Research in Hospitality Management

ISSN: (Print) (Online) Journal homepage: https://www.tandfonline.com/loi/rrhm20

Reflecting on moving forward: luxury hospitality in New Zealand post-COVID-19

Tracy Harkison

To cite this article: Tracy Harkison (2023) Reflecting on moving forward: luxury hospitality in New Zealand post-COVID-19, Research in Hospitality Management, 13:1, 5-9, DOI: 10.1080/22243534.2023.2239572

To link to this article: https://doi.org/10.1080/22243534.2023.2239572

Published online: 18 Oct 2023.

Research in Hospitality Management 2023, 13(1): 5–9
https://doi.org/10.1080/22243534.2023.2239572

RHM
2023
Research in **Hospitality Management**

Reflecting on moving forward: luxury hospitality in New Zealand post-COVID-19

Tracy Harkison

School of Hospitality and Tourism, Auckland University of Technology, Auckland, New Zealand
Correspondence: tracy.harkison@aut.ac.nz

ABSTRACT: Due to border closures during the COVID-19 pandemic, the hospitality and tourism industry was given a chance to re-imagine and re-invent itself. New Zealand's borders were shut to international tourists for 28 months, giving it a considerable amount of time to strategise about what the future of tourism would be. One of these strategies was to attract more desirable tourists. New Zealand was not alone in this pursuit: other countries wanted to move towards a more sustainable tourism model, attracting high-value tourists instead of the default of mass tourism that popular destinations had suffered from. This conceptual article discusses how Tourism New Zealand started to re-imagine luxury hospitality to encourage high-value tourists to come to New Zealand.

KEYWORDS: luxury hotels, tourists, tourism

Introduction

Pre-COVID-19, tourism made a huge contribution to New Zealand's economy. The total annual tourism expenditure was NZ $41.9 billion — $115 million per day. Tourism was New Zealand's biggest export industry, contributing 20.1% of total exports and accounting for 13.6% of the total number of people employed in New Zealand (Statistics New Zealand, 2019). When COVID-19 hit, governments around the world shut their borders as they were faced with the priority of public health requirements and the need to keep service industries operating. Lockdowns were imposed, people were told to stay at home and tourists were blocked from entering (Hall et al., 2020). New Zealand was one of the first countries to close its borders and was one of the last countries to re-open its borders to international visitors. The devastating impacts of the pandemic hit travel and tourism, hospitality and the event and art affiliated sectors the hardest. At the start of the pandemic, the United Nations World Tourism Organization (UNWTO) estimated that there would be a decline of up to 80% in international tourism, with a possible loss of US$1.2 trillion in tourism export revenues and up to 120 million direct tourism jobs at risk (Sigala, 2020; UNWTO, 2020).

Globally, many saw the pandemic as a death sentence for the hospitality and tourism industry, but there were a small number of tourism academics who saw this as an opportunity to enable transformational thinking (Lew et al., 2020), to question the pro-growth approach that tourism was taking, to critically reconsider the growth trajectory, and to question if more arrivals gave greater benefits (Higgins-Desbiolles et al., 2022). Meanwhile, in New Zealand, in May 2020 Tourism New Zealand predicted that the pandemic would be over in six months (Tourism New Zealand, 2020). However, it quickly transpired that due to the fluidity of events this would not happen and, as the situation changed and evolved, an approach of resilience in making strategic decisions was adopted (Baker et al., 2020; Mazey & Richardson, 2020). During and since the pandemic, there has been a continual flow of articles on the impact it has had on the New Zealand travel and tourism industry. Details of the impacts on hospitality have been published, but mainly focused on the failures of the quarantine system, the lived experience of isolation hotels and the longevity of hospitality businesses in New Zealand (Grout et al., 2021; Gray et al., 2022; Hemmington & Neill, 2022). To date, there is a lack of articles highlighting the rebuilding of luxury hospitality during and after COVID-19 in New Zealand.

