

Lincoln University Digital Dissertation

Copyright Statement

The digital copy of this dissertation is protected by the Copyright Act 1994 (New Zealand).

This dissertation may be consulted by you, provided you comply with the provisions of the Act and the following conditions of use:

- you will use the copy only for the purposes of research or private study
- you will recognise the author's right to be identified as the author of the dissertation and due acknowledgement will be made to the author where appropriate
- you will obtain the author's permission before publishing any material from the dissertation.

Tourism Concessionaires

An exploratory study of concessionaires who actively contribute to
conservation in New Zealand

A dissertation
submitted in partial fulfilment
of the requirements for the Masters of
Parks, Recreation & Tourism (Professional)

At

Lincoln University

By

A. Thompson

Lincoln University

2005

Today I am more convinced than ever before that conservation is the real cornerstone of New Zealand's tourism industry. Tourism and conservation need each other for mutual survival and the right direction to go is to take more notice of conservation issues, not less.

An axiom I often use is:

“We haven't inherited this land, we have only borrowed it from our children”.

Les Hutchins, founder of Real Journeys,
a tourism concessionaire
(Hutchins, 1998: 198)

Abstract of a thesis submitted in partial fulfilment of the requirements for the Masters of
Parks, Recreation & Tourism (Professional)

Tourism Concessionaires

An exploratory study of concessionaires who actively contribute to
conservation in New Zealand

by A. Thompson

Tourism is very focused on the natural environment in New Zealand and public conservation lands have been recognised as a vital component of the tourism product. However, does conservation in New Zealand, particularly the work of the Department of Conservation, need tourism? If so, do tourism operators contribute to conservation goals and can others be encouraged to do the same?

This research examines seven concessionaires who actively contribute to conservation in New Zealand. The purpose of the study is to, firstly, find out what conservation actions these concessionaires undertake and, secondly, to understand the motives of operators and why they are participating in conservation. This research serves two purposes. It is submitted in partial fulfilment of the requirements for a Masters of Applied Science and to complete a Department of Conservation project on the same topic.

Qualitative research techniques were chosen for this study because they enable the researcher to explore a phenomenon about which little is known. The exploratory nature of the study required a degree of flexibility in the research approach to enable the researcher to delve into complex processes.

Case studies of each concessionaire and their conservation actions are presented.

The motives of why operators participate in conservation are analysed from a demand (visitor), supply (business) and ethical perspective. The findings revealed that there are a wide range of motivations that explain why operators participate in conservation. However the key finding from this study is that while there were extrinsic and pragmatic demand and

supply rationale motivating conservation actions, the most common and consistent motives were intrinsic and driven by the operators' own individual environmental ethic. The environmental ethic was reinforced by the environmental conscience of visitors, the values of staff and the benefits that these actions could provide to the business.

Keywords: conservation, tourism, concession, interpretation, values, motivations

Acknowledgements

I would like to acknowledge the generous support of the Department of Conservation and my managers Graeme Ayres and Dave Jane who allowed me to complete this dissertation. Kay Booth my supervisor has been instrumental, assisting me to complete this research and ensuring that I correctly balance my academic and professional perspectives, thank you Kay.

Most of all I wish to thank my family, Julie, Theo, Holly and Moss for your tremendous support and your understanding. I will be forever grateful for your kindness.

Contents

List of Tables	3
List of Figures	3
Chapter One – Introduction	4
1.0 Personal Values of the Research.....	4
1.1 Tourism and Conservation Relationships.....	5
1.2 A Definition of Conservation Actions.....	6
1.3 Study Aims and Objectives	6
1.4 Tourism as a Global Phenomena	7
1.5 Concessions	8
1.6 Contribution of this Research	10
1.7 Dissertation Outline	11
Chapter Two – Literature Review	13
2.0 Introduction	13
2.1 Ecotourism Perspectives.....	13
2.2 A Conceptual Framework for this Study.....	15
2.3 The Conservation Benefits of Tourism.....	16
2.4 Previous Studies of Concessionaires Contributing to Conservation	19
2.5 Motives for Adopting Green Practices	20
2.6 Chapter Summary	24
Chapter Three – Methodology	25
3.0 Introduction	25
3.1 The Research Approach.....	25
3.2 Data Collection Methods	26
3.2.1 Participant Selection	26
3.2.2 Semi-structured, In-depth Interviews	27
3.2.3 Participant Observation	29
3.2.4 Analysis of Policies and Corporate Material	30
3.2.5 Pilot Study	30
3.2.6 Data Analysis.....	31
3.3 Ethical Considerations	31
3.4 Chapter Summary	33
Chapter Four – Case Studies of Concessionaires and Their Conservation Actions	34
4.0 Introduction	34
4.1 The Black Cat Group.....	35
4.2 White Heron Sanctuary Tours	36
4.3 Kiwi Encounter – Conservation in Action.....	37
4.4 Waimangu Volcanic Valley.....	39
4.5 Wilderness Lodge Arthur’s Pass	40
4.6 Milford Sound Lodge	43
4.7 Real Journeys.....	44
4.8 Other Examples of Conservation Actions by Tourism Operators.....	46
4.9 Chapter Summary	47
Chapter Five – Demand Motivations for Conservation Action	49
5.0 Introduction	49
5.1 Environmental Awareness and Ecotourism.....	49
5.1.1 Growing Environmental Awareness.....	49
5.1.2 Environmental Awareness and Its Impact on Ecotourism in New Zealand	50

5.1.3 The Environmental Values of New Zealand’s Ecotourists.....	51
5.2 Visitor Demands for Conservation Action	55
5.3 Advertising and Promotional Material	58
5.4..Chapter Summary	60
Chapter Six – Supply Motivations for Conservation Action	62
6.0 Introduction	62
6.1 Conservation and Business Success	62
6.2 The Influence of Industry Accreditation Schemes	66
6.3 Interpretation and Conservation	68
6.4 ‘Going Green’ for a New Market Niche.....	72
6.5 Chapter Summary	72
Chapter Seven – Intrinsic Motivations for Conservation Actions.....	74
7.0 Introduction	74
7.1 Company and Operator Values.....	74
7.2 Industry Leadership, Demonstration and Extension.....	76
7.3 Ethical Rationale for Conservation Actions	78
7.3.1 Protecting Conservation Values	79
7.3.2 Sharing Their Passion for Conservation.....	79
7.3.3 Personal Association with the Conservation Values or the Area	80
7.3.4 A ‘Feel Good’ Factor for the Operator.....	81
7.4 Staff Values and Their Influence on Operators’ Conservation Actions.....	84
7.5 Relationships with the Department of Conservation.....	85
7.6 Chapter Summary	87
Chapter Eight – Conclusion.....	89
8.0 Introduction	89
8.1 Concessionaires’ Contributions to Conservation.....	89
8.1.1 Typology of Conservation Actions.....	90
8.2 Why Concessionaires Contribute to Conservation.....	92
8.3 The Implications for Weaver’s Ecotourism Ideal Model	95
8.4 Applicability of this Study’s Findings to the Tourism Industry	97
8.5 Recommendations for Further Research	97
8.6 Conclusion	98
References.....	100
Appendix A - Interview Guide	106
Appendix B - Consent Form for Participants	110

List of Tables

Table 1: Kiwi Incubation and Rearing at Kiwi Encounter	38
Table 2: Two Opposing Paradigms Relating to Environmental Values.....	52
Table 3: Conservation Action Promotion	59
Table 4: Summary of Selected Concessionaires' Motivations for Undertaking Conservation Actions	93

List of Figures

Figure 1: Weavers Ecotourism Ideal Model.....	15
Figure 2: Location of Case Studies.....	34
Figure 3: Tourist Types Based on Their Interest in the Environment.....	54
Figure 4: Reliance of Businesses on Conservation Actions	65
Figure 5: Relationship Model Among Conservation, Interpretation & Business Success ...	71
Figure 6: Environmental Values of Waimangu Volcanic Valley	76
Figure 7: Volunteer and Intrinsic Operator Motives for Involvement in Conservation.....	83
Figure 8: Typology of Conservation Actions Undertaken by Selected Concessionaires.....	90
Figure 9: The Interrelationships of Extrinsic and Intrinsic Motives.....	95
Figure 10: Revised Ecotourism Ideal Model.....	96

Chapter One – Introduction

1.0 Personal Values of the Research

It all started in Africa. Fleets of matatu (mini vans) packed full of tourists leaving the city in their quest to view Africa's wildlife. Collectively, these vans and their occupants seeking the ultimate wildlife photograph harassed cheetah on the Serengeti Plains to the point where these magnificent predators could no longer hunt during the day. To survive and feed their young the cheetah had to compensate by hunting at night, an action that brought them into direct and brutal conflict with their foes - the lion, leopard and hyena. The tourists that had travelled thousands of miles to see these creatures in their natural habitat were naively threatening their very existence.

Perhaps it was the 'wealthy' backpackers travelling in overland trucks who paid a small fortune, by local standards, to smoke drugs with the pygmies in Western Uganda, an activity that led to a crumbling of this delicate society with its traditional nomadic life style and unique values. Maybe it was in the Democratic Republic of Congo city of Bukavu, where locals stoned overland trucks to protest at the despicable habit of tourists who would hold a simple ballpoint pen out of the back of the moving vehicle to tease and see how far local children would run behind the truck before the offending tourist would toss the pen to the winner. The ugliness of tourism; the guilt of being a tourist.

It may have been the way visitors paid considerable sums of money to carefully and sensitively observe the power and majesty of the mountain gorillas, and by so doing, contribute directly to the protection of these apes in the otherwise troubled Vurunga Mountains. Conscious of my own impact, I was continually humbled by the profound kindness, hospitality and protection shown to us by local people who have nothing, but are prepared to share everything, my values as a westerner from a small Pacific nation were being challenged every day. The beauty of tourism, its ability to be used as a conservation and development tool, to teach us about ourselves and about others!

These are some of the experiences that motivate me. How can the activity of tourism have such ill-conceived consequences for conservation or communities in one area, but only a short distance away, the same industry, even the same visitors, can be responsible for sustaining conservation values and the livelihood of local communities?

1.1 Tourism and Conservation Relationships

Although less intense, the same issues, successes, conflicts and struggles exist in New Zealand. Many of these issues arise in national parks, conservation lands or reserves areas. These public lands extend over one third of New Zealand's land area. They are managed by one central government agency, the Department of Conservation (DOC), which is charged with protecting these areas. DOC also fosters recreation and allows tourism where these activities do not compromise the protection of these areas. Ten years of working for DOC, including a year working for the Tasmanian Parks and Wildlife Service, in the area of concessions and visitor management, has highlighted the importance of the following statement:

The link between protected areas and tourism is as old as the history of protected areas. Protected areas need tourism, and tourism needs protected areas. Though the relationship is complex and sometimes adversarial, tourism is always a critical component to consider in the establishment and management of protected areas.
(Eagles et al. 2002).

Many authors suggest that a symbiotic relationship between the environment and tourism exists (Christ et al. 2003; Eagles et al. 2002; Collier, 1989; Holden, 2000) while others, conclude that this is not the case (Mathieson & Wall, 1992). From another perspective, much literature is dedicated to describing the negative effects of tourism, such as impacts on wildlife (Buckley et al 2003; Worboys et al 2001) or the degradation of water quality and landscape values around the Mediterranean due to tourism infrastructure (Mathieson & Wall, 1992), or the fossil fuel use and subsequent global warming of air transport (Holden, 2000).

How do concessionaires directly support conservation initiatives on public conservation lands in New Zealand and why? Can aspects of the tourism industry have a symbiotic or at

least mutually beneficial relationship with conservation in New Zealand? This is especially important because while DOC has progressed very well in some areas, there is still a lot to be done to halt the extinction of species and to achieve DOC's own mandate of restoring the 'dawn chorus' (Gamble, 2004). In short, DOC and the conservation 'war' in New Zealand is not won and needs all the help it can get (DOC & MfE, 2000). Having New Zealand's largest industry, tourism, working with DOC on conservation is a very exciting possibility.

1.2 A Definition of Conservation Actions

For the purpose of this study, the definition of conservation actions includes operators' contributions to: biodiversity outcomes, such as possum control or stoat trapping; weed control, such as wilding pine tree removal; financial or in-kind contributions for research and conservation management purposes; and advocacy outcomes, where operators have led or contributed to conservation campaigns. Operators' conservation education directed to clients through interpretation is not considered as a direct contribution to conservation. However, the potential value of interpretation as a means of linking conservation actions to the visitor experience is explored in Chapter Five. For the purpose of this study, fees paid by commercial operators to DOC for the privilege of operating their business on public conservation lands and impact mitigation techniques, for example guides ensuring their clients carry out their own rubbish, are also not included in the definition of direct and active contributions to conservation.

1.3 Study Aims and Objectives

This dissertation will examine and seek to understand some of the benefits that tourism can bring to achieving conservation outcomes. Specifically, this study will a) examine the direct and active contributions that seven concessionaires make to conservation and b) seek to understand why these concessionaires are motivated to participate in conservation and what the benefits are that they gain from this.

This research serves two purposes. It is submitted in partial fulfilment of the requirements for a Master's of Applied Science and to complete a Department of Conservation project on

the same topic. The Department's of Conservations project will use these research findings to foster greater involvement from the tourism industry in conservation.

By studying this topic it is acknowledged that tourism can have considerable impact on the natural environment and on the social and cultural values of local communities. These impacts must always be effectively monitored and managed to ensure that tourism does not become another factor that threatens the integrity of a protected area, the survival of a species or a valued recreational experience.

1.4 Tourism as a Global Phenomena

From a global perspective, tourism is a very large industry and is likely to play an increasingly significant role on national and global economies. Mittermeier (cited by Christ et al. 2003) states that tourism generates 11 percent of the world's gross domestic product, employs 200 million people, and transports 700 million international travellers per annum – this last figure is expected to double by 2020.

A close link between tourism and conservation exists on a global scale. Tourism can threaten or benefit the preservation of the planet's biodiversity. Twenty three of the world's biodiversity hotspots in the Southern Hemisphere have had over 100 percent tourism growth over the last 10 years. Over half of these 23 hotspots already receive over a million visitors per annum. Half of the world's 15 poorest countries are within biodiversity hotspots where tourism is already significant or is forecast to increase (Christ et al. 2003).

New Zealand Tourism Research Council figures show that domestic and international tourism are also significant contributors to the New Zealand's economy. Some of the key results for the year ended March 2003 are:

- *Total tourism expenditure was \$16.5 billion*
- *International tourism contributed \$7.4 billion (or 17.8 percent) to total New Zealand exports*
- *Tourism generated a direct contribution to gross domestic product (GDP) of \$5.9 billion, or 4.9 percent of New Zealand's total industry contribution to GDP*
- *A further \$5.6 billion value added was generated by industries supporting tourism*

- *An estimated 104,000 full-time equivalent employees (or 6.2 percent of total employment in New Zealand) were directly engaged in producing goods and services purchased by tourists*
- *Tourists paid \$1.2 billion in GST on their purchases*

Source: Tourism Research Council (2004:9).

The tourism industry is also a relatively attractive industry when compared with farming or unsustainable extractive industries such as mining, fishing or forestry because, for its economic return, it creates relatively little damage to the environment (Mathieson and Wall, 1992).

The focus of tourism industry marketing in New Zealand is on this country's two points of difference – Maori culture, and our perceived high quality, scenic, natural environment. Added to this is New Zealand's reputation as a clean and green destination. Now that this expectation has been raised with our international visitors, the tourism industry must ensure that it delivers an environmentally sound, authentic and high quality experience.

The New Zealand Tourism Strategy 2010 (Tourism Strategy Group, 2001) with its stated aims for quality, yield-based tourism rather than volume-based, mass tourism has signalled that New Zealanders have a choice on how tourism is developed as a tool, how to minimise its negative effects and maximise its actual and potential return for New Zealand. Because some of the benefits of tourism relate either directly or indirectly to conservation outcomes, a protected natural area manager's perspective on well-managed tourism can be to view tourism as a tool to further conservation objectives (Simmons, 2002).

1.5 Concessions

Managed by the Department of Conservation the concession system is a tool used to manage tourism, and other activities, in protected natural areas to ensure that these activities do not compromise the natural, historic, cultural or recreational values that the Department is charged with protecting or fostering. The concession system was brought into force with the Conservation Law Reform Act 1996.

The Department of Conservation's primary purpose is to look after New Zealand's natural and historic heritage, including managing the national and forest parks and a variety of historic and other reserves. The Department also wants people to visit and enjoy these places. The concession system helps the Department to ensure that the various concession activities are compatible with the primary aim of protecting the land and other resources. It also helps to make sure those services and facilities provided for visitors are appropriate, of a suitable standard and that other activities do not conflict with visitor enjoyment (DOC <http://www.doc.govt.nz/About-DOC/Concessions/index.asp>).

The concessionaires or marine mammal tourism permit holders involved in this study have operated their businesses and held their concessions for some time. It is my experience that many concessionaires are often motivated to be involved in this business area because they have some empathy with, and value the natural environment. DOC wants to foster a positive working relationship with its concessionaires (DOC, 2004c) but this is not always easy to achieve when the Department is also the regulatory authority for granting and controlling concession activities on public conservation lands.

DOC manages approximately 3500 concessions; approximately 1200 of these are recreation or tourism related, with another 150 marine mammal tourism watching and swimming permits. These activities are administered and monitored by approximately 60 full-time equivalent staff and generated \$9.6 million in revenue for the 2003/04 financial year (DOC 2004).

The Department of Conservation recognises the potential contribution that concessionaires can make to achieving conservation outcomes (DOC, 2004c), and that this is an example of the beneficial outcomes approach (BOA). The BOA was developed for resource management agencies in the United States and has been recommended for adoption in New Zealand by Booth et al. (2002:9–10). This approach...

...does not view the management of inputs or the production of outputs as the end result of management. Instead they are viewed as a means to an end – which is the optimisation of desired net benefits or positive outcomes...attention is focused on

outcomes, defined in terms of value added to, or detracted from, individuals or society, including the values humans attach to sustainable ecosystem management.

Along with economic benefits to society and support for further conservation through conservation advocacy outputs produced by concessionaires through interpretation, it can be argued that concessionaires contributing directly to conservation outcomes by undertaking their own conservation work is a value added, beneficial outcome of the concession system. Furthermore, it is one which the DOC and the tourism industry should encourage, not only because of the obvious benefits to conservation, but also because it gives New Zealand tourism an internationally competitive advantage in line with its marketing image that will sustain the New Zealand tourism product over the long term.

1.6 Contribution of this Research

This research will contribute to both the tourism research literature and to the management of tourism.

First, the study addresses a gap in the tourism literature. There are relatively few examples recorded in the literature of operators who have taken the step of programming conservation work (Buckley 2003). Most case studies of ecotourism operations provide examples that focus on impact mitigation techniques rather than positive outcomes for the environment. In the few documented studies that outline an operator's involvement in conservation, this is not outlined in any significant detail. Moreover, none of these published examples attempt to examine the motives of why the contributions to conservation have been undertaken.

These research gaps are analysed further in Chapter Three. By asking why concessionaires contribute to conservation, it is possible to gain insight into their motives for participating in conservation. With regard to the motives of operators, this study is interested in both the benefits that may accrue to the business from these actions, and the personal or company values that may also be the reason for these actions. Gaps in the research relating to 'how' and 'why' single operators actively seek to undertake conservation actions, is the area where this study will contribute.

Second, by outlining the conservation actions and motives of selected concessionaires, conservation managers and the tourism industry will have information that illustrates the actual and perhaps untapped potential of tourism in New Zealand. Working toward a symbiotic or mutually beneficial relationship between tourism and conservation is vital if New Zealand wishes to maintain the integrity of the 100% Pure product, New Zealand's market niche and competitive advantage at the 'eco' end of the tourism spectrum and the quality and authenticity of the experience for New Zealanders and overseas visitors.

More importantly, understanding how and why some concessionaires contribute to conservation may have broader implications that could benefit both tourism and conservation in New Zealand. If other operators follow the examples of the concessionaires studied here then a better relationship between conservation and tourism will eventuate. A tourism industry that is involved and supportive of conservation has considerable ability to assist conservation either directly, such as operators contributing to conservation, or indirectly, such as having the tourism industry champion conservation initiatives, or at least have the industry recognise and manage the effects of their own activities.

In short, it is hoped that the contribution of this research will not just be to the pool of scientific knowledge but used effectively it can help foster tourism's beneficial outcomes for conservation.

1.7 Dissertation Outline

This dissertation is presented as eight chapters. Chapter Two is a literature review that establishes the importance of gaining deeper insight into the benefits that tourism can bring to achieving direct and indirect conservation outcomes. It outlines a conceptual framework for this study and examines a research gap that relates to 'how' and 'why' members of the tourism industry contribute to conservation. In light of this research gap, previous studies on ecotourism are outlined and critiqued. Important concepts, which are discussed in later chapters, are introduced in Chapter Two.

Methodology considerations are the focus of Chapter Three. This chapter outlines the advantages of qualitative research methods and explains the semi-structured interview

technique used for this study. A discussion of the sampling techniques, an outline of the interview process, analysis methods, and ethical considerations is also provided.

Chapter Four addresses the study's first research aim, identifying and examining the conservation contributions of a select group of tourism concessionaires. The chapter provides a brief profile of interviewees' operations and the conservation work that they undertake as part of their tourism operation. To illustrate the full range of conservation contributions available to concessionaires, other conservation actions are outlined from a number of other tourism businesses who were not interviewed in this study.

Chapters Five, Six and Seven address the study's second research aim of understanding why these concessionaires have chosen to participate directly in conservation. Chapter Five discusses the role of extrinsic, demand-led motives and how the values and expectations of the visitor may motivate operators to participate in conservation.

Chapter Six examines some of the supply-led, extrinsic, beneficial spin-offs to the business from the conservation work that is undertaken. It discusses whether these conservation actions are a factor that contributes to the overall success of these businesses.

Chapter Seven explores the intrinsic, often personal philanthropic and ethical values that may motivate an operator to participate in conservation.

The concluding chapter summarises and integrates the findings from previous chapters. In doing so this chapter revises the original conceptual framework used in this study to better model how demand, supply and ethical drivers influence a tourism operator's participation in conservation. The applicability of this study's results to the wider tourism industry and further research topics are presented.

