

**NEW ZEALAND'S TOURISM MODEL DEVELOPMENT  
AND ITS RESULTS: A LESSON FOR MEXICAN TOURISM  
DEVELOPERS AND PUBLIC ADMINISTRATORS.**

**ArturoLaureVidriales\***

**Diego HannonOvies\*\***

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**Abstract**

In this study it is compared how different countries have come up with different models of tourism development, which accordingly with experts have produced a number of different results in their respective societies. In this article we intended to compare some of the key decisions made by tourist authorities in New Zealand, against some of the key decisions made by tourist authorities in Mexico, as well as their impacts in their respective societies. This article aim is to understand that there are better ways to achieve better tourism development. Cualatative approach was used from first data. The results and differences in both countries were visible such as their impacts in alternative tourism, it is also argued that, despite not being nearly as sustainable and ecofriendly as portrayed by its national authorities through its "100 per cent pure" tourism campaing, New Zealand's alternative tourism model has

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***Keywords:***

Tourism industry;  
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**\* Tourism program studies, University of Guadalajara, Mexico**

**\*\*Postgrade student at the University of Guadalajara, Mexico**

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been more effective for producing socioeconomic development than most western models of large scale tourism development, including the traditional model currently implemented in Mexico.

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## **1. Introduction**

In 2009, we had the opportunity to travel throughout New Zealand's territory for a month, during that trip, many questions arose when noticing the level of functionality, practicality and sophistication of the tourist sector there, questions such as "why is it that Latin American countries like ours in Mexico, have not been able to develop a functional tourism industry, despite having vast amounts of highly attractive tourist resources?", "which factors are involved in the development process of national tourism industries of countries like New Zealand and Mexico?" and "how have national authorities and international lobbyists influenced upon such development?". This article was inspired by the observations made during that trip, as well as the questions that came up afterwards.

Before daring to compare such vastly different countries, there are many cultural, economic, and geographical differences that need to be considered, however, such differences should not restrain the experts and mexican government from comparing tourism models and their results in different societies, quite the contrary, we should try to carefully study those factors that enable a wider approach of the tourism phenomenon and its contrasting manifestations around the world.

## **2. Research Method**

Mexico's traditional model of tourism development and its impacts.

According to the author and researcher Malcom Crick (1989) and many others (Levitt & Gulati, 1976, pp.326-343; Ritcher, 1984, pp.18-19), the World Tourism Organization and the World Bank have been trying to sell tourism as an almost magical source of immediate

development to national authorities of third world countries. Using terms such as “sustainable development”, a concept introduced by ecologists and fervently adopted by the World Bank (Cockcroft, 2010, p.84).

Such international lending institutions try to persuade governments across the globe to embrace the benefits of tourism by opening their doors to international hotel chains and many other large scale projects on behalf of transnational corporations (idem. 24).

In Mexico, loans from the Inter-American Development Bank and the World Bank have been directed towards tourism infrastructure since around the nineteen eighties (Clancy, 2001, p.52; World Bank, 2004a; 2004b; 2004c), nevertheless, development of massive tourist centers such as Cancun, Puerto Vallarta in the west coast, Huatulco, or Acapulco, has brought low economic or lack of sustainable development benefit to local population

where the flow of tourism take place, but has managed to enrich foreign investors and national authorities. A quick visit into the working class neighborhoods of those tourist destinations, will make anyone aware of the real social and environmental consequences caused by the industry (Gómez, 2005, pp. 47- 64).

Historically, Mexican models of tourism development have simply tried to replicate huge European and American-style hotel complexes, forcing their regional attractions to fit into alien standards which are completely inadequate for its sociocultural and environmental context (Moreno, 2013, p.105). Extravagant residential and hotel projects such as Lagos del Sol in Cancun<sup>2</sup>, clearly expose a lack of long term vision and a total absence of consideration for the social, environmental, and cultural conditions of the region, from both project developers and government authorities (Lagos del sol, 2015), such detrimental depravity is then marketed as ecological and beneficial for local economy.

Despite the fact that national and regional laws have been established in order to promote sustainable development in the country, and both national offices of tourism and environment area, Department of Tourism (*SECTUR*) and Department of Natural Resources (*SEMARNAT*),

have established methodologies and programs of sustainability, such laws and principles are rarely implemented in a proper manner, mostly because of the incompatibility between sustainable development and short-term profiting, the latter being the main reason for developing a tourism industry.

