

## Research and development of Māori community tourism capacity in Tamaki Makaurau

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**Abstract:** The demands of the post-modern tourist are transforming communities. These demands include the want for an ‘authentic experience’. Consequently local tourism products, particularly those that are Māori, are a potential source of economic advantage. Therefore national tourism policy and regional economic integration are increasingly becoming dependent upon locally driven innovations. The central thesis of this project is that Māori tourism development driven from the local level, (i.e. has its genesis at the community level) will successfully lead to stronger economic and social development. The intended outcomes of this project are to increase understanding between public and private tourism sectors focusing on maximising Māori economic development opportunities and how then to balance the tension between economic development and the important elements of Māori culture and identity. The research findings showed that, in the context of Māori economic development, tourism is important. The notion of ‘authenticity’ promotes the development of community driven tourism products while concurrently encouraging identity (re)-creation and economic benefits to those communities. Challenges to how ‘authenticity’ is achieved, through both economic and social streams, continuously demands robust research that reflects unique characteristics of communities, so as to support potential hapu driven tourism enterprises.

**Keywords:** economic development, Māori, tourism

### Introduction

The primary objective of this project is to maximise Māori tourism enterprise development and leadership in the tourism industry in Tamaki Makaurau. The project structure was largely determined by the Ngā Pae o Te Maramatanga internship theme, *Social and Educational Transformation* which prescribed three sub-themes that were addressed as follows:

#### **Sub-theme 1: Building bridges between Māori and public institutions**

To support this objective the researcher approached the Auckland Regional Council’s Economic Development Office. The Auckland Regional Council (ARC) is a public institution, responsible for the Auckland regions coasts, beaches and natural environment. Their primary role is to protect the regions natural resources from pollution as well as manage the regions transport system. Its mission is:

Toitu te marae o Tane  
Toitu te marae o Tangaroa  
Toitu te iwi

Translation: Working in partnership with our regional community to achieve social, economic, cultural and environmental well being.

To support its vision, related in particular to ‘economic well being’, the Council, in 2005, established a stand alone economic development office. This office adopted the Auckland

Regional Economic Development Strategy (AREDS) that was for the previous three years, implemented through an independent AREDS office. The AREDS strategy was formed in 2002 as a partnership between key stakeholders of the Auckland Region including the eight local Councils, central government, Māori and the wider Auckland community. Its vision for the Auckland region is to be an ‘internationally competitive inclusive and dynamic economy.’ The newly established ARC Economic Development Unit is now seeking ways in which to progress implementation of the AREDS Strategy, focusing on regional promotion and investment attraction services and the facilitation of major regional projects and initiatives (AREDS, 2002).

Alongside the AREDS document is the Māori Economic Development document, Te Huarahi Pai (A Future Pathway). This document outlines a Māori World view Framework derived from the process Māori engaged in during the development of the AREDS Strategy. The contextual nature of the framework, while embracing the essence of AREDS, poses a challenge for the ARC in developing implementation plans related to Māori economic development. The “Te Huarahi Pai” framework presents generic big picture issues such as worldly origins, beliefs and values, rituals, identity, social structures and responsiveness to change” (Te Huarahi Pai, 2002:6). The strategic implementation of AREDS must then reflect the Te Huarahi Pai framework, examples of which are posed in the project.

The ARC as a public institution is positioned well to address the issues that emerge when considering this sub theme. AREDS encapsulates not just one institution, the ARC, but many government institutions and communities in Auckland. Furthermore AREDS is committed to Māori economic development and with careful planning has the potential to build and support significant capacity for Māori enterprise development. Accordingly, the researcher worked alongside the Economic Development Unit and Iwi Liaison team and undertook initial research on opportunities for the ARC to support Māori Economic Development in the region. The study focused particularly on Māori tourism as a vehicle to economic development, the rationale for this is articulated in the literature review.

### ***Sub-theme 2: Strengthening citizenship and participation***

In order to elucidate current Māori participation in the tourism industry, a broad empirical review of Māori tourism activity in Auckland is presented. This required a scoping study of Māori enterprises through a scan of both public information such as that of the Ministry of Tourism (see The Stafford Group, He Matai Tapoi, 2001) and interview with agencies such as district Councils and Tourism Auckland.

