato are forecast to result in marginal growth in visitor nights spent in New Zealand. By contrast, the declining prosperity of the Wellington market resulting from consolidation across central government is forecast to decline and Rotorua's proportion of Wellington visitors is expected to be consistent with this average.

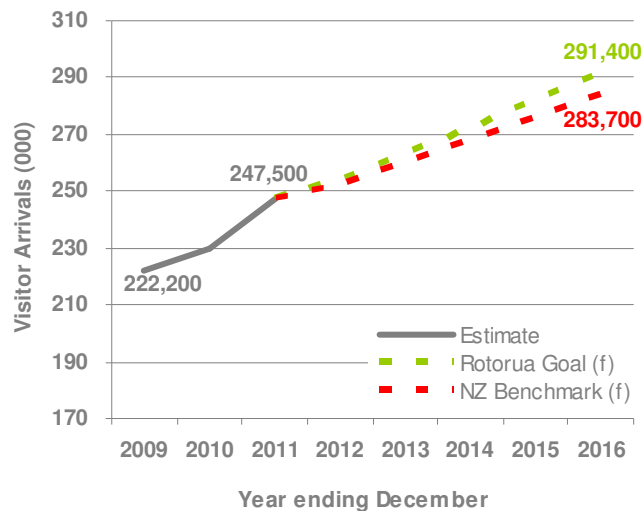
## Performance & Forecasts

## AUSTRALIA

### AUSTRALIAN KPIS

	2011(e)	2016(f)	Annual Growth
AUS arrivals to NZ	1,156,400	1,325,700	2.8%
AUS arrivals to Rotorua	247,500	291,400	3.3%
Market Share	21.4%	22.0%	
AUS visits to Rotorua Attraction/ Activities	264,900	311,900	3.3%

### AUSTALIAN VISITOR ARRIVALS TO ROTORUA



Australia remains a first tier priority for TNZ and is still the number one source market of arrivals into NZ. However, the choice available to Australian consumers from destinations such as Canada, US, Europe and Asia has never been so competitive. TNZ focus in Australia is to leverage activity off The Hobbit and connect that to NZ's landscape and unique cultural aspects. Of particular interest is the launch of a North Island Touring Route campaign of which Rotorua intends to champion and reassert itself as a must see destination.

The Ministry of Economic Development forecasts steady growth in Australian visitor arrivals to New Zealand in the years through to 2016. Factors contributing to the steady growth are mostly related to new air carriers on trans-Tasman routes and increasingly competitive trans-Tasman airfares. Other factors include a recession resistant economy, a boom in the mining industry driving outbound travel from Western Australia, a growing population of expat New Zealanders and a growing interest in cruise tourism. With economic growth forecasted at 4%, unemployment dropping below 5% and the Australian dollar strengthening against other currencies worldwide, Australian outbound travel is expected to grow between 4.7% - 5.8% (8.3 million). Whilst NZ faces tough competition from other destinations such as Bali, US and Europe it is expected that we will maintain our position as the number one destination for Australian holidaymakers.

DRM market activity over the coming year will focus on re-positioning Rotorua at the forefront of a wider North Island RTO proposition. This will include leveraging PR and trade opportunities off TNZ promotional activity starting in September 2012. More than 200,000 Australian visitors are estimated to visit Rotorua annually and are Rotorua's largest source of international arrivals. The Rotorua District Council Long Term Plan has allocated resources towards increasing Rotorua's market share of Australian visitor arrivals to New Zealand. The Australian market has the potential to yield greater growth for Rotorua than that forecast by the Ministry of Economic Development for New Zealand as a whole.

Rotorua's direct air service from Sydney makes it an appealing choice for Australian conferences, short breaks, events and access to the Mount Ruapehu ski fields. In addition, Rotorua's proximity to the Port of Tauranga positions the city as an ideal day trip for cruise passengers and this continues to grow strongly. A stronger working relationship with the Tourism NZ Sydney based team will also ensure inclusion across more media and joint venture opportunities in coming months.



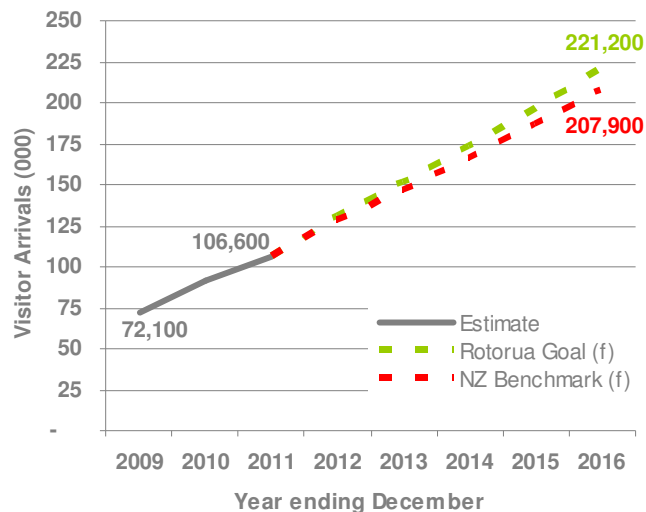
## Performance & Forecasts

## CHINA

### CHINESE KPIS

	2011(e)	2016(f)	Annual Growth
CHI arrivals to NZ	145,500	283,800	14.3%
CHI arrivals to Rotorua	106,600	221,200	15.7%
Market Share	73.2%	77.9%	
CHI visits to Rotorua Attraction/ Activities	277,200	575,400	15.7%

### CHINESE VISITOR ARRIVALS TO ROTORUA



China is a growing and valuable market for Rotorua and one that wider New Zealand regions are now starting to focus on. Prioritised alongside Australia and the USA, China sits firmly in Tourism New Zealand's Tier 1 grouping, with a resource and priority focus ahead of others such as the UK, France and Japan. Globally this degree of prioritisation is consistent with most other National Tourism Organisations as the sheer scale of opportunity starts to open.

The challenge in the China market is not to view it simply as one homogenous style or type of travel, but rather a diverse mix of Group, Semi-FIT, FIT, Luxury and Special Interest. Whilst the likes of Australia and New Zealand have benefitted from early Approved Destination Status (ADS), other countries are learning from our mistakes and the market is becoming more and more competitive – meaning New Zealand must start to stand out on its own merit rather than simply being an add on to making up a dual destination itinerary Australia.

The strategic importance of Auckland International Airport (AIAL) as a major gateway and market development entity can not be understated. With a series of ongoing airlines partnerships, market investments and industry workshops – AIAL is a crucial partner alongside Auckland and Queenstown in developing the likes of mono New Zealand and Semi FIT product out of China.

In the year to June 2012, 175,488 Chinese visited New Zealand (up 33.3% on previous year) and in the year to March 2012, expenditure totalled \$473 million, up 20%. New air service agreements signed in April will triple the number of passenger flights that can be operated directly between China and New Zealand. Current direct services into New Zealand include AirNZ (Shanghai direct 4x week), China Southern Airlines (Guangzhou direct 7x week) and numerous one-stop flights through Australian and Asian hubs. As part of their Tier 1 focus, Tourism NZ has also partnered with airlines flying direct from China to support new routes, ensuring viable links are in place.

Ministry of Economic Development forecasts strong growth in Chinese visitor arrivals in the years through to 2016. Contributing factors are mostly related to China's growing affluence, new air routes, increasing frequency of air services, new air carriers and an increasing propensity to spend discretionary income on travel. Other factors include strong trade and education linkages, family connections and the ease of acquiring NZ travel documents. A high proportion of Chinese visitors to New Zealand are first-time visitors and seek out 'must see natural attractions' such as Rotorua's geothermal features.

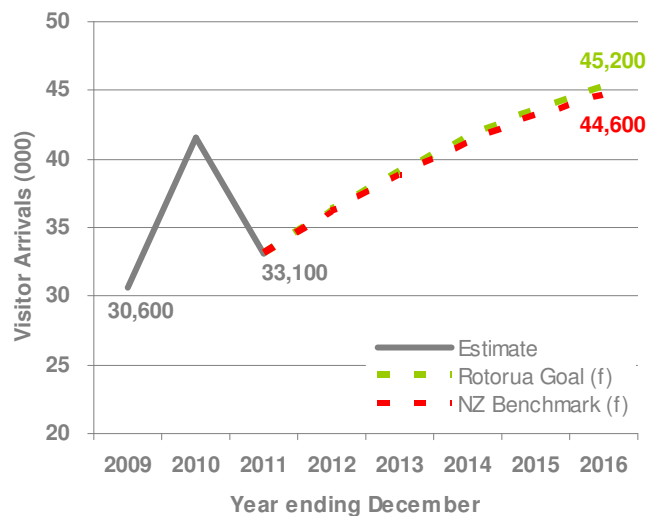
## Performance & Forecasts

### SOUTH KOREA

#### KOREAN KPIS

	2011(e)	2016(f)	Annual Growth
KOR arrivals to NZ	52,800	71,100	6.1%
KOR arrivals to Rotorua	33,100	45,200	6.5%
Market Share	62.7%	63.6%	
KOR visits to Rotorua Attraction/ Activities	127,100	173,800	6.5%

#### KOREAN VISITOR ARRIVALS TO ROTORUA

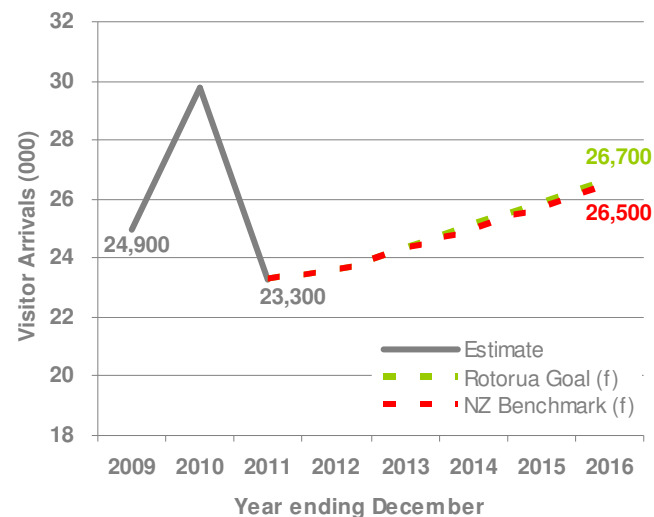


### JAPAN

#### JAPANESE KPIS

	2011(e)	2016(f)	Annual Growth
JAP arrivals to NZ	69,000	78,400	2.6%
JAP arrivals to Rotorua	23,300	26,700	2.7%
Market Share	33.8%	34.0%	
JAP visits to Rotorua Attraction/ Activities	50,900	58,200	2.7%

#### JAPANESE VISITOR ARRIVALS TO ROTORUA



After a tough 2011, the market is beginning to recover and this is expected to continue through 2012. Recovery is helped by increased airline capacity through a number of Asian airlines being All Nippon Airways (ANA), Korean Airlines, Jetstar, China Southern, Singapore Airlines and Cathay.

