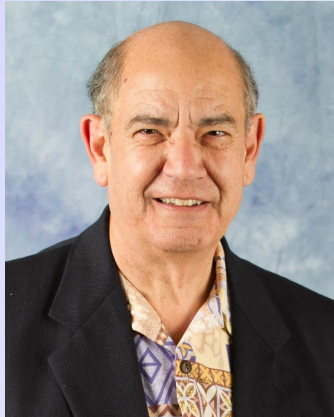


Frankly Speaking by Lois Kajiwara (www.manoa.hawaii.edu/international)

One of the striking things about **Frank Haas** is that he is a man with many areas of expertise. His career is highlighted by executive positions in tourism and hospitality, higher education, advertising, quick service restaurants, and high technology. He has contributed greatly to shaping Hawai'i's tourism industry – as the former Vice President and Director of Marketing for the Hawai'i Tourism Authority (HTA), he was responsible for US\$50 million in marketing contracts for leisure and business travel, sports, and convention marketing. After leaving HTA, he was the Assistant Dean for the School of Travel Industry Management at UH Mānoa, and from 2010, Frank was the Dean for Hospitality and Business programs at Kapi'olani Community College (KCC). He has taught graduate level courses in mar-

keting and has delivered training programs for travel professionals in Abu Dhabi, Singapore, Thailand, and Guam. He has also been working with KCC in the development of hospitality training programs for the Kingdom of Morocco.

Frank is currently a partner in *Connected Planet*, a business consultancy based in Honolulu specializing in multinational development, especially in the tourism sector. Below, he shares his insights on various topics.

What prompted your interest in being an advocate for international education at UH?

It's no secret that "the world is flat" (referring to Thomas L. Friedman's international best-selling book that analyzes globalization). The world has never been so connected by technology, communications, and commerce. Success in the future is going to belong to those who understand this and are able to work in a multinational environment. If you look at large corporations, they are all multinational and increasingly more of their revenues are coming from areas outside of their headquarters base. If you look at research and development, you're seeing more innovation and new patents coming from emerging economies rather than just the highly industrialized nations.

What kind of background does it take to succeed in this "flat world?"

First of all, it requires an open mind and a willingness to look beyond your comfort level. In that sense, I would say that curiosity about the big, wide world is something I would look for when hiring someone in this day and age. An educational background in international subjects, knowledge of several languages, and travel abroad all are indicators of that mindset.

There are certain skills that can provide the basis for success in the global community. A background in the social sciences is a great foundation for understanding different cultures. A background in international business provides an understanding of how business is conducted in different parts of the world. Being able to speak multiple languages is often a key to success in the global marketplace. English has been the standard, but more and more people are studying Mandarin to be able to operate in an era when China is becoming such an important player on the world stage. There's an old joke that goes like this: If you speak three languages, you're trilingual. If you speak two languages, you're bilingual. If you speak one language, you're American. That has to change.

Understanding different cultures and being able to adapt products, programs, and ideas to fit into them is often a critical skill. When I worked for a Pizza Hut franchisee that was developing Pizza Hut restaurants in Taiwan, the company tried to sell pizza the way that it has worked in the U.S. – a great tasting product with an Italian heritage. In Taiwan, though, this strategy didn't work. After struggling for a while, the company finally made some changes. They changed the toppings on the pizza to include options like squid, and they changed the message to be more culturally appropriate. The message was all about sharing food with friends, rather than focusing on the pizza itself. After those changes, sales really blossomed.

What are the possibilities for Hawai'i in terms of tapping into global opportunities?

Over the years, different people have suggested that Hawai'i is a natural center for global or multinational businesses, meetings, and other activities, but that hasn't happened in a big way. Part of the rationale for this thinking in the past was that Hawai'i's geographic location would naturally make it attractive as a global player. Long range aircraft, telecommunications technology, and the internet have diminished that geographical advantage; however, there are some significant advantages that Hawai'i has now – or could further develop – that could make Hawai'i a significant global player.

One of these advantages is international education. Given our diverse culture in Hawai'i and the highly regarded international programs at UH and its system of colleges, we should naturally be a magnet for international education. Hawai'i Pacific University also has a significant number of international students, and of course, there is the East-West Center. Graduates from these programs often return to their home countries with a familiarity about Hawai'i, the University, and the multicultural society here that can make Hawai'i top-of-mind as a place open to global thinking.

