



Name Change Considerations

Milford Opportunities Project

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01.

Executive Summary

As part of the Milford Opportunities Project, advice has been sought about the implications of ‘renaming and rebranding’ the experience for Milford Sound alongside other access and destination development initiatives. This report provides a series of insights, potential benefits and recommendations to help inform future decisions in this area.

Methodology

To provide the most relevant and applicable real world insights, three reference case studies were chosen from around the world:

- Uluru – Northern Territory, Australia
- Haida Gwaii – British Columbia, Canada
- Monument Valley – Arizona, USA

Desktop research was supported with interviews with global tourism leaders and destination development experts involved firsthand with the management and promotion of these destinations.

Key Insights

Through research and interviews, a number of common insights across the case studies came to light. These include:

- The international tourism community appears to offer little if any resistance to previous destination names changes, rather they mobilise to embrace the change as a positive and responsible step forward
- Initial resistance instead tends to come from local industry, however in retrospect they gladly agree what they gained from the name change is far more than they feared they would lose

- Wide community and stakeholder engagement is crucial and recruiting a team of local and international advocates will help guide the process
- There has to be a compelling desire to change. A name change requires someone passionate about change to drive and champion the process
- A dual naming approach aids in transition adoption and minimises recognition loss – see page 29 for further dual naming considerations
- Resistance can be turned into a positive education and PR opportunity
- The process will take time and shouldn't be rushed or pushed
- A brand story and destination repositioning process in parallel with a name change will support and enhance the transition process
- Restricting access to the use of promotional assets allows for improved consistency on how the destination is sold and promoted
- Without a name connected to the culture or historical stories beyond the immediate past, it's difficult to position a destination about being more than its physical landscapes
- Leadership, vision, alignment, and conviction are required to make substantial change, but only if change is desired

Potential Benefits

A number of potential benefits from a carefully considered name change were identified:

- Deepens the connection, richness and cultural relevance of place
- Improves authenticity for experiential travellers, who will become the dominant traveller psychographic in coming years
- Increases the perceived value of the experience
- Broadens a destination's appeal and encourages longer stays
- Supports the exploration and development of more meaningful experiences, shifting the focus from a single, hero attraction
- Presents an opportunity for broader visitor audiences, markets and distribution
- Encourages environmental and cultural responsibility
- Provides a platform that helps justify and signal access and management changes
- Boosts PR impact as it creates fresh interest and intrigue
- Creates a platform for new investment

Conclusion

Based upon the learnings and findings contained within this report, there are a number of compelling benefits for a destination like Milford Sound in pursuing a name change.

We believe there is significantly more to be gained from a name change than will be lost. In addition, we are confident there are well informed approaches to mitigate any real or perceived risks.

Our recommendation is that stakeholders for Milford Sound consider an official name change that better defines the wider visitor region under review and pursue the development of a supporting brand repositioning story as part of the 50 year masterplan.

What this name is and how it transitions requires significant consultation and due process beyond the scope of this report.

Contents

Executive Summary	2	Monument Valley. Cinematic icon of the American West.	19
Methodology	3	Background	20
Key Insights	3	Interview Summaries	21
Benefits	4	Insights Gained	25
Conclusion	4	Conclusion & Recommendation	27
Contents	5	Appendix – Further Naming Considerations	29
Introduction	7	Appendix – Interviewee Bios	30
Uluru. It’s always been more than just a rock.	9	Appendix – Project Team	34
Background	10		
Interview Summaries	11		
Insights Gained	13		
Haida Gwaii. Remote wilderness rich in native culture.	14		
Background	15		
Interview Summaries	16		
Insights Gained	18		



02.

Introduction.

Introduction

The Milford Opportunities Project was established in 2017 to create an ambitious and innovative 50 year masterplan for Milford Sound, the Milford corridor and the wider Fiordland region.

The plan will make recommendations ensuring Milford Sound maintains its status as a key New Zealand visitor icon and provides a world-class visitor experience that continues to add value to Southland and New Zealand Inc, while ensuring the preservation of the natural resources for future generations.

Within the branding workstream of the project, brand and tourism specialists Libby & Ben The Creative Agency and Meneth Consulting were appointed to investigate and advise on the impact a name change could have within the context of this 50 year masterplan.

During October, November and December 2020, extensive desk-based research was conducted to

establish the three most relevant case studies from around the world from which to anchor this report upon. These all needed to involve a destination, or geographic attraction, that had changed or considered changing its name and had at least one common attribute to Milford Sound – whether that be geography, increased pressure on natural resources or a change of access.

The final case studies chosen were Uluru, Australia; Haida Gwaii, Canada; and Monument Valley, USA. The desk research findings were enriched through interviews with global leaders and those involved firsthand with the management and promotion of these destinations.

This report details each case study and provides a series of insights, potential benefits and recommendations to help inform these future decisions should a name change be considered for Milford Sound.



