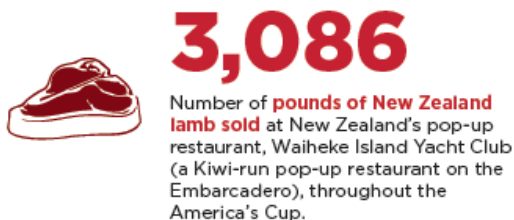




THANKS, SAN FRANCISCO

San Francisco, you took us into your hearts and made us feel at home as we shared our Kiwi innovations, food and culture with you. We loved being a part of your amazing city during the America's Cup. Thank you for being such welcoming hosts. Here is a fun look at New Zealand in San Francisco - by the numbers.



*“More than anything, the America's Cup leveraging program has given us the opportunity to change peoples' perceptions about New Zealand. Too often peoples' views of New Zealand is it's a sauvignon blanc and sheep country. The America's Cup program proves we're more than that, and while we do have the best sauvignon blanc and our sheep taste good, we are also a very smart, capable, and high-tech country full of innovative people. The America's Cup allows us to convincingly get that message in front of people, including VIPs and political and business elites, more than any other international event.” - **Leon Grice, New Zealand Consul General***

*“People remember experiences. The America's Cup Leveraging Programme in San Francisco has given us an opportunity to create an experience that people remember. When you can extend invitations to spend a whole day out on the water, it's a real experience that people enjoy and remember. Every person we've taken out, whether they be from Google or Apple or other important spaces, have said that it was a great experience. Just the other day we had a woman tell us that is was one of the greatest days of her life. To have a positive impact by creating an experience that people remember, it really helps us develop good, meaningful business relationships. The America's Cup gives us a great point of reference that we share with them, and the leveraging program has really been fantastic for companies like us to make a good impression on potential partners.” - **Paul Cameron, Booktrack***

*“For New Zealand, the America's Cup has always been about much more than just winning a race. This, the AC 72, has been one of the most powerful demonstrations of an IT, design, technology driven economy that we could have hoped for. Everyone is talking about it - the security guard at the Orange County airport held up the crew whilst he raved about these clever kiwis taking on the might of Oracle. It was amazing. It's all they talked about at Nvidia when I was there and our stories are featuring on their global blogs. You just don't get this level of exposure normally.” - **Ian Taylor, Animation Research Ltd.***

*“Through the America's Cup Leveraging Programme, New Zealand food and beverage suppliers, for the first time, were able to work together under one program, which has turned out to be a huge success for companies like mine, Kai Gourmet, Fonterra (New Zealand's biggest exporter), and other companies.” - **Antoinette Sloan, Kai Gourmet***



34th America's Cup – New Zealand Inc. Leverage Programme

Executive Summary

The New Zealand Inc. leveraging programme at the 34th America's Cup in San Francisco led by New Zealand Trade and Enterprise (NZTE) achieved ground breaking exposure for New Zealand, its sectors, companies, products and services; its position as a relevant and exciting country to live in, to work in, to invest in and to visit.

“New Zealand did plenty off the water to be proud of during this America's Cup. Its government and business leaders sold, sold, sold the hell out of ‘The New Zealand Story.’” – SF Weekly

The government investment in Emirates Team New Zealand gave New Zealand Inc. a platform and a context for business, to tell the New Zealand Story¹ and to showcase New Zealand capability, design and innovation. The focused and committed attitude of Emirates Team New Zealand throughout the regatta was highly regarded by locals, media and visitors, and worked well as a metaphor for how New Zealand does business – with open-hearted and determined character, constant innovation, and integrity, application and good humour. This, combined with New Zealand leading the technology race in the AC72 class, ensured New Zealand held a prominent position in San Francisco in 2013.

The NZ Inc. leverage programme was built around key locations in San Francisco where stakeholders could engage with their guests and the public to build relationships, showcase products and services and connect with the wider New Zealand Story and promotion. These locations included the Emirates Team New Zealand Base, Waiheke Island Yacht Club, Waterbar, America's Cup Park, Fairmont San Francisco and Kiwi Landing Pad. This breadth of venues allowed for a range of events and experiences to meet a wide range of needs. In all, 88 events were held over the 92 days of the America's Cup.

Engagement with the programme focused on key New Zealand sectors (tourism, technology, marine, health IT, food and wine) in the United States (US) market, New Zealand companies doing business in the US and NZ Inc. agencies with existing goals and activities in the US (e.g. New Zealand Trade and Enterprise, Ministry of Foreign Affairs and Trade and Immigration New Zealand). In total 212 New Zealand companies were showcased. Programming the events and activities and promotions of all these stakeholders into the programme was an important component. The 88 events that featured across the three months of the regatta included VIP, showcase, promotional and hosting events, offering 2538 guests an insight into a range of New Zealand sectors, companies, partnerships, investment opportunities and products and services. Media coverage of the events and companies showcased in the leverage programme saw a total reach of 86,741,968 (combines social + traditional reach).

¹ The New Zealand Story is about broadening the perception of New Zealand internationally, beyond the scenic beauty of the country to include attributes like our innovation and resourcefulness, our integrity and our welcoming friendly approach. <http://story.newzealand.com/>



34th America's Cup – New Zealand Inc. Leverage Programme

Key to all the programmes was the NZ Inc. on-water hospitality programme, provided through the Strategic Partnership Agreement with Emirates Team New Zealand. Early in the regatta 'getting out on the water with Emirates Team New Zealand' became known as one of the best experiences available. New Zealand's hospitality and openness, and the opportunity to get an insight into the Emirates Team New Zealand technology and operations, provided the backdrop for New Zealand to build new, and deepen existing, relationships. These relationships are already leading to new political, business, investment and immigration opportunities for New Zealand.

An evaluation of the outcomes was undertaken in October 2013 following the conclusion of the programme in San Francisco. This evaluation identified, from users of the programme that the programme contributed trade and investment deals worth around \$200 million for New Zealand, and a further \$120 million of new sales opportunities and investor interest. This figure is based on direct discussions with programme users (particularly companies), and is a cumulative total of the value that those companies attribute to their use of the programme, both in immediate growth, sales or return on investment, or projected in the short term.

In most cases the America's Cup Programme will have had some degree of impact on reaching this value. A business opportunity like the America's Cup Programme provides a company or business person with a rare chance to initiate new relationships; accelerate, strengthen or deepen an existing relationship; or reach and engage with more senior or harder to reach prospects or partners. All feedback from users of the programme confirmed, without exception, that this is how the programme worked for them.

While Emirates Team New Zealand came agonisingly close to claiming the America's Cup, New Zealand won off the water - in its efforts to be better known, to be recognised as a relevant technology player, to engage and excite media, business people and the general public, and to be better understood in the US.

"You guys are awesome... you guys are showing your graciousness and exhibiting humble qualities amid defeat. This is why I love Kiwis...The level of quality within your messaging is superb, something that I'd say an American would wish that publications over here would exhibit as well. Thank you for being a leader in doing what all should do." – San Franciscan

At the conclusion of the America's Cup, the Mayor of the City and County of San Francisco presented two Certificates of Honour: one to the NZ Inc. America's Cup Project Team, and one to Emirates Team New Zealand, saying:

"Although San Francisco and New Zealand are separated by an ocean, it was an ocean and a love for sailing that bridged more than 6,000 miles to bring us together. We thank you for your sportsmanship and for giving us the chance to experience the best of New Zealand right here in San Francisco – from marine innovation and technology to food and wine." – Edwin Lee, Mayor of San Francisco



34th America's Cup – New Zealand Inc. Leverage Programme

Background

In 2007, the New Zealand Government established a Strategic Partnership Agreement with Emirates Team New Zealand for the next challenge for the America's Cup. In 2012, New Zealand Trade and Enterprise (NZTE) became lead agency charged with mounting the leverage programme to support New Zealand business, government, public and private interests, and maximise the opportunities the event offered to add value to New Zealand's branding, relationship and commercial performance in San Francisco, the US West Coast and the North American market generally. The New Zealand Government approved \$3.9 million to support this project.

Opportunity

One of the key factors of success for this programme was the San Francisco location – a gateway destination for New Zealand, and a short 11-hour flight away. The 34th America's Cup offered NZ Inc. a major opportunity to build and strengthen relationships and business into US West Coast markets.

The NZ Inc. America's Cup Project had two main objectives:

- to showcase New Zealand capability, design and innovation focusing on key New Zealand sectors, and
- to deliver a hosting programme for stakeholders to leverage, deepen relationships and create business.

Supporting the objectives was a media and communications campaign.



