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Chapter 1

**LARGE – SCALE TOURISM DEVELOPMENT:
AN INVESTIGATION INTO THE IMPACTS OF
THE PROPOSED TRUMP GOLF SCOTLAND
DEVELOPMENT**

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Abstract

The large-scale development by Trump Golf Scotland will potentially thrust the North East of Scotland into worldwide fame as a golf destination. This research adopted a qualitative approach involving a focus group and interviews. The focus group comprised of representatives from Trump Golf Scotland and the interview stage comprised of stakeholders' based in the Aberdeen area. Results suggested

the majority of the sample were in favour of the development and research also identified that the economic benefits outweighed environmental concerns. However, negative social impacts were identified as: stakeholder conflict, the potential for a tourist enclave and dilution of Scottish culture.

Key words: Tourism Development, Tourism Impacts, Stakeholder, North East of Scotland, Branding, Niche Tourism.

1.0 INTRODUCTION

Tourism consumption patterns reflect the increasing diversity of interests of the late-modern leisure society with the social importance of tourism having emerged, reflecting new values, which include increased importance of outdoor activities, awareness of ecological problems, and educational advances. (Trauer 2006).

Recent years have been characterised by the growth of niche tourism worldwide (Robinson and Novelli 2005), enabling the tourism product to be diversified further. Such examples of the niche market include: health, adventure, volunteer, gastronomic, and golf tourism. Markwick (1999) identified golf as a tool to promote special interest tourism from a study undertaken in Malta. Golf as a niche market is one that is presently utilised within the North East as the area has a number of high quality golf courses. The addition of another will promote the niche of golf tourism further.

With Scotland was voted Best Golf Destination of the Year 2009 by Today's Golfer, this market continues to offer potential for growth in terms of UK and overseas visitors to the country. This is especially important in the light of the reported slight drop in North American visits during the 12 months ending April 2011 (Office of National Statistics, 2011). VisitScotland, Scotland's National Tourism Agency, has a dedicated golf marketing programme which targets golfers throughout the UK and in key markets across the world, of which the North American market is one.

Attracting international and UK-based golfers alike to stay and play in Scotland is a key strand in the country's tourism strategy. Successful initiatives like Drive it Home - Scotland's biggest ever golf giveaway - is an annual campaign to capture the imagination of international golfers. In 2009, more than 4,000 registering for a free four-ball at one of 100 courses. Drive It Home reinforces Scotland's position as the Home of Golf and aims to convert

prospects to travel to Scotland (VisitScotland 2011). This demonstrates the importance of this niche to Scottish tourism, and Public sector commitment to support and grow this niche.

There are about 550 golf courses in Scotland and 7 of the 14 venues on which the Open Championship has been held are in Scotland. VisitScotland continues to promote the Scottish golf product throughout the world. Golf Tourism is worth in the region of £220m to the Scottish economy. Approximately 70% of golf visitors to Scotland are from the UK. The largest overseas market is the US with 14% of visits. US golf visitors stay an average of 10 days compared to 5 days for UK golf visitors and spend an average of three times as much on their trip. On average, golfers spend twice that of other visitors to Scotland and for every £1 spent on a green fee, a further £5 is spent elsewhere in the Scottish economy. (Scottish Golf Tourism Market Analysis Report 2009 - commissioned by Scottish Enterprise)

It was against this increasingly favourable background that in 2006 Trump Golf Scotland purchased the Menie Estate, an estate in the Balmedie area some 10 miles north of the city of Aberdeen. With the planning hurdles overcome it is the intention of Trump Golf Scotland to develop this former estate into two 18 hole golf courses, a 450 bedroom luxury hotel, 950 holiday cottages and 500 residential homes

In terms of economic development the Trump plan is forecast to inject £64 million per annum into the local economy and create 1 400 jobs. (Jeffus 2010).

2.0 LITERATURE REVIEW

The purpose of this review is to understand the broad context of tourism within the North East of Scotland. Additionally, the topic of tourism development and such consequences will be identified. The use of theory will cement the relevance of previous research as a lesson to those of the future.

2.1 Tourism in the North East of Scotland

Domestic (UK) tourism is vitally important to the economy of North East Scotland. In 2009 UK tourists made 1.25M trips to Aberdeen and Grampian, spending £246 M. In contrast the spend by Overseas tourists was £98M; with the USA and Germany being the two largest markets (VisitScotland, 2010).