Chapter Two – Literature Review

2.0 Introduction

This chapter reviews the relevant literature for this study. A conceptual framework for the study is presented and is used throughout this study to categorise the factors that may motivate an operator to participate in conservation. The chapter then explores how conservation already benefits in a broad sense from tourism. Highlights from previous studies of tourism operators contributing to conservation are discussed. Finally, the findings from other studies that have explored operators' motives for adopting environmentally sound business practices are presented.

2.1 Ecotourism Perspectives

A strict definition of ecotourism is not provided because these definitions fail to cover the range of operators involved in this study, despite the fact that they all adhere to one of ecotourism main principles, that of contributing to conservation. However, the debate on ecotourism, its principles and practices provides useful context. There has been a great deal of debate surrounding definitions of ecotourism, how to define this phenomenon is dependent on one's perspective, that of a visitor, an operator or a conservation manager (Simmons, 2002). Ecotourism can also be defined from a product 'supply' or 'demand' side perspective. Weaver (2001) suggests that the demand side is represented by a subset of visitors wanting to get away from the mass tourism market and seeking small scale, authentic, educative and personalised experiences that are close to nature; ecotourism is a response to this demand. Weaver, (2001:19) notes that:

While ecotourism must be conducted in a sustainable way the product is defined primarily from a demand perspective. While some tourists interested in eco tours actively seek out the environmentally friendly ones, this is very much in the minority.

From the supply side perspective, the changing awareness of visitors represents an opportunity to develop new products for a new type of client whose demand for this product is created via advertising and other forms of marketing. The Tourism New Zealand promotional video is a prime example of this. Weaver (2001:19) suggests that...

The product is 'environmentally and culturally friendly, nature based experiences with an educative emphasis. It is environmental friendly in much the same way that toilet paper made from recycled and unbleached paper is seen as environmentally friendly.

Categorisation of ecotourism definitions into either demand or supply side perspectives can sometimes be limiting. The supply side can be seen as less socially acceptable and subject to 'green wash' marketing criticisms, i.e. ecotourism is just a clever marketing ploy that allows the tourism industry to get closer to nature in a socially acceptable manner.

Alternatively, viewed from a demand side perspective, an ecotourism operation may risk isolating itself from the broader tourism market because eco-tourists may only represent a small niche product. For example, if more visitors demand higher levels of environmentally responsible tourism then there is little reason to focus discussions of environmentally responsible tourism just around ecotourism when these principles can be spread to other forms of tourism (Weaver 2001). Therefore, there may be no reason why the principles of ecotourism cannot apply to the wider tourism industry in New Zealand, especially those that operate their tourism businesses in and around public conservation lands.

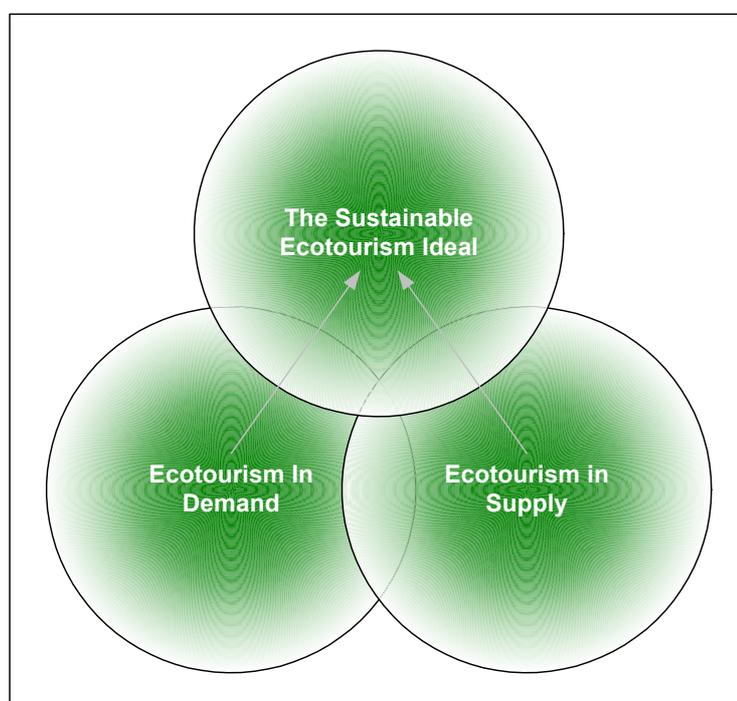
The New Zealand Tourism Strategy 2010 explicitly recognises the separate roles of destination marketing and destination management. Destination marketing is supply-led and managed by Tourism New Zealand, regional and district tourism organisations. Destination management traditionally responds to demand and this response is primarily undertaken by land managers such as the Department of Conservation, regional and district councils. The New Zealand Tourism Strategy 2010 challenges all agencies involved in tourism to better integrate destination management with destination marketing to ensure the overall sustainability of the industry. Weaver (2001:20) concludes that...

...the complete integration of environmental and development objectives requires convergence among differing perspectives. From an ecotourism perspective this will require convergence in demand and supply perspectives and the different perspectives within each.

2.2 A Conceptual Framework for this Study

This study uses the ‘*Ecotourism Ideal*’ conceptual framework proposed by Weaver (2001:20) to test whether the motives and conservation actions of concessionaires found from this study are a response to ‘demand’ from a new, educated, informed and environmentally aware visitor, or whether these actions are ‘supply’ led by the operators creating a new product, for a new market that is then stimulated by marketing and advertising. This model allowed the data, gained from the interview process, to be sorted according to the demand and supply side components of the model. Using the model to evaluate and categorise this study’s data will also make it clear if there are other factors, not explained by the model, which drive operators’ participation in conservation.

Figure 1 – Weavers *Ecotourism Ideal* Model



2.3 The Conservation Benefits of Tourism

New Zealand tourism has clearly positioned itself at the 'eco' end of the global tourism market place (Tourism Strategy Group 2001). With New Zealand's very successful 100% Pure campaign, as evidenced by the continual growth of overseas arrivals to New Zealand (Tourism Research Council, 2003), and our clean green reputation, visitors expect a pristine natural environment where nature inspires and outdoor recreation and adventure activities thrive. To sustain and improve its market niche, New Zealand tourism needs conservation and this is well recognised in the New Zealand Tourism Strategy 2010's mission statement "*Protect our environment*". However, does conservation in New Zealand, particularly the work of the Department of Conservation, need tourism? How do tourism operators contribute to conservation and why?

Within the tourism literature some researchers have highlighted the contribution made by tourism at a very broad level. Buckley et al. (2003) and Ayland and Lutz (2003) provide examples where land areas are conserved for wildlife in Africa because the economic value of that resource from tourism activities is greater than the return from traditional land uses such as agriculture.

It is already well recognised that tourism can contribute to conservation in a number of ways (Holden, 2000; Eagles et al. 2002; Hutchins, 1998; Buckley et al. 2003; DOC, 2004b). These contributions can be summarised into five groups as outlined by Christ et al. (2003: 4):

1. Constituency-building which promotes biodiversity conservation
2. An impetus for private biodiversity efforts
3. A source of financing protected natural areas
4. Economic alternatives for local people to reduce over exploitation of natural areas, the raw materials or wildlife that these areas contain
5. Providing an economic justification for protecting areas

Christ et al (2003) also suggest that if conservation lands are to be managed well, and aligned to local and rural community needs, then they should also contribute to the

economic aspirations of local communities. If conservation does not contribute to society, then support at local, then political level, will decline for conservation (Holden, 2000).

The contribution that tourism concessions make to the West Coast of the South Island economy has been recognised with tourism concessions alone producing an estimated economic output of \$23.6 million, plus an added value of \$11.5 million, plus \$6.3 million in household income with the employment of 173 full-time-equivalent staff (DOC, 2004a). Tourism, in particularly concessionaires who operate in protected natural areas, have provided an economic means by which conservation can contribute to the economic aspirations of local communities, thereby contributing to the long-term future of conservation and robustly countering the argument that conservation lands are locked up and are unable to contribute to the New Zealand economy.

Studies from the field of ecotourism have shown that tourism can contribute more directly to conservation, not just by providing an additional rationale for the protection of areas, but by actually undertaking conservation projects and programmes. Budowski's formative paper in 1976 suggested that the definition of ecotourism is, '*a symbiotic relationship between conservation and tourism*'. There were three components to his definition, including contributing directly to conservation (cited in Weaver, 2001). This thinking is slowly being operationalised, for example, the ecotourism standard for Green Globe 21 states that "*Ecotourism shall provide a tangible contribution to conservation.*" (Green Globe, 2004: 7).

Buckley (2002) and Higham and Carr (2002) highlight many examples of ecotourism both in New Zealand and throughout the world. These authors agree that 'contributions to conservation' by a tourism operator is a primary criterion for assessing whether that operator is an ecotourism operator.

McKercher (1998) suggests that nature-based tourists have different travel motivations from mainstream tourists and that this was recognised in 1974 with Stanley Plog's psychographic profile of tourists. Plog's classification of tourists recognises that more adventurous tourists, 'near allocentric' and 'allocentric', seek nature-based, ecotourism and cultural tourism experiences rather than the midcentrics who concentrate more on the mass tourism products. In addition, McKercher (1998) suggests that tourists at the allocentric

end of the spectrum are more likely to make purchasing decisions based on their perceptions of the products sustainability. This has obvious implications for tourism operators providing ecotourism products, in that conservation actions could provide them with a competitive advantage. However, there will be limits in how much tourism can contribute directly to conservation outcomes and it should be remembered that:

The normal tourist is not to be confused with an anthropologist or other researcher. Tourists are pleasure seekers, temporally unemployed and above all, consumers; they are taking their trip to get away from everyday cares. (Emanuel de Kadt, cited McKercher, 1998: 113).

Preece et al. (1995) and the Australian Department of Industry Tourism and Resources (2003) have also explored the potential benefits of tourism and conservation working more closely together for mutual advantage. Preece et al. (1995) notes that Australian tourism, like New Zealand tourism, relies a great deal on the natural environment and that all tourism has a stake in the health and welfare of the country's biodiversity. Furthermore, the authors recognise that impact mitigation is not enough and the key challenge is to link the growth of tourism and ecotourism to a corresponding growth in conservation. Going even further, Preece et al. (1995) suggests that the principles of ecotourism should apply to the wider industry, especially since the wider industry is also reliant on the health and welfare of the natural environment. This is particularly relevant in New Zealand when a good proportion of international visitors demand and expect an environmentally friendly product and when New Zealand's tourism marketing is based so much around our 100% pure nature and clean and green image.

The ability of ecotourism and conservation to mutually benefit one another is a popular view, but not the only perspective. Coburn (2000) argues that the use of tourism as means of protecting wildlife is limited by businesses' inability to ensure long-term protection and its ability to contribute to environmental degradation. Furthermore, ecotourism is just a market designed to align consumers' preferences for recreation with the protection of conservation assets and, like any market, it can be prone to market failure. Coburn (2000) argues that the excitement over ecotourism's ability to work with conservation distracts land managers from properly managing the industry's negative effects.

2.4 Previous Studies of Concessionaires Contributing to Conservation

This section outlines studies that have highlighted tourism operations that participate in conservation. These studies provide insight into this study's first aim '*examine the direct and active contributions that a select group of concessionaires make to conservation.*'

Many of the case studies reviewed were found to be impact mitigation, rather than actual direct contributions to conservation. This finding helped to strengthen the significance of this research. In addition, none of the studies reviewed provided information on why operators were undertaking the conservation actions that were outlined.

Much of the literature relating to tourism's contribution to conservation comes from the field of ecotourism. Buckley (2003) does not attempt to address the theoretical aspects of ecotourism. Instead, he provides 170 ecotourism best practice case studies of operations from around the world that are implementing what the theory suggests. Each of the case studies is brief, and presented with the commentary ranging across a variety of ecotourism topics. Many of the examples presented outline innovative impact mitigation measures. However, few of the case studies detail in any depth the direct contribution that these operations make to conservation. Yet by the author's own acknowledgement, it is this criterion, contributions to conservation, which determines whether an operation is an authentic ecotourism venture.

Included in his New Zealand examples, Buckley (2003) cites the Royal Albatross Colony at Taiaroa Head, the Yellow-eyed Penguin Reserve in Otago, the Waitomo Glow-worm Caves and the Wilderness Lodge Arthur's Pass. These latter two examples are concession operations administered by the Department of Conservation. Wilderness Lodge Arthur's Pass has also been selected as a case study for this proposal. However, unlike Buckley's (2003) work, this study will explore this operation's contribution to conservation in greater detail, especially in relation to its activities on public conservation lands.

A recent report from the Australian Department of Industry, Tourism and Resources (2003) examined opportunities for tourism and conservation through 18 specific case studies. These highlighted various partnerships between private, public and community sectors. While there were benefits to park management through the payment of concession fees, interpretation, the provision of access and recreational experiences for visitors by operators,

none of the case studies, with the exception of Earthwatch Sanctuaries (who are specifically set up with the primary goal of conservation), was able to demonstrate the type of conservation action explored by this study.

The Green Globe International Ecotourism Standard (2004) also provides a number of case studies of operators who contribute to conservation. Two of these are particularly relevant to this study, the first being the Quicksilver Connections operation which is based on the Great Barrier Reef. This company employs their 12 marine biologists to undertake a number of monitoring and research activities. The contribution of these staff has been considerable and greatly assisted the Great Barrier Marine Park Authority to research monitor and manage the health of the reef ecosystem. The second case study is Elm Wildlife Tours based on the Otago Peninsula and around the southern coast of the South Island. This operator focuses on viewing wildlife, especially hooker's sea lion and yellow-eyed penguin. Most activities are conducted on private land where they have also put a great deal of effort into predator control, replanting lost habitat and assisting injured or sick penguins.

A New Zealand example of case studies in ecotourism also exists. Higham and Carr (2002) profiled 12 operations in New Zealand and assessed them against a number of criteria. One of these criteria was '*contributions to conservation*' and the majority of the examples listed are concessionaires or marine mammal tourism permit holders. Of the 12 operations studied, all of them meet the criteria of 'contributing to conservation'. However, like Buckley (2003), each of these 12 operations is assessed against a number of criteria, but the authors do not report in any depth on the active conservation contributions that these operations make.

2.5 Motives for Adopting Green Practices

This section examines studies which explore reasons why operators may participate in conservation. These studies provide insight into this study's second aim '*To understand why concessionaires are motivated to contribute to conservation*'.

Higham and Carr's (2002) study examines the environmental values of visitors to ecotourism operations in New Zealand. Understanding this is important since the values

and demands of the visitor (the demand side) may influence the motives and practices of operators.

One third of clients to ecotourism operations were found to be members of environmental organisations who were concerned about human impacts on the environment, pollution, global warming and deforestation (Higham and Carr, 2002). Many of these visitors also recycled, 'voted green' and pursued other nature-based activities. In addition, environmental performance is a basis by which these visitors judge the ecotourism experience. Clearly, many of the clients visiting concession and marine mammal tourism permit operators are well informed and have high environmental values which may in turn encourage operators to prove that they are doing the 'right thing'.

Higham and Carr (2002) also found that of the ecotourism experiences offered in New Zealand, viewing wildlife was the most popular activity. The authors note that this clearly confirms the importance of looking after and managing the prime conservation values on which these businesses are based.

Interpretation and learning were very important aspects of the visitor experience and this linked closely with high visitor satisfaction levels (Higham and Carr 2002). If the conservation actions provide operators with an opportunity to teach their clients or staff about conservation issues, then this represents a supply side motive for undertaking this work.

Higham and Carr (2002) conclude that the capacity of ecotourism to stimulate interest in conservation issues and challenge values is seen as a defining quality of ecotourism. Furthermore, successful operations should be recognised and their best practice disseminated to assist further development, particularly in the areas of nature conservation, visitor interpretation and impact management.

A Scottish study examined reasons why operators are motivated to join environmental accreditation programmes such as the Green Tourism Business Scheme and Green Globe 21. The motives for joining these green schemes and undertaking conservation work are likely to be similar.

Kirk et al. (2004) conducted face-to-face surveys in Scotland to examine the role of personal values and beliefs and how they influenced the decision making of small firms on environmental matters. This study found that:

- There was a need to improve eco-literacy among operators
- Environmental performance may decrease, as the size of the operation increases because the owners are further removed from the pressure of clients to improve their performance
- Cost reduction and social responsibility are important driving forces in environmental performance, with 20 percent of firms citing the latter motivation as the main reason for acting in an environmentally responsible manner

These authors suggest that one of the prime motivations for 'going green' included costs savings, such as energy-use reduction or recycling to avoid waste-disposal charges. However, ethical considerations and the desire 'to contribute' to the environment were values shared by an overwhelming majority of Kirks et al's respondents. This was expressed in its simplest form as the desire or moral obligation to contribute, to "do my bit" and "it's the responsible thing to do" (Kirk et al. 2002:119) It was found that these motives often related back to the operator's own values that were derived from the 'waste not, want not' philosophy inherited from their parents. In some cases operators were also motivated to protect the environment for the benefit of future generations.

Weaver's (2001) 'supply' and 'demand' side perspectives also emerged in this study's results as some operators felt that 'going green' actions would broaden or strengthen their customer base (supply) and that 'greener' clients, particularly from European countries, demanded a more environmentally responsible approach to business.

Kirk et al. (2004) found that both extrinsic, commercial reasons and intrinsic ethical reasons played a key role in operator's decisions to adopt environmental practices and join the Green Business Scheme in Scotland. They also suggest that actions associated with wildlife conservation and support can generally not be linked directly to benefits on the financial bottom line, mostly because many conservation actions actually cost the business. The authors conclude that economic issues, social concerns and ethical considerations are

all equally important drivers that motivate small business involvement in environmental accreditation schemes.

Operator motives were also studied by Sirakaya and McLellan (1998), who examined operators voluntarily compliance with ecotourism best practice principles as promoted by The Ecotourism Society. When operator compliance with a set of voluntarily ecotourism guidelines was tested, compliance was found to be a function of operators' own belief systems and values, rather than extrinsic economic factors or sociological factors which were found to be less relevant when seeking to understand operators' motives and behaviours.

Sherriff (2003) takes a different tact that also supports the conclusion that intrinsic motives are important determinants that may help to explain why operators participate in conservation. Sherriff (2003) found that New Zealand operators contributed more to philanthropic practices, such as conservation, than operators in Scotland, Canada and especially Tasmania. The degraded environments in New Zealand, Canada and Scotland and the environmental awareness or eco-literacy that stems from the knowledge of what has been lost, was given as a reason that may help to explain why philanthropic practices are more prevalent in these countries than in the relatively unspoilt Tasmania. As if to prove this finding, the recently discovered devil facial tumour disease threatening the Tasmanian Devil population has galvanised support for conservation from the public and tourism operators, several of who are now contributing funds to this cause (Sherriff *pers comm.*, 2005).

Eco-literacy amongst operators has been found to be relatively high (Sherriff 2003; Kirk et al. 2002; Sirakaya and McLellan, 1998). Sirakaya and McLellan (1998) also found that the education levels and commitment to conservation, measured by membership to conservation or ecotourism associations, was also relatively high among the operators that were studied.

In a New Zealand Department of Conservation study that related to volunteers and their participation in conservation programmes, 11 motives were found to be common among volunteers (Bell, 2003). Many of these motives were intrinsic and ethically or socially

driven. The relevance of volunteer motives to commercial operations and the financial imperatives of a concessionaire are compared in Chapter Seven.

2.6 Chapter Summary

This current study intends to examine the variety and types of contributions to conservation in detail. Aside from understanding what contributions concessionaires make to conservation, the more important question requiring analysis is why they contribute to conservation. Understanding operators' motives and the benefits they obtain from these contributions, whether these are supply or demand side motivated, or driven by other factors entirely, may provide the information that conservation and tourism managers need to encourage other concessionaires to support or undertake their own conservation initiatives.

This chapter has reviewed the literature relevant to this study. A conceptual framework for the study was presented before exploring how conservation already benefits from tourism. Highlights from previous studies of tourism operators contributing to conservation are discussed. Finally, the findings from other studies that have explored operators' motives for adopting environmentally sound business practices were presented.

The literature review reveals information on the values, decisions and experiences of visitors and studies on the environmental values and profile of tourism operators are not as common. Few studies have examined the values and motives of operators, especially with regard to their environmental values.

The following chapter outlines the research approach and methods used in this current study to examine the conservation actions of seven concessionaires and to explore why they are motivated to participate in conservation initiatives.

Chapter Three – Methodology

3.0 Introduction

This study uses a qualitative research approach to examine the conservation contributions of concessionaires and their motives for undertaking these actions. The study examines tourism operators known to make direct, tangible contributions to conservation. It is not intended to judge the worthiness of one action against another, or to compare one operator's contribution with another.

This chapter first considers the strengths and weaknesses of the qualitative research approach and why qualitative methods were best suited to this study. Second, the nature of the semi-structured interviews and participant observation methods used in this study are explained. The chapter also provides an outline of the interview process, participant selection, data analysis and the ethical considerations affecting this study.

3.1 The Research Approach

Qualitative research techniques were chosen for this study because they enable the researcher to explore a phenomenon about which little is known (Lofland and Lofland, 1995). The exploratory nature of the study required a degree of flexibility in the research approach allowing the researcher to delve into complex processes and relationships. Furthermore, the qualitative techniques allowed for multiple methods to be used, it is interpretative and most importantly naturalistic, allowing the researcher to study and interpret phenomena in their natural settings (Lofland and Lofland, 1995; Marshall and Rossman, 1999).

However, while qualitative methods have their advantages, they also have their weaknesses (Lofland and Lofland, 1995; Marshall and Rossman, 1999; Hills 2003). The main weaknesses of qualitative research relevant to this study are first, the inability to generalise findings to other circumstances or populations. The limitations of the current study in this regard are acknowledged. The second weakness is the potential bias or influence that a

researcher's presence can bring to a situation. In this case the researcher was a person known to work for the Department of Conservation in the concessions management area. To minimise this potential bias, the researcher used semi-structured interviews and participant observation techniques to triangulate the findings (Marshall and Rossman, 1999). This is discussed further in section 3.3.

