

2009  
Annual Report

To The Trustees Of

Destination Christchurch,  
Canterbury, New Zealand



# Enclosures

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# CHAIRMAN'S REVIEW

## 2008 – 09

### Overview

The past year has certainly seen its fair share of bad news as the world's economies reacted to the tumultuous impacts of late 2008 and the credit crisis. Already slowing economies were shocked by major financial failures and this had an impact on tourism activities worldwide. New Zealand was not immune with international arrivals falling 2.9% in the year ended June 2009. Swine flu had a major impact on the last quarter.

It's important to note the New Zealand was not the only country to suffer with many of our major destination competitors also attracting less international visitors. In fact our arrivals decline of -2.9% for the YE August 2009 compares favourably with Australia (-3.5%) Hawaii (-12.5%) and Canada (-6%). All year to May 2008.

The main reasons why we had a reasonable performance included firstly timing: the impact of people having already planned and booked in advance; they were committed to come on holiday prior to major upheaval at home. Secondly the airlines and operators put some outstanding deals out into the markets which stimulated travel and that along with the favourable exchange rates (and plummeting oil prices) created good value offers which in turn boosted demand. Thirdly domestic tourism has also been relatively strong as the exchange rate and general talk of recession forced people to play it safe and holiday at home.

One of the key measurements the board views is the commercial accommodation monitor which showed Canterbury had a 3% drop in total nights (YE July 09) taking us from a high of 5.2M nights back to 5.0M similar to YE July 2007. Other notables included Wellington down 1%, Auckland down 3.5%, Rotorua down 9% and Queenstown down 4%. Our share of the total pie however remained quite steady at 15.6%.

It is too early to declare this crisis over and indeed the upcoming high season is most important. We expect there to be a few bumps along the way and sincerely hope the worst is behind us. Some of our key markets such as Australia are looking very positive whilst others like Japan and the UK seem destined for more declines. Overall growth for 2010 calendar year in international arrivals is expected to be 2.5%. This compares to a projected decline over the 2009 year of -3.9%. Domestic tourism is set to remain stable.

Amongst a very volatile backdrop CCT has been quick to move and adapt itself constantly looking for opportunities to drive business to our region. We have been focused on core activity of promotion of the region with special emphasis on the New Zealand and Australian markets. In addition we have taken some major steps to become a leading online player. The board believe that increasingly the battle of visitors will be carried out on computer screens around the world and we have moved to address that by not only building a new web site but also driving traffic to it and a whole range of other innovative online methods to promote the region.

In addition we have been actively seeking, engaging and encouraging partnerships with key stakeholders including the CCC events team, the airport, Vbase, airlines and others from the travel industry.

During the year the board was privileged to host the Prime Minister and Tourism Minister John Key. We were able to communicate key issues from Canterbury as well as get his thoughts directly on what he felt were the ways forward.

As you will see there are a number of measures that we use to evaluate our performance. A balanced scorecard approach needs to be taken when evaluating the performance of CCT.

### **Financials**

This year we recorded a net deficit of \$260,013 compared to budget deficit of \$275,521.

Revenue from core funding sources was in line with budget and marginally ahead of last year. Campaign funding of \$850,000 along with \$350,000 Capital Endowment Fund was directed to Australia and New Zealand promotional efforts. Note campaign funding of \$850,000 will finish in YE June 2010 with the CEF to increase to \$500,000 per year. This effectively will be a reduction in funding from this year of \$700,000 unless we can secure alternative funding in the interim.

The Company's Statement of Financial Position at year end is strong. Equity now stands at \$142,452. Whilst that is well down on last year's \$400,000 that is still ahead of the boards baseline target of \$100,000.

### **Acknowledgements**

On behalf of the board I would like to acknowledge Christine and her team for their valuable work this year. I'd also like to acknowledge our main funder - the CCC continues to provide major financial support to our organisation. On behalf of the many thousands in the industry I'd like to thank them for their support and commitment.

My thanks also go to the directors. I believe we have constantly endeavoured to challenge and support the management team.

Finally on behalf of CCT I'd like to acknowledge and thank all the tourism operators who have remained positive and committed despite the constant challenges and issues thrown at them this year.

### **Looking forward**

As mentioned previously we hope the worst is behind us however it's too early to say with any real certainty that we have seen all of the negative impacts of the recession. We will continue to monitor the situation especially the impacts over the high season months of December to January.

We will continue to engage with central and local government along with our key business partners to address the common challenges we all face to ensure the best outcomes possible for Christchurch and the wider region.



Paul Bingham  
Chairman (On behalf of the Board)

20<sup>th</sup> October 2009

# CHIEF EXECUTIVE'S REPORT

## 2008 – 09

It has been a year of significant challenge with international arrivals down 2.9% and domestic tourism relatively static. However driven by this challenge, CCT has sought opportunities and focused resources.

Investing over \$1 Million in the Australian market (with business partners) has driven performance and enabled the region to capitalize on Tourism New Zealand (TNZ), airline and trade expenditure. This has resulted in proportionately more Australians coming to visit this region, especially in the Winter period. Whilst striving to establish Christchurch as a destination of 'four seasons', underpinned by iconic CCC events to optimize visitation throughout the year, we cannot take it for granted that our visitors will fill the region the Summer. A large number of our operators generate 60-70% of their revenue for the year during this peak season – this year CCT will continue to support this period with increased advertising, promotion and trade activity.

In these more difficult times, it has been particularly pleasing to see the level of collaboration in the industry. CCT more than matched campaign funds, raising over \$1 million from business partners to spend in the domestic & Australian markets. The business development team have restructured memberships and we are now confident we offer a better service and more tangible results to partners - the feedback has been excellent. It has also been a year of greater collaboration with: Christchurch International Airport Limited (CIAL), Canterbury Development Corporation (CDC) & Vbase and we look forward to even closer working relationships in the year ahead.

### Core Results:

- The team have successfully focused on driving results out of Australia over the past 12 months, with arrivals through CIAL increasing by 4.1%. Christchurch is recognised as a key leisure hub for Australian visitors. The results achieved for Winter 09 are excellent and demonstrate a real return on investment, with Australian visitors up over 20% versus F07/08.
- Despite the fall in visitor numbers and the challenging environment, the net revenue from the Christchurch i-SITE has increased up from \$1.287M to \$1.340M (this includes commissions, retail, wall & floor etc) partly driven by the increase in average spend. The financial contribution has increased from \$380,000 to \$443,000. The whole team have undergone rigorous sales training and a new more proactive approach and business partner membership structure has contributed favourably to this result.
- The Christchurch & Canterbury Convention Bureau (CCCB) have enjoyed another good year with conferences only dropping slightly versus the previous year and the conference bids out of the Bureau increasing significantly to 50.
- From a media and public relations perspective, the team with increased focus have achieved excellent results – CCT have hosted notable media and has over-performed versus targets regarding coverage – all this has helped to assist in attracting more Australians.
- Investment in the new website [www.christchurchnz.com](http://www.christchurchnz.com), with increased functionality and scope for social media, will place the region in a better position to drive business in key markets, in-line with significant changes in distribution channels.
- The CCT team worked hard, with support from Akaroa, to ensure the successful arrival of several large ships in port this season. This success gives the region another option for vessels when Lyttelton has conflict with commercial ships and cannot accommodate cruise

ships. This is important as without this alternative, vessels will sail past the region as the number of conflicts increase.

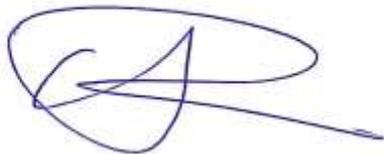
- The overall satisfaction rating for Christchurch & Canterbury through the Regional Visitor Monitor (RVM) has increased to 8.4 (against a national benchmark of 8.1) – this is the highest score recorded for the region. A whole series of measurements have been highlighted and worked on through the Visitors Strategy implementation. It is very pleasing to see these results.
- The team have worked very closely with CCC in some key areas, the further development and leveraging of the existing events programme and the contribution towards the inaugural International Ellerslie Flower Show which surpassed expectations.
- A significant project over the last 12 months has been the participation in the bidding process with CCC & other stakeholders for the Rugby World Cup 2011 (RWC2011). It is fantastic that the region has been awarded excellent pool games and two quarter finals.
- A first step has been taken in presenting the City in a more attractive and compelling way – there has been a significant investment in new photography which can be accessed by all City Stakeholders to provide a consistent and more appealing image across the City, to residents and visitors alike.
- Discussions around the broader ‘South’ concept have led to a number of initiatives across the South island to promote touring routes more effectively – again, another great first step.

The Year Ahead:

Funding for CCT is always a challenge especially in a more difficult economic environment. We very much appreciate the ongoing support of the CCC and business partners and recognize the ongoing investment in city revitalization and infra-structure development that all help to enhance the visitor experience. It is hoped in the next financial year Central Government will step into support key regions in the Australian market – we hope we can rely on further CCC support (as well as industry support) to fully capitalize on these initiatives.

The industry faces another challenging year with little recovery in long haul markets and a continued reliance on Australia.

Overall it is imperative the industry works together to face these challenges so the industry is best placed to fully exploit the opportunities offered by the RWC2011.