Literature review

The rationale for this article has arisen from the importance of the hospitality and tourism industry to New Zealand in terms of its size and contribution to the economy. Nearly 10 years ago, the total tourism expenditure in New Zealand was $23.8 billion, making it an important contributor to the economy, as 9% of New Zealand's total gross domestic product was directly or indirectly generated by tourism. Of this total expenditure, nearly 10% was spent on accommodation, half of which was by international visitors (Ministry of Business, Innovation & Employment, 2014; Harkison, 2016). The luxury segment of the nation's accommodation sector was an important component of the overall tourism sector. In 1999, 185 340 nights were spent in New Zealand luxury accommodation — 84.2% by domestic guests and 15.8% by international guests. By 2009, this number had increased to 710 772 nights — with 69.2% spent by domestic guests and 30.8% by international guests (Brocx & Harkison, 2009). But that year the recession hit, and in the following years the number of domestic and international visitors staying in luxury accommodation started to slowly recover. By 2018/2019, tourism was at almost 4 million visitors per year, the same as the population of the entire country.

The luxury segment accounted for approximately 5% of the annual international tourism dollar coming into New Zealand and had an increasingly international focus in terms of its clientele (Ministry of Business, Innovation & Employment, 2020).

By 2018, the significant growth in tourism was having a noticeable impact on New Zealand's environment, and some of the most powerful tourism leaders in New Zealand banded together to launch a creative initiative — "The Tiaki Promise". The promise was intended to remind everyone who visited New Zealand that everyone was collectively responsible for looking after the environment — "to care and protect and to look after people and place" (Tiaki Promise, 2018). The campaign had been running for just over a year when COVID-19 hit. As previous highlighted, when COVID-19 arrived, it caused a global hiatus which gave an opportunity for the industry stakeholders and tourism policymakers of many countries to revaluate luxury tourism and how it contributed to the environmental, social and economic outcomes with sustainable aspirations and a desired yield (Spence et al., 2022). Even at the start of the pandemic, it was estimated that there would be 500 million luxury consumers by 2030 due to luxury experiences being more accessible, and it was also forecast that, by 2022, luxury services would account for €1,135 billion (Correia et al., 2020).

Luxury tourism has grown significantly in recent years, and by 2019 the sector was worth US$891 billion globally, a figure that is expected to grow to US$1.6 trillion by 2026 (Thirumaran et al., 2021). Luxury tourism involves people who are very wealthy and are willing to pay very high fees for a trip that is not only for their pleasure, but will enable them to acquire social status, especially in their social circles (Harkison, 2022). Luxury tourism is defined by a variety of hospitality services and products: these range from cuisine, breathtaking décor and unusual scenery, to an integrated travel experience. Luxury travel must encompass fine dining and pampering services; luxury restaurants must generate feelings of luxury through the price, service, physical environment, food quality and the emotions evoked in their guests (Harkison, 2022).

As previously discussed, Tourism New Zealand predicted the borders would be open by the end of 2020, but as this became more and more unlikely, it started a national campaign while also developing an international campaign. During the first lockdown, Visit Auckland made a two-minute video — *Papatūānuku (our earth mother) is breathing* — which shows New Zealand's world-renowned scenery, actively encouraging locals and tourists to stay home (Visit Auckland, 2020). Its message was to "stay at a distance, stay as one and when the time is right, we welcome you. But for now. Listen". Rather than take a negative view of the impact COVID-19 was having, the video encouraged those in Tāmaki Makaurau (Auckland) to wait patiently (Chant, 2020). The video was one of the biggest global hits via Visit Auckland's YouTube channel, keeping New Zealand visible to domestic and international tourists as a place to visit after the lockdowns were lifted. Higgins-Desbiolles et al. (2022) commented that this video explained to people that the environment in New Zealand had been given a chance to recover from the vast amount of tourism it had had and that other countries could do the same. After the first lockdown, Tourism New Zealand started a major domestic campaign trying to encourage New Zealanders to "do something new New Zealand" — before COVID-19, New Zealanders spent $9 billion on overseas travel and the aim was to get that money into New Zealand's economy. Tourism New Zealand then began work on international campaigns, as attracting high-quality tourists that would enrich Aotearoa [New Zealand] was more important than ever (Tourism New Zealand, 2022b). The government thought its national tourism organisation could try to target its marketing messaging towards certain types of visitors considered "more desirable". New Zealand is a premium destination at the "bottom" of the globe. It is not cheap to get there, and it is not cheap to be a visitor there, so the country should be targeting "high-value visitors". The focus should be on value before volume, and should be looking at attracting high-quality visitors and delivering value experiences to those visitors (Jelski, 2022; Roberts, 2022).