3.2 Data Collection Methods

This study attempts to understand commercial tourism operators directly assisting conservation efforts, a social phenomenon that has environmental implications. The study then explains the values and motives that have created this phenomenon. To this end, intensive, semi-structured interviewing and participant observation techniques were selected as the most appropriate methods of data collection. This section outlines the methods used for this research relating to participant selection, semi-structured interviews, participant observation, the pilot study and data analysis.

3.2.1 Participant Selection

Purposive selection of the seven case study participants was employed over more random methods in order to achieve this study's aims. Participants were selected from a list of concessionaires registered with the Department of Conservation and who were known to contribute to conservation based on the researcher's own work with concessionaires. Others were selected because they were the subject of previous studies (Buckley, 2003; Higham and Carr, 2002). The primary criteria was that operators had to be in some way associated with the Department of Conservation through either a concession, marine mammal tourism permit or wildlife act permit. Secondly, the concessionaire had to be undertaking some form of conservation work that achieved tangible and direct conservation results. This requirement excluded operators who used clever or innovative impact mitigation techniques which are often regarded, erroneously, as a criterion for inclusion into ecotourism case studies (refer to Chapter Two). To explore the range of methods and motives used by operators, the size of the concession operation was a further factor that influenced participant selection, so a range of small, medium and large operations were selected for inclusion in this study.

Using the criteria above, seven tourism operations were selected for this study. The owners or managers of the company were approached and were asked to participate in the study. The owners or managers were selected for interview because they are the people who have the most influence over the company or operation – they are the decision makers and it is their values that are most likely to influence the direction of the operation (Kirk et al. 2004).

3.2.2 Semi-structured, In-depth Interviews

Face to face interaction is the fullest condition of participating in the mind of another human being and that you must participate in the mind of another human being... to acquire social knowledge. (Lofland and Lofland, 1995:16).

This quote articulates the reason why interviewing was selected as the main research method for this study. The process of undertaking semi-structured, in-depth interviews for this research is outlined in this section.

During the initial contact to gain their permission to participate in the study, the voluntary nature of the research and the dual purpose of the study, as a DOC project and Lincoln University research topic was discussed with the operator. All operators who were approached agreed to participate in the study.

Interviews were conducted face to face and at a time that suited the operator. The interview was conducted in the office of each operator. To address ethical considerations and to ensure that operators understood the nature of the research and how issues of confidentiality would be handled, each operator was asked to read and sign a consent form (see Appendix A) before each interview began (refer to section 3.3 for further discussion on ethical considerations). Most interviews took two hours.

The structure of the interviews generally followed the interview guide (see Appendix A) upon which brief notes were also made. The interview guide was constructed around the themes central to the two research aims. The interview started with a series of simple ‘closed’ questions to gain some background information relating to the business, its size

and how long it had been trading. Questions then moved on to the conservation actions that the operator undertook (study objective one). The positive nature of these questions allowed the interviewer and interviewee to develop a rapport and build trust during the initial part of the interview process before more searching questions were asked that explored the motives and values of why operators choose to be involved in conservation (study objective two).

During the course of the interview it often became apparent that other information was available to support the points made by the interviewee, for example some operators had records of pest trap catch rates. This was noted during the interview and a copy of that information was requested at the end of the meeting. This information was always forthcoming.

All interviews were recorded on audio tape and a verbatim transcript was produced. Notes were taken during the interview and a 'notes on notes' summary of the interview was also produced soon after the interview (Lofland and Lofland, 1995). Once consistent views and themes emerged from the interviewees, interviews ceased and the focus of the study turned to the analysis and writing process. Time and cost constraints were an additional factor that restricted the number of interviews conducted.

The notes taken during the interview proved particularly invaluable during one interview where the tape failed to record the interview to an adequate quality for transcription. The notes provided a summary of the key points from the interview and allowed the results to contribute to these research findings.

Because the interviewer was known to work for the Department of Conservation there were times when the interviewees sought to elicit information from the interviewer. To maintain the integrity of the interview process, and so as not to lead or confuse the topic in any way, these questions were noted and addressed after the completion of the formal interview process.

The interview process and the flexibility this qualitative approach provided proved ideal for this topic mainly because a number of interviewees had not thought deeply about their own

values that motivated their conservation actions. For some interviewees, the probing nature of the questions led them to ‘discover’ their own core values.

3.2.3 Participant Observation

Participant observation methods were used to enhance the researcher’s understanding of the conservation actions being undertaken. This included observation techniques, such as viewing the conservation actions in the field, taking a tour and reviewing the operation’s advertising and website material. However, it became evident early on that such techniques were also a valuable means to validate the information provided by the interviewee. In a number of cases, these methods also assisted the identification of some conservation efforts that operators were doing but had overlooked in the interview process. Marshal and Rossman (1999) note that qualitative research is interactive and humanistic and can utilise multiple methods. The participatory observation methods employed for this study are discussed further in this section.

In four of the seven case studies it was possible to participate on the tour that was offered to clients. This provided opportunities to meet staff, view the conservation work being undertaken, and assess the interpretation offered by the operator and whether the product provided highlighted the conservation work being undertaken or further reinforced the values of the operator, for example by providing clients with interpretation on conservation issues. In two cases it was possible to take the tour as a client without the guides being aware that a conservation officer or researcher was present. In the remaining two cases, the researcher’s identity was known to those leading the tour.

In five of the seven case studies, it was possible to view and inspect examples of some of the conservation work being undertaken. Walking about inspecting traps, bait stations, revegetation or weed control programmes proved to be the best means by which to validate tangible, on the ground, conservation efforts. In the one remaining case it was not possible due to time, cost and logistical constraints to visit the remote location where the conservation work was being undertaken. However, discussions with other staff members verified these actions.

While on the tour it was often possible to informally discuss the operator's conservation work with their staff and obtain information on the thoughts, knowledge and attitude of the staff toward this work. From their reactions and knowledge, it was relatively easy to assess whether the conservation actions of the operator were shared or whether they were just a reflection of the operator's own beliefs.

3.2.4 Analysis of Policies and Corporate Material

During the interviews or soon afterwards it was also possible to review the company's corporate material. The purpose of this was to assess the company's values, as opposed to the operator's own values and to verify whether the operator's own commitment to conservation was also imbedded into the organisation.

A content analysis was undertaken by reviewing the operator's advertising and website material prior to the interview. This enabled information to be collected on the operation and assisted in gaining a better understanding of the business helping to target questions. The content analysis of the operator's advertising material also allowed the researcher to assess whether the conservation work was being actively promoted to attract clients, whether it was being done in a subtle style or whether it was 'green wash', brazen and overemphasised.

In one of the case studies, a book had been written by the founder of the company – *Making Waves* by Les Hutchins (1988). This provided insight into a privately owned company and the modern day motives, actions and culture of the company fifty years after it was first founded.

3.2.5 Pilot Study

Marshall and Rossman (1999) suggest that one of the key challenges when conducting research is to demonstrate its feasibility or 'do-ability'. To test the approach chosen for this research, a pilot study was conducted to ensure that the techniques employed elicited the information sought and that the researcher could feasibly conduct the research. The pilot study, consisting of one interview, also helped to ensure that the interview guide was appropriate and relevant. More importantly, once this case study was written up it assisted

the researcher to realise that one of the main and obvious research themes was missing. The pilot focused on capturing information from the operator on the conservation actions they were undertaking. However, reviewing the data obtained from the pilot revealed a gap – the equally valid and obvious question was missing from the study: *Why was the operator doing this work?* As a result, the study developed the second research aim of attempting to not only understand what actions were being undertaken, but also why the operator was motivated to participate in conservation.

The results of the pilot study are included as one of the seven case studies. Although not explicitly asked for, further analysis of the interview transcript revealed that the operator had clearly expressed their motives for participating in conservation. However, later interviews sought this information directly, preferring not to leave data collection on the study's second research aim to chance.

3.2.6 Data Analysis

Data analysis for this study was emergent and intuitive as is the nature of most qualitative research (Marshall and Rossman, 1999). This study is exploratory, so no assumptions or predeterminations were made on how the data should be treated. Coding occurred after the interviews were transcribed, common findings and interesting points were highlighted on the transcript, interesting quotes and insights were separated and further coded. Themes then began to emerge from the coded data and the data was resorted according to these new themes. The themes that emerged from the data-collection process related to whether motives were driven by visitors' demands, business supply or by other ethical considerations. Once these themes evolved, they became central ideas around which the analysis and discussion of this research could be based.

3.3 Ethical Considerations

As a researcher creates a narrative from their data, it is critical that the researcher understands and acknowledges the interplay of their own profile, power and status and how these factors interact with participants of the study (Marshall and Rossman, 1999; Lofland and Lofland 1995). While this research was undertaken to fulfil the requirements of a professional master dissertation first and foremost, it is also the subject of a project being

undertaken and paid for by DOC. The focus of the DOC project is to use the research findings and promote them to foster greater involvement from the tourism industry in conservation. The interviewer is a Department employee with national responsibilities for the concessions system. As such, the researcher will be known to the participants as a staff member of the agency. The dual nature of this study and the employment status of the researcher present the potential for bias either in obtaining or interpreting the results.

To overcome this potential bias, the researcher was open with the interviewees about the dual purpose of this study and how the information was to be used in both contexts. On the positive side, the researcher gained the impression that being a DOC employee assisted access to the managers or owners of the company.

Because of the positive nature of the topic for study participants it was not expected that responses from interviewees would be biased, overstated or understated in any substantive manner. However, employing numerous methods allowed the researcher to verify, substantiate and triangulate information from a number of different sources (Marshall and Rossman, 1999) and therefore minimise the risk of interviewee bias.

Because the DOC project will simply use the results of this study, there is no pressure from the DOC project to interpret data one way or another.

Study participants were interviewed in their professional capacity and about information relating to their business or work and, therefore, Lincoln University Ethics Committee approval was not required. Measures used to address ethical considerations relating to this research were:

1. Participation in the study was voluntary and all interviewees signed a consent form (Appendix A).
2. Interviewees were informed that they are able to request a copy of their interview transcript. All transcripts and tapes were kept secure during the study and will be destroyed after five years.

3. Any information that interviewees wish to remain confidential will be kept confidential and this will continue to be respected.

3.4 Chapter Summary

This chapter has outlined the qualitative methods that were used in this research to study the various ways that operators contribute to conservation and their motives for doing so. The chapter first covered the strengths and weaknesses of the qualitative research approach and why qualitative methods was best suited to this study. Second, the nature of semi-structured interviews and the participant observation methods were explained. The chapter also provided an outline of the interview process, interviewee selection techniques, data analysis methods, and the ethical considerations surrounding this study.

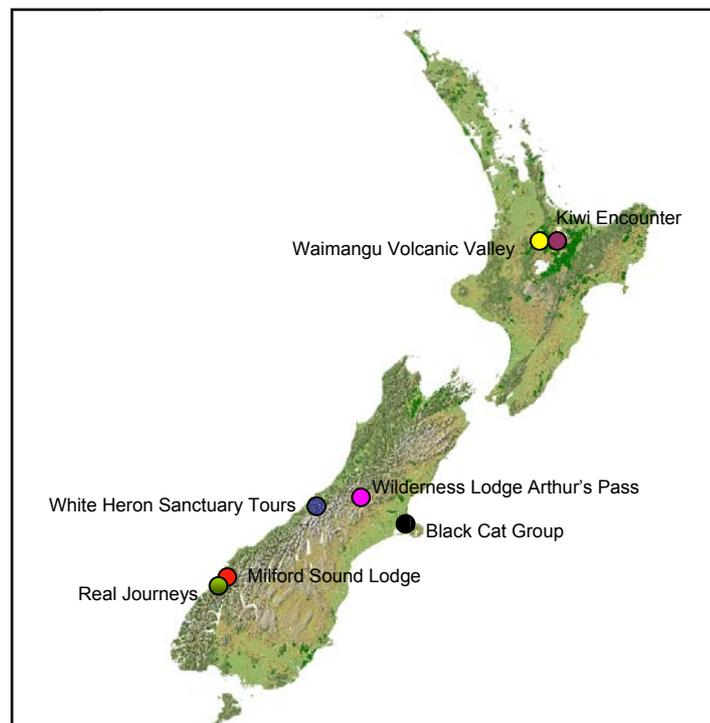
A case study of each operator and the conservation actions they produce is provided in the next chapter.

Chapter Four – Case Studies of Concessionaires and Their Conservation Actions

4.0 Introduction

This chapter presents a profile of each operation, its size, scale, details on how long it has been operating and an outline of any industry awards that an operator has received in recognition of their excellence. Each case study will conclude with a summary of the conservation actions which the operator undertakes. Most of the information presented in this paper is sourced from the interview process. However, some of the operators' website and advertising material was also used. Finally other New Zealand examples are given to illustrate the wide range of conservation actions that are undertaken by tourism operators. The case studies examined include, the Black Cat Group, Real Journeys, Milford Sound Lodge, Kiwi Encounter, Waimangu Volcanic Valley, Wilderness Lodge Arthur's Pass and White Heron Sanctuary Tours. Figure Two illustrates the location of each of the case studies.

Figure 2 – Location of Case Studies



This map was created by the researcher using GIS software with data provided by the Department of Conservation.

4.1 The Black Cat Group

The business is located on Canterbury's Banks Peninsula and primarily operates wildlife cruises and 'swim with the dolphin' activities in Akaroa and Lyttelton Harbours which mostly focus on the endemic and endangered Hector's dolphin. The company claims on its website to being the first true ecotourism operator in New Zealand. Paul Bingham is the director of a successful family business, the Black Cat Group, started by his parents in 1985. The Black Cat Group has received recognition for its excellence in tourism and the environmental work that it does, including:

- 2002 New Zealand Tourism Awards, including 'top leisure activity', 'best in tours and touring', and the overall category award for 'best activity and attraction'
- 2003 winner of the 'supreme' award 'leisure activities' award, the Green Globe 21 award and the overall category award for 'best activity and attraction' for the second year running at the New Zealand Tourism Awards
- Paul Bingham, also won the Pacific Asia Travel Association's Young Tourism Professional Award in 2003
- In 2004 the company was the winner at the Skai International Ecotourism awards.

The Black Cat Group carries more than 100,000 people per annum in a range of modern vessels and employs approximately 23 full-time-equivalent staff

(<http://www.blackcat.co.nz/history.asp>, accessed 6 April 2005)

The Black Cat Group undertakes or supports the following conservation initiatives:

- a) Contribute a minimum of \$40,000 annually to conservation and community projects including:
 - The Black Cat Group shares the vision of restoring Quail Island to its natural state with the Quail Island Restoration Trust. They provide free transport to the Island for the Trust organiser and over 250 volunteers on tree planting days (at a retail value of \$2500).
 - Provides free transport for any marine researchers.
 - Sponsors the conservation awareness programme, Sea Week, with half-price trips for participants and provides many free prizes, e.g. stuffed Hector's dolphin souvenir products.

- Contributes approximately \$25,000 to the marine mammal research levy administered by the Department to research
- b) Sells photos on behalf of, and make cash donations to marine researchers.
- c) Advocates for the protection of Hector's dolphin and promotes ecotourism, for example:
- Advocacy against the electronic tagging of marine mammals by the Department of Conservation
 - Several weeks of time in environment court hearings opposing mussel farm developments in Akaroa Harbour
 - Local and international (Japan) advocacy for ecotourism, teaching other tourism operators how the protection of conservation values and tourism rely on one another.

4.2 White Heron Sanctuary Tours

White Heron Sanctuary Tours is located on the West Coast of the South Island. It is operated by Shirley and Ken Arnold who established the business in 1988. This is a small business employing approximately three and a half full-time-equivalent staff during the peak season.

The tour departs from the Whataroa township and takes approximately two to three hours. It consists of a short minibus ride to the river and then a jet boat ride for 20 minutes to a jetty inside the nature reserve. From the jetty, the tours traverse along a short boardwalk through native bush to a viewing hide where visitors can observe the birds. All tours are accompanied by a guide. Because of the nature reserve's high biodiversity values, entry to the reserve is restricted by permit. Ken Arnold holds formal delegation from the Department of Conservation to issue these permits. It is rare for anyone, other than a Departmental employee, to hold such a delegation.

While kotuku ngutu papa (royal spoonbill) and the kawapaka (little black shag) take advantage of this location to rear their young, it is the kotuku (white heron) that is undoubtedly the focus of the tour and these birds can be viewed as they nest in the swamp forests on the banks of the Waitangi Roto Stream. Tours to the white heron colony begin in

late October and run through to February/early March each year when the kotuku disperse from the colony.

Ken Arnold credits the colony and the business that has developed around this attraction with keeping the small township of Whataroa alive during the years between the sawmill closing and the more recent tourism boom, which has seen Whataroa develop as an overflow from the nearby tourism centre of Franz Joseph.

White Heron Sanctuary Tours undertakes or supports the following conservation initiatives:

- a) Ken has a contract with DOC to maintain 20 stoat traps to catch animal pests around the bird breeding colony. However, Ken maintains an additional 20 traps over and above the 20 required. All 40 traps are active in the field for longer (six months) and checked more frequently (once every three days) than required by the DOC contract. These traps have killed 41 stoats around the breeding colony in the 2004/05 breeding season.
- b) Contributes to weed control in the area.
- c) Ken's ability to provide controlled access into this sensitive site, through the entry permit system, has allowed DOC to save \$20,000 - \$30,000 annually in wardens' salaries.

4.3 Kiwi Encounter – Conservation in Action

Kiwi Encounter is part of the Rainbow Springs Nature Park in Rotorua and is owned by Shotover Jet Limited, a wholly owned subsidiary of Ngai Tahu Holdings Corporation Limited. The Kiwi Encounter attraction was opened in 2004.

Kiwi Encounter started as a voluntary conservation programme to test whether it was feasible to hatch kiwi eggs and hand raise the chicks in captivity. This was successful and the programme has grown. The kiwi eggs raised are sourced from the wild as part of 'project nest egg', the kiwi rearing programme sponsored by the Bank of New Zealand and run by the Department of Conservation. Once the birds grow to 1.2 kilograms in weight and can fend for themselves, they are released back to where their eggs were first sourced.

The conservation programme was very successful but started to cost considerable amounts of money as the company was asked by DOC if they could raise more and more chicks for

release back into the wild. Eventually, a business decision had to be made as to whether the company could continue to support the voluntary programme. It was decided to develop a ‘conservation in action’ visitor experience around the conservation programme to offset some of the costs.

The facility and guided tour are constructed in a manner that allows you to view eggs being incubated and young chicks being raised. There is a nocturnal house and an area where juvenile birds are acclimatised outdoors. The tour finishes in an exhibit room with displays that provide insight into kiwi, along with graphic pictures of the birds’ origins, unique and endearing characteristics, how kiwi live and the pests that threaten their survival.

Rainbow Springs employees approximately 37 full-time-equivalent staff, 11 of these staff are employed directly with Kiwi Encounter. Approximately 200,000 people visit Rainbow Springs per annum.

Rainbow Springs undertakes or supports the following conservation initiatives:

- a) Hatch and rear kiwi chicks for release back into the wild. The number of kiwi successfully raised since the programme first started is shown in Table 1.

Table 1: *Kiwi Incubation and Rearing at Kiwi Encounter*

Year	Kiwi Chicks Raised
1995	1
1996	3
1997	8
1998	1
1999	12
2000	15
2001	22
2002	25
2003	54
2004	Target 100

- b) Assist DOC to draw up the protocols for keeping kiwi in captivity (estimated at 100 hours of specialist staff time in 2004).
- c) Run an ‘egg candling’ course (testing for fertilised eggs). Course costs are supplemented by the Bank of New Zealand through their Kiwi Recovery Programme. This year’s course was two days long for 20 DOC staff, with an additional one-day

course for 'advanced' DOC staff. The three days of specialist training is offered at no cost to DOC staff.

- d) Over their 22 hectare reserve, Rainbow Springs control pest populations, for example:
- Fifteen mustelid traps that are checked daily
 - Six bait stations for rats
 - Two hours of rabbit shooting per week
 - Four Timms traps for ongoing possum control.

4.4 Waimangu Volcanic Valley

This thermal reserve attraction near Taupo has been open since 1886, after the eruption of Mount Tarawera altered the surrounding area, forming the seven craters that now make up the Waimangu Volcanic Valley. The attraction was operated by the Crown until 1981 when the running of the reserve was taken over by the commercial sector under a concession. Harvey James and his family have operated Waimangu Volcanic Valley since 1990. Today visitors can walk through the craters of the valley on a self-guided, two-hour walk and take the boat cruise on Lake Rotomahana to view the geothermal activity and unique botany. The tour starts and ends at the reserve entry point, which includes a visitor centre, retail sales and a café.

The concessionaire has won numerous awards recognising their tourism and environmental performance including:

- 2003 Bay of Plenty Sustainable Business Awards (medium sized business)
- New Zealand Tourism Awards 2003 and 2001 (Ecotourism)
- Service to the Environment Innovator Award 2001 and 2002
- Rotorua Best Visitor Related Business 1999
- Rotorua Business of the Year 1999.

The operation employs approximately 20 full-time staff during the peak season and up to 60,000 people visit the reserve each year. The following is an outline of the conservation actions undertaken or supported by Waimangu Volcanic Valley:

- a) Supports the ecological restoration of Patiti Island (12.8 hectares) located in Lake Rotomahana. They provide \$10,000, and 'in-kind' support for the weed control contractor (time and transport to the island) for weed control and pine tree removal
- b) Spends \$6,000 in and around the Waimangu Volcanic Reserve on possum control every two years
- c) Contributes to spraying pampas grass, eradicating willows, thistles and blackberry around the lake (undertaken jointly with DOC and iwi) and within the reserve (jointly by DOC and Waimangu Volcanic Valley staff)
- d) Removes approximately 200 wilding pine seedlings annually.

4.5 Wilderness Lodge Arthur's Pass

Ecologists Dr Gerry McSweeney and Anne Saunders own Wilderness Lodge Arthur's Pass which offers luxury accommodation near Arthur's Pass National Park. They also own a similar lodge located at Lake Moeraki on the West Coast. The wilderness lodges were explicitly developed to show that ecotourism can contribute to the economy and also protect the environment through nature conservation programmes.