03.

Case Studies.

3.1

**Uluru. It's always
been more than
just a rock.**

Background

Standing at 348 metres above the desert floor, Uluru is one of Australia's most iconic landmarks. But it has not always been known as Uluru. In fact, for most people, the towering red rock formation was simply known as Ayers Rock and had been for years. However, its rich and cultural significance encouraged a name-change during the 1990s.

In 1872, European explorer Ernest Giles first dubbed the rock Ayers Rock after the South Australian Premier Sir Henry Ayers. However, the rock's history dates back thousands and thousands of years. It has been a part of indigenous traditions and culture since the beginning of time for the Anangu people.

On October 26th 1985, the federal government of Australia finally returned ownership of Uluru to the Anangu as acknowledgment of their place as the original custodians of the land. One of the conditions was that the Anangu would lease it back to the National Parks and Wildlife agency for 99 years and that it would be jointly managed with shared decision making between the indigenous landowners and the federal agencies.

It wasn't until nearly a decade later that the name change officially took place. Ayers Rock was the most widely used name until 1993, when the rock was officially renamed Ayers Rock / Uluru — the first feature in the Northern Territory to be given dual names.

At the same time the park was changed from Ayers Rock–Mount Olga National Park to Uluru–Kata Tjuta National Park.

In 2002 these names were reversed at the request of the Regional Tourism Association and the rock took on the official name of Uluru / Ayers Rock, which it still has today.

One of the main drawcards to the area for tourists was climbing to the top of Uluru. However the Anangu do not climb Uluru because of its great spiritual significance and advised in visitor guides that “the climb is not prohibited, but we prefer that, as a guest on Anangu land, you will choose to respect our law and culture by not climbing.”

While part of the original agreement in 1985 was to ban climbing, it was not actioned, and many failed attempts to prohibit the scaling of Uluru occurred for over 30 years. Numerous controversial incidents led to renewed calls for banning the climb and on the 1st of November 2017, the Uluru–Kata Tjuta National Park board voted unanimously to prohibit climbing Uluru with the ban taking effect on the 26th of October 2019.

Interview Summaries

The following section is a summary of the interviews we had relating to this case study. Full biographies of the interviewees can be found in the Appendix.

John Morse – Former Managing Director of Tourism Australia



John has a very rich, varied and first hand knowledge of Uluru. He was leading Tourism Australia during the early implementation of the name change and has gone on to be a leading indigenous tourism advisor and has many personal connections with the local Anangu.

Asked if the name change has been successful, John categorically said yes. “But most importantly, it was the right thing to do,” he stated. “It wasn’t discovered by John Ayers, it was discovered thousands of years ago by the

Anangu and it is their country.”

“There was never any significant objection to the name change, including within the tourism industry, however it has taken a long time for the general public to use Uluru” advised John. “The dual naming choice became more strategically important over time and helped minimise any negativity.”

What did cause dissent was banning the climb which was the major negative in the process “but there are places that are so special they have to be actively managed, you just have to be patient, strong and believe in the change for it to be successful” Morse told us.

The main tips John provided for navigating this transitional process were to ensure there is support from the local community, select champions from within the industry to headline the communications and use any negativity and resistance as a springboard to generate publicity about the reasons for change.

Has the immediate indigenous community of Mutitjulu (pop. 300) seen any benefits from the change? In short, no, but this is slowly changing as most of the issues are to do with racism and historical maltreatment.

Meanwhile in the nearby tourist town of Yulara (pop. 3,000) all accommodation is owned by the Indigenous Land Corporation (ILC). Increased tourism has provided economic benefits with the ongoing challenge to balance conservation of cultural values and visitor needs.

However according to John, this is where the name change offers Uluru with its greatest opportunity to balance these opposing forces.

“The indigenous name provides a platform to cater to a new level of traveller – the aspirational traveller. They want to make a difference to the environment and go to places that are culturally relevant where they can positively impact the local community.”

What is his opinion on whether Milford Sound should consider a name change? “I would not question for a second the wisdom of making this name change” Morse concluded.

John King – Uluru Kata Tjuta Board of Management & Chairman of the Board’s Tourism Consultative Committee



John provided us with a current perspective and unique insight into the actual branding of Uluru.

“Not a great deal was done to turn the renaming into a rebranding” King told us. “Having a new name didn’t constitute a brand as it didn’t mean anything” he said.

A branding exercise was commissioned by the Board of Management and only finalised in October 2019 to backfill the story and positioning of what makes Uluru special. That brand, the associated brand

assets, and the marketing of Uluru, is now managed centrally by Parks Australia to ensure the authenticity and values of Uluru are maintained.

“The cultural and spiritual significance of Uluru was missing – it’s not just a rock in the middle of the desert” John advised. “Branding gave the connection to the cultural and spiritual significance which underpinned the reason to close the climb.”

