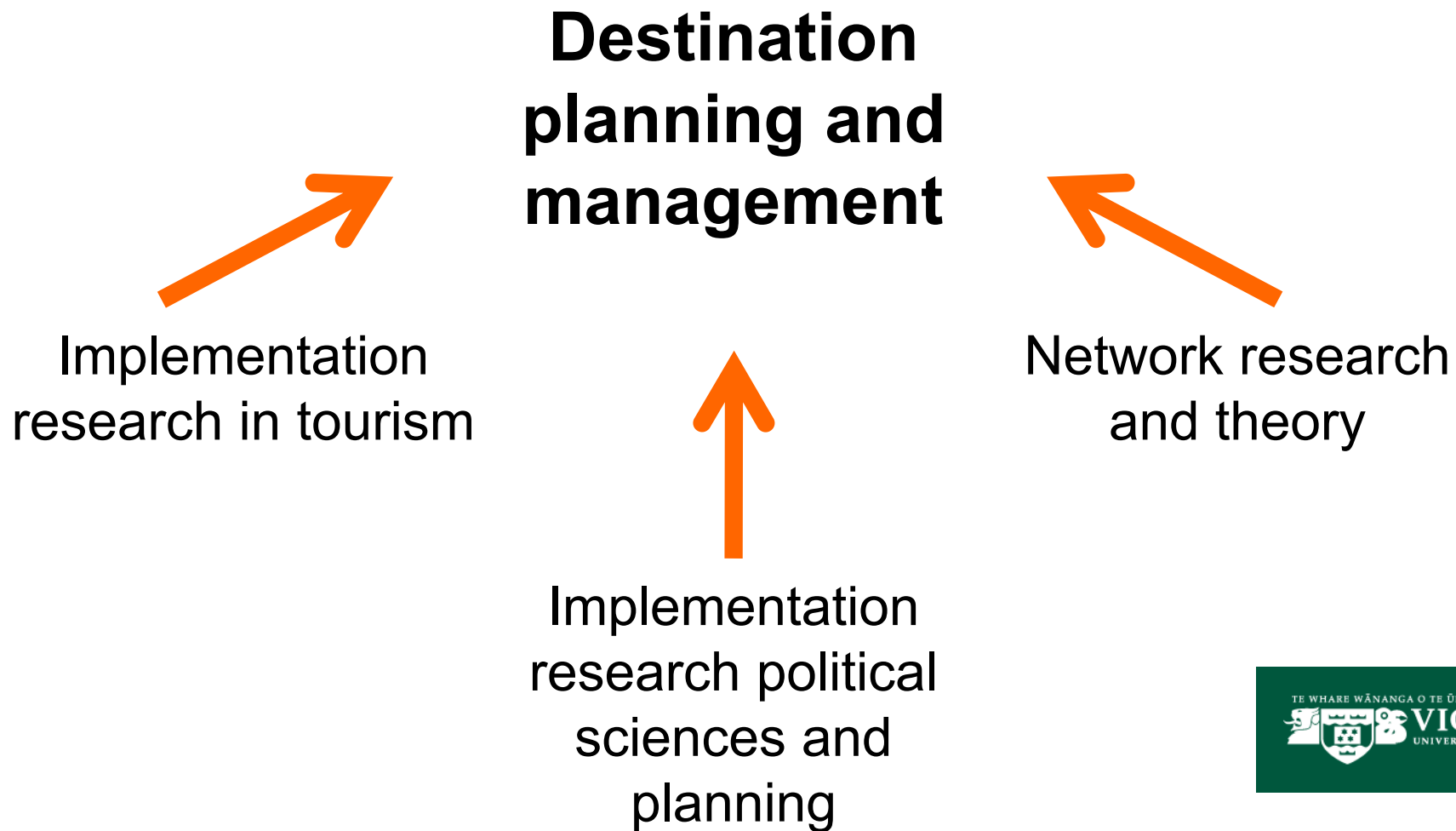


Implementation Networks of the New Zealand Tourism Strategy 2015

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Situating the research project



Implementation research

- Political sciences, planning, tourism
- Approaches: top-down, bottom-up, hybrid, relational (Healy)
- Issues: complexity of tourism system, stakeholder relationships, lack of control, volunteers

Network literature in tourism

- business networks and governance networks
- collaboration, resources and distribution
- prioritisation of policy issues, communication, leadership

- conflicts of interest, decision-making
- contribution to theory?