An article written by Adriana Varillas, and published by national newspaper *El Universal* (2015), analyses a study conducted by social and economic development specialist Dr. Christine McCoy, in which social and environmental consequences produce by tourism in Cancun are exposed. Dr. McCoy warns national and regional tourist authorities: “we have to stop this unsustainable development and think about Cancun as a place for people and not just for short term profiting, otherwise, attractiveness will be affected, thus decreasing international competitiveness.” (pag. 4- 5).

While reading through the comments section of this article, one can find opinions such as that of a local resident from Playa del Carmen, another tourist center in the Mexican Caribbean that has been significantly transformed by waves of tourists and newcomers: “while government only cares about their own benefit and their own bussiness, they forget about sustainability. It is well know that in Mexico, money makes everything possible.” (Varillas, 2015, 7th comment). Another comment from a student of the National Autonomous University of Mexico claims: “Every tourist project in Mexico has been influenced and shaped by presidents or governors. Issues like planning, impacts, and sustainability have always been hidden... the important thing is to make bussiness.” (Varillas, 2015, 2nd comment).

Accordingly, a French documentary produced by Public Senat and Wild Angle Productions, *Les dessous de la mondialisation Cancun, l'autre visage* (2014), exposes the contrasts between the practices carried out by spring breakers and the living conditions of local employees, which are often paid badly in order to work in poor conditions (Roche, 1996, p.323). In the documentary, Julio Bardanca, former official of the National Fund for Tourism Development or *FONATUR*, claims: “this kind of tourist (spring breakers and all-inclusive tourists) do not create economic benefit, they barely leave the hotel to go out and consume... they drink, eat, and live in the hotel” (minute 12). Furthermore, a research by Tamar Wilson (2008) claims that “de facto

socioeconomic apartheid is characteristic of many tourist resorts in Mexico, especially those of the sun-and-beach variety.” (p.47).

Negative impacts caused by “four S” tourism—sun, sex, sand, sea- (Matthews, 1977, p.25), are rarely ever mentioned by Mexican tourism authorities, which rather remain silent on the issue while showing off a self-aggrandizing image of progress, and magnifying figures about earnings that are mostly distributed among the hands of a few foreign owners and national politicians.

When it comes to the creation of jobs and the establishment of locally owned business such as restaurants, hotels, or travel agencies, of course there are undeniable benefits produced by tourism (Apostolopoulos, Leivadi, & Yiannakis, 2001, p.63). In Mexico, tourism is deeply rooted to national economy, according to its National System of Tourism Statistics *DATATUR* (2016), along with oil exports, tourism is one of the top four sources of national income, in 2013, earnings produced by tourism reached up to US \$12.739 billion; by the end of the year 2015, tourism is expected to generate up to US \$17 billion (p.1). In a recent speech, Mexico’s President Enrique Peña Nieto claimed that tourism has placed Mexico among the top 10 most visited tourist destinations in the world, and it holds development opportunities for many citizens (Lopez, 2015, para.2), nonetheless, tourism development has not slowed environmental degradation, neither it has fulfilled its promise of bringing social and economic development, but on the contrary, it has accelerated depredation while perpetuating inequality under the deceitful flag of sustainability and eco- friendliness (Cockcroft, 2010, p.84).

While crime is also increasingly affecting, not only the lives of local residents of tourist centers like Cancun (Rosado & Chumacero, 2015) or Acapulco (Waston, 2015), but the international image of the country as well, which is already very negative (Boksenbaum, 2015), authorities celebrate the formation of agreements with American Cruise Companies (Madrid, 2015), and promote further foreign investment in massive vacation centers (Olavarría, 2015) that do nothing to solve issues like crime, but actually helps to sustain it and in many cases increase it (Gómez, 2005, pp.30-31).

## **2.1 New Zealand’s alternative model of tourism development and its results.**

Even though, this direction has been largely pursued, not only by Mexico, but by a considerable amount of countries and regions as well (Wilson, 2008, p.40), there are certain countries, where local communities and national authorities have decided to follow their own standards of tourism development.

One of those countries, an isolated and in many ways unique land, has been capable of establishing an alternative tourism industry without the aid of big foreign capital. With a total land area of 268,000 square kilometers, New Zealand is just a little bigger than the U.K., but it has a total population of only 4.5 million. (Nations Encyclopedia, 2015). According to New Zealand treasury (2013):

Unlike most other developed countries, New Zealand's economy is heavily reliant on primary production for export (agriculture, forestry and fisheries) and tourism. New Zealand has a very high level of natural capital (18%) compared to the OECD average of 2%. (p.2).