Another advantage that is still based on Hawai'i's geographic location is the ability to host international meetings and events. As more companies are becoming global, it no longer makes sense for sales meetings, product rollouts, conferences, and other

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events to be exclusively scheduled on the U.S. mainland. Holding these events in Hawai'i encourages better attendance from Asia and, incidentally, highlights Hawai'i as a place for international business. The enormous investment in time and resources to host the Asia-Pacific Economic Cooperation (APEC) forum was intended to showcase Hawai'i as a place where East and West can have a productive meeting. We need to continue to take advantage of the publicity and goodwill that came out of APEC.

And, of course, we should lead from our strengths. Tourism is a trillion dollar industry that is expected to continue to grow rapidly fueled by the revolutions in technology, transportation, and economic development. In addition to all of the economic benefits of tourism, the industry naturally exposes people to different cultures and ideas from around the world and, in that regard, it can really be an instrument for global understanding. We can take advantage of the power of the Hawai'i tourism "brand" by exporting our expertise in resort design, hospitality education, sustainable tourism practices, and other consulting services.



Frank with Abu Dhabi Tourism staff

How can UH compete to attract more international students?

It isn't difficult. It just requires making international initiatives a priority. There are many opportunities to recruit international students through enrollment fairs and other activities abroad. There are also other marketing activities including advertising, social media, and specialized websites that can be developed. It just takes time, effort, and money.

Another approach is to work cooperatively with the Study Hawai'i Educational Consortium, which is working closely with the State of Hawai'i Department of Business, Economic Development and Tourism (DBEDT) as well as other colleges and universities in Hawai'i, to develop a marketing campaign promoting the state as a great place for international education. Individual institutions, then, would benefit from the interest in the Hawai'i brand and be able to do their own promotions more effectively.

Lastly, what have you learned from your many travels?

The main thing I've learned is that every trip is a learning experience. Even if I travel to a place I've been before, I see nuances and characteristics that are new. I guess that continued learning comes from the curiosity I mentioned earlier. Another thing I've learned is to look beyond the stereotypes for people and culture. If you buy into the stereotypes, it's too easy to prejudge people and not see them for who they really are. I think the final piece of learning is to 'go with the flow' ... to experience things as they happen. If you travel to a place with your own itinerary, it won't be as rich an experience as if you went there and allow the people and the place to set the itinerary. It takes some faith to get out of your comfort zone to do this, but it is certainly worthwhile.

Unique Campus Job Introduces Students to the World by Laura Ranney (www.nice.hawaii.edu)

Interchange is an integral feature of the **New Intensive Courses in English (NICE)** and **Special English Programs (SEP)**, two Outreach College programs that focus on improving the English communication skills of visiting international students. This popular program feature provides English language learners the opportunity to practice conversation with native speakers who also offer insight into American university life, customs, and culture from the perspective of a peer. UH Mānoa students, called "Interchangers," are hired to facilitate conversation sessions on a regular basis under the guidance of the classroom instructor. At any given time, a pool of 70-80 students work as Interchangers for two to ten hours per week.



For the international students, Interchange is often a highlight of their learning experience here at UH Mānoa:

"Interchange has been a great opportunity to learn natural conversation and has increased my confidence and motivation to keep learning." Yuki Furuta, NICE student

Interchange also enhances the learning and work experience of UH Mānoa students, who are trained to be effective language partners and cultural informants. This unique on-campus job offers many rewarding benefits in addition to a paycheck:

"As a Second Language Studies major working as a Student Interchanger, I have been able to gain invaluable experience in tutoring. Being an Interchanger is intellectually stimulating, challenging, and uniquely fun. I have learned the value of patience and of listening, and with these two major skills I feel I will be able to make all the important connections needed with my future students." Tiare Niland, SLS student (right photo)



"The Interchange program has unveiled a new world to me. Once oblivious to many different cultures, I have now gained a solid understanding of them. Being an Interchanger has broadened my skills and judgment in decision-making. I have developed a great amount of patience to comprehend other people's ideas, concerns, and questions. Above all, I have been able to connect with international students. I have the satisfaction of knowing that I have the resources to be able to help students to better understand our culture, overcome their shyness, and succeed in their presentations." Jacqueline Gomes, Civil and Environmental Engineering student (left photo)

For more information on Interchange, please e-mail Laura Ranney at lranny@hawaii.edu.