DRM specific focus in Japan is largely managed via BTM (Booties Translation and Marketing) which is essentially a maintained presence. Japan is a secondary tier focus for TNZ (first being China, Aust and USA). TNZ will focus on packages for family and education/youth via Southern China Airlines and Korean Air.

A key focus DRM is presently working in market is on the promotion of 'Power Spots' through a dedicated map resource and other opportunities being presented that strongly position unique Rotorua geothermal features.

The declines in both the Korean and Japanese markets following the 2011 Christchurch earthquake illustrated their respective safety sensitivities, albeit also offering some additional appeal for Rotorua as North Island only itineraries grow. Korea is the 4th largest economy in Asia and the 11th largest in the world. The bank of Korea is forecasting steady growth for the short term and strong growth in the long-term. Outbound travel is rebounding strongly following the sharp negative impact of natural disasters (earthquake and tsunami) in 2011. TNZ is conscious of the maturing Korean market and is targeting higher end travelers and from a product view, more tailored, higher yielding FIT product. Much of Rotorua's success in this market is due to relationships formed over many years by key attraction operators, which sees Rotorua hosting almost 90% of all Korean arrivals into New Zealand.

## Performance & Forecasts

## TRADITIONAL LONG HAUL MARKETS

### USA KPIs

	2011(e)	2016(f)	Annual Growth
USA arrivals to NZ	184,700	195,900	1.2%
USA arrivals to Rotorua	66,600	70,600	1.2%
Market Share	36.0%	36.0%	
USA visits to Rotorua Attraction/ Activities	103,300	109,500	1.2%

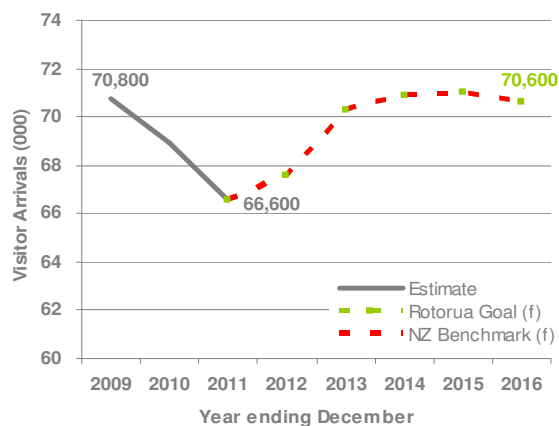
### GERMAN KPIs

	2011(e)	2016(f)	Annual Growth
GER arrivals to NZ	63,700	66,500	0.9%
GER arrivals to Rotorua	41,300	43,100	0.9%
Market Share	64.7%	64.7%	
GER visits to Rotorua Attraction/ Activities	48,800	51,000	0.9%

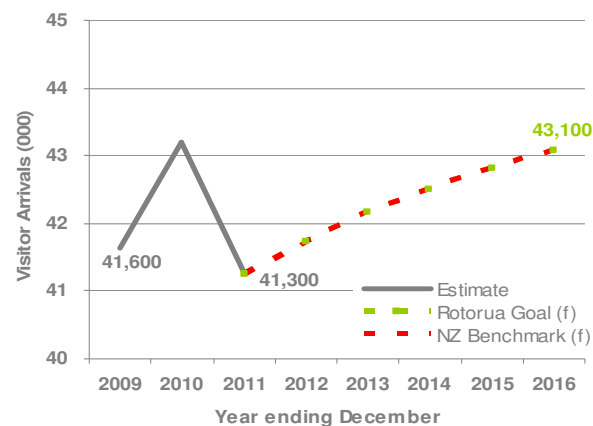
### UNITED KINGDOM KPIs

	2011(e)	2016(f)	Annual Growth
UK arrivals to NZ	230,300	208,400	-2.0%
UK arrivals to Rotorua	111,300	100,800	-2.0%
Market Share	48.3%	48.3%	
UK visits to Rotorua Attraction/ Activities	148,600	134,500	-2.0%

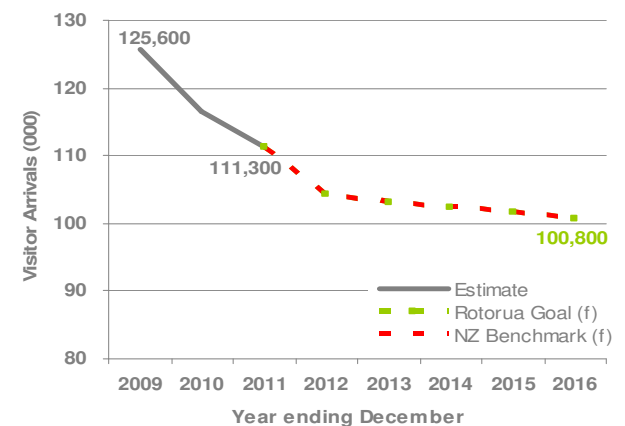
### USA VISITOR ARRIVALS TO ROTORUA



### GERMAN VISITOR ARRIVALS TO ROTORUA



### UNITED KINGDOM VISITOR ARRIVALS TO ROTORUA



The growth in tourism from USA, Germany and United Kingdom to New Zealand forecast by the Ministry of Economic Development for the years through to 2016 is expected to be realised for Rotorua. The marginally optimistic outlook for the US economy combined with the potential of new air carriers and routes is forecast to result in small but positive growth and with the Tier 1 TNZ focus a significant level of marketing and PR activity will be centered around leverage of The Hobbit. In Germany, airlines and operators continue to report strong interest and enquiries for travel to New Zealand, though the exchange rate is negatively impacting on this. The number of visitors and people planning to travel to New Zealand is the same as last year. The continuing decline of the Euro is becoming a real issue for pricing for the coming season. Some German operators have had to raise their prices by as much as 25 per cent. There is good overall demand for holidays to New Zealand and tour operators are relatively stable. The UK market generally considers NZ and Australia as a dual destination and NZ is feeling the effects of a strong Australian. TNZ activity in market will remain focused on 50+ and youth as the those most disposed to travel to NZ, with the later likely to respond to in some way to The Hobbit related propositions.

## ROTORUA TOURISM SWOT ANALYSIS

### STRENGTHS

- Established reputation as a must see destination in New Zealand
- Well known and supported by most travel wholesalers and NZ IBOs
- Strong differentiation on USP's from other regions (Maori/Geothermal)
- Extensive accommodation offering from budget through to luxury lodge
- Local industry collaborates and works well together as a destination
- Wide variety of outdoor visitor activities incl. water, air and land based
- Diversified visitor mix (ie: not overly dependant on any one market)
- Significant understanding and support for tourism by the local council
- Twice weekly direct flights currently connecting Sydney to Rotorua
- Experienced industry with well established trade relationships
- Strong conference venue options including large scale event facilities
- Central location with close proximity to Auckland, BOP and Waikato
- \$200m+ investment into new product (Attractions, Accom, Activities)

### WEAKNESSES

- Negative perceptions are adversely impacting on Rotorua's reputation
- Limited air connections and capacity are inhibitors to regional growth
- Clear loss of leadership and confidence in the RTO in recent years
- Growing dependency by major operators on low yielding group volumes
- Lack of investment into some motel stock is becoming more evident
- Low group rates continue to drive down yield and return on investment
- Low passenger numbers on Sydney flights can lead to cancellations
- Lack of nightlife options and quality shopping limits destinations appeal
- Concerns around inconsistent levels of service and delivery is growing
- Disparity within the local community leading to crime and safety issues
- Number of vacant premises in the CBD contributing to depressed image
- Tourism is not widely appreciated by some key sectors of community
- Negative experiences with council impact on DRM's industry relations

### OPPORTUNITIES

- Reposition the perception of Rotorua in the minds of key influencers
- Achieve new levels of investment by local Iwi and others into the sector
- Increase uptake in alternative direct flights carriers Australia to Rotorua
- Establish better air links with likes of Auckland and Queenstown
- Mondayising of public holidays such as Waitangi and ANZAC Days
- Specifically focus and grow reputation as the Australasian hub for MTB
- Improve industry service levels to cater to new market expectations
- Create new strategic relationships with Airports, Airlines and key RTOs
- Develop our reputation as the most responsive online destination in NZ
- Establish strong event focus including new festivals re: Matariki/MTB
- Improved focus and collaboration between DRM, E&V, i-Site & industry
- Become a sought after C&I destination in new markets Australia & Asia
- Develop stronger Rotorua advocacy within TNZ and other lead agencies

### THREATS

- Rotorua loses ground to other regions through lack of air connectivity
- Lack of support and buy-in from local industry to campaign initiatives
- Ongoing decline in source markets leads to closure for some operators
- Low passenger numbers result in discontinuance of Sydney direct flights
- No new direct Trans tasman air service routes are secured for Rotorua
- TNZ continues to strongly promote NZ's Sth Isl. ahead of Nth Isl.
- Industry yields continue to decline due to discount pricing strategies
- High NZ\$ limits international expenditure and appeal of New Zealand
- Group tours dominate Rotorua itineraries and deter high-end segments
- Rotorua loses ground on its core USPs (Maori,MTB) to other regions
- Inability to manage yield leads to lack of reinvestment and dated assets
- Issues of crime and safety worsen in Rotorua and lead popular opinion
- Tourism is seen as a low ROI and unattractive to ongoing/new investors

## PRIORITIES & PERFORMANCE MEASURES

Destination Rotorua Marketing reports against two sets of performance indicators that guide the organisation.

