



MÄORI AND CULTURAL TOURISM IN TAI TOKERAU STRATEGIC PLAN 2001-2004



NOTES TO THIS EDITION

This Strategic Plan was written in December 2000 (thus the slightly dated statistics). It contains various references to the national tourism strategy which was then in preparation and which has since been released. A full review of the implications of the national strategy for the Association is being undertaken, but it is already clear that there is a strong congruence between it and TTMTA's own strategic plan. Work is already underway on one of the recommendations of the national strategy. This is that the Maori regional tourism organisations work with the successors to the existing RTOs to develop a co-ordinated regional approach to tourism development, destination marketing and destination management. TTMTA and DNL have set up a working party to explore the issues involved.

ACKNOWLEDGEMENT

The Association would like to record its appreciation for the support which has been given by the Centre for Cultural Tourism AUT, Community Employment Group, Poutama Trust and Te Puni Kokiri over the last two years. This support has been invaluable in providing a platform for the new strategic plan. Implementation of elements of the Plan is currently underway with the support of Te Puni Kokiri and the Community Employment Group.



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Author: Dr Peter Phillips, Dialogue Consultants Ltd
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Secretary: Lorraine Hill, PO Box 42, Russell
Chairman: Peter Kitchen, Ph: +64 (9) 408 0870

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EXECUTIVE SUMMARY

Strength in numbers and working smarter are the keys to the growth of Māori and cultural tourism in Tai Tokerau. Working together means that members can compete with more established destinations for the benefit of their businesses, their families, their communities, and the wider region. Working smarter includes using the Internet and networks to attract customers and market research to learn about them to refine products and services and develop new ones.

The Tai Tokerau Maori Tourism Association is first and foremost community-based. It brings together mainly family-owned businesses in a network which is building critical mass and provides a framework for cross-selling, joint product development, and mutual support.

Founded in 1991, the Association has been in a major growth phase over the last two year. During this time:

- membership has grown from sixteen to over 50 financial members spanning the length and breadth of Tai Tokerau from Auckland to Waitiki Landing and a highly diverse range of businesses;
- a web site has been built for domestic and international promotion;
- 20 computers have been supplied to members as well as a number buying their own;
- most members now have e-mail addresses and e-mail use is growing; and
- a market research programme has been put in place.

Perhaps the most important outcome is the growing acceptance of the value of clustering and co-operation, even for businesses which are also competing for visitors.

This *Strategic Plan* is the start of a second cycle of development. It takes stock of the state of tourism in the country, and in Tai Tokerau. It analyses the competitive environment and the position of the Association. Grounded on this review, the *Strategic Plan* has two main themes:

- it continues to develop the organisation, in part by moving as much of its operations as possible to the Internet;
- it adds new initiatives which will give a hand up to individual operators.

The *Strategic Plan* is based on meeting seven key objectives:

- active participation of broad range of stakeholders in Māori and cultural tourism across Tai Tokerau in the Association;
- the Association functions efficiently and effectively with the minimum of permanent staff
- high quality service delivery by members which appropriately addresses the needs of visitors;
- members' products and services of members are widely promoted;
- members make effective use of information technology;
- strong relationships with strategic allies in the public and private sectors; and
- effective advocacy of interest of Māori and cultural tourism operators and trade allies in local, regional and national settings.

Implementation of the *Strategic Plan* will largely depend on sourcing central government funds given the limited resources of the Association and its members, many of whom are caught in a "Catch 22" of under-development. Individual proposals to potential funders will be prepared by the Association's Vice Chairman and its Technical Advisor following consultations with the agencies on elements of the *Strategic Plan* which fall within their brief.

1. INTRODUCTION

Tourism was identified in the early 1980s as a sector through which Māori economic and social development could be advanced. Following the Māori Economic Summit Conference held at Parliament in 1984 (known as the *Hui Taumata*)², a *Manaakitanga Hui*³ was held in Rotorua in September 1985. This was followed by a Māori Tourism Task Force set up to report on the general opportunities for Māori in tourism, and a range of policy and organisational issues. It was also tasked to produce a five year strategic plan. The report identified seven strategies and made 30 recommendations.

Fourteen years later the *Strategic Plan for Māori Tourism Development for the Ministry of Māori Development* was still cataloguing the same problems discussed in 1985 as issues for Māori tourism. While the Ministry reported about 250 Māori tourism businesses nationally, there are perhaps only two or three of international significance as tourism attractions.

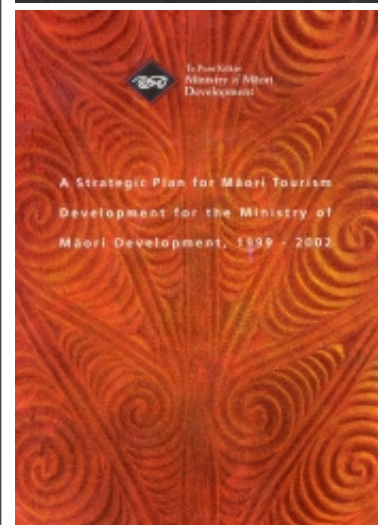
While modest progress was being made at the national level, at the flax roots in Tai Tokerau a cluster of tourism operators has been steadily taking shape. Founded in 1991, the Tai Tokerau Maori Tourism Association (TTMTA) has now brought together a diverse group of Māori tourism operators and other parties with an interest in Māori and cultural tourism.