Leisure tourism to the region has historically lagged behind Business tourism in terms of importance. However, with the region now keen to establish sustainable economic growth outside Oil and Gas, Tourism in general and the 3 day leisure tourism market in particular offer significant potential for growth.

With the first green reportedly in place in June 2011 (Press and Journal, 2011 a) the Trump Golf development for the Menie Estate is currently scheduled to open in 2012 (Press and Journal, 2011 b).

The Trump Golf plan will potentially change the area of the North East, with leisure tourist arrivals from both for the domestic market and the important overseas market of the USA getting a boost with the construction of the resort. Environmentally there has been much dispute as the development is proposed to encompass sand dunes, which is a natural habitat for flora and fauna within the Foveran links area. This area of natural importance designated as a Site of Special Scientific Interest (SSSI). The SSSI encompasses 33% of the proposed site, resulting in debate whether construction is appropriate (Scottish Natural Heritage 2007).

Some years before the Trump development was considered the area was widely recognised (Ritchie, 2000) for some of the best examples of large active parabolic dunes in the UK. The proposed development site is clearly an area designated as SSSI. Although identified as an environmental site, the use of tourism developments are known to benefit an area. This is echoed by Costa and Ferrone (1995 p. 31) who found: "Tourism is an important means of regional development, despite the chance of possible long-term ecological degradation".

2.2 Tourism Development and Resulting Impacts

The projection of employment opportunities implies significant economic gain, however, may result in increase expatriate labour. As common in the tourist and hospitality industry, the host area is unable to fulfil requirements for semi-skilled labour resulting in migrant workers (Wall and Mathieson 2006). Tosun (2002) concurs the attitude towards tourism employment, a study carried out in a Turkish town identified that tourism careers were not desirable. Use of these authors will enable a comparison to be drawn with the North East of Scotland. The use of the multiplier concept explores the idea of how monetary value will be distributed if there is to be a large scale development. The concept emphasises that with the construction of a building

this in turn will create employment and the need for materials thus circulating money in the area. (Holden 2005) Direct economic value will comprise of hotel and catering positions, however in-direct positions in the wider area will require transport, business services and goods supplies. In an area where local produce is readily available it is beneficial for local businesses to embrace the Trump Golf ambition for a luxury resort that will seek the optimum service (Deloitte 2007).

On the other hand, arguably economic leakages occur, especially when any development is powered by large (international) organisations. Leakages in the context of Scotland involve the economic value of a destination not reaping the benefit of tourism. Holden (2005 p. 97) advises, “For any government hoping to maximise the economic benefits of tourism, reducing the causes of leakage would be a central aim”.

The environmental impact for any development is a given, Wall and Mathieson (2006 p. 188) discuss such environmental impacts in depth, which advises: “sand and shingle dune type of coastal environment is particularly attractive for such activities as sightseeing, golf course development, fixed accommodation, caravan and camping”. Recent study concluded that Scottish beaches are the most littered in the UK, 35.3% created by recreational visitors (BBC News 2008, Urquhart 2008). Additionally, the affects of the coast as a tourist attraction is the destruction of dunes and that of natural habitats. When applied to the proposed Trump Golf Scotland proposal, identification of these impacts is echoed by Scottish Natural Heritage (2007) whose expertise were called upon by Aberdeenshire council to submit a consultation paper as to the environmental aspect of the development. Their findings highlight that the use of SSSI land will have adverse affects to sand dunes and coastal vegetation. Furthermore, bats and otters are protected wildlife on this SSSI, development may destroy habitat.

2.3 Tourism in the Peripheral Region of North East Scotland

Some may argue that the North East’s current buoyant economy does not require the development of a large-scale tourism development. However, since 2008 there has been a dramatic increase in hotel bedroom supply in Aberdeen city and the immediate surrounding area. New entrants like Park Inn, Hilton Garden Court and Jury’s Inn, for example, being attracted by high bedroom yields. At the same time there has been a drop in demand from the normally buoyant business tourism linked to the Oil and Gas industry. Over 60% of

tourism related businesses surveyed by the Aberdeen and Grampian Chamber of Commerce reported more competitive pressure than was the case in the year previous, and most are reporting operating at around 75% of capacity (Aberdeen and Grampian Chamber of Commerce, 2011).