Christine Prince  
CHIEF EXECUTIVE

20<sup>th</sup> October 2009

# Christchurch

## & Canterbury Tourism

**Vision:** Christchurch & Canterbury is the preferred destination of choice for visitors

**Strategic Outcomes:** As a result of our Strategy we will have achieved prosperity for Christchurch & Canterbury by:

- Increasing economic return from visitors
- Supporting business partners & suppliers
- Supporting the principles of natural and cultural environmental consciousness & sustainability
- Our communities valuing the benefit of tourism

**Strategies:** We will achieve our Vision and our Strategic Outcomes through the following Strategies:

- Implementing visionary marketing for our preferred markets
- Adopting a leadership role in destination management
- Engaging key global relationships
- Intelligent & innovative use of technology
- Building/fostering a dynamic & competent team
- Prudent management of financial resources

**Guiding values:** CCT aims to achieve these outcomes by being visitor focused and offering a high level quality experience, through strong leadership

## Strategic Outcomes

As a result of our Strategy we have achieved prosperity for Christchurch & Canterbury through the following strategic outcomes:

<b>Strategic Outcomes</b>	<b>Horizon One – 07/08 – 08/09</b>	<b>Results</b>
Increasing economic return from visitors	15.5% market share of all visitor nights (Commercial Accommodation Monitor - CAM)	CCT achieved 15.6% share of all commercial nights.
	5% overall increase in international visitors nights to Canterbury by June 2009 (CAM)  <i>Please Note:</i> <i>(i) There has been a change to total guest nights as the CAM was modified during the year and not all of the data is available to report on this period - currently we can only report on the total figure</i>  <i>(ii) It is more appropriate to use CAM vs International Visitor Survey (IVS) as this includes <u>all</u> accommodation as well as those visitors staying with friends &amp; family (private residences)</i>	2.8% decrease in total guest nights when compared with YE June 2008. Nationally there was a 3.5% decrease in guest nights (CAM).
	4% increase in visitor expenditure by June 2009 (IVS)	For NZ as a whole, international expenditure is down by 2.6% against YE June 2008. Daily expenditure is down by 3.7% against the same period however there is a marginal increase in the average spend while in NZ from \$2,742 to \$2,750 YE June 2009 (IVS).
	3% overall increase in domestic visitor nights to Canterbury by June 2009 (CAM)	Total domestic guest nights for the YE August 2009 were 2,375,430 however due to incomplete data in the year prior we are unable to compare this to the previous year. However according to the CIAL domestic passenger arrivals, domestic travel into Christchurch is up 1.4% for the YE June 2009 (from 2,108,961 to 2,138,497).
	10% increase in number of visitors to icon events by 2009 (market research, CCC)	Achieved – due to the excellent Ellerslie results and successful NZ Cup & Show Week.
	Average visitor length of stay in Christchurch commercial accommodation achieves 1.9 nights (CAM)	Average length of stay in Christchurch commercial accommodation was 1.9 nights, the overall average for the CCT region was 1.86 nights.

<b>Strategic Outcomes</b>	<b>Horizon One – 07/08 – 08/09</b>	<b>Results</b>
Increasing economic return from visitors	17% market share of conference delegate days	Achieved. 19% of conference delegate days for F08/09.
	3% increase in conference delegate days	Conference delegate days have decreased by 13% due to shorter conferences. There has however been a 4% increase in delegate numbers.
	Reduction in difference of visitor numbers between low and peak seasons of 1% per year (CAM)	The distribution of number of nights between the seasons has decreased 2% in Summer, increased 1% in both Winter and Spring when compared to the seasonal distribution of nights for the YE June 09 (Note: this is difficult to measure).
	Achieve above or a national benchmark on all visitor satisfaction measures (Regional Visitor Monitor - RVM)	Canterbury achieved 8.4% vs the national benchmark of 8.1% (8.4% is the highest score achieved to date).
Supporting principles of natural and cultural environmental consciousness & sustainability	5% increase in Qualmark licensed operators over horizon period from starting base of 276 for June 07	Achieved a 15% increase. As at June 09 there were 318 Qualmark licensed operators in the region.
	5% increase in businesses adopting environmental programmes (Green Globe, carboNZero & Qualmark), 10 tourism operators use Target Sustainability services to improve performance, annual seminar on sustainability presented to Business Partners	Achieved. As at June 09 there were 49 companies in the region who have achieved Qualmark Enviro Green Certification: <ul style="list-style-type: none"> <li>- 15 bronze</li> <li>- 23 silver</li> <li>- 11 gold</li> </ul> Qualmark Green commenced in August 08.
Our communities value the benefit of tourism	Majority of residents are positive about tourism (CCC Monitoring Programme)	Excellent profile achieved in local press – very positive coverage.

# Strategies

## 1. Implementing visionary marketing for our preferred markets

As with the 07/08 year, CCT has focussed resource on Australia and domestic marketing with approximately 70% of the budget being allocated to this area. Whilst there has still been consistent and collaborative trade activity with CCT in the long-haul markets, market conditions and statistical reporting continue to reinforce the importance of encouraging 'holidaying closer to home'.

The recession was officially announced in November 2007 and contributed to a decrease in international visitors of 2.9%. Christchurch & Canterbury experienced a 3.4% decrease however Australia visitor numbers grew by 4%.

At the end of the 08/09 year we welcomed the one-millionth visitor to New Zealand from Australia, who arrived into Christchurch. Welcomed by George Hickton, a team of Tourism New Zealand staff as well as Christine Prince and many of the CCT team, this represented a milestone and acknowledged the significance Australia has not just to Christchurch & Canterbury, but to the country. Of the 516,331 international visitors arriving directly into Christchurch Airport 285,104 were Australians.

Tourism New Zealand has, as a result of the significant market changes, redirected moneys previously budgeted for marketing use in Japan to supporting and growing Australia visitation for New Zealand. CCT leveraged the "What's On" campaign (featuring TV and ambient office screen activity) with an extensive e-marketing initiative linking directly to the [www.christchurchnz.com](http://www.christchurchnz.com) site.

Tourism New Zealand undertook distribution channel research during 2008 which reaffirmed the need to improve web capabilities for Christchurch & Canterbury Tourism. A few excerpts from this research illustrate this: "The way people research and book travel has changed in the last five years. Better access to broadband Internet and the growth of e-commerce have been major factors behind this shift in behaviour. Across all countries, research into New Zealand prior to arrival is done primarily through online channels, with half to one-third of all research conducted online". This is also illustrated below (from the Regional Visitor Monitor). The website did not deliver online booking options for visitors to the site and had not been updated for 10 years. Consumers require this and this channel provides another revenue stream for the organisation. Consequently an agency was contracted to undertake the job of redesigning the website for CCT, and delivering booking functionality to visitors to the site. Since the site launched on 1 June 2009 Australian site visitation has nearly doubled and optimisation is a core focus for CCT and the agencies contracted to support the marketing and booking functionality. The site also functions as the portal for RWC2011 for this region.

The funding of CCT's marketing activity during the 08/09 year was through a combination of CCC funds and business partner contributions (to match the CCC funds dollar for dollar). The launch of new brand guidelines, new photography and strong branding architecture (which highlights our seasonal contrasts through strong and emotive use of imagery) has given business and district partners more tools and a clearer structure from which to collaborate and plan their own activities.

## International Markets

### Market Dynamics

#### Visitor Numbers

- In the year to 30 June 2009 International Visitor Arrivals to New Zealand numbered 2,398 million, a decrease of 2.9% from June 2008.
- International Visitor Arrivals through Christchurch International Airport decreased 3.4% however there was an increase of 4.0% out of Australia.
- Trans-Tasman traffic, discounted fares and increased capacity out of Pacific Blue and Jetstar has assisted this growth out of Australia.

*(Note: This is reflective only of the number of direct international flights into Christchurch and does not include arrivals into Auckland transferring domestically to Christchurch).*

- Aggressive and more centralised marketing joint venture campaigns promoting Christchurch and the South Island, with CIAL, NZ Ski Tourism Marketing Network (SKI TMN) and other Regional Tourism Organisations (RTO's) has also contributed to this growth.

International Visitor Survey total expenditure \$6,016,431.50 with an average of 21.97 nights stay in NZ. Overall spend down 2%.

#### Guest Nights

- The most accurate measure of visitation to the region (both international and domestic) is the Commercial Accommodation Monitor (CAM).

YE June 2009

RTO	2008	2009
Auckland	17.3%	17.2%
Rotorua	5.7%	5.4%
Wellington	8%	8.2%
Christchurch & Canty	15.5%	15.6%
Queenstown	10.0%	9.8%
Other	43.5%	43.8%
Total	100.0%	100.0%

Wellington and Christchurch are the two regions to have experienced growth during the past year.

## International Arrivals - CIAL

- YE June 2008 inbound visitors by key Market % change

Permanent Residence	2009	2008	% Change
Australia	285,897	274,712	4.1%
UK	52,137	57,702	-9.6%
North America	34,549	34,416	0.4%
Japan	26,893	40,014	
Germany	12,168	14,192	-14.3%
Korea	13,174	21,626	
Other	92,545	92,501	0.0%
<b>Total</b>	<b>517,363</b>	<b>535,162</b>	<b>-3.3%</b>

- As with last year, Australia showed the most significant increase and is anticipated to continue with strong growth over the coming year.
- The UK, USA and Japan are the next strongest markets however have shown significant decreases. This can be attributed to the recession (for the UK and USA) and Swine Flu (which has significantly affected visitor numbers out of all Asian markets).