“The biggest issue we faced was closing the rock to climbing. After all, calling it a rock didn’t help as that just made people want to climb it. We had an opportunity to create a new brand story that redefined the range of experiences and attractions available within the park. It became increasingly obvious that the name change was necessary to signal that changes were being made. A new name gave us permission to tell a new story and introduce the new rules.”

His observation was had this rebranding been done at the same time as the name change, it’s likely there would have been less resistance to the changes made at Uluru.

Was anyone worried about changing the name and climbing privileges?

“In retrospect, even those who opposed the name change at the time would now gladly say that what we’ve gained as a destination is far greater than what they feared they’d lose.”

King told us that “the problem with the name Ayers Rock was once you’d seen or climbed the rock, you thought there was nothing else to do, so you left. Our average visitor stay was just 1.4 nights. As Uluru National Park, we are now promoted as a park with a range of authentic experiences that have a spiritual impact on you. Visitors tell us they feel it when they come here and the story of the name helps connect them to this place.

“The positive impact we’re seeing is visitors linger, stay longer and explore more.”

The National Park has seen the average length of stay increase to 3.8 nights, the number of tour operations and experiences have expanded considerably and the area’s appeal has broadened by creating experiences and a narrative around a unique culture.

“Experiential tourism is all about feeling things, not seeing things – that’s what branding is all about and that’s what today’s visitor is after” he said.

Some other points John made were that the use of the dual name eased travel trade concerns, but in practice they found that very rapidly the global industry adopted Uluru and Ayers Rock disappeared from language. He also noted that the area’s World Heritage status has a greater resonance internationally vs locally. Great credence is placed on it in Asia and Europe in particular and raising the prominence of this status was part of the rebrand work.

In conclusion John wrapped up the conversation saying “if you were going to implement a name and brand change, you can do it a lot more efficiently and effectively compared to what was done at Uluru.”

Insights Gained

- Dual naming approach provides a smoother transition pathway, helping to minimise public and trade resistance or concerns
- A name change should be done in conjunction with a full rebranding to build a connected story and positioning that enriches the overall experience while also broadening the appeal
- An indigenous name creates a platform from which to justify change – building stories around the cultural and natural significance of the area which need to be carefully managed and preserved
- A richer and more connected name strongly aligns to the needs of experiential travellers and provides the platform to tell the stories that will attract them to engage with the destination and dwell longer
- Get industry champions on board and use negative publicity to your advantage
- The benefits will take time, but what is gained is of a far greater value to the community, country and natural resources

3.2

Haida Gwaii.
Remote
wilderness rich
in native culture.



Background

Known as the Canadian Galápagos for its endemic wildlife and pristine temperate rainforests, this 155-mile-long, torch-shaped archipelago hangs underneath the Alaska panhandle, over 90 nautical miles off British Columbia's North Coast. For thousands of years these islands have been the main territory of the Haida, a First Nation culture of skilled seafarers, hunters, carvers and traders. The local Haida culture, the remote location, and the ocean mist drifting through moss-draped cedars all contribute to the islands' mystical atmosphere, best experienced without expectations or itineraries.

The islands, collectively known as Haida Gwaii, date back to time immemorial, but until relatively recently they were known on maps everywhere as the "Queen Charlotte Islands," named by European explorers in the 1787 after their sailing ship. In 2010, in official recognition of the Haida people, the government of British Columbia passed legislation renaming them "Haida Gwaii," or "islands of the people." On June 17, 2010, in a moving ceremony called "Giving Back the Name With Respect," leaders from the Haida Nation wrote the colonial name of their islands inside a ceremonial bentwood box and returned it to British Columbia's former premier. On his visit to British Columbia in 2017, Prince William, Duke of Cambridge, then collected the box and brought it home to Kensington Palace.

In some ways, these islands are just as raw as they were when the Haida people first arrived here over 14,000 years ago. The lower third of the archipelago is entirely protected by Gwaii Haanas National Park Reserve and Haida Heritage Site or colloquially, "Gwaii Haanas" (from the Haida language for "Islands of Beauty"). There is, after all, much on these islands worth protecting. Their isolation from the mainland has resulted in a number of unique wildlife, including the largest subspecies of black bear in the world.

Haida Gwaii's islands are full of biodiversity. They were not glaciated during the most recent Ice Age, so they contain ancient strains of plant life that are markedly distinct from the mainland, and the rainforest here is thick and impenetrable. The inlets and fjords which separate the islands from each other are awash with cold, nutrient-dense waters, making them prime feeding grounds for orcas, humpbacks, and dolphins.

The Gwaii Haanas National Park Reserve and Haida Heritage Site was originally established in 1988, following a long period of lobbying and action on the part of the Haida to see destructive logging brought to an end on the islands. The Islands Protection Committee launched a program of political lobbying, public education, and research in order to demonstrate the unique and irreplaceable nature of the area. Gradually the potential economic benefits from wilderness-sensitive tourism joined the stable of environmental arguments advocating for sustainable management of natural resources, along with unique flora and fauna, 1,000-year-old trees, spectacular vistas, and the Haida spiritual and cultural tradition.