Work continued in 2021 to extend and amplify the premium proposition, through the Premium Partnerships Programme, to maintain connections to high-net-worth consumers via travel trade partners. Opinions shared at international online trade events showed that New Zealand was still a highly desirable destination for the high-net-worth clientele, and luxury advisor travel sellers were able to remain in business due to them not carrying the operating cost of having a shop-front business (Tourism New Zealand, 2022a). Over 140 online meetings were held globally to connect and converse with luxury travel advisors. The TV series *Lap of Luxury* was aired in March 2021 to showcase the people and communities behind New Zealand luxury tourism and the show was sold to Australia, the United Kingdom and the United States as priority premium markets (Tourism New Zealand, 2022a). At the same time, Tourism New Zealand was collecting data to gain an appreciation of the tourism drivers of high-net-worth individuals (HNWIs), to understand New Zealand's positioning in the minds of HNWIs, to uncover any regional differences between HNWIs, and to be able to provide data to support a strategy to target this market (Tourism New Zealand, 2021).

In 2021, Tourism New Zealand published a snapshot of the survey they had conducted with 650 HNWIs. They had to have at least $1 million in investable assets, and they had to be willing to pay at least US$850 per person per night for luxury accommodation. The demographics were as follows: HNWIs were mainly women (61%); they were from Europe (31%), North America (31%), Asia Pacific (23%) and Australia (15%); 90% of them were fully employed and the average age was 35–44 years old.

All the information and data reviewed for this article are from published sources and there are various reasons why secondary data was used. Secondary data is more likely to be authentic (and therefore more accurate) than data collected for a study, as the primary purpose of the data was originally to meet a specific need and was not connected to the research (Gray, 2014). It is also time efficient — saving time normally required for designing a collection instrument, awaiting respondents and gathering the data (Creswell, 2009). Some of the main findings from the report will now be discussed.

Findings and discussion

The three main themes from the report highlighted the aspects of a holiday that would encourage HNWIs to visit New Zealand, the aspects of a holiday that would be important to them while they were visiting New Zealand, and the type of luxury accommodation they would prefer to stay in. The three main findings were: *accommodation preference, accommodation features and holiday attributes*.

Accommodation preference

Manfreda (2022) suggested that luxury accommodation has always been considered a type of accommodation that offers luxury experiences. When asked what type of luxury accommodation would be most attractive to the HNWI consumer, all luxury establishments received high scores, with 80% being the highest and 73% being the lowest. The number of luxury hotels in New Zealand that opened during the COVID-19 pandemic and the plans for more to open in the future, confirms the demand for luxury hotels is on the raise (Pelletier,2022). 80% of HNWIs wanted to stay in a luxury hotel or luxury B&B. This agrees with Lee et al.'s (2016) findings that suggested that guests enjoyed the product and services during their stay in luxury hotels as it gave them a greater positive emotional experience and satisfaction. 79% of HNWIs wanted to stay at a luxury resort complex. Williady et al. (2022) stated that guests staying in luxury resorts have a desire to escape, that they have a need for rest and relaxation, and want social interaction, prestige and health. It can also be the attractive features of a destination, such as beaches, recreational facilities and cultural attractions that guests seek from luxury resorts. 78% of HNWIs wanted luxury cabins or villas, and as Dev and Stroock (2020) highlighted, staying in villas can offer guests personalised experiences, impeccable design, exceptional amenities and the services of a luxury resort in the privacy of an actual home. An emerging trend of luxury group travel is when multi-generational families or groups of friends are combining a luxury trip with a reunion, and actively seeking large homes or suites that would enable them to share time together under the same roof (Dev & Strook, 2020). 77% of HNWIs wanted a luxury private apartment or luxury retreat, 75% wanted luxury camping, while luxury lodges got the lowest percentage of 73%. It is interesting that luxury lodges are the lowest ranked for HNWIs since, as Harkison et al. (2018) stated, different types of luxury lodges provide very distinctive experiences and are able to co-create these experiences with guests.