## Marketing Activity

- Visits to international markets included sales calls, frontline training workshops and quality time with product managers. There was a clear focus on regional highlights, itineraries, touring routes, USP's and new product updates. Presentations were of a highly professional standard with a personal touch to keep the receiver focused.
- The new Christchurch & Canterbury Tourism website launched in June included a Trade section which has been promoted to the trade as a necessary tool. 94 trade partners have viewed this to date. Trade's new approach to embedding newsletter content into their product directory section is going to see this increase substantially.
- The Ellerslie International Flower show 2009 was promoted to the trade to gain awareness prior to the event. Four Australian & four Japanese key wholesale partners were targeted to include brochure inclusion of the event in future brochures (details regarding these attendees documented in the appendix). Famil opportunities were also created over the event.
- A Christchurch and Canterbury Tourism trade collateral review along with a trade communications material survey was conducted to get feedback to ensure CCT is meeting the needs of the trade.

## Australian Market

- With long-haul, high-yielding markets from UK and Northern US softening in response to the economic climate CCT continued to campaign aggressively in to Australia through joint venture partnerships with Tourism New Zealand's 'What's On', ANZCRO (trade wholesaler), Pacific Blue (holiday retailer) and Ski TMN.

<i>Activity included;</i> Spring 2008	TNZ Spring on-line campaign ANZCRO (sell to Flight Centre etc)
Autumn 2009	TNZ on-line campaign, integrated with ANZCRO 'Painted Gold' campaign
Winter 2009	Ski TMN integrated campaign "2 for 1" domestic campaign Zuji 'destination of the month 'June 2008' Continued MHMG partnership support into Australia. Pacific Blue Joint Venture (2009/10 financial year)

Aligning Christchurch & Canterbury activity with TNZ in Australia meant that CCT and partner funding of \$1.4m leveraged off the total TNZ spend of \$10.5m.

This aggressive approach has yielded some stand out results;

- i-SITE sales to Australian visitors increased 10.5% from \$1.14m in 2007/08 to \$1.26m this year.
- Australian visitors to Christchurch & Canterbury increasing by 4% compared to the previous year.
- Increase in website visitation of 34.99% (476,311) in 2008/09, compared to 2007/08 (352,852).

#### *Key Strategic Developments and Successes*

- Responding to targeted research findings (undertaken by Ski TMN at the end of 2008), a significant shift to campaigning winter in to Australia was undertaken with Ski TMN. TNZ were lobbied to under-pin this activity, which resulted in a winter TV schedule running from 9 – 23 February. Ski TMN online and print activity started soon after on 1 March 2009 through to the winter months. This, combined with early excellent ski conditions in the South Island and a weak Australian season, was identified as the driver to a very strong winter, and increased visitor numbers out of the Australian market.
- Marketing collaboration between key South Island tourism bodies was also seen as attributing to the success of visitor numbers over the winter months. Integration of trade campaign price-points (ANZCRO) and alignment of domestic campaign positioning with the TNZ on-line activity (*see Autumn creative*).
- In response to the Australian market focus – and continuing to work collaboratively with Christchurch International Airport Limited, Project Australia was formed to optimise activity in to Australia.

#### **(i) Ski TMN Campaign**

The Ski TMN campaign resulted in a generation of 9,130,794 online impressions and delivered 53,706 clicks to [www.newzealandski.co.nz](http://www.newzealandski.co.nz). The campaign was part of the winter activity that contributed to the following results.

- Winter trends were most evident in 2009/10 first quarter from activity during 2008/09 period;
- > Driven by 'staycation' trends, people holidaying close to home/ short-break appeal;
  - > 28% more Australian's holidayed in NZ compared to last year
  - > Over 100,000 Australian's holidayed in NZ over winter season
  - > CIAL recorded an Australian Visitor Arrivals increase of 30% for July 2009, up to 32,024 from 24,547 in July 2008

*Below is the creative showing mix of actual ads and concept work (web-site [www.skinewzealand.co.nz](http://www.skinewzealand.co.nz)).*



**ELEVATE  
YOUR  
HEARTRATE**

Over 90 flights per week, just 3 hours direct... and as affordable as a ski holiday at home!

PLAN A SKI HOLIDAY IN NEW ZEALAND and you'll find a mountain of activities to tickle your fancy from spectacular skiing and boarding for all levels, to off-mountain excitement like bungee jumping, jet boating, wine tours, spas and more. Fun on and off the mountain, epic scenery, easy and affordable... now's the time to start planning your NZ ski vacation.

WHAT'S ON IN NEW ZEALAND WWW.NEWZEALANDSKI.COM.AU



**FLIGHT TIME TO  
NEW ZEALAND?  
ONE MOVIE.  
ONE COMEDY.  
NO DRAMAS.**

Only 3 hours direct, over 100 weekly flights, affordable and fun.

UNBEATABLE VALUE, EPIC SCENERY, GREAT SNOW, HEAPS TO DO... Getting to New Zealand has never been easier or more affordable. A holiday skiing and riding in the scenic Southern Alps of the South Island means spectacular value and loads of variety, both on and off the slopes. Now is the time to plan and book your New Zealand ski holiday.

WHAT'S ON IN NEW ZEALAND WWW.NEWZEALANDSKI.CO.NZ



**PRACTICE  
IS  
PERFECT**

Only 3 hours direct, over 100 weekly flights, affordable and fun.

REAL MOUNTAINS, EPIC SCENERY, AWESOME SNOW... the South Island of New Zealand is synonymous with spectacular skiing and riding. Featuring back bowls, chutes, and wide open terrain, you can't beat the variety and length of season. Chase the adrenalin rush off the slopes with high octane activities and live it up in the bars and restaurants. Now is the time to plan and book your New Zealand ski holiday.

WHAT'S ON IN NEW ZEALAND WWW.NEWZEALANDSKI.CO.NZ

**(ii) Australia Autumn 2009**

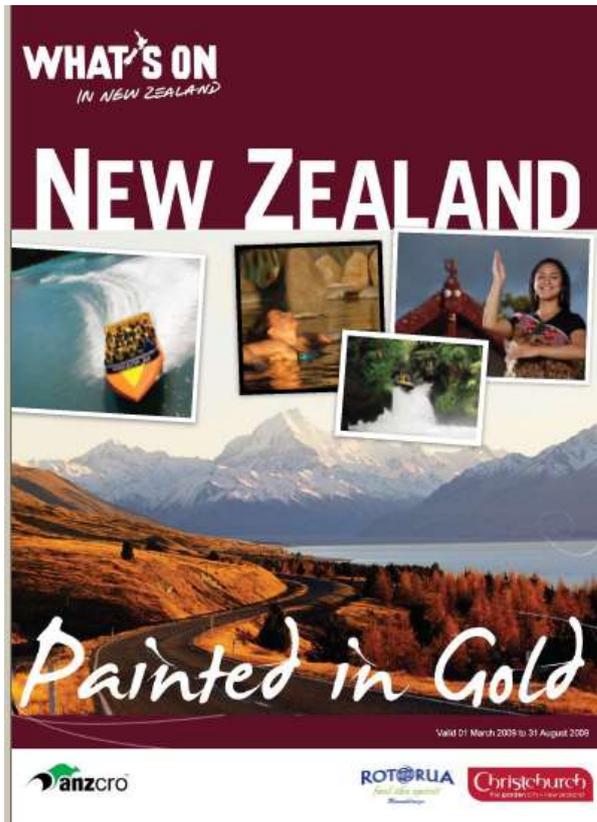
The Autumn campaign was the first to adopt one of the TNZ themes ‘indulgence’ ‘adventure’ or ‘invigoration’ – using ‘indulgence’ to position Autumn in to the Australian market. It also integrated the ANZCRO campaign featuring package price-points in the creative.

The ANZCRO campaign resulted in the sale of 767 room nights, generating a consumer spend of \$109,604.30 (applying an average nightly spend of \$142.90).

The campaign was also the first to drive visitation direct to the christchurchnz.com website, generating 41,770 visits (12 April – 31 May). The campaign had an extensive reach achieving 19,652,968 impressions compared to a targeted 6,395,000. This means the CCT campaign message was seen 19,652,968 times through online channels alone.

This translated to a 3.6% increase in Australian visitor arrivals (*CIAL by port stats*) for the months of April, May and June, compared to 2008.





Domestic Market

- CCT continued to drive domestic visitation to the region from key North Island source markets, through shoulder season campaigning with the support of key partners including the CIAL, the districts and NZ Hotel Council (NZHC) investment. The campaigns were experiential driven with short break propositions, underpinned by lead in hot deals. This was supported by increased domestic airline competition generating competitive airfares.
- Outcomes from the Visitor Strategy Marketing and Branding group were applied to the Autumn Campaign in an effort to shift outdated perceptions of the city and region believed to be a key barrier to visitation. For this campaign CCT started working with a new agency, Strategy Advertising & Design.
- In conjunction with the integrated Autumn campaign, CCT considered a broader brand architecture – shifting the way Christchurch & Canterbury is marketed. It is essential Christchurch is promoted in a more positive way to combat the negative stereotypes that are held by the domestic market. The developments included portrayal of the City as vibrant, upbeat, contemporary, subtly sophisticated destination through emotive imagery depicting escapism, reward, accessibility and relaxation. The campaigns continued to partner with the hero events in Christchurch city as a hook to the respective season.
- A significant investment in emotive, art directed photo shoots including talent underpinned the brand developments. Shoots were carried out in Christchurch City and several other regions, reflecting the seasonal variations.

