



100 Years of Tourism:

Maori Tourism Cluster
Development as a
response to the continuing
lack of progress

August 2001



SOUVENIR N.Z. INTERNATIONAL
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CHRISTCHURCH
1906-7

Published by
SOUVENIR ART PUBLISHING CO
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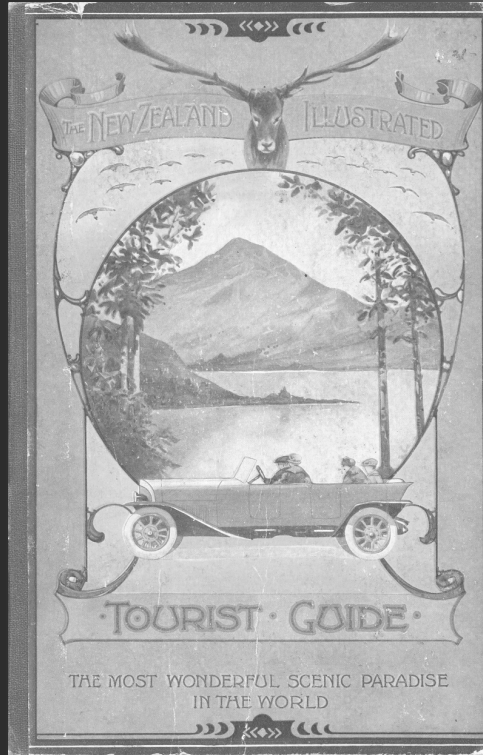
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Printed by Simpson and Williams Ltd., Christchurch.





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Cape Reinga

whakataukī (proverb)

Te whiu o Tāwhiri Ka tū tonu te kauri

Even with the force of the wind. The proud kauri tree still stands

New Zealand Tourism Awards 2000, Supreme Award winner, Fullers Bay of Islands has linked with the *tangata whenua* (people of the land) to offer a special journey to the very tip of

Document: Done

The promise of tourism...

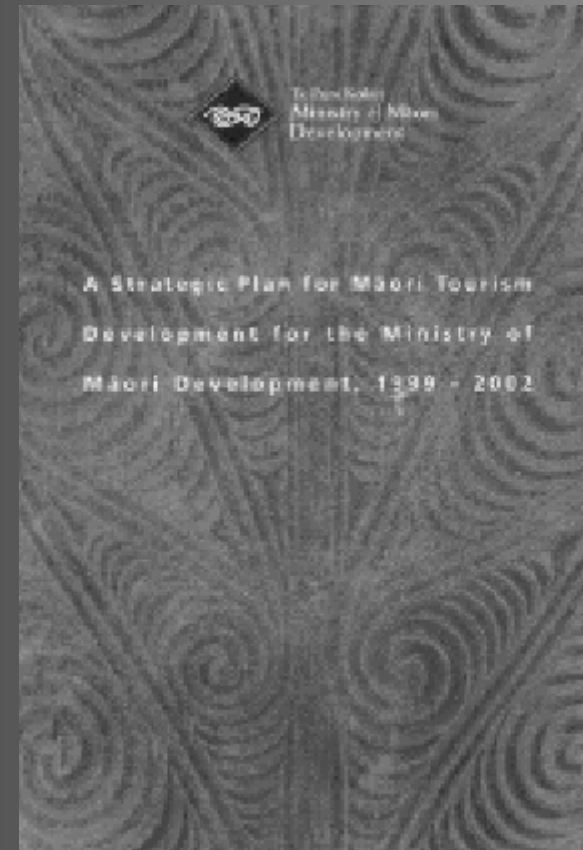
Maori Tourism
Task Force
Report



- Tourism identified in early 1980s an important sector for Maori advancement
- endorsed at *Hui Taumata* in 1984
- *Manaakitanga Hui* in Rotorua in September 1985
- Maori Tourism Task Force produced a five year strategic plan; seven strategies and 30 recommendations.

