

# Fiji Tourism Development Plan 2007-2014

## The New Tourism Plan

The aim is to deliver a clearly defined strategic framework for the ongoing sustainable development of tourism in Fiji. A succinct Tourism Development Plan and a detailed rolling three year Action Plan will be prepared, to provide a strategic direction for Fiji. The project is a collaboration between the Fiji Government, the tourism industry and the community.

Fundamentally, if this project is to succeed, there must be an understanding of tourism as a system that integrates many different components and objectives into a single holistic entity. A multidisciplinary approach, supported by detailed experience and knowledge of local conditions (environmental, economic, regulatory, political, social and cultural) is essential.

## Focus on the Planks of Prosperity

The overall approach is to focus on all four planks of prosperity:

- Social
- Cultural
- Environmental
- Economic

The key to developing the Fiji Tourism Development Plan will be to ensure there is balance between the four planks of prosperity and acknowledge the unique structure of Fijian society and administration.

The aim is to collaboratively prepare a Tourism Development Strategy Plan that comprehensively identifies, considers and prioritises the tourism development, management and marketing strategies for Fiji's tourism industry.

*The fundamental challenge is balancing tourism demand with quality environmentally sustainable tourism experiences. Further, the challenge is to achieve this whilst fostering ongoing growth and in a competitive global tourism market.*

## Ministry of Tourism



*The Ministry of Tourism and Transport has engaged a consultant team led by GRM International to develop the new Tourism Development Plan. A Government and Industry Steering Committee will guide the Plan's development.*

## Guiding Principles

The project has adopted the following initial principles to guide the development of the Tourism Development Strategy Plan:

- Sustainable Development
- Regional Prosperity
- Facilitating the Future
- Guiding Growth
- Balanced Supply
- Linking Opportunities
- Encouraging Initiative

## Outputs

The project will deliver:

- Tourism Strategic Issues and Directions (initial discussion paper)
- Tourism Development Plan
- 3 Year Action Plan
- Tourism Institutional Arrangements
- 3 Regional Tourism Development Strategies

## The Team

The project is being managed by GRM International in collaboration with the Sustainable Tourism Development Consortium and the University of the South Pacific.

## Project Management

Project Director – *Dr Rowan Mactaggart*

Team Leader – *Guy Chester*

Deputy Team Leader – *Dr Tracey Berno*

Chief of Project International Advisory Panel – *Professor Trevor Sofield*

## Expert Inputs

Strategic Planning – *A/Prof Steve Noakes*

Marketing & Statistics – *Dr. Noel Scott*

Economist – *John Cook*

Risk Management – *Professor Jeff Wilkes*

Transport Aviation – *Prof Chris Kissling*

Education & Training – *Prof Perry Hobson*

Institutional Arrangements/ Human Resource Management – *Max Underhill*

The above team is supported by Consultant Research Officers and Counterparts from the Ministry of Tourism.

## Main Tasks

### Project Guidance

- Industry/Government Steering Committee
- Project International Advisory Panel
- 10 Year Tourism Development Strategy Plan

- Review Current Plan and Policies
- Stakeholder Consultation
- Tourism Snapshot
- Product Review
- Review Market Research and Targets
- Infrastructure Requirements
- Review Legislation
- Investment/Funding/Incentives
- Transport and Aviation (international/domestic)
- Destination/Niche/Product Marketing
- Risk Assessment Plan

- Review Organisational Structures
- Overview Funding Schemes
- Develop a Partnership Based Institutional Structure

### Institutional Arrangements

- Review Organisational Structures
- Overview Funding Schemes
- Develop a Partnership Based Institutional Structure

### Human Resource Requirements

- Human Resource Development Programs
- Training Requirements
- Jobs Forecast/ Strategy