There are five "Haida Heritage Sites", former villages which now offer a humbling glimpse into the way things were before European contact: centuries-old carved poles still stand, and there are silent depressions in the earth where bustling longhouses once stood; partially carved canoes abandoned in the woods; cedar trees stripped bare of their bark. One of the villages, SGang Gwaay, is a UNESCO World Heritage site, and one of the best remaining examples of Pacific Northwest mortuary poles, where the Haida would bury important or wealthy individuals in a box atop a carved pole.

Although the Haidas' modern artwork ranges from paintings to jewellery, their richly detailed totem poles remain one of the most recognisable forms of Haida art and a glimpse into the history, spirit and culture of these people. The park is a leader in sustainable tourism – all visitors must acquire a trip permit, which involves a ninety-minute orientation session covering safety protocol, leave-no-trace principles, and cultural sensitivity.

Haida Gwaii is a snapshot of the unchecked power of nature, and a testament to the bravery of those who inhabited the area over the millennia.

Interview Summaries

The following section is a summary of the interviews we had relating to this case study. Full biographies of the interviewees can be found in the Appendix.

Ben Sherman – Chair of the World Indigenous Tourism Alliance



Ben, a member of the Oglala Lakota (Sioux) Nation and globally recognised leader in Indigenous tourism, was able to provide a unique perspective to the Haida Gwaii name change.

“Visitors came to these remote islands to experience raw nature and marvel at the world’s best examples of native carved totem poles. Yet the destination was named after a boat named after a Queen from the other side of the world who hadn’t even been to the islands. It wasn’t authentic” Ben told us.

“A name needs to be faithful to the destination. If there is any disconnect you lose that magical visitor experience.”

This is particularly relevant as we observe the rapidly changing values of travellers, which Ben endorsed. “In a world where over tourism and crowded exploitation are becoming more common, travellers are increasingly looking for conscious, enriching experiences where there is care, respect and connection to the place they are visiting. A name needs to enhance this connection and an indigenous one will do it the best” he concluded.

It has only been ten years since Haida Gwaii was adopted, so the full impact of the name change has yet to be felt, however the early signs are very positive. To begin with it has given the Haida people, a small proportion of the population, far more profile and focus within the destination’s marketing. Which in turn has strengthened their position on being able to influence how the cultural heritage and landscapes are promoted and engaged with.

Tourism has grown significantly as well and the Haida are becoming a lot more involved in the industry, which is only enriching the visitor experience further. Were there any issues or confusion around the name change? “Not really, it was known as the location of the Haida people so there was no real impact as it was an obvious connection” Sherman stated.

“The name Haida Gwaii has become famous in the travel and tourism industry and is hardly ever referred to as the Queen Charlotte Islands anymore”

From a visitors point of view there is no longer a disconnect provided by a colonial name. There is now broader appeal and permission to experience and learn about the rich culture and historical customs of the Haida, with the incredible landscapes a stage for their stories.

Marsha Walden – President and Chief Executive Destination Canada



As the head of Destination Canada, Marsha provided a promotional perspective to the Haida Gwaii name change.

She explained that there is no longer a disconnect between the destination that is promoted and the destination that visitors get to experience.

“Visitors invest significant effort and resource to travel to this corner of the world. The new name has given visitors new ways of connecting with the

destination, helping validate their investment in getting there” Marsha explained.

The rename has helped change attitudes – no longer is the focus on the effort required to travel to the islands, the focus is now more on the cultural uniqueness and reward for travellers once they arrive and experience this unique part of Canada.

“The Queen Charlotte Islands as they were previously known, had little cache or notoriety. Once renamed and rebranded, there was considerably more focus on this remarkable place and the world’s media has been quite captivated by its mysticism and beauty.”

Marsha concluded by telling us that with its new name and National Park & UNESCO status, the tourism industry in Canada is now able to promote Haida Gwaii in a succinct and compelling manner as one of its treasured, unique destinations.

Insights Gained

- Changing the name has enabled growth in tourism and provided alternative revenue streams to forestry
- The name has put a focus on the Haida people, their culture and stories which has helped shape a new narrative for the region and attract a broader, more conscientious traveller
- To connect with the experiential, conscientious traveller, a name needs to be authentic to the destination to provide the richness of experience they are seeking
- The name change has taken focus from functional visitation barriers (time and cost) and instead placed international focus on the unique culture and experiences that the destination offers visitors
- Over time, people get used to new names, accept them, embrace them and move on

3.3

Monument Valley. Cinematic icon of the American West.