A survey of available economic data related to Māori in tourism identified the need for further research in this area. While there is a body of knowledge on the subject of Māori tourism, the results of the scan showed that research tends to be taken from a generic basis whereby information is measured according to global or national economic indices (See for example - The World Travel and Tourism Council (WTTC) website, tourism satellite accounts (TSA), 2005). Māori economic development particularly in the areas of cultural revival and associated growth of industries is a key directive of government (NZIER, 2003). The need for government agencies to rationalise and optimise policy development in this area presents an opportunity for Māori to undertake a more post-modern approach to tourism research that considers the local perspective a vital factor in contextualising Māori tourism development. This type of research is not limited to policy development alone but can support broad economic development initiatives including skill training programmes, funding opportunities and the increased capacity of Māori to participate in this industry. Generalised data sets from Government departments such as the Department of Labour, on employment statistics and skill sets, or Ministry of Education data on training in

different industry groups, give a broad indication of where Māori are working and training. Specific data such as how many Māori work in the industry both directly and indirectly, ranging from cleaners, bus drivers, hotel reception etc. is not currently available.

In addition, the project drew from the results of a Māori tourism enterprise business planning workshop (2004) where participants highlighted three areas considered key in Māori tourism development for the region. The issues that arose were:

- industry gaps: minimal input of Māori tourism organisations in Tamaki/national tourism development
- requirement for further research/needs analysis: Opportunities/potential for Māori tourism in Auckland
- and the potential for reclamation of place and protection

Interestingly these issues are also reflected in national policy directives (see He Matai Tapoi, Ministry of Tourism, 2001), the ARC mission (specifically AREDS and its environmental role), and regional Tourism agencies, including the Māori Tourism Development Trust.

### ***Sub-theme 3: Improving educational outcomes for Māori especially in science and in Māori-medium education***

Another objective of the research project was to use the studentship to refine and develop a PhD hypothesis in the area of tourism development and to cultivate Māori community relationships needed for that programme of research. The interviews with key stakeholders in Māori tourism development consolidated these relationships.

The literature review examined:

- how research informed are Māori tourism players?
- how are best practice models currently appropriated?
- and the notion of 'the authentic' as a differentiating factor to Māori tourism development.

A key theme of the literature review was the tension found within many Māori tourism enterprises between being the locus of cultural revival and identity (re)creation for the hapu and synchronously the necessity for them to create a commercial context for the personal experience the 'post-modern' tourist now desires. The ARC has the scope to promote this activity from both local and global positions, through the consolidation of relationships with tangata whenua in the areas of economic development and potential investment opportunities as well as very practical action such as encouraging Māori into the current ARC internship programmes.

Within the ARC there is scope for encouraging Māori participation in tertiary education, particularly in the fields of environmental sciences. They currently provide internships for approximately sixty interns per year. These interns are provided work placements mostly in the regional parks. They are often identified from year one undergraduate degrees and supported in a variety of ways throughout their programme of study. The case study presented in this project's findings provides examples of how Māori educational outcomes can be supported through a collaborative approach between regional agencies, tertiary education providers and hapu or community groups.

### **Intended outcomes**

The intended outcomes of the project are:

- to facilitate better relationships between national and regional tourism bodies and Māori tourism enterprise in Tamaki Makau Rau to both address the increasing want of international travellers to experience the authentic New Zealand culture and to foster and support locally driven tourism development.
- to refine and develop further study in this area for the purposes of future PhD study

## **Methodology**

Due to the dialectical nature of Māori tourism where commercial and socio-cultural discourse exists, a qualitative approach was adopted to elucidate key issues of Māori tourism development that circuit through the global-local nexus of tourism development. Lee (1992) contends that quantitative research methods are inadequate in cross-cultural research. In contrast a qualitative approach emphasises 'culture and meaning' and is therefore utilised in this study. Theorists assert that qualitative methods can provide deeper understandings of social interactions and the multiple realities of actors within any given context (see Denzin and Lincoln, 1994; Riley and Love, 2000; Carr and Kemmis, 1986).

This study incorporates an amalgamation of two primary research techniques, literature review and interviews, which identified the required information for analysis. The application of both techniques provided an empirical capture of the current situation in Tamaki Makaurau which scanned both Māori tourism activity and governmental directive/support of Māori economic development.

### ***Literature review***

The initial review of literature from public information and the ARC's in-house documentation provided an overview of governmental directives in Māori economic development as well as historical data on tourism development in New Zealand. This established the direction of the study and subsequent review focused on information related directly to the AREDS strategy and more specifically to Māori tourism opportunities in the Auckland region. The correlation between directives as set out by the government and by Māori (refer Hui Taumata, 2005) in Māori economic development and the implications for ARC planners was considered to form a context of which to base future opportunities for development

### ***Interviews***

The purpose of the interviews was to explore Māori tourism issues in the region, provide qualitative information to support the research findings and to offer an insight into key industry players' thoughts and identified issues pertaining to Māori tourism development in the region. The interviews were not structured although general questions about the tourism industry, AREDS strategy and the ARC's potential role in tourism development were discussed.