This strategic plan for 2001-2004 builds on a strategy developed under a joint venture with the Centre for Cultural Tourism of AUT. Based on the idea that there is strength in numbers the joint venture has focused to date on reinvigorating the organisation and developing a set of collective tools including market research, computerisation, and the development of an Internet site.

This new plan puts in place the second major cycle of development. This continues to develop the organisation but now also seeks to give a hand up to individual operators.

Use of the Internet figures large in the Plan, both in terms of capacity building of the organisation and support for individual businesses. For the first time members will be able to change the content of their own web pages, as well as take part in discussions on Association policy. There are also new initiatives aimed at gaining access for operators to specialist advice and support services.

Implementation of the *Strategic Plan* will largely depend on sourcing central government funds given the limited resources of the Association and its members, many of whom are caught in a "Catch 22" of under-development (unless local or regional sources of funding can be identified). The Association has been fortunate in the recent past to receive funding from the Community Employment Group, Poutama Trust, and Te Puni Kokiri.



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2. STRATEGIC ANALYSIS

2.1 Tourism in New Zealand

The national setting for tourism is currently very positive. International visitor numbers grew from just under one million in 1990 to 1.6 million in 1999. Arrivals for the year ending September 2000 were 1.7 million - a 10% annual increase. In 1995 it was estimated that total expenditure of international visitors was \$4.3 billion (that year there were 1.4 million international visitors).

Domestic tourism has also been growing. Recent estimates suggest a total domestic spend of \$6.9 billion a year (overnight trips expenditure = \$4.1 billion and day trips = \$2.8 billion), up from \$4.8 billion in 1995. This is based on an estimate of 61 M trips (17M overnight trips and 44M day trips).

The source markets for visitors are reasonably well spread with Australia the largest followed by USA, UK and Japan. Together these four made up 58% of total visitors and 70% of total spend in the year ended September 2000:

- Australia - 485,000 visitors (28%), \$866 M spend (\$1786 / visitor);
- USA - 181,000 visitors (11%), \$665 M spend (\$3674 / visitor);
- UK - 175,000 (10%) visitors, \$745 M spend (\$4257 / visitor);
- Japan - 148,000 visitors (9%), \$745 M spend (\$5034 / visitor).

Landscape and the whole imagery of “*clean and green*” figure largely in visitor perceptions of New Zealand. More than half of all overseas visitors and one third of all New Zealanders visit an area managed by the Department of Conservation each year, making DoC a key player in the tourism sector.

Discussions around the development of a national tourism strategy have noted that much product is not unique to New Zealand. Concern is expressed that New Zealand runs the risk of being “*outplayed*” by key competitors - (Australia, Canada) who are perceived as able to offer much of the same product as New Zealand. Interestingly, “*Maori*” are identified as one of the key differentiators (along with culture, warmth and hospitality). The cultural tourism product is perceived to be “*underdeveloped*”.

The representation of New Zealand in the national tourism marketing strategy has significant implications for the Association. There are two elements of prime significance:

- the imaging which seeks to broaden perceptions of New Zealand to balance landscape with culture, people and adventure and has a strong basis in themes related to freedom and a young country. The campaign includes elements of irony and links to cultural elements such



Three most purchased images of Aotearoa from photo libraries (source: Tourism New Zealand)

- as the piano at the beach; and
- the developing links between Tourism New Zealand and the macro-regions (in the North being Auckland and Northland). This could see some repositioning of Northland-Auckland as part of a strategy to differentiate various part of the country. TTMTA is not currently part of this discussion with Destination Northland speaking for Maori.



campaign includes elements of irony and links to cultural elements such as the piano at the beach

It has been reported that in the year ended June 2000 almost 350,000 international visitors attended a Maori event or activity. Current discussions around the development of a national tourism strategy identify three types of “*Maori tourism*”:

- unique indigenous cultural experiences such as hangi, concert performance, and Maori arts and crafts;
- Maori owned businesses that provide services that are not culturally Maori but are special because they give the visitor a unique Maori perspective and interpretation (e.g. whale-watching, Maori backpacker hostels); and
- where there is a Maori component/element to a visitor experience or included in visitor interpretation.

A lot of discussion focuses on the issue of “*authenticity*” and it is considered that the current capacity for the delivery of authentic Maori tourism product is limited. The absence of a ‘*mark of authenticity*’ for Māori cultural products is seen as a drawback. However, the whole debate appears to be couched in terms of some sort of national endorsement which seems rather inappropriate give the tribal basis of Maoridom.

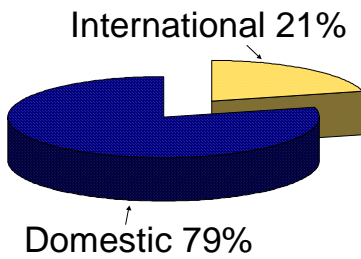
Technology issues also figure largely in strategy development, including the:

- rise of Internet as a source of information (strong trend already) and booking medium (developing trend – possibly constrained by state of technology and consumer concerns over security of payments);
- role of major portals such as *Yahoo*, *Lonely Planet*, and *Microsoft Expedia* in channelling information to consumers (it’s vital that independent sites like *taitokerau.com* get to top of search engine lists);
- reducing dependence on middle man in business to business links;
- impending impact of 3rd generation telecommunications technologies (including Internet enabled phones); and
- last minute, Internet-only fares - creating a new market segment (a variation on the free independent traveller).