By virtue of the regions geographic position is remote from mainland European markets, and at least 2 hours travelling time from the main centre of population in the central belt of Scotland. Strong tourism figures for the region are heavily reliant on the 4 day business tourism enjoyed by Aberdeen. The Trump development, although adding more bedroom capacity in the long term, will help encourage more leisure visits and grow the 3 day weekend market which is underperforming currently.

Nash and Martin (2003) identified the North East of Scotland as a peripheral area, in this context, its geographic location often limits its success as a tourist destination. When linked to the proposed large scale tourism development it is interesting to identify whether the location will affect the success. In contrast, this may act as an appeal due to the challenge of reaching the North East of Scotland, an element of adventure tourism as invited by the modern traveller (Plog 2001). Nash and Martin's (2003) findings may differ to the present day as Aberdeen airport's flight expansion, refurbishment of the bus/train station and the proposed western peripheral route are contributing factors to diminish Aberdeen's peripherality. Ultimately, increasing the potential for effective transport routes to the proposed development site.

2.4 Stakeholders and the Host Community

Table 1 identifies the particular stakeholders involved in this case study.

Table 1. Identified Stakeholders'

Stakeholders'	
Aberdeenshire Council	Scottish Natural Heritage (SNH)
Aberdeen City Council	Sustainable Aberdeenshire
Aberdeen Golf Courses	Trump Golf Organisation
Aberdeen Hotels Association	Scottish Government

The intention is to further examine the implications of a development from a stakeholder perspective, Tosun (2002 p. 233) concluded: “The impacts of tourism development are that economic impacts are perceived as mostly positive while socio-cultural, legal and environmental impacts, in many cases, are viewed as negative and in some cases neutral”.

Butler et al. (1999) argues that as a rural area develops to accommodate the tourism industry, the local community is affected more than that of a heavily populated area, furthermore, suggesting that a new tourist resort has to enable the integration of an already established community. When considered alongside the Trump Golf Scotland development in the Menie Estate, this is true of the local village of Balmedie. A Scottish case of stakeholder conflict is that of the Cairngorm funicular. The funicular, prior to construction, endured much conflict between conservation groups (RSPB and WWF) with the local community due to the funicular invading the natural habitat of rare Ptarmigan (The Scotsman 2001). In this particular case the local community and conservationists accepted the decision as improving the economic stability of the surrounding area, specifically Aviemore following the downturn of the ski industry resulting significant downturn in tourism to the area (Holden 2005).

Socially, Trump Golf Scotland may display characteristics of an enclave: “Separation of tourist areas from the rest of the resort, or the surrounding countryside, makes for social segregation” (Mathieson and Wall, 2006 p. 204). The potential issue of tourist enclaves will not be fully appreciated until post development; however, there may be concerns over this presently as the development has contributed to extensive media attention (Press and Journal 2007, The Herald 2008, The Scotsman 2008). Such publicity divides opinions towards development; therefore, analysis of perceptions is beneficial to the developer (Tosun 2002). It is the intention of this study to objectively analyse the impacts of large-scale development in the ‘pre’ stage with the use of stakeholder attitudes.

A summary of relevant tourism theories is given (Table 2), allowing application to the North East of Scotland situation. In relation to the social effects of a large scale tourist development, Doxey (1975) concluded the interaction between guests and the host community through the development of an index involving various stages of tourist presence in an area. This theory contributed to analysis of interaction over time, suggesting that progression of time attitudes in favour or in opposition vary. When adapted to the North East of Scotland this work proposes to consider whether tourism will have a negative impact on the host community. Although this theory is dated, application from initial development through to high tourist volume allows it

to be adapted to the Trump Golf Scotland scenario of ‘pre’ stage study. Later research such as Plog (2001) noted a present day model of a tourist typology; typologies are imperative to the tourism professional in achieving predictions of type of tourist to a development. The model portrays the division between a tourist who generally makes repeat trips (dependable) and the tourist who seeks new adventures in a socially acceptable manner (venturer.) Plog’s recent model is particularly important to the growth of the niche tourism market.