Interview participants were largely selected based upon advice from Clyde Rogers, Tipa Compain, John Freeland (ARC) and the Tourism Research Institute (TRI is based at the Auckland University of Technology, bringing together experts in the tourism and hospitality arenas, to essentially support a profitable and sustainable tourism industry), who are currently researching Māori tourism in the Auckland Māori Regional Tourism Organisation (MRTO) region (similar to the Auckland Regional Council boundaries). The researcher facilitated all the interviews. These interviews were conducted as informal business-type meetings at the place of business of the participants.

### ***Analysis***

Responses from the interviews were collated, recorded, classified and presented in diagrammatic form (refer figure one) utilising a case study of one major hapu driven tourism venture, Te Pa. Analysis of both the literature review and responses from the interviews were then documented in a written report in the context of the primary research objective, to maximise tourism enterprise development and leadership in the tourism industry in Tamaki Makaurau.

### ***Dissemination***

The intern throughout the research project period had regular meetings with Clyde Rogers of the ARC, reporting progress findings and feedback. Preliminary findings were presented at the Nga Pae O Te Maramatanga PhD writing retreat at Hopuhopu in week six of the project which provided academic feedback and writing support.

The project intent for the ARC's Economic Development Unit was to provide strategic advice to the Council on Māori economic development opportunities presented through tourism development. The ARC is the regional statutory body that is responsible for the Auckland regions natural resources including transport and heritage. Due to recent changes within the Council and the Economic Development Unit's adoption of the AREDS strategy, this agency is well positioned to influence Māori economic development in the region accordingly the project findings will be presented to the Council.

### **Literature review**

This literature review considers the broad context of Māori tourism development and its influence on the strategic direction of Māori tourism in Tamaki Makau Rau. The literature review utilises Milne and Ateljevic's (2001) global-local nexus framework which is a useful tool to identify the defining characteristics of 'value' that essentially drives development in tourism. It illustrates the circuits that have and are continually linking local, regional, national and global scales in tourism. This provides an empirical capture of Māori tourism in Tamaki Makau Rau focusing on the potential iwi, hapu, whanau and communities have to increase their social capital through the promotion of culture and identity and the potential to capture the 'interactive traveler' market seeking an 'authentic' cultural experience. The history of tourism in New Zealand indicates that while global and national influences have seemingly driven tourism development in New Zealand, the tangata whenua (the local) have played and continue to play a large role in how the nation's tourism industry is represented in the international arena. Therefore the literature review will apply local Māori tourism activity to global and national tourism geography.

### ***Background of global tourism agencies***

The United Nations World Tourism Organisation (UNWTO) is a global forum for tourism policy issues and the dissemination of tourism knowledge. The World Travel and Tourism Council (WTTC) is an organisation that represents industry leaders and includes presidents and CEO's of 100 of the most prestigious companies in the world. They undertake the tourism satellite accounts (TSA) that nations use as a means for measuring the impact on national economies. An initiative the organisation sees as imperative in providing information for global investment into the industry.

The main purpose of these two organisations is to encourage tourism within nations to provide positive economic, social, cultural effects while attempting to ensure minimal negative social and environmental impacts. The UNWTO organisation for example acknowledges tourism "as the number one industry in many countries and the fastest growing economic sector in terms of foreign exchange earnings and job creation". It does however also recognise that without responsible planning, monitoring and management, the potential for negative environmental and

social impact is significant. They therefore encourage governments to create partnerships and strategic alliances with local authorities, the private sector and other key stakeholders in tourism to pursue socially and environmentally responsible tourism development policy (UNWTO website, 2005:Tourism for Prosperity and Peace). The WTTC provides tourism agencies with data such as the TSA's to assist in national tourism planning in areas such as economic development planning, see NZIER (2003), and government strategic direction, for example the Ministry of Tourism, (2001). Along with specific New Zealand tourism measures such as those from the Ministry of Tourism (2001), local authorities have been able to develop economic impact profiles for different regions, see Butcher *et al* (2000).