- With an increasing focus on tactical activity, the media buy reflected the shift to an online focus in conjunction with the website launch in June. Winter 2009 yielded the first ‘all online’ media buy campaign underpinned by targeted PR activity.

- 2008/09 Domestic activity included;

Spring '08	<i>Concept</i>	“PUNTERS, LOVERS, EXPLORERS” ( <i>old brand</i> )
	<i>Media</i>	Full page cover print magazines, main metros, online, electronic direct mail
	<i>Partners</i>	Akaroa, Kaikoura, Mackenzie, NZHC hotels.
	<i>Hero event</i>	NZ Cup & Show week (hence punters)
Autumn '09	<i>Concept</i>	Autumn Colours (new brand launch)
	<i>Media</i>	A6 booklet, Billboards in Auckland & Wellington full page colour magazine print placement schedule, online banner ads, text links, search engine marketing
	<i>Partners</i>	CIAL, CCC, Akaroa, Kaikoura, Mackenzie, Hurunui, The Hermitage, Alpine Springs & Spa, NZHC hotels.
	<i>Event</i>	Ellerslie International Flower Show
Winter '09	<i>Concept</i>	Embrace the Winter Blues
	<i>Tactical</i>	‘Winter Wonderland’ – ‘\$1 deal’ – ‘2 for 1’ (July 2009)
	<i>Media</i>	Online underpinned by strategic PR releases and social marketing
	<i>Partners</i>	MHMG, Selwyn District Council.
	<i>Event</i>	Christchurch Arts Festival Winter Garden 2009

- Marketing developments were well received by local District Tourism Offices with the majority of district partners investing in the Autumn campaign. In light of this, the district’s now look to CCT as providing a leadership role for regional brand development – and relating creative rollout.

- During the 08/09 year Christchurch & Canterbury domestic arrivals represented 72.8% of total arrivals to CIAL, with 2,138,497 passengers arriving into Christchurch airport. This is a 1.4% increase on the previous year.

- A recent Colmar Brunton/Flybuys study rated Christchurch as the 3<sup>rd</sup> most popular destination to travel to amongst the domestic market.

Regional Visitor Monitoring (RVM) results were also at an all time high, achieving an overall 8.4/10 satisfaction rating of the experience, compared to a national average of 8.1.

## Spring 2008 – ‘Punters, Lovers, Explorers’

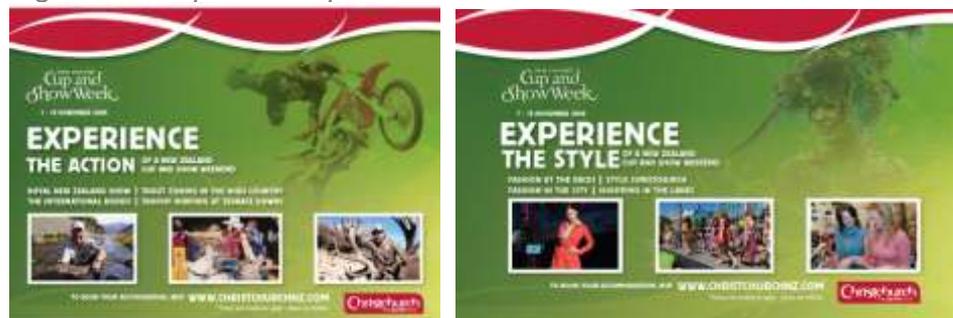
### National Print Ads



### District Press Ads



### Aligned NZ Cup & Show print ads



## Banks Peninsula Marketing

Banks Peninsula continued to be a key part of campaigning, particularly through the Autumn and Spring seasons leveraging a total campaign spend of \$389,650. Winter continues to be a challenge with the number of businesses being closed over this period.

The proposition for Akaroa depicted in the Autumn 2009 campaign continued to position the township on its French/colonial inspired and wildlife strengths in the new brand. The purchase of a key hero image has been extensively used through trade channels, New Zealand and Australian consumer campaigns with supporting content.

Banks Peninsula was featured both in to the Christchurch and New Zealand markets in the following media channels – radio, billboards, booklet distribution, online, main metropolitan print and magazine print, 'NZ on a Plate' series and heavily in media famils.

Overall Akaroa/Banks Peninsula was represented in market through a consumer campaign spend of approximately NZD \$160,540, leveraging off a total spend of \$884,000;

Domestic            Spring 2008  
                          Autumn 2009  
                          Winter 2009

Australia           Spring 2008  
                          Autumn 2009

Please refer to Australia and New Zealand sections for activity details.

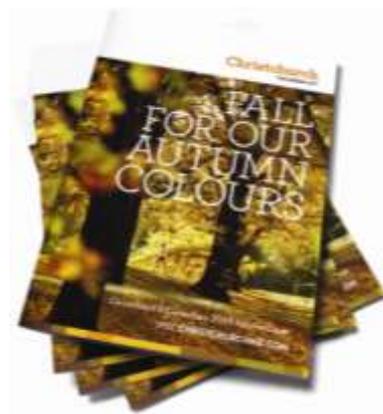
Flight Centre Catalogue September



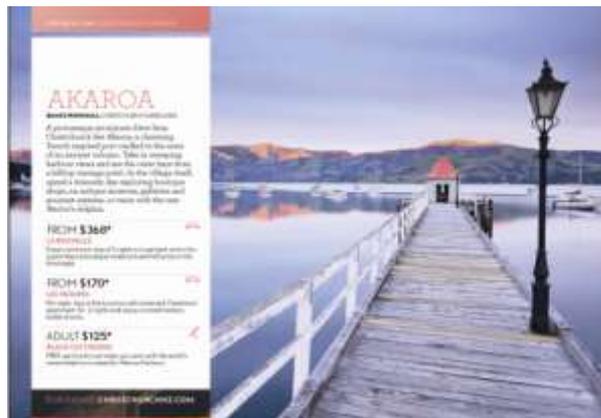
Auckland Billboard



A6 32 page booklet



Full page Banks Peninsula placements



# SEE AUTUMN COLOURS IN A NEW LIGHT



**AKAROA**  
A picturesque 90-minute drive from Christchurch lies Akaroa, a charming French inspired port nestled in an ancient caldera. Take in sweeping harbour views, spend a day exploring shops, galleries and gourmet eateries, or swim with the rare Hector's dolphins.

**FROM \$250\***  
**LABRI BED & BREAKFAST**  
Located in Takamatua Bay, leave your stress behind and unwind in a harbour view room with complimentary chocolates and bath flowers.

**\$125\* PER ADULT**  
**BLACK CAT CRUISES**  
FREE dry suit when you swim with the world's rarest dolphin in beautiful Akaroa Harbour.

**FROM \$32\***  
**JUCY CAR RENTALS**  
Enjoy the freedom and discover the spectacular Banks Peninsula views at your leisure, from the comfort of a JUCY car.

**Christchurch**  
THE GARDEN CITY

AIR NEW ZEALAND SEE MORE HOT DEALS AND BOOK YOUR FLIGHT AT CHRISTCHURCHNZ.COM

Representation

in on-line creative



**NOTE:**

CCC Events – Marketing Collaboration

Christchurch City Council events continue to be a large part of destination appeal to Christchurch & Canterbury. This is reflected by the alignment of the respective 'icon' events with the seasonal campaigns – including complementary media buy and messaging. Demonstration of this collaboration can be seen in the creative examples.

CCT's focus is to extend the economic benefit of the key events across more days in the city

and in to the region. The new website and itineraries have become an excellent tool to help achieve this objective.

## 2. Adopting a Leadership Role in Destination Management

### i) Leisure Visitors

#### Visitor's Strategy Implementation

There have been eight implementation teams meeting regularly over the course of the 08/09 year. They were:

1. Cruise
2. Visitor Expectation & Experiences
3. Infrastructure
4. Conference & Business Visitors
5. Tourism Workforce
6. Visitor Accommodation
7. Marketing/Branding
8. Sustainability

In facilitating these meetings and establishing steering groups, CCT has completed the set up phase of the Visitor Strategy implementation. Most of the groups have been merged into the day to day operations of CCT in F09/10 but will be reported on regularly to CCC and stakeholder groups.

During the 08/09 year some of the key achievements include:

#### Cruise

- CCT is continuing to work with CCC and Lyttelton Port Company to push for a specific berth at Lyttelton as this is seen as a longer term solution to the issues at the container berth. A proposal is now ready for consideration – CCT has worked with CDC and other parties and hope to see this progressed in F09/10.
- Proactive lobbying to shipping lines and agents to increase the number of shuttle buses so passenger queues were reduced and operationally the process was much smoother.
- The 'improved' visitor centre/kiosk facilities improve first impressions.
- Shuttle buses stopping at new bus stop in Cathedral Square make it easier for travellers to book activities and not get lost.
- The team have worked with the community in Akaroa to ensure the successful visitation of larger ships.
- The CCT team continue to work proactively with Cruise New Zealand to lobby for ships and ensure the delivery of the 'visitor' service on the ground.
- In the current environment cruise is a critical sector that has been less affected by the recession and approximately 40% of passengers are estimated to return for a longer stay.