Table 2. Tourism behaviour theories applied to development

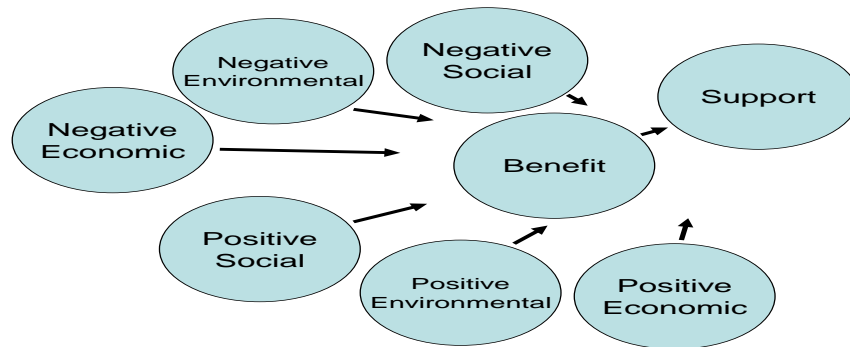
TOURISM THEORIST	PURPOSE	IMPACTS OF LARGE SCALE DEVELOPMENT
Doxey 1975	Index of tourist-host contact. Suggested five levels to which hosts react.	Level 1 can apply to the North East; although tourism exists diversification will result in new tourist-host relationships.
Jafari 1987	Advocacy and cautionary platform, suggesting advocacy as positive and cautionary as negative. Segments economic and sociocultural impacts.	Echoes current hostility as cautionary platform suggests stereotypes of the guest and commercialises culture. The advocacy platform highlights: tourism has high multiplier effect.
Poon 1989	New tourist who is experienced, independent and environmentally sound.	Links to changing demographics: increase ‘empty nesters’ therefore greater disposable income for luxury goods such as golf breaks.
Plog 2001	Tourist typology to conclude that tourists are segmented between dependable and venturer.	The North East may attract venturers, as the destination grows the tourist will become dependable.

(Doxey 1975, Jafari 1987, Poon 1989, Wall and Mathieson 2006, Plog 2001, Cooper et al. 2005)

It is important to note that this example can be linked to the situation currently facing the proposal for the large-scale development in the North East of Scotland as conservation groups are proving to be a significant stakeholder in the proposals.

2.5 Large Scale Golf Tourism Development

Certainly Golf Tourism is economically important to Scotland. Open Championship organizer. The R & A and EventScotland announced that the 150th Anniversary Open Championship staged in St Andrews, last year, delivered a combined £100 million benefit to Scotland. Golf Tourism Scotland (2011). However, Hohl and Tisdell (1995) discussed the costs encountered when developing and managing tourism in peripheral areas. A further key writer in the context of impacts is Tosun (2002), where a study of how tourism is integrated into a community and examines the host perceptions. This study involved interviewing a Turkish community to examine their perceptions of tourism, the author then drew a comparison between similar cases in USA and Fiji. Conclusions found that the Turkish community were less supportive of tourism. Tosun's (2002) is a useful tool to apply to that of the North East of Scotland to determine whether perceptions are positive or negative. Lee and Back (2003) gathered perceptions of tourism development during the 'pre' and 'post' stages of construction. Figure 1 outlines this model. When applying this model to the proposed Trump Golf Scotland development there is evidence of continuing conflict between environmental groups and the developers.



(Lee and Back 2003)

Figure 1. Perception Model During 'Pre' Development Stage.

2.6 Destination Development

It is useful to note that a tourism destination model can be linked to the Trump Golf project as it will dramatically change the overall tourism structure of the North East of Scotland. Authors such as; (Butler 1980, Baum 1998, Prideaux 2000 and Weaver 2000) have all made use of and created models to determine various stages through which a destination can work. Table 3 details theories and their application to the North East.

Table 3. Tourism destination development theories applied to development

TOURISM THEORIST	PURPOSE	IMPACTS OF LARGE SCALE DEVELOPMENT
Butler 1980	Destination Life cycle moving from introduction to decline or rejuvenation.	Development will contribute to tourism as a product. Predicts that the destination's life will extend due to diverse tourism opportunity.
Weaver 2000	Broad context model: comprises of four areas forming a matrix to analyse a variety of destination types.	Changing dynamics allow movement around the matrix according to the level of intensity or regulation. Presently the North East has mid-level intensity and low regulation.
Prideaux 2000	Resort development spectrum to analyse the growth of a destination.	Currently within stage 3, further development will progress the spectrum.