34th America's Cup – New Zealand Inc. Leverage Programme

Key performance Indicators

At the beginning of the programme, NZTE set Key Performance Indicators and targets

KPI	TARGET	ACTUAL
\$ Project Expenditure	\$3.932m	\$3.827m
# Companies showcased through programme	100	212
# NZ Champions enlisted (VIPs)	150	231
# NZ Inc. partners involved	10	12
# Attendees to the hospitality space (guests on-water and at events)	800	2538
# Hosting packages sold (on-water guest spaces)	400	1063
# Quality company or individual introductions	200	276
# Articles published (NZ/International) Print & Online	10/30	13/58
# People reached through international media programme	10m	81m
# Total impressions – social media		6m

NZ Inc. agency engagement

A number of government and non-government committed resources to the America's Cup leveraging programme. They included Immigration New Zealand, Ministry of Foreign Affairs and Trade, Tourism New Zealand, Auckland Tourism Events and Economic Development, Education New Zealand, Callaghan Innovation, New Zealand Petroleum and Minerals and Te Puni Kokiri. A summary of these organisations, their objectives, programmes and the final outcomes is outlined in Appendix 3-NZ Inc. Programme Summary.

NZ Inc. investment attraction programme

Immigration New Zealand, NZTE and the New Zealand Consulate in Los Angeles worked together to promote investment in New Zealand, investment in New Zealand companies, and of the opportunities offered by Immigration New Zealand's Investor One and Investor Plus migration programmes. There were three components:

- targeting specialist venture capitalists and venture capital firms
- targeting those who had expressed an interest in the investor migrant opportunity
- building target audiences for both investment and migration through local partners.

A number of investment focused events were organised for the America's Cup including targeted investor migrant events and the NZTE investment showcase event. Those invited included investor



34th America's Cup – New Zealand Inc. Leverage Programme

migrant applicants (already in the Immigration New Zealand pipeline) and potential investors (identified by local US partners). The outcomes of this programme are described in the summary of NZ Inc. activity.

Auckland Tourism Events and Economic Development Programme

Auckland Tourism Events and Economic Development (ATEED) invested \$620,000 during the America's Cup campaign to promote Auckland companies and provide a platform to achieve its own objectives in the US market. This included a supplier agreement with Emirates Team New Zealand.. ATEED's objectives were:

- to get at least one new multinational to signal interest in locating or investing in Auckland
- attract US-based entrepreneurs to visit and consider early-stage investment in local technology start-ups
- form a joint venture partnership with a premium US travel company as part of a bigger plan to increase the number of high-yield visitors coming to Auckland
- showcase and support Auckland based companies

ATEED used the programme to showcase technology firms and Auckland marine industry. Other sectors featured were food and beverage, health technology, conference hosting and luxury tourism. In addition Auckland Council showed off its purpose-built ICT and digital media hub: the Wynyard Quarter Innovation PreInc.t.

Sector Activation Programme

Funding was allocated to support industry groups to maximise the value of the America's Cup programme. Funding recipients were New Zealand Winegrowers Association, New Zealand Marine association, New Zealand Technology Industry Association, and jointly to New Zealand Health IT Cluster and Medical Technology Association of New Zealand. Co-investment was required from each sector group and specific programme outcomes and evaluation expectations were agreed. Additional sector focused programmes were created for the food sector, workboat and Superyacht companies and these were developed and led by NZTE.

Funding allocated to four industry associations was used as follows:

1. Technology Leverage Programme

Goals:

- To assist and guide the growth efforts of business through facilitating engagement with business and industry development programmes;
- Build New Zealand technology business capability and knowledge of the US) market and in particular in the San Francisco region, to accelerate market entry and business growth through exporting to the US; and



34th America's Cup – New Zealand Inc. Leverage Programme

- Further develop capability and knowledge for organisations seeking capital investment by US-based investors/companies and matching of businesses to pursue partnering, investment and business prospects.

Achievements:

- More than 40 companies engaged in the programme.
- More than 15 new introductions and three potential leads for New Zealand companies as a result of their participation.
- Creating networks with other New Zealand companies interested in doing business in the San Francisco region.
- Gaining a better understanding of what is required to succeed in the US market (pitching, business establishment, marketing, culture).

2. NZ Wine Leverage Programme

Goals:

- Deliver awareness, education and commercial benefit to the New Zealand wineries active in the US;
- Maintaining and growing New Zealand's reputation as a 'premium wine producing country';
- Establish trade and investment opportunities; develop deeper relationships and business with clients and customers; and
- Fast track movement of the New Zealand Wine Industry's strategic goals and priorities.

Achievements:

- 43 New Zealand wine companies participated in the Wine Fair held on 16 May at Fort Mason, San Francisco. The event was attended by 140 trade and media. Participation of New Zealand wineries at this event increased by 30 percent from the previous year.
- A new social media campaign was built to attract followers from key audiences including,
 - wine/food influencers in San Francisco, the US and New Zealand
 - America's Cup influencers and fans
 - San Francisco consumers and leaders.

This campaign will be continued by NZ Winegrowers and expanded into new markets.

- 26 San Francisco Restaurants participated in the New Zealand Wine Promotion programme during July – September 2013.
- Over 40 different New Zealand wines were promoted at the participating San Francisco restaurants from July – September 2013.
- 25 key trade and media attended the New Zealand Wine Industry Master Classes during August and September 2013. Attendees came from various states/regions of the US including California, Colorado, Florida, Nevada, New York and Oregon plus Canada (Quebec and Ontario).
- 68 different New Zealand wines were profiled during the August and September Master Classes.



34th America's Cup – New Zealand Inc. Leverage Programme

3. Health Technologies Leverage Programme

Goals:

- Develop deeper relationships and business with client and customers in the US;
- Raise the profile of the New Zealand health technologies sector in the US market (particularly to promote the capabilities of the New Zealand Health Innovation Hub, research and development capabilities in the education, health and private sectors); and
- Establish trade and investment opportunities in the US market.

Achievements:

- 15 New Zealand companies/organisations participated in the New Zealand Health America's Cup leveraging programme in September 2013.
- 110 guests and 25 delegation members attended the Health Technologies event on 16 September 2013.
- 15 new introductions for New Zealand companies as a result of their participation in the Health Technologies event on 16 September 2013.
- As a result of the introductions made at the Health Technologies event on 16 September 2013, a representative from Veteran Affairs/University of California at San Francisco is planning to visit New Zealand to build on existing collaborations with the Universities of Auckland and Otago and explore further extension of similar activity.

4. Composites Technical Capability Event

Goals:

- To highlight and demonstrate New Zealand's capability to develop leading edge composite solutions, an emerging sector with particular relevance to the America's Cup;
- To generate work for New Zealand in the field of high value advanced composite construction; and
- To demonstrate the use of New Zealand as a cost-effective advanced composite fabrication centre.

Achievements:

- Three NZ companies participated in business events with a total of 67 guests from composite related businesses resulting in new and existing business relations.

5. NZ Marine Leverage Programme

Goals:

- To raise the profile of the NZ marine industry in the US market;
- To develop deeper relationships and business with clients and customers in the US market;
- To reach expat kiwis in the marine sector internationally, and sign them up to Friends of NZ marine projects; and
- To harness the advocacy value of the expat kiwis for ongoing business referrals through the Friends of NZ Marine programme.



34th America's Cup – New Zealand Inc. Leverage Programme

Achievements:

- More than 102 guests attended the NZ Marine Seminar. Guests included key targets such as Superyacht captains, key US marine personnel and key government official as well as guests of the participating New Zealand companies.
- Network alongside key marine industry influencers worldwide and strengthen and/or build key relationships.
- Over 600 people have registered on the Friends of NZ Marine database since it was launched in April 2013. The original target set by NZ Marine was 300 by September 2013.
- Over 20 new introductions for the New Zealand companies participating in this programme.
- The New Zealand Marine Industry Training Organisation signed an agreement for further licensing programmes with a Canadian boating company.

6. New Zealand Public Safety and Workboat Programme

Goals:

- To further develop the relationships with public safety agencies in the Bay area that are potential customers of NZ marine, workboat and public safety technologies.
- To raise the profile of the NZ maritime industry's expertise in workboats, navigation equipment, tracking systems and port security technology.
- To build relationships with end-users, decision makers in the Bay area to increase awareness of the diverse NZ offerings in the maritime space.
- To enable companies to further build and enhance relationships with their in-market partners.
- To showcase the breadth and sophistication of NZ marine capability.
- To identify leads and increase revenue streams for participating NZ companies.

Achievements:

- Five New Zealand companies were represented.
- Over 50 guests attended the business event and activity.
- Six new business leads were generated.
- Two media articles generated along with NZTE social media.

New Zealand Superyacht Day

Goals:

- To present a joint proposition of NZ Marine capability in Superyacht design, build and refit;
- To establish relationships with potential new customers and their representatives; and
- To raise profile and showcase the NZ Superyacht industry.

Achievements:

- Four New Zealand companies were represented.
- 33 new introductions and a potential 70 new leads.
- increase in commercial exposure to the New Zealand Superyacht industry.