In the **Priorities and Key Focus Areas** section of this document, key objectives have been distilled down to **3 MARKET PRIORITIES** that will guide DRM activity in that area. Each of these Market Priorities are referenced back to the Rotorua Tourism Committee Strategic Priorities below. For example, when you see; (SP 1, 3) directly relates to Strategic Priorities 1 & 3 below.

### Rotorua Tourism Committee Strategic Priorities for DRM

1	Increase the Auckland visitor market by 5% (50,000) visitor nights
2	Increase average room nights and spend to at least equal the domestic and international national average
3	Increase Rotorua's share of the Australian visitor arrivals to NZ
4	Aggressively target and grow the Asian visitor market – specifically China
5	Take a leadership position in online marketing and travel search
6	Create value and work in partnership with Rotorua region operators
7	Increase ease of access to Rotorua as a visitor destination.



### Rotorua District Council – Long Term Plan (LTP) Performance Measures for DRM

	KPI Measure	12/13	13/14	14/15
Promote Rotorua as an exciting, vibrant, high quality destination and encourage more people to visit, to do more and to spend more.	Number of visitor arrivals	3.007m	3.068m	3.130m
	Number of visitor nights	3.485m	3.595m	3.704m
	Avg. daily spend per Dom. visitor	\$80	\$81	\$82
	Avg. daily spend per Int. visitor	\$154	\$155	\$157
	Total Rotorua visitor spend	\$518m	\$538m	\$558m
Engage with Rotorua industry in delivery of the marketing plan	65% Industry satisfaction	65%	65%	65%
Focus marketing efforts into; Existing large markets Auckland and Australia and Fast growing markets such as China / Asia	Market share of AKL visitor nights over other regions	6.5%	6.8%	7.1%
	Rotorua share of AUS visitor arrivals to NZ	19.6%	19.7%	19.8%
	Rotorua arrivals from Asian markets	171400	192600	215100
Rotorua tourism industry deliver on the promise of manaakitanga	80% Avg. rate of satisfaction	80%	80%	80%
Encourage sustainability within industry	80% businesses members of industry related accreditations	80%	80%	80%

## ROTORUA'S FUTURE Position Statement 2015

Rotorua is the short-drive holiday destination of choice for Aucklanders and it is consistently ranked in New Zealand's top three international tourism destinations. As an engaging host community, we are recognised as a preferred lifestyle destination making us an attractive and easy place to invest and do business. We have achieved this through a focused transformation in the marketing of the region, spearheaded by a dedicated three-year domestic campaign aimed at reinvigorating perceptions and confidence in the destination. We have done this through a celebration of core attributes and qualities that underpin the destination, being Maori culture, geothermal, spa and wellness; mountain-biking, adventure and luxury, as well as inspiring messaging around the leading sectors of forestry, geothermal (renewable energy) and agriculture.

The quality of our visitor offering is reflected in our pricing, delivered with exceptional service and the unique brand of manaakitanga. We also appreciate the need to continually innovate and respond to product and service levels as markets demand. Local tourism and business sectors are confident in the business leadership of the RDC (supported by the efforts of the RTC and CCO), both of whom have reinforced the need for Rotorua to become a savvy online, mobile and customer focused destination; a quality valued by consumers, trade and community alike. This has seen Rotorua become the preferred launch pad for aspiring new tourism entrants and sector developers, supported by an encouraging investment approach to business and lifestyle in the region. This improved focus has flowed through local council, with key departments working more closely together and with industry in innovative new ways aimed at attracting and growing events, conferences and visitor numbers to the region. This has also seen Rotorua develop a proactive reputation with event organisers, strengthened by a growing calendar of events that are well communicated locally and externally.

The advent of a major national convention centre has seen Rotorua benefit from pre/post and partner itineraries, complementing our growing awareness as a sought after C&I destination by Australian and Asian markets. There has been an increase in direct trans-Tasman services which includes two routes and airline partners in Australia and our domestic connectivity has also extended to a new direct jet service into Queenstown, strengthening our dual destination proposition which is increasing complimented by offerings of mountain-biking, Maori culture, adventure, fishing, spa and luxury.

## DESTINATION Objectives

To achieve a step-change in perception through an integrated domestic campaign dedicated to the positive profiling and promotion of all that is Rotorua

To achieve increased levels of marketing investment and support through valued industry partnerships, transparent planning and open communication

To achieve improved levels of visitor spend, numbers, length and frequency of stay and satisfaction through investment in promotion, staff and service

To achieve noticeable lift in key economic indicators across the Rotorua economy as we aspire to live the dream and become world class in every way





### 3. DESTINATION ROTORUA MARKETING CHANNELS

Destination Rotorua Marketing (DRM) leverages its limited resources to maximise promotional outcomes for Rotorua across a range of markets and channels. In addition, DRM works closely with industry stakeholders, trade and other Rotorua District Council departments (such as Events & Venues and the Rotorua Visitor Centre & I-Site) to deliver improved outcomes in the areas of destination management, hosting conferences and events and providing bookings and package deals for visitors. The primary role of DRM is to deliver tangible promotional outcomes in the marketing of Rotorua as a visitor destination and secondly to deliver similar outcomes in terms of promoting Rotorua as an excellent place to Invest, Work and Live.

#### TRADE

The Trade channels will be led by a Trade manager position, assisted by the Famils Co-ordinator position and supported by two contracted business development positions focused on Chinese speaking markets and Australia respectively. The role of this team is to develop trade relationships that benefit Rotorua’s industry profile and inclusion within wholesale, inbound, travel retailers and online travel agents itineraries. It is also this channel’s role to strengthen and develop new functional relationships with the likes of TNZ, Airlines and strategic travel partners to the mutual benefit of the destination.

<b>FIT, GROUP, Leisure &amp; Special Interest Objectives</b>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Strengthen Rotorua’s profile through new and existing relationships with key trade channel partners both in-market and in New Zealand.</li> <li><input type="checkbox"/> Become more active in identifying and pursuing promotional opportunities with the likes of TNZ, Airlines and Online Travel Agencies.</li> <li><input type="checkbox"/> Identify key opportunities and dates to leverage and lead Rotorua industry participation at key trade promotions and sales missions/expos.</li> <li><input type="checkbox"/> Become the trusted source for travel trade suppliers in the provision of new product updates, information and images relating to Rotorua.</li> <li><input type="checkbox"/> Deliver sector leading trade famils that are well organised and valued, resulting in increased awareness, promotion inclusion of the destination.</li> <li><input type="checkbox"/> Develop and distribute a valued suite of collateral (print/e) that strengthens trades’ ability to more proactively promote and sell Rotorua.</li> </ul>



The Trade Manager will also oversee the Rotorua Convention Bureau (RCB) albeit this will be managed by the RCB Manager on behalf of DRM and local industry partners. The RCB has a manager and will look to arrange some admin support. The purpose of the RCB is to facilitate, promote and attract conference and incentive business to Rotorua through the provision of assistance and information to sector clients. The RCB also co-ordinates regular sales calls, famils and activity in core markets of NZ and Australia and to a lesser degree with TNZ in emerging international markets.

<b>Convention Bureau Objectives</b>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Provision of knowledgeable, informed assistance to MICE sector clients which results in Rotorua securing confirmed C&amp;I destination business.</li> <li><input type="checkbox"/> Develop stronger collaboration with existing and new RCB members to position Rotorua as NZ’s desirable, innovative, can do C&amp;I sector.</li> <li><input type="checkbox"/> Deliver valued RCB representation through sales calls, bids and other activity in Rotorua’s priority markets of New Zealand and Australia.</li> <li><input type="checkbox"/> Identify and present opportunities via TNZ &amp; CINZ to promote Rotorua via collaborative industry support and selected tradeshow offshore.</li> <li><input type="checkbox"/> Deliver sector leading C&amp;I famils that are well organised and valued, resulting in increased awareness, promotion inclusion of the destination.</li> </ul>

## DESTINATION ROTORUA **MARKETING CHANNELS**

### CONSUMER

The Consumer channel focuses predominantly on domestic activity and will be led by DRM Consumer Marketing manager, in liaison with campaign partner agencies and the wider DRM Communications and Channel Support team to ensure every option is realised in maximising the opportunity presented by this investment. Whilst there will be some consumer JV activity with TNZ in Australia also, it will be the domestic campaign that will require significant integration and focus. Accordingly, this channel will also direct and require DRM’s online strategy to compliment the campaign to its full potential.