New Zealand's isolated location (the nearest land mass, Australia, is 990 miles away), kept foreign investors away for decades, allowing national authorities to take control over their development without much pressure from international lobbyists. During the nineteen fifties, authorities even rejected tourism as a potential tool for economic development, arguing that no one will want to travel that far, thus redirecting their efforts into strengthening its domestic economy (McClure, 2012, p. 4).

Modern international tourism reached New Zealand in the nineteen eighties, decade in which the airline industry expanded globally, as a consequence, New Zealand began to catch the attention of wealthy tourists and extreme sports enthusiasts, mainly from England and Australia. By the nineties, international visitor arrivals grew by 85 per cent (McClure, 2012, p. 5), but it was not until the arrival of the twenty-first century, and the creation of the 100% Pure New Zealand brand (McClure, 2012, p.6), along with the release of The Lord of the Rings film trilogy, that New Zealand would become a renowned and popular alternative tourism destination worldwide (Kraaijenzank, 2009, p.14).

According to an article published in the *Journal of Tourism Futures* (2015): In New Zealand, tourism is a key contributor to the country's economy and employment. In 2013, tourism generated 3.7 per cent of direct contribution to New Zealand's GDP, amounting to \$7.3 billion, while indirect value added of industries supporting tourism generated an additional \$9.8 billion to tourism. (p.117)

Also, National Tourism Satellite Account (2015) declares that:

In 2015, direct tourism value added increased 10.6 percent, additionally, 168,012 people were directly employed in tourism in the year ended March 2015, an increase of 5.0 percent from the previous year. Direct tourism employment increased 8 percent between 2012 and 2015. (p.4-6)

New Zealand's tourism authorities have been capable of dramatically increasing the number of international visitors during the last couple decades, not by simply replicating huge all-inclusive hotel complexes, but by developing a model that is grounded on the natural and cultural attributes of the nation, thus generating a wide range of tourist products that are consistent with those attributes (TIA, 2015, p. 10). Additionally, government authorities and tourism poles' communities have understood that locally owned tourist products, which take into account the social and cultural context of its region, are more likely to produce socioeconomic development for its communities than massive European and American-style projects (Crick, 1989, p.23), or as claimed by Mariska Wouters (2011) "the value added by tourism to an economy is greater if the economy's resources are used in the process and if value is added locally" (p.10). Such approach to tourism development aims to prevent the "leakage effect" in which "revenue generated by tourism is lost to other countries' economies" (Wikipedia, 2015, para.1), or as claimed by Eagles and McCool (2002) "the more money leaks outside the local economy, the smaller the flow-on impacts" (p.320).

Products of this kind are highly attractive for a growing international market segment, mostly comprised of high spending tourists, which usually means economic benefit for local business. A marketing study conducted by the Adventure Travel Trade Association (ATTA) and the George Washington University (2013), revealed that "from 2009 to 2012, the adventure travel market had an estimated average yearly growth of 65 percent, which translates to a \$266 billion worth market" (p.2). That same study concludes that:

Many travelers are no longer satisfied with sitting on a beach or shopping. They seek adventure experiences that highlight the natural and cultural assets that make a place distinct from any other. Destinations and bussiness that can bring those experiences to live will se the greatest success in capturing this lucrative market (p.14).

Subsequently, different forms of adventure tourism tend to result in the formation of schools and centers for training and certification, national and international competitions are also organized, and athletes associations are created, all of which promote further development and induce economic improvement for local bussiness, while advocating for economic activities that are less detrimental for the environment than agriculture, mining, or the traditional forms of massive vacation tourism (Ewert& Jamieson, 2003, p.81).

Other measures taken by the New Zealand tourism industry to ensure its functionality and sustainability include (McClure, 2012, p. 5):

1. The establishment of the Qualmark Certification.
2. In order to rescue and promote the Maori culture, the town of Rotorua was restored, a replica of a traditional Maori village was built in it. Museums and cultural centers were also added.
3. An agro-dome was also built in Rotorua, in it, livestock and farming activities and products are promoted.
4. Protected natural areas were delineated; hiking paths, scenic view points, and other adaptations where built within these.
5. The Tourism Industry Association (TIA), established alliances with local tourist entrepreneurs in order to advice and assist energy efficiency programs like CarbonNZero (2015).