Accommodation features

Physical/sensorial and social attributes (e.g. quality and quantity of amenities, clean, comfortable and well-kept surroundings, use of technology, prompt, professional and confident service) are considered the bare necessities of luxury accommodation. These attributes produce feelings of well-being, relaxation, safety and convenience in guests (Lu et al., 2015). When asked what their expectations of their accommodation would be, 77% of HNWIs wanted to have privacy from other guests. Iloranta (2019) suggested that the level of privacy guests receive can affect the experience and can make an ordinary luxury experience into an ultimate luxury experience. 76% of HNWIs rated overall décor and ambience as important. Yue (2021) noted that when evaluating their whole experience, customers frequently rely on the physical surroundings, and ambience is one of the most important aspects of this, and the convenience of the facilities has a significant influence on consumers' luxury experience in luxury accommodation. 75% of HNWIs wanted proximity to local points of interest. Harkison (2016) found that guests would make the decision of choosing a luxury hotel due to such proximity. 74% of HNWIs wanted wi-fi and a swimming pool. Walls et al. (2011) suggested that facilities such as a spa and wi-fi could be considered crucial features of a luxury hotel experience. 73% of HNWIs wanted affiliated restaurants and bars, gyms and access to a variety of on-site experiences. Activities such as a swimming pool, a gym and other services reflect the expectations of guests for the comfort and relaxation needs of a luxury accommodation experience (Mascarinas, 2020). 70% of HNWIs wanted access to concierge services. Shin and Jeong (2020) stated the importance of the human concierge services when researching hotels with robot concierge services, with the human aspect of concierge services being highlighted as the most important element.

Holiday attributes

When asked what expectations they would have from their holiday, 83% of HNWIs wanted to get the best possible quality and service. As Shahid and Paul (2021) suggested, people purchase luxury services for personal pleasure as they want to expand their service experiences. Ko et al. (2019) take this further by suggesting that if a luxury good or service is of a high quality, it offers authentic value, is prestigious, is worthy of the high price it commands, and will inspire a connection in the consumer. 81% of HNWIs wanted to experience something for the first time. Iloranta (2019) highlighted that people were more inclined to look at the remoteness or uniqueness of a location, and that they want to do something different to personalise their trip. The essence of a luxury holiday is about realising a passion, about escaping everyday life, and looking for that exceptional experience to take a break from life (Correia et al., 2014). Furthermore, holidays that can be regarded as exclusive experiences are driven by the character of uniqueness that destinations may have and could be translated in terms of the happiness and social status of the guest (Correia et al., 2014). 80% of HNWIs wanted to live like a local (experiencing the places, restaurants and events that residents enjoy). Personalisation has become an essential aspect of the consumer experience as it makes every consumer feel at home, and establishments are becoming very aware of their specific requirements and how they can deliver that experience (Ramadan, 2019). 78% of HNWIs wanted to make connections with new people or cultures. Caffyn (2012) stated that holidays with a slower pace may give visitors the time to make connections with people, place and the local culture they are located in or passing through. This aspect of slowness was one of main messages that Visit Auckland portrayed in the *Papatūānuku (our earth mother) is breathing* video, reminding locals and tourists that they needed to be patient and that New Zealand was been given a chance to recover before they could visit and make connections again.

This data was obtained before the borders were fully open in August 2022; consequently, as at July 2023, New Zealand has just had its first full summer season since COVID-19 hit, and the number of visitor arrivals to New Zealand year to date March 2023 has increased by 805%. This seems like a large increase; however, visitor arrivals are only at 68% of the pre-COVID-19 number of 378 300 visitors in March 2019 (Statistics New Zealand, 2023). The breakdown of who these tourists are is not completely clear, but their average spend and their average number of days in New Zealand was higher than previous years (Statistics New Zealand, 2023). If this is quality as opposed to quantity, then more financial data (how much money they spent and what they spent it on) would need to be collated and analysed to confirm this. If New

Zealand does decide that they would rather have "quality" tourists instead of having a quantity of tourists, it may find itself in a paradox: *manaakitanga* (the Māori concept of making everyone welcome) is an aspect of New Zealand's tourism that has been marketed throughout the world, and which gives the country a distinctive perspective — the more you give to New Zealand, the more New Zealand gives to you (Tourism New Zealand, 2022a). If New Zealand's focus is on encouraging high-quality visitors, then this suggests that other visitors are low-quality, which goes against the concept of *manaakitanga* — arriving as strangers and leaving as *whānau* ("family") (Roberts, 2022). An impact of this is that tourists may question our authenticity and use of *manaakitanga*; so, going forward, New Zealand would need to think carefully about quality verses quantity.

