



Everything Everywhere All at Once A Provocation

Otago Tourism Policy School

Friday March 24 2023, Queenstown

A Provocation in Five Parts

A critical reality check for Aotearoa New Zealand &
Tourism in New Zealand



1. The future - there is no going back

- In the words of Sir Jonathan Porritt - Chair of Air New Zealand's Sustainability Advisory Group - if we thought Covid was tough on tourism and travel, we ain't seen nothin yet - Climate Change will redefine everything
- And, in the words of Parris Gobel - Founder and lead Choreographer of the Palace Dance Studio- we can make game changing moves - or change the whole game

Provocation: is it time to change the whole game? The IPCC 's sixth assessment report - identifies the vulnerability of travel and tourism - alongside the construction and manufacturing industries and primary production.



2. Bold, enduring and transformational change

- Incremental and well intentioned change won't cut it - and pivoting won't get us anywhere
- 30 Destination Management Plans have the potential to contribute to better regenerative outcomes
- But, only if there is a massive joined up, properly funded commitment to supporting genuinely transformational change within a robust, future-focussed strategic framework

Provocation: are we are good to go?



3. Where is 'We are Aotearoa'?

- 'We are Aotearoa' produced by the Tourism Futures Taskforce Dec2020, started us down a path of enormous promise - it was bold, brave and Aotearoa-authentic ...
- It needs to come out of the too hard basket
- The core tenet of 'We are Aotearoa' was that *"to ensure that the visitor industry in Aotearoa New Zealand is able to thrive, we must plan and act as one integrated industry, We must understand the industry as a system and see it as part of the whole of Aotearoa New Zealand to grasp (and realise) the full potential it can contribute"*
- 'We are Aotearoa' provided a visionary strategic framework for the development of New Zealand's visitor industry and did not shy away from the issues to be confronted
- It identified and prioritised 21 activations - from developing New Zealand's legislative framework to better enable the development of tourism, to establishing a sustainable and equitable funding mechanism based on a robust understanding of the costs and benefits of visitors to New Zealand, to creating a formally recognised public/private industry leadership body and integrating the principles of Te Ao Maori across the public and private sector partners in the visitor industry

Provocation: Can, and could we get 'We are Aotearoa' back on the rails? It would give the industry a standing start and the framework within which to drive seriously transformational change ?



4. A new Public Private Partnership & Funding Model ?

- The visitor industry is a capital intensive industry and it relies on long-lead investment from both the public and private sectors
- Galvanising a partnership between the public and private sector that is jointly and sustainably funded and led, and supported by an experienced and driven executive team could change the whole game - a whole of Government, whole of Industry approach.
- Explore the establishment of a New Zealand Tourism Commission as an independent and highly connected Crown Entity or look to international examples like Failte Ireland - Ireland's National Tourism Development Agency
- Champion a new funding model based on performance driven co-investment
- Align with Tourism NZ to ensure that New Zealand is delivering on the brand promise that is promoted and provide targeted industry support to developing emerging markets climate change will change consumer behaviour as well

Provocation: Nothing to lose, everything to gain - AND we need to move fast?



5. The Law of Unintended Consequences

- There is a need to move with urgency - the risks associated with a path of ad hoc intervention and incrementalism are too great to ignore
- And, the risks are - that under the law of unintended consequences we drive industry fragmentation and the destruction of value at a time when we can ill afford it, because ...
- 'Assets' worth circa \$30m were created through the development of DMPs but the absence of working capital to jumpstart implementation will force Local Government to make tradeoffs that we are unprepared for (Auckland) , and industry to introduce a grab bag of taxes, levies and visitor charges that are neither equitable or sustainable. Then , there is the requirement to start measuring and monitoring tourism's contribution against the well-beings framework - these new measures and data collection methodologies should be developed nationally and applied regionally so that we can be confident that the benefits of tourism are being optimised to offset the burdens

The Provocation : Are we being good ancestors?
If not us who? If not now when?



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Produced by Glenys Shearer (Coughlan)
Directed by Professor James Higham

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