

Rotorua - Inherent Advantages

- Long-held reputation as NZ's foremost tourist destination
- Sizeable domestic population underpins tourist numbers
- Domestic population underpins airline viability
- Accessibility to major NZ population centres
- Well established tourist infrastructure
 - Visitor accommodation, attractions, activities, transport links

But... such advantages can lead to complacency and bad habits



New Challenges/Opportunities

- Direct air links – Australia East coast
- Growth in cruise ship visits to Port of Tauranga
- Advantageously timed to offset:
 - **Downturn in growth in inbound tourist numbers**
 - **Tightening domestic visitor market**
- Introduces new, high value market sectors; new demographics/psychographics



These developments were introduced to Queenstown in 1998

- Seeded by growing ski industry – now year round
- Inaugural flight – “paint the town red”



Happy to share our experience in
how we adapted to these
opportunities, and some of the
mistakes we made



Call to Action

- Timely wake-up call
- Time to get serious
- Not a place for hobbyists
- Paradigm shift in thinking



The New Visitors – A Breed Apart

Well honed strategies vital to fully exploit the new breed of visitors

- High end short stay visitors
- International FIT's
- Strong Australian emphasis
- Sub markets – UK, USA, Northern Europe



Visitor Characteristics

- Affluent, sophisticated, confident, demanding, but fun
- In a hurry but relaxed
- Want it now, in their time
- High disposable income, high proclivity to spend
- Want to engage with community/culture
- Presumptuous – take high service levels for granted



How Do We Respond?

- Simply – give them what they want, when they want it
- Trading Hours
 - A numbers game. Do the hours – they will come
 - 7 days a week – mandatory
 - Winter closing 8 – 8.30pm
 - Summer closing 10 – 11.00pm
 - Open all public holidays – mandatory
- When they're on holiday, we work



Customer Service

- Quality staffing critical
- Staff retention vital
- Involve staff in the business – give them a sense of ownership/responsibility
- Preferably Kiwi
- Identify your customers' market origin and handle accordingly e.g. Aust v. USA v. UK v. Europe
- Be crisp, helpful, friendly but not familiar



Love Your Customer

- Cherish & love your customer more than your children
- Unlike your children...
 - You've never seen them before
 - You'll never see them again
- Unlike your children, your customer feeds you



- Every customer a conquest customer
- Every sale a conquest sale
- 20 second window
- No second chances
 - Make it count



Business Sector Opportunities

- Internationally recognised branded merchandise
- Quality NZ-oriented merchandise
- Quality hospitality product
 - Bars (24 hours)/restaurants
- Activities, attractions



Business Disciplines

- Emphasise value/quality, not price
- Opportunity to maintain/boost gross profit%
- Opportunity to boost stock turns (retail)
- Opportunity to extract greater return from plant, overheads, working capital



Training/Visitor Ambassadors

- Get everyone involved in promoting the town
- Training programme for all staff
 - Customer service/tourist information
 - Queenstown Resort College programme modelled on Whistler/Vale/Aspen
- “Passport” issued to all graduates
- Multitude of information officers/ambassadors for Rotorua visitors



Town Planning/Environment

Create visitor – friendly tourist/precinct e.g.

Queenstown evolving into distinct 2 tier market

- Domestic: Remarkables park
 - Supermarkets/services/big boxes
 - 7 days 9.00am – 5.00pm
- Tourist: CBD
 - Specialty branded stores
 - Hospitality
 - Activities/attractions/offices
 - 7 days 9am



Summary

- Superb opportunity – don't blow it
- Immaculate timing
- Be ready – have systems in place prior to launch
- Stay committed – there will be speed wobbles
- **Well done – good luck**