While all this Net-based technology is clearly very significant, the importance of more mundane technologies, like EFTPOS and credit card payments, should not be underestimated as developed economies become increasingly “*cashless*” and travellers cheques decline in importance. Ensuring that visitors can pay easily for products and services is a high priority.

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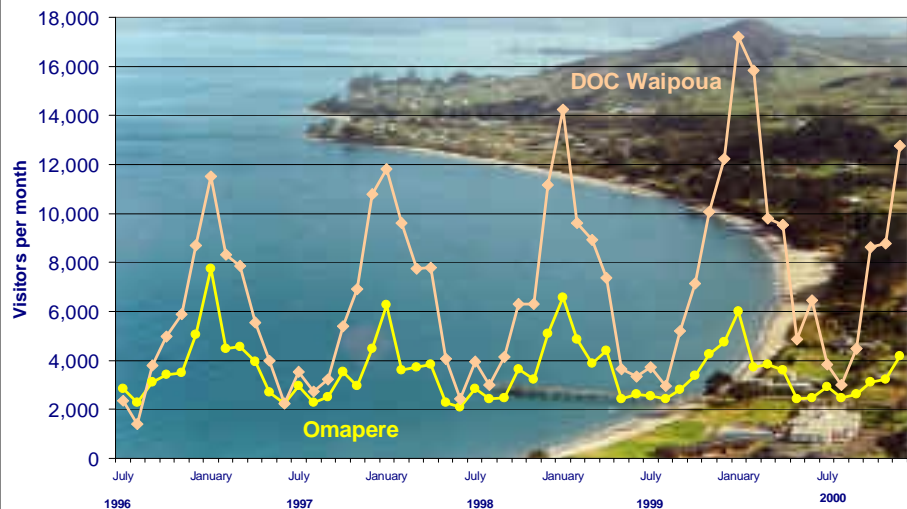
2.2 Tourism in Tai Tokerau

1998 estimates for visitor expenditure in Northland prepared for the Tourism Industry Association placed it seventh of 16 regions nationally in terms of international visitor expenditure and fourth in terms of domestic visitors, with a strong dependence on the domestic market.¹

A key feature of tourism in Tai Tokerau-Northland is its maldistribution, both in space and time. There is a marked imbalance between the East and West Coasts with the Bay of Islands being the major focus of investment and visitation. The concentration of operations in the Bay converts the rest of Tai Tokerau into something of a hinterland. Trips to the Cape, for instance, can be made while staying in Paihia, focusing spending which might otherwise be more evenly spread.

The major improvements to the road through the Waipoua Forest has undoubtedly had an impact on the number of visitor numbers to the area. Branding a route around Tai Tokerau as the “Twin Coast Discovery Highway” promotion can also be expected to have had some effect on visitor perceptions, although the extent of this impact has not been quantified (visitor research would be useful to establish the specific impact of the branding of the route). The on-going development of the Kauri museum at Matakohe is also likely to have had some effect on travel to the West Coast as it now provides a significant attraction worthy of inclusion in any trip to the North and a sufficient reason to turn left at the Brynderwyn junction.

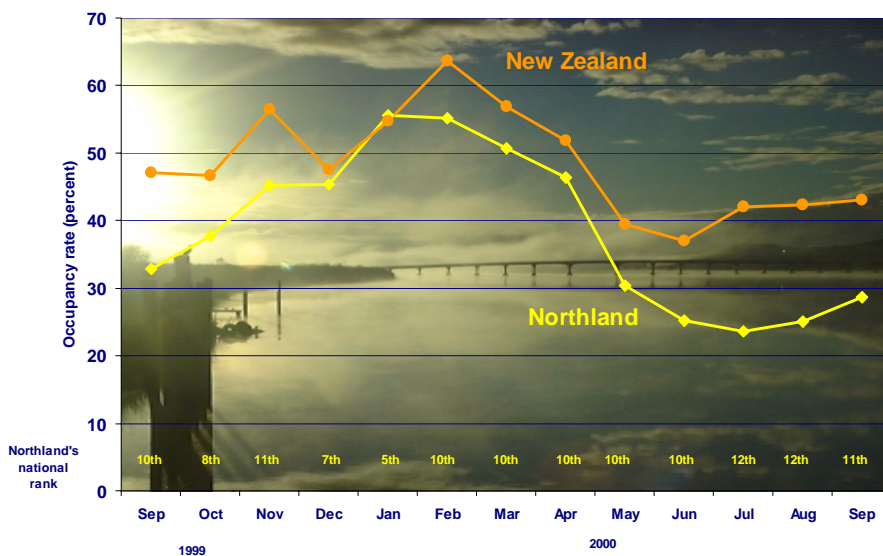
There is some data which provides a measure of the increased activity on the West Coast in the visitors to the information offices in the Waipoua Forest and at Omapere. This shows growing visits at the DoC visitor centre but not the one at Omapere.