(Prideaux 2000, Weaver 2000, Cooper et al. 2005, Wall and Mathieson 2006)

With Trump Golf Scotland presently undergoing initial construction of the first Greens, the progression of the North East as a tourist destination will prove interesting. When applied to Prideaux's (2000) resort development spectrum, which comprises of five phases. A destination can move through several phases before it has reached its optimum level of tourism. The North

East of Scotland currently slots into stage three. This stage argues that the destination comfortably provides national tourism, true of Aberdeen city, which pulls the corporate tourism market, as discussed earlier. However, the surrounding area arguably attracts only regional tourism. A large-scale development would successfully lift the whole region into stage four of Prideaux's resort development spectrum attracting international tourism and further the multiplier effect for the economic advancement of the area. The effect of celebrity endorsement (Donald Trump) is also likely to contribute to the success of the development, and certainly lift the profile of the resort.

3.0 METHODOLOGY

The research process comprised of three phases: secondary data, focus group and interviews. The initial phase analysed documented secondary data.

3.1 Focus Group and Interviews

The focus group consisted of several managers from the Trump Organisation dedicated to the development. The session lasted approximately one hour. The moderator made use of a semi-structured question style which contributed suitably to further expansion and probing questions. The third stage in the research process comprised of interviews. Key stakeholders' (detailed in Table 4) were used. The interviews established themes surrounding the proposed development. Results derived from the interview process are detailed under topic areas: social, economic and environmental. These are then sub-divided into the occurring themes. Use of three topic areas link to the use of Lee and Back (2003) as basis for interview question structure.

Similar to the focus group, interviews were conducted with the use of semi-structure questions to allow probing. This was favoured compared to the impersonal nature that may be a result of quantitative data. (Miles and Huberman 1994, Saunders et al. 2007). Each interview lasted approximately forty-five minutes, dependent to the detail of response given by each interviewee. The respondents comprised of: two hoteliers, an Aberdeen MSP who sits on the energy and tourism committee, two representatives from Aberdeen City Council, a representative of the Scottish Centre of Tourism and the managing director of an Aberdeen golf facility.

Table 4. Application to Lee and Back

Area	Finding
Positive Social	<ul style="list-style-type: none"> • Increase in niche tourism • Effective stakeholder collaboration • Pride in the area
Negative Social	<ul style="list-style-type: none"> • Hostility between stakeholders • Formation of tourist enclave • Dilution of Scottish culture
Positive Economic	<ul style="list-style-type: none"> • Increase opportunity for employment • Industry diversification • Branding as a pull factor • Increase in supply of housing
Negative Economic	<ul style="list-style-type: none"> • Employer competition to hold staff • Leakages
Positive Environmental	<ul style="list-style-type: none"> • Previous awards for sustainability
Negative Environmental	<ul style="list-style-type: none"> • Developing on a designated SSSI
Benefit	<ul style="list-style-type: none"> • Use of multiplier to boost local business
Support	<ul style="list-style-type: none"> • Of the eight respondents, one was opposed to the development, the rest in favour. The author proposes the removal of ‘support’ from the model. This section should be applied in the aftermath of development.

3.2 Research Analysis

The analysis process made use of a deductive approach. This comprised of coding and subsequently pattern matching, coding, as defined by Richards: (2006 p. 85) “generates new ideas and gathers material by topic”. Deductive analysis devises theory before the primary research is carried out, predicting results. (Saunders et al. 2006). Analysis will utilise the model detailed in Figure 1 as the model to which base coding. This technique is applied in Table 4 with key findings highlighted using Lee and Backs primary headings. The next stage involved further aggregation and the use of pattern matching.

Pattern matching applies results to the existing theory to appreciate re-occurring themes. This method also allows for the emergence of new findings as this can be utilised to test the model (Saunders et al. 2006).

3.3 Responses

Table 5 details the interview participants. All respondents were professionals whose work may be affected by the Trump Golf development. Additionally, respondents' workplace and home is within the North East of Scotland contributing to the informed opinion of the chosen respondents.