Background

Monument Valley is a wide expanse straddling the border of the U.S. states of Arizona and Utah. It is known for its majestic, free-standing sandstone buttes, mesas and cliffs. The site is not a national park, like nearby Canyonlands, in Utah, and the Grand Canyon, in Arizona, but one of six Navajo-owned tribal parks.

Known by the Navajo as Tse’Bii’Ndzisgaii (Valley of the Rocks), it is said to be one of the most photographed places on earth and is instantly recognized as an icon of the American West. The area’s recognition has been built from dozens of Hollywood films stretching back almost a century.

The first movie to bring Monument Valley to the attention of the American public was *Stagecoach* (1939). The movie is the story of a group of white settlers, violently attacked by Apaches while traveling across the Arizona and New Mexico territories. The outlaw Ringo Kid is played by American actor John Wayne who soon became associated with Western movies and, often, America itself. The film was directed by John Ford, one of the most iconic and influential directors of all time. Ford went on to make nine movies in Monument Valley.

Vanity Fair observed “The 1939 movie *Stagecoach* created three icons: John Wayne, John Ford, and the 30,000 acres of glory on the Utah–Arizona border known as Monument Valley, propelling the landscape into international fame and defining what decades of moviegoers think of when they imagine the American West”. Never before had a Western looked so western, and, by extension, so distinctly American.

Dozens of films have used Monument Valley as a setting including blockbuster films *2001: A Space Odyssey*, *Back to the Future*, *Mission Impossible*, *Transformers*, *Thelma & Louise* and that famous running scene in *Forrest Gump*. Countless television

commercials have also been made there. Even the *Krazy Kat* comic strip and the *Road Runner* cartoon have used Monument Valley as their backdrop.

Set aside by the Navajo Tribal Council in 1958, the park is now known as Monument Valley Navajo Tribal Park and is managed by the Navajo Nation. Despite calls to return the area to its historical name, the Navajo Nation leaders appear unwilling to lose the connection to its movie history.

The park’s headquarters and visitor center offer information on the area and exhibit Navajo archaeology, arts and crafts but the highlight for visitors is the self-guided 17-mile scenic loop drive that leads to overlooks of the park’s famous movie set formations.

The most popular stop in the park is The Mittens, two enormous buttes that look like mittens with their thumbs facing inward, the archetypal image of the American West made famous by the Hollywood Western. Another popular destination is John Ford’s Point, a promontory at the edge of a plateau overlooking the desert. Here visitors can recreate the iconic image of a solo rider on a horse near the edge of the viewpoint.

While Navajo family members try to sell handmade jewelry, beaded peace pipes and rawhide rattles laid out on folding tables under shade ramadas, visitors seem more fascinated with the movie magic and nostalgia on offer within the valley.

“Monument Valley is one of the most familiar landscapes in the United States, yet it remains largely unknown. White people recognize the valley from the movies, but that’s the extent of it,” says Martin Begaye, program manager for the Navajo Parks and Recreation Department. “They don’t know about its geology, or its history, or about the Navajo people. Their knowledge and interest in our culture is very superficial.”

Interview Summaries

The following section is a summary of the interviews we had relating to this case study. Full biographies of the interviewees can be found in the Appendix.

Rachel Bremer – Global Markets Director for the Utah Office of Tourism



Rachel was able to provide a promotional perspective to Monument Valley’s decision to retain its name.

Utah Tourism works with eight federated tribes across Utah including Navajo Nation, even though the Navajo Nation’s tourism and parks office is based in Arizona. Navajo Nation is a commercially focused operation and wants to drive maximum visitation to their parks and tourism sites.

Rachel said Navajo Nation is largely uninterested in changing the name of Monument Valley. Navajo Nation embraces the movie history that has made the area famous. “The Navajo Nation believe this despite movie content in many of the Westerns featuring cowboys and Indians, which is culturally inaccurate and insensitive.”

“As an icon of the American West, they don’t want to lose the crucial movie connection as they believe this is what attracts visitors to the area”

Rachel confirmed “if there isn’t someone from the tribe who is passionate and dedicated about driving a name change, then it’s just not going to happen.”

Unfortunately the road side trinket and souvenir stalls currently located inside Monument Valley don’t do the area justice. They fail to connect visitors with Indigenous culture and experiences in any meaningful or authentic way.

“As a result, we are currently working with local communities on how they can increase cultural heritage and local voices into the visitor experience through product development, destination development, training and education” Bremer concluded.

Becky Blaine – Deputy Director at the Arizona Office for Tourism



Becky provided insights from the other state that Monument Valley straddles.

The Arizona Office of Tourism works cooperatively with Utah and Colorado to promote the Four Corners area of which Monument Valley is one of the area's star attractions. Becky explained that there are 22 different Native American tribes in Arizona of which Navajo Nation is one of the largest and most active in the tourism sector.