### **National and regional tourism directives**

Tourism is identified by the government as a key sector in the nation's economy, accounting for over 10 percent of the country's GDP (The Stafford Group, 2001) and ranks amongst the top four foreign exchange earners in the country (Butcher *et al*, 2004). Tourism New Zealand, a Crown entity, was established in 1991 to provide for New Zealand's international tourism marketing. In 2005 the organisation scoped the current international demand for cultural tourism of which Māori tourism is part of. The findings identify the 'Interactive traveler' as being 80% of international visitors to New Zealand. International travelers are increasing every year, currently comprising 43% of the nation's tourists (Tourism NZ, 2005). Thus this national tourism organisation's primary activities are focused around capacity development and marketing to the interactive traveler segment (Colmar Brunton Social Research Agency, 2003).

According to Tourism New Zealand (2005:8), interactive travelers, both domestic and international, are those that are more likely to be interested in "...learning about people from a different culture (marae visit is the 'participation' measure), sites that are important to a country's history, sites that are important to a country's indigenous people, food and wine trail/festival, dance performance, music concert, theatre, arts and craft trail and private gardens". This target market has shaped New Zealand's response to tourism product development and promotion. A NZ Herald article provides a recent example of the importance placed on this market and the response of tourism enterprise. Headed 'Māori culture next big thing in tourism' it profiles Tourism Auckland's Māori guided walks, the Tamaki Hikoi. The article reflects national tourism policy directive citing key points of importance to the tourism industry. These points include the need for Māori led tourism ventures that provide truthful and authentic stories. These ventures differentiate not only Māori from other non-Māori enterprise but the nation from the "limitless global choice" that the international travelers have (Dacruz, 2006:3).

The chief executive of the newly formed Māori Tourism Council, Johnny Edmonds, asserted that "the sector's next big challenge would be moving from an industry almost solely dependent on landscape to one that made the most of promoting its culture" (*ibid*:3). The Ministry of Tourism's 'New Zealand Tourism Strategy 2010', incorporates Māori culture, placing the Māori values of manaakitanga and kaitiakitanga at the core of its vision. The strategy embraces the 'authentic', unique Māori culture and recommends that Māori be encouraged "...to participate in tourism and to assist the industry in benefiting from the unique Māori culture" (Ministry of Tourism website, 2005:Māori in Tourism). The notion of 'the authentic' is a strand that presents right through the tourism industry and involves Māori participation across the board. What this Māori participation currently looks like can be partially ascertained from research such as that presented in reports of the Tourism Research Council, a range of Economic Impact of Tourism reports (see Butcher *et al*, 2000), Māori economic development reports (for example: NZIER, 2003) and Statistics NZ reporting. There is however an identified gap in research pertaining particularly to Māori specific economic impact data relating to tourism (The Stafford Group, 2001). Current Māori involvement in tourism is measured through generic data collection such as the use of the TSA ratios and

overall population figures. These ratios provide generic information designed for national economic research as opposed to specific research for ethnic community development at the local level (Ministry of Tourism, 2005). Furthermore this identified gap in research or data is mentioned in many of the government and non-governmental tourism policy (see the He Matai Tapoi report, The Stafford Group, 2001; the Hui Taumata Summary Report, 2005).

### ***Māori tourism and the Auckland Regional Council***

Tourism is important for economic development; more particular to this study is the opportunity tourism provides for institutions such as the ARC to plan for future opportunities for Māori economic development. Endorsed by the UNWTO when stating that tourism "...can also catalyse progressive reform of institutional frameworks towards models that encourage citizen participation in 'the creation of the future'" (UNWTO, 2005:6).

Tourism is a way to support iwi, hapu, whanau identity and economy while at the same time providing the authentic Māori experience that the interactive traveler desires. This is endorsed by the He Matai Tapoi report (2001) which was part of a wider investigation undertaken for the Office of Tourism and Sport and Te Puni Kokiri to address the 'gaps' between Māori and Pacific Islanders and other New Zealanders. It made recommendations to primarily encourage greater participation of Māori in the tourism industry. The report asserted that greater participation and improved performance will be beneficial to the nation in a broad context (The Stafford Group, 2001:8). The report identified several important opportunities for Māori including:

- Opportunities for establishing businesses and for creating employment
- Opportunities to escape the culture of welfare and dependency
- A means for supporting Māori social structures (using economic gains)
- A means for encouraging greater participation in the economy generally (via the promotion of successful businesses and role models); and
- A means for promoting and maintaining Māori culture (with attention paid to controlling the use of Māori symbols as tourist assets)"

These opportunities align directly to the UNWTO, international tourism organisation's strategic direction (see for example the UNWTO objectives, UNWTO website, 2005), national policy where the focus is on the 'authentic' and at a regional level the Auckland Regional Council's purpose "to achieve social, economic, cultural and environmental well being" (ARC, 2005).