¹ These estimates by McDermott Fairgray are preferred to those prepared by Price Waterhouse Coopers for Destination Northland as the PWC survey had a very modest response rate of only 15.6%. This is rather too small to place any confidence in, despite claims of “industry proportionality”. No attempt to sample non-respondents is noted in the report on the study (Price Waterhouse Coopers, (2000), *Destination Northland: Visitor Industry Business Research Outcomes*) (sampling non-respondents to see if they are similar to respondents is one way of establishing how confident you can be in generalising results from a small sample to the whole of the survey population).

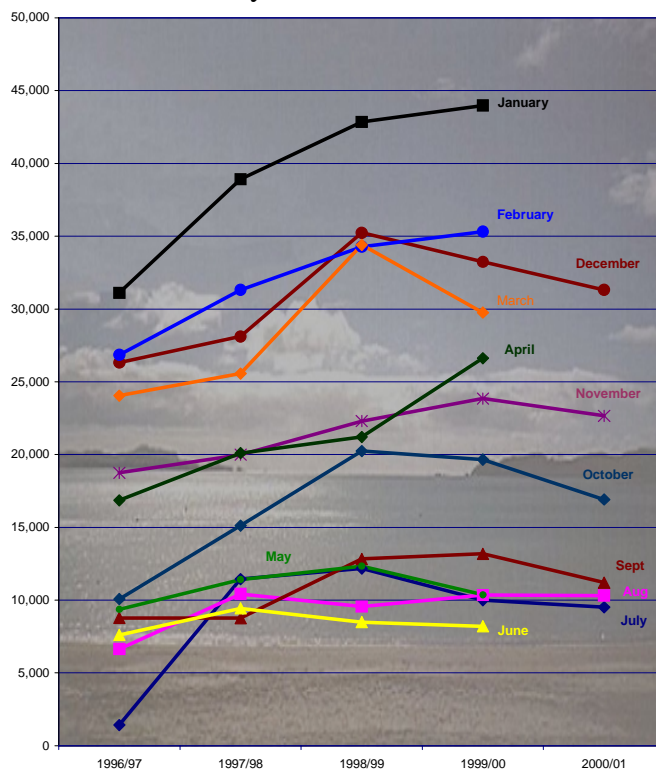
The variation over time is particularly marked with strong seasonality. While the commercial accommodation monitor is not the only indicator of activity, it is a consistent, objective measure (especially in recent times). It shows very low utilisation of commercial accommodation for six months of the year - a somewhat paradoxical result given the notion of the “winterless North”. In the most recent data, Northland had the lowest occupancy rate of 12 regions in the whole country during July and August 2000. In only one month in the 13 covered in the data from Statistics New Zealand did Northland reach the national levels of occupancy of commercial accommodation.

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The variation through the year is also reflected in the numbers of visitors to the information office in Paihia (January 2000 was five times higher than June 1999). Most months show a tendency for growth to slow and even fall in recent years.

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An issue of some concern to the Association is the current stand-off between one of the members, Ngati Kuri, and Destination Northland. Ngati Kuri have publicly expressed dismay about the messages and manner of a statement by the chairman of DNL in relation to Te Rerenga Wairua. DNL is now unwelcome in any matters relating to the site.

2.3 Member perceptions of issues for Māori tourism in Tai Tokerau

Consultations with members at the start of the Joint Venture in June 1998 identified a range of issues for Māori tourism development in Tai Tokerau:

small businesses...scattered across Tai Tokerau which lack the critical mass required to achieve a significant impact in terms of product offerings and marketing

- the generic factors common to most small business in Aotearoa-New Zealand which see half of new businesses in this country fail by their fourth year, (Pinfold, 1999)¹;
- the range of forces which systematically result in the under-performance of Māori on a range of economic and social indicators;
- problems of geographic isolation, particularly in terms of the main tourist pathways through Aotearoa-New Zealand;
- the economic isolation of these small businesses scattered across Tai Tokerau which lack the critical mass required to achieve a significant impact in terms of product offerings and marketing;
- concern about existing and potential competition from larger established businesses;
- inadequate recognition and support from the regional tourism organisation;
- a focus on the individual and the local rather than the regional even in an organisation with an explicitly regional focus;²
- alleged gate-keeping within the TTMTA on opportunities for exposure of operators, such as visiting media; and
- a perceived neglect of Māori tourism in international tourism promotion³.

Discussions with former members of the Association also identified disappointment with past failures, personality conflicts, and a measure of perceived self-interest among some members of the Association as the source of reluctance to further involvement.

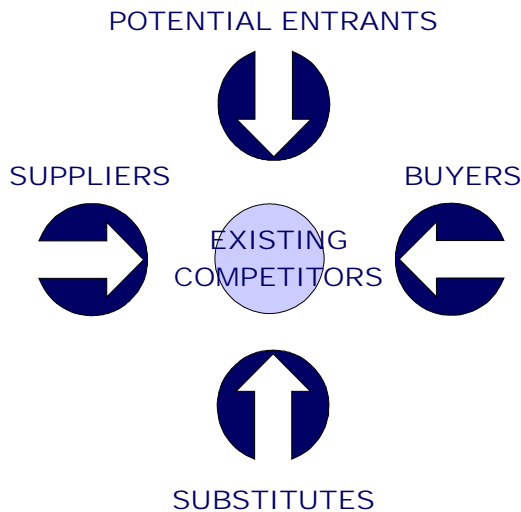
2.4 Competitive forces

The membership of the Association covers a wide range of tourism products and services. The competitive environment in which members operate involves existing competitors, suppliers, buyers, potential entrants and substitutes.

