



Tourism Governance in French Polynesia

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Tourism, key sector of the economy in French Polynesia, facing new challenges

- ▶ The first industry of French Polynesia
- ▶ € 343 million in revenue
- ▶ 10,000 direct and indirect jobs
- ▶ More than 77% of the country's own resources

Tourism, key sector of the economy in French Polynesia, facing new challenges

- ▶ From 260,000 tourists in 2001, we went to 190,000 tourists in 2003 to get down to 150,000 tourists in 2009
- ▶ A real tourism strategy for French Polynesia with a marketing repositioning of the destination
- ▶ Questioning the mode of governance of tourism in French Polynesia

The specificities of tourism governance in French Polynesia

- ▶ Organic Law No. 2004-192 of 27 February 2004 on the Statute of Autonomy of French PolynesiaIn terms of tourism
- ▶ French Polynesia is completely autonomous
- ▶ A ministry in charge of tourism based on three operational bodies:
 - ▶ The Tourism Department
 - ▶ Tahiti Tourism
 - ▶ Tourism Committees

The specificities of tourism governance in French Polynesia

- ▶ Assembly of French Polynesia: Committee on Economic Affairs, Tourism, Agriculture, Sea and Transport
- ▶ Tourism: at the heart of the Polynesian executive and legislative power
- ▶ Do not neglect the role of municipalities and the state

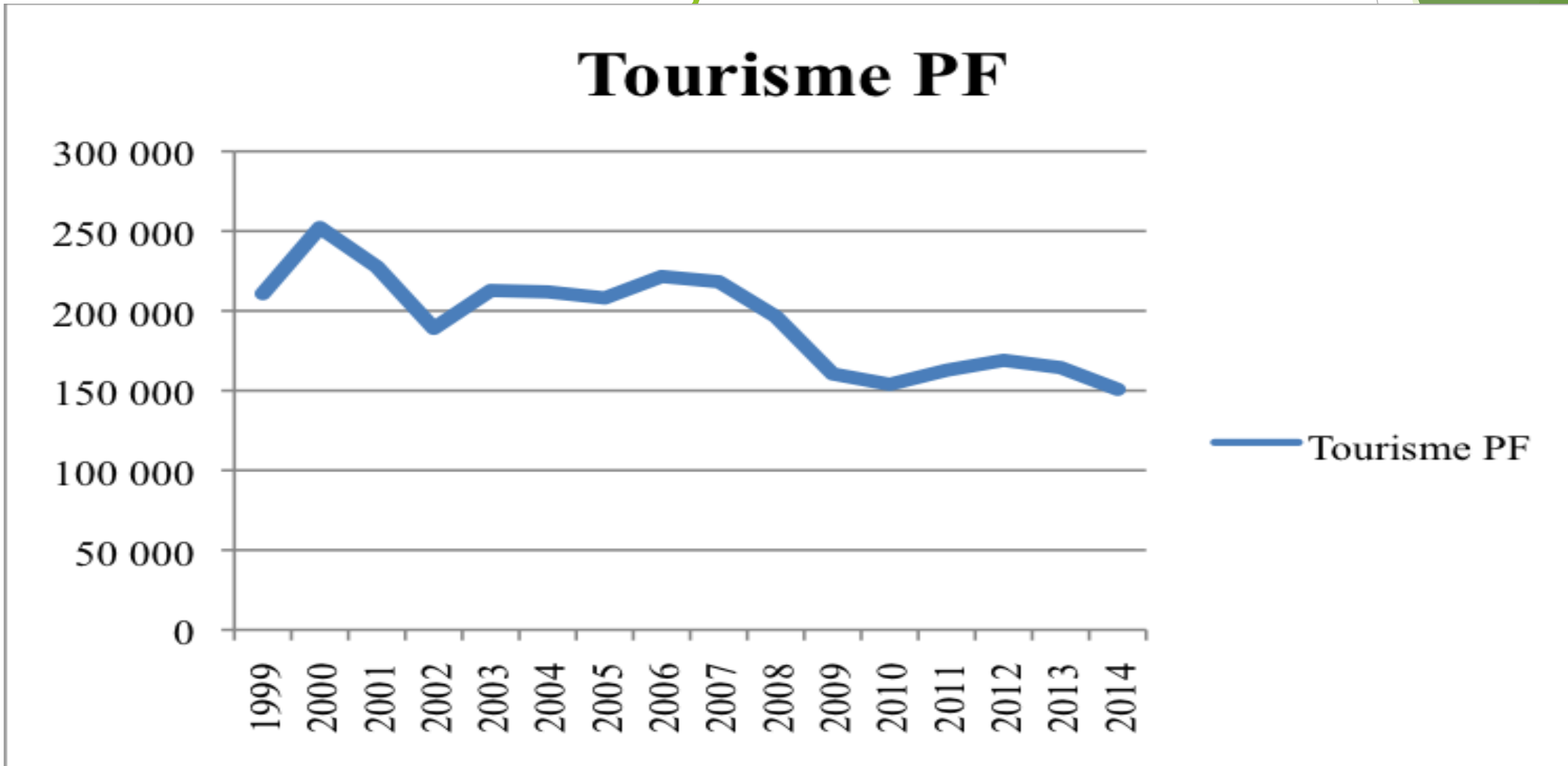
The specificities of tourism governance in French Polynesia

