



## Case Study: Discover New Zealand

Thursday 28 Jan

Case prepared by Harry de Lacey under the supervision of Jessie Lin and Sunny Gu. This case has been prepared solely for the Champions Trophy Case Competition. All data in this case has been obtained from publicly available sources and Discover New Zealand. This case is not intended to serve as an endorsement, a source of primary data, or an illustration of effective or ineffective management.

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From: Benjamin Banker  
Sent: Friday, 5 February 2016 7:31am  
To: Discover NZ Tourism App Project Team  
CC: David Dollar; John Jobs; Peter Partner; Warren Wallstreet  
Subject: Discover NZ Tourism App Presentation

Team,

I think we can really make a difference with our last client.

The company is Tuhura (meaning “discover” in Māori) Ltd, which launched the Discover NZ Tourism App (the ‘App’) a year ago. Gordon and Cathy Duncan are on a mission to tell the stories of New Zealand, to preserve the history of the indigenous Māori people as taonga (sacred) and to bring mana (prestige, power) to the local communities.

The Discover NZ Tourism App is a dynamic storehouse of videos and animated stories from around the country, with an integrated tourism booking portal for many of New Zealand’s major tourism operators. Gordon and his team, however, face stiff competition against a raft of other mobile apps that stand in the way of building critical mass.

There are two things on his mind that he would like you to address:

- 1) Where to focus to increase annual app downloads from 2,100 to 30,000 over the next 12 months
- 2) How to further develop revenue streams to support the vision of sharing the stories of New Zealand

Your team will have ten minutes to share your thoughts on what Gordon should focus on in the next 12 months. Our researchers have provided information about the product, the competitors and the tourism industry in New Zealand, in addition to some potential opportunities that you may wish to explore.

Kind Regards,

Benjamin Banker

Senior Vice President

SYG Consulting Group

# The idea





# The company

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## The idea

Gordon, an avid traveller, had experienced the frustration of not being able to understand the significance of the places that he visited<sup>1</sup>:

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“We went to a few places where it was clear that there was great historic, cultural significance but you just didn’t get any sense of it - where Lenin started the Russian revolution in St Petersburg for example. We were standing on a cobbled square where this guy caught a tram and started a revolution and yet there was nothing there to tell you that.”

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Outside of museums and dedicated archives, travellers at the time had no way to really experience the feel of historical events around the country.

Another concern of Gordon and his wife relates to the large number of Kiwis leaving the country to work overseas, and the impact that it is having on local communities<sup>2</sup>:

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“There will be cows on every paddock and a retirement village on every hill unless we do something different.”

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Disheartened, but motivated and imbued with insight, Gordon and his team created the Discover NZ Tourism App. The App enables travelers to “see below the surface and experience what has gone before”<sup>3</sup>. It ensures that stories “that New Zealand needs to know about” are accessible to travellers, rather than being locked away in educational institutions or archives. Through keeping the stories alive, Tuhura handles them as taonga (treasured, or sacred) and brings mana (prestige, power) to the communities in which the events occurred.

The App also brings socio-economic benefits to the communities in which it operates. It increases tourist numbers, supports local tourism operators through the online booking portal, and creates opportunities for indigenous peoples.

In the long term, Gordon intends to develop a business model that provides sustainable and enduring benefits to the community, and to Māori in particular. In his own words<sup>4</sup>:

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“Success means establishing the Tuhura brand – standing on the shoulders of multi-talented Māori discoverers, building a strong sense of community, offering economic and employment opportunities and enriching others through amazing stories – our taonga (treasure).”

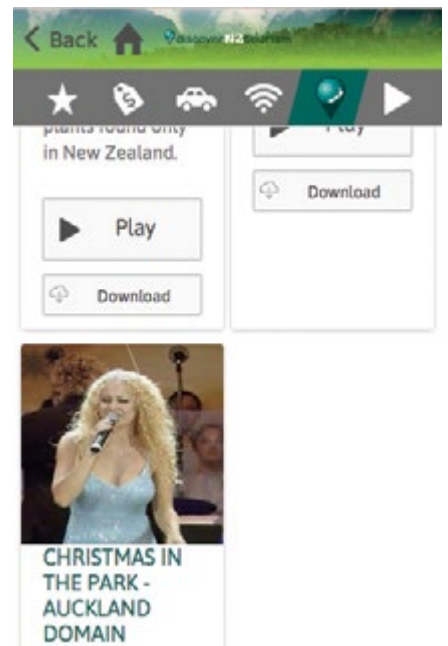
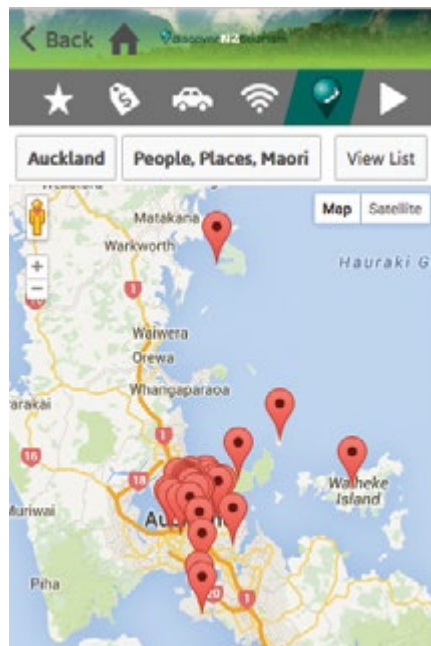
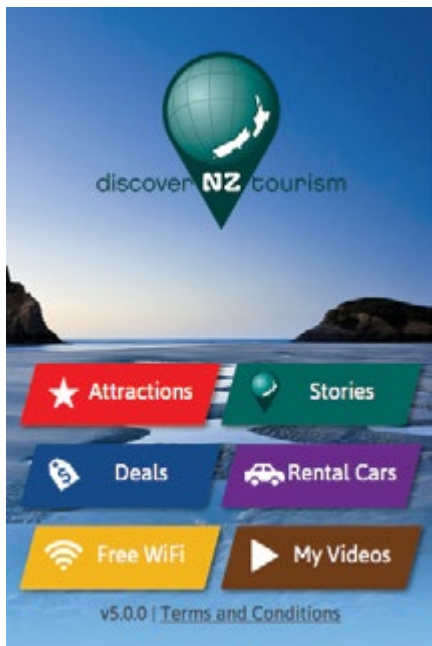
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<sup>1</sup> [http://www.computerworld.co.nz/article/489693/tuhura\\_launches\\_location-based\\_tourist\\_app](http://www.computerworld.co.nz/article/489693/tuhura_launches_location-based_tourist_app)

<sup>2</sup> Interview with Gordon.

<sup>3</sup> Interview with Gordon

<sup>4</sup> Drawn from the [discovernztourism.co.nz](http://discovernztourism.co.nz) website.



## The product

The purpose of the app is to enable travellers to connect with local culture and history. Market surveys indicate that between 20-30% of tourists rate this as a high priority in their travels<sup>5</sup>. The app also provides a convenient portal for finding and booking activities with local tourism operators.

There are therefore two core functionalities: (i) storytelling, and (ii) tourism products.

## Storytelling

Story-telling through videos is an interesting feature of the app which enables users to experience historical events through 90 second videos<sup>2</sup>. This feature sets the app apart from other apps on the market, and is founded on Gordon's belief that visual story-telling is the most powerful way to engage the traveller; "you get tired of just reading about stuff – you want to see what actually happened."

Driven by this insight, the App currently has 650 video clips and animated stories spread across New Zealand. The stories are geo-linked, meaning that users are able to see exactly where each story took place using the GPS on the App itself. Users can see what happened in a particular region, or what happened in their present location. To assist users with viewing videos in areas with little reception, the app allows users to store 10 videos to take on tour that last for three days<sup>6</sup>.

For a fee, tourism operators are able to upload their own unique videos. These are viewable by users when they are close to the attraction, provided that they have purchased a ticket for that product.

## Tourism Products

Users are able to book a wide range of tourism activities through the app, including bungy jumping, cruises, and tours of the Hobbiton movie set. There are currently around 24 registered operators around the country, offering around 250 different tours and activities.