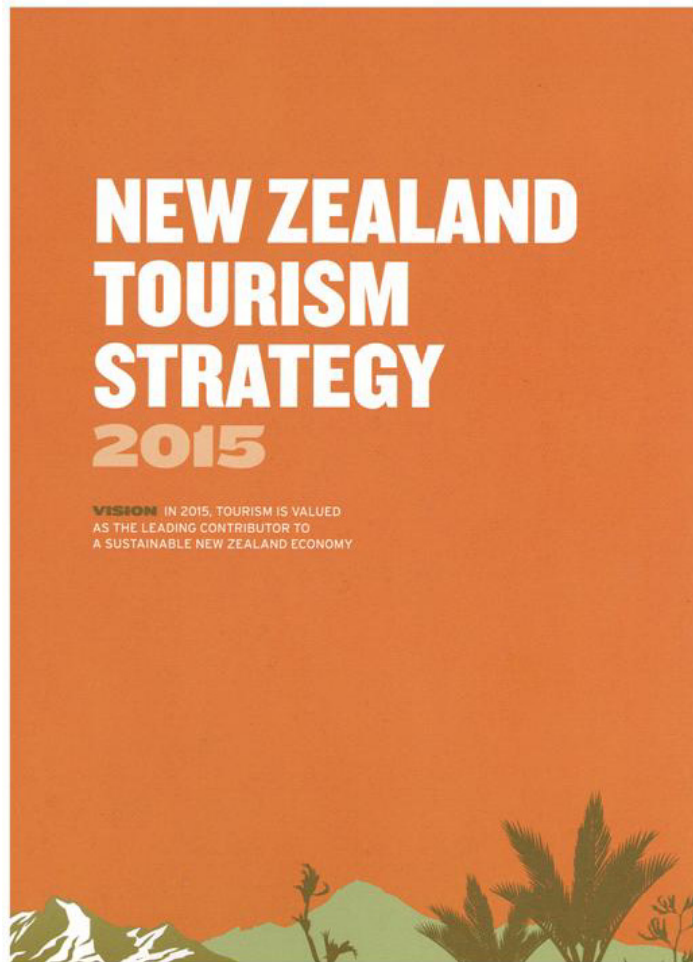
The project: the destination



Tourism in NZ

- Ca. 10% of GDP
- Worth NZ\$ 20 billion
(ca. 50% domestic)
- “interactive
travellers”, FITs
- 100% Pure

The project: the NZTS 2015



2007, after six months of consultation

400 conference delegates as well as “hundreds” at public meetings

Implementation “will require all stakeholders to play a part” (p. 7).

Vision: “In 2015, tourism is valued as the leading contributor to a sustainable New Zealand economy”.

The project: tourism management



Ministry of Tourism

Tourism New Zealand

Tourism Industry Association

Maori Tourism Council

Regional Tourism

Organisations NZ

Regional Tourism Organisations

Maori RTOs

Community groups

tourism businesses

Individuals

Other government stakeholders:

Ministries of Environment,

Transport,

Economic Development,

Department of Conservation

Industry associations

Economic Development Agencies

Regional Councils

City Councils, Local Councils

Method I: A pragmatic approach

- researcher must “do what makes sense, report fully on what was done, why it was done, and what the implications are for findings” (Patton 2002, p. 72)

Method II: Mixed methods

- Questionnaires
- Qualitative semi-structured interviews
- Three types of interview questions:
 - contextual: strategy environment
 - diagnostic: reasons for state of network
 - evaluative: assess outputs and outcomes of network practices
- Data analysis: Inductive coding

