

Michelle Caldwell



Dynamic, astute and entrepreneurial tourism marketing management strategist with a 20+ year record of achievement and demonstrated success in multiple international markets promoting tourism within New Zealand. Adept at driving growth of company revenues and improving bottom-line performance whilst committed to delivering on the promise of a world class visitor experience every time.

SKILLS

- Proven experience & leadership in marketing and communications in international & domestic markets
- Proven, credible and trusted network builder with excellent interpersonal skills and ability to manage relationships
- Strong team management experience that has resulted in positive impact for an organisation
- Senior level experience in successful stakeholder & relationship management
- Excellent oral and written communication skills and an accomplished listener
- Ability to manage high intensity workload with calm and prioritise accordingly
- Can communicate a compelling and inspired vision or sense of core purpose
- In-depth knowledge of the tourism distribution channel

INDUSTRY CONTRIBUTION

TOURISM EXPORT COUNCIL OF NEW ZEALAND (formerly ITOC)

August 2012 – present - Board member and Deputy Chair representing Allied Members (product suppliers)
Young TEC Mentor – annually since its inception

DESTINATION GREAT LAKE TAUPO TOURISM BOARD

July 2011 – August 2012 - Deputy Chairperson
August 2010 – July 2011 - Chairperson

TOURISM LAKE TAUPO

November 2006 – December 2009 - Chairperson

PROFESSIONAL EXPERIENCE

DESTINATE NZ – APRIL 2015 – AUGUST 2017 JULY 2020 – PRESENT

Founder / Marketing Consultant

Destinate NZ offers a unique full marketing & sales solution for tourism SMEs and was established in April 2015. Clients to date have included *thl* (Tourism Holdings Limited), Tongariro River Rafting, Chris Jolly Outdoors, Taupo's Floatplane, Vine Eatery and Bar, Enterprise Great Lake Taupo, Orakei Korako and Ruapehu Alpine Lifts.

Currently registered with the Regional Business Network as an approved supplier.

About to launch Destinate NZ podcast which will give bi-weekly tips and ideas for tourism marketing in these Covid times.

RUAPEHU ALPINE LIFTS – AUGUST 2017 – JULY 2020

General Manager Sales & Marketing

Responsible for development and execution of integrated marketing communications plans and related budgets; hired, trained and managed marketing and Taupo retail and ticket outlet teams; sales and account management function, providing tools for successful sales growth; creative design and copy-writing for digital and print assets, as well as internal and external communications, including website, social media, PR, trade and community engagement. Rebrand project for the two ski areas and managed the largest ever domestic season pass campaign. Introduced Australian campaign and joint venture marketing approach with Ruapehu and Taupo District Councils, Auckland International Airport and Tourism New Zealand. Launched Ruapehu marketing partnership programme with tourism operators and businesses through the North Island.

Key Achievements:

- ◆ Part of the team working on the licence renewals for both ski areas
- ◆ Managed the communications for the launch of the Rangatira Express Chair, then the massive redevelopment of Happy Valley and new Delta chair.
- ◆ Part of the consulting group involved in the business case and feasibility study for the Aerial Tramway project known today as the Sky Waka.
- ◆ In the background, I am proud to have been part of rebuilding our marketing team and presence in both domestic and international markets - to think 3 years ago, RAL didn't feature on NewZealand.com and now they are front and centre of every ski campaign (including the current domestic winter/ski campaign). Agents now feature Mt Ruapehu alongside Queenstown, Wanaka and Mt Hutt as a prominent offer, and we formed strong partnerships with our local councils and RTO's.
- ◆ Managed the biggest ever Life Pass sale (\$13m revenue) in 2016 and the two biggest ever season pass sales - revenue which is vital in supporting the business through the leaner years.

NGAI TAHU TOURISM – OCTOBER 2006 – DECEMBER 2014

Ngāi Tahu Tourism own and operate some of the most iconic experiences in New Zealand. These experiences include Shotover Jet, Dart River Jet Safaris, Hollyford Track, Franz Josef Glacier Guides, Glacier Hot Pools, Hukafalls Jet, Rainbow Springs and Agrodome.