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7. Food and Beverage Programme

Goals:

- Support growth/accelerated growth into the Hospitality and Restaurant Industry sector in San Francisco (SFO);
- Raise the profile of NZ products with SFO chefs and restaurants;
- Increase the number of NZ products listed in SFO restaurants;
- Achieve a greater understanding amidst SFO chefs, restaurants and HRI trade on presentation and key attributes of NZ product;
- Key relationships developed with 2-3 SFO area restaurants, and hotel restaurants;
- Key relationships developed &/or strengthened with HRI distribution sector; and
- Increased exposure to trade/consumer/media audiences.

Achievements:

- 37 New Zealand companies participated in the programme.
- Eight events over six days serving NZ food and beverage to over 4975 people.
- Media outreach of over 4 million people with over 12 individual stories/mentions.
- Estimated deals of \$400,000 over the next 6-12 months.
- 60 new business leads generated.

The New Zealand Showcase

The New Zealand Showcase was defined as the **'physical assets, the story and narrative connecting them'**, and experiential devices were employed to create a sense of New Zealand and a story of the country, the people, the values and the capability. The New Zealand Showcase was the sum of all aspects of New Zealand's story and presence in San Francisco for America's Cup.

The goals of the Showcase were to:

- Provide the platform to create commercial opportunities for New Zealand business
- Elevate profile of New Zealand story
- Promote New Zealand's innovation, creativity and capability
- Promote New Zealand as an attractive location to visit, do business and/or to invest
- To develop and/or deepen relationships for New Zealand particularly in North America.

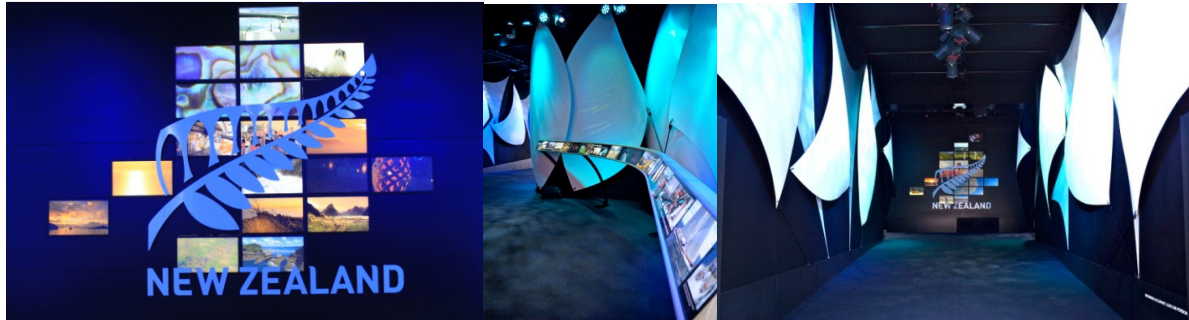
The New Zealand Showcase was delivered on three platforms:

- physically as an expression of key characteristics of the New Zealand story and New Zealand business within:
 - i. the entry of the Waka at Emirates Team New Zealand's Base on Pier 32
 - ii. within the Outrigger Lounge built to the side of the main Waka
 - iii. physically off the Base through the food and beverage offer at Waterbar and Waiheke Island Yacht Club
 - iv. through the events and public interaction within the America's Cup Park and Village.



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- in a series of augmented reality interaction stations on and off the Emirates Team New Zealand Base (created and delivered by Animation Research Limited – ARL), and
- digitally through the STQRY smartphone app developed by New Zealand based company STQRY



The Welcome Showcase at the entrance to the Waka on the EMIRATES TEAM NEW ZEALAND Base created a strong and immediate first impression and established a New Zealand innovation/business narrative and context. It established a unique sense of New Zealand, bringing the New Zealand story and values to life with images and physical content, creating an instant context and New Zealand welcome for guests who were arriving to participate in the full day's event. Particular industries introduced to visitors through this welcome area were marine, aviation, health and biotech, tourism, film and gaming, wine, and food.

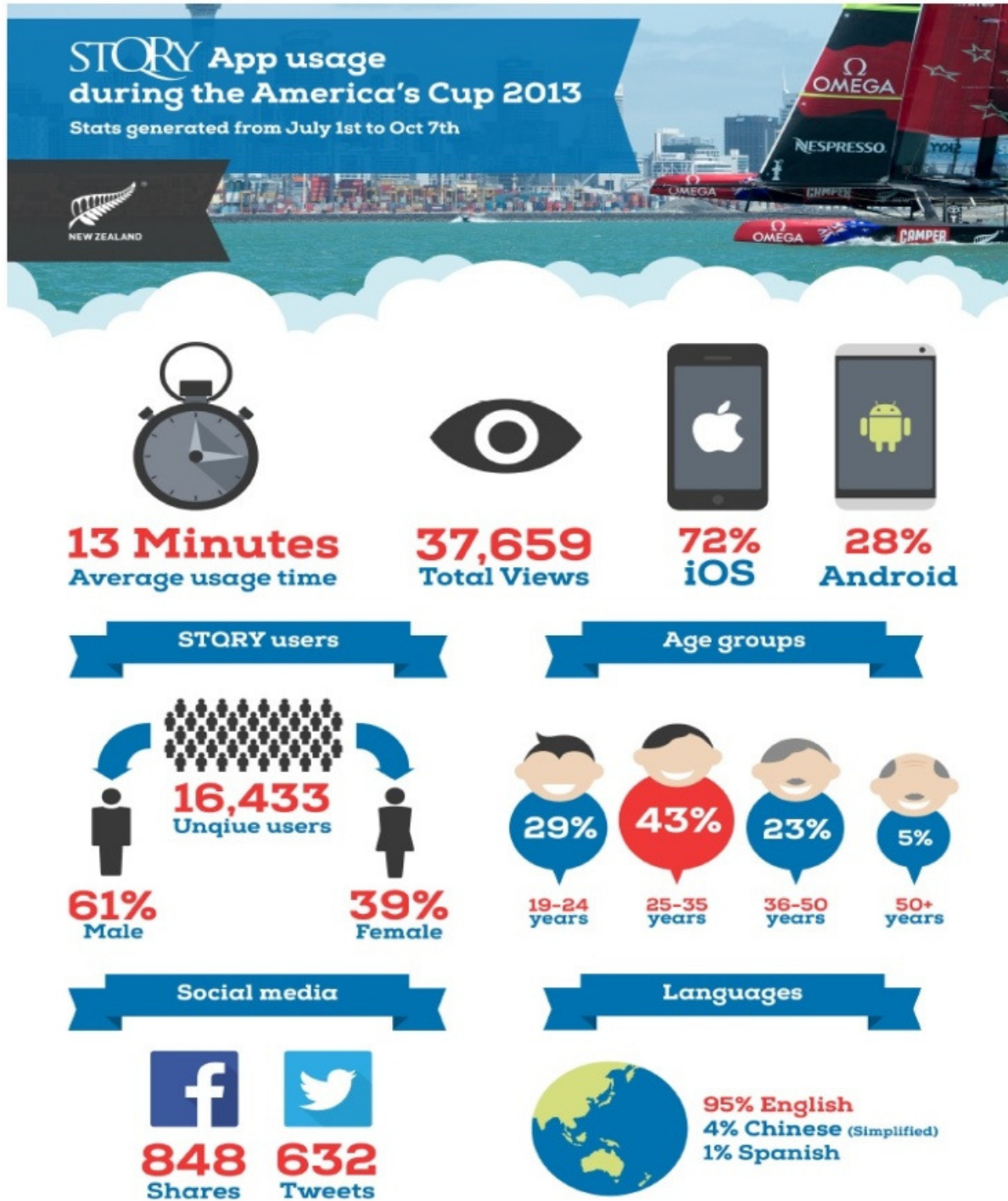
The Augmented Reality interactives were ten physical stations set up with iPad, cube platform and in some cases a relay screen above, located permanently in the Waka, and at Waiheke Island Yacht Club, and mobile versions both on and off the Base. The AR cubes took people on a deeper look at the key industries and innovation stories being profiled during the America's Cup programme, including marine innovation, health technology, wine, food, aviation, tourism. They provided a tool to engage guests in specific stories of New Zealand businesses.

The STQRY app carried 135 geo-located stories of New Zealand business and people around the downtown San Francisco area. The app is a visitor guide and after downloading it via a range of accessible locations, users have access to all stories carried on the app. STQRY has a number of San Francisco clients so the New Zealand Inc. stories were supported by users across a range of locations. In total 16,443 users visited 135 stories within the app over the 3 months of the America's Cup.



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Figure 1-summary of users accessing New Zealand Story content on the STORY App during the America's Cup



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On-water Hospitality Programme

At the core of the leverage programme was the on-water hospitality programme. The hospitality programme was one of the key benefits provided by the Strategic Partnership Agreement with Emirates Team New Zealand. Access to this exclusive experience was incredibly powerful for the companies, sectors and the government organisations that were seeking to advance their interests in North America. As the Emirates Team New Zealand Base was a restricted site with no public access this increased the exclusivity of the experience.