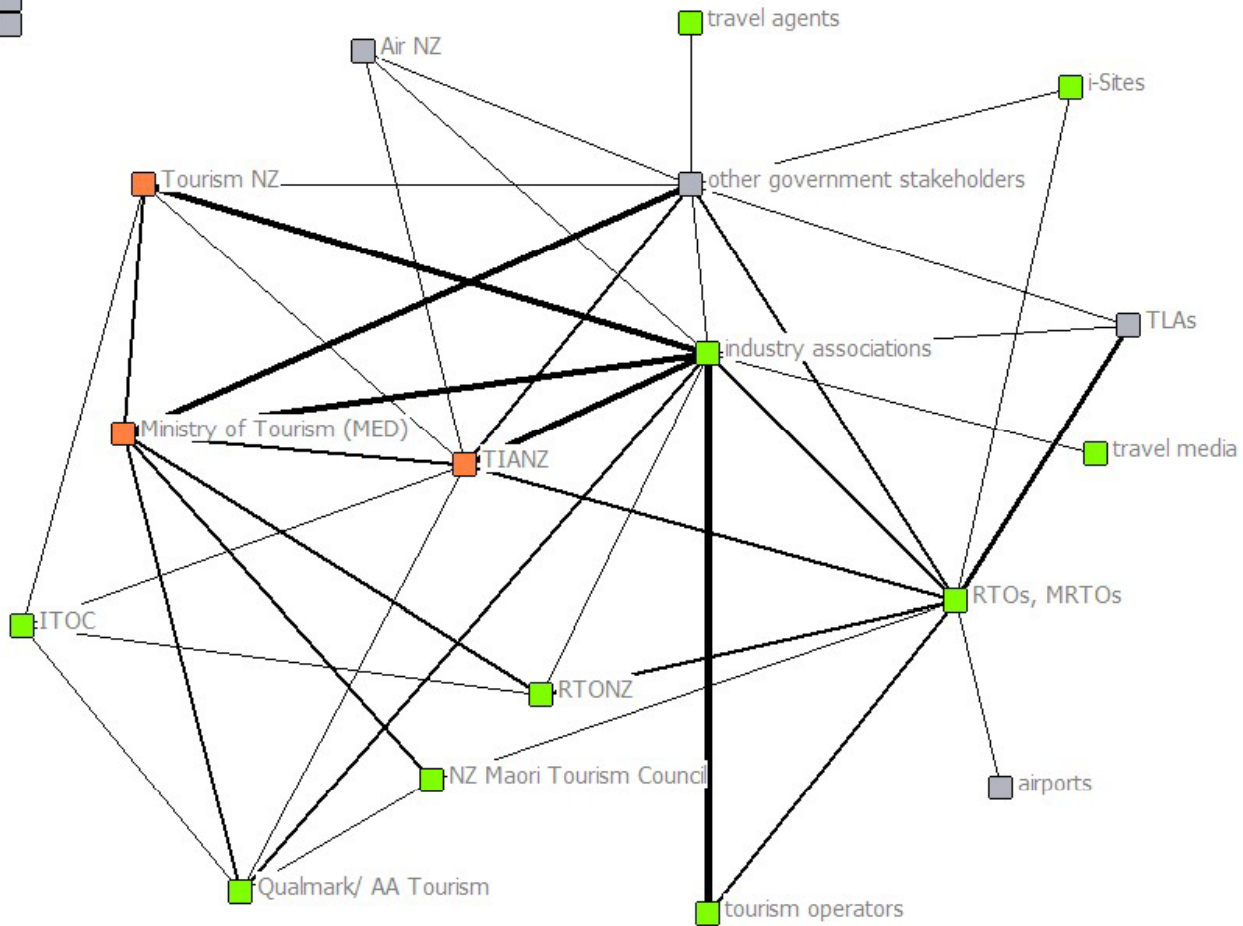
Sample and response

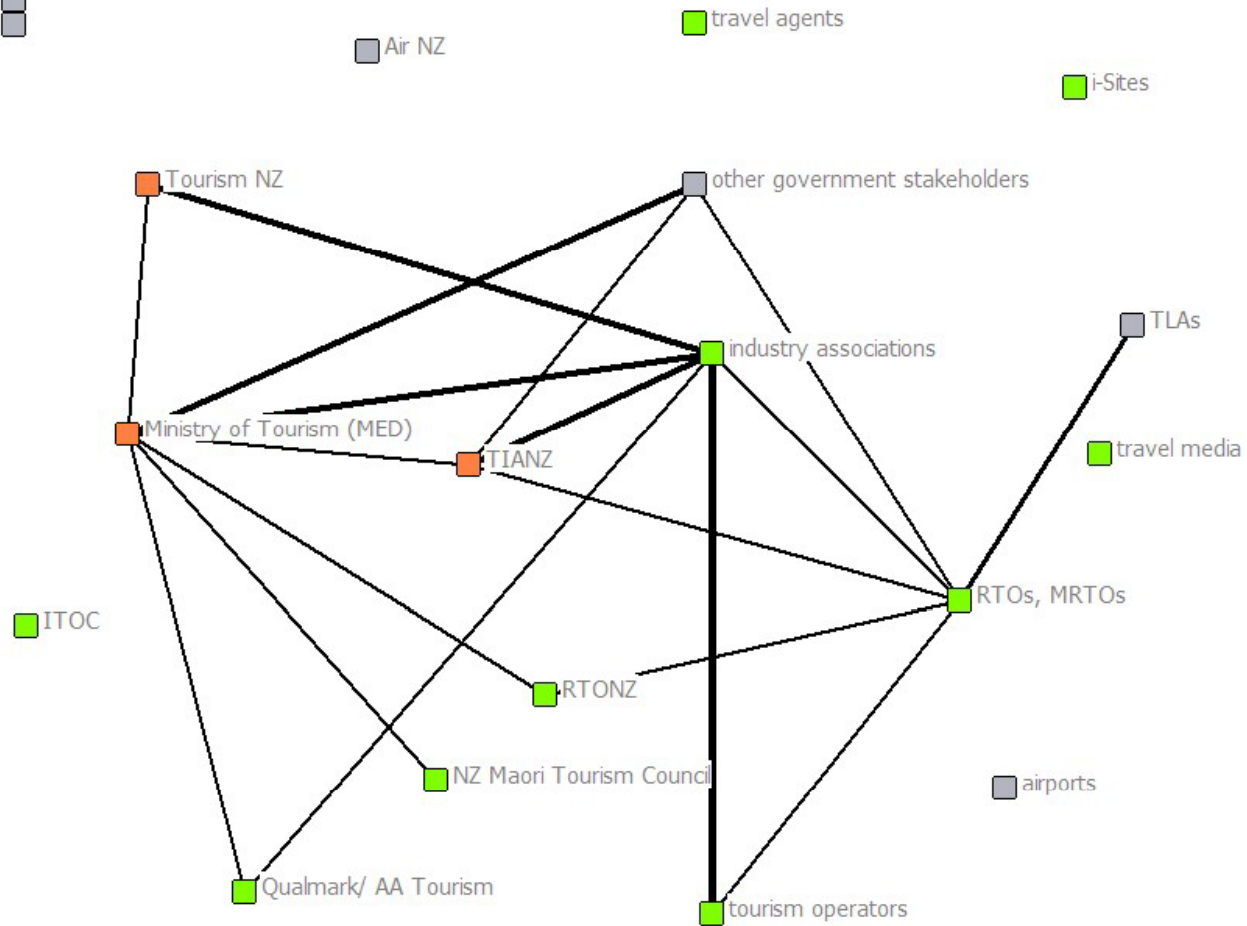
- 32 actors mentioned by name in strategy
> 12 questionnaires, 7 interviews
- 70 actors mentioned by group name
> 20 questionnaires, 6 interviews