The focus of this case study was the Wilderness Lodge Arthur's Pass which opened in 1997 and is based on the Cora Lynn Sheep Station. The lodge operation is open for 10 months of the year. Approximately ten full-time-equivalent staff are employed in the lodge over the peak period (November to March) and two additional staff are employed on the farm.

The lodge has 24 rooms, a restaurant, lounge, library and theatre most often used for evening nature talks. A network of nature walks was established around the lodge and clients can book for a day of activities with a naturalist guide that includes walks in the nearby national park, Kura Tawhiti and canoeing on nearby lakes such as Lake Pearson/Moana Rua, a local wildlife refuge aimed at protecting the crested grebe.

Several awards have been won by the lodge and farming operation, including the New Zealand Travel Incorporated, Top 10 accommodation award (2004) and the Gallagher Innovation Award for Nature Protection on a Farm (March 2004).

A characteristic of conservation work associated with the Wilderness Lodge Arthur's Pass is the involvement of clients in some of the conservation programmes. Wilderness Lodge Arthur's Pass undertakes or supports the following conservation initiatives:

a) Conservation efforts on the farm and around the lodge include:

- Half of the 2400 hectare property has been excluded from grazing by ten kilometres of fencing that protects beech forest and the Broad Stream river catchment area that contains endangered plants and 50 hectares of shrubland.
- Two wetlands (Misery Swamp and Horrible Bog) have also been fenced, costing \$15,000, with a \$3,000 subsidy from Environment Canterbury.
- Approximately 100 hectares contains native matagouri forest that has been retained as a model of indigenous shelter for sheep during the lambing season.
- A pest control programme over 500 hectares aimed at enhancing the bird and insect life and protecting threatened plant species such as the red and yellow mistletoe that has been running since 1997. Pest control exists in the form of 50 bait stations targeting possum, stoats and mice – the cost of this pest control is estimated by Gerry to be approximately \$5,000 per annum. Clients help check bait stations twice a week with approximately five clients per trip. This initiative has been so successful that the pest control has recently been extended into neighbouring public conservation lands with local community involvement.
- Clients also help with the propagation of red and yellow mistletoe into the beech forest. Gerry believes the property has the largest specimens of native mistletoe in Canterbury.
- Weed control (introduced European broom and American conifers) is also undertaken within the 'reserve' areas of the farm by farm staff and guides, when not guiding.
- Hare shooting by staff – 372 hares have been shot over the last 12 months – to reduce their grazing on shrubs and beech seedlings.
- Possum control has been extended over the last two years over the entire Broad Stream Catchment area. The possum and hare control has allowed for the propagation of beech and fuchsia seedlings into this area. Fuchsia is a vital nectar and fruit plant for native birds and insects that was previously eaten by stock.

b) Local conservation work, off the farm and on nearby public conservation lands.

- Wilding pine seedling control on public conservation lands – last year Gerry guided 256 clients in Craigieburn Forest Park. In his tour he tells his clients about the values and threats that wildings represent. In a friendly competition, each client is asked to pull out seedlings for approximately 20 minutes. In that time clients pull out an average of 10 seedlings each and he sometimes finds it hard to stop them once they start. This represents 2560 wilding pines pulled while Gerry charges his clients \$88 per day for the guided tour. DOC and other land managers pay to have this conservation threat removed.
 - Last year Gerry and his guides took 400 clients to view Crested Grebes on Lake Pearson/Moana Rua. Subject to weather, staff and clients service approximately 20 stoat traps once every three days. These traps were purchased by the Wilderness Lodge at \$600 and are also maintained and serviced by a community project.
- c) Conservation Advocacy Work – Gerry believes that the conservation advocacy work he has undertaken contributes more significantly to conservation than the work above. Some examples of this work include:
- The protection of Lake Pearson/Moana Rua and the 27 crested grebes breeding here. Gerry estimates his time commitment for this campaign was approximately 20 days a year for five years.
 - Gerry has been the elected president of the Royal Forest and Bird Society 2001 and 2005. Since 1990 he has been one of four board members of the government's private land conservation protection body, the Nature Heritage Fund. He also recently travelled to Japan to run four ecotourism workshops hosted by the Mount Fuji Society (as did Paul Bingham).
 - Lobbying for and organising the purchase (via the Nature Heritage Fund) of 22,000 hectares of the Korowai/Torlesse Range. This area was subsequently declared New Zealand's first tussock land park in 2001.
 - The purchase via the Nature Heritage Fund of 8,000 hectares of Castle Hill Station. Working on this purchase took approximately 250 hours of Gerry's time over a four-month period.

Gerry is a well-known New Zealand conservation advocate and contributes significantly to conservation both through the eco-lodges and personally. When this was discussed during the interview, Gerry was clear, and even advocates to his clients, that it is the success of the

two lodges and patronage by his clients that afford him the ability to contribute to conservation personally, as a lodge owner and a farmer. In the interview process Gerry made the following point:

...the most important contribution to conservation we make isn't messing round controlling wilding pines or poisoning possums, it's actually existing and existing profitably. The reason I say that is because it's the role model and the role model is absolutely crucial if we can demonstrate that business with a strong conservation philosophy is able to successfully operate in the natural environment, whether it be rainforest or the high country ...I say that because in fact we are right at the crunch point now of needing to show that conservation does pay its way.... That has some requirements; one is that we do it, the second is that we have a public awareness responsibility to show that we do it, and the third is that we have an advocacy role where we encourage others to do what we're doing and create a climate where there is support for conservation. (Dr Gerry McSweeney, 2004).

4.6 Milford Sound Lodge

Milford Sound Lodge offers backpacker-style accommodation and has been operating for many years. The current owners took over the lodge in 2000, and up until then the lodge had a poor reputation in the travel media, such as the lonely planet guidebook (pers comm. Kluken 2004). The current owners have made considerable progress on revitalising the establishment. The lodge is located in Milford Sound and accommodates 92 people plus campervans and caravans. The company employs approximately eight full-time-equivalent staff.

Milford Sound Lodge maintains 10 stoat traps along a local walking track. These traps are maintained mostly through the summer months but two staff members are so passionate about the work that they maintain them over the winter months as well. Traps are checked every two weeks. This work is sometimes built into the staff rosters and at other times is undertaken by staff during their time off.

4.7 Real Journeys

Real Journeys is one of New Zealand's largest tourism enterprises. In 2004 the company celebrated fifty years of operating since Les and Olive Hutchins founded the operation on Lake Manapouri in 1954. The company remains a privately-owned family business and is currently under the leadership of Dave Hawkey, and guided by a board of directors. Operational bases are maintained in Te Anau, Milford, Manapouri and Queenstown.

The company operates a wide range of activities including: daytime, overnight, and multi-day discovery cruises in Fiordland and to Stewart Island, glow worm cave tours, coach connections between the Southern Lakes and Fiordland, cruises on Lake Wakatipu and flight-seeing options to Fiordland from the Southern Lakes that link with daytime and overnight cruises. The range of excursions is extended further through Real Journey's joint ventures with other tourism operators such as Queenstown Rafting (50 percent joint ownership) and Milford Track Day Walks (operated in conjunction with Trips n Tramps).

At the height of the visitor season, the company employs approximately 400 staff. The company has won the New Zealand Tourism Award, Supreme Award in 1991 and 1996.

Real Journeys undertakes or supports the following conservation initiatives:

- a) The Les Hutchins Conservation Foundation receives \$1 per visitor who undertakes the company's Doubtful Sound excursions. The fund operates by building capital and allocating the interest, generally \$50,000 per annum, for school camps, underprivileged children's visits to Fiordland and to conservation projects. Recent examples include:
 - Dolphin research in Doubtful Sound
 - A grant of \$5,000 to the Royal Forest and Bird Protection Society for interpretative panels at significant conservation sites in Southland.
 - Wilding pine removal
 - Financial contribution to upgrade walks and interpretation on Ulva Island (off Stewart Island)
 - Financial contribution to reintroduce Campbell Island Teal Duck to predator free Campbell Island in New Zealand's Sub-Antarctic Islands

- b) Stoat trapping – staff maintain in their own time six stoat traps in the Milford Sound area (this combines with other operators’ efforts in the same area, for example Milford Sound Lodge).
- c) Mystery auctions on the discovery cruise for items such as bottles of local sand. On a recent trip, one of the prizes was for a couple to spend the next day helping DOC to transfer endangered birds, mohua and saddleback, to a predator-free island by helicopter. The auctions raised \$7,000 which more than paid for the aircraft time.
- d) Assist with protecting New Zealand’s endangered whio (blue duck) by donating \$10 per person for those independent (non-commercial) walkers of the Milford Track who pre-book a Milford Sound Cruise with Real Journeys.
- e) The Environment Southland Coastal clean-up programme with donations for aircraft time valued at approximately \$2,500 and plus the vessel Milford Wander as an accommodation base for 10 days.
- f) The Milford Development Authority (49 percent shareholding by Real Journeys and 49 percent by Tourism Holdings Limited) jointly funded \$100,000 for the development of a new walkway and interpretation at Milford Sound.
- g) Logistic and human resource support for the DOC summer visitor programme at Te Anau Caves.
- h) The company founder Les Hutchins and his son and previous manager Bryan Hutchins have served on the New Zealand Conservation Authority which advises the Department of Conservation on policy matters at a national level.
- i) The company’s marketing manager, Robin Jebson, has been a former member of the Otago Conservation Board and is a current member of the New Zealand Conservation Authority.
- j) The Department of Conservation and Environment Southland conservation awards are sponsored to the value of \$1000 per annum.
- k) Trips for local community groups – valued in excess of \$150,000 per annum.
- l) Assisting the protection of the Fiordland Crested Penguin through stoat trapping at a number of sites such as Harrison Cove, Anita Bay, Peanut Rock, Penguin Cove and the mouth of the Sinbad River. Altogether this represents 26 tunnels and each tunnel contains two traps. The traps and tunnels were purchased by Real Journeys with approximately six hours of paid staff time and boat time to service the traps. Traps are checked once a fortnight over summer months and once a month over winter months.

4.8 Other Examples of Conservation Actions by Tourism Operators

There are other conservation actions undertaken by operators in New Zealand that have not been included in this study because of time and resource constraints. Examples of these are presented to highlight the range of conservation actions and methods that are being undertaken by tourism operators in New Zealand.

Conservation holidays are a means by which one operator, Catlins Wildlife Trekkers, has been able to cater for those who have such a strong conservation ethic that they want to undertake conservation work in their holiday time. The conservation holidays run by this operator contribute to a variety of conservation projects, including native forest restoration, trail maintenance and restoration of yellow-eyed penguin habitats.

(<http://homepages.ihug.co.nz/~Scatlinw/wb.htm>, accessed 25/7/05)

An innovative and recently launched example of fundraising is provided by Tourism Holdings Limited (THL). This concessionaire has worked with British Petroleum (BP) to develop the THL-BP Eco Card. THL own the campervan rental companies Maui, Britz and Backpacker Rentals, operating throughout New Zealand and Australia. Under this scheme, BP donates one cent for every litre of petrol or diesel sold to travellers who present the card when they purchase fuel. THL will then match BP's contribution and all funds are paid into the THL-BP Charitable Trust for distribution to environmental projects. The trust aims to raise \$200,000 annually to help protect New Zealand's rare species, native forests and marine environments (http://www.maui.co.nz/home/Page.aspx?page_id=1278, accessed 25/7/05).

Another way for operators to contribute to conservation in New Zealand is through the New Zealand National Parks and Conservation Foundation. The Foundation provides an independent mechanism for companies to provide sponsorship funding that is then aligned to priority conservation projects or research. An example of a concessionaire involved with the foundation is Southern Wilderness New Zealand who are currently listed by the Foundation as a 'dawn chorus' supporter. This involves a donation of between \$3,000 and \$5,000 (<http://www.nationalparks.org.nz/chorus/sponsors.cfm>, accessed 25/7/05).

Another tourism operator (but not a concessionaire) that participates in fund raising activities is the Mount Cook Hotel Collection. This operation consists of four hotels owned by Chris Black. This operator donates a percentage of revenue for every bed night sold. The operator hopes to raise \$50,000 per annum to assist breeding programmes for threatened kaki/black stilt which are run by local DOC staff (per. comm. Chris Black, 15/6/05).

4.9 Chapter Summary

This chapter has profiled each tourism concessionaire that was studied during this research. A summary of the conservation actions undertaken by each operator has been provided and this addresses the first study aim for this research.

The case study's highlight the varying size of the contributions, from maintaining six stoat traps through to the Les Hutchins Conservation Foundation granting \$50,000 annually for local conservation projects. Furthermore, these case studies highlight that many of the conservation actions may cost little, are creative, still make a significant contribution to conservation and add to the experience of the visitor, for example, the Real Journey's mystery auctions and the wilding pine seedling removal by Wilderness Lodge Arthur's Pass.

There is another important contribution that tourism operators make to conservation that is not included within the scope of this study but which should be recognised. This is the contribution that operators made to conservation advocacy and awareness through their guiding and interpretation activities (refer to Chapter Six). It is difficult to quantify the impact of this on all visitors that participate in all these activities.

Considered collectively, the conservation actions presented above represent considerable effort that is assisting New Zealand's overall conservation effort. As New Zealand tourism continues to specialise on its '100% clean green' image and international visitors continue to be more discerning, the potential to involve more tourism activities directly in conservation action has the potential to increase. However, before this potential can be realised it is first necessary to understand why operators are participating in conservation. For example, what motivates them, what are the benefits they obtain, and what would

encourage other operators to become involved in the preservation of New Zealand's biodiversity? These questions will be examined in the following three chapters.

Chapter Five – Demand Motivations for Conservation Action

5.0 Introduction

The demand side perspective of Weaver's (2001) model is represented by a segment of visitors who seek an ecotourism experience different from the mass tourism experience. The 'interactive traveller', as defined in Chapter Two, is an example of a visitor seeking an ecotourism experience. Weaver's model suggests that these ecotourism visitors have the ability to influence the ecotourism product through their own values, preferences and ultimately their buying power. This chapter examines first, the growth in society's awareness of environmental issues and subsequent demand for ecotourism. Second, it examines whether increasing environmental performance demands by visitors have been a dominant factor leading operators to undertake conservation work. Third, the role of advertising conservation actions, to attract the discerning traveller to the ecotourism product is examined.

The study did not collect data from clients because the focus was on understanding the operator's motives and the factors that influence the operator to participate in conservation. Existing data from New Zealand studies is also used in this chapter, such as Higham and Carr (2002), Gonaver (2003) and Tourism New Zealand (2005).

5.1 Environmental Awareness and Ecotourism

5.1.1 Growing Environmental Awareness

Society's values in relation to environmental awareness and an appreciation of the natural environment are changing (Weaver, 2001; Kirk et al. 2004). Holden (2000) suggests issues that emerged in the 1980s such as climate change, the destruction of rainforests and a damaged ozone layer, have had a profound effect, making people think about their activities, their purchasing behaviours and the impact of these decisions on the natural environment.

Consumers with growing environmental awareness, realised that they could shape products and services through their demand, for example, in 1988 the *Green Consumer Guide*

became Britain's best-selling book (Holden, 2000). Some companies paid a high price for ignoring growing consumer concerns about the impact of their activities. For example, when Shell, the world's largest oil company, proposed to sink a retired oil rig at the bottom of the North Sea, subsequent boycotts of the company's service stations for three months in Germany resulted in 30 percent less income. Consumers and their buying power subsequently forced Shell to reverse its plans (Holden, 2000).

Other companies such as the Body Shop were quick to capitalise on this new market of environmentally attuned consumers whose purchasing decisions were driven in part by environmental and ethical considerations. This resulted in the Body Shop's rapid world wide expansion through the 1980s and 1990s (Holden 2000).

5.1.2 Environmental Awareness and Its Impact on Ecotourism in New Zealand

The growth in environmental awareness coincides with a corresponding increase in demand for the ecotourism product (Hawkins and Lamoureux, in Weaver 2001). This is also evident by the growth in consumers purchasing of 'green' products (Lemos & Giacomucci, 2002) and the growth of private conservation reserves (Langholz & Brandon, in Weaver, 2001). The operators in this study have observed increased environmental awareness from their clients that has led to a greater appreciation of nature, uncrowded spaces and the type of tourism product that New Zealand has to offer. One operator stated:

I think it's a society thing. Life is getting busier and the buildings are getting taller, traffic jams are getting longer, and people are starting to really appreciate nature. Probably New Zealanders always have, but now others are, too. I think the '100% Pure' position of New Zealand leads on to that sort of experience quite nicely. When you've lived offshore and you come back here, it's something else, it's just so different and unspoilt. Marine mammals and ecotourism link in with that very collectively ... People understand more, they're more aware, they have more appreciation.

Dowling (in Weaver, 2001) suggests that ecotourism in New Zealand is in its infancy, that demand for nature-based activities is high and he argues that the industry is demand led. The idea that ecotourism, both in New Zealand and overseas, is in the early stages of

evolution is also supported by McKercher (1998), who notes that a decade ago, ecotourism was a niche product that appealed to a particular, and limited, market segment. Using Stanley Plog's psychographic profile of tourists, this meant that the ecotourism product was frequented by 'allocentric' travellers. Now the New Zealand tourism product is more mainstream, appealing to a wider market segment of 'near allocentric' and even 'mid centric' visitors. Two operators discussed how these emerging trends in society have affected the businesses they run.

When they started [parents], they didn't even know how often we'd see the dolphins. In the old promotional material, dolphins were hardly mentioned, it wasn't that big a deal in the 80s. No one knew much about them, and there wasn't that much of an interest anyway. Whalewatch [Kaikoura] was only just starting then. Since the 90s there's been a whole surge of interest in nature tourism.

...it's also an international phenomenon [ecotourism] that's happening internationally around tourism in most countries, not just New Zealand. We know that New Zealand tourism hinges primarily on its landscape and its natural beauty. People's expectations now to what they will see and do is quite different than they would have expected twenty years ago. It all just evolves.

5.1.3 The Environmental Values of New Zealand's Ecotourists

When visitors to New Zealand ecotourism operations were profiled by Higham and Carr (2001) they found that of the 967 people surveyed, European nationalities emerged as the most significant market segment (n=418) with New Zealanders (n=273) and North Americans (n=185), well in front of Australians (n=48) and Asian visitors (n=25). It is interesting to note that Australians, the largest segment of visitors to New Zealand, have such a disproportionately low profile frequenting our ecotourism products. Visitors to ecotourism operations in New Zealand were well educated, generally between the ages of 25 and 34 or over 55 and were either employed full time or retired. Over one third of the visitors were already members of an environmental organisation such as Green Peace. In the case of visitors to the Wilderness Lodge Arthur's Pass, two thirds of visitors were members of environmental organisations (Gonaver, 2003). Eighty percent of the sample indicated that they intended to visit multiple ecotourism destinations while on their visit to New Zealand (Higham and Carr 2001).

When their environmental beliefs were examined, Higham and Carr (2001) reported that visitors to New Zealand ecotourism operations display a predominant ecocentric / biocentric philosophy of ‘balance of nature’ and ‘limits to growth’ (Table 2). This finding was consistent with a similar study undertaken in the Virgin Islands that reported a dominant anthropocentric philosophy of ‘humans over nature’ (Uysal et al. 1994; cited Higham and Carr, 2001; Thapa & Graefe, 2003). This helps to confirm that visitors to New Zealand ecotourism operations are concerned about and value the natural environment. Higham and Carr (2001) go on to suggest that the prevalence of ecocentric philosophical values should be recognised by operators when they are developing and delivering their product and seeking to achieve higher levels of visitor satisfaction. Therefore, clients to ecotourism operations in New Zealand appear to fit the profile of the green consumer.

Table 2: Two Opposing Paradigms Relating to Environmental Values

<p>ecocentric/biocentric philosophy</p>	<p>Philosophy that all things in the biosphere have an equal intrinsic value and an equal right to exist. Advocate practice of little intervention, placement of high values on natural resources, no use or responsible use and very small numbers of tourists. Measures of natural value related to undisturbedness, naturalness and completeness. Ecocentric philosophy complies with preservationist view of resource protection.</p>
<p>anthropocentric philosophy</p>	<p>Dominant philosophy of the Western World. Implies that nature can be conceived only from the perspective of human values. Humankind determines the form and function of nature within human societies. Anthropocentric philosophy may support views of conservation or exploitation, intervention in the management of nature and high levels of access to natural areas.</p>

Sourced from Higham and Carr (2001:30)

These findings are important for tourism in New Zealand. They reinforce the value of operators undertaking conservation work to meet or exceed the expectations of visitors. As Higham and Car (2001:31) suggest:

...findings indicate widespread interests in conservation and the natural environment which are most readily pursued when undertaking leisure travel. Pro-environmental behaviours were generally reported within the sample, the prevalence of European nationals, and the high level of environmental behaviours that they reported is a noteworthy aspect of the ecotourism visitor profile in New Zealand.

The profile of ecotourism visitors studied by Gonaver (2003) and Higham and Carr (2001) is similar to Tourism New Zealand's (TNZ's) target market, defined by TNZ as the 'interactive traveller'. They have the same age profile, come from the same countries and research their travel destinations thoroughly before their visit. The interactive traveller chooses to visit New Zealand primarily for the scenery and natural wonders, they like activities (such as ecotourism activities) that showcase New Zealand's beauty. Activities that offer scenery, interaction, education, a friendly guide and small party sizes are more appealing. They want to participate in activities rather than be a spectator and they prefer an authentic experience (www.tourisminfo.govt.nz accessed 30/5/05). It could be argued that the interactive traveller and those visitors studied by Higham and Carr (2001) are likely to have similar attitudes toward the environment. It also could be argued that, as TNZ continue their marketing to attract this visitor, the value of the authentic ecotourism experiences will become increasingly important, especially one that contributes to conservation.

Figure 3 illustrates visitors' levels of interest in the environment and how this relates to the activities they undertake.

Figure 3 – Tourist Types Based on Their Interest in the Environment

[Third party copyright holder permission to reproduce figure not obtained]

Sourced from Holden (2000:197).

