

## ITM BA 2. Sem. 8035: Special Tourism Management - Tourism Politics, Globalization, Sustainable and Responsible Tourism -

Tu 11.45 - 13.15 h, Audimax II

### TOURISM AND POLITICS IN THE AMERICAS AND OCEANIA

#### Example USA: Development of "Master Planning" in Hawaii

Since the 1900s, the tourism industry has flourished in Hawaii. Much of this growth has occurred in Waikiki, Hawaii's most famous resort destination located on the island of Oahu. When Hawaii's tourism industry expanded beyond Oahu in the 1950s and 1960s, however, an alternative type of resort destination took shape. Rather than replicating Waikiki's "urban" resort pattern, developers sought to create "integrated" resorts which through the centralized control of land development attempted to provide a comprehensive, quality destination experience within the confines of a single property. To achieve this type of resort pattern, the formulation and implementation of a **master plan** was required.

Their historical evolution reflects basic stages in the master planning process:

- pre-development considerations,
- early implementation of the plan,
- and later refinement of the plan.

Primary political responsibilities related to master planning in Hawaii are divided between the state and county governments. At both government levels, general plans have been devised by policy makers to help guide tourism development and assure overall compatibility with state and county economic development goals and objectives. In Hawaii, both levels of government have actively supported resort development through

- market research,
- capital improvement projects, and
- land-use planning.

The state has traditionally enforced its control over such development through broad **land-use designations** while the county has administered specific **zoning ordinances** within the state's land-use designations.

The basic land uses associated with the layouts of integrated resorts in Hawaii include

- hotel,
- recreation,

- residential, and
- commercial development.

The location and time frame for development of each of these four land-use activities have been based on maximizing the use for the resort overall. Thus, hotels have most often been located nearest to the shore, while residential and recreational areas have been mixed together further inland, with the commercial center located near the entrance of the main road leading into the resort. In Hawaii, this configuration can be illustrated using resorts at various stages of development on the islands of Maui and Hawaii.

On the island of Maui, **Ka'anapali** became the first major resort outside of Waikiki. In the late 1950s, developers transformed what was originally a pineapple plantation into a 473 ha resort with seven major hotels, eight condominiums and two 18-hole golf courses.



In 2003 voted as "Best Beach in the world"

The Wailea Resort is located on Maui's southern coastline occupying 587 ha. of land. After opening in 1968, the resort eventually expanded to include six hotels, six condominiums, and two 18-hole golf courses.

Integrated resort development on the island of Hawaii began in 1965 with the completion of the 720 ha. Mauna Kea Beach Resort which today has two hotels, a condominium complex, and two 18-hole golf courses.

The Waikoloa Resort, the largest of the island of Hawaii's three major resorts, encompasses 12,800 ha.. After plans for the resort were first unveiled in 1969, the resort eventually supported two hotels, four condominiums, and two 18-hole golf courses. The 3,200-acre (1,280-ha.) Mauna Lani Bay Resort was initiated in 1972 and today has two hotels, three condominiums, and two 18-hole golf courses.



Two important characteristics regarding the master plan implementation process have become apparent in the development of all resorts.

First, the prioritizing of development has favored the completion of the resort's golf course, followed by its first hotel and then by several residential projects. Eventually, other hotels have followed, more residential subdivisions have been built, and additional recreational amenities have been added.

Second, development delays often have postponed implementation of the master plan beyond initial time-line forecasts. In the process, public controversy over development has also arisen resulting in the need to address community concerns and to make subsequent adjustments to the master plan.

By the 1980s, occupancy levels at some of Hawaii's integrated resorts began to decline due to over-building and increased competition from abroad leading to questions of long-term sustainability of these types of resorts. Broadening the market base and diversifying the product mix have been seen as alternatives to the exclusive single-market orientation based on upscale travelers. The changes have been reflected in the refinement of master plans and the refurbishing of properties.

From the demand side, the visitor market has become increasingly price-sensitive and resort properties have attempted to respond. Upscale properties have lowered rates and expanded their amenity packages to help widen their visitor appeal while luxury properties have continued to attract high-spending independent travelers as well as business and incentive groups. Family packages and active itinerary vacations (i.e., hiking, cycling, etc.) are two examples of niche marketing that have become more prevalent in the promotional campaigns of these resorts.

From the supply side, the resorts have undergone a period of heavy foreign investment which has contributed to speculation buying and over-building in surrounding areas. With the in-migration of resort workers, real estate prices have escalated and infrastructure has become over-burdened. In many cases, public perception of tourism development has changed from ready acceptance to increased concern over further growth because land-use patterns which were not originally envisioned, have resulted in an inappropriate scale of facilities and the dispersion of development. These factors have contributed to the "urbanization" of areas around integrated resorts, a phenomenon which was intended to be avoided based on Waikiki's experiences as an urban resort. (Source JTB 1994)

### **Example Canada: Whistler Mountain**

Company started in 1960 by a group of Vancouver businessmen. London Mountain renamed Whistler Mountain, infrastructure development.