### 3 year Action Plan

- Action Plan
- Community Involvement Program

### 3 regional Strategies

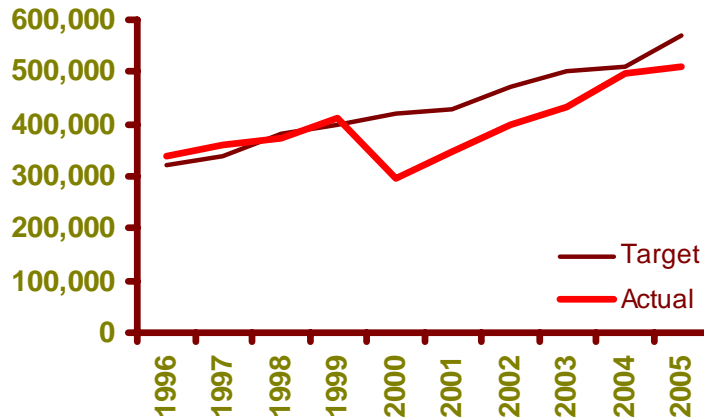
- Regional Steering Committees
- Analysis/Product Review Snapshot
- Development Strategies

*An international Advisory Panel will be involved to provide strategic advice.*

## The Program

May/June – Consultation, Snapshot and Analysis  
 July/August – Specialist Inputs  
 End August – Strategic Directions Workshop  
 September to November – Development Plan and Action plan preparation.  
 September to December – Regional Strategies Development

### Target vs Actual Visitor Arrivals



## Achieving Targets

The 1998 Plan set specific targets for Visitor Arrivals on the basis that there would need to be:

- Increased Marketing and Promotional Spend;
- Investment in new accommodation; and
- Refurbishment of existing accommodation.

The graph on the left shows the actual versus target performance (from the 1998 Tourism Development Plan).

NOTE: The 1998 Plan

proposed annual revision of targets, however these have not recently been updated. In fact, as a result of the year 2000 events, 1999 visitor arrival levels were not achieved again until 2003, with growth since 2000 slightly faster than the 1998 targets albeit from a smaller base.

### \$1 Billion by 2007

*The target of \$1bn by 2007 has been adopted by the Government and Tourism Industry as a growth target since the 2000 decline in visitor arrivals (and tourism earnings). The development of accurate Tourism Satellite Accounts is underway, current best estimates have direct tourism expenditure at \$729 million for 2005, with growth likely to reach \$1 Billion in coming years. Actual economic contribution of tourism is far more than this direct expenditure. Once \$1 billion has been achieved, where to then?*

## The 1998-2005 Plan

The 1998-2005 Tourism Development Plan (the 1998 Plan) was developed as a joint exercise of the Ministry of Transport and Tourism, Tourism Council of the South Pacific and Deloitte & Touche.

### The Step Change

Fundamentally the 1998 Plan proposed a *Step Change* for Fiji's tourism development. It proposed a high energy coordinated driving of tourism development.

### Log Jam: Security, Red Tape and Incentives

The Strategy identified an investment *Log Jam*, with the then constitutional changes proposed being seen as important to provide investment *Security* and the simplification of regulations (*Red Tape*) and development of *Incentives* being vital.

### Ten Points for Action

The 1998 Plan called for ten points for Government (in summary):

1. Commit to the *Step Change*, establish a *High Level Consultative Forum*.
2. Identify and promote *Tourism Development Areas*.
3. Proactive approach to encouraging *Investment*.

4. Simplify *investment procedures*, abolish *withholding tax* and provide *SLIP* till 2005 and for less than 200 rooms.
5. Rehabilitate *Grand Pacific Hotel*.
6. Insist on *Fijian style architecture*.
7. Strengthen *Ministry of Tourism* and *Transport*, increase *Tourism Staff*.
8. Increase *FVB budget*.
9. World Heritage Nomination of *Ovalua* and *Tavenuni*.
10. Implement *downtown Duty Free Shopping*.

Implementation of the 1998 Plan had commenced, with some important initiatives set in train. However the events 2000 left the tourism industry and implementation of the Plan in some disarray.

The Coup had a major impact on visitor arrivals in 2000 and proactive industry collaboration was required to recover previous numbers, this by necessity delayed investment in air capacity and room stock.

It would be fair to say that many of the forward looking strategic aspects of the 1998 Plan became low priority in the total focus required for recovery from the Coup. In essence, there was a big step back and the *Step Change* required has only been re-considered in recent years.

## Have Your Say

Community groups, industry and government agencies are invited to contribute to the preparation of the Tourism Development Plan. Input may relate to any aspect of tourism development.

Telephone, fax, write or email:

### Fiji Tourism Development Plan

Phone: 3300588

Fax: 3302060

Address: PO Box 1260 Suva, Fiji Islands

Email: [fijitourism@grm.com.au](mailto:fijitourism@grm.com.au)