Similar to the unique stories, operators can also set up their own content, such as a downloadable interactive map for use during a walk with no mobile coverage.

Beyond the core functionalities of story-telling and tourism product support, the App also provides links to rental car and free WiFi providers, and will soon map out 'Z' petrol stations all over the country. Soon, a 'What's Around Here' button will be added that will provide users with a useful summary of stories and activities in their immediate area.

## Story Sourcing

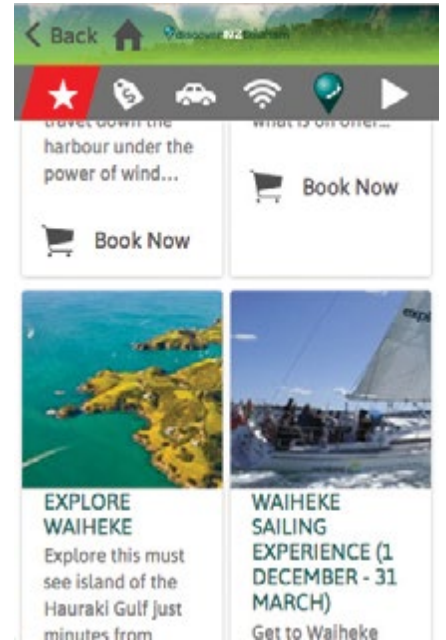
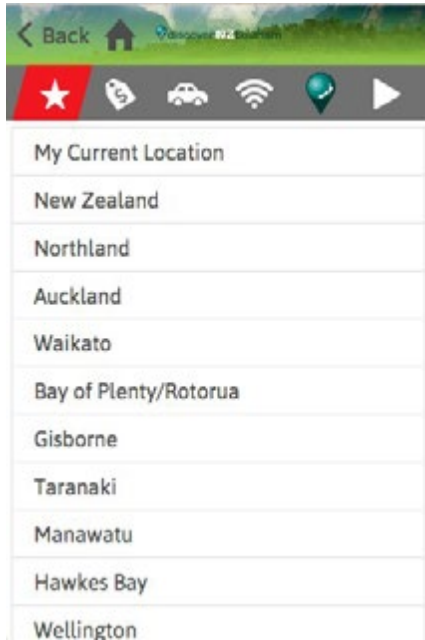
Building the collection is difficult, and can be expensive. The existing collection was acquired on licence from TVNZ at a substantial cost, which included the cost of locating clips, editing them down, and the licence fee itself.

The current development plan involves a co-creation approach with a number of different stakeholders, including partnerships with iwi<sup>7</sup>, the Ministry of Cultural Heritage, Kiwi Rail, Fullers ferries, Z petrol stations, and potentially with educational institutions at the secondary and tertiary level.

<sup>5</sup> Taken from market surveys of departing tourists at Auckland Airport, undertaken by the case company, in addition to surveys by Tourism New Zealand.

<sup>6</sup> This will soon be extended to 20 clips over 7 days.

<sup>7</sup> Refers to largest social units in Māori culture, often referred to as tribes, or a confederation of tribes.



## The Sales Approach

There are three major marketing channels Tuhura media, tourism operators, and general advertising partners.

### Tuhura Media

Tuhura currently has a limited following online. There are social media pages on Facebook, Twitter and Weibo, and a new website was launched in December 2015 at [discovernztourism.co.nz](http://discovernztourism.co.nz) (see Appendix 1).

## Tourism Operators

Tourism operators are the most significant marketing channel, as they are financially incentivised to persuade visitors to download the app. Each operator has a unique QR code on location that will direct the user to an app store to download the app, and downloads for each operator are individually tracked on a separate platform. Discover NZ Tourism makes 17.5% commission on the price of bookings, and 5% of this goes into a pool to be redistributed to operators proportionately to the number of downloads driven by each operator.

## Advertising Partners

General advertising partners are as follows:

Partner	Nature of Partnership	Status
Blue Bubble Taxis	Blue Bubble Taxi business cards will have a Discover NZ Tourism App ad on the back of the card, in exchange for creating a 'call a Blue Bubble Taxi' button on the app.	Active <sup>8</sup>
Z Energy (nationwide petrol station chain)	Z will promote the app on their Facebook page (almost 300,000 followers) and to their email list (some 160,000 accounts) in exchange for integrating Z fuel stations exclusively on the app's map.	Active
Church of the Good Shepherd, Lake Tekapo	The Church (which receives over 300,000 visitors per year) will promote the App in exchange for a donation functionality through the App. Users who donate will also gain access to an exclusive video about the Church.	Verbally agreed, memorandum of understanding to be drawn up shortly.
Māori radio network	Radio stations will provide promotional support, as they support Gordon's vision of sharing the stories of NZ.	Proposed

<sup>8</sup> Pilot testing has begun with 700 taxis in Auckland and 60 in Queenstown. If this proves valuable, then it may be rolled out nationwide.



## The Team

Gordon Duncan is the founder of the company, and he currently manages a team of 10 (see Appendix 2). His employment background is in executive recruitment, and he has been involved in several entrepreneurial and community-based projects. He was a partner in a tourism-related property development, he set up a social housing trust which owns 18 properties, and he chaired the New Zealand board of Greenpeace for six years.

## Ownership structure

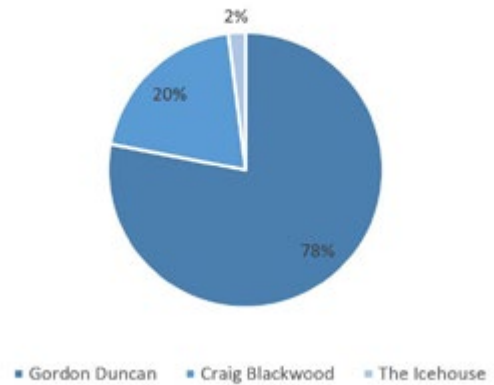
The company is fully debt free, built off the back of Gordon's own personal savings. Equity ownership is divided as follows:

The Icehouse is a Government-backed business growth hub, owned by a not-for-profit trust. In exchange for a share in the company, they helped Gordon to establish and develop the business.

While Gordon has considered angel investment, he has so far decided against it for a couple of reasons. Firstly, the company is only now starting to come out of a phase of rapid product redevelopment. Last year, the app was not ready for a period of rapid growth. Secondly, the model needs to contribute to his wider vision of giving back to the community.

Now, Gordon intends to develop some kind of joint venture ownership model with each of the iwi around the country. In his own words, the intention is to build "trusted, authentic and mutually beneficial relationships with Māori so that their stories can be told". A partnership type model would provide economic and social benefits in a way that respects the mana of each iwi<sup>9</sup>.

Ownership Share in Tuhura Ltd



<sup>9</sup> Setting up a charitable organisation to give out money, for example, could be considered disrespectful to the *mana* of an iwi.



# The industry

## The market

The core user of smartphone apps for travel services are Free Independent Travellers ('FITs'). These tourists travel alone or in small groups, and avoid mass tourism and travel packages. More importantly, they favour booking and planning out their own holiday, rather than seeing ITOs or travel agents to do it for them (see Appendix 3 for further information).

## International visitors

Australia is the biggest annual source of holiday visitors, followed by China and the United States of America:

Annual Holiday/Vacation Visitor Arrivals by Country of Residence									
	Australia	China	Japan	Korea	Germany	UK	Canada	USA	TOTAL <sup>10</sup>
2010	461,023	82,151	63,042	41,105	45,331	110,386	27,420	110,057	1,213,460
2011	456,425	97,923	45,423	33,095	43,246	103,064	26,791	104,791	1,216,521
2012	433,744	140,416	47,664	34,592	43,568	71,936	24,736	99,088	1,166,752
2013	468,896	169,232	48,208	33,456	47,664	76,016	26,640	120,224	1,280,864
2014	478,560	195,024	51,424	36,752	56,624	77,264	26,288	134,208	1,368,672
<b>CAGR</b>	<b>0.75%</b>	<b>18.88%</b>	<b>-3.99%</b>	<b>-2.21%</b>	<b>4.55%</b>	<b>6.89%</b>	<b>0.84%</b>	<b>4.05%</b>	<b>2.44%</b>

However, the inbound Chinese tourism market is the fastest growing market, expected to double from 200,000 to 400,000 in 2018. Indeed, outbound tourism from China is growing faster than any other country<sup>11</sup>, and some 73,000 of 215,040 holiday visitors in the year ending February 2015 were FITs (up 60% from the previous year, compared to 8% growth in group travellers)<sup>12</sup>.