Conclusion

The way forward for luxury hospitality in New Zealand will be a fine balancing act and one that will need all stakeholders to agree on — if the strategy of attracting quality versus quantity is implemented, then this will impact the use of the concept of *manaakitanga*. By contrast, the "Tiaki Promise" is in essence about everyone being responsible for the environment; so if we have quantity instead of quality, this may be a hard promise to keep. At present, luxury operators are trying to determine what products and services they want to deliver and how this can be executed. The government is determining the boundaries and types of activities that will ensure that the tourism system is working to the best of its abilities. Communities are determining what types of visitor activities they want to happen, while still being able to protect the environment. As for visitors, they will have different motivations to travel and will want different experiences. At present, there is still time to determine what all this will look like, as visitor numbers are only at 68% of pre-COVID-19 levels, but this is changing fast.

From the data that Tourism New Zealand collected, it is clear what HNWIs want in terms of preferred accommodation, accommodation features and the attributes of their holidays. Luxury hotels and luxury B&Bs are seen as the preferred choice, and during and after the pandemic, there have continued to be more and more luxury establishments opening in New Zealand. Having privacy from guests, and the overall décor and ambience of an establishment, was important. The need for privacy and luxurious surroundings has increased, and establishments are finding ways to give their guests what they want, refurbishing and making the places more exclusive. Getting the best possible quality and service will be challenging as establishments will need to ensure that they have enough highly trained employees to provide the level of quality and service that is required by guests, as at present we are facing a huge skills shortage. Further research will need to be conducted to determine if New Zealand has indeed moved forward and is providing luxury hospitality to visitors. Gathering data from tourists and staff in luxury establishments would be a priority in the form of qualitative interviews and quantitative surveys to determine what a luxury experience is post-COVID-19 and how it is created.

ORCID iD

Tracy Harkison – https://orcid.org/0000–0003–2409–231X

References

Baker, M. G., Wilson, N., & Anglemyer, A. (2020). Successful elimination of COVID-19 transmission in New Zealand. *New England Journal of Medicine*, 383(8), e56. https://doi.org/10.1056/NEJMc2025203

Brocx, B. M. & Harkison, T. L. (2009). "If you build it they will come" or will they? A review of the use of travel motivation theory. In *CAUTHE 2009: See change: Tourism & hospitality in a dynamic world* (pp. 45–49). Curtin University of Technology.

Caffyn, A. (2012). Advocating and implementing slow tourism. *Tourism Recreation Research, 37*(1), 77–80. https://doi.org/10.1080/02508281.2012.11081690

Chant, S. (2020). *"Papatūānuku is breathing" – Words for reflection, Tāmaki Makaurau*. https://exploringauckland.com/papatuanuku-is-breathing-words-for-reflection/

Correia, A., Kozak, M., & Del Chiappa, G. (2020). Examining the meaning of luxury in tourism: A mixed-method approach. *Current Issues in Tourism, 23*(8), 952–970. https://doi.org/10.1080/13683500.2019.1574290

Correia, A., Kozak, M., & Reis, H. (2014). Luxury tourists: Celebrities' perspectives. In A. G. Woodside & M. Kozak (eds), *Tourists' perceptions and assessments* (pp. 43–51). Emerald Group Publishing. https://doi.org/10.1108/S1871–317320140000008011

Creswell, J. W. (2009). *Research designs: Qualitative, quantitative, and mixed methods approaches*. Sage.

Dev, C. & Stroock, L. (2020). Beach Enclave Turks & Caicos: Creating a luxury villa resort brand [Case study]. Cornell Center for Hospitality Research. https://ecommons.cornell.edu/bitstream/handle/1813/70967/BeachEnclaveCaseStudyJune2020.pdf?sequence=1

Gray, D. E. (2014). *Doing research in the real world* (3rd edn). Sage.