This product was made available to NZ companies, sectors and NZ Inc. agencies seeking to host customers, partners, investors and other guests. The exclusivity of the experience was invaluable when approaching potential guests, as this was not a purchasable product and only available to sponsors, suppliers and financial supporters of Emirates Team New Zealand.



Across the Louis Vuitton Cup Round Robin, Louis Vuitton Finals and the America's Cup finals 82 New Zealand companies, five sector organizations and six NZ Inc. organisations used the on-water hospitality programme. By the end of the programme the Project team had grown the numbers of guests in the on-water hospitality programme to approximately 1040 guests.



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Feedback from guests on the hospitality experience:

“opportunity that we had to host some of our American clients and prospects at the Cup event in San Francisco was absolutely phenomenal. The value of the relationships that we were able to build around such a special event was immeasurable – we were able to share a lot about New Zealand culture and history with some key business contacts here in America, and it really helped to build a sense of the shared values between our countries.... The positive, focused ethical attitude of Team New Zealand was a model of the business culture that New Zealand is known for” Derek Forbes, President, Vista Entertainment Solutions USA.

“Every aspect of the event was amazing: from the friendly people who first greeted me at the front gate to one of the early sponsors of the Emirates Team New Zealand (Gary Paykel) who I left the compound with was simply outstanding. It was the people like you both that really made the biggest difference, however. The warmth and friendliness of the New Zealand spirit is incredible. Now I can't wait to visit your amazing country! You and your fellow New Zealander's made everyone else feel so great. The spirit of the event was fantastic” Richard See, Mitsui Global Investments.

‘Gentlemen, I wanted to extend my gratitude for providing us the opportunity to experience the America's Cup event and friendship together in San Francisco. This past weekend was an extraordinary occasion, everything about it was simply wonderful, thank you very much. New Zealand hospitality is top notch.... You can count on us at Populous rallying for Structurflex at every opportunity” Greg Sherlock, Principal Populous.

VIP Engagement and Events

The VIP programme was launched with a VIP event on October 5, 2012, at the Fairmont San Francisco, called the Champions of New Zealand reception – hosted by Ambassador Mike Moore. This event coincided with the second of the two AC45 World Series events in San Francisco, held October 4 to 7, 2012. The goal of the programme was to recruit 200 Champions of New Zealand to support companies, sectors and agencies. Well over 250 individuals were recruited and this remains an important network for NZ Inc. activities in North America with the creation of an NZ Inc. database to continue to communicate with and involve America's Cup VIPs in future leveraging events and strengthen the relationships established during the America's Cup.

Members of this VIP group were hosted by companies, sectors and agencies through the on-water hospitality programme described above. In addition a number of VIP events were held around specific themes to promote interaction and outline potential opportunities to VIPs. These events were:

- Launch of NZ Inc. Leveraging Programme – held on 10 July at the Emirates Team New Zealand Hospitality Centre
- VIP event featuring New Zealand Opera Artists Darren Pene Pati and Hadleigh Adams – held on 21 July at a private residence



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- Investor Migrant Attraction Event – held on 6 August at the Emirates Team New Zealand Hospitality Centre
- Investor Migrant Attraction Event – held on 13 September at the Louis Vuitton Lounge
- Thank you San Francisco Event – held on 26 September at the Fairmont Hotel

NZ/US Business Networking

As the Emirates Team New Zealand Base was closed to the public and only a certain number of events could be held in the Waka Hospitality Centre, a weekly business networking event was organised for New Zealand companies based in San Francisco or companies and sectors in San Francisco. Held every Thursday from 11 July to 19 September at Waterbar (a waterfront restaurant close to the Emirates Team New Zealand base), this became a focal point for business and social activity amongst New Zealanders and friends of New Zealand. The menu at these networking evenings featured New Zealand wine, food and beer. At a number of these events New Zealand wine tastings were held in conjunction with New Zealand Winegrowers for guests to taste from the full New Zealand wine menu before purchasing.

While primarily a networking opportunity a number of guest speakers were invited. These speakers were:

- Rob Waddell (Emirates Team New Zealand sailing team, NZ Olympic Committee Chef de Mission) on 22 August
- Ross Blackman (Emirates Team New Zealand Business Manager) on 29 August
- Sir Michael Fay (backer of New Zealand's first America's Cup Challenge) 5 September.

Feedback from attendees at these sessions was incredibly positive with many local kiwis returning regularly to make new contacts and to introduce local contacts and friends to New Zealand.

Other New Zealand leveraging and showcase events – the New Zealand visitor experience off the Base

An events programme showcasing New Zealand culture, arts, design, business and innovation was programmed in venues and locations off the Base. These events had a range of objectives and are outlined below. Note these are additional to the sector events previously described.

New Zealand food and wine events:

- **Oysterfest 2013** – held at Waterbar on 1 September. This annual event featured New Zealand oysters, served exclusively New Zealand wine (poured by New Zealanders) and the judging panel was all New Zealanders.
- **Kai Gourmet/Fonterra promotional event** – held at Waiheke Island Yacht Club on 6 September. The event was a promotion and demonstration of New Zealand ingredients by New Zealand chefs complimented by New Zealand wine.



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Fashion and design arts events:

- **Kathryn Wilson Shoes** – held at Waterbar networking on 22 August. The event was a parade of leading New Zealand shoe designer Kathryn Wilson and networking at Waterbar during a NZ/US Business Networking.
- **NZ Hat and Hair Parade** – at America's Cup Park on 24 August. The event was organised by the NZ Hat & Hair event team, en route to New York Fashion Week and was a showcase of the latest design.
- **Icebreaker fall/winter line launch** – at the Icebreaker touchlab store on 10 September. In-store promotional event for the launch of the new season's line.



Cultural, arts and entertainment events:

- **Atamira Dance Company** – held four performances at America's Cup Park en route to other US engagements.
- **Footnote Dance** – held four performances at America's Cup Park as part of US tour.
- **Te Waka Huia** – performed at the America's Cup Official Opening, other official opening events, CDIP supported tour of current New Zealand kapahaka champions.
- **Ataahua Papa, Steven Renata, Hadleigh Adams** – numerous New Zealand performances (anthem, songs, haka) on presentation stage at America's Cup Park as part of race-day events programme.
- **AC72 Simulator** – built by ARL and located at America's Cup Park, the AC72 race simulator was open to the public and was a joint promotion with Emirates Airline with 2 prizes on offer – a trip to Dubai or a trip to Auckland.



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Business promotions:

- **Better By Design Dinner** – held at the Emirates Team New Zealand Hospitality Centre on 15 July. Attendees were from the Better By Design Study Tour and their guests (including Google). The event included a presentation and Q and A session with Nick Holroyd, Technical Director at Emirates Team New Zealand and a tour of the base with key design team members.
- **KLP Tech Entrepreneur day** – held at Kiwi Landing Pad on 17 July. A number of New Zealand companies (including those on the NZICT Mission and those based at KLP) participated in a technology showcase to media and networking event.
- **Author-it Summit Event** – held at the Emirates Team New Zealand Hospitality Centre on 23 July. The event was exclusive to attendees of the Author-it Summit '13, held for customers and investors.
- **Xero Awards Gala Dinner** – held at the Emirates Team New Zealand Hospitality centre on 5 September. The Gala Dinner is the key event in Xerocon where awards for leadership in accounting and cloud technology are presented to Xero's partners.
- **Investment Pitch Event** – held at the Emirates Team New Zealand Hospitality Centre on 11 September. Eight selected and coached New Zealand companies pitched to invited investors. In addition to supporting New Zealand companies seeking investment the event also served to showcase the investment opportunities that exist in New Zealand to US investors.



Networking events off the Base:

- **Kea/Kiwis in the Bay event** – KEA and Kiwis in the Bay launch event held at Kiwi Landing Pad on 27 June. Guest speaker Grant Dalton, Managing Director, Emirates Team New Zealand. The purpose of the event was to build support for the America's Cup leverage programme and Emirates Team New Zealand amongst kiwi expats.
- **Louis Vuitton Challengers event** – held at the Cannery building on 2 July. The Consuls from New Zealand, Italy and Sweden together with representatives from each of the Challenger



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Teams held an event to launch the Challenger series. The event featured culture performances from each country including Te Waka Huia from New Zealand.

- **Education networking** – NZ University Alumni, Education NZ, Le Cordon Bleu held at the Emirates Team New Zealand Hospitality Centre on 29 August. The purpose of the event was to promote Education in New Zealand to US based providers, announce the winner of the Le Cordon Bleu study scholarship and to reconnect Auckland University Alumni living in North America.
- **Auckland Innovation Event** – at the Emirates Team New Zealand Hospitality Centre on 9 September. The event was hosted by Hilary Barry and featured interviews with key Auckland business leaders (e.g. Sir Stephen Tindall) and entrepreneurs (e.g. Alexei Dunayev, Priv Bradoo) and investors (e.g. Andrew Duff), a performance by Darren Pene Pati and a showcase of Auckland wine.
- **Thursday Waterbar networking evenings.**

Media and Communications Programme

Objective: Leverage the America's Cup to tell the New Zealand Story and build the profile of New Zealand in North America.