4.0 RESULTS AND DISCUSSION

4.1 Pre Perception of Large-Scale Development

Content analysis and pattern matching further distilled the key themes and as a result 4 main themes were identified:

- **Hostility.**
- **Potential enclave.**
- **Niche tourism.**
- **Stakeholder issues.**

4.1.1 Hostility

There has been reported hostility between protestors of the development and Trump Golf Scotland. An example of such hostility is that between RSPB Scotland and Scottish Wildlife Trust who are to join forces in order to negotiate an alternative rather than develop on the area which is currently marked the SSSI site (BBC News, 2008). As detailed previously, it was not possible to question the group Sustainable Aberdeenshire, this group is another opposition group. Stakeholders' were invited to comment on the appropriateness of the development, this allowed them to give their opinion be it in favour or in opposition. From analysis, one respondent appeared opposed to the development and one had mixed opinions. The remaining respondents were in favour of the development and contributed significantly to the interview. Table 6 conveys key comments to cement the study by Doxey

(1975) which conclude this stage of tourism development results in euphoria, particularly the opportunities that the development will engage.

Table 5. The Participants

<i>PARTICIPANT</i>	<i>POSITION</i>	<i>STAKE</i>
Respondent A	Trump Golf Scotland Focus Group	Planning, construction and management of the project.
Respondent B	Economic Department (Aberdeen City Council)	Governs economic development for Aberdeen city.
Respondent C	Sustainable Department (Aberdeen City Council)	Provides information with a view for sustainable development.
Respondent D	SNP MSP – Aberdeen North (Tourism and Energy Committee)	As member of tourism and energy committee: to consider and report economic, tourism, enterprise and energy.
Respondent F	General Manager, Thistle Hotel	Potential hospitality and conference competitor. Four star property in Aberdeen City Centre.
Respondent G	General Manager, Skene House Hotel Suites	Potential accommodation competitor as manager of three properties based within Aberdeen City Centre. Also a member of Aberdeen Hotels Association.
Respondent H	Director of The Scottish Centre of Tourism	Provides tourism research and develops knowledge for the tourism and hospitality industry. Projects include: golf tourism and economic re-generation of Aberdeen city via business tourism.

Table 6. In favour or in opposition

Respondent	Finding
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A	“Protest is unusual, previous projects have been established much easier”
B and D	Noted that the process has confused the local community contributing to mixed opinion
C	“There has been an element of press manipulation and media bias towards the development”
E	“It is a good opportunity to compete with Ireland as a golf destination”
F	“Protestors personal beliefs do not allow to see the bigger picture”

4.1.2 Potential Enclave

Respondents were questioned to whether the proposed development will result in a tourist enclave: six respondents felt this will not be the case (Respondents A, B, D, E, F, and G.) The remaining two respondents suggested: “the organisation will have to be careful not to isolate the surrounding area”. Tourism enclaves as recognised previously by Wall and Mathieson (2006) concern residents and established business, therefore this research cements that there is a slight concern amongst the host community for the consequence of the resort development.

4.1.3 Niche Tourism

Motivations for tourists are changing, contributing to the growth of niche tourism (Plog 2001). Markwick (2000) re-iterated that golf course development is effective to upgrade tourism. This is highlighted by comments during the interview process. It is identified that the North East of Scotland comprises mainly of business tourism, however, diversification of tourism was noted to be beneficial in attracting a new market (Respondents A, B, D, E, F, G, H). This echoes findings by the Economic Development Sub Committee (2008) for Aberdeen City encouraging economic diversification.

Table 7. Alternative tourism market

Respondent	Finding
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E	“Most areas have a high quality resort, either spa or golf. There is a market for this in this area, at the moment the closest is Skibo or Gleneagles.”
F	“Hotels focus too much on the corporate market, there is a wide choice of hotels to be used at the weekend.”

4.1.4 Stakeholder Issues

Respondents were asked whether the level of stakeholder collaboration has been effective. Respondent B noted “good relations between Trump Golf Scotland and other high quality service providers had taken place. Additionally, these providers’ are in favour of the development”. A further finding as detailed by Respondent A “the organisation has worked hard to maintain relationships, minimising the disruption of the area”. Mason and Cheyne (2000) understood that limited collaboration contributes to hostility; this finding eliminates hostility from this sample.

4.2 Economic Impact

The next interview section detailed a range of questions regarding the economic impact of the development.