The ARC economic development office core business is to encourage investors into Auckland, aligned to one of the He Matai Tapoi report recommendations to: "facilitate improved access to finance and other assistance for existing and potential Māori tourism businesses" (The Stafford Group, 2001:12). The report details implementation of this and highlights the importance of further research focusing on marketing models. This links to the gaps in research that potentially impact on Māori tourism opportunities and institutional decision making.

Information about current Māori tourism participation is limited and difficult to obtain (NZ Herald, 2006). For example: the limitations of Statistics New Zealand data such as the non-identification of businesses by ethnicity (Statistics New Zealand website, 2002). Furthermore existing research on Māori tourism largely considers broad economic impacts measured by generic measures such as the Economic Impact Toolbox Index (Butcher *et al*, 2000). This index, while useful, essentially evaluates feasibility of tourism investment designed primarily for local authorities who are one of the key players in economic development activity in regions, cities and districts. While this index includes impacts on economic and social benefits for residents and businesses it does not reflect measures specifically targeting Māori economic development. The Ministry of Tourism and Statistics New Zealand in 2005 took a statistical snapshot of Māori involvement in the tourism industry. This data utilised the 2001 census of population while

applying TSA ratios ascertained from the World Tourism Organisation (Ministry of Tourism, 2005). In this research employment statistics, both direct and indirect tourism related full time equivalent's (FTE's) were measured to ascertain the economic benefits of tourism. The results reflected overall population figures, which is a factor of TSA ratios as the UNWTO endeavours to ascertain economic impact of tourism on nations as opposed to the impact on communities. The lack of actual identifiers/indicators of Māori tourism decreases the efficacy of tangible strategy development in community based Māori tourism enterprise.

The Hui Taumata is a national forum with a primary purpose to accelerate Māori economic development. The last hui was held in 2005 at Te Papa Tongarewa in Wellington and provided further guidelines to implementing Māori economic development initiatives including tourism enterprise. Tourism is a key initiative of the Hui Taumata as Māori culture is perceived as a primary factor in differentiating New Zealand from the rest of the world (Hui Taumata, 2005).

The Hui identified 'information sharing and business support' as a priority area for 'further work'. Included in this were the recommendations:

- To develop "a toolkit of best practice models to support professional development and information sharing
- Investigating how Māori can better take advantage of available services and opportunities
- Lifting the level of investment in business development
- Researching perceived or actual barriers for non-Māori businesses to enter into joint ventures and other business relationships with Māori businesses" (*ibid*:8).

Other areas highlighted were the need for skill development for enterprise, the use of matauranga Māori in the global marketplace, capitalising on the global significance of the 'authentic' Māori experience as a national brand and the need to form strategic alliances with regional, national and international institutions. These recommendations again align to global, national and regional policy directives. The challenge is now in planning and implementation of these recommendations, the UNWTO asserts that one of the major perpetuating issues "...it is one thing to recognise tourism's potential as an engine for development and another thing to understand how to use the engine" (UNWTO, 2005:6). Further research will assist in the development of a toolkit of best practice models, specifically addressing Māori issues and the identification of perceived or actual barriers for non-Māori engagement with Māori business. Strategic alliances with institutions such as the ARC and tertiary institutions will increase investment opportunities. The AREDS strategy focuses on regional promotion and investment attraction services and the facilitation of major regional projects and initiatives (AREDS, 2002). The UNWTO recognises that technology is especially suited to co-operative projects between the public and private sectors. Through encouraging public-private partnerships the UNWTO's intent is to build knowledge capacity in quality tourism education, training and research (UNWTO website, 2005). This can be transferred to a local level through the development of strategic alliances between key players in the tourism global-local nexus (Milne & Ateljevic, 2001).

### ***The 'Authentic'***

The political environment in New Zealand related to tourism is focused on local, national and global development. Two key directives of Government are:

- developing and expanding the Tourism industry within this new area of the knowledge economy (Māori knowledge economy provides a differentiation to the general knowledge economy by the utilisation and development of 'cultural knowledge')



- and to support Māori economic development opportunities particularly in cultural revival and associated growth of industries, strong growth of Māori social services providers and an entrepreneurial focus on the tourism sector, taking advantage of demand for authentic experiences (NZIER, 2003).

These directives are linked to strengthening Māori culture, being a differentiating factor to international competition and more importantly providing Māori economic development opportunities that will provide benefits for whole communities (*ibid*). These opportunities support what McIntosh et al, (2004:331) consider a vital factor of tourism industry growth for Māori, 'Māori self determined tourism development' they also address socio-cultural issues with regard to economic development and the notion of 'cultural involution'. This is supported by Franklin and Crag (2001:10) who assert that

“we need to move away from a notion of ‘authentic place’, corrupted by tourism and rather towards ‘cultural involution’, loosely invoked, where tourism promotes local awareness. This self knowledge is likened to personal and institutional practices so it may be that the living tradition of an area is preservation...”