#### Objectives

- Implementation of a 3-year Domestic Campaign focused on positive profiling, promotion and talkability of all that is distinctively Rotorua.
- Enable buy-in, support and co-investment from industry (tourism and non) through an integrated campaign timetable and investment plan.
- Allow for a range of promotional opportunities where industry can participate and maximise a number of call to action packages and offers.
- Leverage Rotorua’s core messages through a well managed online and social media strategy that compliments above the line advertising activity.
- Integrate rotoruaNZ.com across all DRM/ERS departments, enabling real time bookings, event information and informed decision-making.
- Encourage an industry wide online consciousness, focused on raising Rotorua’s online appeal that inspires best practice and innovation.

### INVEST, WORK & LIVE

The IWL marketing channel incorporates Business to Business (B2B) and Business to Consumer (B2C) activity, overseen by the Business Marketing Manager. This role will have a close working relationship with Rotorua business community stakeholders including the Rotorua Economic Development CCO (REDCO), Rotorua Chamber of Commerce and those operating in Forestry and Wood Processing, Tourism, Geothermal and Agriculture. A key focus of this channel is to attract new industry and investment through skilled workers and residents resulting in the growth and expansion of Rotorua’s economy and community.

#### Objectives

- Develop strong promotional tools to support the business community in the promotion of Rotorua as a great place to invest, work and live.
- Implement a 3-year local campaign “The Spirit of Rotorua” to retain skilled staff and businesses, building on positive perception and pride.
- Identify and present collaboration opportunities that will increase positive perceptions relating to businesses, residents and employment
- Integrate a 3-year domestic/international “Official Rotorua Ambassador” campaign aimed at attracting new industry, skills and investment.
- Leverage existing industry success in a manner that highlights key sector opportunities and further potential to innovate and grow Rotorua.
- Ensure Rotorua’s economic ambitions are integrated and align with regional and national growth strategies contributing to NZ’s overall GDP.

### CHANNEL SUPPORT – COMMUNICATIONS, MEDIA & PR, TOURISM INSIGHTS and ONLINE DIGITAL

Assisting DRM’s core marketing channels is the Channel Support team that consists **Communications, Media & PR, Tourism Insights and Online**. Some of the key activity undertaken in this area includes **Communications, Collateral development, Media & PR liaison and electronic content management – including; EDM database management, online & social Media and Tourism Insights, Sustainability and Statistics support**. Each of these are crucially important and intrinsic to DRM and reach across the organisation in varying degrees. In many respects these are where DRM creates the most leverage from its activity - suffice to note that delivery in these areas is significant in enabling DRM to achieve the outcomes that benefit the destination.





**DOMESTIC**  
**DRM Priority**  
**Focus**  
**50%**

**DOMESTIC MARKET PRIORITIES**

1. **DOMESTIC CONSUMER CAMPAIGN (SP 1,2,5,6)**
2. **ROTORUA EVENTS (SP 1,2,5)**
3. **WWW.ROTORUANZ.COM (SP 5)**

**KEY FOCUS AREAS**

**❑ DOMESTIC CONSUMER CAMPAIGN**  
The most significant shift in DRM’s focus will be in the collective resourcing of a domestic campaign focused on our major visitor market of Auckland, followed by the Waikato and wider BOP region. Launching in September, DRM will be implementing a dedicated three year consumer campaign aimed at reinvigorating the positive promotion, talkability and perception of the destination. This activity will also redirect a number of DRM’s existing domestic activities, whilst realigning the online marketing strategy and driving numerous call to action, packaging and social media objectives.

**Domestic Target Audience**  
Embracing Life - Family orientated market of various ages and compositions, looking to reconnect and enjoy a variety of experiences  
Immersing - Female orientated market segment looking for experiences in relaxation and reconnection with friends.  
Aiming High - Younger, well educated audience, potentially upcoming urban professionals who are active and adventurous

Activity here will include:

- o A clear shift in priority within DRM, highlighting the importance of the NZ domestic market to the destination and the need to prioritise this focus.
- o Varied above and below the line tactical activity promoting Rotorua across TVC, Print, Billboard, Online and various in-market publications.
- o Leveraging Rotorua Events as a strong hook for growing visitor numbers, length and frequency of stay as well as spend per visitor, per day.
- o A media placement schedule outlining buy-in opportunities for industry across both regional and product specific placement opportunities.
- o An integrated PR & media plan that maximises the campaign investment also focusing on key event profiling and core brand messaging.
- o Significant call to action/retail opportunities using tactical package offers aimed at leveraging key Rotorua events, weekends and school holidays.
- o Use of top-line billboard messaging across high visibility sites in Auckland, Waikato, Tauranga and Rotorua, including major entranceways.
- o Strong online focus, including targeted media placement, social media campaigns, regular campaign competitions and mobile activity.
- o Development of an interim campaign micro-site to drive, track and manage call to action offers, maximising package sales and campaign conversion.

## DOMESTIC MARKET - KEY FOCUS AREAS

### ❑ LEVERAGING OF ROTORUA EVENTS

Events are big business for Rotorua. The natural outdoor environment and superb event facilities allow Rotorua to host a myriad of events annually that offer significant potential for the local economy. Working with the Rotorua Major Events Strategy, DRM will drive a strong focus on spreading the value of events across the Rotorua industry and local community, working with event organisers to maximise outcomes for participants and supporters alike.

Activity here will include:

- o A revamp to the existing online events listing process, improving ease of use and profile across NZ (partnering with EventFinder and RotoruaNZ.com)
- o Creating a stronger focus on featuring events as ‘hooks’ to promote Rotorua packages with strong call to action activity that industry can invest in.
- o Improved and updated event signage at each of Rotorua’s main entrance ways, complimented by improved event updates across local media.
- o Weekly syndicated event e-bulletins advising local stakeholders of upcoming events, ie; accommodation, transport (Taxi Co), restaurants, bars etc
- o Collaboration with the likes of E&V to establish and develop new event opportunities such as the Rotorua Bike Festival and Matariki Winter Festival.
- o Identifying and pursuing associated PR and media opportunities relating to events such as; the upcoming 50<sup>th</sup> Marathon, Annual Fishing Open Day etc

ROTORUA EVENTS CALENDAR					
JULY 2012	Hatchery Kid Fishing	Rhapsody Rotorua	N Duro Winter MTB Series	Fire & Ice	Home & Leisure Show
AUG 2012	NDuro Winter MTB Series	Tough Guy & Gal	Kurungaituku	Wearable CreationZ	BOP vs. Otago
SEPT 2012	Redwood Forest Relay	Tough Guy & Gal	Kurungaituku	BOP vs. Auckland	R4 Cycle Race
OCT 2012	Lakes Fishing Open Day	Bike Mania	N Duro Whaka 100	Ekiden	Home & Garden Show
NOV 2012	Take a Kid Fishing Hatchery	IBIS Bike the Lake	Global Fest	Festival of Dreams	Rhododendron Festival
DEC 2012	Rerewhakaaitu Rodeo	Rotorua Half Ironman / Tri	Christmas Parade	New Years Eve Mardi Gras	Lake Okataina Open Swim
JAN 2013	World Super Stock Champs	Rotorua A&P Show	Blue Lake MultiSport	NDuro Tour de Whaka	Blue Lake Rowing Regatta
FEB 2013	Cateye Moonride	<i>Te Matatini</i>	<i>Australasian Pistol Champs</i>	Rotorua Bike Festival	Raggamuffin
MAR 2013	Redwoods Family Day	Tarawera Ultra Marathon	Rotorua Walking Festival	100K Flyer	Rotorua Lakeside
APR 2013	MTB National Single Speeds	XTERRA	WH Multi Sport Festival	XRace	NDuro 12 hour MTB
MAY 2013	Rotorua Marathon	BOP Magic Netball (TBC)	Bike Wise Lights Month	Rotorua Night Market	Soundshell Market
JUNE 2013	Blues Week	Targa Rally	<i>NZ Indoor Bowls Nationals</i>	3D Rotorua	Womens Lifestyle Expo

### ❑ ROTORUA LOCALS

Rotorua locals are arguably **our greatest advocates**. To ensure this is the case, DRM will work with local industry to find ways to better engage the support of locals, encouraging them to be ambassadors for the Rotorua tourism industry 365 days of the year. In many ways, locals can also be a means of better managing seasonality and a great source of low season support, as well as being avid promoters to VFR and other networks outside of Rotorua.

Activity here will include:

- o DRM to identify all current local resident offers and develop a strategy with industry that is able to be communicated locally on an ongoing basis.
- o Working with the Rotorua i-SITE to encourage locals to better understand the services provided and potential benefits available to them as locals.
- o Partner with local industry to assist in promotion of competitions specifically aimed at creating a stronger level of support and awareness locally.

## DOMESTIC MARKET - KEY FOCUS AREAS

### ❑ EDUCATION GROUPS

Education is a key driver of visitation to Rotorua and core regional attributes such as heritage, culture, lakes, geothermal and volcanology are all strong offers available to school groups interested in learning experiences outside the classroom. Supported by an array of accommodation, attraction and sightseeing choices, the destination is well suited to groups of this kind which present significant opportunity (particularly in low and shoulder seasons).

Activity here will include:

- o DRM to work with existing collectives such as REN (Rotorua Education Network) to grow number and length of stay of schools coming into the region.
- o Explore other education networks such as local schools, clubs and Polytechnics to identify similar potential to grow visits to Rotorua.
- o Working with network contacts to encourage repeat visitation via follow-up emails and/or package offers to wider parent/family decision-makers.

### ❑ SAME DAY DEAL SITES

Same day deal sites are strong influencers of discretionary spend and influence many short-term and spare of the moment travel decisions. Snapping up an offer can be as compelling for consumers as the expectation of large sales volumes by an operator. As such, DRM is committed to activity in this area being better understood and focused on low or shoulder season conversion.

Activity here will include:

- o Ensuring any DRM deal site supported activity integrates with the domestic campaign, aligning call to action packaging and deals through industry.
- o Assessing any new and existing opportunities to collaborate with likes of GrabOne and others to strengthen regional product sales drives online.