¹ Particularly limited access to capital, sometimes modest business skills, and limited systems particularly those related to financial management and marketing

² Even within the narrow confines of Tai Tokerau there are a range of communities with the TTMTA (and indeed the regional tourism organisation) perceived by some to have been unduly focussed on the Bay of Islands at the expense of other areas

³ It is ironic that images of Māori have been used to promote tourism in New Zealand since at least the 1890s but this has not been translated into a significant number of Māori owned and operated tourism businesses



Existing competition

As a group members face **existing competition** from the full spectrum of the New Zealand tourism industry. Currently the popular perception of Maori tourism is strongly identified with Rotorua with Whakarewarewa, the traditional concert party, and the *Tamaki Village*. Elsewhere there is eco-cultural attraction of Ngai Tahu's *Whale Watch Kaikoura*, although research has identified that this is perceived by visitors almost exclusively as an eco-tourism attraction.

the popular perception of Maori tourism is strongly identified with Rotorua

Some existing competitors have a number of significant competitive advantages. In Rotorua's case this derives from long establishment, location on the path between Auckland and Christchurch/Queenstown, a concentration of major tourism infrastructure and market awareness. Others, like Te Papa, have substantial support from Central Government on top of a major initial capital investment.

Other Māori organisations with tourism development functions are both competitors and potential trade allies in terms of building the overall mass of Māori tourism. These include iwi-based organisations such as Ngati Porou and regional groups such as Te Ara a Maui.

In terms of the Association's functions as a cluster development organisation there is no issue of competition.¹

On a broader scale, the members of the Association are aligned with all other New Zealand operators and Tourism New Zealand in competition with overseas destinations. At this broader scale there are still natural synergies with competitors in the South West Pacific to build regional awareness.

¹ The other major tourism organisation in Tai Tokerau, Destination Northland, is a promotional agency largely focussed on developing awareness of the region and representing businesses which can afford to pay for space in its publications.

entry barriers to tourism can be quite low

cause for concern if this was only a way of providing non-Māori with a Māori face to their business in response to growing market demand for indigenous tourism products

Potential entrants

Potential entrants into the Māori and cultural tourism market can be identified among Māori and non-Māori. The entry barriers to tourism can be quite low. Combined with a growing perception of tourism as a major growth sector this can raise the prospect of market entry by under-resourced operators. This can be to the detriment of existing operators both in terms of an adverse effect on visitor perceptions of the area as well as whatever competition they may present in the short term. To a certain extent this situation may have been made worse by studies of tourism potential which raise expectations but do not have either the mandate or resources to assist implementation. Clearly not every marae in the North can expect to enter the “*marae-stay*” market but this perception may be one of the unwitting by products of discussing this opportunity.

A potential issue in terms of new entrants is the risk posed of capture of Māori tourism by the mainstream. While there are clear benefits in business relationships between Association members and some of the larger non-Māori operators, there would be cause for concern if this was only a way of providing non-Māori with a *Māori face* to their business in response to growing market demand for indigenous tourism products. If the socio-economic objectives for Māori of tourism development are to be achieved then such relationships need to be carefully structured and continuously managed.

The **suppliers** are a less structured element of Maori and cultural tourism in Tai Tokerau than in the wider industry with the focus of a many operators is on the *free and independent traveller* (FIT), with relatively few operators having formal links with wholesalers or retailers, and their often patchy advertising programmes. The bulk of the visitors are from the domestic market. The buyers use various sources of information to identify members with informal means playing an important role. The role of travel agents is much less significant than in the mass tourism market, while visitor information bureaux do not appear to achieve the impact that might be expected from research undertaken with Association members. The tour bus market is significant to only a few of the operators (although at both ends of the scale in terms of visitor numbers). Surveys have shown that bus drivers can be significant mediators in the case of the youth market where there are options given to the travellers at various points on the route.

Substitutes

Much is made of the unique status of Māori tourism product in Aotearoa~New Zealand. Clearly there are some travellers who come to Aotearoa~New Zealand specifically to experience Māori culture. There are others, probably more of them, who wish to experience Māori culture while in Aotearoa~New Zealand as part of their overall experience in the country. But it must be recognised that there is enormous and growing competition world-wide for the “*indigenous*” tourism

market and that much can be substituted for the Aotearoa~New Zealand experience. This is, in part at least, because many travellers seek novelty and difference not the specifics of a culture about which they may know very little.

much can be substituted for the Aotearoa~New Zealand experience.