The activities of concessionaires examined in this study, the profile of visitors to other New Zealand ecotourism operations (Higham and Carr 2001) and the profile of the interactive traveller, fit the top three tiers of Figure 3. With regard to this current study, it is suggested that the clients of Wilderness Lodge Arthur's Pass, Kiwi Encounter Real Journeys, White Heron Sanctuary Tours, Waimangu Volcanic Valley and The Black Cat Wildlife Cruises (with the exception of dolphin swimming) are consistent with the 'eco-aware' level in Figure 3. Accommodation at Milford Lodge and Akaroa's swimming with dolphins are consistent with the 'users' in Figure 3.

Section 5.2 has explored society's growing environmental awareness and how this has steadily driven consumers to be more aware of the choices they make and the type of experience they seek while on holiday. This has affected the shape and development of ecotourism, especially where the product is '*demand led*' in locations like New Zealand and where visitors to ecotourism operations have such strong environmental values. But has this led operators to undertake conservation work? This is discussed below.

5.2 Visitor Demands for Conservation Action

There can be little doubt that changing societal values have been a dominant factor shaping the ecotourism product but has this driven operators to undertake conservation work? One author suggests not:

...tourists are not currently demanding environmentally responsible tourism practices, there is no reason to focus discussions and initiatives regarding environmental responsibility around ecotourism in preference to any other form of tourism, unless ecotourism offers the greatest potential for improvement, or the best display of green practices. (Blamey, cited Weaver 2001:19).

In contrast, other authors claim that visitors make purchasing decisions based on their perception of the products impact on the environment (Lemos & Giacomucci, 2002; Higham and Carr 2002; and McKercher, 1998). Furthermore, this study and others found that visitors are often willing to pay more for an environmentally responsible tourism product or that clients ‘feel good’ when they learn that a proportion of their ticket price has gone into a conservation programme (Holden, 2000; Kirk et al. 2004). For example, Harvey James, from Waimangu Volcanic Valley, noted that visitors were becoming more discerning, wanting businesses to be more socially and environmentally responsible. He believed that visitors to New Zealand, and to Waimangu Volcanic Valley, came for a boutique experience, not for a ‘warehouse’ tourism experience. Harvey James believed that on this basis he could effectively charge a premium for his environmentally responsible product. Market research from another operator also suggested this:

It seems to be the European market who're into that sort of stuff – they seem to really care about the environment. We did some research a while ago asking people if they would be prepared to pay more if we were environmentally certified, and generally they said yes. (Paul Bingham).

European visitors from the continent are the most likely to ask operators to improve their environmental performance or make their purchase decisions based on perceived environmental performance (Kirk et al. 2004). The environmental awareness of the European market segment is able to influence and drive operators to improve their

environmental performance. A case study of the German-based company Touristik Union International, who sell holidays to over five million clients per annum, found that the company's environmental ethic was in part due to ... *"a pragmatic business decision to respond to the market demands of the German tourism market"* (Holden, 2000:150).

However, care should be exercised when interpreting these results as other authors (Weaver, 2001; Kirk et al. 2004) have also found that while some clients will purchase on the basis of how green the product is, it is still a relatively small segment of tourists who make their purchasing decisions along these lines. One of the main criticisms of the industry being demand led is that while many visitors are now environmentally aware and like the 'feel good' factor of knowing that an operation reduces their impact on the environment (Gonaver, 2003; Higham and Carr 2001), few are willing to actually purchase their experience based solely on the environmental performance of the operator. As an example, of 32 visitors studied at the Wilderness Lodge Arthur's Pass, only three made the decision to visit the lodge based on its environmental philosophy. However, once at the lodge, patrons found the environmental philosophy of the operator to be an 'added bonus'(Gonaver, 2003). Factors such as price or the quality of the product can influence the purchaser's decision over environmental performance. One of the operators in this study had experienced this.

From a marketing point of view, no, Green Globe was not noticeable. Although people do talk about it on the tour, about how part of the fare is going into the conservation work. A bit of a 'feel-good' factor.

Of the seven operators interviewed in this study, six indicated their clients were generally environmentally aware. Of these six, five of the operators believed that their clients were either supportive of the operators' conservation work, and/or visitors would either pay more for an environmental friendly product (see Chapter Six), or make some part of their purchasing decision based on the perception of how green the operators' products were. There is enough evidence to suggest that the demands and values of visitors are at least reinforcing the need for tourism operators to improve their environmental performance and that many visitors are particularly interested in conservation. Two operators noted:

A lot of our travellers these days are into conservation, natural history, wilderness areas, protection, and they want to understand – it's all part of the trip.

The people doing this tour are keen on birds or conservation – bird people are keen on conservation at any rate – so they're all interested in nature, basically.

While clients may be supportive of conservation actions, appreciate and even pay more for an environmentally sound experience, this study has found little evidence to suggest that demand from visitors was motivating operators to undertake conservation work. The exception is Kiwi Experience who, because of their clients' willingness to pay, invested in their conservation actions and created a tourism product from this work. This has allowed them to expand the market and continue with their conservation actions. The evolution of this conservation work into a unique tourism product is best summed up by manager of the business:

I don't think they [previous owners] were excited about the longevity of that [raising kiwi chicks] at all. The first year they got one egg, the second year they got two eggs and the third they got eight. It wasn't planned to have longevity, it was just a trial to see what might happen. Nobody had ever tested it so we were the guinea pigs really.... The decision had to be made as to whether this facility could continue to absorb the costs of being involved in the [project nest egg] programme, or make a conscious decision to see if they could commercialise the programme. We had to make a strategic decision around that. That year we got in excess of 38 eggs...most people came to this facility to see kiwi that we had on display. So we just carried on asking a whole lot of questions, like, what would you be prepared to pay to see a kiwi? Would you like to see what we do with the kiwi programme? It certainly seemed to be something that people were definitely interested in, and we know that in tourism, conservation and natural heritage attractions are going to be the next growth area in tourism around the world ...We did a lot of surveys, we did a lot of market research to see if turning that into a commercial entity would work and survive, and that it was deemed capable of not only being a conservation success, but also a commercial success. Hence the reason for the investment.

Market demand has ensured the conservation work at Kiwi Encounter can continue. The conservation action initiated by this operator is now the tourism product offered to visitors. The operator used market research to determine if their visitors would be interested in a tourism product based around conservation of kiwi. The operator's commitment to conservation has grown and this work is now reliant on the income of the tourism experience that it has helped to create.

Visitor demand has shaped the conservation product offered by Kiwi Encounter and it continues to be a force shaping the tourism product in New Zealand. However, with the exception of this operator, the results of this study suggest that operators themselves do not feel that the demands made by their visitors are a significant driving factor requiring or encouraging them to undertake conservation work.

Another means of testing this is by examining the operators' own advertising material. If visitor demand was motivating operators to participate in conservation then this would be prominently reflected in the operators' promotional material.

5.3 Advertising and Promotional Material

As part of this study the advertising material of each company was reviewed to assess whether the company was using their conservation actions as a competitive advantage to attract visitors to their operation.

Table 3: Conservation Action Promotion

Operator	Brochure		Website		Discussed On Tour	
	Dominant feature	Subtly mentioned	Dominant feature	Subtly mentioned	Yes	No
The Black Cat Group		✓		✓	✓	
White Heron Sanctuary Tours	-	-	-	-	✓*	
Kiwi Encounter	✓		✓		✓	
Waimangu Volcanic Valley		✓		✓	✓***	
Arthur's Pass Wilderness Lodge				✓	✓	
Milford Lodge	-	-	-	-	-	-
Real Journeys		✓		✓	✓****	

*Discussed only when conversations with visitors moves in this direction; **Self guide booklet; *** Standard but only on some tours.

Table 3 shows that conservation actions were not a dominate feature in operators' advertising material (i.e. either on their front page of their brochure, website or in large bolded letters for emphasis). However, the fact that conservation actions were even mentioned, even subtly, attests to operators' awareness that visitors appreciate knowing that the concessionaire is putting something back into the environment.

A possible explanation of why operators are not using their conservation actions more in their advertising may be to avoid 'green wash' marketing concerns. One study in the USA found 47 percent of consumers thought that the environmental claims made by many companies are just a marketing gimmick (Holden, 2000). This concern emerged from operators in the current study. When operators were asked why they didn't advertise their conservation actions more, to obtain a market advantage, many expressed concerns similar to Dave Hawkey:

It [conservation work] is good for business, without a doubt, but not in a commercial crass type way, which is why it's not blazoned all over everything. We just get on and do it, and credibility of it, comes through our staff onto our visitors.

A lot of our visitors don't know about this until they've gone on one or other of our cruises for example. (Dave Hawkey).

Because of consumer confusion about what marketing to trust, Holden (2000) suggests that independent schemes are necessary to verify the product that is being advertised. This has led to the emergence of certification schemes such as Green Globe 21 and the International Standards Organisation's series of accreditation programmes. However, these brands struggle to survive because they are either too costly for the operator, they do not penetrate far enough into the industry for land managers to have enough confidence in them or consumer awareness of the brand is not great enough to influence consumer purchasing (Weaver, 2001; Thompson, 2004). Despite joining an environmental accreditation scheme many businesses registered no increase in their business as a result, attesting to some of the challenges facing such schemes (Kirk, 2004). As an example, in the current study those that had won tourism awards or were Qualmark or Green Globe 21 accredited did display this prominently in their promotional material. However, of the seven operators only two of these were members of Green Globe 21.

Kirk et al. (2004) also notes that operators have a strong perception that environmental credentials would attract more business or at least strengthen their market niche. Other research has shown that a relationship exists between consumer choice and environmental performance (Gustin and Weaver, 1996; cited Kirk et al. 2004) and it has already been shown that visitors appear willing to pay more for a concessionaire that has a proactive approach toward environmental protection.

5.4. Chapter Summary

This chapter has described how green consumerism has become established as an integral component of the consumer market and how this environmental awareness has helped to grow and shape ecotourism in New Zealand. Given the 'interactive traveller' profile of visitors being attracted to New Zealand, the environmental performance of tourism operators will come under increasing consumer scrutiny to ensure that the experience does not impact on the natural or recreational environment. Operators will need to not only minimise their impacts, but clients will also want an authentic ecotourism experience that

may include an operator being able to demonstrate their commitment to looking after the resource upon which the business and visitor experience is dependent.

This chapter found that conservation actions are not demanded by visitors and that this is not yet motivating operators to participate in conservation. However, growing environmental awareness among visitors may see them use their purchasing power to improve operators' environmental performance in the future. With the development of tourism conservation experiences like that promoted by Kiwi Encounter, the market demands of visitors will continue to play an increasing role in shaping the New Zealand tourism product.

The conservation actions of operators provide visitors with a 'feel good' factor that helps to ensure that visitor satisfaction remains high. This study has found that the conservation actions of the seven concessionaires were not being used as a form of green wash. The conservation actions of concessionaires will ensure that the tourism experience remains authentic and keeps pace with the growing environmental performance expectations of our visitors.

Unless the changing consumer patterns are matched by the supply side perspective the ecotourism ideal of the Ecotourism Ideal model cannot be obtained (Weaver, 2001). Moreover, to be sustainable, conservation actions need to benefit conservation, the visitor experience and the business.

If demand side reasons are unable to explain why operators undertake conservation work, then there must be some other rationale or value that drives operators to undertake this contribution to conservation. In the hope of finding an answer to the question of '*why do operators undertake conservation work?*' the benefits that conservation action can bring to the supply side of tourism are explored in the next chapter.

Chapter Six – Supply Motivations for Conservation Action

6.0 Introduction

The supply side perspective of Weaver's (2001) Ideal Ecotourism model represents the influence of the operator and their ability to create a new product, for a new market that is then stimulated by marketing and advertising. This chapter will discuss the supply side motivations that help to explain why operators contribute to conservation.

Conservation actions can impose costs on a business as well as provide benefits. Understanding the benefits conservation actions bring to a business helps to explain why some operators undertake this work. Findings from this research revealed four key questions relating to supply side motivations. First, do concessionaires consider that their conservation actions contribute to their overall business success and why? Second, have industry accreditation schemes or awards fostered or impeded local conservation initiatives? Third, are there links between conservation actions and the quality of interpretation offered to visitors? Fourth, was the decision to 'go green' by operators undertaken just as a pragmatic means to exploit a new and greener market niche? These four questions form the basis of this chapter and are outlined below.

6.1 Conservation and Business Success

Operators were asked if the conservation actions that they undertook contributed to their overall business success. In six of the seven cases the answer was affirmative. The one negative response reported:

Interviewer: "Do you think the conservation work that you're doing contributes to your business success at all?"

Interviewee: "No, and I don't think it's necessary to promote that as part of the business. In fact I think it's an embarrassment that we don't do more."

The interview revealed the main reason behind this response; that as the only budget accommodation option in Milford, the lodge is full most of the time and on many days they turn customers away. Regardless of whether they undertook conservation work, the business was still operating at or near capacity, even without promoting their contributions to conservation. The manager of the operation stated that they would like to give more back to the environment in which they operated. However, the busy nature of the operation constrains their ability to do so.

The symbiotic nature of conservation action and business success was clearly evident in other responses:

Yes, the two [business success and conservation actions] are very closely linked, almost inter-linked, they each hold each other.

It's sort of a hand-in-hand; it's a combination of being responsible.

Although the conservation actions of one operation benefit conservation and the business, the motivations for this are focused primarily toward commercial outcomes:

It [conservation] was the vehicle for us being able to be commercially viable, commercially successful.

Some of the operators believed that the conservation actions they undertook were an investment in the future of their business:

It's a commitment. The company looks at things long-term. Les was an incredibly visionary person by looking for things and opportunities round the corner when no one else did. It is good for business, without a doubt, but not in a commercial crass type way.

How much is hard to quantify, but it comes back to being like an investment for the future.

Aside from an investment in the future, other reasons were also given to help explain the business benefits of conservation actions:

It [conservation actions] certainly helps, because as you're in there [the nature reserve] with people they go away and tell others, you know, this is a great trip, well worth the money. I don't know how much or how you'd gauge that, but it certainly does help [the business]. I think it helps the Department as well.

The marketing benefits that conservation actions afforded were also given as a reason why another operator believed that these actions contributed to their business success. This concessionaire also suggested that their conservation work rewarded their business because the quality of the environment was enhanced through their commitment to conservation. This allowed them to charge a premium price for their product. This finding highlights a clear link between undertaking conservation work, improving the quality of the product offered to clients and the value, or ticket price, that the operator can charge. Visitors are ready to pay for quality, including quality of the environment in which the activity takes place (Gonaver, 2003; Eagles et. al., 2002). At first, this finding appears to contradict the result presented in Chapter Five that visitors do not yet purchase a product based solely on their perceived environmental performance (Weaver, 2001). However, visitors are clearly prepared to pay more for quality and authenticity. Moreover, while clients may not pay more just for improved environmental performance, this does not appear to inhibit operators charging more.

Of the seven operators interviewed, four believed that one of the main business benefits of their conservation actions was to provide clients with a 'feel good factor', so that clients could take away the impression that they had undertaken a worthwhile activity, but that by doing so, they had also contributed to the protection of a valuable conservation resource:

We did the same on our guided walks picking up rubbish on the beach. There's a sense of making the world a better place. ...When you come right back to the role of this lodge, yes there are specific, practical projects which we involve our people where either they practically do stuff, they give support or they have the feel-good factor of knowing they're part of making things better.

The take-away, feel good factor was very evident at the end of the one tour when the guide stated that the fee we paid actually contributed to specific conservation work. At this point in the tour the guide went on to thank visitors, not for participating in the tour, as is usually the case, but for the contribution clients made to the conservation programme (this was one of the tours where the guide was unaware that a DOC staff member/researcher was present). The ‘feel good factor’ was mentioned by another operator:

... people do talk about it on the tour, about how part of the fare is going into the conservation work. A bit of a feel-good factor.

The research revealed that the importance of the conservation actions to the business and the product they offer varies. Six of the seven operators clearly considered that undertaking conservation work is either a core part of their product or that it adds value to their product. The positioning of the operation along the spectrum in Figure 4 was based on the business’s reliance on their conservation actions, and whether the conservation actions contributed nothing, a little, or a lot to the product that the operator offered to their clients. For example, Kiwi Encounter’s product was their conservation work, without their ‘*conservation in action*’ there is no product. At the other end of the spectrum was Milford Sound Lodge. Although they wished they could undertake more conservation work, their operation was not reliant on this work for their business success. The reliance of each of these businesses on their conservation actions can be mapped along a spectrum as illustrated below in Figure 4 below.

Figure 4 – Reliance of Businesses on Conservation Actions

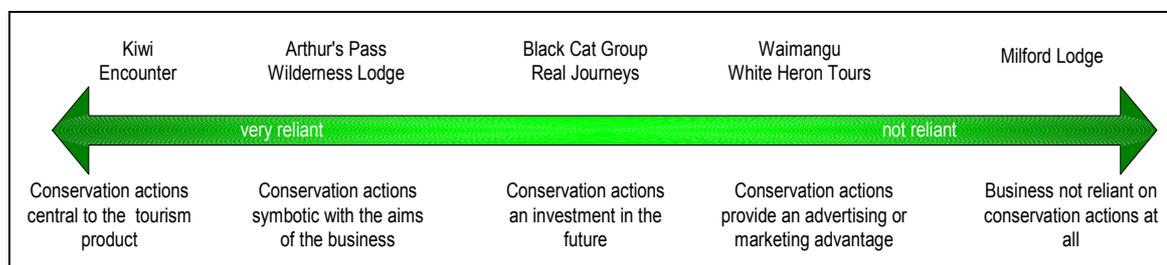


Figure 4 demonstrates each business’s reliance on its own conservation actions. This does not demonstrate the operators’ own personal values or commitment in relation to these conservation actions, which will be discussed in Chapter Seven.

6.2 The Influence of Industry Accreditation Schemes

Interviewees were asked questions relating to tourism industry accreditation/certification in order to ascertain whether there was a relationship between conservation actions and accreditation. For example, did the requirement to contribute to conservation in the Green Globe 21 International Ecotourism Standard (2004) and for Qualmark, encourage or lead operators to undertake conservation work?

Of the operators interviewed, not all were convinced of the need to have accreditation such as Green Globe 21 or Qualmark:

I think people do it as a way to promote their business, and as I said, we don't need to promote this business – we're the only option."

A few of the operators in this study felt that these schemes distracted them from running their business. Operators studied in Scotland who joined the Green Tourism Business Scheme did not notice an increase in business as result of joining the scheme and becoming accredited (Kirk et. al, 2004). Some commentators suggests that if a business sector, such as ecotourism has a discerning group of clients then the sector needs to make sure that it has effective performance standards (Issaverdis, 2001). With regard to this current study, there was little evidence from the interviewees to suggest that industry certification standards influenced whether or not an operator undertook conservation work. Two operators stated:

I looked at Green Globe – we entered into a few tourism awards earlier, but all of them looked to me as though you had to push your own barrow saying how good you were and everything to get recognition and I've maintained that if you're doing a good job someone should be able to find you in the system and they should award you for doing it.

We've investigated Green Globe but we're fairly disenchanted with them, and with Qualmark, in terms of accreditation. We could see what the costs were, but we couldn't see the benefits. ... The cynic in me says it's almost a green wash because it doesn't acknowledge anything like advocacy – it's a selfish accreditation.

They're more interested in what you do with the tin can than whether you save the forest.

Others believed that Qualmark, and particularly Green Globe 21, certification does offer something more than just a marketing advantage with their clients and that it contributes to some of the energy-saving and cost-reduction measures that they have put in place as part of the certification programme:

We are in the process of Green Globe; we've invested for the last three years and we've got our first audit after Christmas. We've got mixed feelings about them. There is huge potential internationally, but they're just not servicing properly in New Zealand...Green Globe certainly gives us cost benefits in the benchmarking process and it makes us feel good having professional accreditation and personally it makes me, the individual, feel as if I am doing something more than the next guy, around Green Globe in particular, not so much Qualmark, which is more of a marketing benefit than a sustainability benefit.

One of the operators did recognise that obtaining Green Globe 21 accreditation was beneficial and acted as a catalyst for some of their local conservation initiatives.

We supply our performance indicators to Green Globe which measure how much energy we've used per person, and how much waste we've produced, how many people we employ locally, and various other things. That basically created something which led us on to more of the local projects. I think that the local stuff is more important than the global stuff. If it came down to a choice, we'd go with local.

Contrary to the finding above, another operator was very clear in their response to the question of “*did the certification scheme you had prompt the conservation work you do?*”

No. We were doing conservation work long before accreditation schemes.

One of the operators has Green Globe 21 and Qualmark certification, and has also participated in a local sustainable business charter and won a New Zealand Tourism Award,

yet the manager believed that these initiatives did not drive them to undertake their conservation work. However, these awards and schemes did recognise the conservation actions they were undertaking.

From this material it can be seen that while certification, at best, may be a factor that encourages the operator to undertake more environmentally sustainable practices, it does not appear to be the primary driver motivating the industry to undertake conservation work.

6.3 Interpretation and Conservation

We determined that it had to be an educational experience as well as a conservation experience. We knew that personalised guiding was critical.

The quote from one of the operators in this study represents the central role that guiding and interpretation can play in the visitor experience. Interpretation has the ability to enhance the visitor experience, raise awareness and alter visitors' behaviour, helping to mitigate visitor impacts and contribute more broadly by fostering support for further conservation initiatives (Eagles et. al, 2002; Weiler & Ham, 2001). High-quality interpretation is particularly important for the interactive traveller who is seeking to engage with New Zealand's wildlife, scenery and landscapes, as discussed in Chapter Five (TNZ, 2005).

The conservation advocacy potential of concessionaires has been recognised for some time (Buckley, 2003; Eagles et. al, 2002; Weiler & Ham, 2001). Quality, themed interpretation can be considered as a contribution to conservation action in its own right (although not part of this study – refer to section 1.2). The operators in this study also recognise the conservation advocacy potential they provide:

If I was the Director-General [of conservation] I'd be hammering the use of concessionaires to spread the conservation message. It's also a basic way to raise the profile of the Department. You could have a thousand business advocates out there. It's a good way for DOC to build positive relationships with the concessionaires. There wouldn't be that many concessionaires who wouldn't look favourably on that kind of concept.