### ❑ ROTORUA AGENCY PARTNERSHIPS

Where possible, DRM will support key Rotorua businesses, agencies and sector interests by providing up to date online content and/or presentation material that can assist groups presenting to their peers on attracting people to Rotorua for their upcoming meeting, event or conference location.

Activity here will include:

- o Development of a generic suite of destination presentations, that have relevant, up to date information, images as well as key contacts details.
- o Supply of motivating promotional material that engages the reader about the overall appeal and suitability of Rotorua as a welcoming destination.

### ❑ CONFERENCE & INCENTIVE ACTIVITY

The domestic conference market is the primary focus for the Rotorua Convention Bureau (RCB). This is effectively the 'bread and butter' of the C&I sector, comprising of New Zealand based corporate and association business. The role of the RCB in growing the domestic conference market is to provide regular, well timed activity that grows Rotorua's reputation as a desirable C&I destination and supports the RCB membership.

Activity here will include:

- o To undertake a regular rotation of sales calls (Auckland, Wellington) supported by well arranged famils that strengthen Rotorua's overall C&I appeal.
- o To work with industry to deliver professional bids that are well co-ordinated and presented back through to the client in a timely manner.
- o To identify, attend and co-ordinate such Roadshow/Tradeshaw activity as agreed via the domestic schedule of activity presented to RCB members.
- o To report monthly via e-newsletter, including quarterly meetings with the membership to update performance, provide updates and gain feedback.
- o To continue to grow the national RCB client database, which used regularly is a cost effective means to update clients on new and improved product.
- o To work closely with TNZ and CAP fund Unit to ensure Rotorua is well represented in bids to associations and committees.

## DOMESTIC MARKET - KEY FOCUS AREAS

### DOMESTIC AIR CONNECTIVITY

The capacity for Rotorua to improve its domestic competitiveness with the likes of Auckland, Christchurch and Queenstown also comes down to an ability to servicing flow through international groups travelling on the domestic network. Where Auckland and Queenstown have grown domestic passenger movements by 3.3% and 11.6% respectively in the 12-months to June 2012, Rotorua has declined -6.3% over that same period.

Activity here will include:

- o Continued focus with RIAL and Air NZ to encourage increased trade and consumer uptake of the new ROT/CHC/QTN daily jet commencing in Oct.
- o Ongoing promotion to industry and the wider local Rotorua business community regarding the new ROT/CHC/QTN daily services.
- o Discussion with Air New Zealand to either increase capacity on the Auckland/Rotorua service, or a reduction/review in fares on the route.

### DOMESTIC TRAVEL DIRECTORY AND GUIDE PUBLISHERS

Focused on converting the low hanging advertising spend currently being made by the Rotorua tourism industry, this is about DRM finding better ways to leverage industry's already committed funds in order to lift Rotorua's regional positioning. This approach presents a number of solid opportunities to broaden the reach and circulation of existing publications, as well as incremental value-add inclusions through online channels and project partnerships.

Activity here will include:

- o Partnering on improvements to the current Rotorua Visitor Guide (with Daily Post APN) aimed at increasing print and layout, quality and distribution.
- o Review of publications such as the Jasons Rotorua What's On Guide similarly aimed at achieving increases in regional exposure, features and costs.
- o Similar reviews of other publications and online opportunities that could result in improved brand messaging and value for money for local industry.

### WWW.ROTORUANZ.COM

While rotoruaNZ.com is a sizeable site in terms of content, its functional platform design has some limitations that mean it is not operating to its full potential. To optimise the platform, the site will be reviewed from an open source perspective, allowing for integrated uploading of content, use and interaction with social media sites and plug ins, as well as dedicated application and mobile site capability.

Activity here will include:

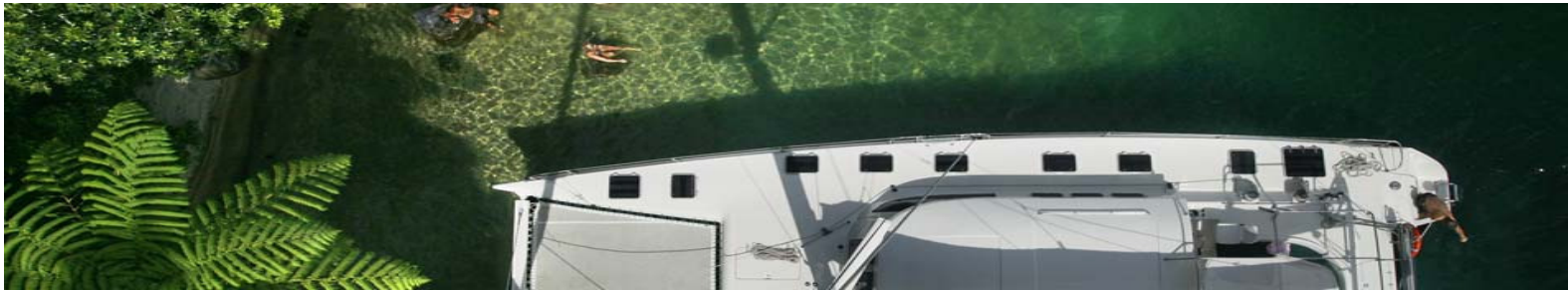
- o A commitment to exploring options around the delivery of an enhanced rotoruaNZ.com online experience for the benefit of all potential users.
- o In collaboration with Rotorua i-SITE, review online booking systems (ie: BookIt) and identify best-fit technology solutions for collective benefit.
- o Undertaking a complete review of the current site architecture, preferring function over form and ensuring the latest in open source capability.
- o Working with RDC's IT team to develop some robust solutions to the challenges realised thus far, effectively signaling a new era in rotoruaNZ.com 2.0
- o Establishing an open listings policy with local industry that communicates the breadth of experiences, attractions and accommodation on offer.

### INVEST, WORK & LIVE

The need for Rotorua to improve its reputation as a destination of choice to invest, work and live is required to attract new businesses and skilled residents. The primary target markets are Auckland, Hamilton, Tauranga with secondary target markets being Wellington, Christchurch and Australia.

Activity here will include:

- o Develop a Rotorua Hub – official online site that will have up to date info about Rotorua and tools to assist existing/potential businesses and residents.
- o Implementation of Spirit of Rotorua campaign for locals, with the aim they become advocates for the destination with sectors working more closely.
- o Integrate a Rotorua Ambassador campaign (within DRM local activity) that will initially include radio, online, print and focused family activity.



**AUSTRALIA**  
**DRM Priority**  
**Focus**  
  
**20%**

**AUSTRALIA MARKET PRIORITIES**

- 1. DISCOVER NORTH ISLAND NZ – CONSUMER CAMPAIGN (SP 3,6,7)**
- 2. AUSTRALIAN TRAVEL TRADE & CONVENTION BUREAU ACTIVITY - Sydney Based (SP 3,6,7)**
- 3. MEDIA & TRADE FAMILS PROGRAM (SP 3,6,7)**

**KEY FOCUS AREAS**

**☐ DISCOVER NORTH ISLAND NZ – CONSUMER CAMPAIGN**

Working with Tourism New Zealand and other North Island Regional Tourism Organisation’s Northland, Auckland, Hamilton and Taupo, DRM is partnering on a significant campaign joint venture that will be predominantly Sydney based and follow off the back of a significant Tourism New Zealand campaign launch in Aug/Sept. The Discover North Island NZ (DNINZ) campaign creative will feature strong North Island imagery combined with clever emotive text overlay that will reflect a strong middle-earth theme aimed to leverage the launch of the first Hobbit film in December.

Given the campaign is about driving Australian visitation to the North Island, the conversion partners will include major travel sellers Flight Centre and ANZCRO who will provide great reach. The DNINZ campaign will tactically feature and include varied media placement being outdoor, supported by print, online and PR channels predominantly in Sydney as well as other key metros along the Australia eastern seaboard. While the primary airline partner is Qantas, this does not limit Rotorua intentions or ability to leverage interest generated by the Discover North Island campaign to umbrella through specific deals and promotions with Air New Zealand and direct Sydney/Rotorua flight packages.

Activity here will include:

- o A number of media and PR event functions and opportunities (particularly around the launch) that DRM is directly involved with Tourism New Zealand.
- o Work with Rotorua operators to create an integrated in-market Sydney showcase around the same time, specific, targeted but collective in approach.
- o Varied Rotorua and central North Island above the line media placement focussed primarily on outdoor, supported by print, online and PR channels.
- o Strong call to action focus through conversion partners Flight Centre and ANZCRO promoting great package deals that will increase consumer update.
- o Development of an interim campaign micro-site to drive, track and manage call to action offers, maximising package sales and campaign conversion.
- o Continue to work with Tourism New Zealand’s media and trade teams to leverage continued exposure and interest with agents through the campaign.
- o A 2012/13 PR plan to re-engage with ASTW and to continue leveraging off the momentum from the TNZ Discover North Island NZ Campaign



## AUSTRALIA MARKET - KEY FOCUS AREAS

### ❑ AUSTRALIAN TRADE TRAINING & CONSUMER SHOWS

As part of the ongoing commitment to grow the trade awareness of Rotorua in Australia, DRM will continue to utilise Sydney based representation through a dedicated Business Development position. This commitment reflects the importance of Australia as Rotorua's major inbound market, whilst also meeting the expectation of having physical representation in Sydney that is accessible to trade and continually informing the market about Rotorua.

Activity here will include:

- o DRM to better communicate the quarterly activity plan of the Australia based BDM, building a greater understanding of this role and its function.
- o Continued emphasis on trade training, sales calls and participation at key trade/consumer shows with Australian travel partners that support Rotorua.
- o Improved engagement with Tourism New Zealand's Sydney based team particularly in opportunities across trade, media and PR campaigns.
- o Inclusion of quarterly NZ based Inbound Tour Operator sales calls as well as update presentations to Rotorua industry on issues in market.