Timeline of Roles and Responsibilities

Mar 2012 – Dec 2014

Regional Manager, Marketing & Sales

To promote Ngai Tahu Tourism North Island Region and its associated products and services for maximum advantage to meet annual visitor and revenue (\$18m total) targets. Responsible for brand and quality management, liaison and business development with all industry partners, and market and new product development. 6 FTE's plus informal leadership of additional 4 FTE International Sales Managers at Agrodome.

Mar 2011- Mar 2012

Regional General Manager (Acting)

Oversee the operational management of Hukafalls Jet and Rainbow Springs while the \$12million Project Big Splash took place, including financial reporting and results. Also responsible for coordination and project management of the brand refresh for Rainbow Springs, including customer research, agency selection and brief, photoshoot and implementation for the project.

Apr 2009 - Mar 2011

Regional Sales & Marketing Manager

A restructure led to the consolidation of the Sales Manager and Marketing Manager roles. Revised sales and travel plan for the region and set targets for both trade and direct business. Coordinated Finalist entries in

three categories of NZ Tourism Industry Awards, a winning Tourism Conservation in Action award and two winning entries for Westpac Waikato Business Excellence awards.

Mar 2007 - Apr 2009

Regional Marketing Manager

To remain vigilant in securing market intelligence on NZ tourism industry trends, changing international travel trade and consumer trends and provide constructive input to modify or enhance the aims and objectives of the NI region in the execution of its marketing business plans.

Oct 2006 – Mar 2007

Marketing Manager – Hukafalls Jet

Project managed the rebrand project of Huka Jet to Hukafalls Jet, including customer research, brand definition, collateral redesign, boat and vehicle signage, base building refurbishment and media and trade communications.

BRITZ CAMPERVANS / TOURISM HOLDINGS LIMITED – SEPTEMBER 1997 – OCTOBER 2006

Tourism Holdings Limited (*thl*) is listed on the New Zealand Stock Exchange and is the largest provider of recreational vehicles across Australia, New Zealand. THL purchased Britz Campervans in 1999, and during my tenure owned and operated attractions and coach touring companies such as Waitomo Glowworm Caves, Kelly Tarltons, Fullers Bay of Islands, Great Sights, Milford Sound Red Boats and more.



Selected Achievements:

- ◆ Led an external strategic review of the Inbound and Wholesale operation (1st Quarter 05/06 Financial year) and managed the implementation of the review findings to grow revenue by \$3 million and turn around EBIT result by \$747k in 12 months.
- ◆ Full rebrand of Horizon Holidays and Mount Cook Line brochures, along with introduction of successful new product development initiatives for Food & Wine, Beach & Bach, Adventure and Nature/Eco touring. As a result we secured 5 new inbound accounts in the North American and UK markets.
- ◆ Launch of a one-stop-shop web portal for THL in December 2004, www.discovernewzealand.com which generated over \$1.6million revenue in the first 12 months post launch.
- ◆ Secured three major wholesale accounts in the UK for the inbound division (\$6million revenue).
- ◆ Grew Backpacker Campervan business from \$800k turnover to \$2million in nine months
- ◆ Launched Backpacker Campervans into NZ market with creative marketing and advertising strategy, and by establishing partnership agreements with key industry personnel.

STERLING WINTHROP / SMITHKLINE BEECHAM PHARMACEUTICALS - January 1995 – September 1997

Territory Manager - South and East Auckland, Rotorua, Coromandel, South Waikato

Tasks Included:

- ◆ *Responsible for sales of consumer pharmaceuticals such as Panadol, Panadeine, Macleans, Lucozade, Coldrex to the pharmacy market – Auckland South, Bay of Plenty, South Waikato region.*

EDUCATION

- 1992 – 1994 **Queensland University of Technology, Brisbane, Australia**
Bachelor of Business – Marketing
Secondary Major – German Language and Culture
Grade Point Average – 5.3 (scale 1-7, 7 highest)
- 1987 – 1991 **Wavell State High School, Brisbane, Australia**
Tertiary Entrance Score – 935 (top 6.5% of QLD)
Senior subjects: Maths I, English, Geography, German, Accounting, Economics

REFERENCES

References available upon request.