Another study on one of operators used in this current study also found that interpretation may assist conservation (Gonaver, 2003:129):

Interpretation employed at the site [Wilderness Lodge Arthur's Pass] resulted in an increase in environmental awareness. It was reported that this awareness occurred through gaining knowledge about New Zealand's environment during guided activities and through simply spending time in nature.

The results of this current study indicate two means by which conservation actions and interpretation are linked. First, conservation actions undertaken by operators and their staff benefit the interpretation offered by guides and therefore the quality of the product that is delivered to the visitor. Second, quality interpretation can engage the visitor in direct conservation actions and further support for conservation either immediately or when the visitor has returned home. This study has not examined this latter role of interpretation, so the following discussion is focused on whether or not interpretation and the visitor experience can benefit from conservation actions.

An Australian study surveyed 295 ecotourists over 23 diverse guided day tours and found that while most visitors were complimentary of their guide's performance, visitors were most critical of the lack or incorrectness of conservation themes imparted by guides. This finding suggests that guides are falling short of their ability to deliver a) a highly satisfactory experience and b) impart a strong conservation message or theme as expected by the visitor (Weiler & Crabtree, 1998 cited Weiler & Ham, 2001).

Of the seven operators interviewed in this current study, four believed that the conservation work that their guides undertook benefited the quality of the interpretation that they then offered to their clients.

Keeping the interpretation offered to visitors fresh, alive and passionate was an important, but perhaps unplanned, benefit of staff involvement in conservation cited by Real Journeys. In this case, the operator's staff are involved in a stoat trapping programme, so when it comes time to discuss conservation values and threats with visitors, staff have first-hand conservation knowledge and ownership of the issue, helping to make them passionate

interpreters. At another operation, the belief that staff had in their conservation recovery programme also made the staff passionate interpreters:

It makes them better guides because the people that come through this facility can see and share that enthusiasm and passion... we charge a premium to be guided through that facility, and we know that without the guided experience that would be a very flat [experience].

When operators were asked if they thought there was any link between the conservation advocacy that their guides delivered and their clients' support for conservation, five of the operators believed that there was:

People understand more, they're more aware, they have more appreciation. A lot of that is looking – visually is the most effective tool, seeing what we're trying to protect. We tell the story: this is what they are, this is what they're about.

How do we measure success? We get a lot of letters from our guests about how we made them think. Some of them have changed their lifestyles. We can really change people's approach.

The visitor experience and the quality of the interpretation on one guided tour evoked these words in the visitor book at Kiwi Experience...

Very cool, I learned so much about kiwi, you do wonderful work, keep it up, thank you. (Overseas visitor).

Great informative tour, so reassuring that you can help revert some of the damage we have done. (New Zealand visitor).

Keep working hard, save the kiwi please!!! (New Zealand visitor.)

These research findings suggest that there is a positive relationship between the conservation action that an operator undertakes and the quality of the interpretation and visitor experience that a business can provide to its clients. Australian research

demonstrates that visitors expect guides to deliver accurate interpretation on conservation issues (Weiler & Crabtree 1998 cited Weiler & Ham 2001). Therefore, if an operator undertakes conservation work involving their guides, and possibly even their clients, then this can contribute to the quality of the interpretation. Conservation actions can therefore enhance the quality of the visitor experience, benefiting both the operator and conservation, by contributing to conservation advocacy outcomes.

Figure 5 has been developed to suggest a means by which conservation actions can benefit a business and how this in turn may engender further support for conservation.

Figure 5 – Relationship Model Between Conservation, Interpretation and Business Success

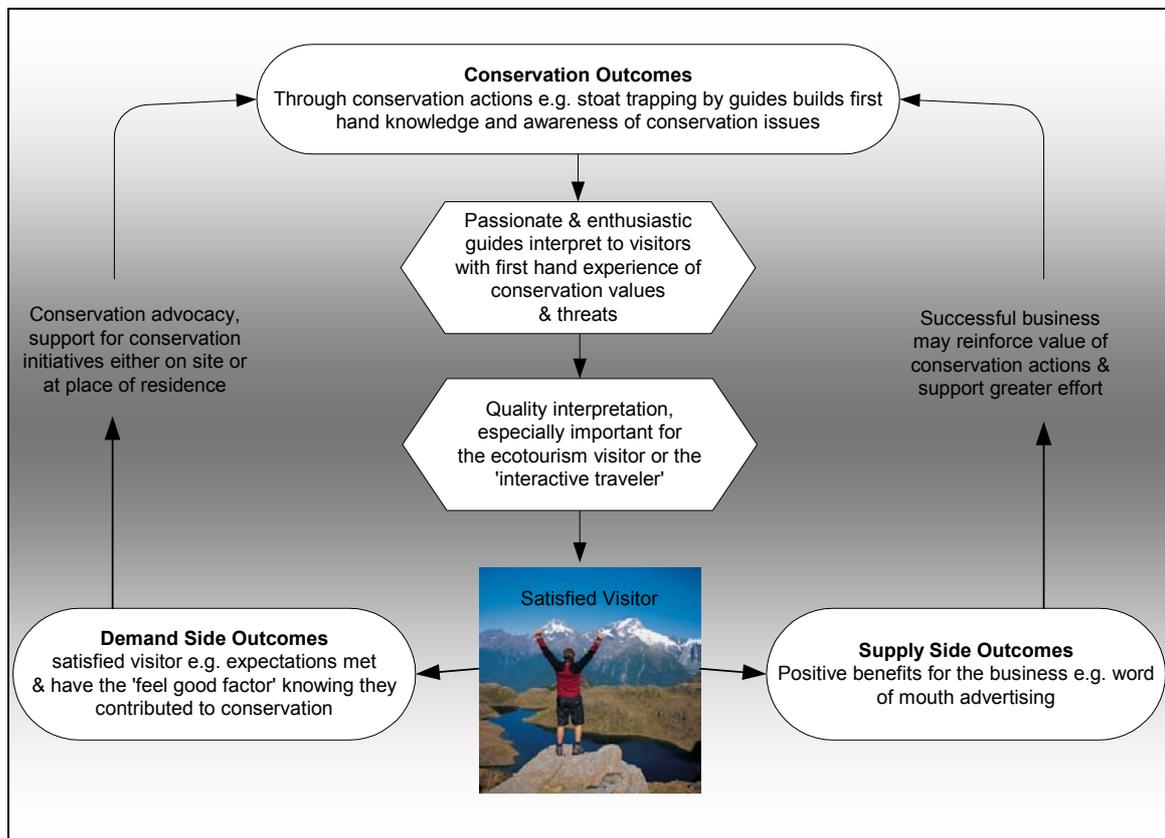


Photo Credit: Miles Holden

Figure 5 shows the connection between conservation actions, interpretation, the benefits to the visitor experience and the potential benefit to business and conservation. The up arrows on each side of the diagram illustrate that successful interpretation can provide a feedback loop that may foster conservation support, either through the concessionaire or directly by the visitor. The operators from this study implicitly applying this model include Kiwi

Encounter, Real Journeys and Wilderness Lodge Arthur's Pass. Possible examples include White Heron Sanctuary Tours and the Black Cat Group.

6.4 'Going Green' for a New Market Niche

Several authors have found that 'going green' was a means for operators to grow and strengthen their market niche in an increasingly competitive business environment (Holden, 2000; Kirk et al. 2004). One of the most notable examples is Body Shop which formulated its product range around natural products that were not tested on animals. When operators in Scotland were surveyed as to their motivations for joining an environmental accreditation scheme, creating or strengthening their market niche was a clear factor that emerged from the results (Kirk et al. 2004).

Using their conservation work to create a new market niche or strengthen an existing market niche did not appear to be a major factor motivating operators in this study to participate in conservation. Only one of the seven operators surveyed mentioned this as a motivating factor. Rainbow Springs was already involved in conservation work but the growth and success of their kiwi rearing work allowed them to take the next step, creating a new commercial product, Kiwi Encounter, which strengthened and complemented the traditional product range offered at the facility.

6.5 Chapter Summary

The purpose of this chapter was to explore the business benefits or supply side motivations that may explain why an operator would contribute to conservation. This was necessary in order to determine whether extrinsic commercial reasons were the main justification motivating operators' decisions on whether or not to undertake conservation work.

The results of this study revealed that six of the seven operators thought that their conservation actions contributed to their business success. Reasons given for this include:

- conservation actions being completely interlinked with the product offered to clients
- conservation actions were the vehicle for being commercially viable

- conservation actions were an investment in the future of the resource on which the operation is reliant
- conservation actions could provide advertising and marketing benefits
- conservation actions provide visitors with an additional ‘feel good’ factor.

Operators perceived that conservation actions involving guides or clients also benefited the quality of interpretation offered to increasingly discerning visitors.

When the relationship between accreditation schemes and conservation actions was examined it was found that, at best, these schemes may be a factor that encourages an operator to adopt more environmentally sustainable practices. However, it does not appear to be the primary factor motivating operators to undertake conservation work.

Finally, this chapter explored whether the decision to ‘go green’ by operators was undertaken just as a pragmatic means to exploit a new and greener market niche. The data gathered indicated that this generally was not the case as only one operator had, by economic necessity, developed a tourism product from their conservation work.

This chapter has revealed that operators believe their conservation actions make good business sense, at least in the long term. Supply side reasons do appear to be a motivating factor that leads operators to undertake this work.

While extrinsic supply and demand side reasons for undertaking conservation work are evident in this study, data from this study have revealed there are other important factors motivating conservation actions that do not fit easily into Weavers (2001) demand and supply side model. These factors are discussed in Chapter Seven.

Chapter Seven – Intrinsic Motivations for Conservation Actions

7.0 Introduction

Using the conceptual framework provided by Weaver's (2001) Ecotourism Ideal model, Chapters Five and Six examined the demand and supply side motives, which may explain why concessionaires want to participate directly in conservation. These extrinsic factors provided insight, helping to provide some explanation, but results from this study indicate that there are also other 'intrinsic' or ethical factors that influence operators and their actions. Findings reveal that these intrinsic factors can be summarised into three broad areas. The first area relates to the operators' desire to be a leader in their field. The second area relates to ethical reasons, looking after the resource for no other reason than the desire to ensure that the inherent conservation values remain protected. The third area relates to staff values and their influence on an operator's motivation for undertaking conservation actions.

Underpinning and driving these three rationales is a primary theme – operator values. The values held by each operator are ultimately the motivating factors that underpin all extrinsic and intrinsic reasons for undertaking conservation action. This chapter examines the values held by the case study businesses, the influence of leadership, ethics and staff values and how these factors may shape the motivations of an operator to participate in conservation. Finally, the role of DOC staff and whether their actions have contributed to operators being involved in conservation is outlined.

7.1 Company and Operator Values

Another study found an association between the business's identity, its environmental performance and the values of the owner, to the extent that businesses reflected the values of the owner (Kirk et al. 2004). The conservation actions of the concessionaires involved in this study reflects the values they hold. The values of the operator and their staff are also reflected in the company values. Five of the seven businesses studied openly expressed

commitment to conservation in the company mission statements, their company's philosophy or their product name. Four examples include:

Kiwi Encounter – Conservation in Action.

(www.rainbownz.co.nz/naturepark/kiwi.asp, accessed 9/7/05).

Primary Mission: To obtain national and international recognition and protection for the Waimangu Geothermal System. To obtain national and international recognition for our leadership in Sustainable Management ... Environmental: To provide interpretation and conservation, meeting present needs while preserving and enhancing Waimangu for future generations.

(www.waimangu.co.nz/sustainability/page1.htm, accessed 9/7/05).

Our Philosophy: Real Journeys is privileged to operate in a spectacular part of New Zealand where the company is also engaged in a number of initiatives to safeguard the environment. (www.realjourneys.co.nz, accessed 9/7/05).

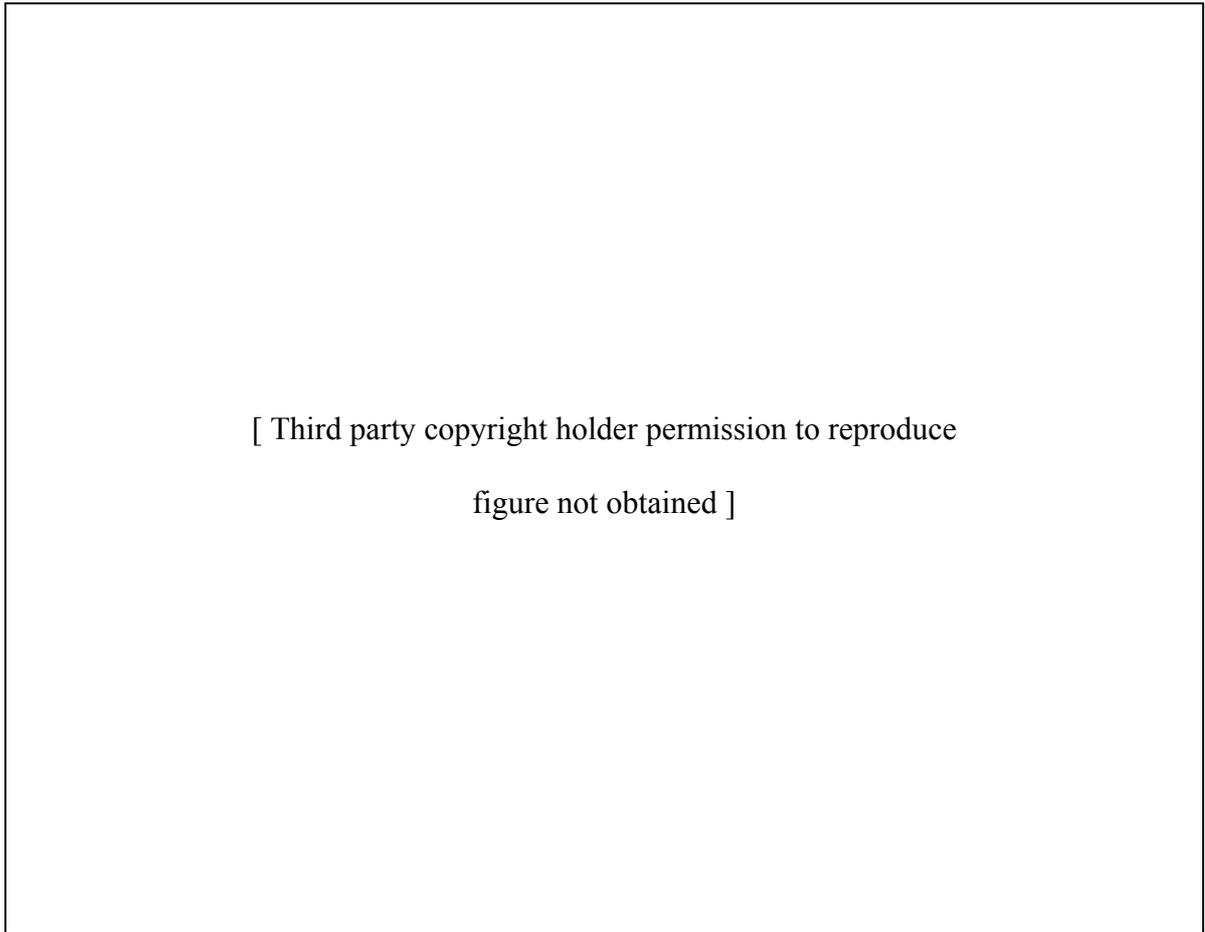
Mission: At Black Cat Group we deliver world-class customer experiences in high quality vessels. A respect for the environment and safety underpins everything we do. (Black Cat Business Plan 2004-2005).

The environmental commitment of these five companies goes further than their mission statement. It flows through into other sections of the business plans, highlighting that an environmental ethic is one of the central values of the company:

Out of that vision we have a mission which is a bit more direct. Under that, which is where your interest will come in, is our values, one of which is high-quality environmental industry leadership.

Some of the companies have expressed their values in explicit detail. In the case of Waimangu Volcanic Valley, this follows on from a detailed environmental policy statement and strategy. Figure 6 below illustrates the personal values of Harvey James, the chief executive officer (CEO) of the company, and how these values affect the company and its relationship with external interests.

Figure 6 – Environmental Values of Waimangu Volcanic Valley



[Third party copyright holder permission to reproduce
figure not obtained]

Source: Waimangu Volcanic Valley Sustainable Development Report,
(www.waimangu.co.nz/sustainability/page1.htm, accessed 9/7/05).

The personal values of the operators are reflected in the company's values. The expression of both personal and company support for conservation are further reinforced by the actions of these operators.

7.2 Industry Leadership, Demonstration and Extension

Five of the seven operators examined in this study felt that they should be, or already were, leaders in their field. As a '*good corporate citizen*' it was up to them to demonstrate to their peers and local communities that their business could contribute to conservation.

Three of the operators interviewed hoped that their environmental philosophy would set a good example for other operators to follow:

I guess the other thing is that we feel like we should be leaders. ... If we don't do it, no one would - I'm sure about that. We have, as part of our values, this thing that we want to be industry leaders and environmental leaders. I suppose it comes from something a bit higher up; we want to create a world class business, and world class businesses have got a really good environmental track record. We want respect in the industry, and I don't think you can do that without the old triple bottom line. In a nutshell, one: it makes commercial sense two: we've got a real bond and link with the dolphins three: we're the leaders and if we don't do it, no one else will, and we want to do it.

This approach was extended further by the Wilderness Lodge Arthur's Pass, whose environmental philosophy was the driver for setting up the business primarily to demonstrate that conservation could be good for business, providing jobs and income for rural communities (Gonaver, 2003).

Three of the companies studied believed that it wasn't just good enough to undertake conservation work and demonstrate to others that it could be done. These three operators believed that they had a further responsibility to 'extend' this work by assisting others:

Doing it, showing that we're doing it, and then what I call extension – encouraging others to do it and encouraging conservation. That's the most important thing we do. In the context of doing it, there are some local contributions we make.

Three of the seven operators interviewed hoped that the conservation actions they undertook would lead to recognition that they were a responsible corporate citizen. Social responsibility and recognition also emerged as an important dimension for operators in Scotland, motivating them to improve their environmental performance (Kirk et al. 2004). Socially and environmentally responsible behaviours are driven by a complex set of motives; they cannot be attributed solely to economic factors (Kirk et al. 2004). This was reinforced by this study's findings. Two operators commented that:

From a community point of view it [conservation action] helps with our reputation as a good corporate operator, and that has a feel good factor about it which makes it nicer for us. I think it makes the staff feel better about their jobs, too.

It's great for Ngai Tahu, who are our parent company, to be recognised as being an entity that gives back to the land. It's good for their profile, for sure, and it's good for Shotover Jet's profile.

Other examples illustrating the leadership and 'demonstration' motive include Paul Bingham's Environment Court action to protect Akaroa Harbour, and Paul Bingham and Gerry McSweeney's visits to Japan to run workshops on ecotourism best practice. Refer to Chapter Four for further examples.

One operator revealed that the demonstration effect of his tourism operation and the economic value that this brought to the local community had been responsible for a change in the community's attitude toward conservation.

There were a few die-hard locals out there that hated DOC for reasons they didn't even know – and didn't care about the heron colony – and would now say it's the best thing for this town, and it is, it's unique, the only place in New Zealand. Whataroa should be able to hang onto it forever and a day. (Ken Arnold).

7.3 Ethical Rationale for Conservation Actions

Even if it doesn't contribute on a commercial basis, that's not such a bad thing because at least we're doing something for the species and educating people. Down the line that's got to help.

This quote encapsulates an operator's intrinsic motivations that drive their desire to contribute to conservation. This section presents evidence from the study about why operators felt, ethically, it was important to contribute to conservation.

An observation made during the interview process was that most operators started by justifying their conservation actions with extrinsic rationale, such as they could use it in

their advertising material or looking after the resource was an investment in the future of their business. These motives are all relevant but further probing started to reveal more intrinsic ethically based motives that lay behind the extrinsic justifications.

7.3.1 Protecting Conservation Values

All seven of the operators interviewed felt that protecting conservation values was important work to which they could contribute. Furthermore, all the operators interviewed articulated that protecting conservation values was enough of a motive in its own right and did not require any further justification or reasoning. Some examples of this are:

I don't think it's profitability. I think if we didn't do any of the conservation work we'd still get our profit, it would be the same amount regardless. It's not a commercially driven motivation, although we've got an eye on the future ... we need to protect what we've got, otherwise five years down the track it's going to be ruined. ...The main factor for us is to protect something so that it's sustainable.

The environmental interest comes first; that's possibly different from others [operators].

We're doing it in part and parcel of our natural life, and that I want to look after the area. I don't want anything to go wrong in there, we just do it.

These comments are typical of the comments made by the operators and reflect their beliefs that contributing to conservation is important regardless of the extrinsic benefits that may accrue to their businesses. Of note from the findings of this study is that the conservation actions undertaken cost the businesses in time, human or financial resources. The fact that operators are willing to contribute is testament to the finding that there are more than just extrinsic business reasons motivating operators.

7.3.2 Sharing Their Passion for Conservation

Operators also realise that their conservation actions need to extend beyond the tangible conservation work. The concessionaires have linked the importance of their conservation actions with conservation advocacy, in the same way that the Department of Conservation has. For example, most operators use interpretation as a means of enhancing or enriching

the visitor experience by informing the visitor about native flora and fauna, geology, history and the interesting stories of the area. However, protected natural area management agencies usually go a step further, using interpretation as a means to teach and raise awareness of conservation issues. They focus on the conservation challenges, not just the values and by presenting management issues such as weed and pest control and discussing threats to conservation, protect natural area agencies, seek to engender visitors' support for conservation and ensure that they minimise their impact. After taking five tours, talking to the operators and guides, it was evident that these operators were also extending the role of interpretation and using it as a conservation advocacy tool. This was evident in the interviews:

There's a quote I like by Jacques Cousteau, "We will protect what we love." That's exactly what we do. All that stuff he did with Calypso and the underwater reef, no one knew anything about it before he started filming down there. I see a definite parallel here: 100,000 people out to watch Hector's dolphins, and that helps create much more wide-scale awareness.

