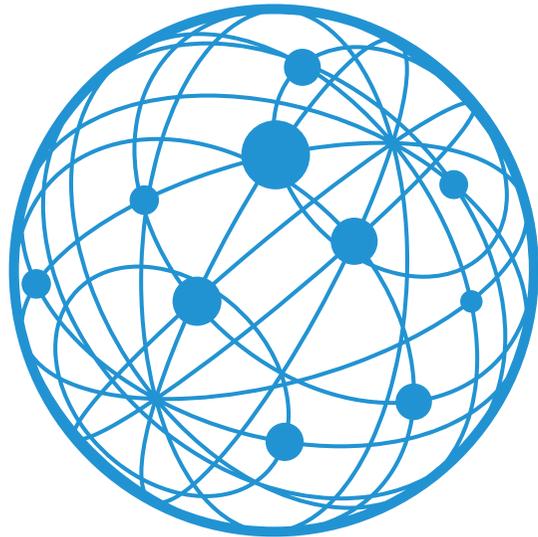


# The only constant is **CHANGE**

**Ryan Ingram**  
Director of Sales



The only  
constant is  
**CHANGE**

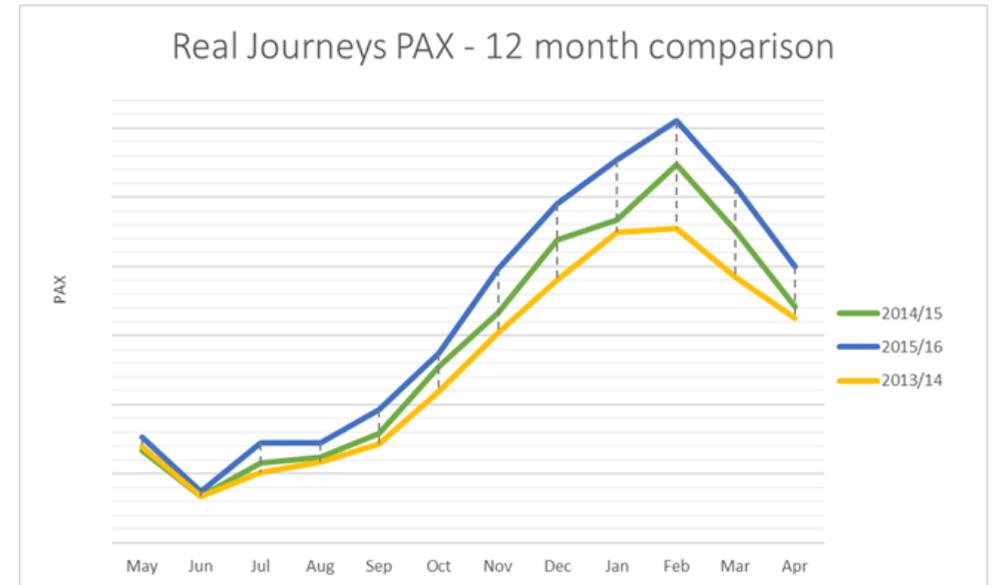
## Who are we?

- Tourism operator – Queenstown, Te Anau, Milford Sound, Doubtful Sound, Stewart Island and Christchurch
- Family-owned business established in 1954
- Real Journeys Group consists of
  - Real Journeys
  - Stewart Island Experience
  - Cardrona Alpine Resort
  - Go Orange
  - International Antarctic Centre
- 1000+ employees across the group



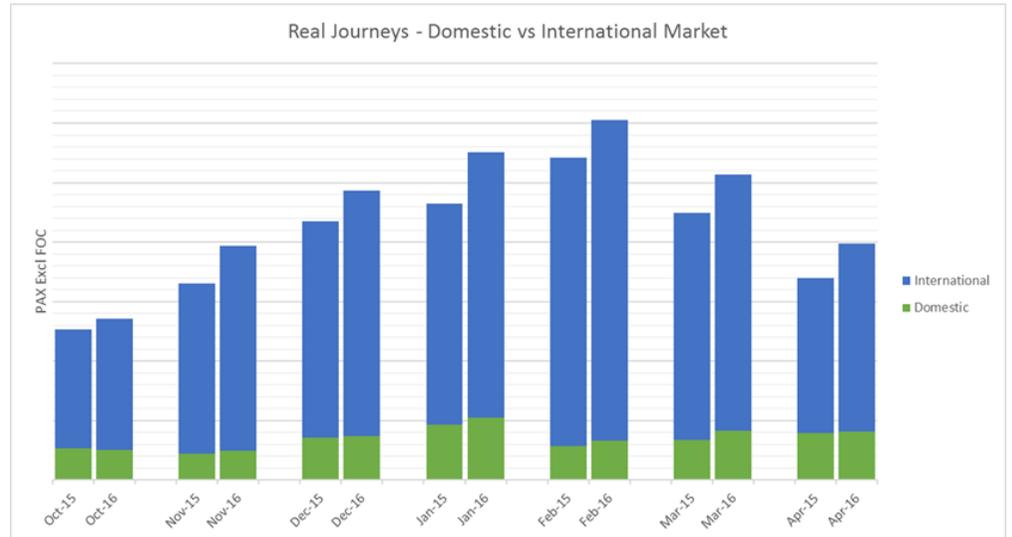
## Our Observations of summer 15/16

- Lengthening of season
- Chinese New Year continues to grow and now largest holiday period
- Speed of change in the China market with respect to FIT or semi-FIT
- Forward booking pattern changes
- Significant increase in online booking – proprietary and OTA