Achievements: The programme generated excellent, positive coverage of New Zealand business in print, online, broadcast and social media outlets, most notably: *Forbes*, *The Wall Street Journal*, *USA Today*, *The Huffington Post*, *San Francisco Magazine*, *The Boston Times*, ABC network, NBC network, and BBC World.



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Media coverage:

Reach: 80,616,340+ audience*

Print/Online: 52,106,676

Broadcast - TV/Radio: 28,509,664 audience

Editorial Value Equivalency: \$12,985,374+*^ audience

Social media:

Total Impressions: 6,125,628+

Twitter: 341,837 impressions

Facebook: 445,733 impressions

Google+: 5,338,058 impressions

**Data incomplete. Dollar value and/or audience reach not included where figures not available.*

^Editorial Value Equivalency (EVE) = Ad Value Equivalency (AVE, \$4,328,458.00) x3, as per NZTE EVE calculations.

The America's Cup in San Francisco was an opportunity for NZ Inc. to tell the New Zealand business story into North America. By focusing on key sectors, including marine, technology, investment and food & beverage, business objectives were amplified for individual companies and sectors as well as the greater "New Zealand Story".

Media releases and pitches were sent to local and national outlets to highlight New Zealand's presence in San Francisco. Topics ranged from NZ food & beverage to bringing attention to New Zealand tech capabilities, health technologies, Maori business leaders, investment opportunities, and a "thank you" SF campaign at the end of the regatta. Excellent, positive coverage in print, online, broadcast and social media outlets resulted.

Prior to, and throughout the regatta, a tandem social campaign was run, targeting and engaging with key influencers connected to the America's Cup. This included San Francisco Bay Area influencers and media, including reporters from the well-read *San Francisco Chronicle* and *San Francisco Business Times*; San Francisco Mayor Ed Lee, and former State Assembly Speaker Fiona Ma; high-level employees at Google; as well as popular chefs and restaurants in the area.

Following the final race, an additional (largely) social campaign, #THXSF, was run to thank the city of San Francisco for welcoming all things New Zealand into their city. It was a powerful way to end NZ Inc.'s run in San Francisco. This included an ad in the *San Francisco Chronicle* and generated the following comment from Brett Crosby, Director of Product Marketing at Google: "I was very



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impressed by the tone and content of your ad. Very classy and sportsmanlike. You did your country a great service with that message. New Zealand went from opponent/rival to friendly competitor in a single sheet of paper.” See Appendix 5-#THNXSF Campaign Highlights-Placements for highlights of the campaign.

“Classy” and “gracious” were two words used to describe New Zealand outreach during the campaign in San Francisco, a combined effort from NZ Inc. to tell the best of the NZ story.

The Emirates New Zealand AC72 Simulator Experience

The Emirates New Zealand AC72 Experience was a simulated sailing experience developed by New Zealand-based developers ARL (Animation Research Limited) and situated at the America's Cup Park from 4 July until 26 September 2013. The promotion was presented by NZTE in partnership with Emirates Airline and supported by Animation Research Limited, Air New Zealand and ATEED.

For the consumer, the Emirates New Zealand AC72 Experience was designed as a simple and accessible fan experience, allowing participants to race AC72 yachts on two sailing locations - Auckland's Waitemata Harbour and the shores of Dubai, regardless of sailing or gaming experience. The Emirates New Zealand AC72 Experience was the mechanism for a sweepstakes promotion in which two participants could win a trip to New Zealand or Dubai.



The activation provided an opportunity for the New Zealand Inc. to leveraging the opportunity to profile New Zealand as a luxury tourist destination and to showcase world-leading New Zealand business and innovation and for Emirates Airways to bring awareness to their flight servicing from San Francisco and the US and Dubai as a place to visit. Additionally, the activation was a vehicle to develop an active fan base of holiday-makers who, opted in to receive messages from either Emirates or New Zealand in the future about destination travel.



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The total number of signed up participants was 4900. The two prizes were randomly drawn 10 October 2013. ATEED will generate publicity around the winners when they visit New Zealand. As a tool to position New Zealand destination messages and visuals in front of visitors to the America's Cup Park this promotion was successful. It was hosted every day by Emirates hosts, and Animation Research Limited provided hosts as much as possible, to explain the game and coach the players.



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Appendix 1 – full events list for NZ Inc. America's Cup July – September 2013

1. Kea and Kiwis in the Bay event June 27, KLP	Attendance – approximately 200 people Guest Speaker: Grant Dalton
2. Louis Vuitton Challenger Event July 2, The Cannery	Attendance – approximately 200 people Hosted by consulates of New Zealand, Italy, Sweden. Featured Te Waka Huia
3. Opening of America's Cup July 4, AC Park	Attendance – 25 guests in the NZ Inc. group, supporting the families and teams NZ represented by Te Waka Huia and Emirates Team New Zealand
4. Soft opening of Waiheke Is Yacht Club July 4, WIYC	Attendance – approximately 30 guests (note that WIYC is being used by many groups of on-water guests including key investor migrant targets)
5. Soft opening of Waterbar Network Thursdays July 4, Waterbar	Attendance – approximately 20 guests (note that Waterbar is being used by many groups of on-water guests including key investor migrant targets)
6. Te Waka Huia at AC Park July 5, AC Park, Pavilion show	Te Waka Huia featured part of AC Public Programme
7. Public opening of Waterbar NZ menu July 6, Waterbar	Te Waka Huia show at Waterbar 3pm – 3.30pm
8. Race 1: Louis Vuitton (LV) Round Robin – Emirates Team New Zealand (ETNZ) vs Luna Rosa (LR) July 7	35 guests on board Opening day of hosting programme featured Te Waka Huia on the base Te Waka Huia also featured in Dock in/dock out at AC Park, to mark first race
9. Race 2: LV Round Robin – ETNZ vs Artemis Racing (AR) July 9	22 guests on board
10. NZ Inc. VIP Event July 10, Waka at ETNZ Base	Attendance – 150 guests Hosted by Ambassador Mike Moore, featuring Te Waka Huia
11. Chef's Lunch July 11, Waterbar	Attendance – 22 chefs and restaurateurs from SF; and Lee Fish, Zespri, Ora King Salmon, NZ Winegrowers, NZTE and Chef/Pastry Chef of Waterbar
12. Waterbar Network Thursdays July 11, Waterbar	Attendance – approximately 60 people Attended by Ambassador Mike Moore
13. Composites Day and VIP Dinner July 12, Pier 80, 27 and Waterbar	Attendance – approximately 40 people Attended by Ambassador Mike Moore
14. Race 3: LV Round Robin – ETNZ vs LR July 13	34 guests on board
15. Race 4: LV Round Robin – ETNZ vs AR July 14	5 guests on board
16. Better By Design Dinner July 15, Waka	Attendance – approximately 70 people
17. Race 5: LV Round Robin – ETNZ vs AR July 18	11 guests on board



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18.	Waterbar Network Thursday July 18, Waterbar	Attendance – approximately 60 people
19.	NZICT Mission Base Tour July 19, ETNZ Base	Attendance – 25 people
20.	Race 6: LV Round Robin – ETNZ vs LR July 21	46 guests on board
21.	VIP Event – hosted at private residence July 21, private residence	Attendance 36 guests featuring performances by NZ opera stars Darren Pene Pati and Hadleigh Adams
22.	Race 7: LV Round Robin – ETNZ vs LR July 23	40 guests on board
23.	Author-it Summit Event July 23, Waka	Attendance – approximately 55 people
24.	Waterbar Network Thursday July 25, Waterbar	Attendance – approximately 60 people Attended by Minister Brownlee and Consul General Leon Grice
25.	Author-it Summit Event July 25, Waka	Attendance – approximately 30 guests
26.	Race 8: LV Round Robin – ETNZ vs AR July 27	36 guests on board
27.	Race 9: LV Round Robin – ETNZ vs LR July 28	52 guests on board Guests included Minister Brownlee, Warners and New Line executives and Tom and Connor Cruise
28.	Media launch for SF Chefs July 30, Waterbar	Attendance – approximately 20 people Hosted by Al Brown and Waterbar Executive Chef, Parke Ulrich
29.	Waterbar Network Thursday August 1, Waterbar	Attendance – approximately 40 people
30.	SF Chefs Industry Lunch	Attendance – approximately 100 people
31.	SF Chefs NZ Demo featuring Al Brown	Attendance – approximately 60 people
32.	SF Chefs Grand Tasting Tent (Friday night)	Attendance in excess of 1000
33.	SF Chefs Grand Tasting Tent (Saturday lunch)	Attendance in excess of 1000
34.	SF Chefs Grand Tasting Tent (Saturday night)	Attendance in excess of 1000
35.	SF Chefs Grand Tasting Tent (Sunday lunch)	Attendance in excess of 1000
36.	Investor Migrant Attraction Event August 6, Waka	Attendance – approximately 70 guests. Hosted by Consul General Leon Grice. Guests all potential Investor and Investor Plus Migrants
37.	Food & Beverage Industry Promotion August 6, Waterbar	Attendance – approximately 40 guests
38.	Race 1: LV Semi-finals – LR vs AR August 6	25 guests on board
39.	Race 2: LV Semi-finals – LR vs AR August 7	33 guests on board
40.	Waterbar Network Thursday August 8, Waterbar	Attendance – approximately 60 people