Endeavouring to educate the public about what we do here is important.

I have this very strong belief that it's not just about being sustainable and green and nice, it's also about education and it's also about putting something back.

The operators in this study clearly believe that conservation work is a worthy commitment for them and their business and that they also have an important part to play in advocating for conservation. But what is motivating these beliefs and values: why are they motivated this way? The results of this study indicate two possible motives. First, operators have a long personal association with the conservation values or areas themselves. Second, contributing to conservation makes the individual 'feel good' that they are 'putting something back' and looking after the resource.

7.3.3 Personal Association with the Conservation Values or the Area

Those involved in running ecotourism businesses are often small family-run businesses, or they at least start out this way. They are motivated by their enthusiasm for being in the natural environment and sharing it with others (Issaverdis, 2001; Hutchins, 1988). Four of

the operators involved in this study have had a long and ongoing commitment to the areas where they operate. Three of the operators stated that this has led them to form an attachment or bond with the conservation values that they see and interpret to others everyday:

When you spend 20 years of your life, like Mum and Dad have, out there with marine mammals, you tend to get some sort of link and co-operation, partnership with them. It would be unnatural not to form a bond, wouldn't it.

Well, first off, we, as children went into that area and saw the herons, so we used to go before DOC and before anything, we used to go down there fishing. We'd just flog the rowing boat and raft and have a look at them, and I always thought they were spectacular.

I think because he [Les Hutchins] really appreciated the beauty of the place, he wanted to share it with other people. He was heavily involved in the Lake Manapouri campaign [to protect the lake from being flooded for hydro development]. He had real vision and values for the company.

The long personal association of these operators, or their company founders, with the conservation values or areas reinforces the motive of these operators to act as a guardian of the resource.

7.3.4 A 'Feel Good' Factor for the Operator

Another intrinsic motive expressed by four of the seven operators related to the feeling that undertaking conservation work made them 'feel good' as they knew that they were contributing to something greater or 'putting something back'. This has been recognised in another study:

Greatly acknowledged by many were the psychological benefits (feel good factor, peace of mind) derived from doing one's bit. The existence of a correlation between one's psychological health or well being and one's intrinsic motivations has in fact long been demonstrated. (Kirk et al. 2004:122).

Five operators suggested that the conservation work they undertook not only contributed to an operator's own personal feeling of satisfaction, but it also contributed to job satisfaction for their staff:

There's a real sense of achievement, for sure, because they see the rewards for their efforts – it's alive and a living entity, a bird, a fish, a tuatara and so on. They can actually see that they are helping the survival of threatened and endangered species. We all get a lot of personal satisfaction from that.

That stoat trapping at Milford is all to do with the staff taking pride in the environment in which they work, which I think is really important, and that positively rubs off onto the visitor.

A list of 11 motives has been found to be common among volunteers involved in conservation programmes (Bell, 2003). A number of these motives also represent some of the intrinsic motives of the commercial operators interviewed for this current study. Figure 7 outlines these 11 motives and provides an indication of their relevance to the concessionaires involved in this study.

Figure 7 – Volunteer and Intrinsic Operator Motives for Involvement in Conservation

Motives Expressed by Volunteers for Participating in Conservation (Bell, 2003)	Motive Expressed By One or More of the Operators in this Study
For enjoyment, recreation (the opportunity to spend time in attractive outdoor settings) or personal interest in the environment	Yes
Because of personal concern for the environment/conservation	Yes
A desire to improve the environment for the future so that future generations can enjoy it	Yes, but not necessarily for future generations
Improving an amenity for volunteers or others to use either now or in the future	No
To contribute to the community they live, work and play in (to give something back)	Yes, demonstrate responsible corporate citizen
To assist the Department of Conservation to achieve its objectives	No
To make people aware of conservation issues and to teach others about conservation	Yes
A chance to learn new skills and increase personal knowledge and awareness	No
For work experience for career or study/to keep mentally stimulated and physically fit/for a sense of achievement	No
To socialise, meet people with the same interests, to develop a sense of group identity, for companionship	No
To improve the link between the Department of Conservation and the community	No

There are some intrinsic motives that were expressed by operators that are not listed by the volunteers in Bell's (2003) survey. These relate to a) leadership, extension and the desire to demonstrate to other operators and the community that conservation is important, b) that the operator wants to be recognised and seen as a good corporate citizen and c) 'putting something back' or the 'feel good' factor, which increases job satisfaction for both staff and operators. These motives are presented in detail in Chapter Eight.

A study undertaken by Ytterhus and Aasebio (1996) found that as the size of the business increased it lessened the likelihood that the business would adopt environmentally sensitive practices. The premise given for this is that the values of the owner had less influence over a larger company than on a small company. Size did not appear to matter in this study. The commitment of large companies such as Real Journeys and others such as THL indicate that it is still possible for large companies to participate in conservation. In the case of Real Journeys the commitment to conservation is now even intergenerational – it

has been handed down from the company founder Les Hutchins, to his son and former CEO, Bryan Hutchins and then onto the new CEO, Dave Hawkey. If large organisations want to maintain or become involved in conservation then it is important that the values of the owner are reflected through the organisation's values and the values of the staff they employ.

The operators who participated in this study have an environmental ethic that motivates them to contribute to conservation for intrinsic reasons and this provides them and their staff with personal satisfaction. The next section examines the role and influence of staff and how they reinforce the operator's personal motivations for contributing to conservation.

7.4 Staff Values and Their Influence on Operators' Conservation Actions

The influence of employees has traditionally been overlooked as a motivator for operators increasing their commitment to improved environmental performance (Kirk et al. 2004). This study did not explicitly set out to understand the values and role of operators' staff in conservation initiatives but despite this, the role of staff in supporting conservation efforts emerged as a factor from five of the operators interviewed. Comments such as those below were typical from these five operators:

Another project that we currently do is our staff in Milford get involved with stoat trapping. They go round and check stoat traps on a regular basis. It's really good because it's good to get staff involved in those kinds of projects. A lot of staff who work for the company have really strong conservation interests, and some of them get involved in doing volunteer work for DOC.

Certainly this last summer, maybe with the exception of one, the majority of our staff have very strong belief systems in regard to environmental management ... We do the stoat programme, predominately only in the summer months. In the winter we do some – [employee name] is passionate about it.

Another operator believed that his staff were very motivated and took great pride in doing conservation work. Their passion, pride and conservation knowledge contributed to the considerable ownership that his staff felt for the area in which they operated.

In one case staff also demonstrated their conservation ethic by ensuring that the operation minimised its effect on the environment:

We wash our wetsuits out with detergent, which you've got to do, it's like disinfectant. One of guides was upset that the drain went straight into the water; she didn't know it was biodegradable, but she was still upset that she thought we were polluting the water. And that's good, that's awareness. Another example is one of our skippers noted that one of our dolphin boats was putting a lot of diesel fumes out, and he led the charge to improve the motors to cut the output. He pointed out that we're Green Globe and supposed to be an ecotourism operator. And of course those people [staff] out on the water have a pretty close link to the dolphins, they're really crossing their fingers that they're [the dolphins] going to turn up so they have to look after them. Everyone got involved in the satellite tagging thing too.

This study found no evidence that staff support for conservation initiatives was enough of a factor to initiate the conservation work of the operators themselves. However, staff support was a common factor reinforcing and strengthening the company's commitment to conservation. Furthermore, some staff actions suggested that they had similar values to their employer. When the contribution that conservation actions can make to staff satisfaction are considered in the context of a) the skill recruitment and retention problems of the tourism industry b) the benefits that conservation actions can provide to training and refreshing staff involved in providing interpretation services to visitors (see Chapter Six); then the environmental values of staff and their desire to work for a responsible operator represent a powerful intrinsic and extrinsic motive for an operator to undertake conservation work. Despite this, when operators were interviewed, none explicitly recognised these linkages. This area would benefit from further research.

7.5 Relationships with the Department of Conservation

Four of the seven operators involved in the study felt that their relationship with the Department of Conservation was a factor that contributed to their conservation actions. Of interest was the result that, at some stage, all of the operators have had a positive working relationship with DOC. This is not always easy to achieve when the Department is also the regulatory authority for granting and controlling concession activities on public

conservation lands. An example of how a positive relationship between DOC and a concessionaire has benefited conservation is provided by Waimangu Volcanic Valley. This operator wanted to build more walking tracks and restore parts of the geothermal area. Local DOC staff completed a restoration plan for the reserve and then helped with the work until DOC funds ran out and then the tourism operation and its staff continued with the conservation work. Harvey James stated that “*trust and a relationship with DOC was the essence*” that allowed for this successful partnership.

A second example of DOC and an operator working together for mutual benefit relates to an innovative fund raising technique used by Real Journeys. On the last night of their overnight boat trips in Fiordland and after some fine dining and wine, a mystery auction is held. The prizes are often items such as a bottle of sand from a beach they have visited. However, in one auction the prize was for two guests to spend the next day working with DOC staff to transfer protected birds from one island to a newly created predator-free island. Reports from Real Journeys CEO and DOC staff indicated that the two guests had an ‘amazing’ experience, flying in helicopters, working with protected species and conservation staff on remote islands in Fiordland (pers comm. Dave Hawkey, Real Journeys and Beth Masser, DOC, Te Anau 2004). Real Journeys gained credibility by being seen to work so closely with DOC and the funds raised by the auctions paid for the helicopter time to undertake the bird transfer.

This positive working relationship with DOC is a reoccurring theme, perhaps even a critical success factor assisting concessionaires to participate actively in conservation:

Interviewee: It was an opportunity that was given to us because of our success in advocacy around other species. DOC wanted to see if they could rear [kiwi] artificially and we volunteered. That was in association with [DOC’s] Tongariro Conservancy. We’ve probably got the best relationship with DOC within this area, we are probably top of their list.

Interviewer: Why do you think you had such a good relationship?

Interviewee: We have to. Our future hinges on us having a really good relationship with DOC. If the relationship got strained in any way, we could jeopardise a lot of

our concessions. It's no sweat off our nose to be as accommodating and obliging as possible, and they in turn do the same for us, so it's a really comfortable relationship.

Therefore, DOC staff can play an important role by fostering positive relationships with concessionaires, engendering operators' support for conservation, and if they are interested, assisting the operator with advice and support on how they may participate in conservation. DOC needs to be mindful of the leadership role that it can play in fostering tourism industry involvement in conservation. However, there is evidence from this study that the operators would like to do more conservation work and DOC could do more to encourage this:

We'd love to have weka here; we'd love to have robins. I'm only raising this because a little bit of encouragement would go a very long way. There's a lot of work within the community that's been lost.

Because the researcher is a DOC employee there is the potential for bias responses in this section. This is discussed further in section 3.3. However, bias is an unlikely factor in these results since concessionaires are very good at providing honest feedback to DOC staff, at all levels of the organisation, about DOC's performance or the relationship that it has with stakeholders such as concessionaires.

Concession activities that contribute to conservation assist DOC to meet its own biodiversity protection, recreation and appreciation mandate (DOC, 2004c). Therefore, DOC should do more at a local level to strengthen its relationship with concessionaires in order to maximise the conservation potential that the operators in this study have demonstrated.

7.6 Chapter Summary

This chapter has examined the intrinsic motivations that help to explain why operators are involved in conservation actions. The operators and their organisational values have been discussed. This study found that intrinsic motives could be grouped into three areas a) leadership, extension and demonstration rationale, b) ethical rationale, relating to looking after the resource to ensure that inherent conservation values remain protected and c) the

role of staff values as a possible motive for why operators undertake conservation work. Finally, the role that DOC plays in encouraging these conservation actions was considered.

The values of operators have indicated that they hold intrinsic motivations for supporting conservation. This is consistent with other studies which have found that both extrinsic and intrinsic motives were responsible for operators adopting environmentally sound business practices (Kirk et al. 2004; Sherriff, 2003; Sirakaya and McLellan, 1998).

An analysis of the interviews with operators found that the intrinsic motives may be more dominant than some of the extrinsic factors when considering the question of why concessionaires contribute to conservation. This finding is substantiated by a) operators undertaking conservation work well before they thought about the marketing, product development or accreditation reasons for doing so, b) that operators would be doing this work regardless of whether it assisted their business or not, c) that doing conservation work and educating their visitors made them and their staff 'feel good', contributing to their job satisfaction, d) this was the most common motive, being expressed by all the operators involved in this study, and e) the presence of conservation values in operators' corporate material.

When answering the question of why operators contribute to conservation, the findings of this study indicate that the operator's own personal values were the major factor motivating conservation actions. However, while the intrinsic, ethical and personal reasons are the main motivating factors, these do not exist in isolation from the demand and supply perspectives presented in Chapters Five and Six. For example, the values held by these operators are also reflected in the values of some staff and their clients, the interactive traveller. This finding is consistent with Weaver's (2001) model where demand and supply side perspectives equate to bring about the ecotourism 'ideal'.

The intrinsic factors motivating concessionaires to contribute to conservation will be summarised with the extrinsic rationale in the concluding chapter of this dissertation. This next chapter will also discuss the implications these findings have on both Weavers (2001) '*Ecotourism Ideal*' model and on the possible future of tourism in New Zealand.

Chapter Eight – Conclusion

8.0 Introduction

The two aims of this research were first, to find out what conservation actions a select group of concessionaires were undertaking and second, to understand why they are motivated to do this work. After grounding this study in the relevant literature (Chapter Two) and outlining the methodology used to undertake this research (Chapter Three), the conservation actions of seven concessionaires was presented in Chapter Four. Chapters Five, Six and Seven presented data explaining why concessionaires were motivated to contribute to conservation. Specifically, Chapter Five discussed the extrinsic, demand-side perspective and how increasingly, discerning environmental demands by visitors can shape the product offered by tourism operators in New Zealand. Understanding the business benefits provided insight into operators' extrinsic, supply-side motives for undertaking conservation work and this was discussed in Chapter Six. Chapter Seven presented the intrinsic motivations of concessionaires, examining their own values and conservation ethic before discussing the values of their staff and business.

The aim of this chapter is to summarise and integrate the findings from previous chapters. This chapter is presented in six sections, the first two sections focus on concluding the two research aims by summarising the contributions concessionaires make to conservation and why they are motivated to participate. The third section of this chapter discusses how the findings of this study apply to Weaver's (2001) model of the '*Ecotourism Ideal*'. Section four and five discuss the applicability of this study's results to the wider tourism industry and make recommendations on further areas of research. Section six concludes this study's findings.

8.1 Concessionaires' Contributions to Conservation

This section concludes the first study aim by presenting a summary and typology of the conservation actions undertaken by the seven operators examined in this research.

8.1.1 Typology of Conservation Actions

Figure 8 presents a typology of the conservation actions undertaken by the concessionaires examined in this study. The numbers of conservation actions undertaken by operators, with examples of the type of actions, are also presented in Figure 8.

Figure 8 – Typology of Conservation Actions Undertaken by Selected Concessionaires

	Action	Examples	No. Actions in Sample (n=7)
Fund Raising	Generating funds for conservation research	Marine mammal research levy, Les Hutchins Conservation Foundation, selling photos on behalf of researchers	3
	Generating funds for conservation projects*	Les Hutchins Conservation Foundation, mystery Auctions	4
Support	Sponsorship	Funds for conservation week, transport and prizes, complimentary trips	2
	In-kind support	Free transport for volunteers to tree planting days, transport for weed removal team	3
Conservation Mgmt	Advice, training & support to DOC	Egg fertility training courses for DOC staff, completion of kiwi raising protocols	1
	Assisting DOC's management of areas	Issuing of nature reserve entry permits	1
Biodiversity	Species enhancement	Propagating mistletoe, rearing kiwi, tree planting	5
	Weed & pest control	Stoat and possum trapping, hare shooting, bait stations & gorse removal	14
	Setting aside land for protection	Fencing off matagouri scrublands & wetlands from grazing stock	2
	Clean-ups	Fiordland Coastal clean up	3
Advocacy	Commitment to a conservation organisation	Conservation Board and NZ Conservation Authority membership, Royal Forest & Bird Society Leadership	4
	Interpretation, walks	Interpretation panels, contribution to building a new walkway	1
	Advocacy	Campaigns to protect species or areas, Environment Court appearances	2
	Extension	Invited to Japan to teach ecotourism	3

**The actions presented do not include the individual projects that fundraising has contributed to. For example, all the projects funded through the Les Hutchins Conservation Foundation are not counted in the numbers of actions presented in Figure 8.*

The conservation actions in Figure 8 are undertaken using a range of methods. Fundraising contributions are often easier and involve a per person charge incorporated into the purchase price of the tourism product. This is often channelled into some form of trust fund, or sometimes a research fund managed by DOC. The Les Hutchins Conservation Foundation, contributions by THL/BP and the Black Cat Group are examples of this. This has the added advertising and ‘feel good factor’ advantage for the visitor, as the client can see how they have contributed to looking after the resource that they have visited.

The New Zealand National Parks and Conservation Foundation provides a transparent mechanism for operators to make a financial contribution to conservation, but it has some disadvantages. Payment of a donation into a central fund is not based on the strong local relationships that appear to be such an important success factor encouraging operators in this study to participate in conservation. Furthermore, most operators may prefer to be involved in local projects that have more relevance to their operation, which they can either show or discuss with their clients. Local and relevant conservation projects are also likely to contribute to the authenticity of the tourism product, and possibly, to the visitor experience.

The typology highlights the popularity of biodiversity related conservation actions. This may be due to several factors such as the achievability of the actions, their cost effectiveness or the relatively non-specialised nature of the work. Biodiversity actions such as stoat trapping are also tangible. Operators can show their clients the traps and discuss how they work, presenting an opportunity to raise awareness of conservation issues in New Zealand. This does not imply that biodiversity actions of operators are more or less important than any other type of contribution, such as advocacy, it merely indicates the popularity of this type of contribution.

Other conservation methods involve operators and their staff providing both with personal job satisfaction by being able to ‘*give something back*’. Not all contributions need be expensive for the business. Some of the best examples in this study, such as the Wilderness Lodge’s wilding pine control with their clients or the mystery auctions conducted by Real Journeys, cost very little but still contribute significantly to conservation and benefit the operation by enriching the visitor experience.

8.2 Why Concessionaires Contribute to Conservation

This study's second research aim was to find out why concessionaires are motivated to participate in conservation. This was explored using Weaver's (2001) model of the '*Ecotourism Ideal*'. It was expected that demand and supply side rationale contained in Weaver's model would explain why operators were motivated to be involved in conservation. Despite this, the research methods revealed that behind the extrinsic demand and supply side rationale lay intrinsic environmental and ethical values motivating the desire of operators to contribute to conservation. Table 4 summarises the motivations of operators involved in this study.

Table 4: Summary of Selected Concessionaires' Motivations for Undertaking Conservation Actions

<ol style="list-style-type: none"> 1. Respond to visitors increasing interest in nature and the desire of visitors to see nature protected 2. Attract or strengthen a niche in a more environmentally conscious market 3. Use conservation actions in advertising material to attract clients (but be careful to avoid 'green wash') 4. Increase interpretation accuracy and conservation themes wanted by the interactive traveller 	Demand Side Motivations
<ol style="list-style-type: none"> 5. Charge a premium for either an environmentally sound, or high-quality, boutique product based on visitors' willingness to pay for quality or increased environmental performance 6. Increase visitor satisfaction with the 'extra bonus' or 'feel good factor' when visitors are informed that they have contributed to conservation e.g. via a proportion of their ticket price 7. Increase the authenticity and creditability of the ecotourism product 8. Increase competitive advantage over other operators by 'going the extra mile' 9. Contribute to completion of tourism accreditation schemes such as <i>Qualmark</i> and Green Globe 21. 10. Align with the '100% Pure' tourism product promoted by Tourism New Zealand 11. Create a new tourism product from conservation actions e.g. Kiwi Experience 12. Invest in the future, looking after the resource on which the business is dependent 13. Keep interpretation alive and relevant with first-hand knowledge, by involving guides in conservation actions 	Supply Side Motivations
<ol style="list-style-type: none"> 14. Demonstrate to other operators what should and can be done 15. Demonstrate to the community that the business is environmentally and ethically responsible 16. Increase job satisfaction of the operator and their staff by 'giving something back' 17. Attract and retain staff by providing outdoor conservation activities for staff who are otherwise involved in routine jobs – a chance to be involved in conservation 18. Demonstrate that conservation can be good for business i.e. conservation is the primary driver and tourism helps to pay for conservation 19. Assist in advocacy for conservation through interpretation and demonstration of actions 20. Commit to help look after the conservation resource 21. Strengthen relationships with DOC for intrinsic or extrinsic reasons 22. Obtain local, national or international recognition for the quality of the tourism product, including its contribution to protecting the environment 23. Align operators, staff, visitor and company values 	Ethically Driven Motivations

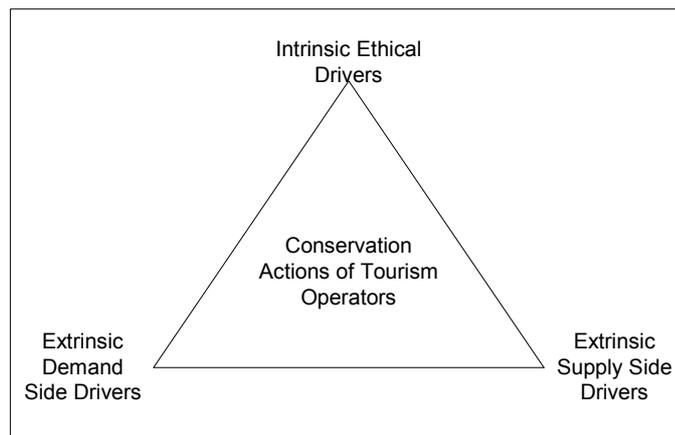
This study found that a wide range of motivations helped to explain why operators participate in conservation. The conservation action of these concessionaires provides insight into the values they hold. While there were extrinsic and pragmatic business reasons motivating conservation actions (see Chapters Five and Six), the most common and consistent motives expressed by operators were more intrinsic, they were driven by the operators' own individual environmental ethic. The environmental ethic and the conservation actions stemming from this were further reinforced by the environmental conscience of visitors, the values of staff and the benefits that these actions could provide to the business.