Wholesale Operators		Inbound Operators	Series Operators	Retails Chains	Trans-Tasman Airlines	Online Sellers
ANZCRO	AOT	Across Oceania	AAT Kings	Flight Centre	Air New Zealand	Zuji
Adventure World	Blue Holidays	Amigos Down Under	APT	STA Travel	Emirates	Last Minute
Group Events	Harveys Choice	AOT	Evergreen Tours	Harvey World Travel	Jetstar	Hotelbeds
JTG Leisure incls. (Newmans Holidays)	Jetset Holidays	Australia One	Grand Circle	American Express / Travelscene	Qantas	Orbitz
NZ Travel Centre	Pinpoint Travel	Double Bay	Grand Pacific Tours	Concorde Agency	Virgin Australia	Wotif
Ski Max	Qantas Holidays	EF Tours	Inspiring Journeys	Travellers Choice	Lan Chile	Webjet
Travelscene Holidays	STA Ski	Go Way	Odyssey Travel	Jetset Travel Network		Bookings.com
	Viva Holidays	Tour East	Scenic Tours			Viator
		Swain Tours	Top Deck			Expedia
						Wego
						GoDo

### ❑ DIRECT TRANS-TASMAN SERVICES

The launch of twice weekly direct flights between Sydney and Rotorua in December 2009 is a significant milestone for Rotorua. Since that inaugural flight, Rotorua has welcomed approximately 28,800 Sydney arrivals (61% being Australian Passport Holders) as well 28,100 outbound departures (year-end June 2012). Going forward the challenge remains in the destination's ability to sustain the existing service (which has grown in passenger numbers year on year), as well as grow the latent potential of other eastern seaboard flights being added to the existing Sydney service.

Activity here will include:

- o DRM to work closely with RIAL to grow and develop opportunities with Airlines that improve access and servicing options for the Rotorua region.
- o Ensure DRM's Australia activity continues to promote the availability of the direct service to travel trade, retail, wholesale and general consumers.
- o Continue to collaborate on opportunities with Airlines, industry and other partners that can strengthen the uptake of these services to mutual benefit.

## AUSTRALIA MARKET - KEY FOCUS AREAS

### AUSTRALIAN CONFERENCE & INCENTIVE ACTIVITY

The Australian conference and incentive market is a key focus for the Rotorua Convention Bureau (RCB). Rotorua's performance in this market has grown as New Zealand continues to become better known as a desirable C&I destination for Australian corporate and association interests as well as PCO's. The role of the RCB in growing the Australian conference market is to provide valued sector leadership and co-ordination of planned Rotorua activity. A detailed activity plan that supports these objectives is also communicated regularly to RCB members throughout the year.

Activity here will include;

- o RCB conducting regular in-market sales calls (Sydney, Brisbane, Melbourne) supported by well arranged famils that strengthen Rotorua's C&I appeal.
- o Continued work with industry to deliver professional bids that are well co-ordinated and presented back through to the client in a timely manner.
- o To identify, attend and co-ordinate such sales/tradeshaw activity as agreed via the Australian schedule of activity presented to RCB members.
- o Work closely with Conventions & Incentives New Zealand and TNZ to identify leads for the RCB

### AUSTRALIAN MEDIA & TRADE FAMIL PROGRAMME

The hosting of targeted media, trade and opinion leaders on familiarisation visits is a crucially important function that raises profile and awareness of the destination, and is particularly useful in communicating new product and service offerings. Whether partnered with Tourism NZ, Australian trade, Airlines or independently approached media interests, the programme is a cost effective way for DRM to maximise outcomes for the destination well beyond existing budgets.

Activity here will include;

- o DRM to identify, target and host (as per) qualified famil interests that can provide credible endorsement and profile inclusion of the destination.
- o DRM to provide content support, imagery and information (as required) as well as track and report on results and outcomes from these visits.



**CHINA / S.E.A**

**DRM Priority Focus**

**15%**

## CHINA, SOUTH EAST ASIA & CHINESE SPEAKING MARKET PRIORITIES

1. CHINA SEMI-FIT MARKET STRATEGY (SP4)
2. CHINA, SOUTH EAST ASIA TRADE TRAINING (SP4)
3. MEDIA & TRADE FAMILS PROGRAM (SP4)

## KEY FOCUS AREAS

### CHINA SEMI-FIT MARKET STRATEGY

The simplistic aim for Rotorua in the China market is to become a desired, well sought after destination. The sustainable development of this market is important and something many across the industry are focussing on – and for Rotorua this presents both a challenge and opportunity. Accordingly, DRM has developed a strategy focussed on growing Semi-FIT and tailor made opportunities across Asia (being South East Asia and Chinese Speaking markets) with a particular focus on China. While Rotorua derives significant volume from current Approved Destination Status (ADS) Group Tour series, this strategy is specifically aimed at growing other emerging segments, which present higher yielding proportions of the market and are increasing in demand, particularly as more mono (ie: NZ direct) itineraries develop over time. These segments will not only lead to longer stays and a wider propensity to include more Rotorua product and experiences, but also increased levels of spend and economic impact across the sector.

#### Activity here will include:

- o Working in with industry, key regional destinations, airlines, wholesalers and TNZ to encourage uptake of market leading China Semi-FIT itineraries.
- o Collaborating on similar demand led opportunities to promote and feature Rotorua industry in Chinese speaking markets across South East Asia.
- o Developing stronger relationships with the likes of Auckland International Airport, ATEED and Destination Queenstown in NZ wide Semi-FIT options.
- o Establishing a Rotorua China Ready Development Program to assist local operators, benchmarking through the likes of TNZ's China Development Unit.
- o Continuing to provide relevant updates and support to existing group series wholesalers and channels dealing in the developed ADS segment.
- o DRM taking an active role with government in the China Market Review process, being across current and potential impacts and issues.
- o Evolving the 3+2 Love Rotorua campaign into parts of Auckland and potentially Australia as a conduit for reach into VFR within China.



## CHINA, SOUTH EAST ASIA (SEA) & CHINESE SPEAKING - KEY FOCUS AREAS

	Demographics	Characteristics	Key to consider for visitors	Types of travel	Tour features
Semi FIT	30-39 years old Mid-class	Financially independent, confident, well educated, some English level, well travelled, shoppers, female dominated market.	Desire for authenticity and peaceful stress-free experiences; balance between budget and quality; unique and general.	Seasonal, festival type, honeymoon, school trip, theme (photography, local festivals, golf, wine)	Everyone same itinerary (exclude meals) + 0.5-1 say optional activities
Tailor Made	40-60 years old VIPs	Wealthy, sophisticated, no English, highly networked with friends and family in NZ, business or family dominated travel	Rewarding activity, in-dept learning, highly responsive and sophisticated service, minimal waiting	Family, Business, Govt delegation	Personality and business purpose dependent
FIT	18-29 years old	youthful, speak at least conversational English, extensive social media's users, high-tech, male dominated travel	online information, online booking engine, plan and explore utilising technology	self-drive, coach	mix of high-end, mid-range and budget activity

### TRAVEL TRADE TRAINING & CONSUMER SHOWS

Part of DRM's commitment to developing the China market has been the appointment of a dedicated China/Chinese Speaking markets BDM (Business Development) position. A key component of this role is to engage with and inform trade and travel decision-makers about Rotorua and all that we have to offer. This will involve regular NZ IBO visits as well as China/SEA trade training, sales calls and consumer show attendances.

#### Activity here will include:

- o DRM to better communicate the activity plan of the China BDM, building a greater understanding of this role and its intentions with industry.
- o Strong emphasis on trade training, sales calls and participation at key trade/consumer shows with China/SEA travel partners that support Rotorua.
- o Improved engagement with Tourism New Zealand's China/SEA based team particularly in opportunities across trade, media and PR.
- o Regular NZ based Inbound Tour Operator sales calls, as well as update presentations to Rotorua industry on issues relevant to Rotorua in market.

### MEDIA & TRADE FAMIL PROGRAMME

China and S.E.A are significant markets in terms of size and scale. The hosting of targeted media, trade and opinion leaders on famil visits in Rotorua is a cost effective way of raising profile and awareness and is particularly useful in communicating new product and service offerings. Whether through Tourism NZ, travel trade or other interests, famils are an essential activity that would not be sustainable without the direct ongoing support of industry.

#### Activity here will include:

- o DRM to identify, target and host (as per) qualified famil interests that can provide credible endorsement and profile coverage of the destination.
- o DRM to provide content support, imagery and information (as required) as well as track and report on results and outcomes from these visits.

### OTHER CHINA SPECIFIC ACTIVITY

With a sharper focus on China, comes the need to pursue new and innovative ways of developing the market. In association with RDC, DRM has been working to develop key government to government relationships and MOU's that will assist the promotional aspirations of the destination and local industry in coming months. In addition, with the support of members the RCB may potentially attend TNZ sponsored Business Event activity in market.