Becky explained that the Navajo Nation has multiple layers of governance and management of the Monument Valley Tribal Park and this often leads to slow decision making and progress on important issues. The different layers include 'Navajo Nation Tribal Council', the tribe's own government organisation, the 'Navajo Nation Tourism Office' responsible for promoting and marketing the destination and the 'Navajo Parks & Recreation Department' responsible for destination management, park operations and liaison with Federal and State agencies.

“When it comes to the name and management of Monument Valley, there are often opposing views between the different organisations involved with its management. This is one of the reasons why an active name change hasn't been pursued, despite some from the tribe wanting to return it to its ancestral name.”

“The older generation within the tribe tends to be more resistant to change and want to leave things as they are, they are opposed to development that will attract more visitors.”

Wrapping the interview up Becky advised that given the strong connection of movie history to Monument Valley, and a desire to leave it that way, Arizona Tourism has supported the development of a Native American Museum in Phoenix, as an alternative avenue to make the stories and culture of Arizona's Native American tribes available to the public.

Ben Sherman – Chair of the World Indigenous Tourism Alliance



Ben, a Native American and co-founder of the American Indian Tourism Association, was able to provide a unique perspective to the circumstances on why the Navajo Nation have been reluctant to pursue a name change.

“Today visitors either self-drive around the loop road or travel in small vehicles with Navajo guides visiting movie locations and learning about the history of the area” Ben told us. “There also used to be horse tours but these were stopped over concerns of damage to the area and

hiking trails have also been restricted for similar concerns.

We learnt from Ben that the Hollywood Westerns didn’t just introduce the valley’s spectacular scenery to an international audience, each movie pumped tens of thousands of dollars into the local economy. The movie directors were accepted by the Navajo, and in many ways that loyalty to the movie industry still runs deep today.

Sherman mused that “ironically, even though the name Monument Valley isn’t a traditional Navajo name, the Navajo are the least likely to change the name because they don’t want the area to lose that Hollywood connection. After all, the movies are what made this area famous and an icon of the American West.”

“The area is a beautiful place that still draws the crowds, but it’s concerning from a cultural perspective because the message is mixed and the cultural connection is confusing.”

Ben believes maybe it has something to do with the Indian people leveraging a name made famous by old Western movies where gun toting cowboys were shooting and killing Indians on horseback.

Bega Metzner – Director of the Moab to Monument Valley Film Commission



Speaking to Bega you understand the deep connection that movie history has for the Monument Valley area.

“When locals talk about the culture of the area, the movie links are so strong that Monument Valley’s culture has become synonymous with movie culture and the Navajo Nation is the first to understand this strong connection.”

In many ways the Native American cultural connections to the area are not as well known or promoted. “It’s much harder to create a visitor connection to Indigenous culture if there wasn’t a strong connection there to start with. That’s why the cultural connection to movie culture has been so powerful” she said.

Across North America in recent times, there has been an upswell of name and brand changes, but these tend to be focused on names that are culturally inappropriate or insensitive such as the Washington Redskins. This isn’t the case at Monument Valley so the case for change isn’t as compelling. In fact, the name Monument Valley is arguably a loose direct translation of the Navajo name Tse’Bii’Ndzisgaii which means Valley of the Rocks.

“Movies will always be a strong thread to the Monument Valley story and remain a key driver to the success in attracting visitors to the area – the name is a big part of that.”

Insights Gained

- There has to be a compelling desire to change. A name change requires someone passionate about change to drive and champion the process
- A strong connection or affiliation with a non-indigenous motivator will limit the desire to return a name to its indigenous origins
- Authenticity and over commercialisation of culture will limit a destination's ability to provide a deep and memorable cultural connection
- Without a name connected to the culture or historical stories beyond the immediate past, it's difficult to position a destination about being more than its physical landscapes
- The richest visitor experiences come about when the positioning, story and products on offer all align – any disconnect and a destination becomes confusing and its potential is limited
- Leadership, vision, alignment, and conviction are required to make substantial change, but only if change is desired



04.
Conclusion.

Conclusion & Recommendation

Based upon the learnings and findings contained within this report, there are a number of compelling benefits for a destination like Milford Sound in pursuing a name change.

We believe there is significantly more to be gained from a name change than will be lost, and we are confident there are well informed approaches to mitigate any real or perceived risks in doing so. To be effective there has to be strong community, industry and iwi support, an authentic story, stakeholder alignment, leadership, and conviction.

Exploring a new name for the corridor creates potential to add value to the visitor experience through better storytelling, new product development, and job opportunities. It also implies a mandate to preserve and protect the environment and culture of the place through enhanced destination management plans.

Our recommendation is that Milford Sound stakeholders consider an official name change that better defines the wider visitor region under review, and pursue the development of a supporting brand repositioning story as part of the 50 year masterplan. What this name is and how it transitions requires significant consultation and due process. Further considerations about renaming can be found in the Appendix on page 29.