#### Visitor Expectation & Experience (VEE)

- A NZ Police representative was appointed to the project team, adding insight and experience from a safety perspective to the meetings (and taking concerns back to the Police). The CCT team have been very active in responding to the media re safety issues and putting everything in context.
- The Regional Visitor Monitor has provided key learnings on general perception of Christchurch for visitors. The team have liaised with the Safety in the City Group and City Revitalisation teams. From these the VEE group has been able to respond and lobby as appropriate.
- It was acknowledged that the Garden City proposition is essential for Christchurch to live up to its promise for visitors.
- The team worked closely with the CCC Ellerslie team (on the project committee) to capitalise on the Garden City proposition and the beautification of the City.

### Infrastructure

- City revitalisation project and Urban Development Strategy and Transport Interchange plans were presented to the group, improving dialogue between the different parties and providing a platform for tourism related experience and feedback to be heard.
- There was agreement that the Square needs to be the heart of the city and requires more focus on development. CCT are involved in the Square Development team and are awaiting next steps after a meeting with the Mayor.
- A submission was placed with CCC in support of tram extension – which is now underway.
- The Banks Peninsula signage project was undertaken following extensive consultation. Now in implementation phase.

### Conference & Business Visitors

- Statistics regarding this sector of visitors will be much more accurately collected through Covec (research organisation) as the group determined that really appreciating the value of this sector is key.
- Collective discussion around having sales presence in the Australian market. Subsequently CCCB is the only RTO Bureau office with full time representation in the Australian market, which is reaping significant benefit.
- Far greater collaboration and cooperation with Conventions & Incentives New Zealand to focus on attracting larger conferences to the City.
- The team are currently working in conjunction with Vbase and Gold Business Partners to put a collective bid structure forward with the focus being on how best to represent the City.
- A more aggressive PR plan is in place to recognise this sector.

### Tourism Workforce

- Identification of tourism workforce issues such as seasonality of staff and troughs of experience in Akaroa and Hanmer.
- The team have lobbied TNZ and various bodies to increase the ‘presence’ of ‘tourism’ in NZ. It is anticipated having the Prime Minister as the Minister of Tourism will assist with this process.
- Agreement that perception of working in tourism needs to be improved.
- Identified opportunity to tap the mature workforce and the importance of work/life balance.
- Identified the need for a more focussed sales and commercial component in course curricula.
- Christine Prince has addressed a series of career and school groups over the past year and also participated in a broader labour strategy for Canterbury.

### Visitor Accommodation

- Need for improving communication between accommodation sector. It is recognised there are fundamental yield issues in the sector exasperated by the global recession and the increased competition.
- The majority of accommodation associations had no access to a complete listing of operators within their sector. As a result of RWC2011 a complete list was created – along with an audit of bed numbers. This aids future large events.

### Marketing/Branding

- This team comprised of Christchurch Inc Stakeholders including the Airport, CCC, CDC, Ngai Tahu, CCT and representatives from advertising & PR agencies. The Visitor Strategy concluded that “The Garden City” was to be the main focus for the City so the group explored ways to positively communicate the proposition. They also explored what Christchurch has to offer all visitors as well as residents (for the purpose of education and business).

- A matrix has been developed to explore all of the different market segments and key messaging. From this group emerged several projects which have now been integrated.
- Imagery to better reflect the City and brand values has been shot and loaded into Cumulus (image database) to enable stakeholders to access and download new imagery, so we are all presenting the City in a consistent way.
- Out of this process a team has also been formed involving CCHL, CCC, Universities, Ngai Tahu, CIAL and CDC to investigate how to better work together and form a common platform for branding.
- Strategy have presented the South concept to the team.

### Sustainability

- CCT input into the set up of the Qualmark Green criteria and set up.
- Introduction of Qualmark Green and the establishment of the tourism cluster for Target Sustainability (CCC). Over 40 companies put in expressions of interest.
- The sustainability team, led by CCT, facilitated a number of business partner sessions focussing on sustainability.
- CCT supported Earth Hour and encouraged operators to do so too.
- CCT completed the annual Carbon Zero and Green Globe Benchmarking audit.
- CCT will continue to drive developments in this area and provide leadership. The Christchurch i-SITE has just been awarded Qualmark Enviro Bronze.

### **Events Strategy**

*Goal: to increase the number of visitors from outside of the region attending icon events.*

*Overall: Promotion of the concept that there is always something on in Christchurch – a vibrant & dynamic City.*

CCT has developed their close working relationship with CCC Marketing & Events team to fully align and complement 'icon' event promotion with a destinational message. This is reflected in co-branding and destination promotion to key travel channels in NZ and abroad:

- NZ cup & Show – co-branded advertising, complimentary media buy in, Stake Holder committee.
- Ellerslie International Flower Show – co-branded promotion, key product buyer and media hosting, supporting Comms & PR and complimentary media buy.
- Promotion of the Christchurch Arts Festival Winter Garden as part of the broader Canterbury winter proposition, including key media releases, prizes, TV crew and key media hosting (and the ice dome).
- Affiliation with the RWC2011 developments, including christchurchnz.com being nominated as the 'official' regional site.
- Akaroa French Festival support through media hosting, targeted PR (Press awareness).
- Other small city and regional events.

## **ii) Business Visitors**

### **Executive Summary**

CCCB has successfully completed all Business Plan Activity and grown the Business Partner membership revenue in the year 2008- 2009. The level of convention & incentive activity in the city and region has remained at a similar level to the previous 12 months

which has been a good result in a period of economic uncertainty. The number of city proposals (bids) submitted has almost doubled and the level of interest from conference organisers and event managers continues to grow.

A key aspect in promoting Christchurch & Canterbury to conference and incentive planners is the accessibility of the city, this applies to both flight schedules and the close proximity of the international airport to the Central Business District. The fact that the inner city is compact enough to navigate by foot, and groups can be transported easily within a matter of minutes is also very appealing to conference planners. Domestic conferences account for over 80% of our business, and this is supported by extensive domestic flight schedules offered by both Air New Zealand and Jetstar. Christchurch & Canterbury offers excellent Trans-Tasman flights, with over 100 direct services each week, this is a real plus for Australian groups wishing to offer delegates an international experience without the cost and excessive time required for long haul travel during these times of tighter economic awareness. Conference and incentive delegates travelling from Asia and North America currently travel on direct long-haul airline services connecting with domestic flight schedules, it is anticipated that the development of Christchurch airport as an International gateway will support further initiatives for additional services, .

The Australian market continues to be a key priority for CCCB over the next 12 months, and our commitment to the Australian market includes our full time Business Development Manager, based in Sydney. The purpose of this role is to develop and build key relationships that will source and grow C & I opportunities for Christchurch & Canterbury. CINZ have also doubled their resource in Australia and we have a strong working relationship with this team. We have worked successfully on joint ventures with both Air New Zealand and Emirates, promoting their Trans-Tasman services and the benefits of hosting events in Christchurch & Canterbury.

Christchurch is an attractive conference destination, with world-class meeting facilities and a wide range of accommodation options, even though the region continues to face the challenge of a shortage of 5 star internationally rated accommodation in the Christchurch CBD area.

There are two more properties opening in the city in the next few months, the Novotel and the Rendezvous. The addition of these two properties and their room numbers will provide Christchurch with more opportunity for conferences and incentives over the busy summer period when accommodation space is tight. It is anticipated that the Rendezvous Hotel will provide the luxury finishes and first class services; this will make it another option for incentive quality accommodation.

The region has an excellent tourism infrastructure, with a wide range of activities that are ideal for pre and post touring or can be tailored for partner programmes and incentive groups. CCCB will continue to support these operators with service guidelines, marketing activity and seminars to ensure operators understand the opportunities and expectations of the Business Traveller.

Our focus in the next 12 months will be to grow this market, primarily on the North Island buyers through telemarketing and follow-up sales activity. The North Island corporate business has been identified as an area that CCCB is committed to targeting. It is planned to provide Business Partners the opportunity to host a number of buyers on famil and to work closely with Vbase.

Opportunity lies in Canterbury for the development of the regional areas, with special focus on the Incentive Market and Pre-Post Conference Touring. CCCB are in a key position to facilitate, with the cooperation of the District Tourism Organisations (DTO's), the effective marketing of their destination for incentive and conference product.

The new conventions website has added more functionality to the search options for our Business Partners and it will be a continuous process for CCCB to create and present, special promotions, incentive programmes and seasonal conference offers via the website. Gaining a competitive edge through the website and driving activity through social marketing is a key priority for CCCB over the next 12 months.

CCCB are committed to working with all Business Partners on aggressive marketing and high profile activity to ensure the continued growth in events and conventions throughout the region. It is planned to source and bid for quality and high yield business during the next 12 months.

### **Visitor Numbers / Economic Impact**

- Specific statistics for this market are collected independently, through Angus & Associates, and involve 10 core participating venues within the CBD for Christchurch only; therefore the actual total figures are likely to be significantly higher.
- The New Zealand Convention Bureau (NZCB) manages the collection of statistics nationally and identifies a conference as a minimum of 15 delegates and minimum 2 day duration.
- Christchurch statistics have demonstrated growth in delegate numbers, with a decline in the length of stay which is a reflection of the difficult economic times:
  - > 4.0% increase in delegate numbers
  - > 13% decline in delegate days (shorter duration of events)
  - > Average length of stay 2.20 days
  - > Average size of conference 75 delegates
  - > Christchurch holds 19 % of National Market Share
  - > Origin of delegates:
    - ❖ national & local 81%
    - ❖ Australian 13%
    - ❖ International 6%
- Direct economic impact estimated to be \$65.5 million for conference events, a marginal increase on 07/08.
- Christchurch & Canterbury Convention Bureau (CCCB) assisted in securing 145 events or meetings and distributed leads and referrals for each of these events, through to 322 Business Partners.
- Bid activity - 2008/09: 50 bids processed (20 won, 13 lost and 17 pending). (Industry average on conversion approx 33%).