## TRADITIONAL / REST OF WORLD MARKET PRIORITIES

1. (GNZTR) EXPLORE CENTRAL NORTH ISLAND - INTERNATIONAL MARKETING ALLIANCE (IMA) (SP 4)
2. INTERNATIONAL MEDIA & TRADE FAMIL PROGRAM (SP 4)
3. EMERGENT MARKET OPPORTUNITIES (SP 4)

**TRADITIONAL  
DRM Priority  
Focus**

**10%**

## KEY FOCUS AREAS

### (GNZTR) EXPLORE CENTRAL NORTH ISLAND - INTERNATIONAL MARKETING ALLIANCE (IMA)

Despite a decline in most of New Zealand's long haul traditional markets, these remain crucially important to Rotorua's overall visitor mix and DRM understands the value these represent to local operators that have worked hard to develop segments over time. To stimulate growth Tourism New Zealand is placing significant investment behind initiatives such as The Hobbit, which through its global reach they see as a strong mechanism to stimulate a turn around in the likes North America and parts of Europe in-particular. For its part, DRM will maintain a generic participation through involvement with EXPLORE Central North Island International Marketing Alliance (IMA) RTO partnership, formerly known as GNZTR. This is a cost effective way to leverage resources and also ensure representation of Rotorua product is retained across all international IMA and Kiwilink sanctioned trade missions.

Activity here will include;

- o DRM to support and as required share costs as outlined in the Explore Central North Island IMA working agreement with partner RTO's.
- o DRM to follow-up on trade contacts, itineraries and other Rotorua market opportunities as identified in post-IMA market reports.
- o DRM to maintain direct relationships with trade, wholesalers and NZ Regional Offices and work with local industry to strengthen performance.

### INTERNATIONAL MEDIA & TRADE FAMIL PROGRAMME

The hosting of targeted media, trade and opinion leaders on famil visits in Rotorua is a cost effective way of raising profile and awareness and is particularly useful in communicating new product and service offerings. Whether through Tourism NZ, travel trade or independently identified interests, famils are an essential partnered activity that would not be sustainable without the direct ongoing support of local industry.

Activity here will include;

- o DRM to identify, target and host (as per) qualified famil interests that can provide credible endorsement and profile inclusion of the destination.
- o DRM to provide content support, imagery and information (as required) as well as track and report on results and outcomes from these visits.

### EMERGENT MARKET OPPORTUNITIES

All markets (despite overall performance) can at times present opportunities that could directly benefit Rotorua for various reasons. These might include particular trends in a market that resonate strongly with key Rotorua attributes and/or the collective interests of operators. In such instances, DRM will work pragmatically to partner where it can with local industry clusters to jointly pursue opportunities considered of mutual destination interest.

Activity here will include;

- o Work in with existing clusters such as Backpacker/Youth, Maori in Tourism Rotorua and Luxury to strengthen positions in key market segments.
- o DRM continuing to work with BTM in Japan to maximise phenomenon such as PowerSpots that strongly position Rotorua in the Japanese market.

## ROTORUA SPECIAL INTEREST SEGMENTS

Rotorua is New Zealand’s most diversified visitor destination, offering a myriad of experiences, accommodation offerings and services.

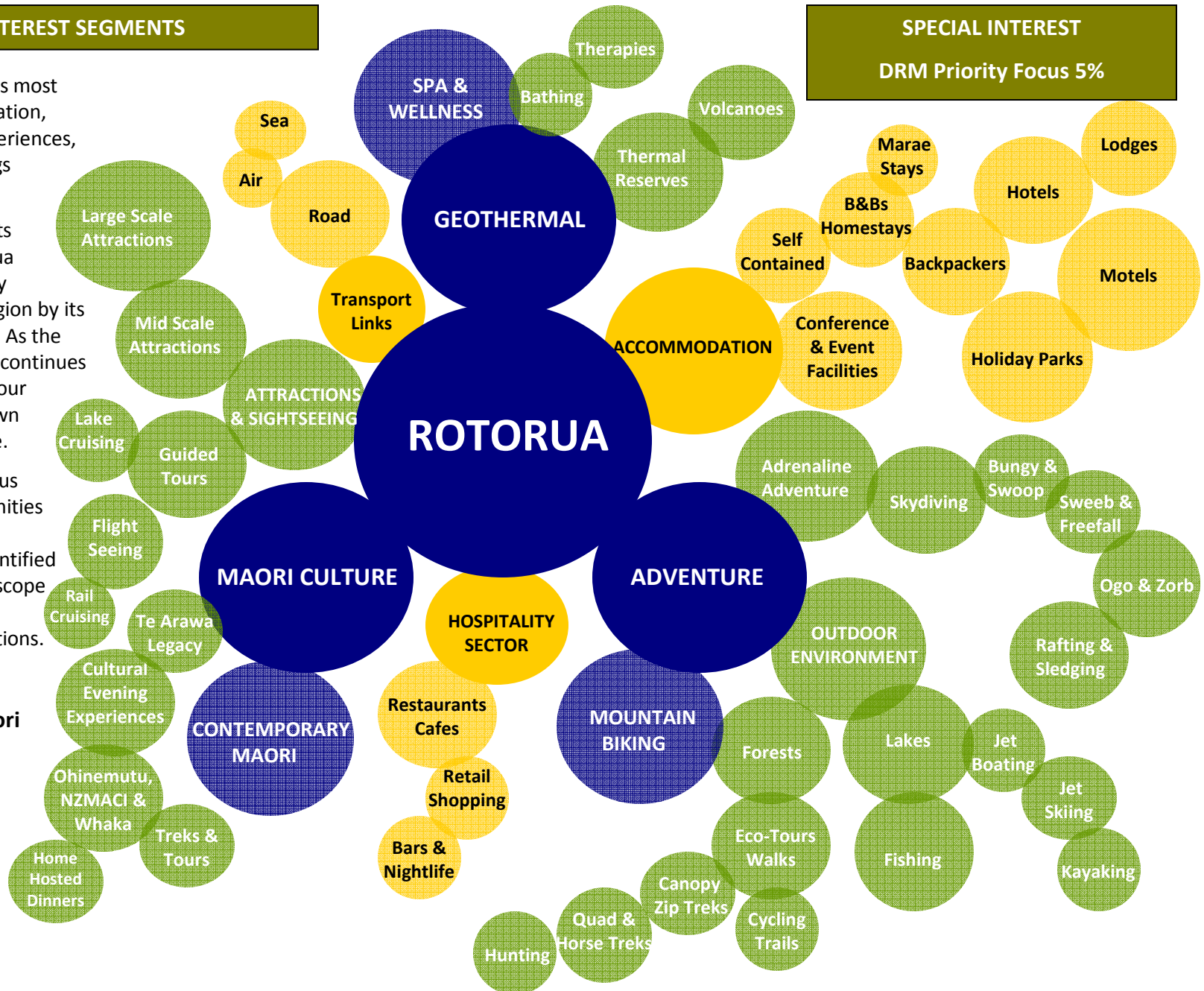
Special Interest Segments that are suited to Rotorua are growing in popularity and are drawn to the region by its many distinct attributes. As the quality of infrastructure continues to develop, so too does our ability to position and own new segments over time.

While there are numerous special interest opportunities emerging, three priority segments have been identified that represent the best scope to compliment and build on existing core propositions.

These are:

- Contemporary Maori
- Mountain Biking
- Spa & Wellness

## SPECIAL INTEREST DRM Priority Focus 5%



## DRM BUDGET SUMMARY

The tables below outlines the approved DRM Marketing Budget for the 2012/2013 year (July to June).

- o The **Current Budget** indicates existing marketing lines and previous thinking around project priorities at the time.
- o The **Reprioritized Budget** reflects new priorities and activity lines as outlined in this business plan.

Total DRM spend of \$1,358,650 remains unchanged, however the revised activity lines take into account the new Strategic Priorities set out by the RTC.

Current Budget		RTC Weighted Strategic Priorities		Reprioritized Budget					
DRM Marketing Budget	2012/13	Proportion of Focus	Proportion of Budget	DRM Marketing Budget	2012/13				
Australia CPNZ	\$ 50,000	DOMESTIC 50%	\$ 650,000	Consumer Marketing (Dom)	\$ 350,000				
Australia	\$ 270,000			AUSTRALIA 20%	\$ 265,000	Convention Bureau	\$ 185,000		
Communications	\$ 29,650					CHINA SEA 15%	\$ 205,000	Trade Marketing	
Convention Bureau	\$ 183,000			TRADITIONAL 10%	\$ 150,000			- Australia	\$ 190,000
Domestic	\$ 220,000							SPECIAL INTEREST 5%	\$ 80,000
Event Marketing	\$ 30,000			- Traditional Long Haul	\$ 100,000				
General Liaison	\$ 25,000			- Special Interest / New	\$ 50,000				
International	\$ 337,500			Channel Support					
Marketing Collateral	\$ 40,000			- Industry Communications	\$ 30,000				
Media	\$ 121,500			- Media & PR	\$ 80,000				
Research	\$ 52,000			- Online Marketing	\$ 85,000				
				- Collateral & Brand	\$ 45,000				
				- Research & Insights	\$ 60,000				
				GM Operations					
				- Project Liaison	\$ 48,650				
Total	\$ 1,358,650		\$ 1,358,650	Total	\$ 1,358,650				