- 42 non tourism specific actors
- 60 tourism specific actors

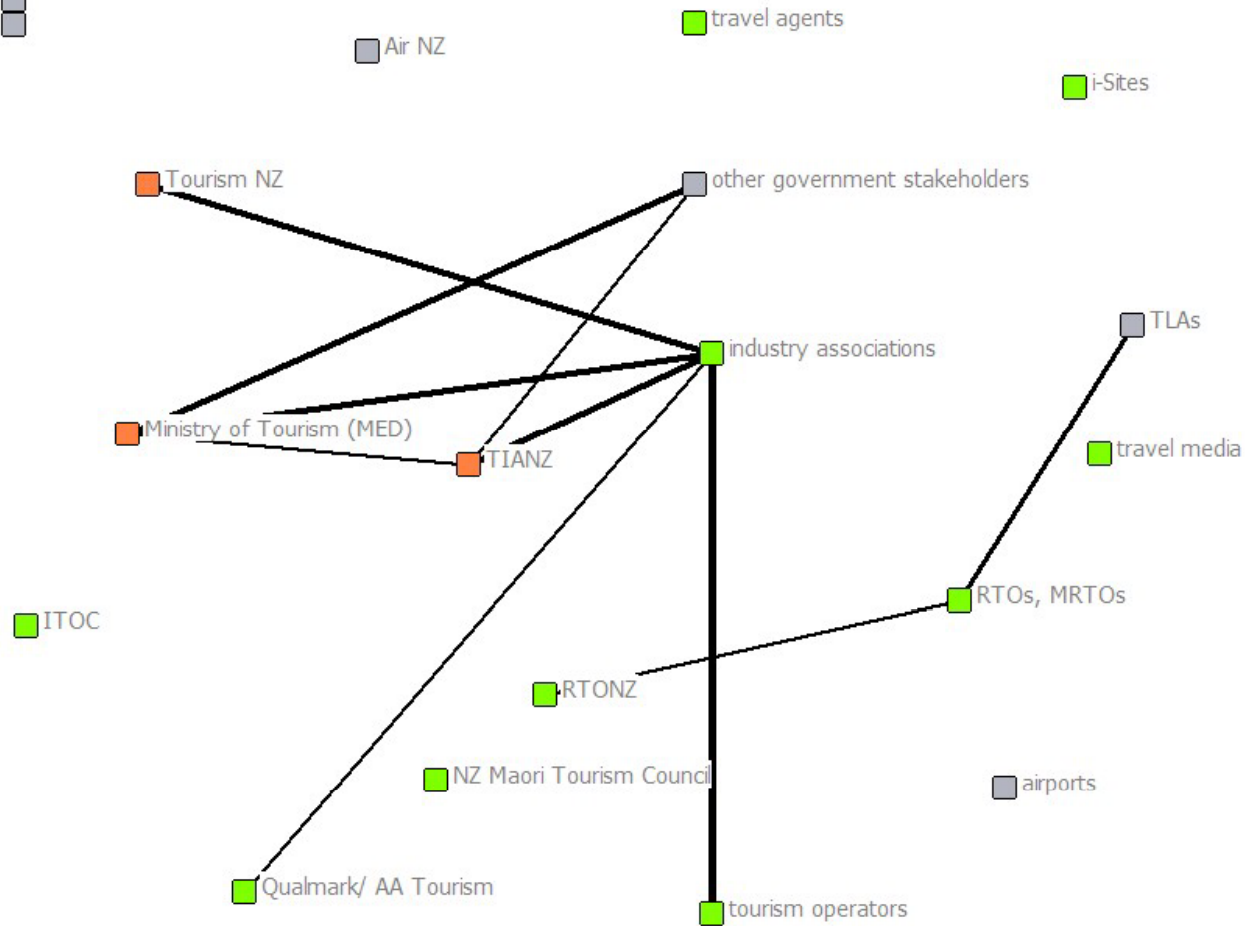
Quantitative analysis

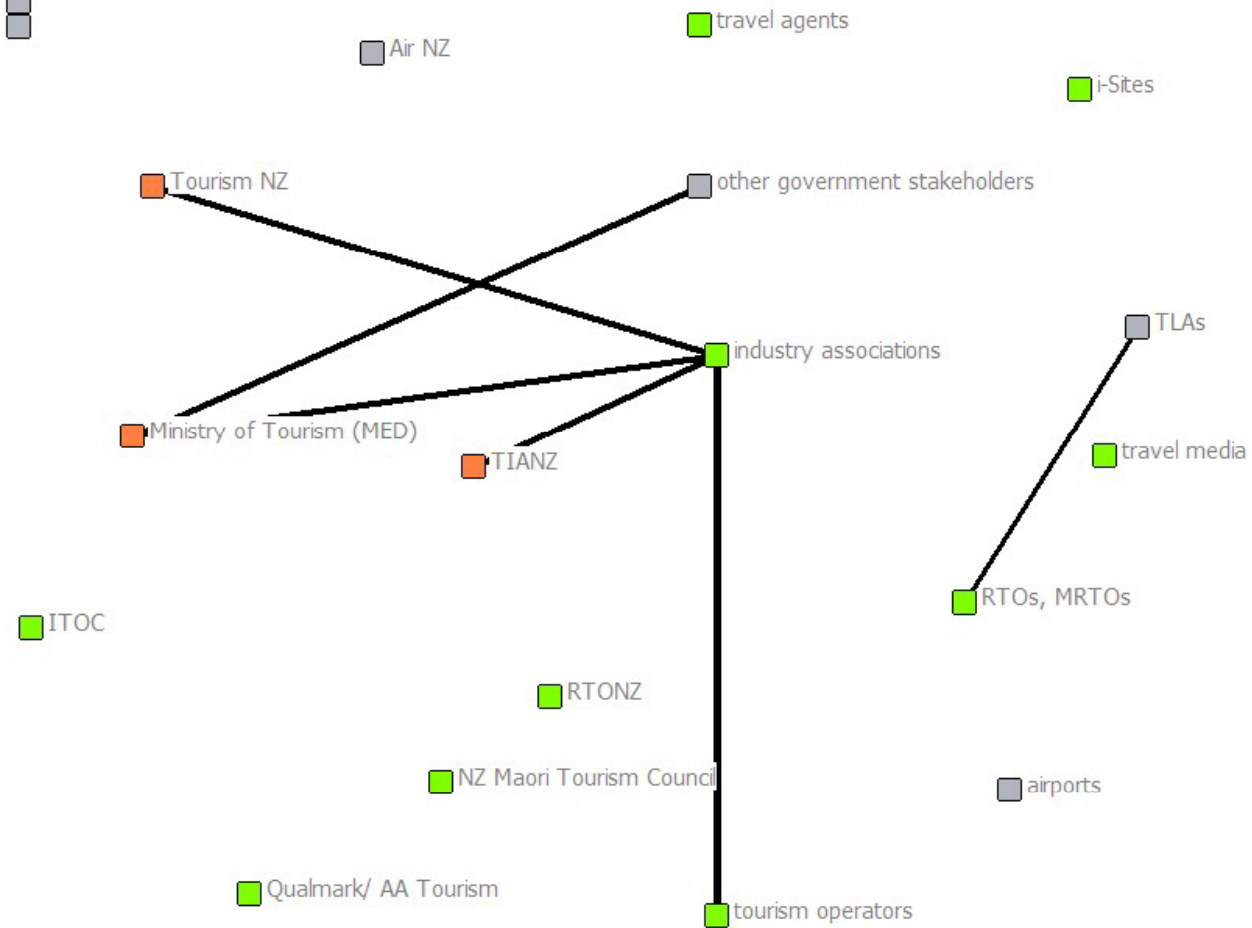
- “Who do you collaborate with in the implementation of projects resulting from or relating to the NZTS 2015?”
- UCINet: Square symmetric adjacency matrix
- industry associations, RTOs, MRTOs, some government stakeholders and tourism businesses grouped