4.2.1 Employment

Trump Golf Scotland’s economic summary reports: “as many as 1,180 permanent on-site jobs associated with the ongoing operation” (Deloitte, 2007 p. 3) post construction. Additionally, the literature review discusses the potential for multiplier effect, a factor highlighted by the economic summary. Respondents discussed employment and migrant workers. At this stage of development composition of the workforce cannot be speculated. This said, respondents F and G have already contemplated the idea that current staff may be attracted to this development, highlighted as a negative impact. Respondent D noted that there will be a demand for high skilled workforce, interesting as this is not always associated with the hospitality industry. This response challenges Tosun (2002) whose findings conclude residents often have negative connotations of tourism and hospitality employment. Thus, Trump Golf Scotland may rejuvenate the stigma associated with the hospitality industry, from research, a positive aspect of the development

Table 8. Employment

Respondent	Finding
B	“It is difficult to recruit staff locally.”
E	“The use of overseas workers is positive; it will assist with the many international guests.”
D	“There will be demand for high skilled workforce which is available locally.”
F	“Human Resources departments locally will be required to work harder to hold their own staff. Trump Golf Scotland will have greater opportunities.”

4.2.2 The Trump Brand

The respondents were asked to what extent the Trump brand enhances the profile of the development and how brand association contributes to the pull factor of any development. Respondent A suggested that the controversy surrounding the proposed development is contributing to the tarnishing of the Trump brand.

D	“It is a large number, negotiating should have taken place”.
E	“This is the most effective way to make money from construction of golf courses”.
F	“It may become an ex-patriate community”.
G	“May be difficult to sell these homes as the property market is levelling”.
H	“There is demand for quality homes”.

On a positive note, all respondents felt that the Trump brand will encourage high quality service and effective marketing for the North East of Scotland; however Respondent G understood “there will always be resentment towards wealth and success, therefore dislike perceptions of Trump” which highlights an area of social perception. Respondent A drew upon an example of branding, a real estate development in Chicago sold 30% quicker than an ordinary development, it was noted this was due to the Trump brand. The brand will attract affluent tourists (Respondents B, C, D, E, F, G, and H).

Interestingly, respondent C felt that these affluent tourists would also benefit the existing oil and gas industry, as employees will stay in the area at the weekend to exercise the facilities. This cements the concept of the multiplier effect detailed by Deloitte (2007) attracting a market who may usually venture elsewhere in Scotland. In contrast, Respondent E, noted there may be grounds for economic leakage, also recognised by (Weaver & Lawton 2001 and Wall & Mathieson 2006) as multi-national corporations have the potential to seek out suppliers, products and staff on an international scale resulting in increase inclination to import thus no direct economic benefit.

4.2.3 Homes

Respondents were quoted information (Deloitte 2007) regarding the number of proposed homes, and requested to comment to these additional requirements for the overall development. This theme split the sample to contrasting views as detailed in Table 9. The negative discussion is that the number of proposed homes is large and is contributing to the argument for rejection by planning officials. In contrast Respondents B and H feel that the number is justified due to the shortage of homes, additionally, recognising that the area is host to wealth, thus demand for high quality homes. Positive argument should recognise that economically the construction of homes will contribute to a further propensity for the multiplier, creating temporary employment and capital increase capital investment (Cooper et al. 2005).

4.2.4 Industry Change

Respondents were asked whether they thought the proposed development would change the economic landscape of the North East. In the Economic Development Sub Committee (2008), as detailed within the literature review, it has been recognised that the oil and gas output is declining by about 10% per year. Therefore, diversification should be enhanced through the use of current sectors: business and leisure tourism, renewable energy, life sciences, information and communication technology. The North East may become a destination in the aftermath of this development (Hohl and Tisdell 1995). Respondent G noted “the area is vulnerable due to the oil industry; prices could collapse at any point. Diversification is the only way to maintain prosperity”. In contrast Respondent C argues: “The development will not be the making of the area. Tourism is not going to turn the North East around”. Respondents also contributed that energy should remain a key industry and suggested that renewable energy would also be an appropriate diversification.

Table 9. Number of homes to be built

Respondent	Finding
A	“Sale of the homes will cover the costs of building the course, the course and hotel will be built first”.
B	“There is a mass shortage of homes in the area”.
C	“Appears to be no plan for affordable homes”.
D	“It is a large number, negotiating should have taken place”.
E	“This is the most effective way to make money from construction of golf courses”.
F	“It may become an ex-patriate community”.
G	“May be difficult to sell these homes as the property market is levelling”.
H	“There is demand for quality homes”.