...yet to be delivered

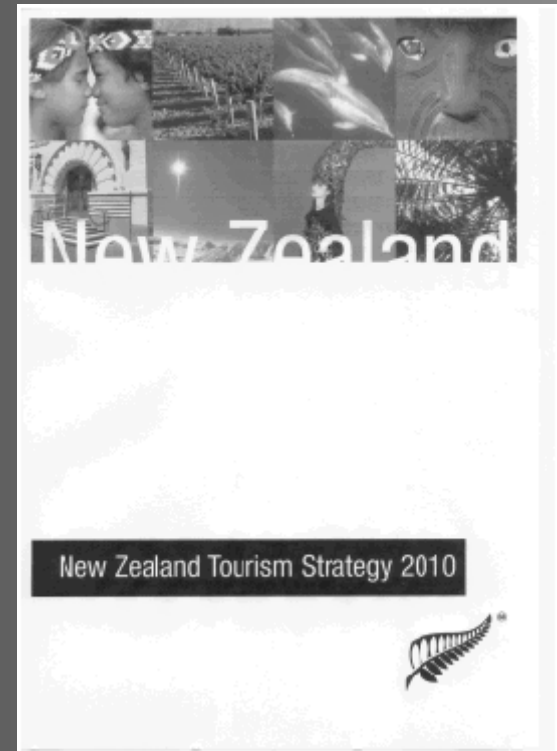
Fourteen years later the *Strategic Plan for Maori Tourism Development* was still cataloguing the same problems discussed in 1985 as issues for Maori tourism.



Hope springs eternal, but...

New tourism strategy:

- uses concepts of manaakitanga and kaitiakitanga in the “Vision”
- promotes co-operation between newRTOs and Maori regional tourism organisations
- raises issues of protection of Maori cultural heritage
- provides framework for newTNZ, newRTOs, and TIA to further marginalise Maori involvement in tourism because of different timetables and starting points.





A Strategic Approach to Maori Tourism Development



Cluster development model

- industry-based cluster building critical mass
- use of Internet for operations of the cluster and marketing
- networking for joint marketing, cross-selling, and joint product development
- market research a core development and marketing tool
- specialist advice to build capacity of organisation and capability of members
- support from a range of agencies to achieve socio-economic objectives.



TTMTA: Seven key objectives

- (1) active participation of broad range of stakeholders in Māori and cultural tourism across Tai Tokerau in the Association**
- (2) the Association functions efficiently and effectively with the minimum of permanent staff**
- (3) high quality service delivery by members which appropriately addresses the needs of visitors**
- (4) members' products and services are widely promoted**
- (5) members make effective use of information technology**
- (6) strong relationships with strategic allies in the public and private sectors**
- (7) effective advocacy of interests of Maori and cultural tourism operators and trade allies.**



TTMTA: Outcomes to date

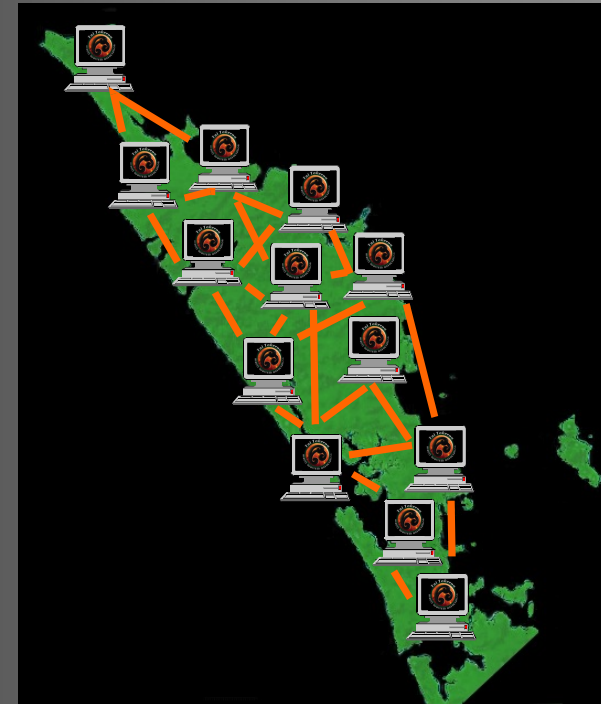
- (1) membership has grown from sixteen to 60
- (2) a web site has been established and is about to be upgraded with vastly enhanced functionality
- (3) computers supplied to members as well as a number buying their own
- (4) most members now have e-mail addresses and e-mail use is growing
- (5) a market research programme put in place
- (6) growing acceptance of the value of clustering
- (7) *Strategic Plan* prepared and being implemented
- (8) product development needs assessed
- (9) training needs assessed
- (10) growing national recognition.

Diverse membership

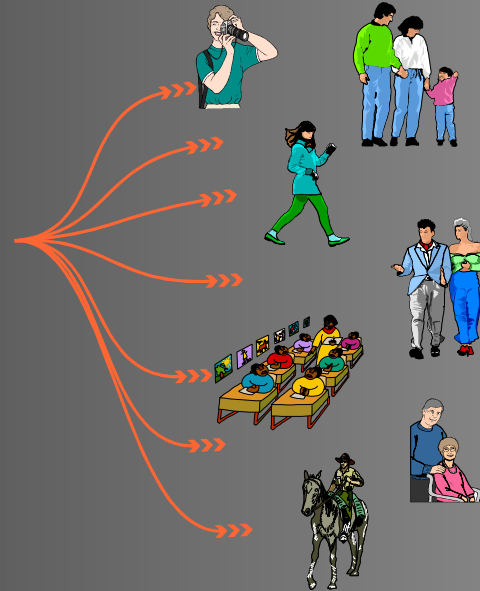


The “virtual” organisation

- eliminate distance
- reduce overheads
- minimise bureaucracy
- empower operators
- international and domestic promotion
- enable cross-selling
- collective decision-making
- members control own web pages
- password protected operational area.