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41. Marine sector -workboat event August 8, Waterbar	VIP tour of the San Francisco Bay via fireboat, for approximately 8 companies and 8 VIPs, followed by a reception. Approximately 60 guests attended the reception.
42. Race 3: LV Semi-finals – LR vs AR August 9	25 guests on board
43. Race 4: LV Semi-finals – LR vs AR August 10	23 guests on board
44. Waterbar Network Thursday and NZ wine tasting August 15, Waterbar	Attendance 90 people
45. Race 1: LV Final – ETNZ vs LR August 17	36 guests on board
46. Race 2: LV Final – ETNZ vs LR August 18	34 guests on board
47. Race 3: LV Final – ETNZ vs LR August 19	30 guests on board
48. NZ Winegrowers Masterclass Outrigger Lounge – ETNZ Base, August 20	15 people
49. Race 4 & 5: LV Final – ETNZ vs LR August 21	31 people
50. Waterbar Networking Thursday Wine tasting, Rob Waddell guest speaker, Kathryn Wilson shoe showcase August 22	120 people
51. Friends of NZ Marine dinner, Waterbar August 23	30 people
52. Friends of NZ Marine event, Waka August 23	110 people
53. Race 7: LV Final – ETNZ vs LR August 24	72 people
54. Race 8: LV Final – ETNZ vs LR August 25	30 people
55. Education NZ, Le Cordon Bleu August 28 – Ahalani Bay Tour	15 people
56. NZ University Alumni, Education NZ, Le Cordon Bleu August 29, Waka	180 people
57. Waterbar Networking Thursday Wine tasting, Ross Blackman guest speaker August 29	90 people
58. Stanford Maori Leader Bootcamp August 31, Waka	150 people
59. 5th Annual Oyster Festival and showcase of NZ Wine September 1, Waterbar	200 people



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60.	Waterbar Networking Thursday Wine tasting, Sir Michael Fay guest speaker September 5	120 people
61.	Xero Gala Dinner September 5, Waka	200 people
62.	Fonterra/Kai Gourmet September 6, Waiheke Island Yacht Club	40 people
63.	NZ Superyacht Day September 7, Waterbar and ETNZ Base	55 people
64.	Race 1&2: America's Cup Final – ETNZ vs Oracle Team USA (OTU) September 7	75 people
65.	Race 3&4: America's Cup Final – ETNZ vs OTU September 8	30 people
66.	NZ Winegrowers Masterclass September 9, Outrigger Deck Lounge – ETNZ Base	15 people
67.	ATEED Auckland Innovation Event September 9, Waka	200 people
68.	Race 5 (Race 6 Postponed): America's Cup Final – ETNZ vs OTU September 10	31 people
69.	Icebreaker launch of fall/winter collection September 10, icebreaker touchlab store	60 people
70.	NZTE Investment Pitch and Showcase Event September 11, Waka	130 people
71.	Race 6&7: America's Cup Final – ETNZ vs OTU September 12	75 people
72.	Waterbar Networking Thursday Wine tasting August 12	110 people
73.	Investor Migrant Function – Speakers Minister of Foreign Affairs and Ross Blackman, ETNZ September 13	65 guests
74.	Race 8 (Race 9 Postponed): America's Cup Final – ETNZ vs OTU September 14	75 people
75.	Race 9&10: America's Cup Final – ETNZ vs OTU September 15	40 people
76.	Health IT Showcase September 16	100 people



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77. Races Postponed September 17	33 people
78. Race 11: America's Cup Final – ETNZ vs OTU September 18	16 people
79. Waterbar Thank You September 18	25 people
80. Race 12: America's Cup Final – ETNZ vs OTU September 19	30 people
81. Waterbar Networking September 19	100 people
82. Race 13: America's Cup Final – ETNZ vs OTU September 20	30 people
83. Races Postponed September 21	25 people
84. Races 14&15: America's Cup Final – ETNZ vs OTU September 22	6 people
85. Race 16: America's Cup Final – ETNZ vs OTU September 23	15 people
86. Race 17&18: America's Cup Final – ETNZ vs OTU September 24	10 people, hosted at Waka
87. Race 19: America's Cup Final – ETNZ vs OTU September 25	10 people, hosted at Waka
88. Thank you San Francisco Event September 26	120 people Hosted by Leon Grice, with speeches and thanks from Mayor Ed Lee, Lt. Governor Gavin Newsom, Dean Barker



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Appendix 2 - List of New Zealand Companies

Companies who engaged with the NZ Inc. America's Cup Leverage Programme (often multiple times through the sector programmes, hosting and showcasing) were:

Curious Films	Kono Beverages	Composite Helicopter	New Zealand King Salmon
Eventfinda	Fisher & Paykel Healthcare	Lypanosys	Olivado
Vesper Marine	Rig Pro Int	Pacific Edge	Terra Pacific (Mountain River Venison)
Southern Spars	Mako Networks	Showcase	The Village Press
Merrill Lynch	Mobilis	ARANZ Medical	Zespri International
Altitude	Jenkin Timber Limited	Atlantis Healthcare	Broken Shed
Results.com	Tiki Wine & Vineyards	Callaghan Innovation	McCashins Brewery
Gouldie and Associates	Nedax	Fisher & Paykel Healthcare	Moa Brewing Company
Les Mills West Coast	New Zealand Petroleum and Minerals	HSAGlobal	Giesen Wines
Firstlight Foods	Greenbutton	McKesson New Zealand	Clos Henri
James Dunlop Textiles	Events Clothing	Molemap	Craggy Range
Author-it Software Corp	Broadleaf	Mesyntes	Greywacke
Puku Limited	Movac	Nexus 6	Isabel Vineyard
Rakon Ltd	QLBS	Orion Health	Man O War Vineyards
Lot Eight	Eyemagnet	Otago University	Mt Beautiful Wines
Infotools Ltd	STQRY	Pacific Edge	Mt Difficulty Wines
Pingar	Compac Systems	Stretchsense	Mudhouse Wines
Boost Agile	Framecad	UniServices (Auckland University)	Nautilus Estate (Negociants)
Biomatters Ltd	NZ Merino	Zephyr Technologies	Palliser Estate (Negociants)
Structurflex	WakaKINE	Robinson Interiors	Spy Valley Wines
Seasonz Travel	Dialed In	Circa Marine	Steve Bird Wine
Tonkin & Taylor	Lee Fish	North Sail Makers	Tohu Wines
Booktrack	Performance Lab	Adhesive Technologies	Yealands Estate
Fresh Appeal	Rutherford Rede	Ngati Whatua Orakei Whai Maia Ltd	Allan Scott Family Winemakers
Terra Pacific Marketing	Price Waterhouse Cooper	CWF Hamilton	Astrolabe Wines
Bodyguard Wood Products	Toulouse	McDell Yacht Brokers	Babich Wines
Ziwipeak USA Inc.	Vector	Dickey Boats	Blind River Estate
Zespri	Al Brown	Board Dynamics	Brancott Estate



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C-Quip	Aviarc	Optimal Workshop	Carrick Wines
Core Builders Composites	Waiheke Island Yacht Club - Clooneys	Icestack	Clifford Bay
NZ Composites	Story Inc.	Movio	Coopers Creek Vineyard
Nautech	Animation Research Limited	Unlimited Realities	Forrest Wines
ANZ	NZ Hat & Hair	Mirrorwave	Hunter's Wines
Sovereign	Footnote Dance Company	Deloitte NZ	Lake Chalice
MediaWorks	NZ Light Leathers	Powershop	Maimai Vineyards
AirNZ	Trubridge Lights	On-brand Partners	Marisco Vineyards
Gen-i	Kura Merino Leather (NZ Merino)	eCentre	Matahiwi Estate
Weta	Tennon Wood	Driphone	Matua Valley Wines
Bell Gully	Atamira Dance Company	Endance	Mondillo Vineyards
Kathryn Wilson Shoes	Kiwi Icecream	Riverbed Technologies (Aptimize)	Runnymede Estate
Auntsfield Estate	Project Office	Atkins Ranch	Rockburn Wines
Carnival Labs	Icebreaker	Avohaus	Sacred Hill Vineyards
Vista Entertainment Solutions	Montech	Cloudy Bay Clams	Saint Clair Family Estate
Fonterra	Zoom Systems	ENZA	Seifried Estate
Xero	Hamilton Jet	Firstlight Foods	Selaks
Jules Taylor Wines Ltd	North South GIS	Fonterra	Stoneleigh
Southern Spars	Tait	Greenshell New Zealand	Te Kairanga
EROAD	LesConcierges	Hansells	te Pa Family Vineyards
Light Knight International	Altitude	Heilala Vanilla	Tiki Wine & Vineyard
Alloy Yachts	Air New Zealand Composite Engineering	JH Whittakers	Vavasour
McMullen and Wing	TranscribeMe	Tomizone	Villa Maria Estate
Teknatool International Ltd	Polybatics	Le Cordon Bleu	Whitehaven Wine Company
Martin Bosleys	Dark Horse	Anderson Design	Wither Hills Vineyards