The term authentic is a common thread of post-modern tourism literature and is found in more traditional tourism studies, in particular, impact studies discourse. Impact studies, while useful, has limited the understanding of tourism development processes (Ateljevic & Doorne, 2003,) to what Oakes (1993:47) maintains is an “idealistic construct of the past”, whereby culture was considered static and unrelated to the present conception of economics. This alludes to what MacCanell (1976) terms ‘staged authenticity’. How the authentic tourism product is presented can often be related directly to what the tourist wants and needs are as opposed to the truthful representation of the authentic Māori culture. This process of product development then potentially could relegate the social and cultural meanings embedded in destination communities to an economic focus whereby the ‘authentic’ was created based on consumer demand. Cohen (2004) maintains that this approach regularly assigns locals to a passive role whereby tourists’ needs and wants were paramount. This resulted in changes to tourist destinations to attract the tourist rather than promoting sustainable development of the host community and place being visited (*ibid*). This perhaps highlights why certain destinations were contrived and manipulated to attract tourists to the detriment of the social, economic, ecological and cultural factors embedded in host societies.

Research of Māori involvement in the tourism industry currently excludes Māori domestic tourism. Inquiry into areas such as the economic impact of Māori tourists attending Māori events, hui or tangi would enhance opportunities in Māori tourism investment and more importantly promote ‘the authentic’ Māori culture as determined by Māori. The authentic would then be a true representation of culture. Māori, through enacting their culture, would be the initiators, creators and controllers of the tourism product as opposed to the current marketing models which largely respond to consumer demand and global, national and regional priorities.

This provides a challenge to national and regional tourism institutions as market forces must then be balanced with their strategic intent, which in most cases are to achieve social, economic, cultural and environmental well being. Tourism presents Māori with the opportunity to add value to the nations tourism industry through ‘being unique’ or ‘being the authentic’ while synchronously supporting the notion of ‘cultural involution’ whereby Māori are not only increasing the economic wealth of their communities but also through utilising cultural values and beliefs promote Māori identity or local awareness for whanau, hapu, iwi and non-Māori alike.

## **Results of interviews**

The interviews were informal and began with the researcher explaining the research project, all meetings were completed within an hour and written notes were taken, these notes were then correlated onto an excel database. The interviews were not audio-recorded. While the study participants were from a range of industry areas the interviews were semi-structured in that key themes were discussed. These key themes were derived largely from a group of Māori tourism operators who participated in a business planning workshop in November 2004. The meetings consisted of the researcher posing several open ended questions to gain the required qualitative information.

Ten key players in Auckland Māori tourism were interviewed. Four from the Auckland Regional Council, one from New Zealand Trade and Enterprise, one from the Tourism Research Institute of Auckland University of Technology, one from the Māori Regional Tourism Organisation, one from Tourism Auckland the regional tourism organisation, one from the Te Pa project and one Ngati Whatua o Orakei hapu member.

The results outlined here were collated into three main categories based on common themes, these are:

- Māori participation in Auckland Tourism development
- Crown entity communications
- Future Research

### ***Māori Participation in Regional Tourism Development***

Respondents considered tourism a core industry for Māori economic development. Key issues that were considered barriers to Māori participation in this industry for the Auckland region included:

- Lack of regional tourism strategy
- Interagency function, support and facilitation not optimal
- Fragmented approach and politically charged
- No Māori economic development platform where Māori tourism programme can be developed
- Communities/hapu not acknowledged as tourism operators
- Polemic positions of Auckland regional tourism stakeholders based on historical grievances.

A central theme of the above issues was the lack of a regional tourism strategy that embraced communities/hapu. Where Crown, community and private entities came together and developed Māori tourism programmes with a focus on Māori economic development as opposed to a focus on providing the 'authentic' experience for the tourist/consumer. While consumer demand is a major component of the tourism industry's marketing strategy (see the 100% Pure Campaign, Tourism New Zealand, 2005), the interactive traveler market demands the 'authentic' Māori experience which must be driven from the local scale. The alternative being what MacCannell (1976) termed 'staged authenticity', a notion that contrasts with local, regional, national and global tourism strategic direction (Oakes, 1993).