There are two main types of Chinese FITs; budget backpackers who travel along or with friends, and save money when possible, and luxury travellers who travel with family or relatives, and stay in a wide range of accommodation types<sup>13</sup>.

Most of these FITs are 25-45 years old, have bachelor degrees and a fundamental grasp of English, are experienced tourists, and more than 80% of tourists have an annual income over 60,000RMB (around \$13,500 NZD, or \$9,200 USD). They are connected with modern technology, checking websites of destinations, hotels and attractions, and seeking advice through social media and others who have travelled before. They will stay at destinations longer than package tourists, preferring to learn more about local culture. Usually, they stay in New Zealand for two weeks.

In general, European holiday visitors spend longer in the country than Asia-Pacific holiday visitors:

Average Stay Days of Holiday/Vacation Visitors by Country of Residence									
	Australia	China	Japan	Korea	Germany	UK	Canada	USA	TOTAL
2010	12	6	11	14	38	29	26	14	17
2011	11	6	11	12	45	28	27	15	17
2012	11	6	12	11	44	29	24	15	16
2013	11	7	11	11	47	28	22	14	16
2014	11	8 <sup>14</sup>	11	12	47	28	22	14	16

Source: Statistics New Zealand

<sup>10</sup> This figure refers to every country of residence of visitors to New Zealand, and is therefore not only a sum of the countries listed on the graph.

<sup>11</sup> <http://data.worldbank.org/indicator/ST.INT.DPRT>

<sup>12</sup> <http://www.tourismnewzealand.com/markets-stats/markets/china/market-trends/>

<sup>13</sup> Che, L. (2014). Understanding motivations to visit New Zealand: A quantitative study amongst young Chinese FITs (Masters dissertation, Auckland University of Technology, New Zealand). Retrieved from <http://aut.researchgateway.ac.nz/bitstream/handle/10292/7958/CheL.pdf>

<sup>14</sup> Note that the average length of stay for independent holiday travellers is 14 days, compared to shopping group tour travellers at 2 days (from the International Visitor Survey, Jun-Mar 2014).





## Domestic tourists

Expenditure by domestic tourists exceeds that from international visitors:

Summary of Tourism Expenditure by type of tourist (\$m)			
	International tourism expenditure	Domestic tourism expenditure	Total tourism expenditure
2010	10,000	15,035	25,035
2011	9,763	15,756	25,519
2012	9,800	15,879	25,678
2013	9,608	16,388	25,996
2014	10,040	17,002	27,042
2015	11,758	18,080	29,838

See appendix 6 for 2009 segmentation of the domestic tourism market



## The competitors

Competitors can be divided into Inbound Tour Operators (ITOs)<sup>15</sup> and other smartphone apps.

ITOs compete with smartphone apps generally in relation to booking tourism activities, however, they appeal to different markets. On one extreme, ITOs tend to attract group travellers who prefer to have their entire tour booked out by a single agent, often before they even land in the country. On the other extreme, apps tend to attract single or couple FIT travellers who book the entire trip as they go. In reality, most travellers fall somewhere in-between the two. They may, for example, book their accommodation and transport through an ITO, but book their activities through the internet or through an app.

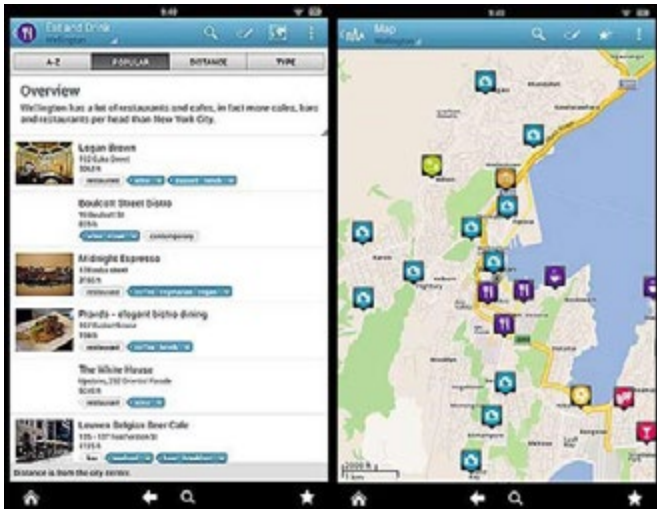
Smartphone apps exist across a wide range of functions, locally and worldwide, and there is a constant flow of new entrants. Some barriers to entry exist, as operators often will not sign on with new apps unless they have established a reputation.

The most comprehensive general travel app is the New Zealand Travel Guide by Triposo, which users of The World Travel Guide by Triposo are directed to download. There are similar guides for almost every country in the world, and they all seamlessly integrate information and functionalities from a broad range of sources. The app's listing on the app store quotes a user review:

‘Leave your Lonely Planet or Frommers at home. Your phone and a Triposo guide is all you need.’

STQRY is the only competitor that also provides geo-linked stories, and they recently raised \$5.5 million to fund an aggressive expansion plan overseas (see Appendix 7 for a press release). A key selling point of the STQRY app for operators is the ease of setting up content, which is designed for people that are not ‘tech-savvy’. However, STQRY currently has limited video content, and focuses primarily on internal guides for major institutions.

## New Zealand Travel Guide (by Triposo)



Compiles information from Wikitravel, Wikipedia, World66 and OpenStreetMap, and is fully functional offline. Suggests things to do when you open the App based on location, weather, and other factors. Includes:

- Exhaustive city guides for 50 New Zealand cities with sites, restaurants, things to do, and maps highlighting points of interest.
- Booking portal to seamlessly book and pay for activities
- Integration of user reviews of activities and locations from Yelp
- Seamless integration of Booking.com for accommodation bookings
- A guide to dining and nightlife in each city
- “New Zealand in Depth” provides background information about New Zealand locations<sup>16</sup>.
- Phrasebooks for non-English locations
- Mini guides for less travelled, off-the-beaten-track destinations.
- Ability for users to submit city guides and reviews for attractions.

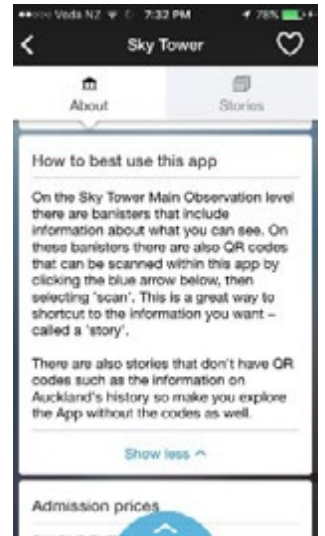
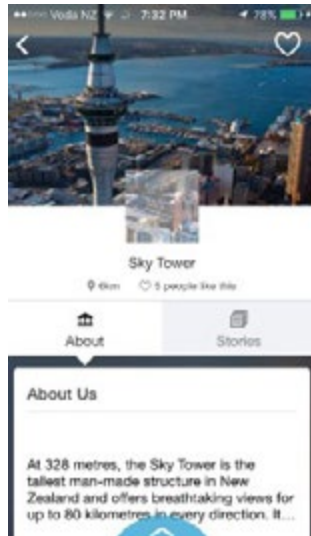
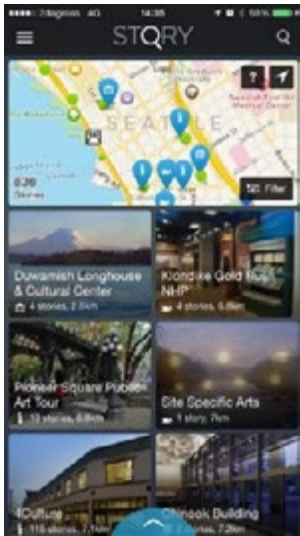


<sup>15</sup> An Inbound Tour Operator is an expert in tourism products for particular destination, who plans the itinerary, selects tourism products and coordinates all accommodations, travel needs and transportation.