## Our Observations of summer 15/16

- Well geared for the season this year following the learnings from 14/15
- Chinese becoming more adventurous and branching out into different products/experiences
- American premium and small group operators growing strongly
- More regional dispersal helping grow off peak business
- Domestic market continues to be important for business



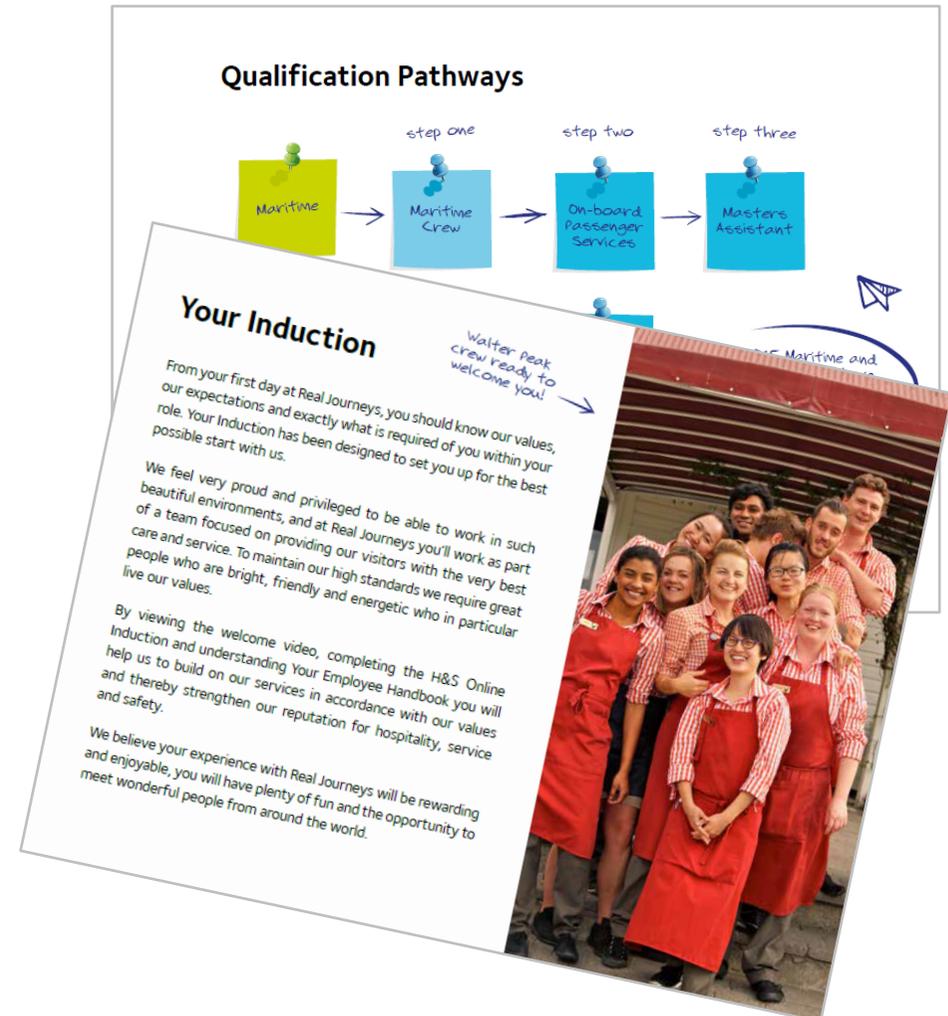
## So what varied to our initial planning?

- Growth exceeded expectations at the time of setting annual business plans
- February growth astounded us as we felt there wasn't significant room to grow
- Extra airline capacity that was announced and came on stream through the season



## Learnings

- Product development and refinement is key
- Different approach to our timetable and capacity management in season 15/16.
- Recruitment and planning all formed around this approach
- On boarding process and employee development provided assisted in setting up for increased volume and to maintain a remarkable experience
- Peak capacity constraints driven change in consumer purchase
- Further develop our capability and capacity to cater to the evolution of visitor mix and booking patterns



## How will we manage future growth?

- Very clear idea of our peak demand and thus our opportunity outside of peak to grow our business
- Developing new strategies around recruitment and the balance of seasonal vs. permanent roles
- Continue to invest in product and tailoring experiences to target new business/markets
- Further refine pricing strategies
- New roles developed such as the Director of Product Development recently advertised
- Moved into an active capital investment programme with 10 year development plans for our existing portfolio



## What has been driving us to invest and develop?

- Brand and product positioning has driven quality investment
- Board confidence in business performance and outlook has allowed us to invest in our existing product and brand but also look at external opportunities to grow our business
- Significant improvement in business information intelligence to maximise opportunities
- Product enhancements and investment has helped underpin retail price increases
- Focus on increasing average spend per person for the past three years



## What has been driving us to invest and develop?

- Better conditions for industry growth
  - Low cost of capital
  - Weakening NZD
  - Low fuel costs – improving profitability
  - Airline expansion – opening up new markets and capacity
  - Industry focus on growing shoulder seasons



Thank You