1980 neighbouring Blackcomb opened for business by rival company.

New community, Whistler Village, developed on the bench between the two areas, owned by Whistler Mountain Ski Corporation.

1997 Whistler Mountain Ski Corporation merges with Intrawest Corporation, which owned Blackcomb

2010 Skiing venue for Olympic Winter Games

### **Example: New Zealand**



### **The Gold Files: TNZ 100% Pure Champion**

For reversing New Zealand's declining share in all major tourism markets from 1994-1999, Tourism New Zealand (TNZ) received the 2004 PATA Gold Awards' Grand Award for Marketing at the 53rd PATA Annual Conference.

So, what was the "100% Pure New Zealand" campaign all about?

Pre-planning research showed that of those international travellers who recognised New Zealand as a potential destination, 87% never intended to visit – the problem was branding and proposition

TNZ defined its target market as "interactive travellers", constituting about 4% of the international holiday travel market

"100% Pure New Zealand" branded New Zealand's natural beauty and indigenous culture by portraying warm welcomes, interactive experiences, freedom of movement and "being at one with the way the world should be"

The campaign's promotional media and materials were consistent, creative and of high quality, the two highlights being the PATA Gold Award-winning Web site

[www.newzealand.com](http://www.newzealand.com) and poster (pictured)



TNZ has successfully captured its target market, contributed to a significant increase in visitor arrivals and helped New Zealand tourism recover from recent global crises much faster than its competitors. Source: PATA 2005

## **Tourism Politics in New Zealand:**

1991:

Split between marketing and policy:

New Zealand Tourism Board for marketing

Ministry of Tourism for policies

Today:

ROLES AND RESPONSIBILITIES

## **TOURISM INDUSTRY ASSOCIATION NEW ZEALAND (TIA)**

TIA is the industry's peak trade association representing around 2,000 members ranging from small owner-operator businesses to large stock exchange-listed companies. It is the 'voice' of the industry.

A private sector, membership-based organisation, TIA advocates for the interests of its members to central and local government, and other decision makers. It provides information, advice and tools to help members run successful businesses, and organises tourism industry events each year. These include the international business-to-business trade shows, TRENZ (Tourism Rendezvous New Zealand) and PURE LUXURY New Zealand, the Tourism Industry Awards and the Tourism Industry Conference.

[www.tianz.org.nz](http://www.tianz.org.nz), [www.trenz.co.nz](http://www.trenz.co.nz), [www.pureluxury.co.nz](http://www.pureluxury.co.nz),  
[www.nztourismconference.co.nz](http://www.nztourismconference.co.nz), [www.tourismawards.co.nz](http://www.tourismawards.co.nz)

## **MINISTRY OF TOURISM (TMT)**

The Ministry of Tourism is a government agency. Its role is to make sure that tourism makes a sustainable and increasing contribution to New Zealand's economy.

The Ministry provides policy advice to the Minister of Tourism. It also administers and monitors the Government's investments in tourism marketing and other programmes.

The Ministry manages the Core Tourism Data Set and distributes this and other research information to the public and private sectors. It is also responsible for the Major Events Development Fund, and provides advice to attract, retain, and grow major events in New Zealand.

[www.tourism.govt.nz](http://www.tourism.govt.nz), [www.tourismresearch.govt.nz](http://www.tourismresearch.govt.nz),  
[www.majorevents.govt.nz](http://www.majorevents.govt.nz)

## **TOURISM NEW ZEALAND (TNZ)**

Tourism New Zealand is a crown entity responsible for marketing New Zealand as an international visitor destination. It owns the 100% Pure New Zealand brand, under which the global campaign is managed.

Tourism New Zealand follows up that marketing message by providing quality information to visitors, through the i-SITE network, and setting standards through the Qualmark quality assurance programme.

Tourism New Zealand works with national tourism bodies and offshore tourism distributors to promote New Zealand tourism.

[www.newzealand.com](http://www.newzealand.com), [www.tourismnewzealand.com](http://www.tourismnewzealand.com)

## **OTHER CENTRAL GOVERNMENT AGENCIES**

Government departments, ministries, and other government organisations that influence the tourism sector, either directly or indirectly, include the following.