- ▶ This sharing of tourism expertise in French Polynesia has shown its limits. Indeed, given the political instability and the new strategic orientations for tourism in French Polynesia, it was necessary to rethink the governance of the sector

The need to question the governance of tourism in French Polynesia

- ▶ Long period of crisis that has seen 13 governments succeed between 2004 and 2013
- ▶ Needed long-term vision with actions that are sustainable for the development of tourism in FP

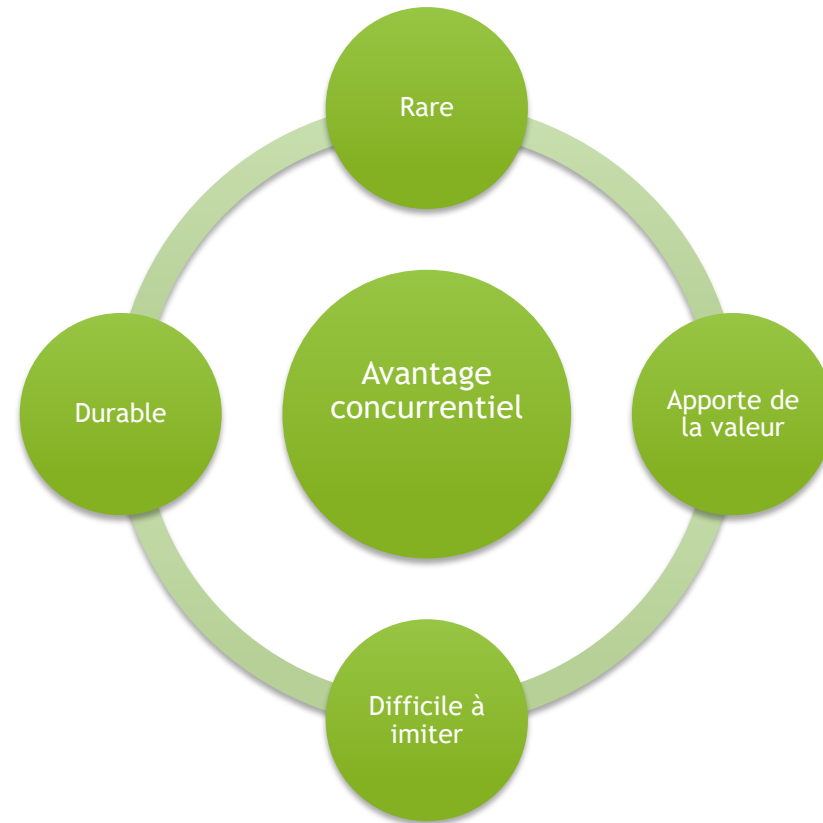
The need to question the governance of tourism in French Polynesia



The need to question the governance of tourism in French Polynesia

- ▶ In 2010, a new governance entity: the COST (Council of Strategic Orientations of Tourism)
- ▶ COST report in 2011: wider and more distinctive repositioning, inimitable by other destinations, of the "Tahiti" brand, for too long confined to the image of overwater bungalows
- ▶ French Polynesia has every interest in playing on its perceived value
- ▶ The Competitive Advantage Concept (Porter, 1986) and the VRIO Method Proposed by Barney and Hesterly (2006)

Competitive advantage (Porter, 1986)