Despite these measures, New Zealand's tourist industry is still far from reaching acceptable environmental parameters. A numerous group of national academics and activists, lead by Dr. Mike Joy (2014), demand a more adequate set of government regulations, arguing that New Zealand is far from achieving decent ecological standards even when compared to other countries, accordingly, Dr. Joy has publically denounced the New Zealand government for

promoting an unrealistic image of the country through the deceitful 100% Pure New Zealand strategy.

### **2.1.1 Holiday Parks**

Holiday parks are a great example of a locally owned tourist product, which is designed to highlight and take advantage of the natural attributes of the regional environment. Suitable for both backpackers and families, holiday parks provide with parking spaces for campervans and motorhomes, as well as shared kitchens, private bathrooms and showers, they also have laundry facilities and green areas for recreation, some of them provide basic accommodation services such as small cabins or bungalows, they also allow tourists access to attractions like hiking trails, beaches or lakes (Statistics NZ, 2010, p.1).

Holiday Parks are rated by the users themselves and certified by national authorities to ensure compliance with strict ecological standards, additionally, in order to mitigate and decentralize the tourist load, holiday parks are strategically distributed throughout the national territory, conveniently located near towns, natural areas, and tourist attractions (Holiday Parks, 2015, p.1).

The natural characteristics of the environment, along with the cultural context of the region, are what ultimately determines the adjustments of the holiday park itself, whose purpose is precisely to enhance and highlight those characteristics (TIA, 2015, p. 14- 15), in other words, holiday parks are coherent to the sociocultural and environmental context of their regions.

### **2.1.2 Whale watching in Kaikoura and Maori tourism.**

Tourism in New Zealand has also reached indigenous Maori communities, managing to produce substantial benefits for its local population.

With 3600 residents, the district of Kaikoura is located on the eastern coast of the south island, between the city of Christchurch and the town of Picton (Kaikoura, 2014, p.4), the area has a rich Maori history: for approximately one thousand years, Maori settlements have inhabited the Kaikoura peninsula, harnessing marine species as means of survival; during the

mid-nineteenth century, European explorers settled on the peninsula and built a station to exploit the back then popular whaling industry. When whaling became illegal, the population was economically isolated, consequently, local authorities redirected their efforts to the establishment of a local ecotourism industry, which was coherent with strategies of national development, thus creating a variety of nature-based tourism products (Poharama, et al., 1998, p. 12).

Whale-watching businesses first emerged in Kaikoura during the nineteen eighties, the majority of them are locally owned and of small scale, as a consequence, tens of jobs have been created for local residents (Poharama, et al., 1998, p. 16-18). In the nineties, the local council and the community became concerned about tourism activities affecting on the environment, so together they decided to adopt a sustainable approach in the district (Kaikoura, 2014, p.8), according to Kaikoura's official visitor guide (2014):

A program, now known as Earth-Check Sustainable Communities, was adopted to help measure the community's environmental impacts. Under the scheme, a series of indicators are monitored to measure environmental impacts in areas such as air quality, greenhouse gas production, water consumption and energy use. Additionally, in 2011 Kaikoura became the first destination in the world to gain an Earth-Check Gold Community certification due to its commitment to community sustainability (p.8).

Maori communities such as Kaikoura have understood that economic activities like tourism can be properly utilized as a tool for economic development and environmental preservation (Wikitera,2006, p.9), or as stated by MariskaWouters (2011), "in Kaikoura such approach to tourism has helped "local Maori, who were most vulnerable to the loss of employment, to move from a position of relative powerlessness and low socio-economic status to becoming a major employer through whale watching activities" (p.11).

Over all, tourism has brought tangible benefits in terms of marine species restoration and the creation of working positions for coastal and Maori communities (O'Connor, 2005, p.16), however, Maori communities are still going through a key transition process, which aims

to a functional integration between tourism and local economic activities, they demand their cultural elements to be respected and protected through government regulations, with special attention paid to controlling the use of Maori symbols as tourist assets, they also demand an independent management of their communities, while insisting on increasing regulations to protect the natural environment (Wikitera,2006, pp.6-16).

Such functional integration is still far from being achieved, but even though multiple disagreements and difficulties have emerged along the process, it is worthwhile noting the efforts made by national authorities and Maori communities. Tens of academics and specialists have also joined the cause through the conduction of scientific research and direct engagement with communities (Van der Heide, 2015, pp.68-69).