2.5 SWOT Analysis

The primary **strength** of the Association lies in its philosophy of flax roots, practical collective actions to empower the members. The ethos of networking of like-minded individuals and organisations is built on by the emphasis on growing the membership and enhancing the members' capacity, rather than building the organisation *per se*.

enhancing the members' capacity, rather than building the organisation

The growth of the Association over the last two years reflects other elements which contribute to its strengths including:

- the commitment of key members of the executive to the development of the Association;
- the joint venture with Te Unga Ake which provided a range of inputs into the operation of the Association; and
- growing coverage across Tai Tokerau which now means that the Association is in a position to promote sub-clusters in local as well as sectoral groupings (such as horse trekking) across the Region.

A source of **weakness** in the Association lies in some of the past history of its operation. As noted earlier, there have been a range of issues which have deterred membership and resulted in withdrawals including perceptions that the benefits of the Association were not distributed evenly.

The Association also faces an inevitable problem of resourcing given its constituency of primarily small, low income businesses in one of the most economically depressed regions in the country. The "Catch 22" of the businesses having little cash to spend on development and therefore being trapped in a cycle of under-development has been addressed in part by seeking outside support for some of the activities under the Joint Venture. Even with the emphasis on building a network facilitated by the Internet which will minimise costs, it is clear that further support will be required if the Association is to achieve its potential.

The "Catch 22" of the businesses...being trapped in a cycle of under-development

A final area of weakness which needs to be addressed is that the work of the Association are not widely appreciated and its aims and intents are therefore prone to misrepresentation. From the outset the Association has been inclusive in that the Constitution opens membership to all in tourism that support the objects of the Association (i.e. there never has been an ethnicity qualification). The proposal to respecify the coverage of the Association to explicitly include all cultural tourism operators is based on the affinity between the members of these sectors and affirms this theme of inclusion.

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three major areas of **opportunity**
refine membership
definition...

recognition of the need for
positive programmes

collaboration with a range of
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There are three major areas of **opportunity** for the Association in the short to medium term:

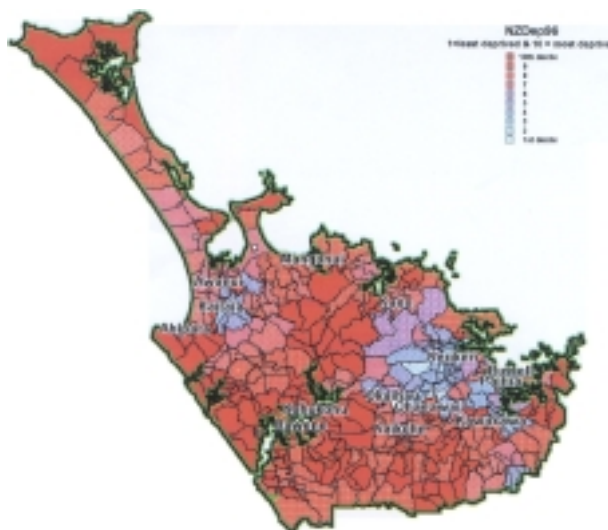
- refine membership definition to specify the practitioners, operators and stakeholders in cultural tourism in Tai Tokerau, extend the geographical area to the whole region, broaden the product range, and further enhance the potential critical mass of the membership;
- the change in the political environment with the recognition of the need for positive programmes to encourage development in regions like Tai Tokerau. These include initiatives which are specifically targeting Māori as well as the regionally-based programmes;
- collaboration with a range of other organisations, both within tourism and outside, that have the same developmental objectives as the Association. One element of this will be the development of the macro-regions for tourism marketing which has been promoted by Tourism New Zealand.

The primary **threat** is that of failing to deliver on the promise to the growing membership. This is in part a resourcing issue making sure that each and every member receives the promised benefits.

The balance of these four factors is strongly in favour of the Association at present. The challenge is now to achieve the potential of a bottom-up approach which is sustainable in the face of regional, national and global dynamics.

2.6 The significance of tourism development in Tai Tokerau

The potential for socio-economic development presented by tourism is of particular significance for Māori in Tai Tokerau (and likewise to pakeha in the smaller communities) given the current conditions. Nowhere is this more apparent in the Far North District as shown by the New Zealand Deprivation Index 1996 where the dark red areas rate highest in terms of deprivation.



3 PURPOSE, VISION, STRATEGIES

3.1 Background

Over the last two years the Association has enhanced and extended its role as a cluster development agency working at the “*flax roots*” level building a network of operators which is now widely distributed across Tai Tokerau . Its strategy as a Maori regional tourism agency has sought to:

- build membership to achieve critical mass;
- network for joint marketing and cross-selling;
- reduce the role of the intermediary;
- avoid setting up a big, old-style central bureaucracy;
- use the Net for communications between the members and for outreach to customers;
- database names and addresses from the market research for direct marketing and developing a customer base; and
- focus, initially at least, mainly on free and independent travellers.