Customer database



Collect names
e-mail address

Enter to
database

Targeted and
mass mailings
e-newsletter

Visitor perceptions



Reimagining



100% PURE NEW ZEALAND

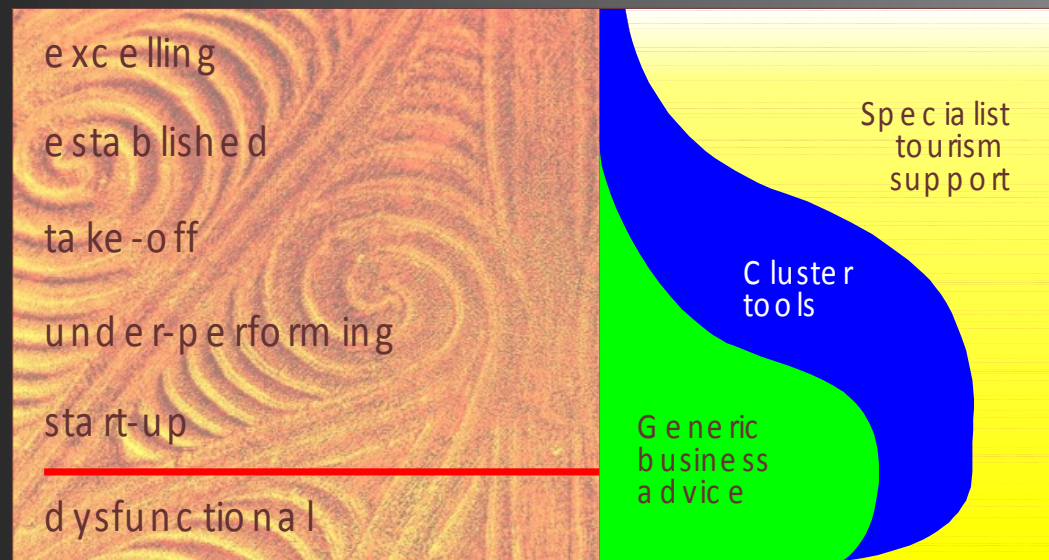




Advantages of the model

- the micro, small and medium enterprises which predominate in tourism in Tai Tokerau (as elsewhere) respond positively to clustering
- the underpinning whanaungatanga/community development philosophy is more appropriate for these operators than simple business-focused model
- “flax roots” approach will promote development where the people are, using local resources and knowledge in a socially and environmentally sustainable manner
- clustering from the bottom up delivers benefits directly to those in need now, rather than waiting for it to “trickle down”
- operators get real opportunity to develop a multi-channel approach to marketing.

Targeted development assistance





A national network





Cluster development hui

- two day hui around the regions
- intensive workshop sharing clustering model
- meetings with key participants to:
 - > evaluate local situation
 - > introduce assessment process
 - > transfer assessment tools
 - > plan implementation including development of local database of operators
- options for facilitation could include representative of TTMTA Executive, and agencies that have worked with TTMTA (e.g. TPK, Whangarei)
- " Poutama initiation but seeking multi-agency approach.



Outcomes

- **sharing of cluster model with existing Maori tourism groups and emerging clusters would provide starting point for tailoring local solutions**
- **would maximise value of Budget funding to Maori RTOs by avoiding re-inventing the wheel and ensuring Budget funds are used to develop organisations**
- **linkage of local clusters would provide a framework for a national representative organisation of MRTOs avoiding the old top-down model**
- **representative national organisation would provide appropriate body to address authenticity issues**
- **platform set for multi-agency involvement**
- **ensure MRTOs have firm grounding on which to negotiate with newRTOs.**



What next?

- **MTAG to support adoption of clustering model as an option for MRTOs**
- **Poutama will support cluster development hui with existing and potential MRTOs**
- **Poutama and TPK to convene meetings with CEG and OTSp/Ministry to assist development of MRTOs to enable them to participate effectively in the implementation of the national tourism strategy**
- **Poutama, TPK and OTSp/Ministry to endorse representative model for MNTO.**



Mahi Taapoi

**Sustainable tourism
development**

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