### **2.1.3 Film industry as a tourism booster**

Talking about tourism in New Zealand without talking about its film industry, would sideline one of the main triggers of the sector in the last fifteen years (Kraaijenzank, 2009, p.14). If you have ever watched any of The Lords of the Rings or The Hobbit films, then you already have a pretty good idea of how New Zealand's natural landscape looks like.

During the late nineties, New Zealand film director Peter Jackson, began producing his Oscar winning trilogy The Lord of the Rings. Based on the science fiction novel written by J.R.R. Tolkien, Jackson considered New Zealand to be the ideal location for bringing Tolkien's imaginary land into reality. The Lord of the Rings is one of the most popular trilogies of all times, the three movies made in total \$2.9 billion and won 17 academy awards (Kraaijenzank, 2009, p.44-45).

Jackson has filmed and produced most of his movies in his own country, promoting New Zealand as an optimal location, not only for film production, but for nature and adventure tourism as well. National government authorities have even rewarded Jackson in multiple occasions for promoting tourism and boosting national economy through his movies (Bio, 2015). According to the site Backpackers Guide (n.d.), the most popular movies that were filmed or produced in New Zealand are: The Last Samurai, Whale Rider and Vertical Limit.

A survey conducted in 2003, just after the release of the second movie, revealed that: Nine percent of the visitors claimed that *The Lord of The Rings* was one of the reasons to choose New Zealand as their holiday destination... during that same year, tourists coming specifically to visit the film locations spend an estimated US \$32.8 million” (Kraaijenzank, 2009, p.44).

The national airline, Air New Zealand (2013), smartly took advantage of such popularity in order to launch a creative commercial involving some of the main characters in the films.

According to New Zealand’s official tourism website, film industry contributed more than NZ \$2.4 billion to the country's economy in 2011, during that same year, thirty five productions visited the country. The level of revenue has increased from year to year since 2007, reaching up to NZ \$3.1 billion in 2013 (Film tourism, 2015), additionally, the website remarks “when films are produced in New Zealand it provides an opportunity for Tourism New Zealand to gain access to quality content, marketing opportunities and high impact media channels to promote New Zealand as a tourism destination” (NZ, 2015, para 3).

Such industry has become so relevant to national interests, that in 2012, the Prime Minister John Key visited Hollywood, California, in order to promote New Zealand as an ideal location for filming, mostly through easing permits and cutting taxes for production companies (Joliff, 2012). In April 2014 the New Zealand Screen Production Grant was introduced, by which “international productions can access a 20% baseline grant. A further 5% is available for those that demonstrate wider economic benefits to New Zealand.” (NZ tourism, 2015)

It is important to address the adverse environmental impacts usually caused by film industry, as well as the lack of research around this vital issue, however, the film industry as an economic booster, is far less detrimental to the environment and the local culture than traditional forms of massive tourism, but it still manages to generate vast amounts of revenue, while creating jobs and increasing international arrivals.

#### **2.1.4 Food and wine tourism**

Of course there are some more traditional forms of tourism in New Zealand, but even such forms of tourism have managed to develop in a functional manner, which aims at locally-produced economic development.

Although wine has been produced in New Zealand since mid-nineteen century, it was not until the nineteen eighties, when winegrowers decided to focus on white wine, that the country's reputation as an excellent producer began. In less than 20 years, wine makers went from average wine, to producing some of the highest quality white wines in the world (Auger, 2001, pp. 34-35).

A report by Tourism New Zealand (2014), claims that between the years 2009 and 2014:

New Zealand's vineyards and wineries have seen over a million international visitors at an average of 220,000 per year. In total, 13% of all international holiday travelers visit a winery or participate in wine tourism activities annually", additionally "it is anticipated that international tourism visitor numbers will continue to be strong, offering significant growth opportunities for future wine tourism in New Zealand (p.1).

Since wine and food tourism is highly attractive to high spending tourists, it does not require a massive influx of visitors to produce significant amounts of economic benefit to local producers. According to the previously mentioned report (2014):

On average, international tourists that participate in wine tourism spend \$3,700 compared to the \$2,800 average spend of all visitors. There is a significant high value segment in the wine tourism market with over 22% of international wine tourists saying they spend over \$5,000 on their visit to New Zealand."(p.1)

Besides offering wine tasting tours and meals, as well as directly selling their products, many vineyards and farms also offer complementary accommodation, ranging from self-contained quarters, homestays, and lodges, to full luxury Bed & Breakfast cottages, thus allowing tourists to

experience the peace and quiet of life in New Zealand's countryside (TrueNZ Guides, 2015). Rural communities, which are often deprived of complementary economic activities, have now found means to generate additional income through tourism activities.