<sup>16</sup> Text and photos only.



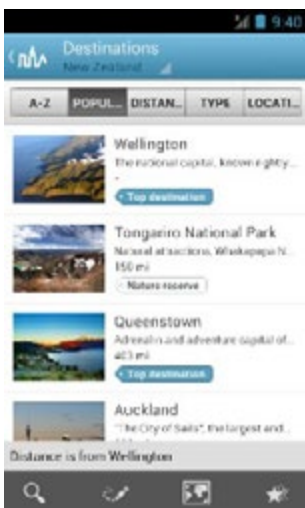
## STORY



The app has more than 400 organisations signed on worldwide, and includes:

- Ticket prices and brief descriptions of each operator
- Stories (text and still images) of attractions.
- Provides some external website links to videos and other information pages.
- Outdoor and indoor maps
- Downloadable offline content unique to tourism operators
- Facebook and Twitter integration to share stories
- Available in 60+ languages

## Essential New Zealand Travel Guide (by Tourism New Zealand)



Lists over 1000 activities and attractions around the country, and is fully functional offline. Includes:

- Photos, descriptions and pricing information.
- Integration with Tourism New Zealand's 'Your Trip' planner on the newzealand.com website, which allows users to plan and save activities and experiences.
- Contact information and map locations for i-Site activities and information centres.<sup>17</sup>
- An option to share your activities with friends and family.
- Ability to view current location on the map.

<sup>17</sup> i-Site is the official visitor information network, run by Tourism New Zealand. There are over 80 Visitor Centres around New Zealand, and they provide travellers with information and a New Zealand-wide booking service for activities, attractions, accommodation and transport.



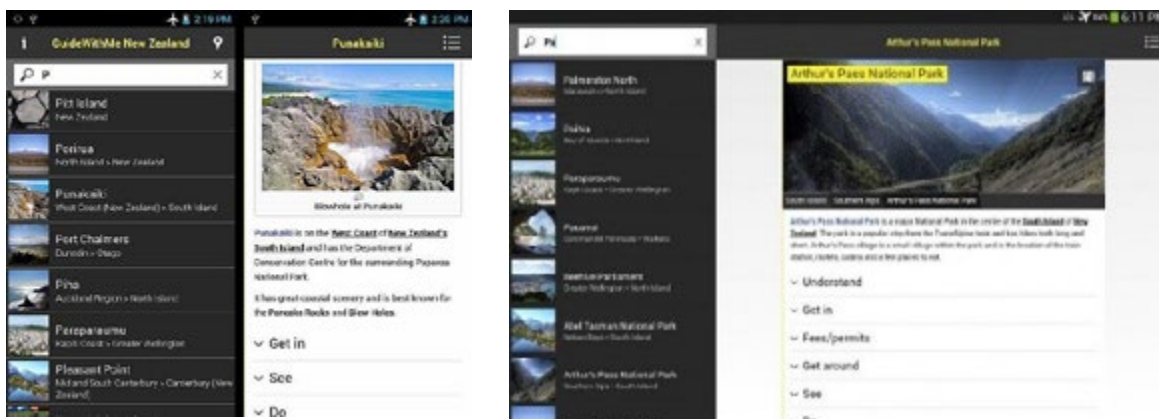
## itravelNZ



Lists over 1,500 points of interest around New Zealand, covering accommodation as well as activities and events, such as nature walks, waterfalls, fishing spots and farmers markets. Retains all previous research (including maps) for offline usage. Key features:

- Searchable by region or by GPS location
- View contact details and special offers and deals offered by tourism and hospitality operators.
- Integrated with Travel Bug to find and book accommodation directly.
- Integrated with free navigation software (requires separate download)
- Potential for a social community with the ability to leave reviews and tips for others

## GuideWithMe (by New Zealand Travel)



A compact 220-article guide that offers information about attractions around a user's location. Fully functional offline (additional free download required for the offline map). Includes:

- Guides for getting around the country
- Phrase lists
- Safety warnings
- Information and recommendations on restaurants and hotels, local costs/taxes, road rules and more.



## Great Walks – New Zealand



The App is built around New Zealand's Nine 'Great Walks' as designated by the Department of Conservation. These are walking tracks that pass through native forests, lakes and rivers, rugged mountain peaks, deep gorges and vast valleys. Includes:

- History, details, routes and photos for New Zealand's Great Walks.

As a result of limited success, the Department of Conservation have decided to not invest any further in the app.

## CamperMate (owned by Tourism Holdings Ltd<sup>18</sup>)



Facility-finding app that has more than 10,000 points of interest, including:

- Camp sites, both free and paid.
- Locations of rubbish bins, toilets and dump stations
- Public WiFi hotspots
- Police stations, petrol stations, hospitals, and supermarkets.

A number of other international offline map apps exist, such as HERE Maps, which provides traditional basic maps. Another app, Maplets, also provides maps of parks, subways and metros, bike trails, university campuses, theme parks and a number of other locations. Niche offline map apps also exist, such as Gaia GPS which allows hikers to map out and share their treks.

<sup>18</sup> Tourism Holdings Ltd is invested heavily in the tourism market, and there have been some discussions in establishing a partnership between Discover NZ Tourism and Campermate as complementary products.



# Objectives and opportunities

## Objectives for the App

The long term goal of the app to be recognised internationally as the key provider of authentic indigenous video and animated stories and be the waharoa (gateway) for Aotearoa tourism experiences.

Currently, the company aims to achieve this through developing the following<sup>19</sup>:

An internationally sustainable business model by creating value for users, tourism operators and advertisers

The number and quality of colourful stories – linked to places, events and people

Participation in story telling by iwi, schools and training establishments to enable rangatahi<sup>20</sup> to connect with their history and whenua<sup>21</sup>

A reputation as the essential tool for every tourist

## What Makes the App Unique?

Five factors stated by the case company<sup>22</sup>:

1) Our app streams video and animated stories and is geo-linked. No other app does this in New Zealand<sup>23</sup>.

2) It takes time to be entrusted with the stories of indigenous people. Over time our uniqueness will be in the rich library of short video stories available on location. We have already made good progress here.

3) The app now provides tourism operators with the ability to stream their own unique videos which can be accessed only when people have purchased a ticket for their tourism product and only when the user is near that location.

4) We are the only app providing video and animated stories in Chinese

5) A unique marketing approach in line with our Māori kaupapa (topic, policy, agenda) that rewards businesses acting as our agents for introducing our app to their customers. This uses digital technology that measures where downloads have taken place.

## User Growth Opportunities

### ITO Partnerships

While ITOs do compete with tourism apps for booking activities, there is a potential for a partnership. Often, travelers will book part of their trip through an ITO, but reserve part of the trip for their own exploring<sup>24</sup>. One possibility is finding an ITO to recommend the app to their clients and rewarding them financially for subsequent use of the app by that client (based on app usage data). For example, if a tour operator booked out the accommodation and transport for a client, but the client booked activities using the app, the ITO partner would receive commission for the activities booked.

<sup>19</sup> DIGMYIDEA submission.

<sup>20</sup> The 'younger generation'.

<sup>21</sup> Defined as 'land', but has a deeper meaning in Māori culture. Māori have a spiritual relationship with the land through their births and their ancestors' births, which provides the foundation for having mana, or 'mana whenua' (the spiritual authority in a given area).

<sup>22</sup> DIGMYIDEA submission.

<sup>23</sup> Numerous operators have stated that they prefer the App over other apps because of the video content.

<sup>24</sup> These tourists are referred to as Semi-Independent Travellers ('SITs').



## International students

The international student market is a relatively significant and fast-growing segment of the market.

International Student Expenditure less than 12 months (Annual-Mar)				
	International student expenditure less than 12 months (\$m)	International tourism expenditure (\$m)	Annual change in international student expenditure (%)	Annual change in international expenditure (%)
2010	1,752	10,000	6.7	-5.9
2011	1,794	9,763	2.4	-2.4
2012	1,759	9,800	-2	0.4
2013	1,768	9,608	0.5	-2
2014	1,918	10,040	8.5	4.5
2015	2,182	11,758	13.8	17.1

International students will customarily explore the country around their studies. They may act as ambassadors for friends and family who visit during their studies. It may also be the case that students will tend to have a greater interest in history and culture than the average traveler. There is, however, currently no data available to support this idea.