## DRM ACTIVITY CALENDAR - OVERVIEW

MONTH	DATE	AREA	ACTIVITY	LOCATION / MARKET	DRM CONTACT	Status
JULY 2012						
	7-12	Trade	Hosted Australian Retail Famil	Rotorua	Joey	Completed
	15	Research	Visitor Statistics	Rotorua	Gina	Completed
	17-27	RCB	Australia Sales Calls/Assoc Forum	Sydney /Brisbane	Denise	Completed
	31	RCB	Bureau Newsletter	Rotorua	Denise	Completed
	31	DRM	Rotorua Tourism Industry Forum (Q2)	Rotorua	Nadine	Completed
AUG 2012						
	1-31	PR	PR Messaging Luxury	Auckland / National	Kelly	Confirmed
	13-17	Trade	TNZ Kiwilink India (Explore Central North Island) IMA	New Delhi, Mumbai	Rhys (TBOP) IMA	Confirmed
	14	Trade	i-Site New Zealand Board Meeting	Rotorua	Oscar	Confirmed
	15	RSC	Sustainable Newsletter	Rotorua	Gina	Confirmed
	15	Research	Visitor Statistics	Rotorua	Gina	Confirmed
	15	Trade	Tourism New Zealand Board Meeting	Rotorua	RTC/Oscar	Confirmed
	21-24	Trade	Tourism Export Council NZ (ITOC) Annual Conference	West Coast NZ	Oscar	Confirmed
	21-24	Media/PR	Media Visits (TNZ)	Auckland	Kelly / Jenha	TBC
	27-28	RCB	Domestic Sales Calls	Wellington	Denise	Confirmed
	31	RCB	Newsletter	Rotorua	Denise	Confirmed
	TBC	Trade	TNZ RTO Training Sessions	Australia (New Regions)	Joey	TBC
SEPT 2012						
	1-31	PR	PR Messaging Taste Rotorua	Auckland / National	Kelly	Pending
	17	Consumer	Locals Newsletter	Rotorua	Craig	Confirmed
	TBC	Consumer	Domestic Newsletter	Auckland / National	Craig	Confirmed
	TBC	Trade	Trade Newsletter	Aust/China/Asia/Traditional	Trade Manager	Confirmed

## DRM ACTIVITY CALENDAR - OVERVIEW

MONTH	DATE	AREA	ACTIVITY	LOCATION / MARKET	DRM CONTACT	Status
SEPT 2012						
	TBC	Trade	Trade Newsletter	Aust/China/Asia/Traditional	*Trade Manager	Confirmed
	TBC	Consumer	Rotorua Visitor Guide (APN)	Rotorua	Kelly	Confirmed
	TBC	Consumer	Jasons Whats On	Rotorua	Craig	Confirmed
	8-15	Trade/RCB	Discover NINZ / Rotorua On Show* Pending TNZ Conf	Sydney	Kelly / Oscar	Pending
	10-12	Trade/RCB	TNZ Luxperience Tradeshow	Sydney, Australia	Kelly / Oscar	Pending
	15	Research	Visitor Statistics	Rotorua	Gina	Confirmed
	TBC	Trade	JAPAN Youth Targeted (FIT) Agents Famil	Auckland, Rotorua, Queenstown	Oscar*	TBC
	TBC	Trade	Look JTB Retailers Famil	Sth Island, Rotorua, Auckland	Oscar*	TBC
	18-21	Trade	WYSTC (World Youth & Student Travel) Conference	San Diego, USA	tbc	TBC
OCT 2012						
	1-31	PR	PR Messaging Heritage & Gardens	Auckland / National	Kelly	Confirmed
	TBC	Trade	DRM IBO Showcase	Auckland	*Trade Manager	Pending
	TBC	Trade	TNZ Travel Trade Roadshow	Australia	Joey	Pending
	4-5	RCB	Meetings on the Green	Sydney	Denise/Joey	Confirmed
	9-11	RCB	IMEX – USA	Las Vegas	Denise	Confirmed
	10-14	Consumer	Frankfurt Book Fair (Maori Culture)	Frankfurt, Germany	TBC	Pending
	15	Research	Visitor Statistics	Rotorua	Gina	Confirmed
	15	In Essence	In Essence Publication	Rotorua	Jenha	Confirmed
	24-25	RCB	*Rotorua on Show	Sydney	Denise	TBC
	28	C&I	Newsletter	Rotorua	Denise	Confirmed

## DRM ACTIVITY CALENDAR - OVERVIEW

MONTH	DATE	AREA	ACTIVITY	LOCATION	DRM CONTACT	Status
NOV 2012						
	1-30	PR	PR Messaging Walking, Outdoors, Mountain Biking	Auckland / National	Kelly	Confirmed
	6-9	RCB	CINZ Conference	Queenstown	Denise	Confirmed
	9-11	Consumer	Big Boys Toys Lifestyle & Entertainment Show	Auckland	Craig	TBC
	15	Research	Visitor Statistics	Rotorua	Gina	Confirmed
	15-17	RCB	Domestic Famil	Rotorua	Denise	TBC
	5-18	Trade	China Semi FIT Training 2012 and China Int. Travel Mart	China Mainland and Hong Kong	Shelley	Confirmed
	17-20	RCB	Australia Famil	Rotorua	Denise	TBC
	27	RCB	Client Newsletter	Rotorua	Denise	Confirmed
	TBC	Trade	Inbound Sales Calls	Auck, Wgtn, Chch	Joey/*Trade Mgr	Pending
DEC	2012					
	1-31	PR	PR Messaging Lakes, Boating	Auckland / National	Kelly	Confirmed
	TBC	Trade	Trade Newsletter	Aust/China/Asia/Traditional	Trade Manager	Confirmed
	TBC	Consumer	Rotorua Visitor Guide (APN)	Rotorua	Kelly	Confirmed
	3	Consumer	Domestic Newsletter	Auckland / National	Craig	Pending
	3	Consumer	Locals Newsletter	Rotorua	Craig	Pending
	TBC	Consumer	Jasons What's On	National	Craig/Kelly	Confirmed
	2-4	RCB	PCO Conference	Gold Coast	Denise	Confirmed
	15	Research	Visitor Statistics	Rotorua	Gina	Confirmed



## DRM ACTIVITY CALENDAR - OVERVIEW

MONTH	DATE	AREA	ACTIVITY	LOCATION	DRM CONTACT	Status
<b>JAN 2013</b>						
	1-31	PR	PR Messaging Family	Auckland / National	Kelly	Confirmed
	TBC	Media	Media Visits (TNZ/Agency)	Auckland	Kelly / Jenha	Pending
	TBC	Trade	NZ Trade Expo (Agent Training)	Bne, Syd, Mel, Ade, Perth	Joey	Pending
	TBC	Trade	Australia Retail Travel Shows	Australia	Joey	Pending
	15	Research	Visitor Statistics	Rotorua	Gina	Confirmed
<b>FEB 2013</b>						
	1-28	PR	PR Messaging Adventure	Auckland / National	Kelly	Confirmed
	TBC	RCB	Domestic sales calls/event	Wellington/Auckland	Denise	TBC
	7	RCB	Client newsletter	Rotorua	Denise	Confirmed
	15	Research	Visitor Statistics	Rotorua	Gina	Confirmed
	26-27	RCB	AIME 2013	Melbourne	Denise	Confirmed
	TBC	Trade	TNZ Kiwi Link	UK, UE, USA	*Trade Manager	Pending
	TBC	Trade	Australia Retail Consumer Shows	Australia	Joey	Pending
<b>MAR 2013</b>						
	1-31	PR	PR Messaging Geothermal	Auckland / National	Kelly	Confirmed
	TBC	Trade	Trade Newsletter	Aust/China/Asia/Traditional	Trade Manager	Pending
	TBC	Consumer	Rotorua Visitor Guide (APN)	Rotorua / Auckland	Kelly	Pending
	TBC	Consumer	Domestic Newsletter	Auckland / National	Craig	Pending
	TBC	Trade	In Essence Publication	Rotorua	Jenha	Confirmed
	TBC	Consumer	Locals Newsletter	Rotorua	Craig	Pending
	TBC	Consumer	Jasons What's On	National	Craig	Confirmed



## DRM ACTIVITY CALENDAR - OVERVIEW

MONTH	DATE	AREA	ACTIVITY	LOCATION	DRM CONTACT	Status
MAR 2013						
	TBC	RBC	Australia Famil	Rotorua	Denise	TBC
	TBC	RCB	Domestic Famil	Rotorua	Denise	TBC
	4-8	Trade	TNZ Kiwi Link South East Asia	South East Asia	Shelley	Pending
		Trade	Australia Wholesaler Consumer Shows	Australia	Joey	Pending
	15	Research	Visitor Statistics	Rotorua	Gina	Confirmed
	11-15	Trade	TNZ Kiwi Link Japan & Korea	Japan & Korea	*Trade Manager	Pending
APR 2013						
	1-30	PR	PR Messaging Eco, Sustainable	Auckland / National	Kelly	Confirmed
	15	Research	Visitor Statistics	Rotorua	Gina	Confirmed
	16	RCB	Convene	Auckland	Denise	TBC
	17-18	RCB	Domestic Sales Calls	Auckland	Denise	TBC
	TBC	RCB	Australia Sales Calls	Sydney/Melbourne/Brisbane	Denise	TBC
	21-24	Trade	TRENTZ 2013	Auckland	Trade Manager*	Confirmed
MAY 2013						
	1-31	PR	PR Messaging Spa	Auckland / National	Kelly	Confirmed
	TBC	RCB	Australia Sales Calls	Sydney	Denise	TBC
	7	RCB	Client Newsletter	Domestic/International	Denise	Confirmed
	15	Research	Visitor Statistics	Rotorua	Gina	Confirmed
	21-23	RCB	IMEX Frankfurt	Europe	Denise	TBC

**DRM ACTIVITY CALENDAR - OVERVIEW**

MONTH	DATE	CHANNEL	ACTIVITY	LOCATION	DRM CONTACT	Status
JUNE 2013						
	1-30	PR	PR Messaging Culture	Auckland / National	Kelly	Confirmed
	TBC	RCB	Meetings 2013	Auckland	Denise	Confirmed
	<b>TBC</b>	Consumer	Jasons What's On	National	Craig	Confirmed
	TBC	Consumer	Rotorua Visitor Guide (APN)	Rotorua / Auckland	Kelly	Pending
	15	Research	Visitor Statistics	Rotorua	Gina	Confirmed
	15	RCB	Meetings 2013	Auckland	Denise	Confirmed
	TBC	Consumer	Locals Newsletter	Rotorua	Craig	TBC
	TBC	Consumer	Domestic Newsletter	Auckland / National	Craig	TBC