### **Activity**

#### **Australian Representation**

In October 2008 CCCB appointed Jan Whiteside as our Business Development Manager based in Sydney, Australia. Jan brings to this role a wealth of experience in the C&I

industry and an extensive network of contacts. Working full time and providing sole representation Jan has taken every opportunity to promote the region, in particular our Gold Business Partners. The investment in this resource has seen very positive results for the region. CCCB have submitted 19 Conference Bids and 14 Incentive Proposals from the Australian Region as a result of sales & marketing activities.

During this 12 month period CCCB has co-ordinated and participated in the following activities;

- MEETINGS Tradeshow – July 2008
  - > CCCB conducted 67 appointments in two separate appointment streams.
  - > 10 possible Bid opportunities for Christchurch & Canterbury were pursued.
  - > In addition to the CCCB stand, the team co-ordinated 18 stands representing the Christchurch & Canterbury Regional Area.
  
- Associations Forum Conference, Sydney Australia – August 2008

CCCB attended this conference with 5 Gold Business Partners. Follow-up on 6 leads or bid proposals with two individuals identified for famil to Christchurch.
  
- Focus New Zealand Function, Sydney Australia – August 2008

Evening cocktail function format, allowing for networking and table top display. Two positive business opportunities for the city actioned.
  
- AIME , Melbourne Australia – 2009

CCCB had a very busy and positive 2 days at AIME. 42 appointments, plus a number of walk-ins. Pursuing 5 bids, plus forwarded several business leads.
  
- PCO, Event Manager Famil Group – March 2009

This very successful famil included 8 event organisers from Melbourne, Sydney and Brisbane and 2 escorts (CCCB & Air New Zealand). The schedule included accommodation with our Gold Business Partners and a wide range of activities and dinners showcasing the city and region. PR and media coverage of this event and feedback was excellent.
  
- Australian Roadshow to Brisbane & Sydney – June 2009
  - > CCCB and 6 Gold Business Partner participated in the Roadshow this year in Brisbane & Sydney
  
- MEETINGS Tradeshow – July 2009
  - > CCCB and 15 Business Partners participated in the Regional Stand at Meetings in Auckland this year.
  - > CCCB ran two appointment schedules and conducted a total of 70 appointments. Following-up on 15 Bid proposals, over the next 6 months.
  
- CCCB Business Partnership

CCCB Business Partners, contribute \$211,200 in membership fees. This was a \$20,800 (9.85%) increase in revenue from F07/08
  
- Famil and Hosting Activities

During the year the Bureau hosted a total of 65 individuals, from associations & corporate business market, and PCO's. The majority of these clients came from Australia and other parts of New Zealand. We also worked closely with Tourism New Zealand with one executive group from India.

## **Christchurch Events Fund**

- The Delegate Rebate Scheme (DRS) has ceased as the monies depleted and a call for reinvestment from the community failed to draw support. The Christchurch Events Fund Board handed the remaining funds to CCCB, to be managed as a Christchurch Loans Fund, to support association events in seed funding in managing their conventions, and in doing so, attract business to Christchurch. There have been only 3 enquires relating to the DRS over the last 12 months.

### **iii) Optimising Expenditure on the Ground – i-SITE**

As well as providing these services through development and distribution of collateral, website and marketing activities we have two highly visible mechanisms for visitors once they arrive.

#### **The i-SITE Visitor Centre**

The i-SITE continues to be recognised by i-SITE New Zealand as one of the premium i-SITES in the country (location, layout, staff expertise/training, customer service etc). It is now also a Qualmark endorsed Visitor Information Centre and has earned an Enviro Bronze logo under Responsible Tourism.

Both the i-SITE and the Akaroa Visitor Centre have traded in a challenging, unpredictable climate over the last year due to weakening global economies, softening of key markets, fewer visitors and increased competition.

The i-SITE has performed exceptionally well bucking the trend of i-SITES nationally increasing total turnover by 2% on the previous year to 9.1 million.

#### **Key factors and initiatives contributing to these results:**

- Implementing a tailored skill development programme for all staff to increase skill levels to maximise all of the above opportunities. This involved an increased staff training budget and a realignment of focus for the management team.
- Promotion of the i-SITE and development of i-SITE exclusive product – to position the i-SITE as the hub of info and a ‘must visit’ to secure the ‘best deal’
- Ticketing and promoting of events to increase profile as well as provide an additional revenue stream

The i-SITE operating expenses were directly in line with budget, with increases in staff costs including redundancies, repairs and maintenance being offset with savings in credit card fees and promotional costs.

The British Isles is still the i-SITE’s largest market and contributed 20% of total spend (down on 23% the previous year). Visitor arrivals into NZ have softened and show signs of this continuing. This market contributes a high average spend of \$167.

The Australian market, 14% of total sales (up on 12% the previous year) have a lower average spend of \$125. However the significant increase in visitor numbers and spend from this market can be attributed to the targeted campaign activity by TNZ and CCT, a number of which have included the i-SITE as the call to action on the ground.

## **City Hosts Programme**

A team of 4 City Hosts employed by CCT acted as ambassadors for the City by welcoming visitors to Christchurch, greeting visitors personally in high visitor traffic areas, supplying appropriate information and enthusiastically promoting City events and the i-SITE. They also were highly visible on Cruise ship days to assist visitors enjoy their Christchurch experience.

## **Key Opportunities**

The goals for 09/10 FY will be just as challenging considering the trends already in the market place. However there are number of opportunities to help us achieve our targets:

- Staff
  - > A continuation and enhancement of the staff Skill Development programme. Ensure staff are aware of the opportunities and have the skills and confidence to achieve their goals.
  - > Foster a positive working environment to ensure all staff are valuable i-SITE ambassadors.
  
- Online development
  - > Enhance and develop the opportunities available through the CCT website to include database marketing.
  - > Work alongside of i-SITE NZ
  - > Promotion of i-SITE 'hot deals'
  
- Increased commissions
  - > Continue to develop relationships with Business Partners to support the i-SITE as a distribution outlet
  - > Ensure staff are fully trained in key product
  - > Support BPs in maximising profile in i-SITE
  
- CCC events
  - > Work alongside CCC to explore opportunities for the i-SITE to be the booking agent for relevant events
  
- Wall, floor and stand utilisation
  - > Maximise space to increase revenue
  
- Convention Bureau (pre & post touring)
  - > Develop systems and processes to use the i-SITE as the on-line agent for pre and post touring
  - > Explore opportunities to work closer with the CCCB

## **Akaroa Visitor Centre (AVC)**

The AVC has completed its first year under CCT ownership. The financial end of year result was in line with budget. Moving from a manual system to a fully computerised system (IBIS) has enabled systems and procedures to be more streamlined both internally and with CCT.

The AVC also operates in a very challenging environment where a significant percentage of operators close for the 'winter season' thus presenting Akaroa as a summer destination.

To meet the reduced demand during the winter months, opening hours and staff were adjusted accordingly.

Akaroa also has limited saleable product with most being water based providing limited options in inclement weather. A shortage of reasonably priced accommodation is also a barrier for visitors as they actively seek a 'deal' in the current economic climate. This also is a challenge for Akaroa as it strives to position itself as a destination,

The UK market contributes the highest spend with activities being the strongest category.

The challenge this year has been to motivate staff to embrace working in a 'commercial' environment and though there has been a considerable shift in this mindset it will need to continue to be a strong focus for the coming year to ensure we maximise all opportunities.

Going forward alongside staff training a core goal is to explore all available options to be a part of the Visitor Information Network and to maximise the opportunities available though the Cruise ship visits.

#### **iv) General Destinalional Leadership**

- As an organisation CCT continued to be proactive in a wide range of relevant issues both at a national & local level.
- As with the previous year, the CEO in particular participated in Cruise NZ, focused on building relationships with TNZ, Tourism Industry Association (TIA), CIAL etc and acted as Chair of the Christchurch Visitor's Strategy Steering Group. CCT continues to support the Cultural Precinct.
- The CEO has also been very active in campaigning for Central Government funding for the Australian market and a number of RTONZ (regional tourism) matters including International Marketing Alliance structures and the technology portfolio group.
- CCT has continued to present education opportunities to business partners and has hosted, in partnership with TNZ and TIA, a number of market updates. In addition CCT proactively approached, and was successful, in hosting Prime Minister and Minister of Tourism John Key to a private meeting with select business partners, as well as the industry.
- CCT has continued to participate in a Regional Visitor Monitor research study along with 5 other major regions of New Zealand and the Ministry of Tourism. This study aims to better understand the motivations, behaviours and satisfaction levels of visitors to our region and beyond.
- CCT has undertaken a full review of membership and benefits which has resulted in far more targeted communications and opportunities for members.