## Education market

Another opportunity may exist in the education market. It is a common trend for teachers to incorporate audio-visual content into their courses to enhance learning quality and interest in their courses, and the app could be a good way to do this.

## Chinese

While a substantial part of the app is already available in Chinese, it could be improved through 'skinning'<sup>25</sup> the app. Gordon has had early discussions about this with Chinese ITOs, but the prospects have not been favourable. The ITOs would prefer to use their own booking system, but would pay a fee to access the stories and the app's functionalities.

## Overseas

Once the app has developed sufficient revenue streams, Gordon intends to set up overseas, where visitor numbers far exceed New Zealand. High-priority destinations include Australia and the West Coast of America.

## Revenue Growth Opportunities

Aside from increasing the number of bookings and operators, there are currently a few other potential projects on the agenda.

## Tourist Shopping

The first opportunity is to sell iconic New Zealand products through the app in partnership with a particular tourism shop, which already has informal ties to the company. The shop has 13 branches nation-

wide, which could act as pick-up locations as an alternative to postage. The story functionality could be tied to the products, by allowing the operators to submit their own unique stories about the origins and making of their products. Further, the company could also provide \$1 product delivery insurance for posted items for a 20 cent commission fee, through a local insurance underwriter.

## Growing Unique Product Inventory

The second involves developing the offline interactive map product. With one operator already on-board, the platform is now already available. At the moment, the focus is to sell it to operators who have strong community ties. For example, iwi may own property rights to an area, and charge a fee to visitors. Providing interactive maps will justify charging a higher fee, and increasing the return they get from the land.

## Linking the Website with the App

The third is linking the Discover NZ Tourism website and app through a personalised 'My Discoveries' functionality. Many travellers search websites to plan their trips, and then use mobile apps during their travels. Integration of the booking function on the website and app could develop the user experience and drive new bookings. To implement this, there may be a way to incentivise users to load their details onto the integrated system.

A few other smaller initiatives will be set up, such as selling advertising space on the app, and including a 'book now' button after some videos finish.

<sup>25</sup> Skinning refers to a leasing model where the developer provides the functionalities of the app for a fee. Lessees have more control over the content of the app, can avoid heavy capital investment, whilst also reaping the benefits of outsourcing app development. On the other hand, the lessor develops a new source of revenue.





# Financials

The app is available for free, and downloads by app store are as follows:

Discover NZ Tourism App Downloads by App Store by Month (2015)			
Month	iOS	Google Play	Total
Jan	64	2	66
Feb	45	10	55
Mar	37	24	61
Apr	42	23	65
May	36	35	71
Jun	67	20	87
Jul	203	24	227
Aug	210	30	240
Sep	319	43	362
Oct	246	43	289
Nov	326	41	367
Dec	206	31	237
Total	1801	326	2127

Downloads by origin of visitor are as follows:

Discover NZ Tourism App Downloads by Country by Month (2015)										
Month	China	NZ	Australia	US	Singapore	UK	India	Germany	Other	Total
Jan	4	17	4	11	0	5	3	2	20	66
Feb	4	22	6	8	1	1	1	1	11	55
Mar	5	29	5	4	1	2	1	1	13	61
Apr	8	18	11	9	0	1	4	1	13	65
May	8	25	8	8	4	2	3	0	13	71
Jun	22	30	7	12	3	2	0	0	11	87
Jul	123	48	15	10	7	0	3	4	17	227
Aug	144	45	12	11	9	2	1	1	15	240
Sep	241	56	8	8	12	5	5	2	25	362
Oct	165	47	13	12	21	5	1	4	21	289
Nov	218	52	18	10	29	7	2	6	25	367
Dec	126	40	11	9	19	3	2	1	26	237
Total	1068	429	118	112	106	35	26	23	210	2127





### Revenue streams

All revenue comes from tourism operators. For each operator, there is a \$250 sign-up fee. Once bookings start to flow through the system, the company receives a 17.5% commission on the booking price, however, 5% of the total commission pool is redistributed back to operators as an incentive to recommend the app to clients. The redistributed commission is paid out proportionately to the amount of app downloads, tracked using shortened URLs or QR codes on location.

Further, operators pay an additional \$100 per month to set up unique content that is available after booking a ticket with them, in addition to a variable top-up commission based on the number of bookings, which is capped at a monthly ceiling to reduce the exposure of each operator. At the moment, there is only one operator signed up for this. The cost of developing the app to support this functionality will be fully covered once two more operators have signed on.

### Costs

There are few ongoing costs in the business. The only fixed cost is the monthly \$500 fee to run the server, and the rest is attributed to variable costs such as wages, IT support and marketing.



# Appendices

## List of Appendices

- 1) Discover NZ Tourism Website
- 2) The Tuhura Team
- 3) Rise of the FIT Traveller
- 4) From 'xin xian' to Weibo – Understanding the Chinese FIT visitor
- 5) China Toolkit Infographic – Popular Information Sources
- 6) Domestic Segments
- 7) “AREA360 – The STQRY is just beginning” Area 360/STQRY – website screenshots

## Appendix 1 – Discover NZ Tourism Website

The screenshot displays the Discover NZ Tourism website and its mobile app interface. The website header features a navigation menu with 'Home', 'Blog', 'About Us', and 'Contact Us'. The main banner reads 'DON'T JUST VISIT US - DISCOVER US' with a sub-headline 'Book Adventures and See Local Stories'. Below the banner are 'Google play' and 'Download on the App Store' buttons.

The app interface is shown below, featuring the Discover NZ Tourism logo and the text: 'Discover New Zealand Tourism. An app for Tourists and Locals alike. Featuring History, Culture, Events shown in 90 second video clips. GPS linked to your location and now with booking information for top sites and attractions.'

The app interface is divided into three main sections:

- Local Stories, Maori Culture, people, places & NZ History:** Shows a smartphone screen displaying 'Auckland China...' with a colorful map overlay.
- GPS Linked to your location:** Shows a smartphone screen displaying a map with location markers and a 'GPS' button.
- Tours & Attractions:** Shows a smartphone screen displaying 'Queenstown Je...' with a video player interface.

The app interface also features a navigation bar with the following categories:

- Tours Attractions
- Special Deals
- Local Stories
- Maori Stories
- Rental Cars

The main content area displays several tour options for Auckland:

- Skyjump Auckland:** Fall 302 metres from Auckland's Sky Tower like a movie stuntman. From \$228.
- SkyWalk Auckland:** Walk around the outside of the tallest tower in the Southern Hemisphere. From \$85.
- Explore Group:** Harbour Cruises - Arctics Cap - Waikato Island - Wine Tours - Auckland at its best. 7 unforgettable memories. From \$60.
- Fliers Auckland:** See the best of Auckland and the Hauraki Gulf from luxury motorcraft and see why Auckland is 'The City of Sails'. 3 great options from \$80.



## Appendix 2 – The Tuhura team

Role	Person
Director/Expedition Leader	Gordon Duncan
IT (incl. database, booking engine and website)	Craig Blackwood
IT (incl. database, booking engine and website)	Chris Cullen (assistant)
App Development	William Fan
Partnerships/Strategy/Commercialisation	Tracy Davis
Partnerships/Strategy/Commercialisation	Scott Milne
Sales/Marketing	David Ren
Chinese Language Expert (translations & voice overs)	Teresa Ren
Content Loader	Liz Stewart
Script Writer/Content & Social Media Guru	Greg Knowles
Graphics Design/Brand Custodian	Kevin Lynch

## Appendix 3 – ‘Travel Trends: The Rise of the ‘Free Independent Traveller’ (FIT)’ (11 May 2010)<sup>26</sup>

Over the last few years, the world travel landscape has undergone significant changes brought by security concerns, the economic crisis and green considerations. These new conditions have given rise to a new type of tourist: the Free Independent Traveller (FIT). The term refers generally to people over 35, of above average income, and who like to travel in small groups or as couples. They avoid mass tourism and the holiday package of traditional travel operators, and favour a more individualistic approach to travel. They may or may not be four percenters.