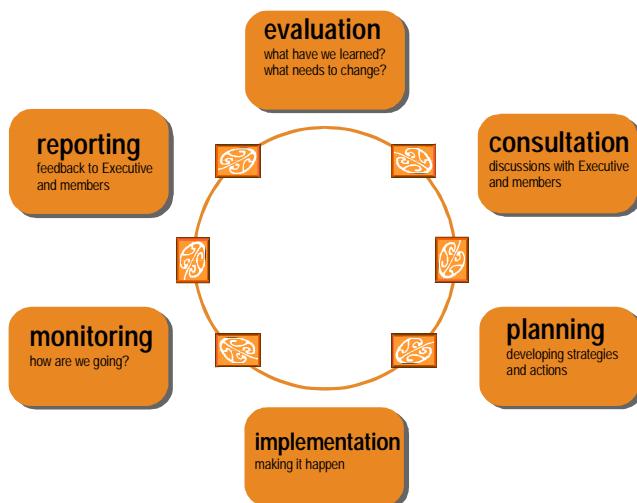
Progress has been made on a number of fronts over the last two years:

- membership has grown from sixteen to 53 financial members and has extended to Kaipara and Rodney;
- a web site has been established for domestic and international promotion;
- 20 computers have been supplied to members as well as a number buying their own;
- most members now have e-mail addresses and e-mail use is growing; and
- a market research programme has been put in place.

Perhaps the most important outcome of the joint venture is the growing acceptance of the value of clustering and co-operation, even for businesses which are also competing for visitors.

enhanced and extended its role as a cluster development agency working at the “flax roots”

growing acceptance of the value of clustering and co-operation, even for businesses which are also competing for visitors



The development of the Association has now reached the end of a planning cycle. The strategies for 2001-2004 move the second round from planning to implementation:

As the TTMTA has grown and strengthened there has been growing recognition of the need to also pay attention to the commercial practice of the individual businesses. Having re-established the framework of the Association and developed a range of collective resources it is now appropriate to turn attention to the capacity building of the individual members through strategic and business planning and coaching on aspects of business practice, while continuing to further develop the Association.

Over the last two years there has been a useful increase in the membership. Members now have quite a range of products and service and it is possible to contemplate developing itineraries (such as special interest tours) based on the membership. However, there is an outstanding question as to whether the potential of networking and cross-selling will be fully realised within the ambit of Māori tourism. The Association can develop greater mass and coverage of Tai Tokerau by taking advantage of the natural affinity between the members of the Association (as primarily small, owner-operated Māori businesses) and arts and cultural practitioners.

3.2 Strategic Plan 2001-2004

A new set of strategic statements has been developed for 2001-2004:

foster the development of a cluster of Māori and cultural tourism operators and associated stakeholders in Tai Tokerau

PURPOSE: To foster the development of a cluster of Māori and cultural tourism operators and associated stakeholders in Tai Tokerau for their mutual support and the wider socio-economic benefits for Tai Tokerau.

VISION: the Association will be an effective, largely decentralised, organisation of mutually supportive businesses and organisations delivering high quality, customer-focused products and services in a sustainable manner in Tai Tokerau. The membership will include the full spectrum of Māori participation in the tourism industry and the closely aligned activities of the cultural tourism sector. These businesses will prosper through their collective efforts at marketing and mutual support and their individual efforts to enhance their products and services.

MISSION: The mission of the Association is expressed through seven objectives:

- active participation of broad range of stakeholders in Māori and cultural tourism across Tai Tokerau in the Association;
- the Association functions efficiently and effectively with the minimum of permanent staff
- high quality service delivery by members which appropriately addresses the needs of visitors;
- members' products and services of members are widely promoted;

- members make effective use of information technology;
- strong relationships with strategic allies in the public and private sectors; and
- effective advocacy of interest of Maori and cultural tourism operators and trade allies in local, regional and national settings.

The objectives (**in bold**), the strategies (in regular font), and how performance will be measured (*in italics*), are set out below:

OBJECTIVE 1

Active participation of broad range of stakeholders in Mäori and cultural tourism across Tai Tokerau in the Association

Extend the coverage of the Association to include the full range of cultural tourism operators

Revised constitution

Promote benefits of membership through a range of channels

Number of workshops

List of candidates and record of mailing

Number of sub-clusters



OBJECTIVE 2

The Association functions efficiently and effectively with the minimum of permanent staff

Continue to rely on goodwill of unpaid executive

Number of resignations

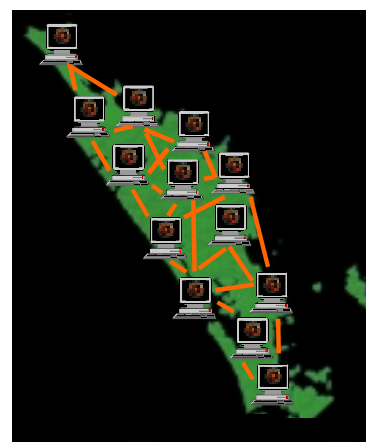
Enhance organisational systems particularly in terms of e-mail to facilitate wide participation by members in Association business

Proposal to executive on organisation systems

Number of matters circulated for comment by members

Improve business planning processes

Number of monthly reports to executive and membership



OBJECTIVE 3

High quality service delivery by members which appropriately addresses the needs of visitors

Undertake market research

Set of survey forms for each generic type of operation

Acquire, disseminate, and facilitate access to market intelligence

Notification of members

Number of reports on research

Facilitate access to training programmes for members and their staff

Completed survey of training needs of members

Number of trainees

TAYLOR made TOURS

Thank you for your custom. Please help us to improve our service by answering a few questions

How would you rate your trip in terms of:

Sponsored of the bus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Learning about Maori Culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of commentary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Places of interest visited	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Value for money	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hospitality/service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How did you find out about us? (tick one)

Tour agent	<input type="checkbox"/>	Family/friend	<input type="checkbox"/>
Information office	<input type="checkbox"/>	Internet	<input type="checkbox"/>
See guide	<input type="checkbox"/>	Photograph/brochure	<input type="checkbox"/>
Guide book	<input type="checkbox"/>	Other tourist operator	<input type="checkbox"/>
See guide	<input type="checkbox"/>	Local person	<input type="checkbox"/>
Other (write in)			

In what type of accommodation are you staying? (tick one)

Hotel	<input type="checkbox"/>	Family/corral	<input type="checkbox"/>
Self catering/motel	<input type="checkbox"/>	with family or friends	<input type="checkbox"/>
Youth hostel/campsite	<input type="checkbox"/>	Room in private house	<input type="checkbox"/>
At home	<input type="checkbox"/>	Other	<input type="checkbox"/>

Did have if you have visited Tai Tokerau/Maifairangi before

Did have if you have been on our tour before

In which country do you live? (tick one)

NZ	<input type="checkbox"/>	Australia	<input type="checkbox"/>	US	<input type="checkbox"/>	UK	<input type="checkbox"/>
Overseas	<input type="checkbox"/>	S. Africa	<input type="checkbox"/>	Other (write in)			

Are you travelling? (tick one)

Alone	<input type="checkbox"/>	With family/friends	<input type="checkbox"/>
With a tour group	<input type="checkbox"/>	Other	<input type="checkbox"/>

Please tick your age group

0-15 yrs	<input type="checkbox"/>	16-19	<input type="checkbox"/>	20-29	<input type="checkbox"/>	30-39	<input type="checkbox"/>
40-49	<input type="checkbox"/>	50-59	<input type="checkbox"/>	60+	<input type="checkbox"/>		<input type="checkbox"/>

Tick here for information on Maori and cultural tourism

Name: _____

Street/postal address: _____

Town/City: _____

Phone: _____

Thank you!
Antony & Collins

The above information is used for the Taylor Made Tours in Tai Tokerau of New Zealand. It is not to be used for any other purpose. It is not to be used for any other purpose. It is not to be used for any other purpose. It is not to be used for any other purpose.

Facilitate access to capacity building/ business support/ mentoring
Number of operators receiving mentoring services
Number of operators/staff attending Biz courses
Number of operators receiving product development advice and support

Promote joint product development between members
Number of product packages developed at the sub-cluster level
Number of product packages developed in specific products/ services

OBJECTIVE 4

Members' products and services of members are widely promoted

Establish Association's brand as symbol of Māori and cultural tourism in Tai Tokerau

Logo incorporated in all templates and printed materials

Number of members using logo

A completed promotional campaign

Operate and progressively enhance the Association's web site

New version of the web site

Proportion of members with web pages

New "members only" section of the web site operational

Enhance exposure of members

Number of operators and products presented to industry

Display materials on site

Collateral in circulation

Number of outreach mechanisms in place

Scale of sponsorship package

Establish marketing partnerships with trade allies

Number of relationships formalised

Facilitate cross-selling by members of the Association

Number of discs and folders distributed

OBJECTIVE 5

Members make effective use of information technology

Ensure members have appropriate skills to use IT for general business functions and specific tourism product operations

Number of workshops

Hours of mentoring

Source/rehabilitate/supply computer hardware and software to members without access to computers

Number of computers installed and operating properly

Ensure access to technical support

Number of service requests dealt with

Encourage all members to get e-mail access

Number and proportion of members with e-mail

OBJECTIVE 6

Strong relationships are maintained with strategic allies in the public and private sectors

Develop strategic alliances with key stakeholders in Māori and cultural tourism in Tai Tokerau and the broader field of socio-economic development

Review report produced

Communications plan prepared

Develop effective working relationships with tourism marketing organisations

Potential for partnership with Destination Northland assessed

Number of contacts with TNZ

OBJECTIVE 7

Effective advocacy of interests of Maori and cultural tourism operators and trade allies in local, regional and national settings

Participate in national and regional strategy development

Meetings attended

Promote concept of national grouping of regional Māori and cultural tourism organisations not a new national organisation

Endorsement of regional grouping concept from stakeholders

3.3 Implementation

The development projects required to implement these strategies will be based on the following precepts. The project design should:

- take full advantage of available expertise accessed through the networks of the Association and its strategic allies;
- recognise the value of the voluntary time put into the operation of the Association and its projects even though this is not compensated;
- recompense members working on projects for out-of-pocket expenses;
- where possible develop any collateral materials to full production enabling operators then to undertake second round of implementation such as reprints; and
- ensure appropriate acknowledgement and recognition for agencies and organisations that support the Association and its members.

Funding for the implementation of the *Strategic Plan* will be sought from various agencies. Individual proposals to potential funders will be prepared by the Vice Chairman, Ken Subritzky and Technical Advisor, Dr. Peter Phillips following consultations with the agencies on elements of the *Strategic Plan* which fall within their brief.





TAI TOKERAU MAORI TOURISM ASSOCIATION