- Developed CCT networking functions to be more relevant (issues of greater benefit to BPs) Improved communications including to BPs with an outlook to empowering.
- Over the last 12 months much closer links have been forged with other city stakeholders including CCC, CDC etc.
- The CEO has participated in a Christchurch Inc group looking at the scope of 'South' and greater unity in the South Island for mutual advantage.
- Leonie Ashford, Bureau Manager, is an active participant in The New Zealand Convention Bureau Committee. CCCB are also working far more closely with Vbase and share a joint vision for future activities.

### 3. Engaging Key Global Relationships

In working collaboratively with Christchurch International Airport Limited, airline relationships have been re-established and developed in the changing economic climate. In light of these impacts, the nature of working with airlines has changed with fewer investing dollars to campaigns, instead aligned activity and flight support, particularly in NZ and Australian markets.

CIAL continue to take the lead with markets further abroad – the CCT trade program has been aligned accordingly.

Air NZ continues to be supportive of destination campaigning both within New Zealand and Trans-Tasman, however – this does not reflect a dollar investment amount but instead investment by way of flight contribution and broader initiatives aligned with TNZ (100 seats alignment).

Pacific Blue partnered with CCT over the winter period by way of flight support in exchange for brand positioning in CCT collateral. These Joint Ventures (JV's) allow CCT to leverage off airlines extreme media buying power and strong brand awareness. Ski TMN continued their partnership with Air NZ, providing 10 media seats plus connecting flights in NZ if required. This contribution still incurred the cost of the tax per flight.

Whilst Jet Star has been establishing itself in the Domestic market the Jet Star team are very open to Trans Tasman opportunities, which CCT is focusing on integrating for 2009/10.

#### **Christchurch International Airport Limited (CIAL)**

An agreement is in place between CCT and CIAL which has resulted in far more collaborative planning and marketing opportunities. CIAL have provided CCT access to some marketing budget, as mutually agreed, which allows a far greater share of voice.

#### **Trade Relations**

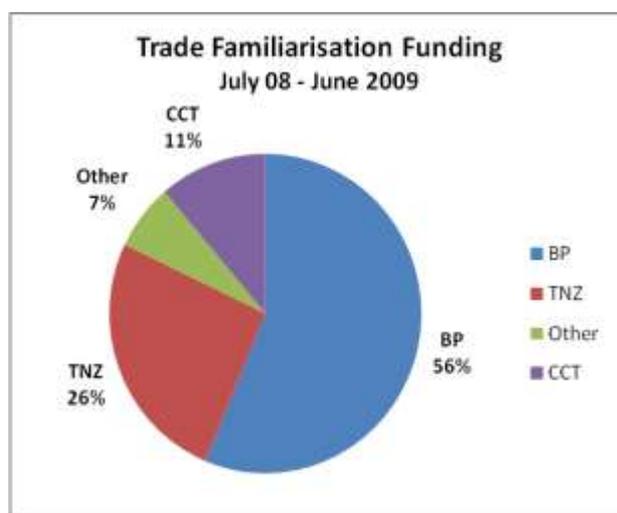
During the year CCT (excluding the Convention Bureau) has:

- Completed 10 “off-shore” market visits (trade training/shows) educating more than 1,300 trade personnel.
- Conducted 4 “on-shore” trade training initiatives.
- Hosted 41 trade familiarisations with 310 trade personnel attending (versus 33 for the previous year) – the main markets being Australia, United Kingdom, US, Canada and Japan.

Famils of note during the year were:

- **Air New Zealand Mega Famil (April 2009)** - Air New Zealand sponsored a group of fifteen key wholesalers and retail agents from Australia accompanied by two Air New Zealand escorts. The famil covered Christchurch and day activities to Akaroa, Arthur's Pass and the Canterbury High Country.
- **Ellerslie International Flower Show Famil (March 2009)** – CCT hosted four key wholesalers from Australia (Jill Hoar - ANZCRO, Elizabeth Bezzina – Grand Pacific Tours, Ryan Ingram – Kirra Tours, Karen Johnson – APT Botanica World Discoveries) and four Japanese Inbound Operators (Naoto Kawada – Nippon Travel Agency, Shoko MacFarlane – KNT, Hiro Kano – South Pacific Tours, Minoru Otsuka – JTB) on a four day famil highlighting the Ellerslie International Flower show and new regional product.

- **Stella UK Famil (March 2009)** - Julian Lawman, Product Manager (Australia, NZ & South Pacific) from Stella UK visited the region during the Ellerslie International Flower Show (EIFS).
- **Just Blue – IBO Cruise (December 2008)** - The General Manager, Managing Director and CEO Shore Excursions from Just Blue, arrived via the Dawn Princess cruise ship in December. The delegates had the opportunity to participate in a number of Christchurch based activities currently sold onboard the Dawn Princess.
- **Japan Walking Association (November 2008)** - Director of Japan Walking Association, Assistant Manager from Nippon Express Travel and the photographer from Walking Life Magazine visited the region focusing on walking options to develop new walking itineraries within the region.



Cost of hosting trade familiarisations was \$152,687 (excluding Convention Bureau) of which Tourism New Zealand (TNZ) contributed \$44,372, our Private Sector Business Partners (BP's) contributed \$96,799

## Media Visits

From July 2008 to June 2009, CCT (excluding the Convention Bureau) supported 111 visits by national and international media (versus 82 in F07/08). CCT organised and hosted 47 media visits by national and international media, including two key ski media famils and a major autumn famil.

During this same period, CCT assisted with 64 media visits organised by Tourism New Zealand's International Media Programme. Visiting media represented New Zealand, Australia, the UK, Benelux, Germany, Spain, Switzerland, Canada, the US, Japan, Singapore, China, Korea, Thailand and India.

Media visits focused on the following regions, in 2008/09:

District	Visiting Media organised by CCT	Visiting Media organised by CCT with support from TNZ
Banks Peninsula	19	12
Christchurch City	41	50
Hanmer Springs	2	11
Kaikoura	6	27
Mackenzie	3	17
Methven	6	1
Selwyn	18	4
Waimakariri	3	0

Waipara	4	5
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**Media coverage highlights initiated by CCT:**

<b>Content</b>	<b>Media</b>	<b>Markets</b>	<b>Date</b>
Soft Ski Famil – Christchurch, Methven, Arthur’s Pass	NZ Herald, AAP, Freelance (Destinations, North & South)	New Zealand and Australia	July 2008
MEGA Ski Famil – Christchurch, Methven, Arthur’s Pass	AAP, The Courier Mail, The Herald on Sunday, Next Magazine	New Zealand and Australia	August 2008
Escape from Auckland to Akaroa and Banks Peninsula	Weekend Magazine – quarterly glossy distributed to upper income Akld households	New Zealand – Auckland	August 2008
“Made in New Zealand” Fashion Photo Shoot based in Christchurch	New Zealand Women’s Weekly	New Zealand	August 2008
Christchurch, Akaroa and Waipara	TIME Magazine	USA – circulation 3,400,000 per week	December 2008
Christchurch and Akaroa	Country Style	Australia – readership 234,000 – a lifestyle magazine for discerning readers	December 2008
Christchurch and Kaikoura including “24 hours in Christchurch”	Louise Southerden	Louise won the ASTW of the Year Award with her article, “Responsible Tourism” editorial in the Sydney Morning Herald – readership 872,000	March 2009
Christchurch	Freelance writer for the Courier Mail	Queensland’s only metro daily; 632,000 readership	March 2009
Christchurch and Banks Peninsula	Sydney Morning Herald	Sydney Travel Magazine – 60 to 80,000	March 2009
Christchurch and Banks Peninsula	The Sunday Times	Britain’s leading quality Sunday newspaper – 1,190,000 copies sold every Sunday	March 2009

"Autumn Harvest" Famil Christchurch, Waimakariri, Waipara, Kaikoura	AAP, Sunday Mail, Herald Sun	Australia	April 2009
Kaikoura and Waipara	Gourmet Traveller – AU	Australia – readership 300,000	April 2009
Banks Peninsula	Kia Ora - Air New Zealand in flight magazine	International – readership 224,000	May 2009

**Media hosting highlights supported by CCT in partnership with  
Tourism New Zealand's International Media Programme:**

<b>Content</b>	<b>Media</b>	<b>Markets</b>	<b>Reach</b>	<b>Date</b>
Christchurch – Kaikoura - Spring, food and wine, outdoor, eco-tourism	Fairfax Digital: The Age, The Brisbane Times, Sydney Morning Herald, WA Today	Australia	Weekly unique browsers – 2,500,000	August 2008
Kaikoura	Road Trip Nation – a PBS-TV series and MSN partnership	North America	12 million impressions since March 2007	August 2008
Christchurch, Lyttelton, Governors Bay and Waipara	Robert Crossan – Freelance	UK	The Independent (245,000), Conde Nast (85,000), CNN Traveller (680,000)	Sept 2008
Christchurch, Tekapo and Mount Cook	Sunday Times Newspaper	UK	Biggest selling quality Sunday broadsheet newspaper – 1.4 million each Sunday; 16.3 million users per month on- line	Sept 2008

Kaikoura, Mt Cook	National Geographic Adventure	USA	Readership : 500,000	October 2008
Kaikoura, Hanmer Springs and Christchurch	The Independent	UK	243,000 – circulation	Dec 2008
Kaikoura	1 TV	Japan	8,000,000 – viewership – audiences looking for new travel destinations	January 2009
Christchurch	Breakfast	Australia	802,000 – daily audience	June 2009

Calculated Media Value: media results generated by CCT

- March 2009 - \$43,000
- April 2009 - \$75,500
- May 2009 - \$448,300
- June 2009 - \$191,500