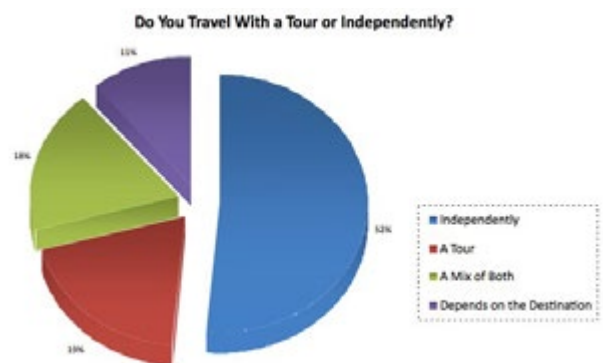
### Free Independent Travelers as an alternative movement?

FITs tend to be environmentally aware, with the desire to experience new ways of life and usually are enthusiastic, off-the-beaten-track explorers with a thirst for experiencing the “real thing.” They enjoy good food, architecture, and the heritage of local cultures.

Also, they are an important and growing sector in the travel market. Governments, regional tourist boards and other public sectors responsible for tourism development try to attract them. Why? The basic principle is economics. FITs spread their money around in a more efficient fashion, buying from multiple locations driven by their own particular itinerary and tastes and by the intention of enjoying the local way of life. In contrast, tour groups concentrate in a few providers, which tend to spread money in a less than optimal manner.

<sup>26</sup> <http://gadling.com/2010/05/12travel-trends-free-independent-traveler-fit/>

<sup>27</sup> <http://discovernztourism.co.nz>



### The Power of Information

How FITs garner information for their trips is of vital importance. Not surprisingly, a wide variety of sources or tips from social websites are key sites such as Lonely Planet’s Thorn Tree forum or GoNOMAD.com are both examples and represent the fundamental difference between the FIT and other types of traveller. Many FITs are even leveraging Facebook, Twitter, Foursquare and other social networking sites to get information about trips. After all, independent travel is about the sharing and passing on of ideas and knowledge. The FIT vacation is a custom-built menu fed by suggestions from friends, forums, specialty providers or others. The rise of low-cost airlines in the US and Europe has also increased the supply of alternative and lower cost short haul destinations fuelling demand for these newly available markets.

The internet is fundamental to the rise of the FIT, and as such, many traditional travel operators interested in tapping into this new, growing market are starting to offer fully customized travel options through their websites to create almost an oxymoron: Independent Travel Operators.

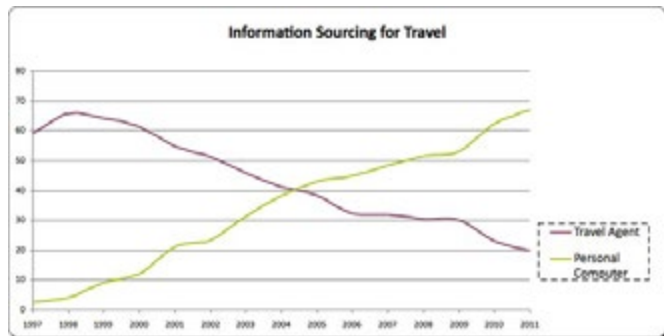
Take a look at the trends in information gathering and travel booking below. (Please note that all data points for 2010 and 2011 have been forecasted to show future trends. We can’t see into the future.)





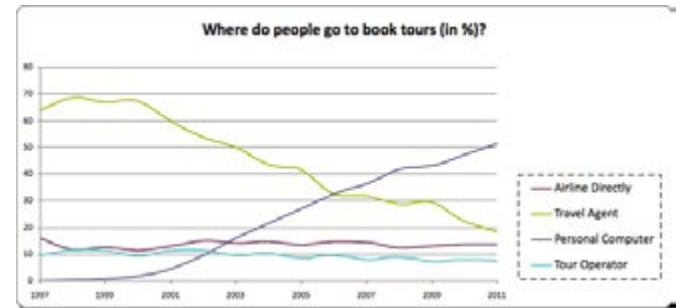
## Information Sourcing for Travel

As you can clearly see below, FITs have turned almost exclusively to the internet for information gathering and trip-planning.



## Where do people go to book tours?

As with the chart above, FITs have almost entirely abandoned tour operators for actually booking their trips or extended tours.



## Appendix 4 – ‘From ‘xin xian’ to Weibo – Understanding the Chinese FIT visitor’<sup>27</sup>

Understand your visitors’ needs and be ready to capitalise on growing numbers of Chinese travellers to New Zealand as the market is set to provide the best tourism growth opportunity over the coming years.

This was the clear message from last week’s webinar, “Latest Research and Insights: Chinese FIT expectations when visiting New Zealand” - presented by Tourism New Zealand’s Senior Insights Analysts, Lucy Alborn and Bryce Kelliher.

The first in a new series of quarterly Research and Insights webinars, the session provided an overview of the latest research findings on what Chinese Free Independent Travellers (FIT) are looking for in a New Zealand holiday, and offered some insight into how domestic operators can make the most of the increasing number of Chinese visitor arrivals.

With total visitor arrivals expected to reach 600, 000 in 2021 (an increase of 116 per cent over the next seven years), there seems to be no end to the market’s growth.

The main underlying driver for this increase is due to a growing Chinese middle-class with a desire to travel and a willingness to pay a premium for quality goods, services and experiences.

Bryce pointed out that a growing middle-class had already emerged and what we will see is a “shift to the majority of urban China households moving into the upper middle class, underpinning future consumption, including travel.”

The current youth sector, now in their teens and twenties, will make up a large proportion of the FIT segment in future.

Statistics shown in the webinar pointed clearly towards clear growth of the FIT segment - in the year ending March 2014, Independent Holiday Visitors made up 20 per cent of total Chinese visitors. The same time one year later, the same group made up 27 per cent, a significant increase in independent travellers.

Not only are we seeing more FIT travellers in 2015, those considering a holiday to New Zealand are wanting to escape the constraints of organised tours - with Tourism New Zealand research showing that FITs dominate the China Active Considerer market, particularly among younger age groups (aged 30-49).

They see New Zealand as a place to flee the pollution of the city and their hectic lives, and are looking for a pure and clean escape. They have high expectations for clean scenery and unique experiences.

Based on the findings from Tourism New Zealand’s Active Considerer research Lucy made some suggestions for tourism operators to best capitalise on Chinese FIT travellers.

“Offer immersive experiences and perhaps most importantly, work with the premise of ‘xin xian’ in mind - where food is seen in its natural state, caught at the source, and the visitor is involved in the process of sourcing, preparing and cooking it.”

Social media was another important element when attracting Chinese visitors, who are avid social networkers.

“People go where people post, it’s that simple”, Lucy said.