### ***Crown Entity Communications***

Respondents acknowledged a level of ambiguity of the roles of government agencies in Māori economic development in the region, particularly Māori tourism development. An example cited

was the clarity of processes for implementation of AREDS for Māori. At a community level, interagency relationships are considered important however knowledge of any coordinated regional approaches between Māori communities and government agencies was minimal, in two cases cited as non-existent. This was posed in the context of hapu/community groups not being acknowledged by crown agencies as tourism providers although domestic Māori tourism is largely positioned in communities. An example is the utilisation of Auckland marae for conferences, sports events etc. Furthermore the emergence of the juxtaposition of Māori tribal boundaries, spheres of influence and political regional boundaries creates uncertainty and communication issues for community level initiatives and crown agencies.

A theme that resonated through all the interview responses was the issue of Council compliance and regulatory requirements. Delays in these processes have created significant barriers to development and required substantial financial investment. While not an uncommon concern to all developers, the opportunity exists for a regional agency such as the ARC to act as an advocate between community and TLA's in order to promote both the economic development portfolio of the agency and at the same time create practical linkages to its Māori communities.

### **Future Research**

Further research in tourism was reported as being a significant feature of Māori economic and social development. Limitations of current research were mentioned including the lack of specific data that represented regional diversity and reflected 'the local' as drivers of tourism. This type of research was requested to both justify and support development opportunities utilising both quantitative and qualitative data sources.

The most fundamental factor identified from research participant responses was the variation in definition of what Māori tourism is and how value creation is then measured. There was a broad range of participant responses to what constituted Māori tourism. These included the offering of products and services such as Māori souvenirs or Māori concert and hangī to Māori owned operations such as taxi services and guided heritage tours to domestic Māori tourists traveling 'home' for holidays. Research participants, while aware of a range of Māori tourism research, impact reports and Māori economic development data, emphasized the necessity of further research to compliment development such as the creation of a toolbox of best practice models for Māori tourism development. This included proposed development of socio-economic measures of Māori tourism success in order to support the industry in general and more explicitly individual business cases. This area of research supports economic development opportunities within a productions/consumption paradigm whereby Māori tourism is not considered solely from the perspective of Māori being producers of the Māori tourism product but also as being consumers of tourism, for example domestic Māori tourists going 'home' to their marae, reinforcing the notion of 'authentic' and the social benefits embodied in identity creation.

### ***Māori Tourism Critical Success Factors***

Interview responses highlighted several success factors for Māori tourism enterprise.

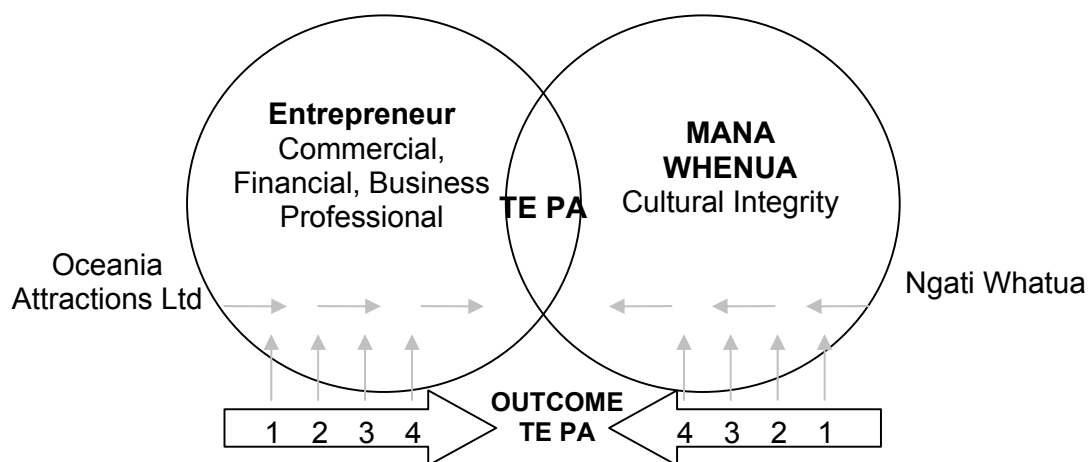
- **Comprehensive research on Māori domestic tourism**
- Further research on socio-eco impacts
- Research on Māori domestic tourism
- The creation of a Māori tourism research centre in Auckland
- **Differentiation of tourism product**
- Articulation of Māori fit with unique products