05.
Appendix

Further Naming Considerations

- As outlined in this report, a transitional name approach is a commonly adopted strategy when renaming a destination, such as Uluru
- The main advantages of this approach are primarily about risk mitigation – keeping the legacy name alongside the new name helps appease fears around loss of recognition and the fear of change
- A transitional name should always lead with the new name first, e.g. Uluru – Ayers Rock
- On the flip-side, this approach requires more investment over time, including re-education of the travel trade and the reproduction of promotional materials and signage
- Making a name change promptly signals confidence and permanence, plus reduces cost
- The international trade tend to welcome and quickly embrace a new name and even the staunchest of objectors come around too, which typically tend to be local operators and community
- If Milford Sound changes its name, this should not be done in isolation, the wider region should consider a name change at the same time
- This will ensure that the focus is removed from a sole destination and instead provides a platform to promote an entire area in a way that encourages travellers to slow down, stay longer and explore all of the jewels within the Fiordland region
- The scope of this report is not to provide a recommendation for deciding what a name should be and what the transitional process is, rather it is to provide a framework and set of insights that inform these subsequent stages and decisions

Interviewee Bios



Ben Sherman

Ben Sherman is an Indigenous member of the Oglala Lakota (Sioux) Nation, born and raised on the Pine Ridge Indian Reservation in South Dakota, USA. He has long been a leader in the development of American Indian tourism and is highly regarded around the world, regularly sought to speak at international Indigenous tourism conferences.

Ben has been a national leader in the development of Indigenous tourism efforts in the United States and is a co-founder of the American Indian/Alaska Native Tourism Association. He is also a founding board member and Chairman of the World Indigenous Tourism Alliance.

Sherman is a co-author of the Larrakia Declaration (2012), supported by the United Nations World Tourism Organization (UNWTO), and advancing the principles of the United Nations Declaration on the Rights of Indigenous Peoples in the field of international tourism.

He is a long-time consultant specialising in native business development, tourism and arts projects. Ben has worked to create and promote a set of standards for Indigenous tourism that includes advocacy for rights, cultural preservation, environmental stewardship and community development.



John King

John King's 39 years of tourism industry experience includes 12 years in senior executive positions with The Australian Tourist Commission and was until recently Managing Director of Sydney based tourism marketing and development consultancy, Global Tourism & Leisure Pty Ltd.

He is widely recognised for his work particularly in the fields of Indigenous tourism, wine and food tourism and destination brand development. John has served on a wide range of industry and company Boards including Chairman of Tourism Tasmania, Chairman of the Australian Tourism Export Council (ATEC), Board member of the Cooperative Research Centre for Sustainable Tourism and Chairman of the Industry Advisory Board of the Southern Cross University School of Tourism and Hospitality Management.

King was appointed by the NSW State Government as one of four members of the Visitor Economy Taskforce which was charged with the responsibility of devising a whole of government/industry strategy to double the value of tourism in NSW by 2020. He is the Australian Tourism Minister's nominee to the Board of Uluru Kata Tjuta National Park and was also appointed by the Federal Minister for Tourism to lead the development of Indigenous employment opportunities in the tourism industry in Australia.

In 2011 he was awarded an Order of Australia Medal for his contribution to tourism in Australia.



John Morse

John Morse is a former Managing Director of Tourism Australia with 35 years' experience in the industry. He has worked extensively in the past decade with Aboriginal people and communities across Australia in the development of Indigenous tourism.

John has an extensive knowledge of Yolngu culture and a deep relationship with Yolngu people. He is Chairman of the Mutitjulu Foundation at Uluru and was advisor to Parks Australia on Indigenous tourism in Kakadu National Park, Uluru Kata Tjuta National Park and Booderee National Park.

John was awarded an Order of Australia in 2003 for his tireless work in Indigenous tourism and tourism development for Australia as Tourism Australia CEO.

He is also the Director of Welcome To Country, a newly created Aboriginal experiences marketplace.



Rachel Bremer

Rachel is the Global Markets Director at Utah Office of Tourism with responsibility for international strategy and destination development programs, a role she has had for 4 years.

She is a successful leader in tourism marketing with experience in global travel trade, destination management and development.

Prior roles were in tourism marketing, sponsorship and sales at Taubman and several hospitality companies. Rachel has a BA from University of Utah.



Becky Blaine

Becky is the Deputy Director at Arizona Office of Tourism with responsibility to strengthen and grow Arizona's economy through travel and tourism promotion, a role she has had for 5 years.

Prior roles were in advertising, public relations and marketing at IKEA, Biltmore and Capital Communications. Becky was educated at Cornwell University.



Bega Metzner

Bega Metzner is the Moab to Monument Valley Film Commission Director and is based out of Moab, Utah.

Previously, Bega worked in NY and LA as a costume designer, stylist, and set costumer on feature films, commercials, and editorial and e-commerce fashion projects.



Marsha Walden

Marsha Walden is the President and CEO of Destination Canada, holding the role for the past six years.