## 4. Intelligent & Innovative Use of Technology

### Online Marketing and Web Site

- In 2008/2009, CCT engaged visitors to the region planning their travel on-line with a destination web site that also promoted Autumn campaign activity.
- In Autumn 2009, the seasonal campaign activity (12 April – 31 May) delivered additional traffic to the site, reflected in the statistics that follow.
- In Winter 2009, CCT launched a new web site targeting both leisure and conventions markets, with the goal of becoming the ultimate travel resource for visitors to Christchurch and Canterbury. With booking functionality and the opportunity to create itineraries (as well as host more images), the site launch was supported by considerable SEO work and extensive refinement and enhancement.
- Promotion around the new site launch is also reflected in site statistics (below). The site marketing programme commencing June 2009 included:
  1. Search Engine Optimisation – reviewing target key words and increasing search engine rankings
  2. Social Marketing – capturing interest and fostering loyalty through on-line communities
  3. PR – on and off line – pitching relevant content to targeted sources
  4. Winter Campaign Activity

### Summary of Site Visits (for the period July 08/June09):

July 07	Aug 07	Sept 07	Oct 07	Nov 07	Dec 07	Jan 08	Feb 08	Mar 08	Apr 08	May 08	June 08
30,244	34,289	32,692	31,463	22,789	19,049	26,218	30,999	35,252	30,481	30,063	29,313
July 08	Aug 08	Sept 08	Oct 08	Nov 08	Dec 08	Jan 09	Feb 09	Mar 09	Apr 09	May 09	June 09
30,303	26,322	21,385	29,398	35,748	29,471	38,709	34,430	41,242	34,075	32,726	53,215

#### Key site statistics:

Average pages viewed per visit: 3.60

Average time per visit: 3:10

Average bounce rate: 52.14%

Australian visitors to the site: 21.0% of total visitors

New Zealand visitors to the site: 46.0% of total visitors

Traffic generated by search engines: 48.14% (33% direct, 19% referring)

**April/May 2009** site traffic reflects the success of an autumn campaign for which a “microsite” was created. In this period, Tourism New Zealand was in market in Australia with a \$2.5 million “What’s on” brand campaign. CCT created a customised Australia landing page to host campaign traffic, and layers of content within the microsite that supported the “What’s on” theme.

**June/July 2009** site traffic shows the interest generated by the site launch PR as well as the Winter Campaign’s “2 for 1” travel deals, designed to create buzz and a hook for new visitors to the site, within the domestic market.

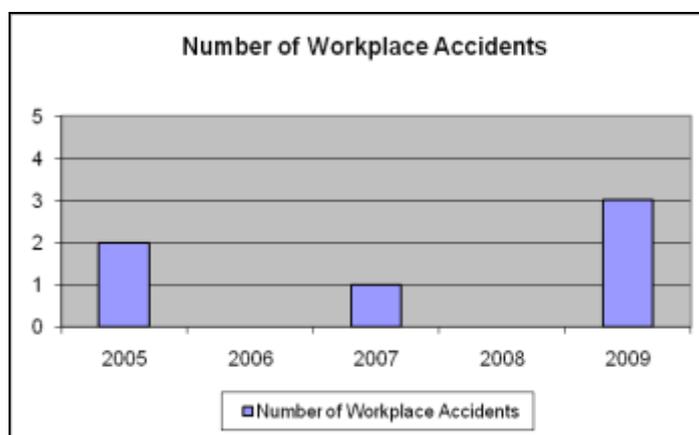
## 5. Building/Fostering a Dynamic & Competent Team

CCT is committed to:

- Attracting and retaining the best people for our organisation
- Maintaining a high level of transparent and effective communication with our stakeholders
- Assisting the wider community in areas that support sustainable development

What have we achieved this year?

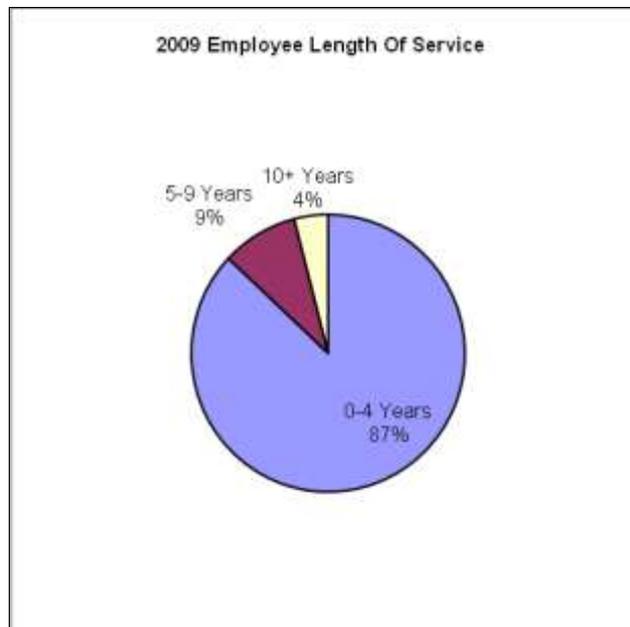
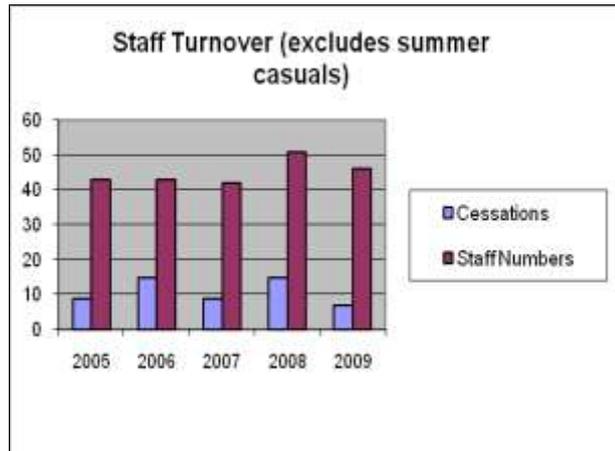
- There has been a continued focus on the alignment of skills, responsibilities and up skilling in some key areas. The team are well prepared to face the challenges ahead.
- We received a response rate of 72% in the annual staff satisfaction survey, up from 50% in 2007. 64% of staff rated their overall satisfaction as excellent/very good up from 57% for 07/08.
- Conducted exit interviews for all staff leaving CCM to ensure we fully understand the reasons for resignation and to identify any potential areas for improvement.
- Human Resources Policy & Guidelines Manual is regularly updated and is readily accessible to all staff. The purpose of the manual is to clarify the responsibilities associated with the operating policies, to ensure that individual accountabilities are understood and to ensure that all legal obligations are met.
- Health and Safety Committee meet to review any new accident and hazard identification reports. Three very minor workplace accidents were recorded for the financial year ended 30 June 2009.



- We provide working relationships that foster communication, involvement and growth, competitive compensation and appropriate recognition strategies. There has been a decrease in staff resignations (excluding redundancies) compared to the last financial year.

The reasons for leaving were:

- > 3 staff leaving the region
- > 4 staff leaving for other employment



- Training is an investment in our employees. We encourage i-SITE staff in their professional development to undertake the nationally recognised VIN Inc. qualification (National Certificate in Tourism Level 4) in conjunction with the Aviation, Travel and Tourism Training Organisation (ATTTO). In addition to the five employees currently holding the VIN qualification, another three employees are enrolled to complete this course.
- Formal performance reviews are taken annually with informal reviews as required and a culture of an “open-door” policy. These reviews also identify training requirements which are noted and actioned as appropriate.
- Empowered our staff to take responsibilities and “grow”.

## 6. Environmental Sustainability

The prudent management of all company resources has led to cost savings.

We are committed to:

- Enhancing environmental management systems and conducting regular audits to ensure that these systems are maintained and improved.
- Measuring environmental impacts and setting objectives aimed at reducing our “environmental footprint”.
- Saving resources and therefore financial resource, wherever possible.

What have we achieved this year?

- Active involvement / discussion with national & local bodies and the industry on all aspects of sustainability within the tourism environment.
- Successful Green Globe 21 (GG21) Benchmarked status for both our administration office and visitor centre.
- The Visitor Centre achieved Qualmark Enviro Green Bronze status.
- Carbon neutral status for our operations through the carboNZero programme.
- Reduction in the quantity of reams purchased of A4 copy paper for the office.
- 100% recycled paper purchased for the office, rather than regular A4 copy paper.
- Membership, general invoices, statements and payment advices emailed rather than posted.
- Photocopier has been functioned to automatically double side documents printed from a computer and has a scanning option.
- Visitor Centre vouchers and voucher covers printed on recycled paper.
- Till receipts only printed on demand.
- Continuation of an office recycling system for paper & plastic and kerb-side recycling for cardboard, bottles and aluminum (also incorporates “Target Zero” programme).
- Continuation of recycling boxes on all consultants counters, replacing regular rubbish bins.
- Compost bins provided in the tearoom for food scraps, which is then taken off site and composted by staff.
- Contracted cleaners who use biodegradable products.
- Limited use of the air conditioning unit.
- Buying energy saving equipment/appliances where possible.
- Staff were encouraged to car pool when travelling to functions to save fuel.
- Bureau bid documents are sent in an electronic format rather than printing in hard copy.
- The Bureau has created a “green” page for their website to profile “green” business partners.