> 2

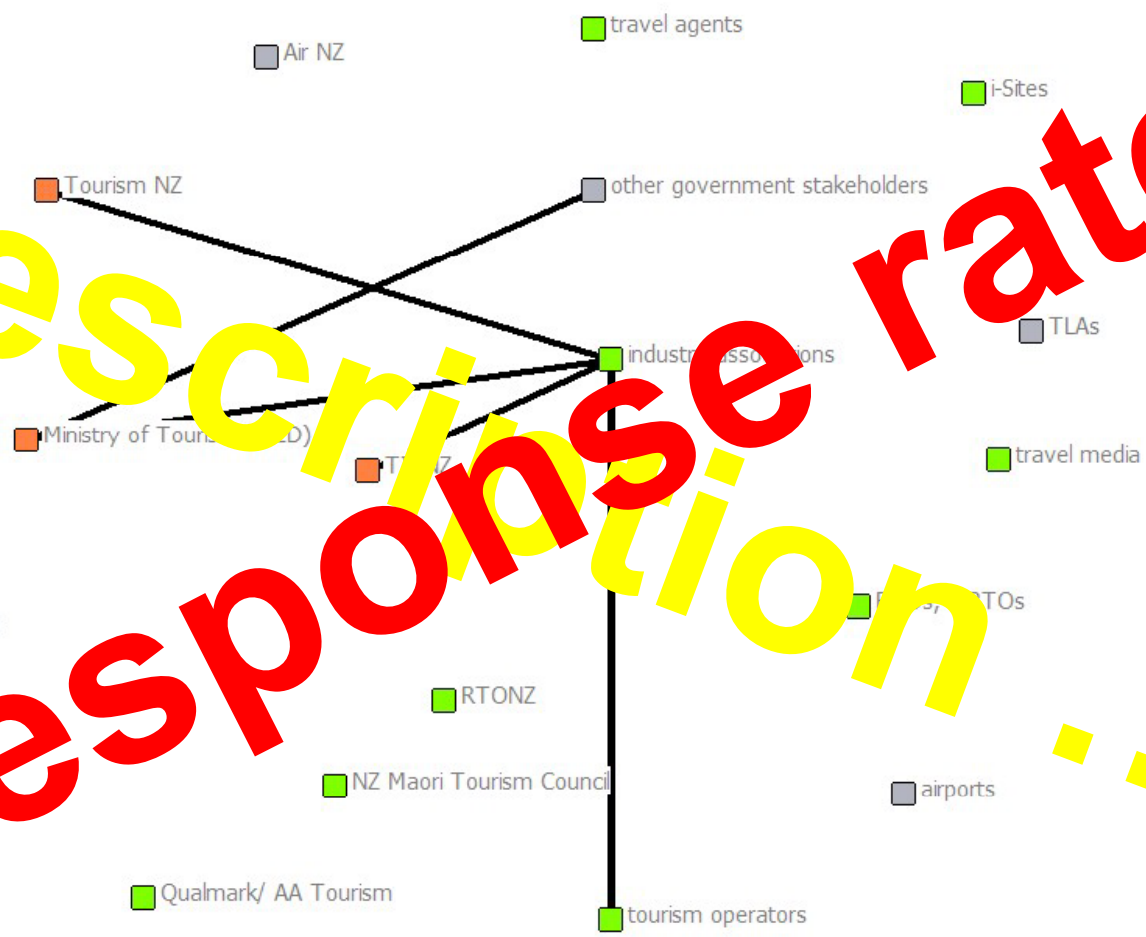
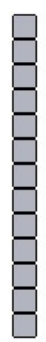




> 4

Response rate!

... ..



Interview findings

- INFORMATION: “implementation fund” managed by Ministry of Tourism: information inaccessible > not much demand
- GOVERNANCE networks at national and regional levels separated
> tourism industry association and, to a lesser extent, RTONZ bridge this gap
- Indigenous involvement?
- Change of government?

Implications and conclusion

- Formal networks mainly around marketing > focus on strategy difficult to achieve
- Involving of existing networks eases initiation of implementation and establishment of project-based temporary networks
- Stakeholders external to implementation process(es) required to be proactive

... and the usefulness of a network approach for implementation research?

Implementation Networks of the New Zealand Tourism Strategy 2015

Thank you.