- Compliance to regulatory bodies
- **Cultural integrity – the promotion of ‘authenticity’ - the confirmation of IP ownership at the beginning**
- Provision of excellence in quality of the tourism product
- The best most advanced technological capacities
- Investment opportunities
- Tangata whenua acknowledgement and self determined tourism development
- **Commercial expertise, financial backing**
- Excellent networking and relationships with key players
- Communication processes nurtured
- Relationships - strategic alliances cultivated with key stakeholders in the industry
- Building of business case/support
- **Interagency collaboration**
- Development of Māori tourism development strategy for Auckland
- Clear process for strategy implementation
- Creation of regional Māori economic development platform

The study located and considered two significant hapu lead tourism developments in the Auckland region. Both of which support hapu economic development as well as providing a platform with which to promote the hapu identity and the notion of authenticity through the utilisation of tikanga and traditional frameworks in their product development and delivery. Also analysed were many smaller enterprises ranging from a taxi company through to a harakeke weaving business. Most supported by the regional tourism organisation, Tourism Auckland, who provides over fifty Māori tourism businesses with marketing and promotion services/support.

**Te Pa – A Major Tourism Development in Tamaki Makau Rau**

The Te Pa project is located at Takaparawhau on the hapu of Ngati Whatua’ papakainga. It is a joint venture between the Ngati Whatua Trust Board through its company Ngati Whatua Tourism Ltd and Oceania Attractions Ltd. It is a high tech facility that includes cultural centres for carving and weaving, a 540-seat theatre, an art gallery, a museum and a restaurant. The project development thus far has spanned nearly two decades and has recently gained the consent of the Ngati Whatua Reserves Board and regulatory resource consent to begin building (Indigenous New Zealand, 2005).



**Figure 1. Te Pa – A Bicameral Model © ( after Keiha, 2005)**

Figure 1 provides a bi-cameral model, based upon this study's findings, of this Māori tourism development enterprise named Te Pa. This venture brought together commercial/entrepreneurial expertise and the community/hapu, Ngati Whatua, in the hope of providing the community with both economic and social benefits. It is also a working project in creating a best practice model for indigenous tourism development and it is hoped that the model can be transferred to another project currently mooted in North America. This enterprise provides a picture of Māori tourism development and the progressive steps taken towards its success. While articulation of individual steps is not reflected in this report, communication between key stakeholders was a prominent feature. Other general steps included ensuring the cultural integrity and intellectual property rights were protected, overcoming regulatory controls of councils for resource consent and the business case was sound and investment ready. More practical processes included strategic alliances with organisations such as AUT for training of hapu members in the areas of tourism and hospitality, a full international scan of technological capabilities for product development and the creation of the most appropriate governance/business structures for the joint venture.

This case is one of only two major projects in the region and the most advanced in its development, being at the building stage with investment capital. It is clear from analysis of the project and talking to both hapu and consultancy representatives that the major factor in proceeding with a project of this scope is the need to provide excellence in commercial expertise and cultural integrity. The cultural integrity being integral to both the authenticity of the tourist product and more importantly protection of the intellectual property embedded in the hapu of Ngati Whatua, being kaitiaki of the area.

With regard to Crown enterprises and how they may support this type of hapu driven economic development, the scope is broad, dependent on individual or collective Crown entity function. Interagency relations appear to be an impediment to these types of projects accessing government support as, for example, a cost analysis of getting through the 'red tape' of funding applications often outweighs the actual fund available and results in a debit activity. Communications again features highly in proceeding with Māori tourism development projects as does comprehensive and applicable research intelligence to support both business cases and viability of potential projects from a socio-economic perspective.

## **Conclusion**

This study was primarily undertaken to provide regional strategic analysis of Māori tourism development in Auckland to augment existing relationships, from a community perspective, between Māori tourism enterprise and national/regional tourism institutions. The study was designed and findings reported in the hope that both the implementation of the AREDS strategy and tangata whenua participation in the tourism industry in Auckland is optimised.

Secondly was the academic requirement of the internship which was to scope a potential topic for future PhD scholarship. This has partly been achieved through the research findings which support future opportunities in areas such as;

- the identified need for further research particularly regional analysis of data to support the strategic direction of international, national and local economic development agencies and funding requirements of hapu/communities and Māori tourism operators.
- The potential for having a Māori Tourism Research Centre of Excellence in the Auckland region.
- Opportunities for research in technology, multimedia and communications in general.

The research participants and literature support the initial proposition that, in the context of Māori economic development, tourism is important. This concurs with the current 'interactive traveler' market that demands an 'authentic' experience. How this authentic experience is propagated into a commercial product poses challenges to both the business domain (economic) and tangata whenua or those that provide the authentic (social). Furthermore the processes required to merge commercial operations and iwi based economic activity challenge traditional methods of development.

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