Unfortunately, farming and agriculture are highly predatory activities, and despite the fact that efforts are being made in order to reduce its environmental impacts; rivers, lakes and soils have been significantly polluted (Joy, 2014), also, a recent increase on the sheep and cow population - 20 sheep for every person- has brought considerable consequences in terms of erosion and pollution. At the present time, "43 per cent of monitored lakes in New Zealand are now classed as polluted, as a direct consequence, an estimated 18,000 to 34,000 people annually catch waterborne diseases" (Journal of Tourism Future, 2015, p.118). Activists and academics are also worried about recent foreign influences that may affect their environment and economy, such as the introduction of Chinese companies into the national agricultural sector. (3news, 2011)

### **3. Results and Analysis**

When travelling around places like Chiapas, Oaxaca, or any authentically Latin American tourist destination, a question often made by many travelers is, how is it possible that regions with such vast amounts of highly attractive tourist resources, have not been capable of developing a tourist industry that improves their living standards?

Regions with such particularly unique resources and circumstances, cannot simply replicate foreign models of tourism development, hoping such models will magically produce collective development without considering regional particularities. Regional attributes of countries like Mexico, allow the establishment of a locally produced tourist industry, which similarly to that of New Zealand, is capable of satisfying a growing international demand, while effectively producing social and economic development for its communities.

Accordingly, the climate change phenomena represents an opportunity to redirect the national tourist industry towards forms of rational and sustainable exploitation (Worland, 2015). International market trends demonstrate a growing need for environmentally-friendly and culturally-enriching tourist experiences, subsequently, an

increasing number of tourists are willing to pay more for sustainable and locally-owned tourist products that can provide them with such experiences (CREST, 2015,p.2). Contemporary tourists are also increasingly interested in reducing their environmental impact (Cohen, 2005, p.22), correspondingly, in a report by the Center for Responsible Travel CREST (2015), John De Vial, head of financial protection at ABTA Limited, claims that: “In the end it’s all about protecting our product. If the product – our destinations – aren’t protected in environmental and social terms, then people won’t want to visit them; it is as simple as that.” (p.5).

Additionally, survey conducted by TripAdvisor (2012), revealed that green trends are rising globally among travelers, 47 percent of respondents considers ecological and sustainable standards when choosing tourist products such as hotels and tours, accordingly, Nielsen Wire conducted a global survey, involving 28,000 consumers from 56 different countries, in which 60 percent of consumers admitted they prefer to consume products that are socially and environmentally favorable, and 46 percent are willing to pay more money for such products (Nielsen Wire, 2012).

#### **4. Conclusion**

Hopefully, tourism authorities in Mexico and similar in Latin American economies will be able to notice such trends in time, just as New Zealand and many other countries have already done. Fortunately, significant efforts are been made by indigenous and rural communities along the continent, these communities are currently working together with academics and civil associations, in order to protect their traditions and resources from menacing industrial activities like mining, logging, or the traditional forms of massive tourism, mainly through alternative tourism activities like ecotourism, scientific tourism, medical tourism, religious tourism, rural tourism, cultural tourism, or shamanic tourism, just to name a few.

As a final touch, we would like to make clear that we are not advocating for the abandonment of traditional forms of tourism, especially when considering that such activities are so deeply rooted in the national economy of countries like Mexico, neither we are claiming that New Zealand’s tourism model is perfectly functional and sustainable, and therefore it should be

blindly followed by other countries, we are simply recommending Mexican tourist authorities to urgently look beyond the traditional Western model of tourism development, and widen their perspective by acknowledging that tourism is not only a quick way of profiting, but is also a complex social-economic phenomena that is capable of permanently transforming whole cultures, way of life and nations, such particularities require a scientific multidisciplinary approach for its proper understanding.

We also urge Mexican tourist authorities to recognize that world markets are going through a crucial period of dynamic transformation (Worland, 2015), which will require creative and innovative adaptations for its proper conduction towards a functional outcome, therefore, non-traditional models of tourist development, that are coherent with such transformation, should be developed.

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