Appendix 5 – China Toolkit Infographic <sup>28</sup>



28 <http://www.chinatoolkit.co.nz/infographic>



## Appendix 6 – Domestic Tourism Segmentation Study<sup>29</sup>

Characteristics (Bias) by Segment	Being There	Searching	Rewarding	Immersing	Making Do	Embracing Life	Creating	Aiming High
Size of segment	22%	13%	13%	13%	12%	11%	8%	8%
Gender	Female bias	Slight male bias	Strong male bias	Female bias	Female bias	Male bias	Slight female bias	Male bias
Age	Oldest 60+	Youngest 15-24	Working age 25-64	Younger 25-64	Middle-aged 35-54	Middle-aged 35-54	Middle-aged 25-49	Young 15-24
Life cycle stage	Married/single, kids out of home	Single no kids	Married w/ kids in or out of home	Single/couple no kids	Single/married w/ kids at home	Married w/ kids at home	Single/married w/ kids at home	Single/married no kids
Occupation	Retired	Student	Manager, professional, technical	Professional, admin, student	Home worker, admin	Professional, manager	Home worker, professional, admin	Student, professional
Personal income	Low \$17-28k	Low <\$10k	Higher \$45-85k	Average \$25-70k	Low <\$35k	High \$50k-100+	Varied \$15-70k	Low <\$15k or \$30-50k
Key interests	Reading, writing, gardening, gardens/parks, home hobbies, volunteering	Clubbing/parties, downloading, blogs/websites, texting, cinema, music, computer games	Work, golf, online, watching sports	Cultural, painting, theatre, musical instruments, pets, yoga, hiking, parks/gardens	Markets, fairs, second hand sales, drives	Home maintenance, boating, fishing, outdoor, entertaining at home, eating out	Community/cultural/volunteer groups, social group interactions including family, sports, markets	Clubbing/parties, outdoor/water sports, fitness, music, cinema, eating out, meeting people
Number of short trips (last 12 months)	1.6	1.4	1.5	2.2	1.6	2.5	2.3	3.1
Number of long holidays (last 12 months)	0.7	1	0.4	0.6	0.3	0.6	0.7	1
Number of overseas holidays (last 12 months)	0.6	0.5	0.4	0.3	0.1	0.4	0.2	0.7
Marketing channels	Special interest (e.g. gardening magazines), affinity groups (e.g. churches), targeting online channels (e.g. news sites, online auction sites), email marketing	Online, Web 2.0, youth media, educational interest groups/institutions, events/parties, mobile apps, cinema	Business media, special interest groups/media, Auckland-specific media, TV channels, live sports events	Special interest and lifestyle media (e.g. health or yoga/wellness media), online channels (travel/lifestyle), professional media/interest groups, tertiary institutions	Women's magazines, general and lifestyle media, TV/daytime radio, fairs/markets	Business media, special interest media/online (e.g. golf, outdoor-focused), newspapers, boating/fishing, outdoor events/show	Special interest groups/media (e.g. cultural groups, cultural media), online channels, targeted lifestyle media, cultural and community events	Youth media, special interest media (e.g. skiing, boarding), online channels, interest groups (sports clubs, other affinity groups), cinema



Characteristics (Bias) by Segment	Being There	Searching	Rewarding	Immersing	Making Do	Embracing Life	Creating	Aiming High
Shortcomings of NZ vs Ideal	Different	Affordable, Entertaining Exciting, Different, Shopping, Big Cities	Entertaining, Different, Big Cities	Affordable, Entertaining, Different, History/Heritage	Affordable, Relaxing, Different	Different	Different, Affordable	Affordable, Relaxing, Different, Nightlife, Shopping, Big Cities
Most desirable NZ destinations	Bay of Islands, Nelson, Marlborough, Golden Bay	Bay of Plenty, Coromandel, Christchurch	Bay of Islands, Marlborough, Fiordland	Bay of Islands, Coromandel, Fiordland, Golden Bay, Nelson	Far North, Bay of Islands, Nelson, Fiordland	Bay of Islands, Golden Bay, Marlborough, Fiordland	Bay of Islands, Lake Wanaka, West Coast, Christchurch	Nelson, Queenstown, Golden Bay, Coromandel, Bay of Plenty
Number of Short Trips (last 12 months)	1.6	1.4	1.5	2.2	1.6	2.5	2.3	3.1
Number of Longer Holidays (last 12 months)	0.7	1.0	0.4	0.8	0.3	0.6	0.7	1.0
Number of Overseas Holidays (last 12 months)	0.6	0.5	0.4	0.3	0.1	0.4	0.2	0.7
Travel Motivations	Family NOT Challenge/ Something New/Adventure/ Peace and Quiet	Life Experiences, Adventure, Excitement, Something New	Peace & Quiet, Share Enjoyment with Others	Relationships, Family/Friends, Peace & Quiet, Excitement, Share Enjoyment with Others	Family, Relationships, Peace & Quiet	Family, Relationships, Share Enjoyment, Peace & Quiet	Family, Relationships, Share Enjoyment, Something New, Peace & Quiet	Life Experience, Adventure, Excitement, Something New, Challenge
Travel Barriers	Health, Disability, Travel Companion	Travel Companion, Transport, Confidence, Knowledge	Work Commitments, Annual Leave	Money, Work Commitments, Annual Leave, Confidence	Money, Care Responsibilities, Suitability for Children	Money, Work Commitments, Annual Leave, Care Responsibilities	Money, Work Commitments, Care Responsibilities, Suitability for Children	Money, Work Commitments, Annual Leave, Travel Companion, Transport

MARKETING STRATEGY	Being There	Searching	Rewarding	Immersing	Making Do	Embracing Life	Creating	Aiming High
Core Marketing Proposition	<i>Being with family and friends</i>	<i>Freedom and good times with friends</i>	<i>You work hard, you deserve it</i>	<i>Expand your mind, add to your experiences, enrich your life</i>	<i>You deserve a break</i>	<i>A FULL life (for you and your family)</i>	<i>Good times to share with your family</i>	<i>More, bigger, best!</i>
Marketing Channels	<ul style="list-style-type: none"> <li>- Major dailies</li> <li>- Special interest (e.g. gardening channels/mags/groups)</li> <li>- Affinity groups (e.g. churches, Rotary, Probus, other voluntary groups)</li> <li>- Targeted online channels (e.g. news sites, Skype, online auction sites)</li> <li>- Email Marketing</li> </ul>	<ul style="list-style-type: none"> <li>- Online, Web 2.0</li> <li>- Youth media</li> <li>- Educational interest groups/ institutions</li> <li>- Events/Parties</li> <li>- Mobile Apps</li> <li>- Cinema</li> </ul>	<ul style="list-style-type: none"> <li>- Business media</li> <li>- Special interest groups/media/online (e.g. golf clubs, golf magazines, golf websites)</li> <li>- Auckland-specific media</li> <li>- TV Sports/News Channels</li> <li>- Live sports events</li> </ul>	<ul style="list-style-type: none"> <li>- Special interest and lifestyle media (e.g. health media, yoga/wellness media)</li> <li>- Online channels (travel/lifestyle)</li> <li>- Professional media/interest groups</li> <li>- Tert. Education Institutes</li> </ul>	<ul style="list-style-type: none"> <li>- Women's magazines</li> <li>- General and lifestyle media</li> <li>- TV/Radio Daytime</li> <li>- Fairs/Market</li> </ul>	<ul style="list-style-type: none"> <li>- Business media</li> <li>- Special interest media/online (e.g. golf, outdoor-focused, boating/fishing)</li> <li>- Newspapers (major dailies)</li> <li>- Boating/Fishing</li> <li>- Outdoor events/show</li> </ul>	<ul style="list-style-type: none"> <li>- Special interest groups/media (e.g. cultural groups, cultural media)</li> <li>- Online channels</li> <li>- Targeted lifestyle media</li> <li>- Cultural and Community events</li> </ul>	<ul style="list-style-type: none"> <li>- Youth media</li> <li>- Special interest media (e.g. skiing, boarding)</li> <li>- Online channels</li> <li>- Interest groups (sports clubs, other affinity groups)</li> <li>- Cinema</li> </ul>
Key Marketing Opportunities	<ul style="list-style-type: none"> <li>- Day trip/short break (activity and event-related)</li> <li>- VFR campaigns (friend get friend)</li> <li>- Garden/nature product/events</li> <li>- History/heritage</li> <li>- Concert/theatre &amp; performing arts</li> <li>- Small group tours (special interest)</li> <li>- Assisted travel (transport, accommodation)</li> <li>- Cruise product</li> </ul>	<ul style="list-style-type: none"> <li>- Contiki-style domestic travel with experiences and opportunities to meet new people</li> <li>- Urban activities (nightlife)</li> <li>- Youth-related events (online gaming and sports competitions, sports exhibitions)</li> <li>- Adventure product</li> <li>- Sports product</li> </ul>	<ul style="list-style-type: none"> <li>- Short breaks</li> <li>- Golf product</li> <li>- Indulgence/pampering (accommodation, wellness experiences)</li> <li>- Romantic weekends/short breaks</li> <li>- Fashion events/shows</li> <li>- Sports events/shows (e.g. motoring, golf)</li> <li>- Food and wine experiences (events, vineyard tours)</li> <li>- Cruise product</li> </ul>	<ul style="list-style-type: none"> <li>- Nature, health, wellness, cultural, artistic, musical, heritage, wildlife, food and wine product – all with an interactive and educational focus</li> <li>- Workshops</li> <li>- Hiking groups/routes (including catered)</li> </ul>	<ul style="list-style-type: none"> <li>- Family-friendly product (theme parks and family experiences)</li> <li>- Nature-based product (animals)</li> <li>- Accommodation and experiences with childcare assistance/ facilities (e.g. kids' clubs)</li> <li>- Affordable and easy</li> </ul>	<ul style="list-style-type: none"> <li>- Outdoor adventures/ experiences for the whole family (e.g. cycling, fishing, canoeing, kayaking, adventure sports, boating, fishing, beaches)</li> <li>- Food/wine product</li> <li>- Cultural product</li> <li>- Heritage events/ experiences</li> </ul>	<ul style="list-style-type: none"> <li>- Social/shared experiences</li> <li>- Events/concerts/ festivals</li> <li>- Beaches/nature product</li> <li>- Camping</li> <li>- Picnics/outdoor cooking</li> <li>- Group accommodation</li> <li>- History and heritage</li> <li>- Cultural product</li> </ul>	<ul style="list-style-type: none"> <li>- Adventure and sports product (the best skiing, the best beaches, the best mountain biking tracks)</li> <li>- Youth/sporting/ adventure events</li> <li>- Urban product (nightlife, bars/ cafes/music events)</li> <li>- Wellness experiences</li> </ul>