Prior to leading Destination Canada, Marsha's career was primarily in the advertising industry, spending 17 years with before establishing her own marketing & communications consultancy.

Report Team

Libby & Ben The Creative Agency

L&B is a brand agency focused on a brand's strategy, positioning and implementation. Brands aren't simply a logo, they're every aspect of the customer journey. They are multi-faceted, multi-touch point experiences – L&B excel at creating holistic brands for their clients. Whether that be crafting new brands or refreshing and repositioning existing ones to better convey their story to the market. L&B have studios in Christchurch and Auckland and work around New Zealand across a variety of sectors, including tourism.

Meneth Consulting

Meneth is a multidisciplinary tourism strategy agency that works in both public and private sectors on tourism strategy, marketing, destination development & management, governance, Iwi business development and investment connections. Meneth is currently leading the development of the Northland Destination Management Plan.

Ben Crawford



Ben is the founding partner and Strategy Director at L&B. He grew up on a sheep and beef farm in Southland and has had many rich experiences in Fiordland. Ben works with business owners, senior decision makers, brand and marketing managers to develop unique and implementable brand strategies, positioning and stories. Notable tourism related projects have been with Christchurch

International Airport, SOUTH, Central Economic Development Agency, ChristchurchNZ and ATEED.

Prior to establishing L&B, Ben worked in senior marketing roles at Tourism New Zealand for eight years, responsible for delivering the 100% Pure New Zealand campaign including strategy and creative development through to execution. These roles included Marketing Manager UK/Europe based in London, Campaign Manager UK/Europe and North America, Project Manager Australia and Youth Marketing Manager. He also held a board position with BYATA, the Backpacker, Youth and Adventure Travel Association. Ben cut his teeth in tourism at the coal face of the industry, working for two years at Shotover Jet.

He has a Bachelor of Commerce Hons (First Class) from Otago University in Marketing Communications.

Jason Hill



After 25 years in the New Zealand tourism industry across various roles in the private and public sector, Jason established Meneth Consulting to provide advisory services focusing on destination and product marketing and development. He has held senior destination marketing roles as Head of Auckland Tourism at ATEED and Regional Manager Japan and Korea for Tourism New Zealand based in Tokyo. Prior to

that he was General Manager Marketing at Christchurch and Canterbury Tourism, and Sales and Marketing Manager at BTM Tourism Marketing.

Jason has extensive industry governance and advisory experience having served on the boards of Cruise NZ, I-Site NZ, Film South, Education Christchurch, Association of National Tourism Office Representatives Japan (ANTOR), Pacific Asia Travel Association (PATA), Te Araroa Trail Trust, and he is currently on the Tourism Bay of Plenty board, Ngai Tai Ki Tamaki Te Haerenga Trust, and deputy chair of the AUT Hospitality and Tourism School Tourism advisory board.

Jason has led destination branding and marketing campaigns including winning the TVNZ New Zealand Marketing Awards winning the best Lifestyle, Travel and Leisure campaign for the “Show Never Stops” Auckland campaign.

He has a Bachelor of Management Studies B.M.S. (Hons) from Waikato University majoring in International Marketing and Japanese, and has lived in Japan for over 10 years.

Chris Flynn



Chris is a senior tourism specialist with more than 30 years experience at the most senior level of industry. He is currently CEO of the World Tourism Association for Culture and Heritage (WTACH) based in Sydney and internationally recognised as a leader in terms of tourism development and strategy, Chris is a regular speaker at high profile events and provides insights and perspective to leading news

media channels such as BBC World News Asia Business Report.

With a career that has spanned four continents operating in regions such as: UK, Europe, United States, Asia and the Pacific, Chris has developed an intimate knowledge of the global tourism industry and the requirements needed to identify, explore and capitalise on new growth opportunities within a fast-paced environment.

A past member of the APEC Tourism Working Group and Australia's Department of Foreign Affairs and Trade (DFAT) Consular Consultative Group, his expertise is regularly sort by Governments, Public-Sector Agencies, NGO's and International Education groups and faculties.

Chris is globally connected and allows our team to access quantitative insights from key thought leaders via Zoom supplementing our desktop research. Chris is passionate about the protection of iconic natural and cultural assets around the world and established WTACH globally to give a voice to this cause.

Nick Mudge



Nick has had an extensive management career in travel and tourism in both the private and public sector with experience in New Zealand and the Pacific, North America and Asia.

His experience includes 16 years with Air New Zealand in various Sales and Marketing, Commercial and Business Development roles and 4 years with Tourism New

Zealand as Regional Manager Japan and Korea and Regional Manager South and South East Asia.

Nick has recently completed a number of tourism investment projects for ATEED and is currently working with several iwi clients on strategy and business development projects.

He has a Bachelor of Commerce Hons (First Class) from Auckland University in Accounting and Finance.

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