- Department of Internal Affairs
- Ministry for the Environment
- Ministry of Economic Development
- Energy Efficiency and Conservation Authority
- Department of Conservation
- Ministry for Culture and Heritage
- Ministry of Education
- Ministry of Health
- Ministry of Transport
- New Zealand Trade and Enterprise
- Department of Labour (including Immigration New Zealand)
- Ministry of Foreign Affairs and Trade
- Te Puni Kokiri
- Tertiary Education Commission
- Ministry of Research, Science and Technology and Foundation for Research Science and Technology

## **LOCAL GOVERNMENT**

New Zealand's local government is made up of 12 regional councils and 73 territorial authorities.

Councils must make decisions about and set directions for promoting the social, cultural, environmental, and economic well-being of their communities. Their role in the tourism sector is that they manage assets such as public land, and they provide important infrastructure. They also represent the host communities.

The national interests of the 85 councils are represented by Local Government New Zealand (LGNZ). LGNZ represents the national interests of all 85 councils of New Zealand. It promotes best practice in the local government sector and provides policy support, advice, and training to councils. For example, in 2003, Local Government New Zealand produced *Postcards From Home*, a local government response to the New Zealand Tourism Strategy 2010.

## **REGIONAL TOURISM ORGANISATIONS**

Regional Tourism Organisations act as a bridge between tourism operators, national tourism bodies, and local and central government. Regional Tourism Organisations are also responsible for promoting their regions to domestic and international visitors.

There are currently 28 Regional Tourism Organisations. They vary widely in size, structure, and the scope of activities they undertake. Regional Tourism Organisations are mostly funded by local authorities.

The interests of the Regional Tourism Organisations are represented by their umbrella organisation, Regional Tourism Organisations New Zealand.

## **NEW ZEALAND MAORI TOURISM COUNCIL**

The New Zealand Maori Tourism Council works to promote Maori tourism opportunities.

To do this, it:

- promotes Maori in tourism, by supporting and developing Maori Regional Tourism Organisations at a national level
- recommends the appointment of Maori tourism representatives to national tourism bodies
- provides national advocacy for the promotion of Maori in tourism
- assists with the implementation of the New Zealand Tourism

## Strategy

- engages with other national and international tourism industry organisations for the promotion of Maori in tourism
- facilitates opportunities for national and international marketing of Maori in tourism.

There are also 13 Maori Regional Tourism Organisations that help member operators and promote regional Maori tourism.

## **ECONOMIC DEVELOPMENT AGENCIES**

Economic Development Agencies are regionally based government agencies providing advice

to businesses and regional groups to assist sustainable economic growth in their respective regions. They also offer networking, education and training, support and mentoring services to the business community. These include help with attracting investment and securing grants and funding, business incubators, management of i-SITE centres, networking opportunities, and community-based projects.

Specific programmes include the Biz Info Centre and a range of employment, enterprise, and youth training programmes.

## **INDUSTRY ASSOCIATIONS**

As well as the Tourism Industry Association, there are a number of major industry organisations in New Zealand which represent the interests and work to maintain the standards of different sectors within the tourism industry. These include, but are not limited to:

- Inbound Tour Operators Council of New Zealand
- Travel Agents Association of New Zealand
- Bus and Coach Association New Zealand
- Motel Association of New Zealand
- New Zealand Hotel Council
- Hospitality Association of New Zealand
- Holiday Accommodation Parks of New Zealand
- @home NEW ZEALAND
- Restaurant Association of New Zealand
- New Zealand Retailers Federation

## **TRAINING AND EDUCATION**

Training and education in the tourism sector is provided by a range of tertiary institutions.

They include universities and polytechnics offering tourism and hospitality-related courses and degrees, and specialist institutions such as the Queenstown Resort College, which is dedicated specifically to the training of tourism professionals.

Three organisations, the Aviation, Tourism and Travel Training Organisation (ATTTO), the Sport, Fitness and Recreation Industry Training Organisation (SFRITO) and the Hospitality Standards Institute (HSI), also coordinate training under the Industry Training Act 1992. Their roles include:

- developing the arrangements for the delivery of training (on and off the job)
- developing the arrangements for the monitoring of training and assessment of trainees

(on and off the job)

- providing leadership within industry on matters relating to skills and training needs by identifying current and future skill needs, developing strategic training plans to assist the industry to meet those needs, and promoting training that will meet those needs to employers and employees.

These organisations offer apprenticeship schemes that provide on-the-job experience and training for students doing a national certificate in tourism.

## **RESEARCH PROVIDERS**

Government research into the tourism sector is primarily provided by the Ministry of Tourism, working with Statistics New Zealand. They develop and maintain a number of data sets on international and domestic travel patterns. This is used for analysis and forecasting. This information is available free on the Ministry of Tourism website.

Other research is carried out by tertiary institutions and central government agencies.

A number of private research providers also undertake research for the tourism sector at national, regional, and business levels.

Strategy 2015: [.pdf](#)



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