Operators often express the axiom that *"you have to be out of the red to contribute to the green"* (Simmons et al. 2002). However, with visitors seeking a more authentic product, Tourism New Zealand's marketing direction and the competitive nature of the tourism industry, it can also be argued *"that unless you are in the green you are in the wrong market place"*.

Despite society's increasing environmental awareness, few visitors appear to make their purchase decisions based on the environmental philosophy of an operation. However, most operators studied here, or clients surveyed by Gonaver (2003), found that when clients become aware of the environmental philosophy and actions of the operation, it provided an additional 'feel good factor' or 'added bonus' enhancing the visitor experience. This additional 'feel good factor' assists operators to exceed their visitors' expectations, increasing the quality of the visitor experience, may help to improve visitors' awareness of conservation and will benefit the business through word-of-mouth advertising and increased patronage. Interpretation appears to be 'glue' that can bring about these benefits to the business, visitor experience and to conservation awareness.

The division of operators' motives into extrinsic demand and supply or intrinsic ethical motivations is not clear cut. In reality, there is a relationship between each set of motives so that they influence and reinforce one another. Figure 9 illustrates this interrelationship.

Figure 9 – The Interrelationships of Extrinsic and Intrinsic Motives



How these motivations relate to one another will differ for every operation. In some cases, there may be a cyclical relationship between two or three of these factors. In other cases, such as the Wilderness Lodge Arthur's Pass, the ethical motivations may be all that is required to motivate the conservation actions of this tourism operation. Sometimes, such as with Kiwi Encounter, all three sets of motivations are evident.

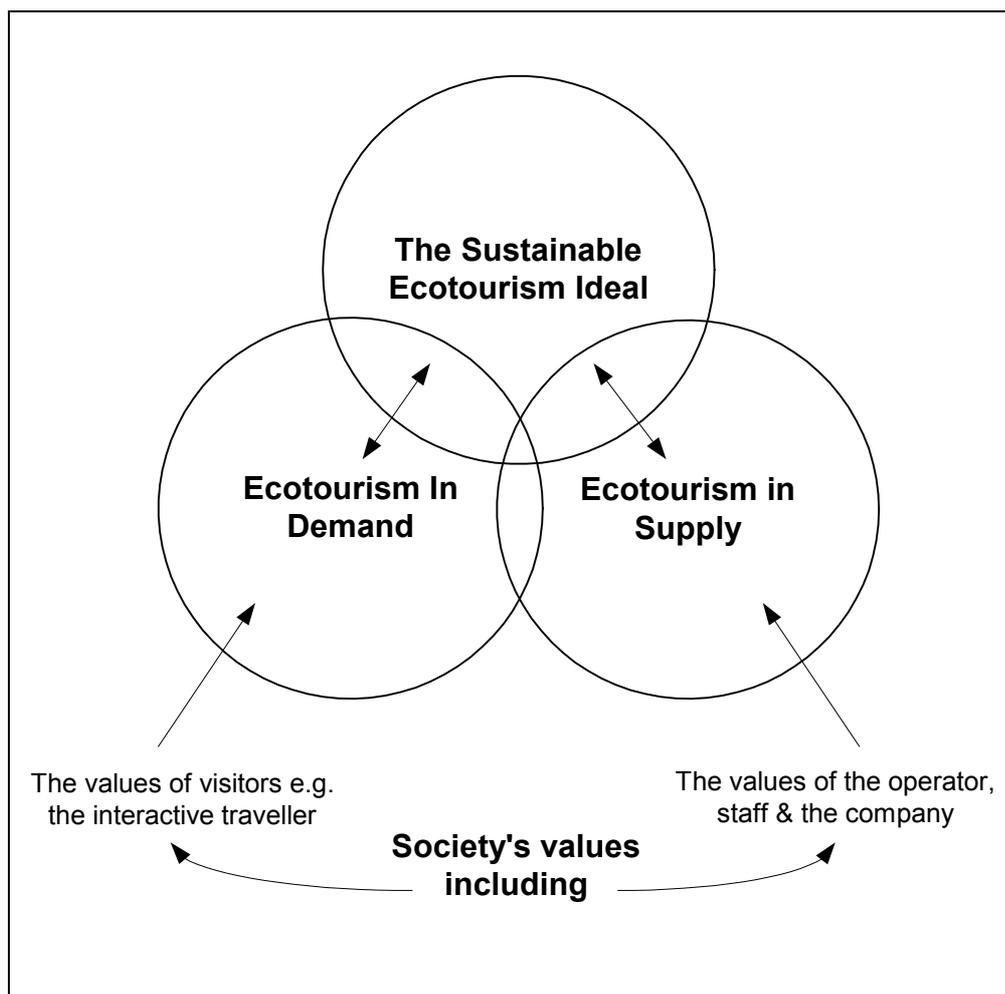
8.3 The Implications for Weaver's Ecotourism Ideal Model

Contributing to conservation is a core requirement of ecotourism activities (Buckley 2003). The '*Ecotourism Ideal*' presented by Weaver (2001) has been a useful construct by which to analyse the motives of concessionaires in relation to their contributions to conservation. It recognises the role of, and the relationships between, the demand and supply side perspectives and how these work together to achieve the '*ecotourism ideal*'. However, this study has highlighted other factors that influence the Ecotourism Ideal model. The main factor missing from the model is the context within which the model sits. This context is '*society's values*' that include increasing environmental awareness and expectations evident by the growth of 'green' consumerism and ecotourism itself. This context influences a) visitor expectations, through the demand side perspective and b) the environmental ethic of operators and their staff through the supply side perspective.

The supply side perspective of the model implies purely extrinsic business motives. However, as this study has shown, the model should also recognise the influence that staff, operators and company environmental values can have on a business and therefore on the

supply side perspective of the model. Therefore, the ‘*Ecotourism Ideal*’ model should be modified to recognise these factors. Figure 10 illustrates this modification to Weaver’s (2001) original model which was presented in Chapter 2. The revised model recognises the role that societal values, including the values of visitors, staff, operators and their company play in shaping the conservation actions of concessionaires.

Figure 10 – Revised Ecotourism Ideal Model (adapted from Weaver, 2001:20)



Another adaptation to Weaver’s (2001) model is the two-way arrows between supply, demand and the ‘ecotourism ideal’. These arrows acknowledge the leadership effect that some of these operators were seeking to demonstrate to both their visitors and society. For example, operator and visitor values, and their expectations can be influenced by the best practice demonstrated by others. As noted by Holden (2000: 207) society’s values will play a key role shaping the tourism product in the future.

During the next 20 years tourism will bring many changes to many environments around the world. In 2020, the extent to which these changes will be determined as positive or negative will be a reflection of the values held in society at that time and who is doing the judging.

8.4 Applicability of this Study's Findings to the Tourism Industry

At this point it is not possible to determine whether the findings from this study have wider applicability to the tourism industry. This study examined seven operators who contribute to conservation. Findings from this research show that operators' involvement in conservation initiatives were driven primarily by intrinsic values and then reinforced by extrinsically based motivations. The operator's personal conservation ethic is the main factor driving their commitment to conservation. Therefore, the presence or absence of a conservation ethic, in an operator, may be a predictor of whether they are likely to be interested in assisting New Zealand conservation effort.

More operators contribute to conservation than those selected for this study but, combined, these operations only represent a tiny segment of the New Zealand tourism industry. It is also known that many ecotourism operators start their business because they are motivated by their enthusiasm for being in the natural environment and sharing it with others (Issaverdis, 2001; Hutchins, 1988). These research findings are consistent with the findings from this study.

If tourism in New Zealand continues with its current '100% Pure' campaign directed at the interactive traveller and the natural environment is increasingly valued by society, visitors, operators and their staff, then tourism and conservation will have a much closer relationship in the future. The potential for conservation and tourism is obvious and illustrated by this study, as yet this potential is unrealised. Managed correctly by tourism and conservation agencies and operators this could result in further conservation efforts.

8.5 Recommendations for Further Research

There are three research topics that stem from this study. The first stems from the discussion in section 8.4. It is to test the applicability of these results within the broader

tourism industry in New Zealand by surveying a representative sample of tourism operators for their personal, company and staff's environmental values in order to determine whether there is further potential demand within the industry to work with conservation.

The second area of research could examine the linkages shown in Figure 5 and validate the relationships between conservation actions, interpretation, benefits to the visitor experience and the business that may then reinforce an operator's or visitor's involvement in conservation. This will assist conservation managers to understand better the advocacy values of concessionaires. It may also assist operators to maintain the quality of their interpretation and develop their product to include conservation actions.

The third area could research the values, roles and influence of tourism industry staff in fostering improved environmental performance of tourism businesses. This research topic could also explore the benefits to the business of involving staff in activities such as conservation, and whether involvement in these activities can increase employee job satisfaction and help to address staff recruitment and retention problems evident in the industry.

These research areas would advance our understanding on the potential of tourism and conservation to work together for mutual benefit.

8.6 Conclusion

Tourism is a means to an end, not an end in itself. Tourism can assist with economic development, providing jobs, income and significant tax revenues for government investment into vital services. Assisting with New Zealand's conservation efforts, including the preservation of declining biodiversity, is another outcome that tourism has proven it can contribute to in this study.

Using the Ecotourism Ideal model, this study examined the motives of operators and why they wanted to participate in nature conservation. The results highlighted a wide range of motives which could be viewed from a demand, supply or ethical perspective. While intrinsic ethical values were primary motives, extrinsic demand and supply motivations also played important roles that, in turn, influenced and reinforced one another.

Demand, supply and ethical values sit within a context of broader societal values. In this context, societal values and trends such as growing environmental awareness help to shape the demand for, and supply of, the tourism product and the values and motives of those involved.

In conclusion, this study has shown that tourism can positively contribute to conservation (Chapter Four) in a manner that benefits tourism businesses and the visitor experience (Chapters Five, Six and Seven). The concessionaires who participated in this study have, by their personal commitment, proven the potential symbiotic nature of tourism and conservation. The challenge for conservation and the tourism industry is to realise this potential.

References

- Aylward, B. Lutz, E. (2003). **Nature tourism, Conservation and Development in Kawazulu-Natal, South Africa**. The World Bank, Washington, USA.
- Bell, K. (2003). **Assessing the Benefits for Conservation of Volunteer Involvement in Conservation Activities**. Science for Conservation Series 223, Department of Conservation, Wellington, New Zealand.
- Black Cat Group. (2004). **Black Cat Business Plan 2004–2005**. Lyttelton, Christchurch, New Zealand.
- Booth, K. L. Driver, B. L. Espiner, S. R. Kappelle, R. J. (2002). **Managing Public Conservation Lands by the Beneficial Outcomes Approach With Emphasis on Social Outcomes**. Department of Conservation Science Internal Series 52, Department of Conservation, Wellington, New Zealand.
- Buckley, R. (2003). **Case Studies in Ecotourism**. CABI Publishing, Wallingford, Oxon, OX10 8DE, United Kingdom.
- Buckley, R.C. and Araujo, G. (1997). **Green Advertising by Tourism Operators on Australia's Gold Coast**. *Ambio* 26: 190–191.
- Buckley, R. C. Pickering, C. Weaver, D.B. (2003). **Nature-Based Tourism, Environment and Land Management**. CABI Publishing, Wallingford, Oxon, OX10 8DE, United Kingdom.
- Christ, C. Hillel, O. Matus, Matus, S. Sweeting, J. (2003). **Tourism and Biodiversity, Mapping Tourism's Global Footprint**. Conservation International, 1919 M Street Washington, DC 20036, United States of America.
- Coburn, J. I. (2000) **The Limited Potential of Ecotourism to Contribute to Wildlife Protection**. *Wildlife Society Bulletin*, Vol 28, No.1, pp. 61-69.

Collier, A. (1989). **Principles of Tourism, A New Zealand Perspective**. 2nd Edition, Pitman Publishing, 182–190 Wairau Road, Auckland, New Zealand.

Da Cunha Lemos, A. D. Giacomucci, A. (2002). **Green Procurement Activities: Some Environmental Indicators and Practical Actions Taken by Industry and Tourism**. *Journal of Environmental and Sustainable Development*, Vol. 1, No1, pp. 59–72.

Department of Conservation. (2004a). **Regional Economic Impacts of West Coast Conservation Land**. Department of Conservation, Wellington, New Zealand.

Department of Conservation. (2004b). **End of Year Financial Report 2003/04**. Department of Conservation, Wellington, New Zealand.

Department of Conservation. (2004c). **Concessions Review**. (Unpublished) Department of Conservation, Wellington, New Zealand.

Department of Conservation. (2005) **Statement of Intent**. Department of Conservation, Wellington, New Zealand.

Department of Conservation & Ministry For Environment. (2000). **The New Zealand Biodiversity Strategy, Our Chance to Turn The Tide**. Department of Conservation, Wellington, New Zealand.

Department of Industry, Tourism and Resources. (2003). **Pursuing Common Goals, Case Studies, Opportunities for Tourism and Conservation**. Canberra, Commonwealth of Australia.

Eagles, P. McCool, S. Haynes, C. (2002). **Sustainable Tourism in Protected Areas, Guidelines for Planning and Management**. IUCN Publication Services Unit, Cambridge, United Kingdom.

- Gamble, W. (2004). **A New Battle For The Birds**. The Press, Saturday, 31 July 2004, Christchurch, New Zealand.
- Gonaver, H. C. (2003). **Tourist Experiences at Nature Based Accommodation: A Case Study of Wilderness Lodge Arthur's Pass New Zealand**. Thesis Lincoln University, Canterbury, New Zealand.
- Green Globe. (2004). **Green Globe, The Path to Sustainable Travel and Tourism**, International Ecotourism Standard.
- Higham, J. and Carr, A. (2002). **Ecotourism Visitor Experiences in Aotearoa/New Zealand: Challenging the Environmental Values of Visitors in Pursuit of Pro-environmental Behaviour**. In *Journal of Sustainable Tourism*, Vol. 10, No. 4, 2002, pp. 277–294.
- Hills, B. (2003). **Exploring the Meaning of Outdoor Recreation in Participants Everyday Lives: A Qualitative Study of Outdoor Recreation**. Dissertation, Lincoln University, Canterbury, New Zealand.
- Holden, A. (2000). **Environment and Tourism**. Routledge, New Fetter Lane London, United Kingdom.
- Hutchins, L. (1988). **Making Waves** Published by Les Hutchins, PO Box 94, Queenstown, New Zealand.
- Isaacs, J. C. (2000). **The Limited Potential of Ecotourism to Contribute to Wildlife Conservation** *Wildlife Society Bulletin* 28(1): pp. 61–69.
- Issaverdis, J. P. (2001). **The Pursuit of Excellence: Benchmarking, Accreditation, Best Practice and Auditing**. In Weaver, D. B. (Ed.) **The Encyclopaedia of Ecotourism**. CABI Publishing, Wallingford, Oxon, UK.

- Kirk, D. Lynch, P. A. Txschentke, N. (2004). **Reasons for Going Green in Serviced Accommodation Establishments**. *International Journal of Contemporary Hospitality Management* Vol. 16, No. 2, pp. 116–124.
- Lofland, J. & Lofland, L. H. (1995). **Analyzing Social Settings, A Guide to Qualitative Observation and Analysis**, 3rd Edition, Wadsworth Publishing Company, California 94002, USA.
- Marshall, C. & Rossman, G.B. (1999). **Designing Qualitative Research**. 3rd Edition. Sage Publications, Thousand Oaks, California 91320, USA.
- Sherriff, N. (2003). **Tourism and Tasmania: A Positive Perspective** Harry Holgate Fellowship, Tourism Tasmania, Hobart, Tasmania, Australia.
- Simmons, D. G. (2002). cited in **The Flock Hill Workshops, Ecotourism – An Ally of Nature Conservation? Defining the Rules and Measuring the Outcomes**. Report Number 2, Isaac Centre for Nature Conservation, PO Box 84 Lincoln University, Canterbury, New Zealand.
- Sirakaya, E. McLellan, R. (1998). **Modelling Tour Operators' Voluntary Compliance With Ecotourism principles: A Behavioural Approach**. *Journal of Travel Research*, 36(3): pp. 42–55.
- Thapa, B. Graefe, A. R. (2003). **Forest Recreationalists and Environmentalism**. *Journal of Park and recreation Administration*, 21, pp. 75–103.
- Thompson, A. M. (2004). **Analysis Report on the Effectiveness of Green Globe 21**. Department of Conservation concessions, *unpublished*.
- Tourism Research Council. (2003). **Understanding the Dynamics of New Zealand Tourism**. Tourism Research Council and the Ministry of Tourism, Wellington, New Zealand.

Tourism Research Council. (2004). **Tourism Satellite Account 2000–2003**. Tourism Research Council and the Ministry of Tourism, Wellington, New Zealand.

Tourism Strategy Group. (2001). **New Zealand Tourism Strategy 2010**. Ministry of Tourism, Wellington, New Zealand.

<http://www.tourism.govt.nz/strategy/index.html>

Warren, J. A. N. Taylor, C. N. (1994). **Developing Ecotourism In New Zealand**. NZ Institute for Social Research and Development Ltd, Wellington, New Zealand.

Weaver, D. B. (2001). **The Encyclopaedia of Ecotourism**. CABI Publishing, Wallingford, Oxon, UK.

Weiler, B. Ham, S. H. (2001). Tour Guides and Interpretation, In Weaver, D. B. (Ed.) **The Encyclopaedia of Ecotourism**. CABI Publishing, Wallingford, Oxon, UK.

Worboys, G. Lockwood, M. De Lacy, T. (2001). **Protected Area Management, Principles and Practice**. Oxford University Press, South Melbourne, Australia.

World Tourism Organisation. (2001). **Sustainable Development of Ecotourism, A Compilation of Good Practices**. World Tourism. Organisation, Madrid, Spain.

Websites Referenced

Catlins Wildlife Trekker. (2005).

Retrieved 25/7/05 from <http://homepages.ihug.co.nz/~Scatlinw/wb.htm>,

Department of Conservation. (2005)

Retrieved 25/7/05 from <http://www.doc.govt.nz/About-DOC/Concessions/index.asp>

National Parks and Conservation Foundation. (2005)

Retrieved 25/7/05 from <http://www.nationalparks.org.nz/chorus/sponsors.cfm>,

Tourism Holdings Limited, (2004)

Retrieved 25/7/05 from http://www.maui.co.nz/home/Page.aspx?page_id=1278

Tourism New Zealand. (2005). The Interactive Traveller

Retrieved 30/5/05 from www.tourisminfo.govt.nz

Appendix A - Interview Guide

Concessionaires Contributing To Conservation

Interview Guide

Interviewee:

Date:

Location:

Introduction

Purpose of the survey – to case study leading operations and use these as examples to encourage others.

Anything that you ask to be held as confidential in this survey will be held confidential.

I will give you the opportunity to review and comment on the draft case study, if you wish

Yes / No

Profile of your operation:

1. How long have you been operating?
 2. Do you operate all year round?
 3. How many fte's do you employ in the peak season?
 4. Was your gross income in the last financial year between?
less \$100k, \$100-\$500, \$500-\$1m, \$1m-2m, \$2m-5m, \$5m+
 5. Has your operation been expanding, declining, flat or fluctuating over the last five years?
 6. What are your motivations for being in this particular business
-

Contributions to Conservation:

7. What conservation work do you undertake? (note is there any photos, evidence, reports etc from this work)
 8. Why – what prompted you to start this work?
 9. How do you undertake this work?
 10. What do you estimate the annual value of this work to be either in terms of \$\$ or hours worked?
 11. Do you advertise this contribution in your brochures, on the web or by any other means?
 12. Has this conservation work contributed to your business success?
 - ✓ if so how?
 - ✓ if not why not?
 13. Has this work been recognised either formally or informally by DOC
-

Conservation Advocacy:

14. What are the main themes that you interpret to your clients?
15. How do you train your guides on interpretation?
16. How does your interpretation contribute to your clients' awareness and support for conservation?
17. Do you encourage visitors to contribute to conservation?

How Can DOC Help? (A question for the DOC project)

18. Is there anything that DOC can do to help enhance your interpretation skills or your conservation work?

Accreditation / Certification:

19. Do you have any accreditation or certification, and if so which?

20. Why do you have this?

21. Did it prompt you to undertake the conservation work we discussed earlier?

22. What would be your reaction if DOC made membership to one of these certification schemes mandatory?

23. Would a DOC concessionaires brand be useful?

24. Is there anything else that you would like to add - especially with regard to your conservation work?

Appendix B - Consent Form for Participants

Consent Form for Participants

Case Studies of Concessionaires Contributing to Conservation

(Researcher: Andy Thompson)

Purpose of this Study

The aim of this study is to examine the direct contributions that concessionaires make to conservation in New Zealand. This project will lead to the completion of both a master's dissertation at Lincoln University and a project for the Department of Conservation. Information obtained from this interview may be used in either context. The research objectives for this project are:

1. To identify and examine the types of contributions to conservation made by selected tourism concessionaires.
2. To understand what motivates concessionaires to undertake this work and what benefits they derive.

Agreement to Participate

I have read the above paragraph concerning this project and understand what it is about. All my questions have been answered to my satisfaction. I understand that I am free to request further information at any stage.

I know that:-

1. my participation in the project via this interview (and any subsequent interviews) is entirely voluntary;
2. I am free to withdraw from the interview at any time without any disadvantage;
3. the interview audio-tapes will be erased at the conclusion of the project but interview transcripts will be retained in secure storage for seven years, after which time they will be destroyed. Only the researcher and her supervisors will have access to interview tapes and transcripts;
4. I will be sent a copy of the interview transcript or my completed case study if I so desire;
5. this project involves an open-questioning technique where the precise nature of the questions which will be asked have not been determined in advance, but will depend on the way in which the interview develops. In the event that the line of questioning develops in such a way that I feel hesitant or uncomfortable, I may decline to answer any particular question(s) and/or may withdraw from the project without any disadvantage of any kind;

6. the results of the project will form a Masters Dissertation and Department of Conservation project and may be published. I will be advised of any quotes attributed to me prior to publication.

I agree to take part in this project.

.....

(Signature of participant)

.....

(Date)