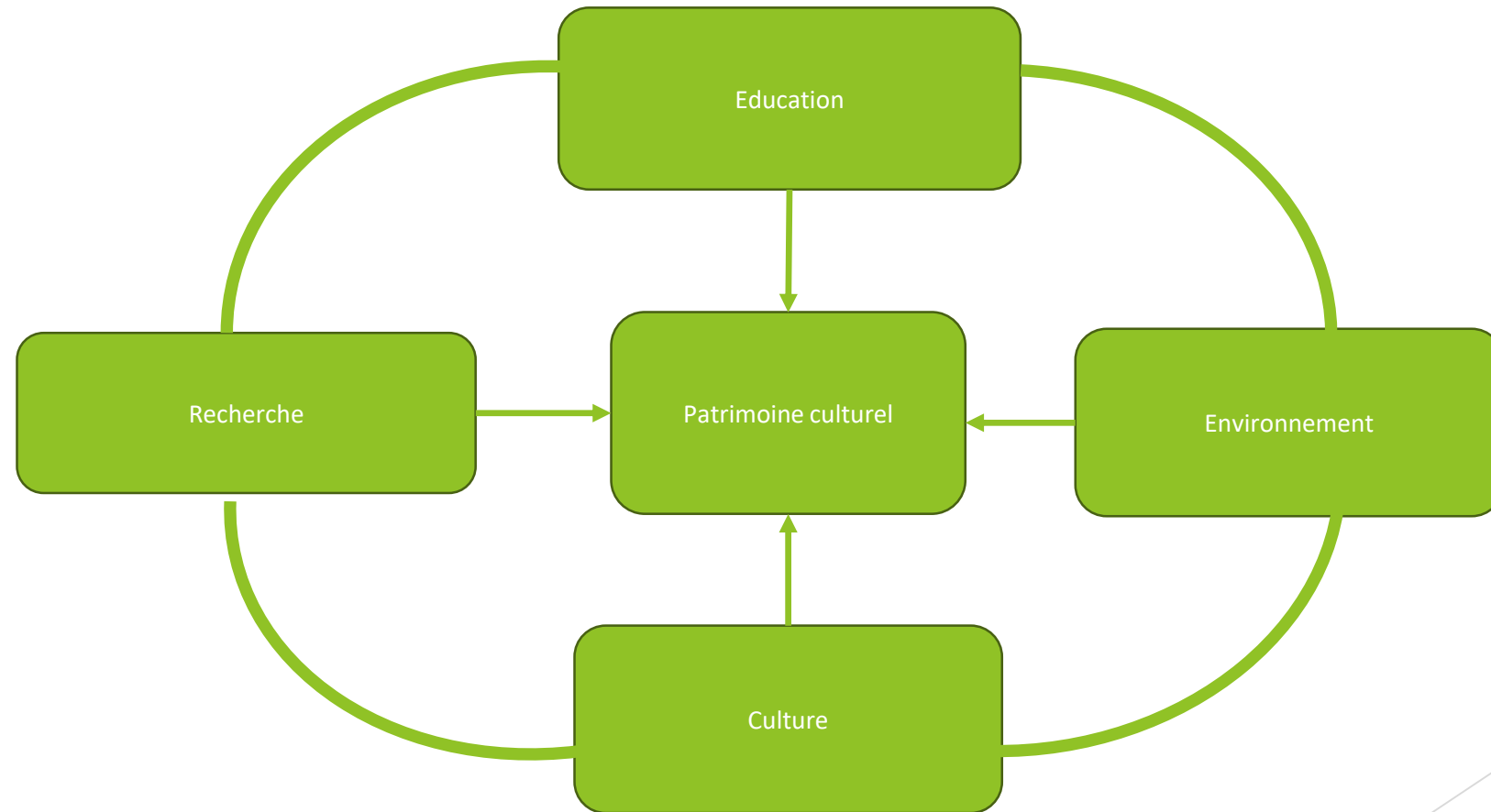
VRIO methodology (Barney et Hesterly, 2006)

V	Valeur	Les ressources et les compétences permettent-elles à la firme d'exploiter une opportunité ou de neutraliser une menace?
R	Rareté	Combien de firmes en compétition possèdent déjà les ressources et compétences génératrices de valeurs?
I	Imitabilité	Est-ce que les firmes qui ne possèdent pas ces ressources et compétences subissent un désavantage de coût en cherchant à les obtenir ou à la développer?
O	Organisation	Est-ce que la firme est organisée pour tirer pleinement partie du potentiel compétitif des ressources et compétences?

The need to question the governance of tourism in French Polynesia

- ▶ Cultural heritage appears to be a strategic resource for French Polynesia
- ▶ The repositioning of the brand "Tahiti" became "Tahiti and its islands" around the culture and art of living in Polynesia was started gradually from 2012
- ▶ Suppose more transversality (Rival, 2016)

Polynesian Cultural Heritage Management Model as a Strategic Resource Rival (2016)



The need to question the governance of tourism in French Polynesia

- ▶ The COST integrates, formally, all actors related to the tourism sector
- ▶ A steering committee (COPIL) of the French Polynesia tourism development strategy was initiated in 2016
- ▶ The tourism observatory

The evolution of tourism governance in French Polynesia: elements of discussion

- ▶ The sharing of tourism expertise is at the heart of the challenges of tourism strategy in French Polynesia: new governance to bring more consistency in the decisions made and their implementation
- ▶ The scope of practice of the French Polynesia tourism competence is greater than one could imagine at first sight: The competence tourism extends well beyond the actors of the sector, private / public

The evolution of tourism governance in French Polynesia: elements of discussion

- ▶ The wide sharing of tourism expertise in French Polynesia is not without its problems
- ▶ Supposes a good coordination of the various actors operating in the field of tourism in order to implement the tourism strategy in a coherent way
- ▶ Role of IT
- ▶ Migration to a common database of its various websites and representative offices around the world

The evolution of tourism governance in French Polynesia: elements of discussion

- ▶ Adjustments are still needed: the recent creation in 2017 of the first local tourist development poles (PLDT). They are part of the 2015-2020 policy of the Ministry of Tourism in order to find the local variation of tourism development strategies
- ▶ While the tourism committees are in charge of the reception, the training and sometimes the animation, the PLDT structure, organize, take care of the management of the infrastructures, the safety, the quality approach thus allowing each sector to reason according to its own space, its own destination



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