## Appendix 7 – ‘AREA360 – The STQRY is just beginning’ (11 September 2015)<sup>30</sup>

A new name, new investment and a new suite of executives – AREA360 Founder and CEO Chris Smith explains why the Wellington startup formerly known as STQRY is ready to write a new chapter.

From a start at Wellington Zoo just three years ago, newly re-launched mobile location technology company AREA360 and its most famous creation, STQRY, are set to explode on the world stage thanks to a significant injection of investment funds.

AREA360 and STQRY enable non-technical customer experience, marketing and operations staff working at large, frequently visited locations such as airports, hospitals and museums to create and deliver meaningful experiences based on location data, harnessing the power of beacons, GPS, WiFi and more.

AREA360 announced this week that it has received US\$3.5m (NZ\$5.5m) from Madrona Venture Group, and is opening an office in Seattle.

The move expands on the company’s already well-developed presence in the city, where the STQRY app is used by the EMP Museum, Seattle Art Museum, and Seattle-Tacoma International Airport.

Area 360’s Founder and CEO, Chris Smith, explains that Seattle was the natural choice for the startup as they sought to give the company a toe-hold offshore.

“Seattle was our first port of call in the US. I am originally from the Emerald City, so we called in favours, slept on couches, and built solid business in Seattle.”

The Pacific Northwest city’s approach to the arts and public space – key source material for Area360’s first major product, STQRY – was also attractive.

“Seattle has a huge arts scene, where one percent of public spending goes to public arts and culture. So you can imagine, with taxes paid by the likes of Amazon and Microsoft that generates serious funding.

“Some of the arts and cultural organizations who had access to that funding really believed in us.”

The eventual result was uptake for STQRY not just in Washington State, but in the Walt Disney Family Museum in San Francisco, California and at the prestigious Smithsonian Museum across the country in Washington D.C. In all, more 400 customers around the world use STQRY, including the likes of Emirates Airlines and of course, the Wellington Zoo.

The company got its start in bridging the gap between cultural venues, the knowledgeable staff, and the eager visitors.

“The idea for STQRY as a product was formed while walking through the Wellington Zoo. The zookeeper had all this extra information and previously didn’t have an easy way to share it with visitors.”

The zookeeper’s knowledge had the potential to create a far richer zoo experience, but the vast majority of visitors never had a chance to benefit from it.

“STQRY was our attempt to deliver all of that information in a dynamic way, in the moment.”

Wellington Zoo signed a 4-year contract a few weeks later, and other organisations took notice to the strength of the concept.

Drawing on the company’s rich history of connecting digital content to physical locations through the STQRY app, AREA360’s advanced solutions now enable proximity based content delivery down to one to three meters, providing the tightest correlation of any beacon/location-aware platform on the market.

Smith says they also had some solid backing from the get-go.

“Gareth Morgan believed in us even though we had no product yet and few customers, and without Callaghan Innovation we wouldn’t be here today.

“When you’re a startup, you need the type of bridge funding that Callaghan Innovation offered to have a chance to make it happen.”

“Callaghan Innovation’s project grant provided us with the time and resources to focus on building a team, IP and products, without the distractions of day-to-day survival.”

Callaghan Innovation continues to provide support as AREA360 takes off. The company is now of a scale to qualify for Growth Grant funding, which will help to expand the company’s New Zealand presence, growing it by up to 10 FTEs<sup>31</sup>.

“The new funding we’ve received from Madrona Venture Group and the Callaghan Innovation Growth Grant has enabled us to welcome new executives, developers and salespeople that will help us take AREA360 to a new level of global reach and scale.”

The company is now 30 strong and continues to hire. AREA360 has just added three new leaders, joining Smith and its Seattle-based global sales lead Jennifer Smith.

<sup>30</sup> <https://callaghaninnovation.wordpress.com/2015/09/11/area360-the-stqry-is-just-beginning/>  
<sup>31</sup> FTE = Full Time Equivalent (a full time employee, or the equivalent in part-time employees).





These include the former GM of OnlineShoes.com, Dave Martine, who will lead operations.

The company has also added a former T-Mobile leader, Nathan Peterson, as its head of marketing. And finally, AREA360 has recruited head of technology Andrew Reid from Zeacom and Navman to lead the Wellington-based development team with plans to grow it to more than forty developers by year's end.

AREA360's aim is to be a world leading provider of location and context aware software, integrating location data with multimedia content into smartphone apps for user discovery at the right time in the right place.

The story, it seems, is just beginning.



## We innovate to enhance the way people experience, understand and connect with what's around them.

In 2012, Area360 launched an innovative mobile platform, STQRY, currently being used by arts and cultural organizations across the globe to bring their content and stories to life. Drawing on our abilities to connect rich digital content to physical locations across the globe, we are continuing to transform onsite areas by linking mobile and location technologies to help hospitals, airports, government, businesses, and others to easily build and deliver amazing visitor experiences.



### Create Innovative Mobile Experiences

Wouldn't it be cool to be known for your amazing mobile experiences? As expectations are growing for more personalized, meaningful mobile content, hiring developers to build user experiences from scratch is both costly and inefficient. Area360 builds customizable, out of the box iPhone & Android solutions with innovative feature sets based on learnings from hundreds of customers.



### Deliver Targeted Content Based On Location

What if you could deliver meaningful and dynamic messages based on your visitor's location? iBeacon, Eddystone, Wi-Fi, GPS, and mobile sensors help to understand a visitor's path, where they hang out, and how they engage with content at your location. Using Area360 products you can learn, build experiences, iterate and optimize your operations.



### Not Tech Savvy? Not A Problem.

With Area360 products, you don't have to be a tech guru to easily create dynamic and futuristic experiences. Our product suite gives you simple and easy to use tools for content management, campus wayfinding, asset tracking, proximity based information delivery and more.



### Integrate Your Solutions

What if you could combine your digital data and location based insights to help you optimize your business? Area360 will provide you with extremely accurate data, but more importantly our products are built to integrate mobile and location data with CRM, Social, and other API based data systems.



## STQRY<sup>™</sup> MOBILE

### Bring the Story to Life for Your Visitors

STQRY (pronounced "Story") is a mobile storytelling platform for art and cultural organizations that helps visitors explore your location further, engage deeper and discover more.

Enhance your visitor experience with an out-of-the-box, fully customizable mobile app and content management solution. Manage stories, content and analytics in one easy to use dashboard. Join more than 400 organizations around the world including The Smithsonian, Te Papa, The Broad and the Walt Disney Family Museum to share your fascinating stories across the connected STQRY platform.

[GET THE STQRY](#)



# Champions Trophy

Case Competition 2016



**BUSINESS SCHOOL**