34th America's Cup – New Zealand Inc. Leverage Programme

Appendix 3-NZ Inc. Programme Summary

Organisation	Objectives	Activation/Programme	Outcomes
Auckland Tourism Events and Economic Development (ATEED)	Build Industry connections across sectors and projects of focus for ATEED includes: Information Communication Technology (ICT), screen production (concentrating on TV and TVC production rather than feature films), tourism (luxury/high value visitor end), conferences/meetings/incentive travel market, investor attraction (multiple sectors), show casing of Auckland's innovation credentials (illustrated through a variety of elements, including 'New Zealand Aotearoa' itself), profiling of Auckland's Wynyard Quarter Innovation PreInc.t project.	On-water hosting occurred throughout the Louis Vuitton and America's Cup to support the identified objectives as well as to support key clients of ATEED. ATEED held an 'Auckland Innovation Event' on the evening of 9 September. The event was hosted by Hilary Barry and featured interviews with key Auckland business leaders (e.g. Sir Stephen Tindall) and entrepreneurs (e.g. Alexei Dunayev, Priv Bradoo) and investors (e.g. Andrew Duff), a performance by Darren Pene Pati and a showcase of Auckland wine.	On-water hosting of 95 guests, the majority being new connections. Follow up underway to deliver on KPIs – attracting multinationals and entrepreneurs to Auckland, screen deals, 'in-market Auckland supporters' and aftercare program.
Auckland University Alumni	Provide an exclusive experience and opportunities to key donors, Board and Alumni members based in the US. San Francisco Alumni Club launched in 2012. America's Cup was an opportunity to demonstrate value in belonging to members. Be part of wider education promotion and activity and promote Auckland programmes	Event with Education New Zealand and Le Cordon Bleu promoting New Zealand education held in the Emirates Team New Zealand Hospitality Centre (the Waka) for 180 guests on 29 August. A significant number of these guests were Alumni members. Key VIPs and donors were invited and hosted.	Strengthened relationships with donors, Board and VIP contacts. Demonstrated value to Alumni members (some travelled from US East Coast for the event) in being Alumni. Greater activity amongst Alumni since the event.



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Callaghan Innovation	Support the sector programmes, particularly ICT, Health and Medical Technologies and assistance with raising capital for NZ companies	Participation in the New Zealand Technology Industry Association led technology mission in July and the Health Technology Cluster mission in September	Made important, new contacts in the US. The presence and profile of NZ during the AM Cup helps with a programme like this and gets a friendlier and more senior response from companies and individuals. Involvement in an NZ Inc. programme has seen better co-ordination with other agencies.
Education New Zealand	Deepen networks between NZ education providers and research institutes and their US counterparts. Use the Programme as a catalyst for attracting senior people in the education sector that wouldn't otherwise be able to engage with. Support Le Cordon Bleu and Auckland University Alumni objectives	Event with Le Cordon Bleu and Auckland University Alumni promoting New Zealand education held in the Emirates Team New Zealand Hospitality Centre (the Waka) for 180 guests on 29 August. Education NZ also hosted VIP guests aboard a charter owned by a NZ VIP living in San Francisco.	Networks in US deepened through connections with Auckland University Alumni. Members engaged to support Education NZ programmes in the US. Relationships with senior people in Education sector built and deepened. Contacts made will lead to increased attraction to education providers in NZ.
Immigration New Zealand	Target specialist Venture Capitalists, Private Wealth Banks and their clients and firms Target those who have expressed an interest in the investor migrant opportunity Building target audiences for both investment and migration through US partners	Hosted guests through the on-water hospitality programme with the LA Consulate, Ministers and NZTE. Also held investor migrant and high net worth individuals at the Emirates Team New Zealand Hospitality Centre (the Waka) and the Louis Vuitton Lounge.	Introductions to two new Investor Plus prospects, both of whom have significant expertise in Venture Capital. One of the two is being actively introduced to New Zealand companies at present. Conservative estimate, based on current leads, is that over the next two to three years at least \$20 million of investment. Connections with individuals who could provide access to further investor networks. This has certainly worked and a key contact has already made the first of what is expected to be a number of introductions to investor migrant prospects.



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KEA	<p>Involve the KEA network in SF in the AM Cup leverage programme</p> <p>Use the World-Class New Zealanders in the US to support companies and sectors programme</p> <p>Demonstrate the value of the KEA network to members and kiwi expats</p>	<p>Connect KEA members and World-Class New Zealander's with events and activities across the America's Cup Programme. Content from the America's Cup programme, Emirates Team New Zealand and AM Cup for KEA's Facebook page saw a total of over 2.4 million views.</p>	<p>Key relationships for KEA Global were built and strengthened. Having access to relevant, interesting and behind the scenes content strengthened KEA's online presence and relevance for its members.</p>
Kiwi Landing Pad (KLP)	<p>To increase exposure for KLP, resident companies and the NZ technology sector.</p> <p>Increase connections and networks in the Bay Area.</p> <p>Increase exposure for NZ companies at events and to VIPs.</p> <p>Increase government exposure and understand to the KLP ecosystem.</p>	<p>Organised and delivered the KLP technology day and networking with media for NZICT mission and KLP resident companies.</p> <p>Supported the NZICT mission for early stage companies. Hosted key contacts in San Francisco that can help NZ companies.</p> <p>Provided individual company support.</p>	<p>A month after the end of AM Cup activity at KLP is still significantly higher than pre-AM Cup as companies continue to follow up and build on what was achieved. The quality of the connections and networks was very high, presenting greater opportunities and exposure. There is now a greater understanding of the US Market amongst companies and government. In particular the KLP day in July created opportunities that couldn't be created outside of a programme like this.</p>



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<p>Ministry of Foreign Affairs (MFAT) – Los Angeles Consulate</p>	<p>Engaging with existing contacts in the Bay Area, strengthening ties and making new connections for the overall benefit of New Zealand. Hosting key government VIPs, support NZ Inc. partner and sector programmes by leveraging the MFAT network, particularly the Consulate in Los Angeles. Linking with high value members of US/NZ network.</p>	<p>Establishing and improving key relationships with senior political and business people in the Bay area, high net worth venture capitalists, investors and investment managers, potential investor migrants as well as their companies and, in some cases, even their clients. Los Angeles Consulate hosting key political and business contacts of the New Zealand Government through the on-water hospitality programme. Los Angeles Consulate hosting and the Consul General speaking at various VIP events at Emirates Team New Zealand Hospitality Centre (the Waka), Louis Vuitton VIP Lounge, the NZ-themed Waterbar restaurant, NZ restaurant: Waiheke Island Yacht Club and at the Fairmont Hotel.</p>	<p>The programme cemented a strong NZ Inc. partnership during the 34th America's Cup both onshore and offshore and going forward – jointly managing the senior business/ political connections in the Bay Area for a wide range of NZ Government interests (immigration, business development, Auckland economic development via ATEED, inbound investment attraction; and relationship with the State of California and City of San Francisco. Strong and tangible brand demonstration of New Zealand innovation and creativity; setting a good platform for the New Zealand Story (Open Minds) roll-out. Los Angeles Consulate created sustainable senior political and investment relationships with State of California and the City of San Francisco. Ignited the resident NZ business community in San Francisco as an asset to leverage into the future for business, cultural and political connections.</p>
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34th America's Cup – New Zealand Inc. Leverage Programme

<p>Ministry of Foreign Affairs and Trade – Washington DC Post</p>	<p>Hosting key government VIPs, support NZ Inc. partner and sector programmes by leveraging the MFAT network, particularly the Embassy in Washington DC. Expand our public diplomacy with US audience by modernising image of NZ (as “more than a leg of lamb wrapped in a pound of butter”).</p>	<p>Ambassador and Washington DC Embassy hosting key political and business contacts of the New Zealand Government important to the Embassy through the on-water hospitality programme. The Ambassador, Rt Hon Mike Moore, hosting and speaking at VIP events at Emirates Team New Zealand Hospitality Centre (the Waka) and NZ themed Waterbar restaurant.</p>	<p>The Ambassador met with numerous NZ companies and US investors/ business people and gathered a much better picture of the NZ footprint and interest in NZ from the US. We have followed up on a number of the contacts we made during the Cup campaign on several policy priorities for the Embassy such as closer investment and trade links (TPP). We also had some unexpected benefits e.g. received funding for an internship programme from expat New Zealander. The Cup also gave the Embassy a focal point for engaging US audience, particularly through our social media platforms where Americas Cup proved to be by far the most popular conversation Ambassador has been involved with on Twitter.</p>
<p>New Zealand Petroleum and Minerals</p>	<p>Promote the petroleum and mineral opportunities in New Zealand to selected exploration companies (particularly new entrants to New Zealand) in the United States</p>	<p>Key VIP targets hosted by NZTE on behalf of NZP&M through the on-water hospitality programme.</p>	<p>A strengthened relationship with new entrant company. Process for company to enter New Zealand is long and the experience has strengthened relationship and resolve to find an opportunity.</p>