The suggestion that the North East will become a destination applies to theorists discussed previously (Butler 1980 and Prideaux 2000). Drawing upon the latter, this theory adopts a retrospective analysis of the formation of tourism development. This said the model can be applied to the North East at present and hypothesis the effect of Trump Golf Scotland. The literature review reports the North East of Scotland currently slots within phase three of Prideaux’s resort development spectrum but has potential to progress. This is due to the consensus that infrastructure in the area, particularly Aberdeen Airport, is contributing to an increased carrying capacity (Respondents A, B, D, E, F, G, H). This aside, Trump Golf Scotland’s proposal has the potential to extend the resort development spectrum with movement of business into leisure tourism.

E	“The organisation has the capital to maintain this rugged area of land”.
F	“Land at present is not used”.
G	“The course will stabilise the dunes”.

H	“Development of the land has greater gain”.
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4.3 Environmental Considerations

Scottish Natural Heritage (2007), as discussed previously, has proved an important stake for the proposed development. Their report in response to the application provided a basis for questioning. Whether, from an ethical perspective, is it correct to develop on this land? In addition to this, any environmental constraints are as important as social and economic impacts. It should be noted that lesser emphasis concerning environmental impact was taken; this is due to the complex nature of this topic and the potential that the sample may not be fully informed of this area. Table 10 details a snapshot of responses, from this it is noted that every respondent commented, contradicting the author’s assumption that the sample may not be informed. There is one negative comment highlighted by respondent C, emphasising the information provided by Scottish Natural Heritage (2007) Trump Golf Scotland wish to stabilise the dunes by planting marran grass, however, Scottish Natural Heritage argue this will disturb the natural movement of the sand dune system, concurring Wall and Mathieson (2006) identification of the negative impacts of coastal development. From a management perspective, altering construction plans to protect developing the SSSI would shift the negative social factors to positive thus resolving stakeholder conflict between RSPB Scotland and the Scottish Wildlife Trust.

Research established evidence that conservation groups have a stake in the development owing to developing on a SSSI and environment destruction. Overall, research in this instance concludes, economic benefits of the development override environmental costs. That said, opposition will continue owing to conflict towards the number of homes, SSSI and recent research suggesting Scottish beaches are most littered.

From the results of this particular research it can be seen that overall perceptions of Trump Golf Scotland fit with Jafari’s (1990) Advocacy and Cautionary Platforms. Economic and socio-cultural benefits have been anticipated such as: a high economic multiplier effect, generating foreign exchange, promoting international peace and the breaking down of class and racial barriers. That said it is likely that customers patronising the Trump Golf Scotland resort will be upper and middle class.

Table 10. Environmental considerations

Respondent	Finding
A	“Trump Golf have been awarded for their golf designs to assist with environmental sustainability”.
B	“Economic stability of an area will always be paramount”.
C	“The SSSI is designated due to the sand dune system; a golf course will inhibit the dunes from their natural progression of sand displacement”.
D	“SSSI was affixed many years ago, perhaps this should be re-assessed”.

As highlighted within the methodology section, there were limitations encountered. These included: bias within the focus group, broader range of the sample would have been beneficial. Particularly to interview respondents from Aberdeenshire Council, Scottish Natural Heritage and Sustainable Aberdeenshire.

5.0 CONCLUSIONS

This study set out to investigate the impacts of a large - scale tourism development during the pre construction stage. From the research, evidence suggests there are perceived impacts of this specific large scale development although positive impacts outweigh negative. Subsequently, the identified sample offers insight into stakeholders’ attitudes towards Trump Golf Scotland’s proposed development in the North East of Scotland. As the research sample comprised of stakeholders’ from a business perspective, findings assist the generation of professional recommendations. Notably, the majority of sample are in favour of the development owing to the range of benefits, resulting in the consensus, at present, that it is appropriate for a tourist development of this magnitude to proceed - diminishing the idea that the North East’s peripheral location prevents industry.

Development on and the destruction of the SSSI is the major source of negative feedback from those surveyed. In an ideal world there could be compromise, allowing the SSSI to be preserved. This outcome would turn a source of negative publicity into one which would show Trump Golf Scotland in a positive light. Unfortunately due to full site developments this is not likely

to be practically possible. There is also evidence to suggest there is a continuing need for stakeholder collaboration between developers and the wider community to integrate the development and to overcome environmental concerns. There is concern that local businesses may not benefit during the development stages with contracts being awarded to non local companies.

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