Gray, L., MacDonald, C., Puloka, A., Bocock, C., Gwyther, R., Rushton, A., Puloka, V., Becker, J., Kvalsvig, A., & Baker, M. G. (2022). The lived experience of hotel isolation and quarantine at the Aotearoa New Zealand border for COVID-19: A qualitative descriptive study. *International Journal of Disaster Risk Reduction,* 70, 102779. https://doi.org/10.1016/j.ijdrr.2021.102779

Grout, L., Katar, A., Ait Ouakrim, D., Summers, J. A., Kvalsvig, A., Baker, M. G., Blakely, T., & Wilson, N. (2021). Failures of quarantine systems for preventing COVID-19 outbreaks in Australia and New Zealand. *Medical Journal of Australia,* 215(7), 320–324. https://doi.org/10.5694/mja2.51240

Hall, C. M., Scott, D., & Gossling, S. (2020). Pandemics, transformations and tourism: Be careful what you wish for. *Tourism Geographies, 22*(3), 577–598. https://doi.org/10.1080/14616688.2020.1759131

Harkison, T. (2016). How is the luxury accommodation experience created? Case studies from New Zealand. Doctoral thesis, Auckland University of Technology, New Zealand. http://hdl.handle.net/10292/9925

Harkison, T. (2022). Luxury. In D. Buhalis (ed.), *Encyclopedia of tourism management and marketing* (pp. 102–104). Edward Elgar Publishing. https://doi.org/10.4337/9781800377486.luxury

Harkison, T., Hemmington, N., & Hyde, K. F. (2018). Creating the luxury accommodation experience: Case studies from New Zealand. *International Journal of Contemporary Hospitality Management, 30*(3), 1724–1740. https://doi.org/10.1108/IJCHM-05–2017–0247

Hemmington, N., & Neill, L. (2022). Hospitality business longevity under COVID-19: The impact of COVID-19 on New Zealand's hospitality industry. *Tourism and Hospitality Research, 22*(1), 102–114. https://doi.org/10.1177/1467358421993875

Higgins-Desbiolles, F., Bigby, B. C., & Doering, A. (2022). Socialising tourism after COVID-19: Reclaiming tourism as a social force? *Journal of Tourism Futures,* 8(2), 208–219. https://doi.org/10.1108/JTF-03–2021–0058

Iloranta, R. (2019). Luxury tourism service provision – Lessons from the industry. *Tourism Management Perspectives,* 32, 100568. https://doi.org/10.1016/j.tmp.2019.100568

Jelski, C. (2022). New Zealand tourism minister Stuart Nash on reshaping the country's travel strategy. *Travel Weekly*, 3 October. https://www.travelweekly.com/On-The-Record/Stuart-Nash-New-Zealand-tourism-minister

Ko, E., Costello, J. P., & Taylor, C. R. (2019). What is a luxury brand? A new definition and review of the literature. *Journal of Business Research*, 99, 405–413. https://doi.org/10.1016/j.jbusres.2017.08.023

Lee, S. H., Toh, S. M., & Kim, H. S. (2016). The customers' perception on luxury hotel: A case of Sunway Resort Hotel and Spa. *Culinary Science & Hospitality Research, 22*(6), 145–150. https://doi.org/10.20878/cshr.2016.22.6.015015015

Lew, A. A., Cheer, J. M., Haywood, M., Brouder, P., & Salazar, N. B. (2020). Visions of travel and tourism after the global COVID-19 transformation of 2020. *Tourism Geographies, 22*(3), 455–466. https://doi.org/10.1080/14616688.2020.1770326

Lu, C., Berchoux, C., Marek, M. W., & Chen, B. (2015). Service quality and customer satisfaction: Qualitative research implications for luxury hotels. *International Journal of Culture, Tourism and Hospitality Research,* 9(2), 168–182. https://doi.org/10.1108/IJCTHR-10–2014–0087

Manfreda, A. (2022). Luxury accommodation. In D. Buhalis (ed.), *Encyclopedia of tourism management and marketing* (pp. 104–107). Edward Elgar Publishing. https://doi.org/10.4337/9781800377486.luxury.accommodation

Mascarinas, S. (2020). Seven important attributes that deliver the luxury experience in Auckland's five-star hotels. Doctoral thesis, Auckland University of Technology, New Zealand. http://hdl.handle.net/10292/13375

Mazey, S., & Richardson, J. (2020). Lesson-drawing from New Zealand and COVID-19: The need for anticipatory policy making. *The Political Quarterly, 91*(3), 561–570. https://doi.org/10.1111/1467–923X.12893

Ministry of Business, Innovation & Employment. (2014). Key tourism statistics. http://www.mbie.govt.nz/info-services/sectors-industries/tourism/documents-image-library/key-tourism-statistics.pdf