34th America's Cup – New Zealand Inc. Leverage Programme

<p>New Zealand Trade and Enterprise – Capital Services/ Beachheads</p>	<p>There is a queue of New Zealand companies that are groomed and ready to exploit the America's Cup programme Create/improve the pipeline of funds from US based investors for New Zealand companies that are deal ready. Begin to change the perceptions on investment into New Zealand – there are smart, innovative, creative companies that are ready for investment NZ Inc. has a refreshed “book” of US based investment contacts Build and deepen relationships with existing and prospective beachheads advisers</p>	<p>Delivered Investment Pitch and Showcase Event where eight New Zealand companies pitched to investors. Also hosted new and existing investor contacts through the on-water hospitality programme. Prospective and existing Beachheads advisers were hosted through the on-water hospitality programme and at key VIP events throughout.</p>	<p>Supporting the companies that are in discussion with potential investors and will follow through until investment is achieved. Built and strengthened relationships with investors that attended events or were hosted through the on-water hospitality programme. The profile of New Zealand at this time was unique in getting the attention of senior investors and being able to showcase an example of the investment opportunities in New Zealand. Relationships between new and existing Beachheads Advisers strengthened, adding to the in-market support for companies.</p>
<p>Te Puni Kokiri</p>	<p>To promote Maori businesses and the opportunities in the Maori economy in San Francisco and the US West Coast. Engage with key targets to identify contacts that can support Maori businesses looking to enter the US Market</p>	<p>Together with NZTE and ATEED organised an event at Waka Maori (Emirates Team New Zealand Hospitality Centre) with Maori business leaders, attendees of the Maori Leaders Bootcamp and key targets and influencers in the San Francisco Area</p>	<p>New and strengthened relationships with key targets in the San Francisco Area. A more co-ordinated approach from Maori business and agencies to support growth into the US. A better understanding of the opportunities and challenges in entering the US amongst Maori businesses</p>



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<p>Tourism New Zealand</p>	<p>Increase exposure of NZ as a tourism destination to suppliers and agents in the US with a focus on luxury travel and business events</p> <p>Seed media awareness in market to leverage media coverage of ETNZ's Challenge (especially if ETNZ wins). The sailing content been refreshed and new America's Cup and sailing related stories are being compiled covering tourism, marine sector, including NZ as a luxury cruising destinations for boat owners and business.</p> <p>Media plans are currently under review for campaign activity planned within the San Francisco area from August 2013</p>	<p>To host top sellers of New Zealand, for partners (e.g. Southern World) to host retail accounts and showcase New Zealand to key decision makers in the incentives market.</p> <p>Hosting took place at the Emirates Team New Zealand Hospitality Centre (the Waka), Waterbar and Waiheke Island Yacht Club.</p>	<p>New business in the incentives market</p> <p>Partners are now receiving bookings from retail agents that haven't previously booked NZ</p> <p>Partnering with ATEED etc. as part of an NZ Inc. programme to demonstrate to NZ how we work together off-shore.</p>
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34th America's Cup – New Zealand Inc. Leverage Programme

Appendix 4- Sector programmes

Technology Programme	Details
14-19 July	Business mission to San Francisco focus on early-stage, high potential technology companies looking to enter US market. Included Plug & Play pitch training, investment company meetings, introduction to NZ companies in market, business establishment, marketing and culture guidance.
9-13 Sept	Ministerial Programme for Minister Amy Adams to visit with the in-market companies and raise the profile of the events through her attendance. NZICT also worked with established or semi-established NZ companies seeking more significant investment funding from US-based companies/investors. Aligned with NZTE Investment Pitch and Mingle event (11 Sept).
Wine programme	Details
Wine Fair – 16 May	Current release tastings for wine trade (43 wineries participated).
July – Sept	Key influencer activities – Including a restaurant programme with top San Francisco restaurants and master class training seminars for US sommeliers and media on the ETNZ base (20-21 August and 9-10 September).
May – Sept	Social Media Campaign – To drive awareness and create excitement leading up to and during the 24 th America's Cup restaurant promotion and simultaneously increasing US New Zealand Wine recognition.
Health Technology Programme	Details
16-18 Sept	Health Technologies Showcase at South Beach Yacht Club (16 Sept). A cocktail event with key US and NZ influencers. A visit to the Sidney R Garfield Centre and an on-water hosting experience featured in this programme.
Marine Programme	Details
23-24 August	Corporate Hosting Day and Launch event on ETNZ base for <i>Friends of NZ Marine</i> international network (social and business) of expat New Zealanders working in the marine sector and VIP Hosting on ETNZ spectator boat.



34th America's Cup – New Zealand Inc. Leverage Programme

Food and Beverage Programme	Details
27, 28th July- and 6th August	VIP days- Emirates Team New Zealand On-Water Hosting
11 July	San Francisco Chefs Event at Waterbar Restaurant – hosted by Executive Chef Parke Ulrich and Emily Luchetti
30 July	Media Luncheon at Waterbar Restaurant (hosted 13 influential San Francisco media)
2 August	SF Chefs Industry Series Food Arts Magazine Luncheon (100 local F&B people)
2 August	SF Chefs Demonstration with Chef Al Brown and Chef Brad Farmerie
2-4 August	SF Chefs Grand Tasting in Union Square (4 sessions over 4800 people in attendance)
5 August	US HRI distributor event at Waterbar Restaurant (60 people)
Composite Technology Programme	Details
12 July	<p>Tour and inspection of the AC72 catamaran and wing sail of the Oracle Team USA campaign headquarters in San Francisco – welcomed by Sir Russell Coutts, CEO, Oracle Team USA.</p> <p>Transportation from Pier 80 to Pier 27 America's Cup Park, Oracle Lounge on Yacht America</p> <p>Presentations from participating companies – opening address from Ambassador Mike Moore</p> <p>Followed by dinner at Waterbar hosted by Ambassador Moore</p>
New Zealand Public Safety and Workboat Programme	Details
8 August	<p>On-water demo from : Hamilton Jet, Vesper and Montech</p> <p>NZ company reps and public safety officers on the Bay on the San Francisco Fire Boat</p> <p>A reception for 50+ guests to profile New Zealand technology currently in use in the Bay and the smart solutions available from New Zealand that contributes to public safety and security.</p>



34th America's Cup – New Zealand Inc. Leverage Programme

New Zealand Superyacht Programme	Details
7 September	Company presentations to 51+ guests and speakers Sir Stephen Tindall, Warehouse Group and Ed Dubois, renowned UK yacht designer Hospitality at the Emirates Team New Zealand Base and on the Emirates Team New Zealand spectator boat watching the America's Cup racing Business networking
Health Technology Programme	Details
14 September	NZ Health Inc. hosted an exclusive New Zealand Health Technologies showcase event at the South Beach Yacht Club. The key objectives for this event were to showcase the capabilities of New Zealand health technology and manufacturing companies to San Francisco based Veterans Affairs, purchasing groups, potential research and development partners and investors with the ultimate goal of possible business partnerships.



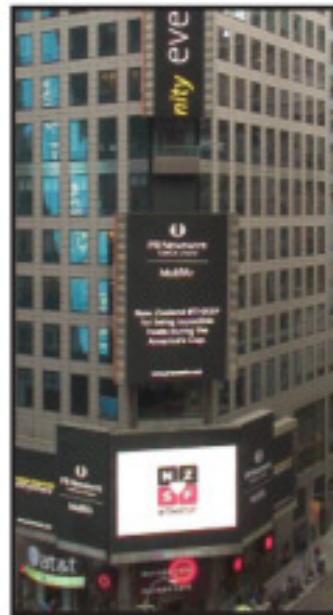
34th America's Cup – New Zealand Inc. Leverage Programme

Appendix 5-#THNXSF Campaign Highlights-Placements

FULL-PAGE SF CHRONICLE AD, TIMES SQUARE, INFOGRAPHIC, PLACEMENT



The full-page ad in the San Francisco Chronicle was seen by over **225,000** people.



The #THNXSF campaign flashed in Times Square, NYC.



SF Weekly "America's Cup: Kiwis Search for Silver Linings (Infographic)" has a reach of **50,000**.