Ministry of Business, Innovation & Employment. (2020). Key tourism statistics. https://www.mbie.govt.nz/dmsdocument/3438-key-tourism-statistics-pdf

Pelletier, N. (2022). Hotel industry gearing up for substantial expansion. *RNZ* (Radio New Zealand), 2 December. https://www.rnz.co.nz/news/business/479975/hotel-industry-gearing-up-for-substantial-expansion

Ramadan, Z. (2019). The democratization of intangible luxury. *Marketing Intelligence and Planning, 37*(6), 660–673. https://doi.org/10.1108/MIP-11–2018–0490

Roberts, C. (2022). Re-evaluating New Zealand tourism – What the future holds. *Journal of Tourism Futures,* 8(2), 151–154. https://doi.org/10.1108/JTF-01–2022–0026

Shahid, S. & Paul, J. (2022). Examining guests' experience in luxury hotels: Evidence from an emerging market. *Journal of Marketing Management, 38*(13–14), 1278–1306. https://doi.org/10.1080/0267257X.2022.2085768

Shin, H. H. & Jeong, M. (2020). Guests' perceptions of robot concierges and their adoption intentions. *International Journal of Contemporary Hospitality Management, 32*(8), 2613–2633. https://doi.org/10.1108/IJCHM-09–2019–0798

Sigala, M. (2020). Tourism and COVID-19: Impacts and implications for advancing and resetting industry and research. *Journal of Business Research,* 117, 312–321. https://doi.org/10.1016/j.jbusres.2020.06.015

Spence, J., Benckendorff, P., & Chien, P. M. (2022). Sustainable high yield luxury tourism experiences. In A. S. Kotur & S. K. Dixit (eds), *The Emerald handbook of luxury management for hospitality and tourism* (pp. 403–423). Emerald. https://doi.org/10.1108/978–1–83982–900–020211020

Statistics New Zealand. (2019). Tourism satellite account. https://www.mbie.govt.nz/assets/tourism-satellite-account-2019.pdf

Statistics New Zealand. (2023). International numbers March 2023. https://www.stats.govt.nz/information-releases/international-travel-march-2023

Tiaki Promise. (2018). [Home page]. https://www.tiakinewzealand.com/en_NZ/

Thirumaran, K., Jang, H., Pourabedin, Z., & Wood, J., (2021). The role of social media in the luxury tourism business: A research review and trajectory assessment. *Sustainability, 13*(3), 1216. https://doi.org/10.3390/su13031216

Tourism New Zealand. (2020). Tourism New Zealand briefing for the incoming minister [Press release]. https://www.tourismnewzealand.com/media/4280/briefing-to-the-incoming-ministernovember-2020.pdf

Tourism New Zealand. (2021). Creating appeal for high net worth individuals. https://www.tourismnewzealand.com/assets/insights/intl-research/18852-TNZ-HNWI-Insights-v4.pdf_

Tourism New Zealand. (2022a). Annual report 2021/2022. https://www.tourismnewzealand.com/assets/about/publications/annuals/19297-TNZ-Annual-Report-2022-web.pdf

Tourism New Zealand. (2022b). Insights and research. https://www.tourismnewzealand.com/insights/

United Nations World Tourism Organization. (2020). International tourist numbers could fall 60–80% in 2020, UNWTO reports. https://www.unwto.org/news/covid-19-international-tourist-numbers-could-fall-60–80-in-2020

Visit Auckland. (2020). *Papatūānuku (our earth mother) is breathing* [Video]. YouTube. https://www.youtube.com/watch?v5YKyekQ1njNQ&vl5en

Walls, A. R., Okumus, F., Wang, Y. R., & Kwun, D. J. W. (2011). An epistemological view of consumer experiences. *International Journal of Hospitality Management, 30*(1), 10–21. https://doi.org/10.1016/j.ijhm.2010.03.008

Williady, A., Wardhani, H. N., & Kim, H. S. (2022). A study on customer satisfaction in Bali's luxury resort utilizing big data through online review. *Administrative Sciences, 12*(4), 137. https://doi.org/10.3390/admsci12040137

Yue, X. (2021). What are the factors that influence luxury accommodation experience? Case study: New Zealand. Master's dissertation, Auckland University of Technology, New Zealand. http://hdl.handle.net/10292/14066